

**Minutes of the Board of Trustees retreat and meeting Tuesday, September 17 and Wednesday, September 18, 2013 APPROVED by the Board Thursday, October 31, 2013.**

The Vermont State Colleges Board of Trustees conducted a Board retreat on Tuesday, September 17 and Wednesday, September 18, 2013 at the Lake Morey Resort, Fairlee, Vermont.

The following were present on Tuesday, September 17:

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

Chair Moore called the meeting to order at 10:05 a.m.

Trustee O'Connor made a motion for the Board to enter Executive Session in order to consider labor relations agreements with its employees, because premature general public knowledge of the matters discussed would clearly place the Board at a substantial disadvantage. The Board invited Chancellor Donovan, General Counsel Reedy and Director of Community Relations and Public Policy Dan Smith to attend.

Trustee Jerman seconded the motion. The Board voted unanimously to enter Executive Session at 10:07 a.m. The Board exited Executive Session at 12:30 p.m. and took no actions.

The members of the Council of Presidents then joined the Board to continue the work of the current strategic inquiry, facilitated by Fifth Element Associates (Joe Candido, Claudia Eisinger, Glenn Ravdin, Steve Shepard).

The meeting was adjourned at 5:15 p.m.

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

Chair Moore called the meeting to order at 8:30 a.m. on Wednesday, September 18. Trustee Luneau was not in attendance.

Members of the public present: Fifth Element Associates (Joe Candido, Claudia Eisinger, Glenn Ravdin, Steve Shepard); Tess Conant, VSCUP.

The Board and Council of Presidents continued their strategic inquiry work with Fifth Element Associates.

The Board and the Chancellor discussed future meeting formats and scheduling, and an expansion of the Priorities Committee's meeting schedule from quarterly to monthly.

The Board retreat was conducted with no Board action. The meeting was adjourned at 1:00 p.m.

*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 Wednesday, September 18, 2013 at the Lake Morey Resort, Fairlee, Vermont.

The following were present:

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

Absent: Karen Luneau, Jim Masland

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: Tess Conant, VSCUP/Lyndon State College  
Dean Linda Gabrielson, Community College of Vermont  
Janis Henderson, VSEA/Lyndon State College  
Tim Lenocho, VSEA

Chair Moore called the meeting to order at 1:03 p.m.

#### A. ITEMS FOR DISCUSSION AND ACTION

##### 1. Approval of the Minutes of the August 1, 2013 Board of Trustees Meeting

Trustee O'Connor moved and Trustee Macfarlane seconded to approve the minutes of the August 1, 2013 meeting. The motion was approved unanimously.

##### 2. Approval of Grants: Consent Agenda

Trustee O'Connor moved the resolution Approval of Grants: Consent Agenda. Trustee Jerman moved to remove the item "Trade Adjustment Assistance

Community College & Career Training (TAACCCT) 3 Grant” from the consent agenda for further discussion. Trustee Milne seconded the motion.

The Board voted unanimously to approve the remaining grant items on the consent agenda.

Chancellor Donovan informed the Board of previous TAACCCT grant activities at the VSC. A TAACCCT 1 grant was awarded to CCV to support new program development. VTC President Conroy reported that the TAACCCT 2 grant provided \$4 million for the establishment of the Institute for Applied Agriculture and Food Systems, which is a three-year grant that began this past July.

Chancellor Donovan explained that the TAACCCT program has two tracks, one for single institutions and one for coalitions involving multiple institutions. Chancellor Donovan and the presidents of Vermont Technical College, Lyndon State College and Community College of Vermont decided to apply for a coalition grant with much greater scope than the previous two. Staff at all three colleges and the Chancellor’s Office worked together on the application, which focuses on advanced manufacturing, and is a direct response to the study on advanced manufacturing put out by the Governor’s office early this year. It is an enormous grant by VSC standards that will have great impact on the state and will bring both resources and expectations to the colleges.

Chancellor Donovan introduced CCV Academic Dean Linda Gabrielson; CCV is the lead institution on the grant application. Dean Gabrielson explained that the federal government designated \$2.2 billion to be awarded over four years; each year \$500 million has been awarded. There is one more year of awards remaining. This is the first grant in which the Department of Labor and Department of Education partnered on a federal level.

Dean Gabrielson stated that while the grants are intended to prepare trade-impacted workers for new jobs in high skilled, higher wage positions, both the Department of Labor and Department of Education authorized the creation of programs that will help non-trade-impacted workers as well.

The grant application is for \$16,565,851.94. It would make a significant investment in lab equipment related to advanced manufacturing. One area of focus will be internships so that students can experience the work they intend to pursue. Another piece is assessment and evaluation. The grant is for a quasi-

research project, so there is a portion of the grant request to fund the evaluation of the grant implementation.

CCV will serve as the coordinator of building internship opportunities across the state. Trustee O'Connor inquired whether these internships would be paid, and Dean Gabrielson responded no, because they will be part of classes. President Judy emphasized that an internship as part of a class is very different from a longer term, traditional internship. Dean Gabrielson also explained that under federal regulations there are certain things that cannot be paid for with grant funds, including tuition, books, and participation in internships, because the trade-impacted worker has access to those resources through the Department of Labor.

CCV will also take the lead in developing career pathways by redesigning developmental skills work, expanding the Governor's Career Readiness Certificate, and working with employers to profile positions so that interested Vermonters can know what skills are needed to go into certain jobs.

VTC's focus will be on professional development and curriculum development redesign from a competency-based perspective; in building out and upgrading facilities and manufacturing equipment; and training faculty in that advanced manufacturing role. President Conroy explained several partnerships VTC has in place with manufacturers, and how the TAACCCT funding would help expand them more quickly across the state and upgrade some very old equipment.

Lyndon State College will deliver advanced manufacturing curriculum, with the focus of their work being the Northeast Kingdom Collaborative, since the intent of the grant is to start with the Northeast Kingdom project underway there. At the end of the grant the intent is to replicate some of the programs and processes developed in the Northeast Kingdom and in the Windham County area in other parts of the state. LSC is also working on building some stacked credentials (certificate to degree, and possibly to baccalaureate degree).

The grant category "Other" follows budget category criteria for federal grants and includes marketing, leasing, structural improvements, and the evaluation piece. The grant writing team was advised to include a minimum of \$1 million in the application in order to adequately cover assessment needs and contract with the appropriate groups to do the evaluating.

Trustee O'Connor asked what would be evaluated. Dean Gabrielson explained that the VSC, Department of Labor and Department of Education have signed a

memorandum of understanding allowing them to share data to report pre- and post-program wages and improvements. Trustee Milne inquired whether the VSC will have access to the resulting data and Dean Gabrielson confirmed this. Chancellor Donovan clarified that each organization is agreeing to combine their data in ways that will be useful to each of them.

Dean Gabrielson shared that nineteen letters of support were submitted along with the application, including letters from Governor Shumlin's office, the VT Department of Labor, the VT Department of Commerce, and sixteen different businesses from throughout the state.

Trustee Macfarlane asked whether the equipment specified in the grant application was required. Dean Gabrielson responded that each college included equipment purchases that would allow them to deliver the programs throughout the state.

Trustee Fairbrother asked why this third TAACCCT grant application was significantly higher than the previous two. Dean Gabrielson explained that because the application is for a consortium grant, the cap on requests was \$20 million. This grant application is higher because there will be three colleges doing bigger projects and tying them together over a larger audience and larger territory. Trustee Fairbrother inquired whether there will be new positions created under the grant, or whether they will be using existing personnel. Dean Gabrielson stated that there will be some new hires in CCV's portion of the grant, and the intent is that these positions will help build a new program that will eventually be self-sustaining. President Judy further explained that the funding will allow CCV to accomplish projects that are already planned, sooner. Trustee Macfarlane asked how the program is tracked to determine whether it is self-sustaining. President Conroy stated that there is a business development component including a staff member who measures all the data for the sustainability of the programs. VMEC and SBDC are also included in the grant as well and will maximize the skill sets of the staff.

President Judy described CCV's medical assisting program, which was funded by the first round of the TAACCCT grant. It provided an infusion of funds to start the program and the process of getting it accredited, and now enrollments make the program self-sustaining.

Trustee Lippert asked whether the assessment requirements caused an inherent conflict, with the colleges assessing themselves. Dean Gabrielson confirmed this

and stated that outside groups will be used to do assessment for TAACCCT 3. Trustee Lippert encouraged the VSC to use the opportunity to enhance our own research capacities rather than to turn to outside organizations. Chancellor Donovan stated that this grant will demand longitudinal tracking of student outcomes that the VSC wants to be able to do well, and that will most likely become standard in the future. The assessment requirements of this grant will have the residual benefit of building those skills within the VSC.

Trustee Lippert also inquired whether the VSC is the only Vermont organization applying for this grant. Chancellor Donovan responded that ours is the only consortium application. UVM has submitted an individual application. We expect to receive notification of awards on September 30<sup>th</sup>.

Chancellor Donovan stated that the VSC has also engaged our Congressional delegation in the application process. He thanked Dean Gabrielson for her leadership, as well as the team members from all the colleges.

Trustee O'Connor moved and Trustee Jerman seconded a motion to approve the resolution "Trade Adjustment Assistance Community College & Career Training (TAACCCT) 3 Grant," with the amendment that the last "whereas" statement be removed.

Trustee Lippert referred to the third "whereas" statement in the resolution and asked for clarification that the state was planning to create a Vermont center for manufacturing innovation. After discussion, Trustee O'Connor amended her motion to approve the resolution "Trade Adjustment Assistance Community College & Career Training (TAACCCT) 3 Grant" as amended with the third and last "whereas" statements removed. Trustee Jerman seconded the motion. The resolution as amended was approved unanimously. The amended resolution is attached and made an official part of this meeting's minutes.

Chair Moore thanked all the members of the grant writing team for their hard work. Chancellor Donovan thanked Jeff Higgins of VTC in particular for his work on the application process.

## B. ITEMS FOR INFORMATION AND DISCUSSION

### 1. Reports of the College Presidents

Community College of Vermont President Joyce Judy invited the Board to read the CCV Annual Report in the Board's materials. Chancellor Donovan asked President Judy to describe CCV's current work on "LOOCs." President Judy explained that instead of running MOOCs (Massive Open Online Courses), CCV is experimenting with "Little Open Online Courses," and the Board will learn much more about them at the October Board meeting.

Trustee Dickinson asked President Judy to talk about CCV's work with Kahn Academy. President Judy explained that CCV was invited by the New England Board of Higher Education to participate in a program funded by the Lumina Foundation to explore how community colleges can use Kahn Academy in its developmental math classes for adults in particular.

Vermont Technical College President Phil Conroy reported that the Institute for Applied Agriculture and Food Systems officially launched on July 1<sup>st</sup>. The VTC market garden fed six colleges over the summer. VTC has taken over the Vermont Institute of Artisan Cheese and is starting to offer its first cheese courses.

Programs in the Brattleboro area are starting to take off, particularly a partnership with GS Precision that created a manufacturing academy on site. FTE enrollment is on target with an increase in out-of-state students and a slight decrease in Vermonters. Trustee Lippert requested President Conroy to present at a later time the process that resulted in VTC's partnership with GS Precision.

Lyndon State College President Joe Bertolino reported that enrollment is up, with a 3.5% increase in new students. Full time enrollment is high and residence halls are full. Loren Loomis Hubbell is the new Dean of Administration/CFO, replacing Dean Wayne Hamilton as he retires. New Provost Kellie Bean started over the summer. President Bertolino described the new Lyndon Launch program, which brings together a cohort of first-year students of mixed academic ability, to which 60 students applied, though the limit is 20. Lyndon State has also hired some new admissions counselors who will also serve as coaches. Fundraising initiatives are aggressive for this school year. President Bertolino expressed concern over faculty and staff workload. He also reminded the Board that the December meeting will be held at Lyndon State and encouraged all Board members to visit the campus.

Johnson State College President Barbara Murphy stated that this weekend's homecoming festivities will include the dedication of a new outdoor sculpture donated by Bennington artist Susie Cronin. Enrollment of Vermonters is very good, but the college did not meet its target for out-of-state enrollment. Johnson State's first-year common book project ("Detroit: An American Autopsy") has been very successful so far. The author of the book will be appearing at Johnson State on September 26<sup>th</sup>.

Castleton State College President Dave Wolk shared that this year's enrollment includes a record number of Vermonters, and retention is up as well. At the October meeting President Wolk plans to share with the Board the *Castleton Plan*, which is the college's strategic plan, which they have been working on for a year. Castleton has reached the capacity of its current footprint and must look for more creative sources of revenue. The end of this summer saw the close of almost \$75 million in improvements over the last ten years. President Wolk predicted that the only way for Castleton to thrive going forward is the future incremental growth of the undergraduate population and to rapidly expand graduate programs.

Trustee Lippert inquired of all the presidents whether there were opportunities for all the colleges to work together on agricultural projects. President Conroy described the Vermont Higher Education Food Systems Consortium, which is a group of five colleges with agriculture as a part of their mission. The group's plan is for these five colleges to become the centers for agricultural education in the state, and to draw people to Vermont who want to learn about agriculture.

2. VSC Student Association Report

Trustee Santee reported that this year's theme for the VSCSA will be promoting awareness of the VSCSA to students and the state. Past lobbying efforts at the state house have centered around appropriations, but this year they will focus more on awareness. They will be organizing service projects around the state, and they are considering fossil fuel divestment.

3. Other Business

Trustee Diamond asked if the Board could discuss scheduling meetings to continue the strategic inquiry process. After discussion it was determined the schedule for committee meetings on October 23<sup>rd</sup> will be adjusted as follows:

|                  |                                |
|------------------|--------------------------------|
| 12 p.m. – 2 p.m. | Audit Committee                |
| 2 p.m. – 4 p.m.  | Finance & Facilities Committee |

|                 |                                  |
|-----------------|----------------------------------|
| 4 p.m. – 5 p.m. | Strategic Inquiry Group Meetings |
| 5 p.m. – 7 p.m. | EPSL Committee                   |

Trustee Diamond moved to change the committee meeting schedule as described above; Trustee Fairbrother seconded, and the motion passed unanimously.

4. Comments from the Public

Tess Conant of the VSC United Professionals asked to speak and thanked the Board for their dedication and positive energy. She then read a statement as follows: “We know that you have often viewed us as unions collectively as a problem and an interference sometimes with your mission. I understand that the process you have been working through with this vision quest you are on is towards a positive end for students. Please remember that the faculty and staff as much as or more than the buildings and campuses influence the community that our students live in. These contract negotiations are difficult for both sides but we both want financially healthy colleges. To do that, they need to be affordable for students to attend and for good employees to make a living. Let’s continue in a positive manner to find a solution that will serve both sides and to our shared future.”

Janis Henderson, Unit Chair for the Staff Federation shared that the Federation held a rally at the state house on September 16<sup>th</sup>. They gathered about 1,600 signatures on a petition in a joint effort with the faculty, the UPP and the VSEA. Ms. Henderson submitted the petition for a fair contract to the VSC Board and Chair Gary Moore. Ms. Henderson stated that the message the unions want to share with the Board is that they do feel the colleges are a wonderful place to work, and that they are just trying to maintain that. Chair Moore accepted the petition and thanked Ms. Henderson.

Trustee Diamond asked when the discussions of tuition setting would begin. Trustee O’Connor stated that though the discussion is scheduled for the February Board cycle, the work with Board will do over the next several months regarding the strategic inquiry will inform those discussions. Trustee Milne emphasized that the timing of the February tuition discussion is an important consideration since it allows the colleges to publicize tuition rates in their marketing materials.

Trustee Fairbrother suggested that the committees overlap during the February cycle so that all Board members will have a chance to take part in the discussion before it comes to the full Board.

5. Date and Place of Next Meeting

Board of Trustees Meeting

Thursday, October 31, 2013

Community College of Vermont, Wilder Campus

Trustee O'Connor moved and Trustee Fairbrother seconded a motion to adjourn the meeting.  
Chair Moore adjourned the meeting at 2:27 p.m.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Elaine Sopchak".

Elaine Sopchak, Recording Secretary