



OFFICE OF THE CHANCELLOR

575 STONE CUTTERS WAY
PO Box 7
MONTPELIER VT 05601

VERMONT STATE COLLEGES

CASTLETON STATE COLLEGE
COMMUNITY COLLEGE OF VERMONT
JOHNSON STATE COLLEGE
LYNDON STATE COLLEGE
VERMONT TECHNICAL COLLEGE

September 10, 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 annual retreat and meeting, Tuesday and Wednesday, September 17 and 18, 2013 at the Lake Morey Inn and Resort, in Fairlee, VT.

Directions to Lake Morey Resort:

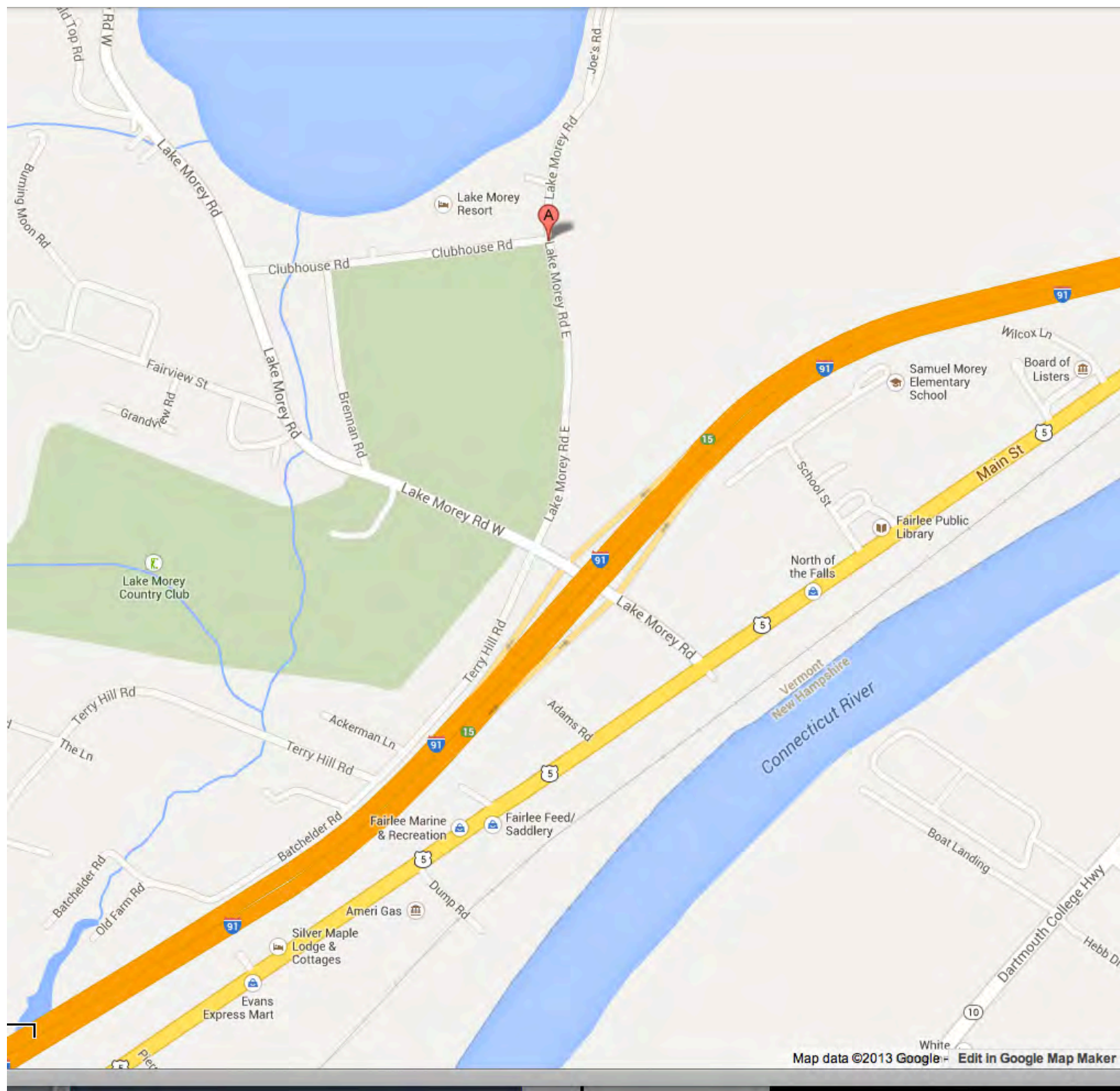
From points South: Take I-91 North to Exit 15. Turn left off exit ramp. Take first right (granite Lake Morey Resort sign on corner). Follow the golf course (on left) and take your first left onto Clubhouse Rd. Resort is on the right.

From points North: Take I-89 South to Exit 7 (Berlin/Barre). Take Route 302 East through Barre to Orange. Take Route 25 South to Bradford. Take I-91 South to Exit 15 - Turn right off exit ramp. Take next right (granite Lake Morey Resort sign on corner). Follow the golf course (on left) and take your first left onto Clubhouse Rd. Resort is on the right.

Follow this link to an interactive map: <http://goo.gl/maps/zyZ7y>. Another map is included on the next page. Information about the resort can be found here: <http://www.lakemoreyresort.com>.

We look forward to seeing everyone on Tuesday.

cc: Council of Presidents





Vermont State Colleges

Board of Trustees

Annual Retreat & Meeting

September 17 & 18, 2013

*Lake Morey Resort
Fairlee, VT*

BOARD OF TRUSTEES

Gary Moore, Chair
(2/28/15)

M. Jerome “Jerry”Diamond
(2/28/19)
Rep. Eileen “Lynn” Dickinson
(2/28/16)
Michelle Fairbrother
(2/28/15)
Kraig Hannum
(2/28/17)
Rep. Tim Jerman, Vice Chair
(2/28/14)
Rep. Bill Lippert, Jr.
(2/18/16)
Karen Luneau, Treasurer
(2/28/17)

Chris Macfarlane
(2/28/19)
Rep. Jim Masland
(2/28/14)
Linda Milne
(2/28/15)
Martha O’Connor
(2/28/17)
Heidi Pelletier, Secretary
(2/28/19)
Colin Santee
(6/30/14)
Governor Peter Shumlin
(*ex officio*)

Board Committees

Finance & Facilities

Martha O’Connor, Chair
Jerry Diamond
Michelle Fairbrother
Tim Jerman
Chris Macfarlane
Linda Milne

Education, Personnel & Student Life

Heidi Pelletier, Chair
Karen Luneau, Vice-Chair
Lynn Dickinson
Kraig Hannum
Jim Masland
Bill Lippert
Colin Santee

Priorities

Gary Moore, Chair
Tim Jerman
Linda Milne
Martha O’Connor
Heidi Pelletier

Audit

Linda Milne, Chair
Lynn Dickinson
Tim Jerman
Karen Luneau
Chris Macfarlane

Board Meeting Dates

August 1, 2013
September 17 & 18, 2013
October 31, 2013
December 12, 2013
February 20, 2014
April 3, 2014
May 22, 2014
September 23 & 24, 2014

Chancellor’s Office, Montpelier, VT
Lake Morey Resort, Fairlee, VT
Community College of Vermont – Upper Valley
Lyndon State College
Johnson State College
Vermont Technical College - Randolph
Castleton 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
Director of Institutional Research
Director of Payroll and Benefits
Chief Technology Officer
Controller

Thomas Robbins
William Reedy
Elaine Sopchak
Daniel Smith
Annie Howell
Linda Hilton
Dianne Pollak
Richard Ethier
Nancy Shaw
Hope Baker-Carr
Tracy Sweet
Richard Blood
Deborah Robinson

**VERMONT STATE COLLEGES
BOARD OF TRUSTEES RETREAT
September 17, 2013**

**Lake Morey Resort
Fairlee, Vermont**

**Board Retreat
Tuesday, September 17**

- | | |
|-------------------|--|
| 10 a.m. – 12 p.m. | Priorities for the coming year, other Board-related business
Participants: Trustees |
| 12 – 1 p.m. | Working Lunch with Council of Presidents |
| 1 – 3:30 p.m. | Strategic Inquiry: Alignment on Values
Participants: Trustees, Council of Presidents and Chancellor
(Includes Afternoon Break) |
| 3:30 – 5 p.m. | Team Discussions: VSC in 2030 |

Wednesday, September 18

- | | |
|-------------------|---|
| 8:30 – 10:30 a.m. | Strategic Inquiry: Vision Development
Participants: Trustees, Council of Presidents and Chancellor
(Includes Morning Break) |
| 10:30 a.m. – Noon | Team Discussions: Path towards the Vision |
| 12 – 1 p.m. | Working Lunch |

**VERMONT STATE COLLEGES
BOARD OF TRUSTEES MEETING
September 18, 2013 1:00 p.m.**

**Lake Morey Resort
Fairlee, Vermont**

ORDER OF BUSINESS AND TABLE OF CONTENTS

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the August 1, 2013 Board of Trustees Meeting
2. Approval of Grants: Consent Agenda

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Reports of the College Presidents
2. Other Business
3. Comments from the Public
4. Date and Place of Next Meeting

Board of Trustees Meeting
Thursday, October 31, 2013
Community College of Vermont, Wilder Campus

Items for Discussion and Action

1. Approval of the Minutes of the August 1, 2013 Board of Trustees Meeting**Unapproved minutes of the Board of Trustees meeting Thursday, August 1, 2013**

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, August 1, 2013 at the Office of the Chancellor, Montpelier, Vermont.

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Michelle Fairbrother, Kraig Hannum, Tim Jerman, Bill Lippert, Karen Luneau, Chris Macfarlane, Jim Masland, Linda Milne, Gary Moore, Martha O'Connor, Heidi Pelletier, Colin Santee

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:

Joe Candido, Fifth Element Associates
Tess Conant, VSC UP President
Claudia Eisinger, Fifth Element Associates
Glenn Ravdin, Fifth Element Associates
Steven Shepard, Fifth Element Associates

Chair Moore called the meeting to order at 10:03 a.m.

Items for Discussion and Action

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the May 23, 2013 Board of Trustees Meeting

Chair Moore moved for the approval of the minutes of the May 23, 2013 Board of Trustees meeting. Trustee O'Connor seconded. The motion passed unanimously. The approved minutes are attached and made an official part of the minutes of this meeting.

2. Approval of 2013-2014 Schedule of VSC Board of Trustees Meetings

Trustee O'Connor moved and Trustee Macfarlane seconded the resolution to approve the 2013-2014 Schedule of VSC Board of Trustee Meetings. Chancellor Donovan stated that the schedule assumes separate committee meetings and adds a summer meeting; however, all these dates can be adjusted. The resolution passed unanimously. The approved resolution is attached and made an official part of the minutes of this meeting.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Strategic Inquiry Update by Fifth Element Associates

Trustee Jerman and Trustee O'Connor introduced the representatives of Fifth Element Associates, who presented their findings from the research stage of the strategic inquiry.

2. Enrollment Updates

Chancellor Donovan explained three measures of enrollment. Headcount is the number of individual students. Full-time equivalent (FTE) is the equivalent of students enrolled in at least twelve credits per semester; for example, one full-time student or two half-time students equal one FTE. At CCV, a course placement is the equivalent of one person in one three-credit class.

Vermont Technical College President Phil Conroy reported that enrollment is on track, and they expect between 1,450-1,520 FTE in the fall. They are currently at 87% of enrollment. There has been an increase in the number of students in business-located programs across the state. VTC expects 30 international students

Items for Discussion and Action

in the fall. Nursing enrollment is soft, but this parallels the industry in general at this time.

Community College of Vermont President Joyce Judy stated that summer enrollment is strong and fall is on target. Enrollment is tracked daily, and they expect to be level with last year, at around 7,100. Trustee Jerman asked President Judy if there were any anomalies in the current enrollment, and President Judy replied that the current summer enrollment is CCV's highest ever.

Johnson State College President Barbara Murphy stated that the enrollment trend is down, currently projecting 25 fewer students than budgeted. EDP enrollment looks good. Vermont enrollments are up and out of state enrollments are down, so the student mix is off.

Lyndon State College President Joe Bertolino noted that there is an increase in enrollment of male students and a decrease in female students. Deposits are up and there is a possibility of topping 500 new students in the fall. The number of Vermonters has increased by 2% overall, and there has been a 9% decrease in out-of-state students, while NEBHE students have increased 2%. The number of returning students has decreased by 3% but the number of part time students has grown 14%. President Bertolino predicted that overall the FTE and headcount numbers will remain flat, at approximately 1,450 students.

Trustee Lippert inquired whether recent LSC advertisements were in an effort to increase enrollment. President Bertolino replied that their purpose was to make Vermonters aware that, due to increased state funding, there are currently more funds available for Vermonters to go to college.

Trustee Macfarlane asked if the trend of decreasing out of state student enrollment is temporary, and how the colleges plan to offset the trend. Chancellor Donovan replied that neighboring states are investing in keeping their students close to home, and due to higher state funding they don't have the same offset the VSC schools have. With their higher state subsidies neighboring colleges are also making enormous investments in capital and technology infrastructure, which for the VSC would result in pressure on tuition. Chancellor Donovan also stated that each president interprets and offsets changes in out of state enrollment differently.

Castleton State College President Dave Wolk shared that enrollment has increased 1.5%, with the highest number of Vermonters ever, 1,320. Out of state enrollment

Items for Discussion and Action

remains even with last year. Over the last decade Castleton enrollment has increased 35%. They must maintain or increase this growth going forward.

President Wolk stated that given the limitations of current facilities and difficulties in hiring nursing faculty, there is a waiting list for the nursing program. He is looking off campus for sites and facilities to accommodate educating those students. While Hoff Hall is Castleton's newest dormitory, it is already full to capacity and dorms in general are crowded again. A contributing factor is more upperclassmen returning to live on campus rather than in off campus apartments.

Trustee Jerman asked the presidents if they have seen any fallout from Congress' recent inactivity regarding the doubling of interest on student loans. None have, though President Murphy stated she has seen the negative impact the general economic downturn has had on students; for example, some students are having difficulty finding cosigners for their loans, among other adverse effects.

Trustee Macfarlane questioned why Castleton and VTC were not working together more since Castleton has nursing students on a waiting list and VTC has openings. President Conroy responded that the programs are very different, but VTC is starting the process of rethinking its nursing program based on the needs of the nursing profession.

Trustee Jerman asked the colleges to report their information regarding increases in Vermont student enrollment to inform the legislature.

Trustee Dickinson inquired whether recent hospital layoffs or healthcare reform in general are affecting nursing jobs. President Wolk stated that many of his students are finding jobs at nursing homes, and that Castleton is currently developing a Master's program in nursing and some online courses, as well as looking for new sites. President Conroy stated that the LPN credential VTC offers is the most sought after credential by nursing homes.

3. Chancellor Donovan reminded the trustees of the new procedure for trustee reimbursement and stipends, with Chancellor's Office staff providing the documentation for their approval.
-

4. Date and Place of Next Meeting

Board of Trustees Annual Retreat
Tuesday & Wednesday, September 17 & 18, 2013
Lake Morey Resort, Fairlee, VT

Trustee Pelletier moved that the Board enter into Executive Session under 1 V.S.A. §313(a)(1) for the purpose of discussing the negotiation of labor relations agreements with employees where premature general public knowledge would clearly place the Board at a substantial disadvantage. Attendance in the executive session was limited to the Board members, the Chancellor, and the General Counsel. Trustee Diamond seconded the motion and the Board entered Executive Session at 4:12 p.m.

The Board exited Executive Session at 5:32 p.m. and took no action.

Chair Moore adjourned the meeting at 5:32 p.m.

Respectfully Submitted,



Elaine Sopchak, Recording Secretary

2. Approval of Grants: Consent Agenda

Community College of Vermont and Castleton State College have submitted the following grant proposals for review to the Board of Trustees. Documentation for these grants and a suggested resolution for endorsement are attached.

- a. CCV: “Trade Adjustment Assistance Community College and Career Training (TAACCT) 3 Grant” in the amount of \$16,565,851.94 being sought from the Employment and Training Administration for the purpose of developing a Vermont State Colleges’ Center for Manufacturing Innovation which will prepare trade adjusted dislocated workers and others for employment in modern manufacturing positions.
- b. CSC: “Leavenworth Hall Window Replacement Grant” in the amount of \$150,000, being sought from the Richard E. and Deborah L. Tarrant Foundation (\$75,000) and Price Chopper’s Golub Foundation (\$75,000).
- c. CSC: “STEM Scholarships Grant” in the amount of \$621,471 from the National Science Foundation for the purpose of funding five years’ of scholarships for students in STEM fields.

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B

College: Community College of Vermont

Grant Title: Trade Adjustment Assistance Community College & Career Training (TAACCCT) 3

Grant Agency: Employment and Training Administration

Project Director: Linda Gabrielson/ Joyce Judy

Purpose of Grant: To develop a Vermont State Colleges' Center for Manufacturing Innovation which will
prepare trade adjusted dislocated workers and others for employment in modern
manufacturing positions.

Grant Period: 1-Jul-14 to 30-Jun-17

Review Period: 4 Multi-Yr** / Cumulative Grant Amt: \$16,565,851.94
 **(please enter number of years covered)

Proposed Funding	1st Yr Grant	2nd Yr Grant	3rd Yr Grant	4th Yr Grant	Total Grant	College
Direct Costs						
Salaries & Wages	\$ 1,638,932.12	\$ 1,673,520.40	\$ 1,709,464.87	\$ 186,568.52	\$ 5,208,485.91	\$ -
Employee Benefits	\$ 832,689.81	\$ 858,233.65	\$ 884,966.87	\$ 123,552.79	\$ 2,699,443.12	\$ -
Operations	\$ 341,570.00	\$ 199,950.00	\$ 199,950.00	\$ 5,500.00	\$ 746,970.00	\$ -
Travel	\$ 154,700.00	\$ 154,700.00	\$ 153,700.00		\$ 463,100.00	\$ -
Equipment	\$ 1,686,800.00	\$ 45,000.00	\$ 45,000.00		\$ 1,776,800.00	\$ -
Library Acquisitions						
Other	\$ 1,186,723.15	\$ 1,361,692.89	\$ 1,306,651.92	\$ 310,000.00	\$ 4,165,067.96	\$ -
Total Direct	\$ 5,841,415.08	\$ 4,293,096.94	\$ 4,299,733.66	\$ 625,621.31	\$ 15,059,866.99	\$ -
Indirect Costs*	\$ 584,141.51	\$ 429,309.69	\$ 429,973.37	\$ 62,560.38	\$ 1,505,984.95	\$ -
Total Budget	\$ 6,425,556.59	\$ 4,722,406.63	\$ 4,729,707.03	\$ 688,181.69	\$ 16,565,851.94	\$ -

*(In-Kind & Other costs for space, utilities, maintenance, administrative support, etc.)

What is(are) the sources of College Funding? N/A

What continuing cost obligations does Granting Agency require/expect? NoneWhat Continuing cost obligations does the College intend/see likely? None

Business Officer Review Barbara A. Munn Date: 7/31/13

Programmatic Review by Linda W. Gabrielson Date: 7/31/13

Presidential Review by: Joyce Judy Date: 7/31/13

Full required documentation is being submitted, including all appropriate assurances regarding Civil Rights, People with Disabilities, Sex Discrimination, Human Subjects, Laboratory Animals, etc.

Vermont State Colleges

Grant Proposal Budget Analysis

Form A & B

College:

Grant Title:

Grant Agency: **Project Director:**

Purpose of Grant:

Grant Period: **Review Period:**

(Please enter number of years covered.)

Cumulative Grant Amount: \$

Proposed Funding	1st Year Grant	1st Year College	2nd Year Grant	2nd Year College	3rd Year Grant	3rd Year College
Direct Costs:						
Salaries & Wages		0				
Employee Benefits		0				
Operations	0	0				
Travel		0				
Equipment	75,000	225,000				
Library Acquisitions	0	0				
Other	0	0				
Total Direct:	75,000	225,000				
Indirect Costs: *		0				
Total Budget:	75,000	225,000				

(In-Kind & Other costs for space, utilities, maintenance, administrative support, etc.)

What is (are) the sources of College funding?

What continuing cost obligations does Granting Agency require/expect?

What continuing cost obligations does the College intend/see likely?

Business Officer Review by:

Date:

Programmatic Review by:

Date:

Presidential Review by:

Date:

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B

College: Castleton State College
Grant Title: Leavenworth Window Replacement Project
Grant Agency: Price Chopper's Golub Foundation
Project Director: Scott Dikeman /Chuck Lavoie
Purpose of Grant: Replace windows in Leavenworth Hall
Grant Period: 05/01/2014-08/15/2014
Review Period: ☐ Annually ☐ Quarterly ☐ Monthly ☐ Multi-year (# of yrs:)
(Click here to enter text.)
Cumulative Grant Amt: \$75,000

Proposed Funding	1st Yr		2nd Yr		3rd Yr	
	Grant	College	Grant	College	Grant	College
Direct Costs	-----	-----	-----	-----	-----	-----
Salaries & Wages						
Employee Benefits						
Operations						
Travel						
Equipment	75000	225000				
Library Acquisitions						
Other						
Total Direct	75000	225000				
Indirect Costs*						
Total Budget	75000	225000				

*(in-kind or other costs for space, utilities, maintenance, administrative support, etc.)

What are the sources of college funding? Grant request is for 25% of project costs from this funding source. Castleton's general fund budget will provide remaining funds.

What continuing cost obligations does the Granting Agency require/expect? There are no continuing cost obligations.

What continuing cost obligations does the College intend/see likely? There are no continuing cost obligations.

Business Officer Review by:  (sig) Date: 8/6/13

Programmatic Review by: H. Anthony Peffer (sig) Date: 8/5/13

Presidential Review by: W. Swell (sig) Date: 8/8/13

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B

College: Castleton State College
Grant Title: STEM Scholarships
Grant Agency: National Science Foundation
Project Director: Catherine Garland/Andrew Vermilyea/Tim Grover/Deborah Alongi
Purpose of Grant: Fund scholarships for students in STEM fields
Grant Period: 08/01/2014-07/31/2019 (60 months)
Review Period: ☒ Annually ☐ Quarterly ☐ Monthly ☒ Multi-year (# of yrs: 5)
Cumulative Grant Amt: 621,471

Proposed Funding	1st Yr		2nd Yr		3rd Yr	
	Grant	College	Grant	College	Grant	College
Direct Costs						
Salaries & Wages	26400		26928		0	
Employee Benefits	2020		2060		0	
Operations	0		0		0	
Travel	1000		1000		1000	
Equipment	0		0		0	
Library Acquisitions	0		0		0	
Other	39200		75600		112000	
Total Direct	68620		105588		113000	
Indirect Costs*	17556		17907		0	
Total Budget	86176		123495		113000	

*(in-kind or other costs for space, utilities, maintenance, administrative support, etc.)

What are the sources of college funding? This proposal does not require college funding.

What continuing cost obligations does the Granting Agency require/expect? There are no continuing cost obligations.

What continuing cost obligations does the College intend/see likely? There are no continuing cost obligations.

Business Officer Review by: [Signature] (sig) Date: 8/14/13

Programmatic Review by: [Signature] (sig) Date: 8/14/13

Presidential Review by: [Signature] (sig) Date: 8/14/13

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B page 2

College: Castleton State College
Grant Title: STEM Scholarships
Grant Agency: National Science Foundation
Project Director: Catherine Garland/Andrew Vermilyea/Tim Grover/Deborah Alongi
Purpose of Grant: Fund scholarships for students in STEM fields
Grant Period: 08/01/2014-07/31/2019 (60 months)
Review Period: ☒ Annually ☐ Quarterly ☐ Monthly ☒ Multi-year (# of yrs: 5)
Cumulative Grant Amt: 621,471

Proposed Funding	4th Yr		5th Yr		SUMMARY TOTALS	
	Grant	College	Grant	College	Grant	College
<u>Direct Costs</u>						
Salaries & Wages	0		0		53328	
Employee Benefits	0		0		4080	
Operations	0		0		0	
Travel	1000		1000		5000	
Equipment	0		0		0	
Library Acquisitions	0		0		0	
Other	148400		148400		523600	
Total Direct	149400		149400		586008	
<u>Indirect Costs*</u>	0		0		35463	
<u>Total Budget</u>	149400		149400		621471	

*(in-kind or other costs for space, utilities, maintenance, administrative support, etc.)

What are the sources of college funding? This proposal does not require college funding.

What continuing cost obligations does the Granting Agency require/expect? There are no continuing cost obligations.

What continuing cost obligations does the College intend/see likely? There are no continuing cost obligations.

Business Officer Review by: _____ (sig) Date: _____

Programmatic Review by: _____ (sig) Date: _____

Presidential Review by: _____ (sig) Date: _____

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 entities as indicated:

CCV: “Trade Adjustment Assistance Community College and Career Training (TAACT) 3 Grant” in the amount of \$16,565,851.94 being sought from the Employment and Training Administration;

CSC: “Leavenworth Hall Window Replacement Grant” in the amount of \$150,000 being sought from the Richard E. and Deborah L. Tarrant Foundation (\$75,000) and Price Chopper’s Golub Foundation (\$75,000); and

CSC: “STEM Scholarships Grant” in the amount of \$621,471 from the National Science Foundation.

September 18, 2013

Items for Information and Discussion

1. Reports of the College Presidents
2. Other Business
3. Comments from the Public
4. Date and Place of Next Meeting

Board of Trustees Meeting
Thursday, October 31, 2013
Community College of Vermont, Wilder Campus



Report to the BOARD of TRUSTEES

September 2013

Executive Summary

Dear VSC Board of Trustees,

As our fall semester gets underway, it is my privilege to share the significant progress in student access and success happening at CCV. In this report, you will read about headway in our retention efforts, the upcoming launch of our new STEM Studies program, and our continually expanding partnerships with K-12 educators and Vermont employers.

You will also see some of the creative and innovative approaches we are taking to serve and engage students, from a new initiative to integrate online educational resources in our classes, to honoring our student leaders, offering more community-engaged learning activities, and the success of our work with military veterans.

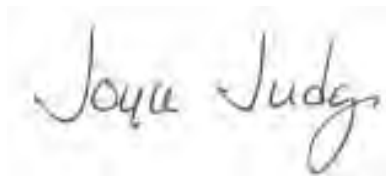
CONTENTS

- Students
- Student Life
- Public Service
- Admissions & Enrollment Services
- Academic Affairs
- Library
- Learning Technology & Online Learning
- Development
- Finance
- Facilities
- Personnel
- Workforce Education & Training
- Veterans
- Dual Enrollment
- Vermont Digital Economy Project
- Special Comments/Plans

This year, I am particularly proud of the recognition CCV is receiving through increased philanthropic support from individuals and foundations such as the Vermont Community Foundation and the Nellie Mae Foundation. This support allows CCV to play a leadership role in dual enrollment, workforce education and serving veterans.

I am also proud to report that CCV is navigating well the turbulent world of higher education. Enrollment is robust, we are fiscally sound, and CCV continues to be perfectly positioned to serve the educational needs of Vermont employers, communities, and students by providing high-demand courses and programs, an interactive learning environment, convenient schedules, a breadth of online learning options, and the lowest college tuition in the state.

Our statewide community is never short of compelling stories to tell, and I invite you to follow us on Twitter, find us on Facebook, and visit CCV Now, the news magazine for the CCV community, for our updates, profiles, a look at CCV in the media, and recent press releases. Our students inspire us every day, and we are grateful, on their behalf, for all you do to support the work of CCV.



Joyce Judy
President

Students

National research has shown that students who do not earn any college-level credits their first semester are unlikely to persist in their college studies. However, 74% of students who earn at least 3 credits persist to a second semester. Last year CCV continued to focus its efforts on strategies to support new student success and retention.

To improve the success of developmental students in reading and writing, CCV continued to expand a pilot program in which students were co-enrolled in a developmental and college-level course at the same time. Just two years after the pilot began, it was being offered in seven academic centers across the college and nearly 400 students had taken part in it. (This fall it is offered in nine academic centers.) Developmental students in the pilot are passing the college-level course at the same rate as their college-ready peers. In addition, these students have higher retention rates, a year later, than any of their peers.

To strengthen the opportunities for success among developmental math students, CCV applied last fall to be part of the New England Board of Higher Education's Developmental Mathematics Demonstration Project, which aims to improve student math outcomes in New England through the integration of Khan Academy resources. CCV is one of eight community colleges (and/or community college systems) involved in the project and is offering eleven sections of developmental math this fall that employ the free Khan Academy resources as their primary instructional tool.

Student Life

As new leadership opportunities for students continued to emerge and evolve across the College, the statewide Student Advisory Board spent the year reflecting on its role at CCV. In an effort to more effectively and inclusively engage all student leaders, the group successfully proposed to change its name to The Community of Student Representatives (CSR). With a special emphasis on building community across academic centers, the CSR will develop networking opportunities for students who are actively participating in college governance, service learning, voluntarism and peer to peer support. The group is now poised to collaboratively craft its first mission statement to reflect a renewed emphasis on developing and recognizing student leadership.

Last year, to honor those students who demonstrate significant leadership abilities in their classrooms, their academic centers, and their communities, the College established a student leadership scholarship. Staff, faculty and students were asked to nominate student leaders using a simple online form. A finalist was then selected from each academic center. In January, eleven students were notified that they had become the first recipients of the \$1000 scholarship. Student leaders, their families, and their advisors were also invited to a special lunch with President Judy where they shared their personal stories, recognized mentors in their own lives, and were honored for their service to the college community.

CCV students also became involved in their global communities. Last year 25 students

participated in a CCV study abroad course. In the fall, students traveled to Costa Rica to study intercultural communication. They visited the cloud forest, spent time in an indigenous Bribri community, and observed intercultural communication in Talamanca, a tiny beach village that is home to residents from some forty different nations. In spring students studying the literature, art and music of England learned about English heritage firsthand while watching a production of *The Tempest* at London's Globe Theatre, drinking in the marvels of Stonehenge, hiking the Cornish coast, and exploring Tintagel Castle, reputed to be the birthplace of King Arthur.

Public Service

In 2012-2013, the number of CCV students who participated in community-engaged learning as part of their coursework increased by twenty percent from the year before. Approximately 485 students participated in academic service learning projects throughout Vermont, and twelve students engaged in a service project while studying intercultural communication in Costa Rica. According to Independent Sector's estimated value of volunteer time, CCV students and staff contributed more than \$485,000 to our local economy by engaging in more than 21,900 hours of service through community-engaged learning activities.

Academic service-learning projects immersed CCV students in a variety of experiential

learning opportunities. For instance, Natural History of Vermont students collected data on the distribution of amphibians and reptiles, verified the presence of vernal pools, collected population and distribution data for a nationwide survey on frogs, and helped vaccinate fish against diseases spread through raising animals in hatcheries; Effective Workplace Communication students created and presented a website for a non-profit retirement home; Dimensions of Freedom students sculpted bones to raise money for One Million Bones, a nationwide project to support genocide survivors in Africa and other parts of the developing world; and an Introduction to Sociology class raised funds to purchase bullet proof vests for dogs serving in the Vermont Police Canine Unit.

Admissions & Enrollment Services

Enrollment Services encompasses the offices of admissions, registrar, and financial aid. The three offices are not only closely connected in terms of functions for students, but also in the intertwined technical relationships in the system's database, Colleague. Working as a unit helps ensure that one area's creative idea doesn't have unintended or uninformed consequences on another.

Students had requested that we begin our summer registration period earlier to allow them to better plan. In response, we began summer registration six weeks earlier, resulting in a four percent growth in enrollment over summer 2012.

Students from other colleges who were headed back home for the summer were particularly interested in an earlier summer registration period. We recognized a need to further streamline our admissions process for these Continuing Education students. In partnership with the earlier start date, a pilot program allowing most Continuing Education applicants to request their courses on the application for admission resulted in nine percent growth in summer Continuing Education students and will be expanded college wide this year.

Our registrar's office did all the behind the scenes tasks in support of CCV's largest ever graduating class – 614 students. This office also works with our 405 militarily connected students to certify their educational benefits as quickly and efficiently as possible in the complex Department of Veteran's Affairs systems.

The financial aid office continued its work with students needing financial assistance while enrolled, and also began focused outreach to former students falling behind in their student loan repayments.

In the upcoming year, we look forward to working with the other VSC institutions in the implementation of two new Colleague tools to better assist students. The admissions "Recruiter" module will allow us more flexibility in responding to admissions inquiries and supply the student with information targeted to his/her interests. The "Student Planning" module will strengthen our student advising by allowing the student and advisor to map out a comprehensive course plan, and thus help students stay the course to completion.

Academic Affairs

Throughout the past year, the Community College of Vermont's academic program focused on refining learning outcome assessment, honing academic programming, reducing barriers to student success, and providing professional development opportunities for faculty.

As the next phase in a multi-year effort to strengthen student learning outcome assessment, the six curriculum committees (CCV's equivalent to academic departments) each completed their first round of assessing at least one learning outcome for each degree program. Earlier phases included re-statement of learning outcomes to ascertain measurability and identification of mechanisms for measuring each outcome through means other than course grades. During the coming year each program will measure attainment of two learning outcomes per program, and in the following year, all outcomes for each program will be measured. At the same time, curriculum committees are now setting goal levels for each program outcome.

Further refinement of the academic program included development of a new associate of science STEM (science, technology, engineering and math) Studies degree that will begin in January 2014. This degree program will prepare students for transfer to a variety of STEM baccalaureate programs or for immediate employment in advanced technician positions that require strong mathematics, technology, and science skills. This program will include thirty-four credits distributed among science, technology, and mathematics with the opportunity for students

to focus in one of these areas: physical science, life science, or pre-engineering. Most courses in this degree program are existing courses in the College's curriculum. The program was built in collaboration with four-year colleges and Vermont employers to assure a design that prepares students for the workforce and seamless transfer to relevant baccalaureate programs.

In addition to the new degree program, CCV approved its first specialization, which is in Global Awareness. The specialization is attained within the context of a degree program by completion of twenty-one credits of globally endorsed courses chosen from within the general education program. In its first year of implementation, the specialization may be earned in conjunction with the Liberal Studies degree. It is intended to be an endorsement with any associate of arts or associate of science degree in future years.

CCV's Summer Institute was attended by over 175 faculty and staff and included keynote speakers Ed Klonoski and David Yeager speaking on Upsetting Higher Education: Re-Invention in a Disrupted Industry and Productive Persistence: A Practical Theory of Student Success, respectively. The two-day conference also included concurrent sessions that addressed open education resources, outcome assessment, and student success strategies.

In addition to the Summer Institute, each of CCV's six curriculum committees conducted two different discipline-based faculty professional development events.

Learning Technology & Online Learning

About a third of CCV students take at least one online course each year—a proportion that tracks national statistics. The majority of those students are served by in-person advising and other student services at one of CCV's twelve academic centers. For students who have difficulty getting to a nearby center on a regular basis, CCV began offering online advising last year to complement its online courses and support services. This year, to accommodate the growing number of high school students taking CCV online courses with dual enrollment vouchers, the Center for Online Learning is providing an online advisor specifically serving high school students taking online courses. Students who lack time or transportation to attend on-ground CCV courses can learn online and get the support they need to succeed in their courses.

The phenomenon of MOOCs (Massive Open Online Courses) has generated much attention as the saving grace or ruination of higher education, depending on whom one asks. CCV has noted with interest the emergence of MOOCs, but not with the goal of creating its own, free online courses attended by many thousands of students. This fall, CCV will offer instead its first "LOOC" (Little Open Online Course). On the Hunt for the Perfect Job is a free, noncredit online course that is open to all and offers guidance in key job-search techniques, including resume writing, interviewing, networking, and career exploration. The five-week online offering will enable CCV to explore and adapt an emerging educational

delivery model and develop resources that can be used in a variety of other on-ground and online courses.

CCV's mission of providing access to higher education for all Vermonters has been challenged by the skyrocketing cost of textbooks. In a 2012 national pilot project studying the use of eTextbooks, the average cost of print textbooks reported by participating schools, including CCV and CSC, was \$138. Many textbooks cost more than \$200, and CCV is among a growing number of colleges that have found that students often forego textbooks that they can't afford to purchase, jeopardizing their academic success.

A promising remedy to expensive textbooks is the Open Educational Resources (OER) movement that has generated a rapidly expanding body of free, high-quality course materials available on the Web from colleges and other organizations committed to sharing learning resources. Last spring, CCV's Learning Technologies Committee issued a request for proposals that offered a small stipend to faculty members who would develop courses for fall 2013 that would use only OER and Hartness Library materials. Using their Web-based Moodle course pages to organize these materials, six faculty members were able to eliminate the use of a print textbook altogether, as well as align assigned readings more closely with College-prescribed essential learning objectives. The six CCV OER courses are available to all faculty as models for developing their own textbook-free courses, and a new round of proposals has been accepted for the spring 2014 semester.

Library

The Hartness Library, serving both CCV and Vermont Tech, helps students acquire 21st century information literacy and research skills. The library's reference services continue to grow and expand. Librarians answered over 3,450 reference questions from CCV students, staff and faculty, up from 3,199 last year. Embedded Librarians continued to be in high demand, serving in 268 courses in 2012/13.

In an effort to address the difficulties experienced by many first-time users of the Hartness Library, CCV Librarians have designed a new Library Orientation -- a self-guided tour through the online access points for library books, eBooks, journal databases and tutorials. This 20-minute module provides an excellent overview for new college students and veteran library users alike.

The Hartness Library took part in a VSC-wide Reading & Technology Survey on eBooks. CCV students have a high rate of familiarity and experience with eBooks, reflecting the growth of online learning and the use of distributed library services. Over 80% of CCV students who responded to the survey had read all or part of an eBook, a higher rate than that of other VSC respondents. The Hartness Library's collection development efforts reflect a growing acceptance of eBooks among students. There are over 20,000 eBooks currently in our collection. The library is also piloting a cost-effective Patron-Driven Acquisition (PDA) model, in which users' choices from pre-selected titles trigger eBook purchases.

CCV Librarians are also involved in the

Open Educational Resources (OER) Initiative at CCV, providing one-on-one consulting to the project's faculty members and maintaining an OER Guide on the library's website, to help all CCV instructors navigate the burgeoning world of Open Educational Resources.

Development

CCV's development initiative has had another year of significant growth. In 2013, charitable gifts grew by forty-three percent above the previous year, and the number of corporate and business donors to the college doubled. The overall endowment value grew to nearly \$1.5 million.

Major donors, particularly the J. Warren and Lois McClure Foundation, Bari and Peter Dreissigacker, and the Vermont Community Foundation, provide support for dual enrollment programs and enhanced services CCV provides to military veterans. The Nellie Mae Foundation recently announced a two-year grant of \$200,000 to CCV to improve access to dual enrollment programs for all Vermont high school students. CCV's community of alumni, faculty, staff, and friends support a thriving annual fund, nine different scholarship funds, and thirteen Student Assistance Funds used to meet compelling and urgent financial needs of students at each CCV location.

In the coming year, we will be working with each academic center around strategic outreach opportunities, cultivating alumni, business, and major donors for the college.

Finance

CCV continues to maintain its high standards in financial management, enabling the College to meet its mission of providing affordable, state-wide access to higher education and helping students to succeed in achieving their educational goals. The college continues to experience sound financial health with strong enrollment. The year-end financial reports, audited and consolidated into the VSC financial statements, will address the specific financial results and other financial matters.

Highlights of the year include:

- With careful analysis of state and national enrollment trends, CCV successfully managed its expenses to adjust to these revenue trends.
- Awards of Federal Grants and Contracts as well as Non-Governmental Grants and Contracts increased, including the Trade Adjustment Act for Community College Career Training (TAACCCT) and generous support from the Vermont Community Foundation.
- Workforce Education activity has expanded and is serving more business and individuals, creating a new revenue stream for CCV.

Facilities

In the fall of 2012, CCV Montpelier opened for classes in its new facility on Elm Street. One and one half miles from the center of downtown Montpelier, this facility, in addition to being new construction with large, well-lit classrooms, new teaching tools, modern science and art rooms, a learning center and well-equipped computer labs,

has ample parking and great space for students and staff to spend out of class time. Maybe best of all, CCV's central administrative operations are now co-located with a student center, bringing together academic and administrative staff after a long period of physical separation.

After a long deliberative period, the VSC has selected a new location for a new academic center in downtown Brattleboro, a collaborative venture between CCV and Vermont Tech. The privately owned Brooks House is being renovated, and the VSC, including CCV, will be an anchor tenant. We have hired an independent architect to work with the owner's design and construction team to ensure that our needs and specifications are met. Fit up for our space is slated to begin this October with a move-in date of summer 2014.

Personnel

In response to requests for training on enhanced communication techniques and tools that strengthen relationships among faculty, staff and students, CCV's professional development opportunities this past year concentrated on producing effective face-to-face and online conversations.

Coordinator Day, an in-service training for our 60 academic coordinators, focused on communication skills as an essential ingredient of productive student and faculty relationships. The workshops featured Greg Hessel and Cheryl Hannah, two seasoned VSC leadership trainers whose respective topics were Difficult Conversations and Ethical Decision Making, as well as an in-house trio of coordinators

who presented on the subject of Motivational Interviewing Techniques. Coordinator Day takes a broad look at the professional development needs of the academic staff of the College, while more targeted trainings happen throughout the year for new coordinators (Boot Camp) and seasoned coordinators (Just in Time webinars).

Staff Development Day brought over 150 staff to the Montpelier Academic Center for a keynote session with Malcolm Brown, director of Educause Learning Initiative. The morning meeting explored the rapidly changing methods of instruction and the implications for teaching and learning. In the afternoon, staff chose among nine workshops with topics ranging from social media and e-textbooks to open education resources.

Upcoming fall professional development opportunities will focus on diversity appreciation, inclusion, multicultural awareness and intercultural competence with a continued emphasis on communication skills and conflict resolution.

Workforce Education & Training

The Community College of Vermont recognizes its role in enhancing the economic vitality of Vermont by serving as a training resource for local employers. In order to ensure Vermont has a high quality supply of workers, the College is expanding its connections with Vermont businesses, both to increase an awareness of CCV as a training resource and to help the College better understand local

workforce training needs.

The overarching goal of developing strong new relationships with employers is to connect employers and employees to existing CCV course offerings and develop new non-credit and for-credit offerings to meet the needs of incumbent workers. The common training needs identified by employers include supervisory training for new and seasoned supervisors, computer applications, workplace math, business writing and communication skills.

To address the needs identified by employers, CCV designed an Applied Supervisory Training Program and offered the first round of training to several businesses including Northwestern Medical Center, Plasan Carbon Composites, Ellison Surface Technologies, and Vermont Agency of Transportation. The College continues to work with childcare providers, Green Mountain Coffee Roasters, and the Visiting Nurse Association to provide education and training to new and incumbent employees.

The Governor's Career Ready Certificate (GCRC) Program continues to thrive, with more than 1,000 participants since it began in 2009. The program helps to ensure Vermont has a work-ready labor force by training participants in the academic skills and professional behaviors employers say are often lacking in job seekers and the current workforce. The program now has developed offerings to address the specific needs of industry sectors including manufacturing, healthcare, hospitality, and customer service.

The GCRC program also expanded to serve younger Vermonters, including offering the program as part of an Innovative School grant

with Williamstown High School and a Lake Champlain Chamber of Commerce-funded pilot program, Tech Trek. Aimed at increasing the college and career aspirations of at-risk teens in the Greater Burlington area, Tech Trek exposes Boys & Girls Club of Burlington students to “cool” science, technology, engineering and math (STEM) jobs. During the program, students assess their current skills, and identify the secondary and post-secondary education necessary to enter STEM careers. A second section of Tech Trek will be offered this fall to 8th and 9th grade students.

Veterans

This year brought an even larger number of military connected students to CCV, averaging about 400 each for fall and spring semesters. CCV’s enhanced services for military connected students are funded by the J. Warren and Lois McClure Foundation, Bari and Peter Dreissigacker, and the Vermont Community Foundation.

In summer 2013, CCV’s Veteran’s Program hosted a workshop series in Winooski surrounding financial aid and military education benefits for potential military connected students, with a 100% registration rate for those attendees following the session. We will be working with other CCV centers throughout the next year to offer this valuable workshop across the state.

In addition to holding a comprehensive staff training session on student veteran and military connected issues this fall, CCV will continue to expand their services in support of this special population. Additional services will include an

emphasis on efforts supporting students nearing graduation, such as workshops encouraging transfer after earning an Associate Degree and working to help students articulate how their military and academic experiences relate to their interested career path.

Combat to Classroom, CCV’s one credit transition seminar for veterans entering college, was held in three locations throughout the year. Research shows that courses providing support for military veterans as they transition to the expectations of college are critical in achieving higher levels of student success.

Another service we will be launching this academic year is a military connected student peer mentoring program. We often hear from our students that they would be highly likely to seek needed assistance if they were receiving that help from a fellow veteran. To encourage this approach, our goal is to form a group of dedicated, successful student veterans at various CCV academic centers and partner them up with fellow student veterans who have identified a need for support.

Dual Enrollment

With the passing of the Flexible Pathways bill, one of the governor’s key strategies for promoting high school completion and participation in post-secondary education, funding for dual enrollment has been doubled to \$800,000 for the coming academic year. Expansion of the dual enrollment program allows all Vermont high school students to take two, free college courses – one during each of their junior and senior years.

CCV was part of the working group that

played a leadership role in presenting the bill, and we made changes to both the Introduction to College Studies course and dual enrollment to position the program to best serve high school students' transition to college.

Enrollment in ICS has grown or remained constant over the last seven years, serving over 1,000 students per year despite the declining high school population in Vermont, and it continues to serve sixty percent first generation students. CCV is now targeting ICS to high school sophomores to prepare them for success in college courses and allow them more time in their junior and senior year to participate in dual enrollment. It is critical to note that only through leveraging multiple sources of funding, including GEAR-UP and the Vermont Community Foundation, are we able to offer ICS to so many high school students at no cost.

Dual enrollment programs around the country demonstrate a strong connection between dual enrollment, high school completion and post-secondary participation and success. A recent study at a rural community college found that students who participated in a dual enrollment experience were nearly twice as likely to graduate than students who had not. In the last academic year, CCV served 296 students in dual enrollment courses and nearly 300 students in the Fast Forward dual enrollment program offered in technical centers. CCV's work on dual enrollment has a strong impact on college going rates and helps build Vermont's economy by giving students the skills, tools, and confidence to succeed in their courses, graduate from high school and successfully transition to college.

Vermont Digital Economy Project

CCV is an organizational partner in the Vermont Digital Economy Project (VDEP), created by the Vermont Council on Rural Development to build more resilient communities after Tropical Storm Irene and the spring 2011 floods. Other VDEP partners include the Vermont Department of Libraries, the Small Business Development Center, the Snelling Institute for Government, and Front Porch Forum. For eligible towns, VDEP provides consulting for small businesses, free public wi-fi zones and hot spots, town websites, digital literacy training, and workforce education.

Through VDEP, CCV has continued its very successful Internet Interns program, which began in 2011 under auspices of the e-Vermont Community Broadband Project. The program places CCV students in public libraries in up to 25 towns to assist patrons with Internet and computer-related tasks such as setting up email accounts, completing applications for jobs or benefits, and using social media. One intern reported that "one of my regulars came in to hug and thank me for all my help building her résumé and filling out lots of applications because she now is a caterer after being unemployed for 6 months and about to lose her house!"

CCV is also participating in a VDEP initiative to make the Microsoft IT Academy (ITA) available to students and other community members in the Rutland area. ITA provides access to hundreds of self-paced, online courses on subjects ranging from basic digital literacy

to Microsoft Office applications to server technologies. Completion of courses can prepare students to sit for exams leading to Microsoft certifications—valuable employment credentials in technology-related fields. Although VDEP ends in July 2014, the ITA licenses provided by Microsoft will remain in force for an additional two years.

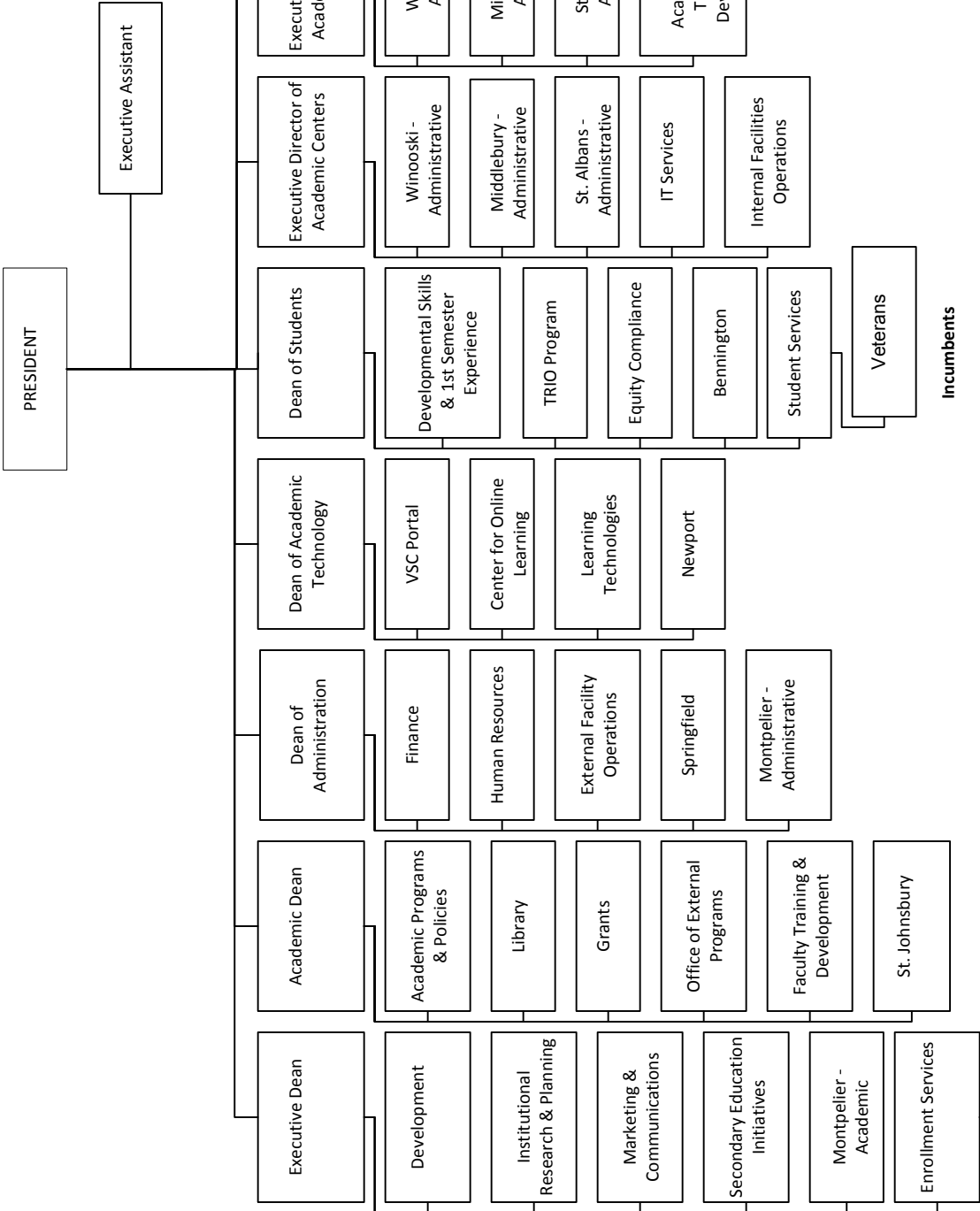
Special Comments/Plans

The CCV community continues to work toward the institutional priorities outlined three years ago in *CCV2020: Strategic Priorities for the Next Decade*. Across the College, departments, committees and the academic centers have engaged a process of setting operational priorities for their work in the year ahead, specifically as it relates to the College's primary strategic priority, student access and success.

This new process has been designed with two specific goals in mind. The first is to create clarity and focus by prioritizing major tasks and projects that groups agree are most important and mission critical. Second, increased transparency will help the whole college community be aware of and understand the rationale for initiatives and activities of the various working groups across the college.

An important part of setting annual operational priorities is establishing meaningful measures for the outcomes of our work. As the work progresses through the year, so will the process of setting measures that are clear, can be tracked over time, and that bring to life the value of the progress we are making over time, fueling continually improved organizational performance.

Community College of Vermont
2014 Organizational Chart



Incumbents

President.....	Joyce Judy
Executive Dean.....	Susan Henry
Academic Dean.....	Linda Gabrielson
Dean of Administration.....	Barbara Martin
Dean of Academic Technology.....	Eric Sakai
Dean of Students.....	Deborah Stewart
Executive Director of Academic Centers.....	Elmer Kimball
Executive Director of Academic Centers.....	Dee Steffan
Executive Director of Academic Centers.....	Tapp Barnhill
Executive Director of Academic Centers.....	Penne Ciaraldi
Executive Assistant.....	Linda Foti

Castleton

A V E R M O N T S T A T E C O L L E G E

ANNUAL REPORT TO THE BOARD OF TRUSTEES

SEPTEMBER 9, 2013



FOR QUICK REFERENCE, CLICK A SECTION

[INTRODUCTION... 2](#)

[CAMPUS LIFE...3](#)

[ACADEMIC AFFAIRS...4](#)

[ADVANCEMENT...6](#)

[FACILITIES...7](#)

[PUBLIC SERVICE... 7](#)

[SPECIAL EVENTS... 10](#)

[COLLEGE PRIORITIES... 11](#)

[ORGANIZATIONAL CHART... 13](#)



INTRODUCTION

Over the past year Castleton students, faculty, staff, and administrators have engaged in a comprehensive planning process for the future. The headline of this plan is clear: Castleton is on the move. Building on the progress the college has experienced over the past twelve years, the Castleton Plan includes: well-planned incremental increases in undergraduate and graduate enrollment, staffing, programs and facilities, as well as a greater investment in and commitment to the Rutland area. In this annual report, we reflect on the accomplishments the college has achieved in the 2012-2013 academic year, many of which have helped us prepare the college for another decade of progress. As the college continues to transform, we look to the future with great anticipation. It truly is an exciting time to be part of a college on the move.

CAMPUS LIFE

ADMISSIONS

Castleton welcomed 683 first-year and transfer students from 19 states and six countries in fall 2012, a 7% increase from the prior year. Spring 2013 was another record-breaking semester with a total enrollment of 2,033. Interest from Vermont high school students remained at an all-time high, while the number of Vermonters accepted to attend Castleton continues to steadily increase.



ATHLETICS

Castleton student-athletes made Spartan fans proud last year. Following are a few highlights from fall and spring sports: Castleton field hockey and women's soccer teams each won their respective conference tournaments and represented Castleton on the national stage at the NCAA Division III National Tournament. The Spartan football team earned the program's first-ever postseason berth as well, capping its most successful season in history with a trip to the ECAC Northwest Bowl. The Spartan men's and women's lacrosse teams each won their conference titles and advanced to the NCAA National Tournament, bringing the year's total to six teams competing on the national stage. The women's basketball and baseball teams each competed in the ECAC New England Regional tournament, with the basketball team winning the first-ever ECAC Championship in school history.



COMMENCEMENT

Nearly 500 graduates passed across the stage at Castleton's 226th commencement ceremony in May, bringing to close the 2012-13 academic year. [Darren Perron](#), award-winning anchor for [WCAX Channel 3 News](#) and Castleton graduate from the class of '95, addressed thousands of family and friends in attendance at the Castleton Pavilion, the new site of the commencement ceremony, with a message of learning from one's mistakes.

GREEN MOUNTAIN POWER PARTNERSHIP

Green Mountain Power, Castleton, as well as other colleges in Rutland County, signed an agreement this summer to work together to bolster economic, educational and community development, with GMP's new Rutland Energy Innovation Center (EIC) serving as the focal point of the effort. Under the agreement, GMP and the colleges will: Create an EIC College Lecture Series; Develop internship opportunities for students; Create a job-shadowing program; Use EIC exhibits and GMP renewable energy sites as adjunct classrooms; Investigate renewable development opportunities; and collaborate to develop sustainable educational opportunities for students and the general public.

ACADEMIC AFFAIRS

TEN YEAR PLAN

Last summer the Castleton campus community began developing a ten-year plan for the college. A vision statement was introduced last fall and seven college committees comprised of 59 members were then created. Committees held public meetings to solicit ideas from the campus community and share committee member ideas. From those conversations, each committee developed a report that was used to develop a working draft of the Castleton Plan. A draft of this plan will be introduced to the college community for deliberation in fall 2013 through a series of faculty assembly and town hall meetings.

GRADUATE PROGRAMS

The college added three new graduate programs last year: the Master of Arts in Theater, the Master of Arts in Mathematics Education, and the Master of Music Education. These new programs supplement our existing master's degree programs in education and accounting and are important additions as we work to become "Vermont's public master's institution."

SCHOLARSHIPS

In an effort to attract the best possible students to Castleton, the college has increased merit-based institutional scholarships. In 2001 the college distributed under \$50,000 in institutional scholarships. In 2011, the investment increased to just under one million dollars. In 2014 we anticipate investing more than two million dollars in merit-based scholarships, which, we have found, help us retain and graduate talented students.

NURSING PROGRAM

Castleton celebrated 50 years of nursing education last September with a reception in the Pavilion. While program enrollment remained steady for years, the number of students preparing to be nurses at Castleton has increased sharply since the Bachelor of Science degree in nursing was launched in 2010. At the time, there were 141 nursing majors on campus. This fall nearly 250 students have declared nursing as their major, with more students on the waiting list. This November the Commission of Collegiate Nursing Education will conduct its accrediting visit—another milestone to the program.

SCHOLARSHIP CELEBRATION

The first Castleton Scholarship Celebration was held last May and featured scholarly and creative projects by 35 students from 12 different academic programs across campus. Many of the students who presented their work were recipients of faculty-student research grants provided by the Academic Affairs Office. The annual event provides students an opportunity to share their work in a professional venue among faculty and peers.



ACADEMIC AFFAIRS

DIGITAL PUBLICATIONS

The *Castleton Catalog* and *Student Handbook* are now online as fully searchable electronic documents. The eCatalog permits students and advisors to print out an accurate one-page summary of their major and allows students, recruits, and guidance counselors easy access to our Catalog from smartphones.

EARLY INTERVENTION

Faculty members and administrators from six departments across campus have teamed to develop an “early intervention” program designed to identify students who may be struggling, and help modify behavior. The program provides support to students whose academic, financial, and/or emotional challenges may hinder them from succeeding at Castleton.

FACULTY RECOGNITION

The first Dick and Pat Richardson Faculty Recognition Award was presented to Harry McEnery, Professor of Theater Arts, at commencement ceremonies last May. McEnery will receive a \$1,500 cash award every year for the next three years. The award is given to a faculty member every three years who displays effective teaching strategies, expertise in field, and engagement with Castleton students outside the classroom. Denny Shramek, English Department Chair, was awarded the Alumni Association Outstanding Faculty Award which is given annually to the faculty member whose excellence in teaching influences students well beyond graduation.

ROTC

Last year the ROTC program grew from one cadet to 12 cadets and is expected to nearly double in size this academic year. All courses, leadership laboratories, physical training, and field training exercises are held on campus. Castleton currently has two students on full ROTC scholarships, with two additional full scholarships to be awarded this year.



Harry McEnery, Theater Arts Professor

ADVANCEMENT



castletonsports.com

PRESTO SPORTS

Castleton teamed with PrestoSports to create a new website for all news regarding Castleton Sports such as: news releases, rosters, schedules, results, social media, live coverage, and much more. The new site, WWW.CASTLETONSPORTS.COM, was unveiled in fall 2012 and provides alumni, students, fans, and parents with an exciting way to stay on top of all that is happening with Castleton's 20 varsity athletic teams.

WEBSITE UPDATE

Last spring Castleton contracted with FastSpot, an award-winning website design agency based in Baltimore, Maryland, to redesign the college website. Currently in the first of a four phase process, the website is expected to be complete by July 2014.

Since the Digital Media Office was created in fall 2012, Castleton gained 670 new Facebook fans and 190 new Twitter followers in the fourth quarter of FY13. Analytics provide us with a better understanding of our followers and the effectiveness of engagement strategies. For example, our Twitter followers and Facebook fans are very different. Knowing this allows the Digital Media Office to make more informed decisions regarding which communication vehicle to use when sending targeted messages.

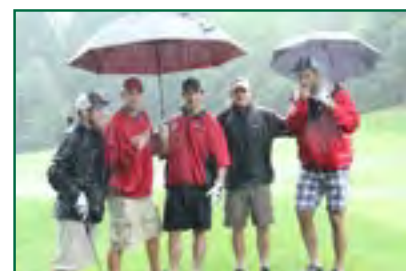
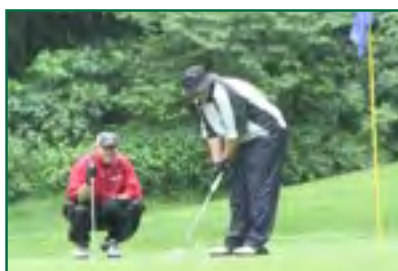


CASTLETONTICKETS.COM

This summer Castleton announced the launch of CASTLETONTICKETS.COM through a partnership with University Tickets. The new site will be a one-stop shop for all Castleton events requiring a ticket purchase including theater, music, sports, and more. The site provides purchasers the ability to pay online, print from home or download to a mobile device. The Castleton Ticket Office is located in the College Store in the Campus Center.

2013 CASTLETON GOLF CLASSIC

The 7th Annual Castleton Golf Classic raised more than \$45,000 for the Castleton Athletics Department. The event was held at the Green Mountain National Golf Course and benefited 20 varsity athletic programs and nearly 450 student-athletes. A total of 32 teams (132 players) participated in the tournament, while 25 corporate sponsors showed their Spartan pride with contributions ranging from \$500 to \$6,000.



ADVANCEMENT

ANNUAL GIVING

Castleton College's 2012-2013 Annual Giving campaign raised \$558,509 with nearly 15% of alumni and 20% of employees participating. For more than a decade, Annual Giving has been a vital source of institutional momentum for Castleton, and the primary way for all alumni, parents, and friends to help sustain the special features that set Castleton apart.

GRANTS

The Castleton Grants Office helped college administrators, faculty, and staff secure nearly \$200,000 in grant funds from five different funding agencies during FY13.

FACILITIES

CAMPUS IMPROVEMENTS

Last fall Castleton completed Project 2012 with the opening of Hoff Hall, the Castleton Pavilion and the new facilities barn. With the improvements the college made to the campus this year, the college has accomplished everything it set out to achieve when the ten-year master plan was inaugurated more than a decade ago. The college has invested close to \$75 million into the infrastructure of the campus, all designed to enhance the academic and campus life experience for Castleton students.

In December the college weathered a windstorm with gusts up to 80 miles per hour. Costs for repairs and debris removal exceeded \$250,000.

SPARTAN ARENA

In February Castleton's Spartan Arena hosted an event for ice rink managers across the country that showcased several energy efficient systems that have significantly improved the ice rink's efficiency.

RENOVATIONS

This summer's projects included renovations to Adams, Haskell, Huden, and Leavenworth Halls, as well as the acquisition of a covered recreation facility.

- Huden received the most noticeable changes including interior restorations such as new finishes, renovated rest rooms, and the creation of three new offices, as well as an addition of 120 square feet for a new main entryway, a new patio area, reconfigured walkways, new atrium windows, landscaping and renovations to the rear loading dock access. Behind the scenes Huden also received upgrades to air conditioning, plumbing and electrical systems to improve ventilation, cooling, lighting and energy efficiency.



FACILITIES

- Leavenworth received air conditioning and updated lighting with high efficiency lights and occupancy sensors in the hallways and classrooms. Next summer we will complete the project with new flooring and windows.
- The bathrooms in Haskell have new hard-surfaced walls and fixtures in the showers as well as new sink faucets and the Adams Hall basement saw major renovations to create needed office space for our growing staff.
- With an increased focus on promoting healthy lifestyles, we opened new lighted tennis and basketball courts which are open until 11 p.m. each night and also improved our cross country trails making them safer and more enjoyable for the teams and our community.
- We also improved the swimming pool's heating and dehumidification system, making them more efficient.
- This summer Castleton acquired a covered, 40,000 square-foot, air-supported, climate controlled, year-round recreation facility from Middlebury College. The structure, now known as the Spartan Dome, will serve Castleton students, as well as the Rutland Region, for at least a decade. The Spartan Dome will be located next to the Spartan Arena on Castleton College's property in Rutland Town. Potential uses and programming for students, staff, athletes, and the greater community will be forthcoming.



PUBLIC SERVICE

POLLING INSTITUTE

The Castleton Polling Institute has garnered national recognition for the college while providing valuable survey research experience with compensation for undergraduate and graduate students. This year public opinion polls were conducted on a variety of topics that received attention from the media and citizens throughout Vermont. The results served as a tool for discussion and debate:

- End of Life Issues
- Same-Sex Marriage
- Quality of Life Issues
- Gun Control Measures
- Wind Power
- Single-Payer Health Care
- Cell Phone Use While Driving

PUBLIC SERVICE

SPARTANS FOR A CAUSE

Castleton and its student-athletes are committed to success both on and off the fields of play. Spartan athletes have the opportunity to become more involved members of the community by supporting a variety of important initiatives. Following are just a few examples of how Castleton athletes are making a difference:

- The women's ice hockey team 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 RRMCC. The Spartans raised more than \$7,000 increasing the four-year total to more than \$28,000.
- Lexi Cross is 10-years-old and a valuable member of the Castleton women's lacrosse team. Lexi joined the squad through Team IMPACT, a non-profit organization whose mission is to improve the quality of life for children facing life-threatening illnesses by pairing them with a college athletic team. Sophomore Chelsea Fisher became an ambassador between Team IMPACT and the Spartans, providing the follow-through necessary to draft Lexi in time for the spring season.
- Castleton student-athletes raised \$3,000 in support of Right To Play America by hosting a barefoot soccer game in April at Castleton's Spartan Stadium. The event featured 40 students playing soccer, sans shoes, to raise money and awareness for the foundation that helps support children in third world countries have an opportunity for a better life and a chance to play sports.
- Spartan baseball players traveled to the Dominican in spring 2012 to play some pre-season games and give back. The team spent some time visiting with children at an orphanage and hosted a baseball clinic for local children.



RESTORE THE SHORE

The Castleton Social Issues Club traveled to Toms River, New Jersey twice this year to aid in relief efforts in the wake of Hurricane Sandy. The group first traveled to New Jersey in November of 2012 and worked in conjunction with the Church of Grace and Peace in Toms River removing debris and cleaning out homes of those hit hardest along the New Jersey shore. The group returned in early May 2013 to help "Restore the Shore."

PUBLIC SERVICE

COLLEGE STEPS

The College STEPS (Supporting Transitions for Educational and Professional Success) Program (CSP) connects students (ages 18-26) with intellectual disabilities and autism spectrum disorders with college-experiences. The program 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. It has been a win for the STEPS students and a win for the Castleton peer mentors.

SPECIAL EVENTS

BIG HEART

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 Pepper and authors Ennis Duling, Marjorie Ryerson, Andre Fleche, Tony Marro, Chris Boettcher, and Burnham Holmes. *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. Pulitzer Prize and Emmy Award winning writers from several different professional fields – historians, literary scholars, journalists, biographers, and novelists – helped tell Castleton's story.

DIRTY ROTTEN SCOUNDRELS

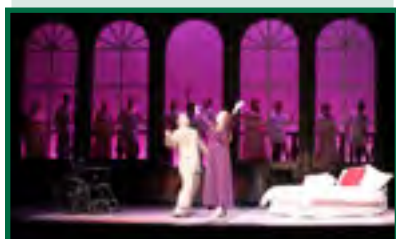
The theater arts department presented *Dirty Rotten Scoundrels* in its spring 2012 performance. Audiences were invited on a trip to the French Riviera with two con men, Lawrence Jameson and Freddy Benson, as they tried to out-con one another. Based on the popular 1998 film, *Dirty Rotten Scoundrels* ran for two weeks at Casella Theater.

ARTISTS IN RESIDENCE

Castleton announced the appointment of Burlington Ensemble as its new Artists-in-Residence. The Vermont-based professional chamber music organization will present six programs to the Castleton community in 2013-2014.

CASTLETON AND RUTLAND

The Castleton Downtown Gallery is now open year-round and will feature works by Castleton students, faculty and professional artists from the area.



SPECIAL EVENTS

CASTLETON AND RUTLAND, CONTINUED

Castleton hosted a one-day business seminar for 200 local businessmen and women last March. The seminar, Growing Your Business Over-Easy, was a collaborative effort between Chris Fucci Associates, Rutland Region Chamber of Commerce, Rutland Economic Development Corporation and the Rutland Development Authority.

CASTLETON HOSTS VPT

Castleton invited the community to a screening of Vermont Public Television's series "The Governors". The newest features provide exclusive and candid interviews with Governor Howard Dean and Governor Jim Douglas. All governors featured in the series provided candid accounts of their time as the state's chief executive as well as unique behind-the-scenes accounts of the issues and decisions that were paramount during their tenure.

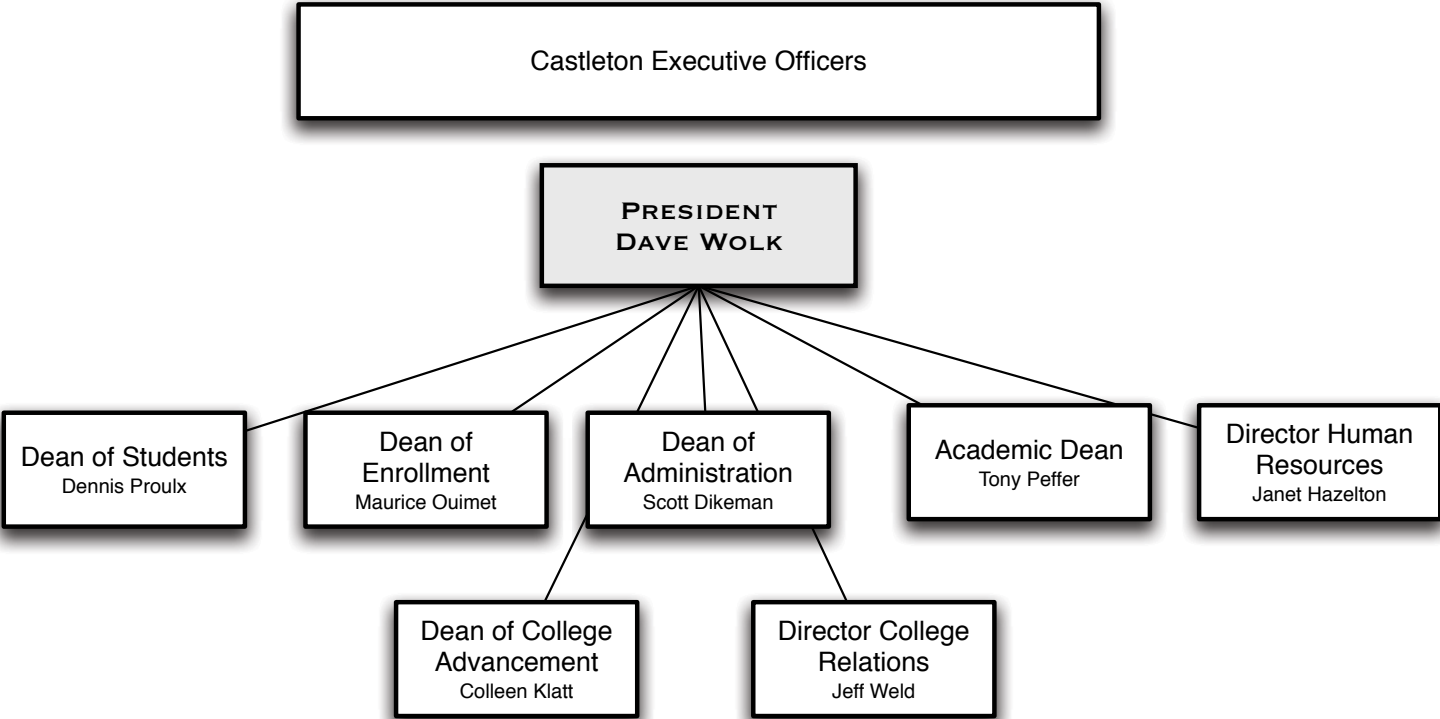
COLLEGE PRIORITIES

The President's Cabinet recently adopted the following priorities for the 2013-2014 academic year:

1. Continue to maximize external resources for the college with the advent of our new College Advancement Office initiatives, rejuvenated pursuit of entrepreneurial ventures, aggressive fund-raising, enhanced grant writing, new web site development and prudent enrollment management.
2. Establish the Castleton Plan, guiding the next ten years of the College's development, following up on the NEASC self-study and visiting team evaluation process, integrating the results as part of a new strategic action planning effort for the undergraduate and graduate academic programs and the entire college.
3. Complete the final phase of the College's master plan with the renovation and expansion of dining facilities; the building of lighted outdoor tennis and basketball courts and the renovation of Leavenworth Hall.
4. Improve the quality of the student experience through support for student research and creative endeavors, continued development of international student programs, expanded study abroad opportunities, increased civic engagement and service learning programs, and enhancement of our academic, athletic and other co-curricular programs and student services.

COLLEGE PRIORITIES

5. Continue to support the regional community, contributing to cultural and economic well-being, through innovative efforts to connect the schools, businesses and communities with the college, not only in Castleton but with a more revitalized effort to connect the college with the city of Rutland and surrounding communities.





JOHNSON STATE COLLEGE ANNUAL REPORT

to the Vermont State Colleges Board of Trustees

SEPTEMBER 17, 2013



OVERVIEW

A reflection on the 2012-13 academic year allows us to appreciate that work continued on the six priorities outlined in our College plan, *JSC 2010-2015: A Plan for Access, Engagement & Success*. In recognition of Priority 3, “Identify and enroll students most likely to thrive and succeed at JSC,” we deemed 2012-13 “the year of enrollment management” at Johnson State College. Through a variety of lenses, we examined enrollment and graduation numbers, defining the value of a JSC education, identifying our strengths and assessing our opportunities—all with the goal of supporting our mission to transform lives through the power of education and prepare our students for a brighter future.

We made good progress in this area, including identifying new areas of focus within Admissions and Career Services, developing a “value proposition” that concisely describes what Johnson State College offers to prospective and continuing students, and launching new initiatives to enroll, engage and retain students as they make their way at JSC.

One of these efforts is our competitive START scholarship program funded by the National Science Foundation, which began last fall and, in addition to scholarship funds, provides unique opportunities for close mentoring, learning, and research to biology and environmental science majors at JSC. We have just welcomed our second class of START scholars to campus, for a total of 12 undergraduates now benefiting from this program. We were pleased to see that all START scholars returned to JSC, with all but one returning to the major. Their accomplishments were several, including one scholar’s election as president of our Student Government Association.

The year brought many highlights to JSC:

- We significantly redesigned our teacher-education programs and received approval for the changes in the fall from the State Agency of Education’s visiting ROPA (Results-Oriented Program Approval) team.
- We established a new program to support students who are veterans and became an official outpost of the South Burlington Vet Center, becoming the region’s first and only center available to support veterans and their families.
- Our External Degree Program received the 2013 Vermont “New England Higher Education Excellence Award” from the New England Board of Higher Education.
- Funding was renewed for our several faculty-mentored student research projects — on asthma and exercise, microbial communities in a pond near an abandoned



asbestos mine, watershed quality, landslide characteristics and infant humor — and several garnered national attention.

- Our Common Reading Initiative continues to be a signature program at JSC. The book is chosen by a collective group of students, faculty, and staff members who meet and read faithfully throughout the year. Book-inspired activities include the author visit, art talks, discussions at new student orientation, and—as fits the book—visits to campus by writers, field trips and conversations across the curriculum.
- Last but certainly not least, we awarded just over than 320 bachelors, 73 graduate degrees, and 7 A.A./A.S. degrees at our 146th Commencement exercises in May 2013. The event was marked by an address by Sue Minter, Vermont deputy secretary of transportation and Tropical Storm Irene recovery officer. Illustrating the importance of community, Ms. Minter drew from several personal examples, including her nephew, who was in our graduating class and who had moved to Vermont from the small African nation of Gabon at the age of 17 with little English; her travels to pre- and then post-Apartheid South Africa; and the resilience of Vermonters dealing with the aftermath of Irene. She urged the graduates to “go forward with pride,” adding, “Give of yourself whenever you can. Explore the world — and yourself — to find your passion. Become involved in what matters to you. Volunteer! Engage yourself in your work, but also in your community, however you define that.”



We look to the challenges and opportunities of the year ahead with optimism and appreciation for the purposes that move us to advance our mission through “active participation, high standards, vigorous debate and mutual respect.”

ACADEMIC PLANNING & INITIATIVES

The faculty advanced ambitious plans for a new general-education program as approved by the full Faculty Assembly in fall 2012. Initially slated to launch this fall, the new curriculum is to be fully implemented in fall 2014. Last year faculty members put much effort into revising and reviewing courses for the new GECC, and a team of faculty members and the academic dean attended the “Institute on General Education and Assessment” hosted by the American Association Colleges and Universities. The team subsequently developed an assessment strategy for the new GECC that is being considered by the full faculty.

Our “gateway” courses received special attention last year as well. Nationally, these large, introductory-level

courses have been identified as a potential and significant barrier to early student success and retention. Although at JSC any such barrier could hardly be termed “major,” the first- to second-year retention rate for JSC freshmen who receive a poor outcome in a gateway course is 7 percent lower than the rate for all first-years. It therefore can be argued that courses that serve as entry points to the major and further general-education or electives are highly important for new students.

This summer, seven faculty members participated in a workshop organized by JSC staff and the academic dean to “re-imagine” their gateway courses with increased successful outcomes in mind. The group identified three primary goals for these courses: high academic challenge, maximum student engagement, and early and regular faculty feedback. Changes already are being implemented in several courses this fall to realize these objectives.



Among our majors, an especially large undertaking last year involved transforming our teacher-education programs into fully standards-based programs focused on inclusive education, thereby ensuring our graduates are prepared to teach students of all backgrounds, cultures, languages and abilities. This involved major revisions to our curricula that affect both on-campus and External Degree Program (EDP) students. These changes earned a favorable review from a Results-Oriented Program Approval (ROPA) team that evaluated the program for the Vermont Department of Education.

Other majors — notably music and business — also revised their curricula to provide greater flexibility and real-world applications for students.

THE JSC VALUE PROPOSITION

As part of our ongoing work related to enrollment management, members of the President's Council, the Council of Department Chairs and other College bodies worked last year to develop and adopt a "value statement" — a short statement directed to prospective students that defines the JSC experience. Designed to complement our mission statement, the proposition is:

We invite you, wherever you may be, to take a journey with us toward your future. In return we'll provide you with learning opportunities you may never have imagined, with challenges you may never have expected you could meet, and with the support you may need to rise to meet them.

Whatever your program of study, a research project, internship, service-learning project, performance, exhibition, student teaching experience, study travel or field experience will provide the opportunity to apply what you learn in the classroom to the world beyond its four walls.

We are a *Vermont* state college. Like the state we are proud to call home, our environment is challenging yet rewarding and welcoming; opportunities abound for those who will seize them; and our inclusive community is committed to supporting your explorations.

Together we can harness the power of higher education at Johnson State College to transform your life.



The 2013 START Scholars at JSC
Top, from left: Shayna Bennett, David Leuba, Steven Eng, Eliza Chevalier, Eliza Doncaster, Ja'Vayla Davis, Berrick Kozak. *Bottom, from left:* Heather Murphy, Steven Lamonde, Kara Dumas, Hannah Sargent, Nasser Abdel-Fatah

A THRIVING CULTURE OF RESEARCH

Along with our abiding commitment to the arts — writ large — we continued and continue to expand our focus on scholarly research in the STEM and behavioral sciences fields, supported by grants from the National Institutes of Health, the National Science Foundation (NSF), the Vermont Genetics Network and others. These research activities not only have important roles for student researchers, they have created opportunities for our faculty to publish and present at the national level. Even during the summer, talented JSC student researchers assisted Drs. **Hans Haverkamp, Liz Dolci, Gina Mireault, Bob Genter and Amy Welch** with their research.

Last year we welcomed our first group of students into the NSF-funded START program, which provides up to \$40,000 in scholarships over four years to promising students majoring in biology or environmental science. In addition to scholarships, the program provides an array of learning opportunities and specialized advising and career counseling. All START scholars from fall 2012 have returned for the new academic year.

EXTERNAL DEGREE PROGRAM

In March the External Degree Program (EDP) was honored to receive the 2013 Vermont State Merit Award



for Excellence from the New England Board of Higher Education. The award recognized the program's success both in delivering a quality bachelor's program for non-traditional learners throughout Vermont and in partnering with CCV to deliver the statewide program.

In approving the progress report the College submitted last summer describing progress in our External Degree



Program, the New England Association of Schools and Colleges (NEASC) praised the program for its standing as "the largest — and most affordable

— bachelor's degree completion program in the State of Vermont." In May, the program awarded its 3,000th bachelor's degree to an EDP graduate.

EDP staff devoted much work this past year to implementing the new education program mentioned previously. With its focus on field work at partnership schools and inclusive learning, the new curriculum poses special challenges and opportunities for EDP. Existing partnership schools are situated in north and north-central Vermont, so EDP and the Education Department will be working to expand the network to other parts of the state in the coming year.

A major focus in 2012-13 for EDP was expanding its outreach to employers. The two EDP directors spoke with human-resource managers, conducted "Lunch and Learn" information sessions, and participated in employee development fairs at nearly a dozen state agencies and companies. This important outreach work will continue in the coming year. Other marketing efforts included a series of TV ads featuring compelling testimonies from EDP graduates. The goal of all these efforts is to reach beyond EDP's established presence at CCV to a population that may not be aware of the EDP's special options for non-traditional learners.

LOOKING AHEAD

As the College enters Year 4 of our ambitious five-year plan, faculty will be hard at work preparing

the new general-education core curriculum for full implementation next fall. Continued work to ensure that the new teacher-education curriculum is fully and successfully implemented for both campus-based and EDP students will be important as well.

Guided by the new continuous program improvement process (PReCIP), academic departments will continue to develop their program assessment strategies and student learning outcomes, especially the capacity to apply assessment evidence to teaching, learning, and curricular renewal. Doing so is particularly important as we begin to assemble the evidence for our self-study in preparation for a fall 2015 NEASC re-accreditation visit.

To the extent possible, another priority will be adding to the ranks of our high-quality, full-time, faculty. Finally, as part of continued attention to preparing our students life after JSC, we will be exploring some new approaches to internships and career exploration constructing a team approach to introducing career and experiential planning throughout the JSC student's life at the college. Dean Bergh will steer these efforts under the aegis of his expanded portfolio, as outlined in the next section.

STUDENT LIFE

Last year's annual report highlighted the extent to which the work of our various departments was directed by the six priorities outlined in our College plan — in particular by the priority to "foster early and ongoing student success." This year we are targeted a key element of this success — preparation for career success and "life after college" in general — for increased attention.

As a first step, we are combining experiential learning and career services — formerly separate functional areas housed in separate buildings — under one roof, thereby providing a "front door" for our work with regional businesses and organizations in support of student internships, research and workforce development. In addition to better supporting students, this new structure is intended to raise the profile of the College as a resource and asset in the area. We intend to more fully integrate a focus on career and life planning



into institutional activities and events, to engage our students in programs and activities that have a direct connection to career exploration and preparation, and to ensure that students at all stages of college see how their efforts, involvements and choices have a direct impact on their post-graduation options.

We have several good initiatives to build on as we go forward more intentionally:

- Many of our majors have deep and robust opportunities and requirements for internships, research, student teaching, civic engagement and other “real world” experiences within and beyond the borders of campus.
- The Upward Bound program consistently emphasizes personal development and interest exploration among its participants and places many of them in local internships.
- The Athletics Department has long sought to build leadership qualities among student-athletes, provides programming that encourages healthy choices, and sponsors mentorships and other service opportunities for student-athletes.
- The SERVE office connects students with local agencies and organizations through countless service- learning opportunities throughout the school year.
- The Student Government Association at JSC provides mini-grants to support conferences, trainings and other educational activities for JSC students.
- Public Safety and Residence Life staff continually emphasize the connection between lifestyle choices and future options.
- Our Health and Counseling centers work diligently to promote wellness and help students devise strategies to improve and maintain their health.
- Students are exposed to diverse perspectives and views through the campus residential experience and a wide range of campus events.

Our goal in the year ahead will be to strengthen these efforts while exploring new ways to reinforce the connection between the college experience and post-college options and opportunities, recognizing that



the cost and value of a college degree today is being questioned as never before.

LIBRARY & INFORMATION TECHNOLOGY

Over the past year, the Willey Library staff continued efforts to make library services and collections more accessible.

In Circulation, we focused on providing a consistently high level of customer service, particularly among student workers. Staff developed new instructional materials and a revised training manual to support this effort, resulting in a more welcoming circulation experience for patrons. As well, thanks to more vigorous efforts by desk staff to direct patrons to services and resources they may have overlooked, such as group studio rooms, individual study booths and AV spaces, use of these areas has increased.



Online chat is an increasingly popular form of reference interaction. Reference librarians worked closely to roll out our new chat product, LibraryH3LP; helped with the upgrade of the VSC's online public catalog (OPAC) interface in order to support recent changes in machine-readable cataloging records and incorporate a number of third-party products that are common in other academic public catalogs; and helped test JSC-specific instances of two open-source discovery tools, CUFTS and GODOT, that list all print and digital periodical holdings and locate full-text content across subscription databases.

The Library Council surveyed patrons' e-book habits and preferences in spring 2013. Consistent with national research on the topic, users like digital information for journal articles and reference sources, while print is preferred for sources that require sequential reading.

There was a surprising lack of knowledge about e-book resources in the library's monograph collection, pointing to the need for more marketing efforts in this regard. Technical Services has begun cataloging items using the English-speaking world's new cataloging standard, Resource Description and Access (RDA). This is a major undertaking, as RDA is the first significant change to cataloging schema in over three decades. (Its predecessor, the Anglo-American Cataloging Rules, first appeared in 1988 and was last revised in 2002.)

The numerous storage formats that have emerged over the past 10 years, and the broader view of what comprises a "catalog," make it increasingly urgent that we adopt these catalog enhancements as they become available.

INFORMATION TECHNOLOGY

In Information Technology, we are now fully staffed, having recently hired a new coordinator of instructional technology and an assistant network administrator (see "Personnel"). Over the summer all nine computer labs were reimaged, new instructional technology was installed in seven classrooms and wireless was expanded throughout McClelland Hall. The department also implemented new procedures for managing media hardware.

The upcoming year will be one of learning, building and growing for IT services. Our focus will be on expanding 21st century technology into the classroom and will include training for faculty and staff on the use of technology to improve faculty teaching and student learning. In addition, we plan to continue our expansion and development of a student-run help desk that will include assistance with classroom technology.

PUBLIC SERVICE & SPECIAL ACTIVITIES

Serving the greater community — from Johnson and Lamoille County to all corners of Vermont and beyond — is a core value at Johnson State College.

Perhaps the most notable example of this commitment last year was our initiation of dedicated services to veterans on campus. Created in partnership with the South Burlington Vet Center, the center offers counseling services to JSC students who are veterans as well as all veterans in the area. Previously, veterans and their families had to travel to South Burlington or even farther in order to meet with a veterans' representative to discuss such issues as benefits, readjusting to civilian life or personal concerns.



Four JSC alums stationed in Afghanistan, 2010

Other activities at JSC last year in support of veterans on and off campus included the hosting of a free, two-day workshop for educators and counselors on how



to support children of military families; the creation of a veterans committee of students and staff to guide programming and special initiatives for students who are veterans; and the launch of for-credit "Combat to Classroom" courses in collaboration with CCV to help military students adjust to college and to provide faculty training on best practices for working with military students. These and other programs are supported in part by a grant from the Vermont Community Foundation.

Public service permeates the culture at JSC in numerous other ways as well:

- Our "SERVE Local" program provides weekly opportunities for students to volunteer with local organizations. Last year students were involved in cleaning up the Babcock Nature Preserve, the Lamoille River and flood storm pools for the state of Vermont; gleaning fields at Pete's Greens for the Vermont Food Bank; serving lunch and assisting with cleanup at the free, bi-weekly Johnson CommUNITY Lunch program (and raising \$501 for the Johnson Food Shelf in the process); hosting two successful blood drives for the American Red Cross Blood Drive; stacking firewood and helping to weatherize the homes of low-income residents; and contributing more than half of the town's Thanksgiving baskets distributed by the Johnson Food Shelf.
- Other SERVE programs at JSC last year included several focused on mentoring, including America Reads and the Laraway Homework Club. JSC students helped 20 youngsters at Cambridge Elementary School hone their reading skills and provided one-on-one homework help to five students a week at Laraway Youth & Family Services in Johnson.



- Through our Alternative Break program, last year JSC students rehabilitated hurricane-destroyed oyster beds in Biloxi, Miss.; worked with the Southern Appalachian Labor School in West Virginia rehabbing homes in one of the nation's poorest communities; helped rebuild in areas of New Orleans still recovering from Hurricane Katrina; and upgraded water system reservoirs and pipes in Merida, Nicaragua.
- The JSC softball team participates in Team Impact, through which the team "recruits" a child with a life-threatening illness who serves as an adjunct team member throughout the season.
- In addition to participating in many student-led service programs, of JSC faculty and staff hold leadership positions with a number of civic, educational and charitable organizations. We are pleased to have among our ranks board members and representatives of such local organizations as the Johnson Planning Commission, the Lamoille County Planning Commission, Johnson Safe Community Action Committee, Lamoille County Mental Health, Laraway Youth and Family Services, River Arts (Morrisville) and Cambridge Arts Council, Cambridge Food Shelf and Clothing Bank, Lamoille County United Way, the Fairfield Community Center, Lamoille County Hunger Council, Mt. Mansfield Union School Board, Lamoille County Economic Development Council, Morrisville Youth Center, Hunger Council of Lamoille Valley, Hyde Park VFW, Stowe Performing Arts, the Morrisville and Essex Little Leagues — the list goes on. At the state level, our faculty and staff serve with the Vermont Legislature and with such organizations as the Vermont Nuclear Advisory Committee, Fairewinds Energy Education, Vermont Works for Women, the Vermont State Employees Credit Union and others.
- As always, with but a few exceptions, JSC athletics, arts and cultural events, guest lectures, art exhibits and other events are always open to the public and typically free of charge. In addition to outstanding theater, music and dance performances by our talented students and faculty, last year's highlights included our fall and spring Authors Series that brought several prominent writers and poets to campus; weekly lectures in the fall on current environmental and health topics; an



author's talk and other events associated with last year's common book, *420 Characters*, by Lou Beach; an eye-opening screening of "Wretches & Jabberers," a documentary about autism, followed by a Q&A (via facilitated communication) with the film's two stars; Burlington Taiko Drummers; and outstanding dance companies led by Roman Baca and Lida Winfield.



Burlington Taiko performs at Dibden Center for the Arts.

In addition, last spring we became an official "community partner" with Vermont Public Television, which enabled us to host free, pre-broadcast screenings of select documentaries followed by a Q&A session with panelists knowledgeable about the topic addressed in the program. Last year's films included "Clinton," "Makers: Women Who Make History" and "Powerbroker: Whitney Young's Fight for Civil Rights." Our partnership continues this year with a slate of intriguing programs on the roster.

- The Willey Library and the SHAPE Center at JSC serve as important community resources. Local residents enjoy free library memberships and have access to all library services. At SHAPE, community members can join in group exercise classes and use fitness and weight-training equipment year round; during the summer they tap into our popular camps, clinics, workshops swimming lessons. This summer we certified 12 new lifeguards, taught 112 youth how to swim, and certified more than a dozen people in CPR at a free workshop.
- Finally, JSC again sponsored the annual "Tuesday Night Live" summer music series and played an active role in

attracting a new grocery store to replace the Grand Union that closed due to flooding in April 2011. The new store, named "Johnson's Sterling Market," is scheduled to open in October, marking the return of an vital community asset to our town.



As a state-supported college, we believe it is our responsibility to open our doors as wide as possible to the community beyond campus. We remain committed to offer a broad and diverse range of educational and cultural programming to the greater community and look forward to the excellent offerings we have scheduled this year.

FACILITIES

The transformation of Johnson State College continued during the 2012-2013 with the completion of two significant renovation projects:

- The restrooms and common areas of **Arthur Hall** were renovated during the summers of 2012 and 2013. The renovations included all equipment, new layout, handicapped accessibility and aesthetic improvements.
- The first phase of renovations to **McClelland Hall** was completed this summer. We relocated the dance studio from the third to the first floor, created a new practice studio, and installed new restrooms, a new part-time faculty office and a student lounge. Additional improvements included fire sprinklers and lighting enhancements throughout the building. Students are delighted with these upgrades to our dance facilities—dance is responsible for popular courses and the largest student club—and our first-ever student study lounge in McClelland is receiving strong reviews from psychology and education undergraduate and graduate students.

In addition to these substantial construction projects, the College completed numerous other improvements. These included new, energy-efficient windows on the first floor of Martinetti Hall and new LED exterior lighting. Both projects are expected to have significant energy savings,



The spacious new dance studio in McClelland Hall

with the window project expected to reduce heat loss in the winter and the lighting project projected to save more than 125 kWh of electricity annually.

Last summer the College issued a request for proposal for a net-metering arrangement that would allow up to 150 kWh of electricity to be produced on campus. We have selected the Burlington-based firm Encore for this project. We have completed the initial site selection and will submit the first round of Certificate of Public Good documents this fall.

FINANCES, DEVELOPMENT & ADMISSIONS

Johnson State College continues to maintain a solid financial position and ended FY 2012 with modest excess revenue over expenses. Revenues were approximately \$1.5 million less than budget due to a smaller-than-budgeted student headcount and a shift in mix from out-of-state to in-state. The College was able to slow spending considerably through conservative budget management and holding the line on part-time faculty placements, hiring and supplies. Overall expense reductions were approximately \$1.7 million, accounting for our small excess revenue over expenses.

The Business Office continued to refine its processes and communications with students about their financial status in an attempt to reduce the outstanding student

accounts. We are pleased to report that as a result of these efforts, bad debt has slowed significantly.

We have been laying the groundwork for the creation of a stronger and more engaged alumni network, recognizing the vital role alumni play both in recruitment and in development. As a direct result of increased outreach to alumni last year through our monthly e-newsletter, our revamped Homecoming/Reunion Weekend, and targeted engagement through alumni-specific events, we doubled the number of donors and amount of gifts both the JSC annual fund and our scholarships last year.

In the coming year we will redouble these efforts, working with Admissions, Athletics and Career Services on new ways to connect our alums with current students and with JSC in general.

Within Admissions, we took a holistic look at our processes with the goal of increasing efficiencies and enrollment at a time of continued demographic and economic challenges. In the coming year, we will be putting more emphasis on personalizing campus visits and pursuing ways to lower the cost of college for our students through scholarships and our Tuition Break and Good Neighbor programs.

PERSONNEL

JSC saw several retirements of faculty and staff during FY 2013, which meant saying goodbye to many longtime and dedicated employees. While we were sad to see these colleagues leave the College we are pleased to welcome two new full-time faculty and several new staff to JSC:

- **Dr. Lily “Nana” Owusu-darkwa** joins our Behavioral Sciences Department as an assistant professor. Lily holds a Ph.D. in medical anthropology from the University of California at Berkley and an M.A. from the University of Oxford (U.K.). Her research interests include African studies, anthropology, medicine, psychiatry, traditional healing systems and social justice, particularly as it relates to poverty, disease and inequality. Lily has traveled extensively and has completed research projects with the government of Ghana and with the United Nations.



- **Chris Kennedy** joins the Education Department as a visiting professor. Chris holds an M.S. in special education from the University of Wisconsin at Madison and served as director of JSC's "Think College" since its inception, working to provide a college experience to high school graduates with intellectual disabilities. In addition Chris has taught English as a second language in Ecuador, special education in Oregon, and served as an autism therapist in Pennsylvania.
- Replacing our longtime access services librarian, Jo Anne Edwards, who retired this year, is JSC alum **Lisa Kent**, who previously worked in our Registrar's Office. Lisa is completing her M.L.S through Kent State University.
- Paul Bloomhardt, our instructional technologist, retired this summer after 10 years of service. The College is pleased to announce the hiring of **Robert Gervais** as our new coordinator of instructional technology. A 1993 JSC alum, Robert brings 19 years of experience as a teacher and technologist with the Franklin Northeast Supervisory Union, most recently as director of technology for the Enosburg Town School District. Robert has also served as coach of the JSC women's softball team since 2008.
- Another Information Technology hire this year is **Eric Bronson**, our new assistant network administrator. Eric is nearing completion of his degree in computer information technology at Vermont Tech. In addition to his valuable coursework with VTC, Eric has interned with JSC the past two summers. His internships included planning for the rollout and deployment of more than 95 new and 40 redeployed computers as well as reconfiguring and stabilizing several College server systems.
- **David Bergh** Ph.D. has been promoted to dean of student life and college relations this year. Dave's responsibilities include oversight of all Student Life programs and in addition to guiding the College's external partnerships and relationships. This promotion recognizes Dave's contributions to Lamoille County and the College through his work on the Lamoille County Planning Commission, the Johnson Planning Commission, the Laraway Youth and Family Services board of directors and his many partnerships with outside businesses.
- **Michele Whitmore** has been promoted to associate dean of students as part of the reorganization of the Dean of Students division. This promotion reflects the addition of Public Safety, Counseling and Health Centers to Michele's portfolio of responsibilities.
- Joining JSC as assistant athletics director and head men's basketball coach is **Tommy Verdell**. Tommy comes to JSC after two years as the assistant men's basketball coach of Bates College in Maine, where last year the team posted a 10-15 record overall and 4-6 in the competitive New England Small Colleges Athletic Conference (NESCAC). Tommy holds a bachelor's degree in coaching from the UMass Amherst.
- JSC is pleased to announce the hiring of two new athletic trainers: **Jacqueline Walsh**, who recently completed her master's in athletic training from Western Michigan University and has experience with high school, NCAA Division I and II, professional and Olympic athletics; and **Alex Fusco** who earned his bachelor's in athletic training from Colby-Sawyer College in May, has experience includes work with high school and NCAA Division I and III athletes, and was a volunteer first responder on site at the 2013 Boston Marathon.
- Following the retirement of Nancy Hutchins after more than 20 years of service, **Sandy Duffy** was promoted to director of payroll and benefits. In addition to her new responsibilities, Sandy continues to serve as the College's grants administrator.
- **Lori Koshowski** joined the College's Health Center as our director and nurse practitioner. Lori has extensive and diverse experience in the medical field and comes to us from Corner Medical in Lyndonville, where she served as a board certified nurse practitioner.
- **Elaine Harvey** was hired as assistant director of athletics for external and internal communications, a new position made possible by a grant from the National Collegiate Athletic Association (NCAA). In addition to helping manage and grow JSC's intercollegiate athletics programs, Elaine is working to strengthen JSC's ties with athletics alumni, while



managing sports information and promoting the College's 13 varsity sports. Elaine comes to Johnson from the Washington, D.C., where she worked in media and public relations.

LOOKING AHEAD

Just past the midpoint of our five-year College plan, we are heartened by the progress we have made and encouraged by how faithful we remain to our six directional goals, which encompass our commitment to students' early and ongoing success, our promise of an academic life that is both challenging and supportive, and our adherence to an enrollment strategy that attracts dedicated and talented students who are at diverse starting points.

These three themes are the "front" directions; the goals that propel us toward them include a thoughtful, well-developed facilities and information-technology plan; greater and ongoing involvement in our communities; and a robust development strategy.

We have successes to report in all areas, as this report attests. As with all dynamic organizations, of course, much work remains, and our successes only invite us to take our gains wider and deeper.

We are committed to strengthening our connections with nearby communities and are working to offer our students experiences both close to and far from home. Our newly conceived office of career and experiential learning underscores and gives voice and place to this concept.

Our Common Reading Initiative—truly one of our signature programs—offers a tangible vehicle with which to frame an opening experience for new students that introduces them (early, starting with summer orientation!) to our community as a place that thinks about ideas, talks about ideas, and considers ideas in diverse contexts. This year's choice, *Detroit: An American Autopsy*, moves many of us beyond our



comfort zones as we examine a once-thriving American city now faced with declining population, tottering infrastructure and bankruptcy.



For new students and continuing students, as well as staff and faculty, studying a city and talking about our own villages and towns is exciting learning. This year's extended activities include music from inner-city Detroit, a visit by a young entrepreneur who hires unemployed people to make coats that convert to sleeping bags, photography of once-thriving homes and public spaces, and a visit by the book's author, Charlie LeDuff.

All that we do around our common book models what we strive to achieve through our College plan: to



reinforce academic challenge through compelling but accessible texts, to offer students from their first contact with JSC the company of others poised for success through rich teaching and learning, and to send students the message that engagement across the curriculum is a core attribute of their experience here.

In conclusion, we started 2013-14 with our annual fall convocation, celebrating the launch of a new academic year with a special focus on the 466 new students joining us. Following brief addresses by President Murphy and Dean Regan, the highlight was a presentation Professor of Fine Arts Ken Leslie, who followed a decade-long tradition of speaking as a faculty member who had returned from a sabbatical or other extraordinary time away from campus.



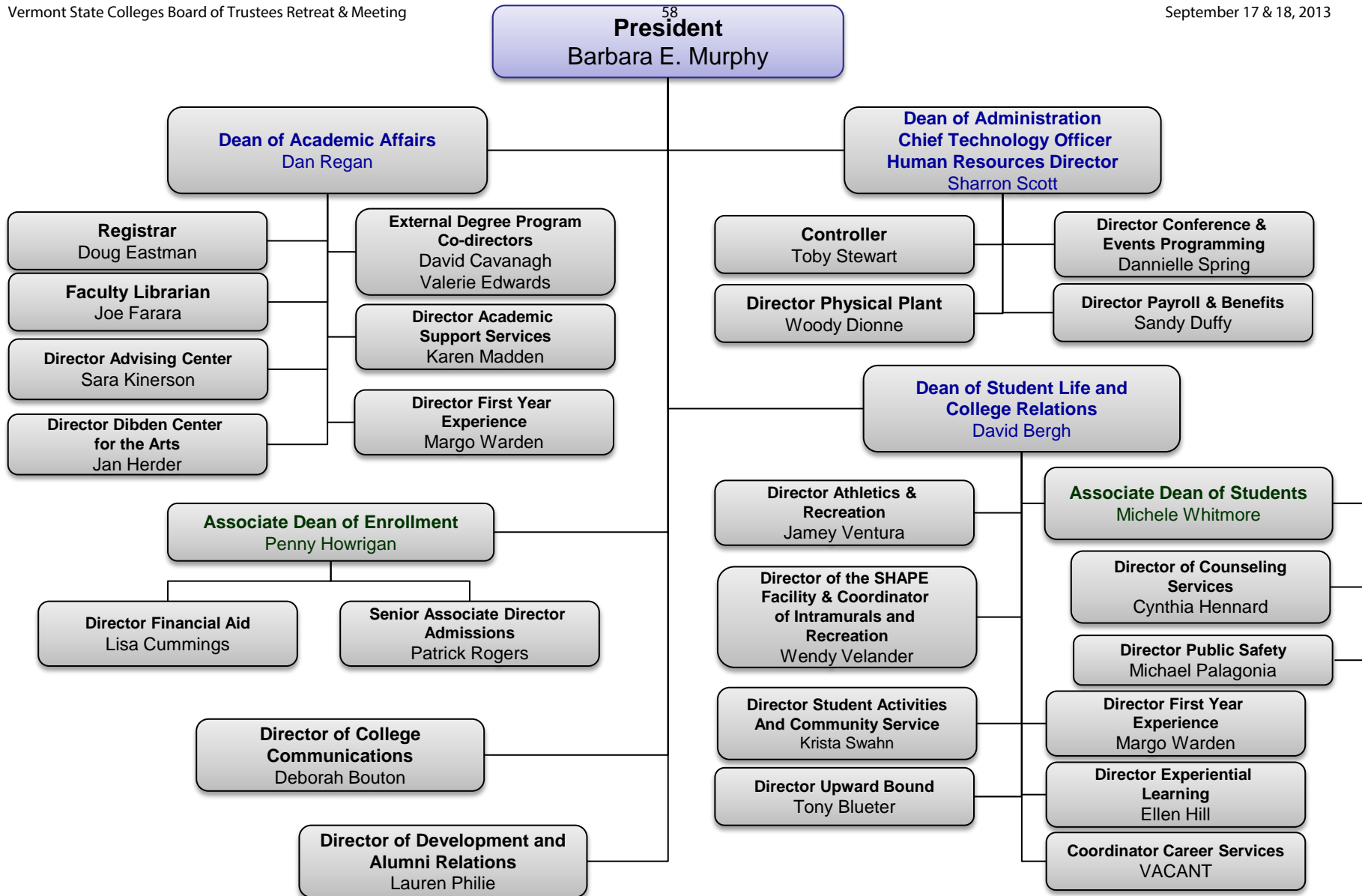
Professor Ken Leslie

Ken focused on his time in northern Greenland and experimenting with light and darkness in his drawings and paintings as he became a temporary member of a new community. His talk also was about a much deeper adventure: being somewhere entirely different from one's "everyday" world and

making a new way, trying out existing skills in a fully new environment, being in the company of new people, and navigating new customs, from food to recreation to the sounds we wake up to and go to sleep by. It was not lost on our new students that their journeys, too, call on the skills and open mind of a new adventurer.

It is our job to guide them on these journeys.





Annual Report 2013



**The President's Annual Report
to the Board of Trustees
of the Vermont State Colleges
September 2013**

LYNDON
vermont

A Message from Lyndon State College President Joseph Bertolino



This is an exciting time for Lyndon State College, and I am honored to begin my second year as president. As we begin this new school year, I am confident that we will build on the accomplishments of last year and continue to increase the sense of institutional pride. The excitement is building as we move forward—unified as a community in our commitment to the Lyndon mission and to the students we serve.

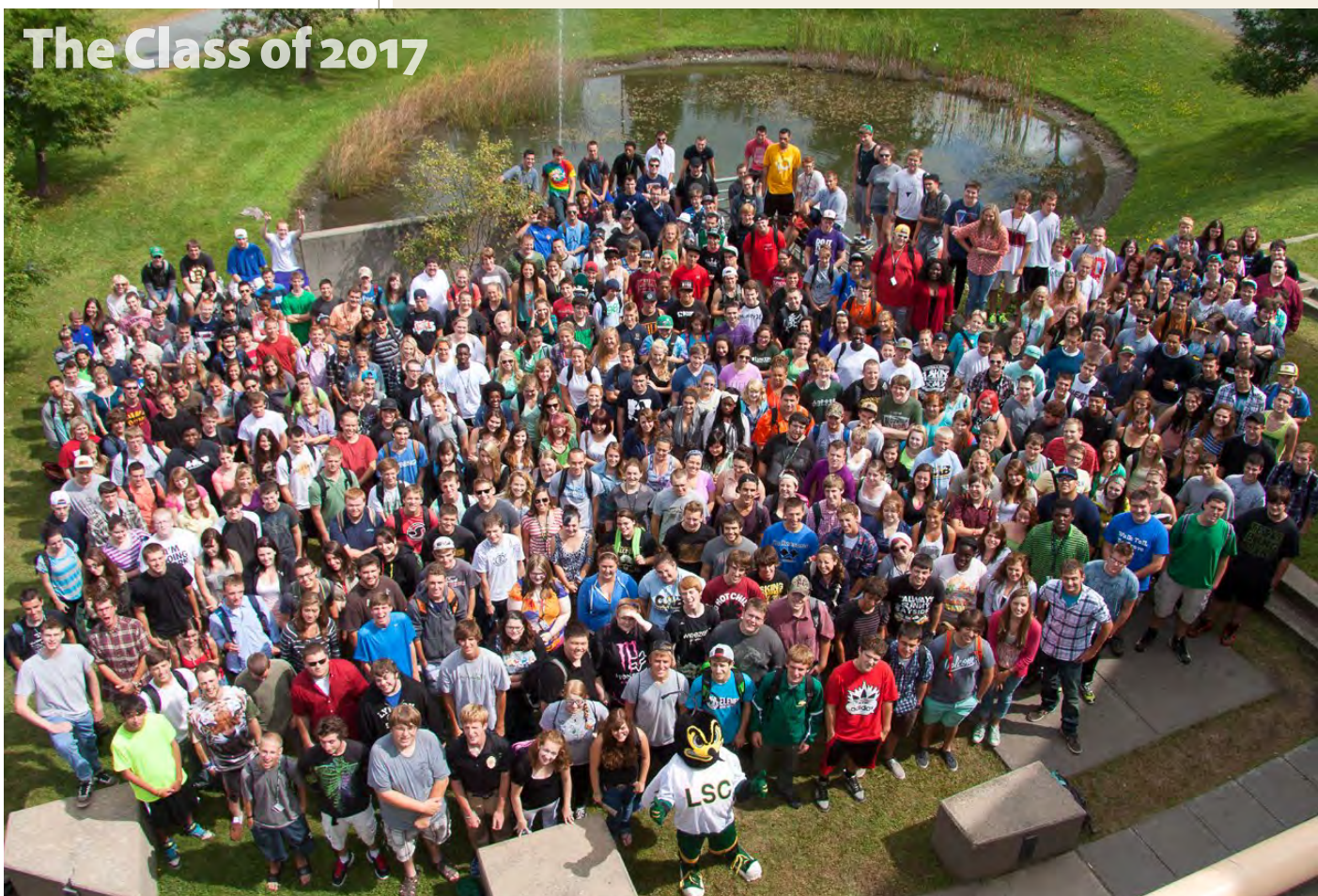
Last year the College mounted an aggressive public relations campaign to reintroduce Lyndon to the NEK and the state. As a result, there is a new buzz surrounding the Lyndon name. On numerous occasions I have been approached by alums and community members, as well as business and government leaders, commenting on LSC's "momentum."

We are poised to become a premier college in New England. Our spectacular location, the world-class outdoor recreation at our doorstep, some of the best academic, liberal arts, and professional programs in the nation, and an amazing faculty and staff are some of the College's many points of pride.

Since my arrival last year, we have accomplished much together. "Joe Wants to Know," our new online suggestion box, is giving us valuable, actionable information. We instituted Green and Gold Pride days. We dedicated the first phase of our Veterans Park and hosted a summit for veterans that drew hundreds of attendees, a sizable number of Vermont political leaders, and leaders of national student veteran's organization. Seven new degree programs were added. We made progress in the critical

We started the 2013–14 academic year with 529 new students, our third largest incoming class, and a total enrollment of 1,447, the second highest in our 102 year history.

The Class of 2017





A goal for fall 2012 was to turn the downstairs of the president's house into a meeting and conference area. Since then that space has been used to host almost 80 lunches, barbecues, and dinners, plus numerous meetings and functions for student clubs and organizations, sports teams, faculty and staff departments, alumni and community groups, and business leaders—including a celebration to honor the 5th anniversary of Lyndon's innovative iWOW program, pictured above.

area of student retention, which rose by 4 percent in the spring semester. And we embarked on an ambitious effort with regional partners to meet the needs of the 21st century workforce in the NEK, especially in response to EB5 investments that promise to create thousands of good jobs in our region.

The activities surrounding April's Inaugural week included a day of community service, a national green and gold celebration, a successful business and education summit, and culminated with the announcement a \$1 million gift pledged by an anonymous donor.

As part of my ongoing listening tour, I have met personally with Governor Shumlin and Senator Leahy, and numerous leaders in government, education, business, and the community at-large. I traveled to Washington, D.C., to attend a White House forum on higher education, innovation, and entrepreneurship. In addition, I have been happy to meet many proud LSC alums, who all expressed great support for the College. They are excited about Lyndon's future and determined to help support our students and our community.

Some much needed work has been done in preparing and maintaining the campus, particularly in the residence halls, the Stevens Dining Hall and the Hornet's Nest Snack Bar, and on projects that are making Lyndon a greener campus.

This year we welcome a wonderful group of new students, several new faculty and staff members, and, of course, terrific returning students. I know that together we, the Lyndon community, will make their experience an excellent one as we prepare every student for personal and professional growth.

This will be a very important year for Lyndon. We will enhance our focus on academic excellence and program delivery. We will set a strategic vision for enrollment management—including recruitment, retention, and completion—to guarantee student success. We will ensure the institution's financial stability, complete the planning initiatives ahead of us, and increase the College's fund-raising efforts.

We will continue to spread Lyndon's message by enhancing all our communications efforts in media and public relations, social media, town halls, and print and electronic publications, including mobile devices. We will stay true to our mission to provide access and opportunity for all deserving candidates, especially first-in-family and modest income students. We will coordinate business practices throughout the College to make the experience of being a student here as "user friendly" as possible. Finally, we will continue to develop our relationship with the Lyndonville community, the Northeast Kingdom, and the State of Vermont.

Joseph Bertolino, President



We are pleased to report that Affordable Colleges Online ranked Lyndon in the top 25 percent of Vermont colleges for return on investment.



Victory Media has named Lyndon a Military Friendly School, placing us in the top 20 percent of colleges nationwide.

Students and Student Life



In November 2012, LSC Senior **Justin Chenette** won his bid to become the youngest member of the Maine state legislature.



Clockwise from above: Nick Russo, Ian MacDonald, and Tyler Dumont



Students gather for the 2012 NEKYS Walk

Highlights: 2012–13

Green & Gold! LSC started a t-shirt exchange and giveaway program in 2012–13, when Wednesdays were established as Green & Gold Days. All students, staff, and faculty were encouraged to wear green and gold or LSC apparel on that day. The successful program will continue in 2013–14.



NEKYS Walk. A group of 55 LSC students and staff participated in the 9th annual Northeast Kingdom Youth Services Walk for Awareness fundraiser. LSC had the most walkers of any team that participated in the walk and raised almost \$400 for NEKYS.

Successful transition to a new software package that provides a fully automated early alert, reporting, and conduct management system. LSC successfully implemented Advocate by Symplicity in 2012–13. This new software package in the cloud provides a seamless reporting compliance link between our public safety and residential life departments in addition to an early alert system that allows faculty and staff to submit academic or other concerns online.

Successful implementation of measurable learning outcomes for student clubs and organizations in 2012–13. The learning that takes place outside of the classroom is as critical to the future success of our students as is the content that they absorb in the classroom. We must ensure that we can account for that learning by supporting the development of learning outcomes for all student organizations.

Student Recognition

Electronic Journalism Arts students did themselves proud in 2012–13. **Tyler Dumont** won a New York Emmy (and received three nominations) for his work on *Teen Kids News*, a show airing in 175 countries. The Electronic Journalism Arts student-run news outlet **NewsLINC** won the Society of Professional Journalists regional competition and is headed to the national competition—again. **Nick Russo** was honored for state wide accomplishments by receiving the Engaged Student Award from Vermont Campus Compact.

On a different note, Natural Sciences junior **Ian MacDonald** traveled to Glasgow, Scotland, to compete in the World Bagpipe Championship.

Other students **traveled to Washington, D.C.**, to discuss international relations, organized the **Northeast Kingdom Science Fair**, engaged in a **Spring Service trip to Guatemala**, and put on the 38th **Northeastern Storm Conference**. Graduating senior and English major **Wesley Hatch** launched a successful Kickstarter campaign to make his first film.



Bryan Barber's photo from *The Critic's* 2102 Spring Dip coverage.

LSC's student-run weekly newspaper, *The Critic*, placed two entries in the regional competition of the Society of Professional Journalists Mark of Excellence competition. "Spring Dip" by **Bryan Barber, Danielle Drown,** and **Sierra Willenburg** won second in the Feature Photography category. **Tyler Dumont's** article, "Professor Accused of Sexual Harassment," placed third in In-Depth Reporting" category.

Two Lyndon State College students co-authored a paper published in the American Meteorological Society's peer-reviewed journal *Monthly Weather Review*. **Anthony McGee** and **Rachel Ducharme** were the first two Lyndon students to work on LSC's second Verification of the Origins of Rotation in Tornadoes Experiment (VORTEX2) project.

LSC junior **Dustin Naiss** experienced the thrill of a collegiate bowl game first hand when he traveled with Lyndon State College's sports management program to Yankee Stadium in the Bronx to work at the third annual Pinstripe Bowl. The invitation was exclusive; no other sports management program in the country was invited to attend this event.

Natural Sciences student **Abigail Serra** was 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. The article

was a collaborative effort between Serra, Natural Sciences Professor **Alan Giese**, and Paul Warden and Colin Fricker, both of Vermont-based Analytical Services, Inc.

In spring 2013, certified senior Exercise Science students **Brandon Lloyd, Joseph Kill,** and **Sam Orfanidis** instituted a strength and conditioning regimen for the Lyndonville Fire Department. LFD Captain Tim Nolan wrote, "The participation of the LSC students in our Fire Department Fitness Program has been outstanding! I can't say enough about the caliber of the students; their subject knowledge and professionalism is top rate. You're helping protect the lives of your local lifesavers."

Students in LSC's Sigma Zeta Society and Atmospheric Sciences Department organized the **21st Annual Northeast Kingdom Science Fair**, held on the Lyndon campus in the spring. This year, they had a near record 118 projects from six local schools. Participants ranged from grades 3 through 8.

Initiatives For the New Year

Lyndon Launch 2013. LSC's first "summer bridge program" since a federally funded program existed on campus in the late 1980s and early 1990s. This pilot program for incoming first-year students—that had more than 50 applications for just 18 seats—has students taking a three-credit leadership course and participating in numerous other academic and social activities ten days prior to the official start of the 2013 semester.

New proximity card access and video surveillance system. Lyndon continues to focus on ways to keep our community safe by working on a plan to update the existing card access system, as well as to add a video surveillance system. Seven cameras and a new proximity card reader system will be installed in 2013–14.

Revise the Student Handbook to reflect the addition of restorative justice practices as an available method for community conflict resolution. The restorative justice method will provide students, staff, and faculty an alternative for maintaining and repairing relationships and for fostering a sense of social responsibility and shared accountability.



Students arriving for this summer's first Lyndon Launch program.



Grant, Lyndon Men Shine

The highlight of the year in Lyndon Athletics was the naming of senior cross-country runner **Josh Grant** as the **2012–13 NAC Man of the Year**. He was named to the College Sports Information Directors (CoSIDA) Academic All-District squad, as well as earning himself a spot on the U.S. Track & Field and Cross Country Coaches Association (USTFCCCA) All-Academic team. He is a member of several honors societies and has won two Green & Gold Awards, given to the Lyndon student-athlete with the highest GPA.

In NAC play, the Hornet men's cross-country program captured its fourth league title in five years. Ten Hornet student-athletes were named to All-NAC teams and an additional ten were named to the NAC All-Academic Team.



Sean Bliss

Tom White

Athletics

The 2012–13 athletic season marked Lyndon's third year as an active Division III member of the National Collegiate Athletic Association and its fourth in the North Atlantic Conference (NAC). The Intramural Athletic Program had a record-setting year in terms of contests/events held, number of participants, and total teams.

In the past year, the Lyndon Athletic department has met its goal of enhancing the student-athlete experience in many areas. By upgrading its athletic facilities and enhancing the coaching staff with full-time employment, Lyndon finds itself poised to compete in the ever-changing environment of NCAA Division III athletics.

New uniforms for the women's softball and baseball programs will be purchased through the department's apparel agreement with Adidas.

Good Sports

The **Lyndon women's soccer team** was cited 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.



Two Full-Time Coaches Added; Howe Named Assistant Athletic Trainer

Tom White will take the reins of the Hornet baseball program while **Sean Bliss** will take over the helm of the Hornet women's soccer team. In addition to their coaching duties, White and Bliss will also serve as counselors and recruiters with the Lyndon Admissions Department.

White graduated from Plymouth State College in 2010 with a Master of Education degree in Athletic Administration. Bliss played his collegiate soccer at Stevens Institute of Technology, a perennial NCAA Division III top-10 contender. He graduated in 2008 with a 3.5 grade-point-average and was named a First Team All-District Academic All American.

Lyndon hired **Christine Howe** as an assistant athletic trainer. Howe provides 30 hours per week of support and services to Hornet student-athletes and Head Athletic Trainer **Evita Sandoval**.

Personnel

Tara
Fortner



New Faculty Members

Tara Fortner, assistant professor, Education, joins us from Littleton, N.H.. She recently completed her Ed.D. in Learning, Leadership and Community from Plymouth State University. She has taught at the college level at Plymouth State University and Springfield College. She has worked as a diagnostic evaluator at the Stern Center for Language and Learning in New Hampshire, as well as at Innovative Dimensions in Ed Psych Services as an educational consultant/school psychologist. She also spent a number of years as the school psychologist in several New Hampshire and New York school systems. She is proficient in sign language.

Benjamin Mirkin, assistant professor, Mountain Recreation Management, joins us from Bethlehem, N.H. He recently completed his Ph.D. in Education, with Outdoor and Experiential focus, from the University of New Hampshire. In addition to being a full-time employee at The White Mountain School as Director of their Outdoor Education Programs, Mirkin has taught at Plymouth State and the University of New Hampshire. He has also worked at Adventure Treks (based in North Carolina), and for the Appalachian Mountain Club. Mirkin is currently co-authoring two outdoor education books. He is also a member of the Pemigewasset Valley Search and Rescue team, as well as a member of the American Mountain Guides Association, the Association for Experiential Education, and the American Educational Research Association.

Benjamin
Mirkin



Brandon Stroup, assistant professor, Social Science/Criminal Justice, received his Ph.D. from the Indiana University of Pennsylvania, where he organized, created, and was the primary facilitator for the "Reading for a Change" program in the Indiana County jail. He looks forward to implementing this program at the Caledonia County jail. While at Indiana University of Pennsylvania, Stroup was also an active member of the Criminology Graduate Student Organization and president of the Pennsylvania Prison Society, IUP Student Chapter, in which he involved undergraduate students in a campus-wide Justice Series event which dealt with contemporary issues within the criminal justice system.

Brandon
Stroup



Michael Soules, visiting assistant professor (one year), Exercise Science, will specialize in Physical Education. He has experience teaching lacrosse, soccer, baseball, basketball, and field hockey at the junior high and high school level. He is working specifically within the Physical Education/Teacher Education program and, through his work at Lyndon this past spring as a staff member, has already forged strong relationships with students in the program.

Returning Faculty Members (full-time tenure track)

John Castaldo, assistant professor, Business Administration/Accounting, will serve as the department chair again this year; **William Morison**, assistant professor, Business Administration, has 15 years of college teaching experience; and **Donna Smith**, assistant professor, Electronic Journalism Arts, graduated from LSC in 1996.

Sabbaticals

Professor **Nolan Atkins** will be on sabbatical for the full academic year. Professor **Chandler Gilman** will be on sabbatical this fall, and Professor **Paul Searls** will be on sabbatical in the spring.

Promotions

Deborah Hughes, **Rod Jacobson**, and **Meri Stiles** have been promoted to associate professor. **Barclay Tucker** is now a full professor.

Michael
Soules





Loren Loomis
Hubbell

New Part-Time Faculty (as of August 30, 2013)

Valentine Davis, Music and Performing Arts
Jeanne Dickinson, Natural Sciences
Janet Edmondson, Music and Performing Arts
Richard Farnham, Exercise Science
Allison Graham, Mountain Recreation Management
Timothy Mikovitz, Music and Performing Arts
James Murphy, Exercise Science
Sam Orfanidis, Exercise Science
Charles Woods, Mountain Recreation Management

Staff and Administration

Sixteen staff and administrators came on board during FY2013 and the fall of 2013, several positions were reclassified, a faculty member and an administrator have taken on one-year “acting” appointments, and ten long-time employees—representing 225 years of service to Lyndon State College—retired.

New Staff and Administrators

Meredith Atchison, residence hall director/student activities coordinator
Bonnie Babcock, records specialist, admissions
Kellie Bean, provost and academic dean
David Bixby, custodian
Dustin Brooks, custodian
Nadya Drum, custodian
Thor Goodrich, graphic and web designer
Christina Howe, assistant athletic trainer
Danielle Isabelle-Berrien, director of career services
Loren Loomis Hubbell, dean of administration
Joel Lenoir, senior desktop support technician
Kathy Maieli, registrar
Denise Moses, staff assistant, advising resource center, academic support, and enrollment management
Charlotte Porcelli, director of conferences and events
Stephen Roy, custodian
Brett Santo, president’s office assistant

Reclassifications

Edie Allen, admissions specialist
Graham Sherriff, librarian II
Sara Lussier, assistant to the dean of institutional advancement
Paulsha George, director of payroll and employee services
Alton Carr, maintenance technician III

Temporary, One-Year Appointments

Heather Bouchey, acting associate academic dean for enrollment management
Alison Lathrop, acting associate provost and dean of the faculty

Retirements

Donna Dalton (8 years of service)	Mark Majors (26)
Deb Hale (19)	Gerry Nelson (22)
Wayne Hamilton (17)	Brenda Sweet (29)
John Kascenska (21)	Linda Wacholder (26)
Judy Little (24)	Donna Wheeler (33)

Academic Affairs

Kellie Bean



President Bertolino's first year at Lyndon has been a time of excitement, challenge, and transition for Academic Affairs. Following Dean of Academic Affairs **Donna Dalton's** retirement, Interim Dean **Alison Lathrop** guided our work until the arrival of Provost/Dean of Academic Affairs **Kellie Bean** in early summer. With Provost Bean on board, we are moving forward with curricular initiatives and looking forward to campus-wide discussions around innovative programming, credentialing, and continued opportunities for academic outreach.

Taking a cue from President Bertolino, the new provost has focused the mission of Academic Affairs around student success. As the higher education landscape continues to change, and to test our accustomed notions of what exactly a college education should be, we see the opportunity to embrace new ideas about what an education can be. Whether students come to us seeking a traditional, residential, four-year experience, an industry credential, or to complete a degree begun elsewhere, we are committed to providing students the academic experience that will allow them to move onto their next opportunity.

Listed below are some of the highlights from our past year and glimpses of challenges and opportunities that lay ahead.

Enrollment Management

A commitment to student success through student advising and retention is evident in President Bertolino's appointment of Acting Associate Academic Dean of Enrollment Management **Heather Bouchey** in January. The office coordinates Lyndon's academic support and outreach through the Advising Resource Center, Academic Support Service, Trio/Project Excel, as well as the work of the Leahy Center for Rural Students. Dr. Bouchey brings extensive data management experience to Lyndon.

Streamlined Pre-registration Intervention

In preparation for the fall 2013 semester, the College introduced a new approach to tracking student pre-registration numbers this past spring, by integrating and streamlining outreach and data collection efforts across Residence Life, Student Academic Support, Advising Resources Center, Student Services, and faculty advisors. With this targeted outreach plan, and by working more closely than ever before with student financial services, 43 percent of those students who had been on financial hold at the start of the intervention in April registered by early June.

Leahy Center for Rural Students

Rural Adolescent Plans (RAP) Study

We continue to gather useful information from our longitudinal study assessing factors influencing students' desire to pursue postsecondary education and careers. Recent findings show that roughly 43 percent of 5th–12th grade students expect



Lyndon's Fulbright Scholars

Associate Professor of Psychology **Margaret Sherrer** spent spring 2013 in Kerala, India, teaching and conducting research on the development of mental health services for people with serious psychiatric disorders. Associate Professor of Journalism **Dan Williams** spent the 2012–13 academic year teaching in China to very appreciative audiences. His work complemented that of Assistant Director of Admissions **Trevor Barski** and Dean **Donna Dalton** in setting up articulation agreements between Lyndon and two Chinese universities.



Dan Williams

Margaret Sherrer

Center for Rural Entrepreneurship

LYNDON STATE COLLEGE

iWOW
INCUBATOR
WITHOUT WALLS

to have a professional occupation by the age of 30. And the large majority (75 percent) of Northeast Kingdom 9th–12th grade students within our study report that guidance counselors think they should go to college after high school. However, one-quarter of 9th–12th graders haven't yet thought about or talked about future plans with their guidance counselors. Coupled with insights gathered from our community-based outreach, these findings inform our academic and career success strategies aimed at students in the kingdom.

Early Promise Program

The Leahy Center welcomes its third cohort of incoming freshmen Early Promise Scholars to LSC for fall 2013. Designed to increase college access and success for first-in-family, modest income students within the NEK and surrounding regions, the Early Promise Program now includes 25 students ranging from 1st through 3rd year in their studies. In exchange for upwards of \$20,000 per student in donor-funded scholarships (across 4 years of college), each Early Promise Scholar agrees to maintain good academic standing, attend monthly programmatic meetings and events, and mentor younger FFMI students in the NEK. The program boasts an impressive retention rate of 87 percent.

Early Start Program

In spring 2012, the Early Start program was piloted—hands-on, school-based college and career outreach sessions with more than 80 regional 5th and 6th grade students. This program encourages youngsters to begin thinking about individual career pathways and educational options after high school, as well as develop early goals for achieving long-term outcomes and an identity framed around success. Early Start will begin in late fall 2013.

Canaday Family Foundation Grant to the Leahy Center

The College was recently awarded a \$150,000 grant to the Leahy Center to fund its Early Promise Program for the next three years. Specifically, the grant will allow the hiring of a community outreach coordinator who will manage all three components of the Early Promise Program: Scholars, Mentors, and Early Start.

Partnership with Northeastern Vermont Area Health Education Center (NEVAHEC)

Leahy Center personnel continue to serve as evaluation consultants for NEVAHEC's Health-related Career Opportunities Program (HCOP) project, federally funded by Health Resources and Services Administration (HRSA). This partnership, now in its second year of funding, provides NEVAHEC personnel with the research and statistical expertise needed to demonstrate effectiveness for CollegeQuest, MedStars, and related programs. NEVAHEC's programming goal is to increase the number of health-related career professionals working in the NEK and Vermont.

Center for Rural Entrepreneurship

Under President Bertolino's re-visioning of the Lyndon administrative structure, the center moved to Academic Affairs. The center provides a valuable link between what we do in the classroom and the work students hope to do after graduation. Director **Ann Nygard** facilitates communication between future employers and educators, linking curriculum with student ambitions. Examples of the center's work include:

Youth Entrepreneur Summer Camp

The Center for Rural Entrepreneurship and the Incubator without Walls (iWOW) hosted this week-long camp for middle schoolers. The first of its kind at Lyndon, the camp is designed to inspire an entrepreneurial culture in the region. The 17 campers spent their days getting hands-on training in the classroom exploring the

fundamentals of starting a business, entrepreneurship, and financial and social responsibility. The camp balanced study with daily outdoor activities designed to reinforce the days' lessons by the Lyndon Adventure Program.

The camp culminated in an "Elevator Pitch" competition in which campers had 10 minutes to present a business plan of their own design to a panel of four judges. The winners won cash awards to assist in implementing their business idea.



Youth Entrepreneur Summer Camp



Natural Sciences faculty **Alan Giese** and **Ian Balcom** were awarded grants from the Vermont Genetics Network for environmental research. Balcom was awarded two grants this year to research removing toxic chemicals from the environment. Thanks to Balcom, we now have a classroom model of a "living machine" (like an indoor wetland) offering students hands-on experience with treating chemical wastes generated in the labs at LSC.



Ian Balcom

Alan Giese

iWOW

The Incubator Without Walls (iWOW) initiative wrapped up its one-year USDA grant in March with the creation of 13 new jobs in the region, raising the number of jobs created since the inception of the program to 105. The program continues to enable students to gain the real-world skills needed by businesses while aiding area businesses to grow and create more jobs.

Curricular News

Academic outreach to area populations has broadened significantly. Dual enrollment opportunities were initiated with two local high schools, with negotiations underway with other schools. Lyndon also plans to have an Early College option available by 2014. Faculty will also be focusing on the scheduling and curricular concerns of post-traditional and veteran students during the coming year.

Other program changes include graduate study, which has expanded significantly during the past year with the addition of the Master of Arts in Liberal Studies program. Several students have already registered for study beginning in fall 2013. Other new graduate work is available through the Master in Educational Technology, a new program that is not just for educators. Also, a new B.A. in Cinema Production was approved last year and has become available to students beginning in fall 2013.

The Journalism and Writing Concentration in the English major has been merged with Electronic Journalism Arts, resulting in a single writing-intensive journalism program housed in Lyndon's Vermont Center for Community Journalism. Finally, a number of two-year programs now augment the Music Business and Industry curriculum.

Faculty and Student Research Highlights

This has been a busy and productive year for student and faculty researchers. Professor **Nolan Atkins** of the Atmospheric Sciences Department was awarded his fifth National Science Foundation grant.

Janel Hanrahan, a first-year faculty member also in Atmospheric Sciences, at-



LSC hosted the **VSI (Vermont Science Initiative) Science and Engineering Academy** for its initial eight-day summer institute in August. This year-long program, targeted for teachers in grades K–8, uses a problem-based approach with a focus on environmental science and engineering. **Alan Giese** heads the program.

tended the Regional Convention of Teachers of Mathematics in Connecticut and, along with Natural Science Senior **Ani Pytlewski**, participated in a Woman in Science panel in New Hampshire. Pytlewski has been invited to present the results of her internship at the Southern California Earthquake Center at a September conference in California.

Sustainability students mentored by **Benjamin Luce** were instrumental in arranging for, and helping with, the installation of Lyndon's new photovoltaic array. Senator Bernie Sanders and President Bertolino attended the installation ceremony.

Anthropology Professor **Janet Bennion** published her fourth book entitled *Polygamy in Primetime: Media, Gender, and Politics in Mormon Fundamentalism*. She was also invited to present her work at a conference in Italy.

Papers were accepted by peer-reviewed journals from Professor **James Bozeman** and his student **Matthew Pilling**, and from Assistant Professor **Meri Stiles**

of the Psychology and Human Services Department. In May, Bozeman presented his Faculty Fellow research on gerrymandering.

Finally, adjunct Professor **Charlotte Albright** of Electronic Journalism Arts was awarded a 2013 Gracie Award, which honors women who have made significant contributions in electronic media.

Reflection and Analysis

Lyndon's financial picture remained stable in FY2013. Despite a shortfall in tuition and fee revenue during the spring 2013 semester, the college completed the fiscal year with a modest operating surplus of approximately \$137,000 (about .4 percent of the operating budget of \$30.8 million) due to cost reductions in several areas. All college reserves (including the College Strategic Reserve) are at or near full funding.

As is the case with most small public colleges, Lyndon is heavily dependent on student tuition and fees to meet its fiscal requirements. In FY2013, approximately 84 percent of Lyndon's unrestricted budget was supported by student tuition and fees. As the College plans for the next decade and beyond, it will be challenged to maintain access and affordability while providing for the strategic development of new programs and initiatives. Maintaining or expanding enrollments—and the associated revenue—will be particularly challenging in light of the declining number of traditional college-age students and increased financial pressures on many low and moderate income students and their families.

Projection

Lyndon's financial picture is stable over the next three to five years. Despite the challenges with maintaining enrollments, we have been able to maintain recruitment numbers while achieving modest improvements in student retention, resulting in stable overall enrollments. Lyndon will also expand its already substantial commitment to affordability by expanding institutional financial assistance. In FY2014 we will spend \$1.6 million on direct support to students in the form of institutional aid. This amount is in addition to grants from federal and state sources. Increases aid to needy Vermont students is expected to rise by \$150,000 from FY2013 levels. Additionally, the College will supplement the federal College Work-Study Program

Finance

with over \$400,000 of institutional funds to provide as many opportunities as possible for students to supplement their financial aid with income from campus jobs.

With the potential for rapid and expansive economic development in the Northeast Kingdom, Lyndon must be poised to meet the growing needs for a trained and skilled workforce. New programs and alternative modes of delivering education and training will be critical to Lyndon's participation in this economic expansion. The challenges also come with the opportunity for the college to quickly expand its presence among nontraditional-age students.

In addition to student-generated income, the College will continue to expand its fundraising and development efforts. Over the past decade, particularly through the *Second Century Campaign*, the College has established a strong base upon which it can build development efforts for the future. The College will continue to expand its efforts in attracting gift and grant dollars to support key programs and to strategically develop new initiatives that will advance its mission.

Institutional Advancement

"Moving Forward"

Over the past year, a major focus of Institutional Advancement was an ambitious public relations effort to introduce President Joe Bertolino to the Vermont and LSC alumni community while advancing his theme of "Moving Forward." The 100-day listening tour that defined the first quarter of his tenure expanded into a common and effective practice throughout the first year to connect Joe with a broad spectrum of public and private leaders—many of them current or potential donors. In some ways, the culmination of Joe's introduction to the campus, regional, and state-wide community dovetailed into the week-long inaugural celebration that was organized in the third week of April.

Concurrent with these efforts, the development and alumni relations staff focused its attention on "stewarding" the relationships and funding secured through the *Second Century Campaign*. A central activity has been the implementation of a comprehensive alumni survey designed to help us understand why alumni are or are not engaged and how we can move them toward a giving relationship. This type of survey has not been conducted at Lyndon in the past decade, if at all.

Over the past year we experienced a decline in overall fundraising activity. While overall giving experienced a one-year decline, the highlight for the year was the generous response by alumni and friends to a number of challenge grants including:

- \$25,000 Early Promise Scholarship challenge grant from the LSC Foundation generated \$38,500 in new gifts and grants from alumni and friends. This impressive response helped secure an additional \$150,000 grant from the Canaday Family Foundation.
- An existing Annual Fund challenge grant helped secure 115 new gifts and 326 increased gifts secured in FY2013 totaling \$32,841.
- An existing Endowment Development challenge grant matched 13 individual gifts and the funds raised from the 2012 Clambake in FY2013 totaling \$40,232.

Analysis

The decline in overall giving for FY2013 represents a year of transition on two fronts. The first is the characteristic lull following a major fundraising effort. In retrospect, one way to have countered this lull might have been to





The 2012 TN Vail Clambake and Silent Auction (above) raised a total of \$40,232.

start the year with clearly stated and ambitious fundraising targets. As the response to the challenge grants described illustrates, fundraising goals are effective motivators both for donors and personnel. The second transition was that of welcoming a new president to the Lyndon, North-east Kingdom, and Vermont community. This introduction served as an excellent opportunity to honor key donors and connect or reconnect with potential donors. The lessons and foundational relationship development work of the past year should serve to position Lyndon to accelerate advancement activities in the coming years.

The Road Ahead

In the coming year, Lyndon has set a number of ambitious fundraising goals toward the broad goal of securing \$2 million in new gifts or pledges. We feel particularly well positioned to achieve this target with the momentum established in the past year under President Bertolino's leadership and equipped with the information from our alumni survey.

FY2014 Fundraising Goals

Annual Fund	\$ 100,000
Early Promise, Scholarship	50,000
Early Promise, Operations	50,000
All-Weather Stadium	1,000,000
Planned Giving	490,000
Theatre Project	10,000
Center for Rural Entrepreneurship	150,000
Leahy Center for Rural Students	150,000
Total FY2014 Goal	\$2,000,000

Reflection and Analysis

In FY2013, Lyndon did not undertake any new construction or major renovation projects; however, critical maintenance and improvement work was completed in several areas of the College. Beginning in 2008, we began a program of improvements in the Stonehenge and Wheelock residence halls. These are the older residence halls on campus, dating back to the late 1960s and early 1970s. In 2008, these buildings were in need of a great deal of updating and repair. By utilizing a combination of funding sources—including bond proceeds, annual operating funds, and annual capital project funding—over the past five years we have replaced all windows in all the halls, improved energy controls, added insulation, installed new flooring, renovated bathrooms in the Stonehenge buildings (one building to be completed in summer 2014), and replaced all furniture in Wheelock. The appearance of the buildings, energy efficiency and comfort for students has increased substantially, and we intend to continue to make improvements to these buildings each year.

In addition to the improvements noted above, improvements to nonresidential buildings included upgrades to the Alexander Twilight Theatre, HVAC improvements in the Activities Building, new flooring in the Stevens Dining Hall and Hornets' Nest snack bar, and the creation of a new athletic field for recreation and team practice use.

Projection

In the spring of 2013, Lyndon began a master planning process that is intended to provide an assessment of existing facilities, as well as a plan for future facility needs. The plan is being developed with input and comment from all college constituencies, including students, faculty, and staff. We expect the plan to be complete in January 2014 to coincide with the completion of the College's current strategic planning effort. The master plan will anticipate needs for future growth in academic programs, student housing, athletics, energy, and resource use. The planning process considers changes in technology, academic programs, and student life.

Facilities



Improvements to the Stevens Dining Hall include new tile, color scheme, video screens, and artwork installations.

Library and Information Systems



A significant challenge moving forward for IT is supporting the growing use of mobile technologies.

The Samuel Read Hall Library

In the past year library staff continued to seek new and innovative ways to collaborate with faculty, academic support departments, and our fellow VSC libraries. Last year was a sabbatical for Director **Garet Nelson**, who spent this research time exploring cross-campus integration at other academic libraries. One result so far is the collaboration between the Library and the Office of Information Technology (OIT).

Garet's sabbatical research also included the "learning commons" model for collaborating with other academic services such as the Writing Center, Tutoring, Advising, Career Services, and the First-Year Program. The result of the research is a proposal for a "Lyndon Learning Commons" based on current best practices. The goals of the proposal are to provide convenient access to support services and staff; create a user-responsive environment; and promote excellent academic services through high-level and efficient use of resources.

Specific Accomplishments This Year

- Continued to develop current, authoritative collections that support the curriculum. This included licensing new databases for Criminal Justice, Natural Sciences, and languages.
- Conducted a VSC Reading and Technology Survey in the spring 2013 semester.
- Completed a comprehensive item-level inventory of the library's college archives.
- Designed and initiated a comprehensive "weeding" program for the general collection, based on the library's mission of providing "user-centered services and information resources."
- Created a new student worker training program, integrating training in circulation, reference assistance, and information technology.
- Conducted a data-driven assessment of library instruction for the English composition program, reference assistance, satisfaction of interlibrary loan requests, and the professional development of library student workers.
- Library staff developed their professional skills by visiting other academic libraries in Vermont and New Hampshire, and attending peer-to-peer training on new cataloging standards, library instruction, and library back-end systems.

Additional Plans For the Coming Year

The "weeding" of the general collection will facilitate the conversion of some stacks space into student study areas. Also, the library will seek funding for updated furnishings to fulfill the goal of providing flexible learning spaces.

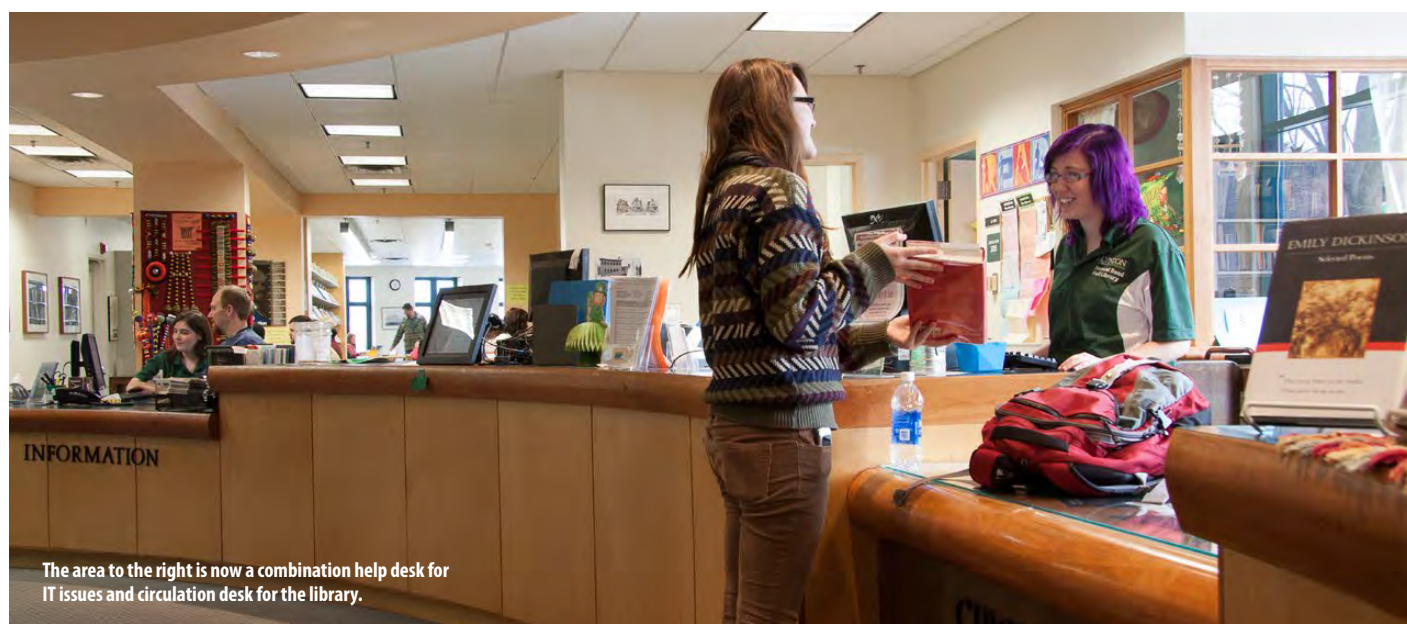
The library's collection development will focus on the delivery of expanded e-book resources. Patron-driven acquisition (PDA) will allow library users to preview scholarly e-books via the online catalog.

A new online periodicals directory, produced in coordination with the VSC Office of Information Technology, launches in summer 2013. Also, the library will work closely with the other VSC libraries on a next-generation online catalog, scheduled for beta launch in fall 2013. Both platforms are based on open-source software, enabling the VSC OIT to customize them as required.

Office of Information Technology

The support of mobile technologies skyrocketed this year. In the spring of 2013 alone there were over 9,000 unique wireless devices attached to the Lyndon network. This trend will continue upward with students bringing an average of 3–5 wireless devices with them to campus.

The department has undergone an external review and will be working toward examining and completing recommendations in the 2013–14 academic year.



Library and IT Collaboration: A New Help Desk

As we continue to move toward a learning commons model to centralize student services, the library will this fall offer a one-stop-shopping help desk for students located on the main floor of the library. A combination of the IT help desk and the circulation desk, this information desk will provide a visible and convenient place for students, faculty and staff to go with their IT and library/circulation needs. Both students and full-time IT staff will be available at the help desk.

Several OIT positions have been filled including one senior desktop support technician, the assistant LAN system admin position, and the Atmospheric Sciences data system admin. The Atmospheric Sciences data system admin will now be part of the Office of Information Technology, reporting to the CTO.

Lyndon now has over 50 VDI (Virtual Desktop Interfaces) in place. Future expansion could include staff desktop replacements and other labs.

Analysis

Supporting mobile devices will continue to be a challenge. This trend is expected to continue as the number of wireless devices increases. Wireless density on campus will need to be increased to keep up with demand.

Lab computer replacements continue to account for the bulk of spending each year. The return on investment on these computers is low. We will work with the Office of the Provost to find new and creative ways to deliver applications to students.

Projection

Cloud-based licensing will likely become a budgeting challenge in the next academic year and beyond. Software vendors such as Adobe and ELSEVIER are charging exorbitant amounts for software subscription services.

Lyndon currently has over 170 wireless access points on campus. Several high use areas—including the dining hall, student center, HAC building, and outside areas—will need to be enhanced over the next academic year. This will likely result in the addition of 10 to 20 wireless access points.

VDI (Virtual Desktop Interface) will need to be examined and possibly piloted for several departments on campus.

A migration to Windows 8 operating system is likely to happen over the summer of 2014. This introduces many challenges, one of which will be user training. The new operating system is radically different than Windows 7. Only planning and proper training will ensure a smooth transition to Windows 8.

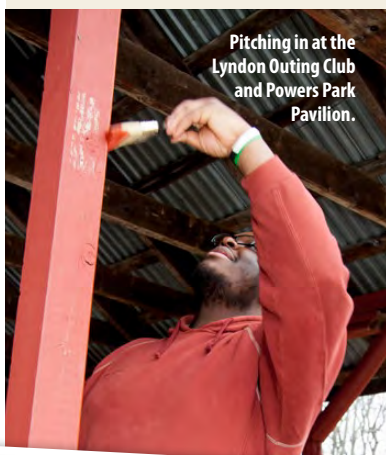
Instructional Technologist

This fall the Office of Information Technology will hire a full-time instructional technologist to assist faculty in course design and classroom instruction that incorporates or depends upon technological resources on campus. The instructional technologist will also provide technical support to students in those classes.

Public Service and Special Activities

Inaugural Week Activities

Two days of activities during April's Inaugural week focused on community building and public service. Events included improvements to facilities at the Outing Club and Powers Park in Lyndonville, bystander training, panel discussions, and the president's presentation of "When the Gays Move into Mr. Roger's Neighborhood."



Pitching in at the Lyndon Outing Club and Powers Park Pavilion.



Right: Vermont's U.S. Senator Bernie Sanders with some of the attendees at the March Veterans Summit.

Student Service Projects

Public service is a value President Bertolino hopes to instill in all students by having them participate in good works in the community and on-campus. This year saw LSC take service to the community to new heights in a variety of ways. In addition to the many these efforts described elsewhere in this report, students participated in these outreach efforts.

- On August 31, students drove to various charities to hand out 3,000 items of dining ware donated by the College. Items went to the Northeast Kingdom Youth Services (NEKYS), Northeast Kingdom Community Action (NEKCA), the Newark Volunteer Fire Department, Helping Other People Everyday (HOPE), and the Lyndon Area Emergency Food Shelf.
- Eleven LSC students made the trip to Misquamicut State Park Beach, R.I., from November 9–11 to assist with Superstorm Sandy clean-up.
- Students helped the Gilman Housing Trust conduct a homeless awareness event December 1 by erecting a tent city in the Lyndonville's town park to raise donations for the HelpFund. The fund provides assistance to help keep people in housing.
- Also in December, students volunteered for the Lyndonville Chamber of Commerce by manning the Holiday Shoppe booths. The Student Government Association donated \$2,820—\$2 per student—to St. Johnsbury's Santa Fund and Lyndonville's HOPE.
- LSC competed against 26 other colleges and universities in the OneShirt Challenge. LSC came in 4th in overall pounds of clothes donated at 2045 lbs. LSC finished first in pounds per student with an average of 1.43 lbs/per student.

Spring Service Trip to Guatemala

Eight LSC students and their two chaperones spent spring break completing a number of projects in Antigua, Guatemala. One of the completed building projects was a storage shed for a women's clothing and soap-making cooperative.

Veterans Summit

The Lyndon State College Veterans Club, in partnership with the LSC Veterans Student Support Committee and other veteran service organizations, hosted the NEK Veterans Summit at the College on Saturday, March 9. The purpose was to bring veterans, their families, and veteran service organizations together to build relationships, stronger connections, and an enhanced regional support network.





Adjunct Instructor and WCAX Meteorologist Dan Dowling with local school children at the Kingdom Kids College Fair.

Kingdom Kids College Fair

Lyndon State College hosted three local elementary schools—Millers Run, Newark, and Sutton schools—at the first “Kingdom Kids College Fair” on March 27. Geared toward first- and second-graders and their parents, the fair was a component of LSC’s service project as part of the 2013 Vermont State Colleges Leadership Series. The purpose was to introduce the young students and their parents to the possibility of college and the methods available to take advantage of opportunities. These schools face limited resources, and the students often lack the knowledge that college is even in the realm of possibility.



community can serve as a positive strategy for alcohol prevention efforts and for creating a healthier campus. **Meri Stiles**, associate professor of Psychology and Human Services, has expertise in substance use prevention and was the grant’s principal investigator.

The NEK Economic Development Initiative

The \$600 million Northeast Kingdom Economic Development Initiative, made possible by EB5 investments spearheaded by Bill Stenger, promises to be a game changer for the entire region—and for Lyndon State College. Helping to prepare a well-educated workforce to fill thousands of new jobs is a remarkable challenge and opportunity.

Lyndon, CCV, and the Vermont Department of Labor are partnering to facilitate this effort in conjunction with other area educators, business and political leaders, and regional nonprofit and government agencies.

Activities at Lyndon in 2013 included several highly successful “business breakfasts” at the President’s House, culminating in April’s Business and Education Summit. At the summit, Chancellor Tim Donovan announced the VSC’s commitment of \$25,000—half the cost—toward the Innovation Engineering System. This system is a method of applying proven engineering processes to help a regional partnership zero in on the innovations and ideas most capable of supporting both students and employers.

This is all part of a larger effort to better align the needs of business and education, extending in a continuum from K–16. The College’s Patrick and Marcelle Leahy Center for Rural Students and Center for Rural Entrepreneurship will continue to be instrumental in this exciting endeavour.

Vermont’s U.S. Senator Bernie Sanders delivered the summit address. Sanders discussed the current status of veteran’s issues on Capitol Hill and subsequently answered questions from the audience. Executive Director of Student Veterans of America, Michael Dakduk, gave the opening address. Washington, D.C.-based award-winning author and journalist Kristin Henderson was the keynote speaker.

The Veterans Club plans make this an annual event.

NCAA Choices Grant

Lyndon State College was awarded a National Collegiate Athletic Association (NCAA) “Choices” Grant, which provides funding for campuswide alcohol education efforts. LSC will institute a “Healthy Hornet Choices” program which incorporates alcohol education with creative and fun activities and allows students to make informed and responsible decisions about alcohol use. The \$30,000 grant, awarded over a three-year period, will be under the auspices of the LSC Athletic Department, the Office of Student Affairs, and the Psychology and Human Services Department.

Part of the program’s focus is on developing student-athletes and other student leaders as positive role models on campus. A strong relationship between student-athletes and the total campus com-

Comments, Plans and Priorities



Key Themes for 2014

The president and his leadership team have identified five major goals for the coming academic year.

- **We will put LSC “on the map”** and ensure that the College is a pleasant place to go to school and work.
- **We will continue to develop our “niche”** with premier academic programs that are focused on professional development and job creation.
- **We will be “the college of the Northeast Kingdom,”** by assessing the community’s needs, being a resource to the entire community, and serving as the access institution for the region while maintaining quality.
- **We will focus on enrollment management**, with an emphasis on student success—retention and completion.
- **We will coordinate business practices** across the college, connecting the dots and making the college more user friendly.

Academic Affairs

- Program Development: maximizing current program offerings, ensuring that they are academically and financially feasible
- Review college space and resources
- Retention: 3 percent increase annually
- Completion: 3 percent growth annually
- Develop more masters degrees
- Fluid degrees and faster pathways to credentials
- Build your own major
- Ability to transfer and take other courses within VSC and still graduate from LSC

Business and Support Services

- Enhance student-centered services with an emphasis on removing silos and creating cross program area resources and services
- Analyze various business models that will enhance services and help reach as many students as possible
- Online course options: long- and short-distance, building the Lyndon brand for these audiences
- Outreach to community and adult learners, including investigating different pricing models
- Face-to-face and hybrid courses and services.
- Analysis of different student support areas and resources
- Conduct external reviews of financial aid, maintenance, athletics, institutional advancement



Recruitment

- Stabilize recruitment at 510–550 students a year
- Total enrollment: 1700–1800 students (1800 students will support sustainability)
- Increase completion rates by 3 percent: 30–45 students per year for next five years
- Transfer students: increase formal articulations, expand frontier area outreach, and create flexible pathways for degree completion
- Veterans: expand outreach, enhance veterans lounge and services, grow scholarships, and continue Veterans Summit
- Nontraditional students: develop a plan through the Nontraditional and Continuing Education Exploration Group
- International students: this will be a critical year for determining continued investments—goal of 25 international students for fall 2014, 100 by 2016.
- Increase retention rate by 2–3 percent annually
- Develop strategies to catch students experiencing problems—academic, family, financial, or personal—early in the process

Financial Development

- Develop a three-year budget to ensure financial stability
- Increase LSC reserves and endowment
- Grow revenue, other than student tuition and fees, by 2–3 percent annually
- Increase annual fund by 50 percent in 3 years
- Secure largest college gift by 2016
- Increase institutional financial aid and scholarships by a rate that is 3 percent above the annual increase in tuition and fees
- Stabilize grants and grant funded positions
- Over the next 3–5 years, add \$5 million to the operating budget for investment in programs, advertising, and overdue maintenance by creating additional new and/or enhanced revenue sources, and a renewed focus on eliminating waste

Planning Initiatives

- Complete 10 Year Plan for Transformation by January 2014
- Complete Master Plan by January 2014
- Complete plan for continuing/adult/nontraditional student education by mid-fall semester to ensure roll out for spring 2014

Capital Projects

- Break ground for turf field
- Begin landscaping and signage project
- Veterans Park completion
- Begin phases for learning commons
- Locate space and begin expansion of Music Business and Industry Studios
- Complete facelift of ATT lobby
- Explore purchase of local properties
- Complete dining hall and snack bar facelift
- Outdoor seating and furniture spaces

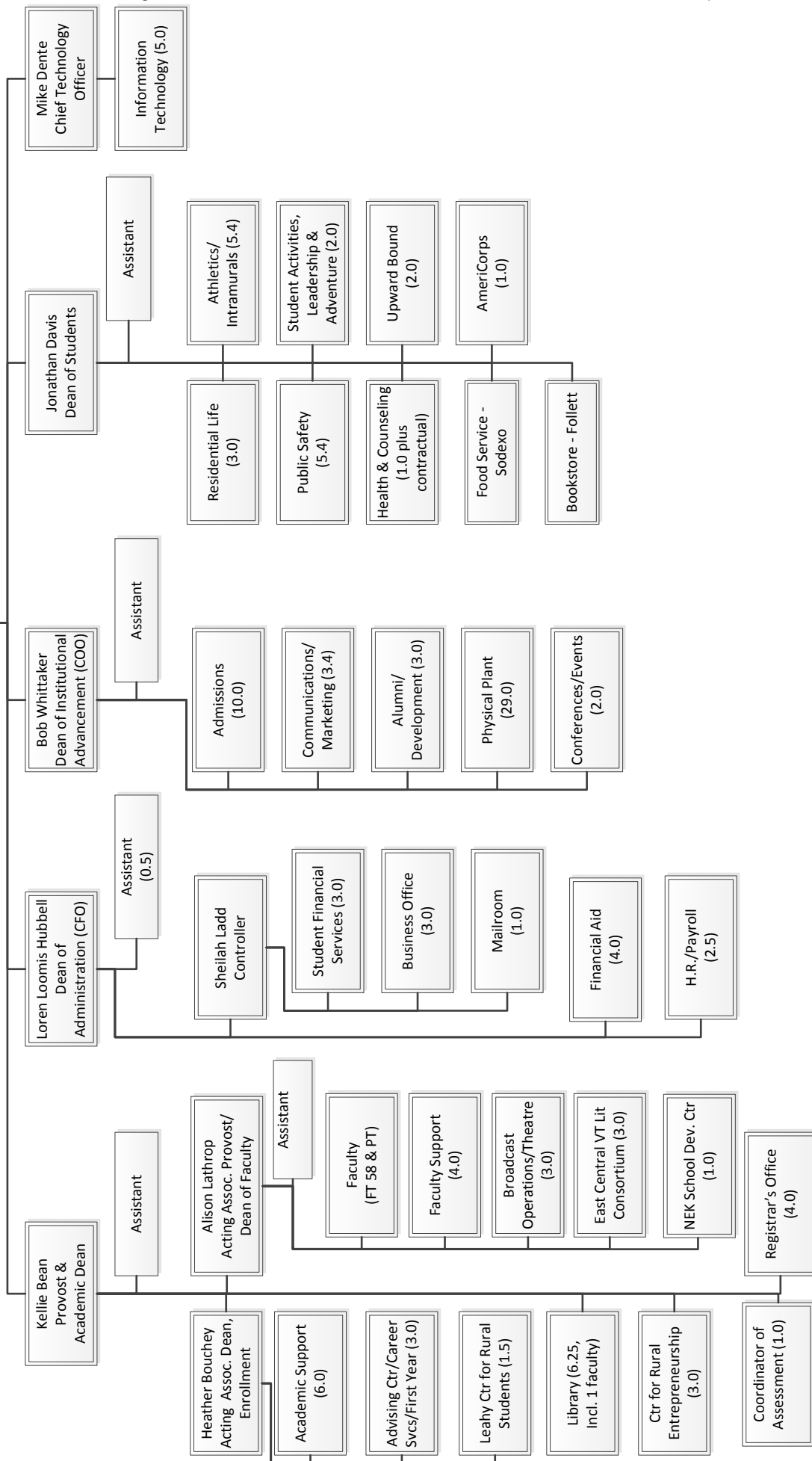


FY14

Joseph A. Bertolino
President

Darcie Miles
Executive Assistant

Brett Santo
President's Office
Assistant



VERMONT TECH

PRESIDENT'S ANNUAL REPORT



A Report to the Vermont State Colleges Board of Trustees
by Philip A. Conroy, Jr., President | September 2013

Introduction

*"this
college
will emerge
stronger
than ever*

*if we work together and
support each other in
every aspect of this
effort."*

As I complete my second year as president of Vermont Tech there are many exciting things to highlight. Vermont Tech continues its march to become the pre-eminent public polytechnic institute in New England always keen on its primary mission of service to Vermont. We have reported on so many of these items previously, so this annual report is a reflection of the key accomplishments over the past year, sugared down from 50 pages of reporting presented to the VSC Board of Trustees over the past year.

The 2012-2013 President's Annual Report chronicles many accomplishments along the way to achieving our strategic goals that are stated in our Strategic Overview 2011-2016 and incorporated into our new business plan endorsed by the VSC Board of Trustees. Implementation of our business plan begins now, with the start of the 2013-2014 academic year. It is a pleasure to lead this institution in this time of challenge and change, so we may prosper and continue to offer all that is Vermont Tech for generations to come. It is a privilege to work with a wonderfully dedicated faculty and staff in service to our students and it is their work that is reflected in the pages of this report.

— *Philip A. Conroy, Jr.*



Philip A. Conroy, Jr.,
President

IN THE NEWS

Vermont Tech College Again on List of Top Regional Colleges
Randolph Herald | October 2012

http://www.ourherald.com/news/2012-10-18/Communities/Vermont_Tech_College_Again_On_List_Of_Top_Regional.html

Students/Student Life

On the cover (l-r):
Rachel Arsenault,
DFM'13, former U.S.
Secretary of Labor Hilda
L. Solis and Governor
Peter Shumlin.

One of our challenges is to continue to focus on the improvement of the quality of the student experience at all of our campuses and sites including online. Much of the work in student affairs this year has been focused on improving the residence experience at the Randolph and Williston Campuses and developing new systems to serve our new online degree student population. The college also welcomed a new international student population and adapted procedures and services to serve this growing student population.

Residence Life

The student affairs staff, recognizing that the quality of the residence hall experience was affecting occupancy rates at the Randolph Campus, partnered with the Randolph Campus Student Council to initiate improvements in residence halls and the campus center. Randolph Student Council President Alex Gay led a student initiative to install a new game room and performance space in the campus center. The team of students working with faculty and staff, also worked to refurbish the common areas in all of the Randolph Campus residence halls.

Anticipating a need for additional housing options at the Williston Campus and possibly the Brattleboro Campus, College officials began a search for additional housing options in partnership with other organizations and developers. The development of housing options for these campuses will continue in the 2013-2014 academic year.

Vermont Tech Aids Victims of Hurricane Sandy

Having learned lessons from Tropical Storm Irene and in the wake of Hurricane's Sandy's devastating effects on many people in the states of New York and New Jersey, Vermont Tech students, faculty, and staff stepped up to both collect and deliver staple foods and other necessities to residents of those states.



Student Activities

The College celebrated its first annual MLK Jr. Day with a series of engaging and educational social justice programs. Other college-wide diversity initiatives included Women's History Month (March) and Diversity Month (April).

Athletics

The Men's Basketball Team beat conference rival New Hampshire Technical Institute to win the Yankee Small College Conference Championship. Junior **Brandon Mutano** was named the conference tournament's Most Valuable Player.

Ranked #7 at the USCAA National Tournament, the Knights lost the opening game to #10 Penn State Fayette. The team's consolation victory over Albany Pharmacy, however, ended the season on a high note as Senior **Josh Lindsay** scored his 1000th point. Brandon Mutano won a second place finish in the USCAA DII Slam Dunk Contest. The Men's Basketball Team ended their streak with an overall record of 22-10 (.688) and a conference record of 12-3 (.800). Seniors Josh Lindsay and **Alex Tyrell** were named All-Conference First-Team players. The Knight's coach, **Chris Leazier**, was named Coach of the Year. Finally, Vermont Tech earned the conference Sportsmanship Award.

Enrollment Management

The Admissions Office held its first Instant Decision Day in January. 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.

The College welcomed 12 new bachelor degree students from Saudi Arabia for spring enrollment reflecting a renewed emphasis on recruiting international students to Vermont Tech. They are pursuing baccalaureate degree programs in Business, Architectural Engineering, Electrical Engineering, Electro-mechanical Engineering and Mechanical Engineering. Our international students reside in campus residence halls and are encouraged to participate in campus activities and student life. They have helped improve cultural awareness through dozens of individual conversations with students, faculty and staff.



IN THE NEWS

Lady Knight Vellek Receives YSCC Player of the Week Honors

Read the press release: | December 2012

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

Vermont Tech Honors MLK Day

Times Argus | January 2013

<http://www.timesargus.com/article/20130118/THISJUSTIN/709129963/0/SEARCH>

Personnel



Philip Petty,
Academic Dean

Philip W. Petty, a seasoned academician who has also played key roles in developing new technologies in government and community development, was appointed Dean of Academic Affairs at Vermont Technical College, in January.

Most recently Dean Petty served on staff with the Vermont Council on Rural Development as e-Vermont Community Director, advancing the goals of e-Vermont: The Community Broadband Project. The \$3.8 million project focused on increased Internet adoption and use, particularly for populations that have underutilized broadband technology.

Prior to his two-year appointment with e-Vermont, Petty was a 28 year member of the faculty at Vermont Technical College, where he also served as interim director of the Center for Sustainable Practices and as an instructional technology coordinator. In each position, he demonstrated a commitment to continually improving the quality of education for students and their future impact on Vermont.

"One of the most appealing aspects of serving as Dean of Academic Affairs is an opportunity to give back to the institution that has supported me in many different ways," says Petty, who first joined the Vermont Tech faculty in 1980 and was one of the leaders in developing the Landscape Development and Sustainable Horticulture curriculum.

Patti Coultas, Director of Technical Education Teacher Preparation Program has been elected Secretary of the Vermont Standards Board for Professional Educators (VSBPE) and Chair of the Professional Standards Committee. The VSBPE is a 13-member, teacher majority, policy-making board appointed by the Governor. The Board's purpose is to oversee the training, licensing and professional standards of teachers and administrators. Its overarching goal is promotion of educator quality. Patti holds the "public, higher education" seat on the Board and is in her first 3-year term.

Jessica Van Deren joined Vermont Tech as the new Director of Admissions in August. A native of Vermont, Van Deren most recently served as Director of Admissions for Union Institute and University. Previously, she spent nine years in progressively responsible positions at Albertus Magnus College in New Haven, Connecticut, where she served as Director of Admissions from 2005 to 2010. Earlier in her career, she was employed by Johnson State College and Trinity College of Vermont. Van Deren earned her bachelor of arts from Trinity College of Vermont and her master's in leadership and business ethics from Duquesne University.

Justin Martin, BUS'14, joined the admissions staff as an administrative assistant.

Molly Willard, Project Manager for Agriculture Education and Market Garden Manager and **Dianne Percy**, Project Manager - Health Care Education joined Continuing Education and Workforce Development.

Ben Hulbert joined the Admissions Office as Admissions Counselor II. Ben received his BS in Political Science from Montana State University and studied Arabic at the Alexandria Centre for Languages in Alexandria, Egypt.

"Philip's impressive academic credentials, knowledge of Vermont Tech's people and culture, and management experience make him the perfect fit for this important position,"

Rachel Fussell joined Vermont Tech as a VISTA – Americorps volunteer for the year and is working with Molly Willard on agriculture/food systems programs in CEWD. She received her B.A. in Environmental Policy and Economics from Warren Wilson College in Asheville, N.C., where she spent her summers traveling to Alaska and the Pacific Northwest to work with various non-profits on conservation issues.

Faculty Promotions and Tenure

The following faculty have recently been promoted:

- **Professor Sarah Silbert** of the EHSS Department was promoted to the rank of professor;
- **Professor Allan Rodgers** of the Business Department was promoted to the rank of professor with tenure;
- **Professor Marlys Eddy** of the Landscape Design & Sustainable Horticulture Department was promoted to the rank of associate professor with tenure;
- **Professor Victoria Elgin** of the Nursing Department was promoted to the rank of associate professor with tenure;
- **Dr. Sosten Lungu** of the Agriculture Department was promoted to the rank of associate professor with tenure;
- **Professor Linda Otero** of the Nursing Department was promoted to the rank of associate professor with tenure;
- **Professor Sheila Bannister** of the Dental Hygiene Department was promoted to the rank of associate professor with tenure.



Christopher Dutton,
Director of Institute for Applied
Agriculture & Food Systems

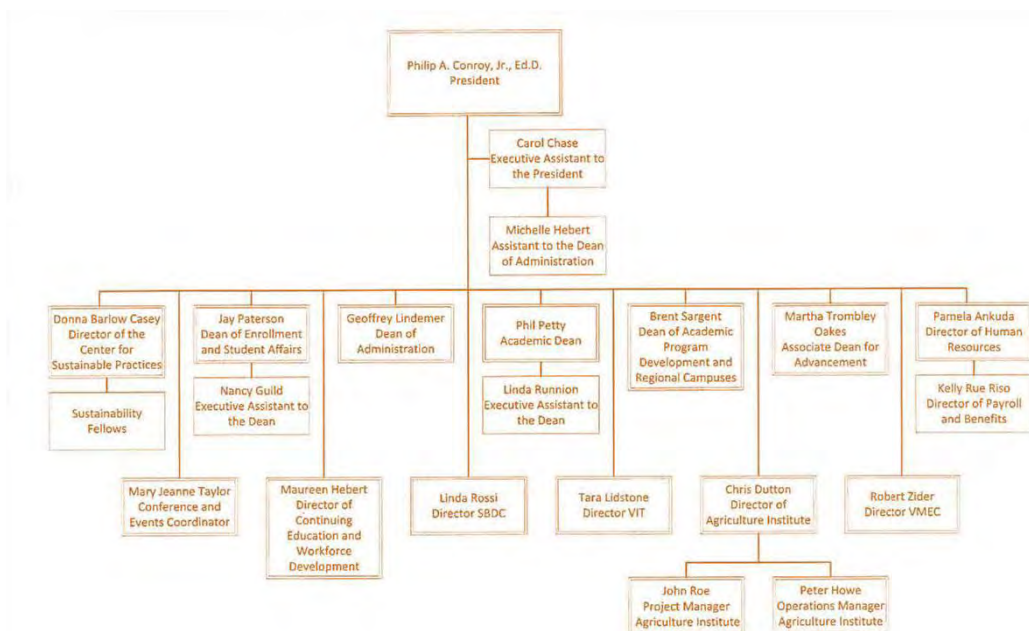
Dr. Christopher Dutton was appointed the first director of the Institute for Applied Agriculture and Food Systems. His appointment began July 12, 2013. As Institute Director, he oversees the TAACCCT Grant Round 2, work closely with the Academic Dean to expand the agriculture education offerings, and manage the college's farms and other agricultural assets including the new food processing center focusing on dairy and produce.

Lenae Quillen-Blume, retired as the State Director of VtSBDC in June.

Linda Rossi, who served as the Associate State Director of the Vermont Small Business Development Center, was appointed as the new Director of the Vermont SBDC. She began her new duties on July 1st.



Linda Rossi,
Director of the Vermont SBDC



Academic Affairs

“Vermont Tech created its newest “campus” this fall with the launch of two, totally online programs – Bachelor of Science in Nursing and Bachelor of Science in Applied Business Management.”

Service Learning Day

The Center for Sustainable Practices hosted its first campus wide event last fall when it joined in celebrating the United States Green Building Council’s Green Apple Day of Service. 2012 marked the first year of this project, whose intent is to bring together advocates from across the country and around the world in support of healthy, sustainable schools by taking real action in their communities. Our inaugural event was planned by Sustainability Fellow, **Dan Aubin**.

At the Williston campus, students could attend a lecture on the IBM Energy Reduction project, view the movie “Carbon Nation” and participate in discussion afterwards, or sit in on a special presentation describing the energy changes made at Williston with a related discussion on the benefits of energy reduction.

In Randolph Center, teams of students installed a Green Cone Food Scrap Digester outside the Allen House, picked “drops” from the College’s apple orchard for the local food shelf, and attended a series of “Table Talks” during lunchtime where representatives of environmentally-focused organizations were available to talk on a subject integral to their work and answer student questions.

German Exchange

In October Vermont Tech welcomed eight students and two faculty from Cuxhaven, Germany. The students all attend a technical high school in Cuxhaven and may want to consider attending a program in higher education in the United States. The students and teachers stayed with host families in the Randolph and Randolph Center communities. While the students were here they visited our classes, becoming familiar with Vermont Tech program offerings, and touring Vermont.

Update on New & Upcoming Programs

Vermont Tech created its newest “campus” this fall with the launch of two, totally online programs – Bachelor of Science in Nursing and Bachelor of Science in Applied Business Management.

New and Revised Degree Programs

Beginning fall 2013, the **Dental Hygiene** curriculum will be repackaged to offer a baccalaureate degree with the option of earning the associate’s degree at the end of the third year. Presently, the AS degree in Dental Hygiene requires a student to complete 17-18 credits per semester in a two-year period. The new program will decrease the number of required credit hours per semester but offer students additional patient clinical experience as well as additional course topics relevant to the practice of dental hygiene.

The Bachelor of Science degree for **Landscape Design and Sustainable Horticulture** was approved in the spring of 2013, and will officially enroll its first class in the fall of 2014.

Sustainable Design and Technology received preliminary approval from the Board of Trustees to transition from a 2+2 format to a conventional four-year degree program. The BS in SDT includes three programs of study: Renewable Energy, Green Buildings and Sustainable Land Use. Graduates of this cross-



disciplinary program are prepared to work in the technical fields of renewable energy, green building and sustainable land use.

The **Professional Pilot Technology Program** launched in the fall of 2012 with 17 students and 23 are enrolled for the 2013 year.

Vermont Tech's First Online Degree Programs

The Board of Trustees and NEASC approved three new degree programs at Vermont Tech that will be offered on line a Bachelor of Science in Nursing, Bachelor of Science in Dental Hygiene, and Bachelor of Science in Business Management. These programs will be offered in fall 2013.

Harold G. Wirtz Wall

In 2012 the College unveiled the Harold G. Wirtz Wall in the Administrative Center. The Harold G. Wirtz – Master Teacher Award is presented to faculty who are role models for other faculty, have given long & distinguished service as a faculty member, maintain the highest academic standards, demonstrate deep mastery of the subject matter, engage students at all levels of preparation, foster intellectual curiosity & growth, and maintain strong collegial relationships with the Vermont Tech community. The recipients thus far are **Harold Wirtz, John Knox, Calvin Blessing, Joyce Twing, Scott Sabol, Kenneth Vandermark & Matthew Zimet.**

Commencements

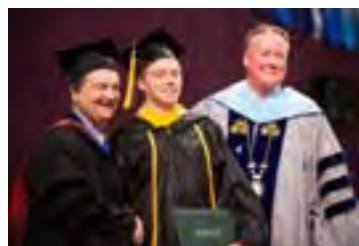
On Saturday, May 4th, the 147th Commencement of Vermont Technical College was held at Norwich University. Commencement followed the Nursing and Dental Hygiene pinning ceremonies. 507 graduates were awarded their associate or baccalaureate degrees (369 associate, 138 baccalaureate). The largest pool of graduates was Nursing with 135. The second largest pools were Business, Electrical, and Computer Engineering Technology with 47 graduates each. The commencement speaker was **Gordon Sprague**, a native of Brookfield, VT, and businessman, who was also awarded the degree, doctor of science, *honoris causa*. The student speaker was **Charles Hathaway**, a graduate of the Computer Software Engineering program. The Part Time Faculty Excellence in Teaching Award was presented to **Tom Daniels**, who teaches in the Business Management Technology program. **Alexis Paige**, an instructor in the English, Humanities and Social Sciences department, also received the Award. Alexis was unable to be at the Commencement.

The Vermont Academy of Science and Technology (VAST) held its 24th graduation ceremony on Tuesday, May 14th at the Randolph Center campus. The class of 2013 is the largest graduating class in VAST's history, including 51 graduates from 31 different schools – public, private and home. Twenty-four of the graduates returned this fall to complete a Vermont Tech degree. **Kayla Robinson** from Berlin, Vermont and **Timothy Rebeor** from Fairfax, Vermont were recognized as co-valedictorians, each with perfect 4.0 GPAs.

Saturday, June 22nd was another proud day for the college as we graduated 141 practical nursing students in Judd Hall. This day rounded out the graduation season with a total of 699 graduates who were our valued students, and now are our valued alumni.

IN THE NEWS

President Phil Conroy Discusses Vermont Tech's Priorities and the Education Needs in Vermont
WCAX | January 2013
<http://www.wcax.com/video?clipid=8249729&autostart=true>



Finance & Development



U.S. Department of Labor Awards \$3.4 Million Grant: U.S. Secretary of Labor Solis Visits Campus

In October the College was honored with a visit from U.S. Secretary of Labor **Hilda L. Solis**. The Secretary's visit came on the heels of being awarded a \$3.4 million TAACCCT grant by the Department of Labor that is being used to support the Institute for Applied Agriculture and Food Systems.

The grant allows the College to move forward in building a dairy and food processing facility for both college and community use. This processing center will have two production spaces with one dedicated to processing milk into fluid milk, cheese, ice cream, butter, yogurt and other dairy products. The college also plans to make a number of improvements to their existing facilities, invest in new farm equipment and hire additional faculty and staff to improve their degree and college-level certificates.



3 Year Business Plan

The VSC Board approved our business plan, and has extended a line of credit to enable us to pursue our initiatives, which they fully recognize must be implemented and maintained over time to achieve the needed results. These initiatives focus on three core elements:

- Offering the right programs
- Expanded marketing & recruitment
- Achieving the right demographic mix of students

Scholarships & Donations

The Grainger Foundation has provided a \$5,000 scholarship to support students going into technology related fields. Grainger Inc., located in South Burlington, is the leading broad line supplier of facilities maintenance products serving businesses and institutions in North America.

Vermont Farmstead Cheese Company created a scholarship to help students going into the diverse field of agriculture. Vermont Farmstead Cheese produces a variety of cheeses while maintaining its own herd of cows and farm land.

Commonwealth Dairy has created a scholarship for Vermont Tech agricultural students. Commonwealth Dairy is located in Brattleboro, Vermont and produces yogurt and other dairy products.

In other gifts and donations; the Dodge Estate finally settled with our first payment of \$187k and in the spring we started working with George Daly, who has made a generous donation to the college in the amount of \$25k to help fund programming and needs for our students who are on the autism spectrum to help them become successful students, graduates and employees.

An in-kind software donation worth more than \$12 million from Siemens PLM Software, a world-leading provider of **product lifecycle management (PLM) software**, and a \$36,960 grant from the Vermont Department of Labor, are supporting a new, four-year registered certificate/apprenticeship program in advanced manufacturing at Vermont Tech. The program comes as the result of GW Plastics, North Hartland Tool Corporation, and Concepts NREC joining forces with the Green Mountain Economic Development Corporation and

Vermont Technical College's Office of Continuing Education and Workforce Development.



Marketing and Rebranding

The college developed and published a request for proposal for a new marketing firm, to help rebrand the college, create an overall marketing and enrollment management strategy, create individual marketing plans for new programs and overhaul our website. 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.

After an extensive process on Thursday, May 2nd more than 100 members of the college "joined-hands" across the State via VIT, for the Kick-Off of our new Branding and Marketing Plan. The presentation could be viewed at our Williston, Brattleboro, and Bennington Campuses along with any other nursing site that had classes scheduled. This was an opportunity for the college community to meet and see all of the work that had been done thus far with our new Marketing Firm, Swire (goswire.com). This firm spent a full week in Vermont interviewing our college constituents to find out what we were all about. After sifting through all of their data from numerous focus groups they concluded that Vermont Tech is Rooted, Practical, Supportive, Personal, Optimistic and Confident. In honor of the announcement of our new Logo T-shirts, pens and car decals were distributed to all in attendance across the state, not to mention everyone enjoyed good music and a free cupcake as they participated in this celebration.



Alumni Relations - On the Road

The Alumni Office continues to be on the road traveling around the state and region to new and returning events in an effort to reconnect with Alumni in their environment. We started off the past year attending the Tunbridge World's Fair for the first time in mid September and will be returning again this fall. This event was not only successful in reconnecting with alumni and prospective students but we also received second place for "The Best Concession/Vendor" award. We followed that act by attending the Big E in Springfield, MA and rounded out the month with Alumni Homecoming Day on the last Saturday of September. Our final destination for fall of 2012 was the Lake Morey Resort in October for the Vermont State Nursing Conference. In January we returned to the Vermont Farm Show for our second year and it was a huge success, not only on the day, but followed by increased donations to the college because of our reconnecting with those alumni that stopped by our reception. We continued travel through the summer to return again to both Brattleboro, for the Strolling of the Heifers & to Stowe, for the Car Show and we are now ramping up for another fall season.

Ingrid Van Steamburg, project manager for the department, will now focus her responsibilities specifically on alumni relations programming and special event planning and **Carrie Clement**, who most recently served as the alumni relations coordinator, has had her position reclassified to Communications Coordinator.

IN THE NEWS

IBM and Vermont Tech energy reduction partnership produces powerful savings

VTDigger | January 2013

<http://vtdigger.org/2013/01/29/ibm-and-vermont-tech-energy-reduction-partnership-produces-powerful-savings>

Facilities

Conferences & Events

Vermont Fire Cadet Academy, a weeklong, intensive summer program for youth ages 14 to 17, selected Vermont Technical College as its new location for 2013. A program of the Vermont State Firefighters Association (VSFA), the Academy develops the confidence and self-reliance of its participants, promotes a sense of both team cooperation and individual responsibility, teaches and develops basic firefighting and emergency service skills, and helps build in young people a strong sense of the need for community involvement and support.

Conferences and events on the Randolph Center campus continue to be steady year round, with our busiest time during the summer months with our long-time returning clients, such as the Green Mountain Rug Hookers, and newer groups like the Hugh O'Brien Youth Leadership and the American Legion Auxiliary Green Mountain Girls' State. The College's conference business at the Randolph Campus has more than doubled in volume over the past two years.



Bennington Open House & Recognitions

In January we celebrated both the opening of a new location for our Bennington Campus 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.

A 1991 Beck pumper fire truck was purchased for our Fire Science program. In addition the Diesel Tech students enjoyed the benefit of working on the truck. The pumper is being used to provide practical, hands-on training under controlled conditions. The truck is used for training primarily to on-campus locations and the fire burn building. In the future, it may respond to off-campus emergencies when requested.



The Faculty Assembly, Facilities Committee is leading the effort to update Vermont Tech's master plan written in 2007 in cooperation with the Dean of Administration. The core team has been identified and began the process over the summer. We are in the planning phase for a new specialty food and dairy processing facility at the Enterprise Center, which will be funded in large part by the Round 2 TAACCT Grant.

Library/Information Systems

Virtual Desktops

The IT Department began investigating technologies related to virtualized desktops with **Steve Bohnyak** spearheading the effort. Possible uses for this technology include computer labs, public access machines, some office machines, and providing virtual labs to remote users. The department is still in the initial phases of our investigation but thus-far, results have been promising.

Recent Audio Upgrade

VIT completed an audio upgrade at its Montpelier site last September. The upgrade included new microphones and audio mixers. This was part of a system-wide upgrade. Over the past two years six have been upgraded and six are



"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."

planned for next year. These upgrades ensure that the technology remains cutting edge and that VIT can continue to meet Vermonters' current and emerging needs.

New Server Installation to Support iPad, Desktop, and Room Connections

VIT recently installed a new server to better support multiplatform conferences that include a combination of iPads, desktops, VIT classrooms and worldwide videoconferencing rooms. The server, coupled with the rest of VIT's technology, enables someone to fully participate in a VIT meeting from an iPad or desktop, as if they were at a VIT site. The iPad or desktop user can interact fully and see content shared same as those who are in a VIT studio.

VIT's Video Streaming, Archiving and Storage Services

More and more clients are requesting VIT's video streaming, archiving and storage services. In the past year, more than 75 conferences utilized these services as an extension of their statewide or worldwide videoconferences.

Last year was another busy and productive year and 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 Seldcn 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

IN THE NEWS

Vermont Tech Student Featured on Fast Company: A desktop machine to turn your old plastic into 3D printing paper
Fast Company | January 2013
<http://www.fastcoexist.com/1681110/a-desktop-machine-to-turn-your-old-plastic-into-3-d-printing-fodder>

Public Service/Special Activities

GroundWork



A Series on Cultivating a Sustainable Future Through Education, Applied Research and Innovation

Vermont Tech's Institute of Applied Agriculture and Food Systems presented a series of four conferences focused on agriculture, education, innovation and the future of the regional economy. The series, entitled, **GroundWork: A Series on Cultivating a Sustainable Future through Education, Applied Research and Innovation** kicked off in November with a focus on entrepreneurship. This conference included keynote speaker Richard Waybright, world-renowned innovator in the Pennsylvania dairy industry and operator of Mason-Dixon Farms. The three additional conferences in the series were held in December – *Reducing Food Waste Through Source Reduction*, co-presented with the Vermont Agency of Natural Resources; January – *Connecting Education with Employers*, co-presented with the Vermont Sustainable Jobs Fund Farm to Plate Network & concluded in March with *Aligning Education Needs and Resources: Vermont Tech's Road Map & Collaborations with Educational Counterparts*. This series was very well attended and we enjoyed the fact that Judd Hall was at capacity for each session.



Space for Veterans at Enterprise Center

In February **Congressman Peter Welch** spoke at our 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.



20 years of VtSBDC

VtSBDC celebrated its 20th anniversary in April on our Randolph Center Campus. The ceremony was held as a breakfast event and **John Boutin**, Publisher of Vermont Business Magazine acted as Master of Ceremonies. Sponsors of the event were Vermont Economic Development Authority, Community National Bank and Comcast.

The highlight of the program was the presentation of Awards of Recognition to businesses in the categories of: *Young Entrepreneur, Strategic Growth, Social Responsibility, Family Owned, Transformational Change, Value added Ag, Life cycle Client, e-Commerce Strategy, Start-up Success, Exporting Success, Sustainable Business, Innovation, Woman Owned Business, The Little Nonprofit That Could, Coolest Most Sustainable Retailer, Survived Irene.*

Dignitaries from Senators Leahy and Sanders and Congressman Welch's office plus the Small Business Administration (SBA) were on hand to congratulate the recipients. In total 60 businesses were honored in 16 categories.

Lenae Quillen-Blume, who retired as the State Director of VtSBDC in June, was also honored at the event.



Central Vermont Recovered Biomass Facility Anaerobic Digester

In October, representatives from the Department of Energy (DOE) visited the Randolph Center Campus to talk with members of the Biodigester team and discuss the remaining work needed to bring it through construction by the winter of 2013. Staff members from Senator Leahy's office, Vermont Sustainable Jobs Fund, the VSC and Vermont Tech's faculty and staff spent an afternoon with Federal Project Officers from Golden, CO explaining the final design, identifying support from neighbors and the Randolph community, and describing how this facility will intersect with the TAAACCT grant and create learning opportunities for our students and others throughout the state. With a successful visit completed, efforts turned towards finalizing the preparation of the College's Petition for a Certificate of Public Good and one month after DOE's visit, documents were filed with the Vermont Public Service Department.

November through March found the college continuing the permit process resulting in a three way stipulation between the College, the Agency of Agriculture, Farms and Markets (AAFM) and the Agency of Natural Resources (ANR) was crafted in a collegial process that sought to address some of the more unique characteristics of our project and set precedent for any similar proposals that might be developed by others. Informing policy is one of the activities we hoped would occur as we pursue completion of this project and the good faith of AAFM and ANR helped us arrive at a reasonable stipulation that meets everyone's needs. The Certificate of Public Good was finalized and the college could move forward with the project.



In April we celebrated the groundbreaking for the Central Vermont Recovered Biomass Facility Anaerobic Digester. This facility will be located on our Randolph Center Campus, and the anaerobic digester will use natural biological processes to produce electricity and heat from food waste and manure.

Attended by Vermont Governor **Peter Shumlin**, Vermont Secretary of Agriculture **Chuck Ross**, Public Service Department Commissioner **Chris Recchia**, Vermont Sustainable Jobs Fund Executive Director **Ellen Kahler**, Chancellor **Timothy Donovan**, and BOT members: **Gary Moore**, **Tim Jerman**, **Karen Luneau** and **Heidi Pelletier**, this ceremony marked the next stage in development of the project.

This facility will become a focus for education in renewable energy, waste management, sustainable agriculture, and contribute to the health of our soils here in Vermont and the region. It will be a source of knowledge for researchers, lawmakers, policy-makers, the resource management industry, and so many more here in Vermont and throughout New England. This state-of-the-art technology is a step towards our larger goal of campus-wide sustainability and a resource for providing a cutting-edge applied education.

It will be constructed near our central heating plant, where it affords ease of operation in transferring power to Vermont's electric grid as well as heat to the campus, and it will be co-located with the farm fields on the main campus.



"This is where we connect the dots to grow jobs and economic prosperity for Vermont... actually helping this country chart a course for a green power future with projects like this; that's going to ensure that Vermont does it's part to have a stronger and healthier planet in the future," — Vermont Governor Peter Shumlin.

This summer saw the official groundbreaking and the site to take shape. As Project Manager Professor **Mary O'leary**, from the Civil Department continues to develop this project we have had many opportunities for students, staff, faculty and the public to attend information sessions and tours of the site from late July until now and the public information sessions are ongoing until the work is complete. The next sessions are: September 12th, October 10th, November 14th, and December 12th each session is from 4-6pm.

The facility is being constructed by Bio-Methatech of Quebec using successful design and technology from Lipp of Austria. Francois Guay, from Bio-Methatech is attending these informational sessions and can answer your questions.



The site work was completed in the first half of August and the cement for the "silos" was poured in the latter half of the month. Our most recent public information session hosted staff members from the Agency of Natural Resources and the Agency of Agriculture, Food, and Markets.



Our Fall semester started a few short weeks ago and we have already had many class visits, with more to come. Many Vermont Tech faculty are using the digester and construction activities for course homework and projects including: construction management, mechanical systems, electrical systems, nutrient management, agricultural waste planning, sustainability, and environmental economics.



IN THE NEWS

Competition Offers \$60,000 for Innovative Vermont Farm, Food, Forestry Business Plans

[Read the press release](#); | January 2013

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

Steve Paddock Interviewed about VT Farm Food Business Plan Competition

[WCAX](#) | January 2013

<http://www.wcax.com/story/20618270/food-farm-and-forestry-business-contest>

Looking Forward

"We are at a critical crossroad in Vermont Tech's history; the successful implementation of this business plan is essential to assuring the continued financial viability of the college. We do not have the option of maintaining the status quo. The Board's commitment of this line of credit is unique in the history of the VSC. I firmly believe that given our collective talents, our deep commitment to the students and state we serve, the unique qualities of the education we offer, and its relevance to the working landscape and economic future of Vermont, this college will emerge stronger than ever if we work together and support each other in every aspect of this effort."

In the fall of 2011, at the beginning of my tenure as President at Vermont Tech, we published a five-year Strategic Plan. The plan was the product of a comprehensive process that engaged a wide range of Vermont Tech stakeholders: students, faculty, staff, alumni, and community partners. This spring, we have further delineated specific strategies that reflect our current financial environment and are intended to achieve the key goals laid out in that document. This three year business plan, recently endorsed by the Vermont State College's Board of Trustees, focuses on three core elements:

- Offering the right programs
- Expanded marketing & recruitment
- Achieving the right demographic mix of students

As we know, the hands-on nature of Vermont Tech's programs, from the on-campus dairy operation to engineering technology and health care programs, are both expensive to operate and unique to New England. Vermont Tech has a history of adapting to the changing employment trends and needs of Vermont and Vermonters; we have and must continue to offer education programs that match the emerging job needs of our time. We must also evolve. We will develop new certificate, associate, bachelor and master degrees, expand our workforce development and continuing education offerings, as well as provide access to Vermont Tech at multiple locations and online.

This business plan will be reinforced by a marketing initiative that is currently underway. While we have launched our new, re-branded look, the marketing initiative is comprehensive and will take time. It will include website redevelopment, traditional materials like our college viewbook, and evolving technologies in social media. At the same time we will continue to elevate our profile and broaden people's perceptions of Vermont Tech, pursue new articulation agreements and develop a robust out-of-state and international student recruitment program.

We currently face demographic challenges that place pressure on in-state enrollment. There is a 27% projected decline in Vermont's high school graduates (which we are roughly 2/3 of the way through). Vermont Tech is more affected by this decline than other colleges in the state and within the state college system, as our student population combines two risk factors: a significant number of traditional-age and full time students, as well as an extremely high percentage of Vermont residents (87%). The strategies included in the FY14-FY17 Business Plan will drive growth in our total enrollment, and shift the balance of our student demographics without compromising our support for our core base of Vermont students.

The VSC Board has approved this business plan, which they fully recognize must be implemented and maintained over time to achieve the needed results. Chancellor Tim Donovan said, "Given the economically relevant nature of Vermont Tech's programs, the ongoing success and strength of the college is crucial to the state's economic future. It is our shared responsibility to see this college thrive." I am grateful to the Board for their commitment to Vermont Tech and for the confidence they have expressed in our vision and our team.

