

December 6, 2013

## MEMORANDUM

**TO:** Board of Trustees  
Vermont State Colleges

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

**SUBJECT:** Notice of VSC Board of Trustees Meeting



Attached are the materials for the Board of Trustees meeting next Thursday, December 12, 2013 at 3:00 p.m. in the Carol A. and Thomas E. Moore Community Room in the Academic and Student Activity Center at Lyndon State College in Lyndonville, VT. There will be a reception with the Lyndon community from 2:30 to 3 p.m.

Directions to Lyndon State College:

Lyndonville is off Exit 23 on Interstate Highway 91. After exiting the ramp, enter Highway 5 North and take an immediate left onto the Back Center Road (just before the Colonnade). Follow for 1 1/2 miles to stop sign. Continue straight for 100 yards then make another left at Lyndon Institute onto College Road. Continue one mile up the hill to the college. A campus map is attached.

Park in the Lyndon State College main parking lot and enter the lobby of the Academic and Student Activity Center via the main entrance, which is at the right end as you face the building. Turn left after the information desk, follow the corridor to the end.

We look forward to seeing everyone next Thursday.

cc: Council of Presidents



# The Campus

- Residence Halls
- 1 Wheelock Hall
- 2 Crevecoeur Hall
- 3 Whitelaw Hall
- 4 Arnold Hall
- 5 Bayley Hall
- 6 Rogers Hall
- 7 Poland Hall
- 8 Rita L. Bole Complex



## Directions to the campus

Lyndonville is off Exit 23 on Interstate Highway 91. After exiting the ramp, enter Highway 5 North and take an immediate left on the Back Center Road (just before the Colonnade). Follow road for 1 1/2 miles to stop sign. Continue straight for 100 yards then make another left at Lyndon Institute onto College Road. Continue one mile up the hill to the college.





# Vermont State Colleges

## Board of Trustees

December 12, 2013

*Lyndon State College*  
*Lyndonville, 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**  
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**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  
Bill Lippert  
Jim Masland  
Colin Santee

#### **Priorities**

Gary Moore, Chair  
Tim Jerman  
Karen Luneau  
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 MEETING  
December 12, 2013      3:00 p.m.**

**Lyndon State College  
Lyndonville, Vermont**

ORDER OF BUSINESS AND TABLE OF CONTENTS

A. PRESENTATION

1. Presentation by Jay Peak Resort President Bill Stenger

B. ITEMS FOR DISCUSSION AND ACTION

1. Approval and Presentation of Professor Emeritus Status
2. Presentation in Honor of Former Trustee Nick Russo
3. Approval of the Minutes of the October 31, 2013 Board of Trustees Meeting
4. Reports of the College Presidents
5. Report of the Vermont State Colleges Student Association
6. Approval of Education, Personnel and Student Life Committee: Consent Agenda
7. Approval of Finance and Facilities Committee: Consent Agenda

C. ITEMS FOR INFORMATION AND DISCUSSION

1. Report of the November 20, 2013 Priorities Committee Meeting
2. Report of the December 4, 2013 Education, Personnel and Student Life Committee
3. Report of the December 4, 2013 Finance and Facilities Committee Meeting
4. Report of the Chancellor
5. Other Business
6. Comments from the Public
7. Date and Place of Next Meeting:  
Thursday, February 20, 2014  
Johnson State College, Johnson, VT

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**Items for Discussion and Action**

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**B. ITEMS FOR DISCUSSION AND ACTION****1. Approval and Presentation of Professor Emeritus Status**

As described in Policy 204, Emeritus Status for Faculty and Administrators, presidents may initiate a proposal that a former faculty member or administrator now retired be conferred Emeritus Status. Such proposals must be submitted to the Chancellor, who shall, in forwarding such proposals to the Board, provide his recommendation.

President Bertolino has submitted nominations for retired faculty member Professor Jon Fitch and Professor Richard Portner for the award of Emeritus Status. The EPSL Committee approved this proposal and the attached resolution at their October 23, 2013 meeting and presents it to the full Board at this time for endorsement.

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## Manual of Policy and Procedures

Title  <b>EMERITUS STATUS FOR FACULTY AND ADMINISTRATORS</b>	Number  204	Page  1 of 2
	Date  11/7/80	

### PURPOSE

To recognize the outstanding services and contributions of selected faculty and administrators to the Vermont State Colleges, the Board of Trustees may grant such individuals emeritus status.

### STATEMENT OF POLICY

#### Proposal for Granting Emeritus Status

The proposal that an individual be granted emeritus status normally will be initiated by the President of the College to which the nominee is appointed; however, the Board of Trustees may choose to grant emeritus status on its own initiative. Proposals for emeritus status shall be made in writing, shall describe the full history of services and contributions to the Vermont State Colleges, and shall provide full justification for the action. Proposals shall be forwarded to the Board of Trustees through the Chancellor who shall include his/her recommendations for the action.

#### Criteria for Emeritus Status

The following are the minimum criteria for consideration for the granting of emeritus status. Because an individual meets the minimum criteria should not be considered adequate justification for recommending emeritus status.

1. At least 10 years of full-time employment with the Vermont State Colleges;
2. Clear evidence of outstanding teaching and/or administrative services;
3. Recognized record of professional achievement, growth, and development;
4. Clear evidence of college service beyond the normal or ordinary expectations;
5. Prospects for continuing service to the Vermont State Colleges; and
6. Retired status.

Signed by: Charles I. Bunting Chancellor
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### Privileges and Responsibilities of Emeritus Status

Individuals in emeritus status do not receive compensation; however, they are eligible for special assignments by the college for appropriate compensation and/or reimbursement for expenses at the discretion of the President and within guidelines of the Vermont State Colleges. Specifically, the President may grant individuals in emeritus status the following privileges:

1. Use of college facilities, equipment and services on an "available" basis;
2. Access to college activities on a basis comparable to faculty and administrators;
3. Recognition of emeritus status in appropriate college publications;
4. Use of college identification with emeritus status in communications with official groups/organizations; and
5. Opportunities to be designated as a college representative to specified groups/organizations.

Individuals in emeritus status are responsible to the Vermont State Colleges as follows:

1. Support the mission and purposes of the Vermont State colleges;
2. Maintain the professional standards which reflect credit on the Vermont State Colleges; and
3. Willingness to assist in the development of the Vermont State Colleges within the scope of individual capabilities.

### Term of Emeritus Status

Emeritus status is granted at the pleasure of the Board of Trustees and may be withdrawn by action of that Board.





July 19, 2013

Mr. Timothy Donovan, Chancellor  
Vermont State Colleges  
P.O. Box 7  
Montpelier, VT 05601

**RE: Professor Emeritus recommendation for Jon Fitch**

Dear Chancellor Donovan:

I am pleased to recommend Jon Fitch for recognition as Professor Emeritus. Dr. Fitch, professor of Psychology and Human Services, retired from Lyndon State College in spring of 2005, although has continued to teach as a part-time faculty member almost every semester since.

Dr. Fitch started teaching at LSC in fall of 1974 in the fledgling Behavioral Sciences Department where he participated in the development of the three concentrations of the Bachelor's Degree in Behavioral Science: Psychology, Counseling, and Special Education. Since that time until his retirement, he was instrumental in carrying on the humanistic/student-centered philosophy of the founder of the Behavioral Science program and former president of LSC, Susan Gallagher.

Dr. Fitch, as a full-time faculty member dedicated three decades of service to Lyndon State College, and he certainly qualifies for this award. His contributions fall into several broad areas including curriculum development, program development, teaching excellence, and service to the college and community.

Dr. Fitch successfully developed and offered a wide variety of courses during his 30-year tenure at Lyndon. These courses have ranged from traditional psychology courses such as Introduction to Psychology and Social Psychology to non-traditional offerings such as Mind/Body Consciousness and Substance Use and Abuse. In addition to developing courses for Psychology and Human Services majors, he developed courses for other students as well such as The Helping Relationship, an introduction to counseling skills for non-majors. Undergraduate course development was not Dr. Fitch's only accomplishment, he also was active in the development of graduate level courses specifically courses that supported the Guidance Counselor concentration in the Master of Education degree.

In the broader area of curriculum development, Dr. Fitch had an impact on several different programs. He was active in the development of the three concentrations of the former Behavioral Sciences program: Psychology, Counseling, and Special Education and the subsequent transition to the current B.A. in Psychology and B.S. in Human Services degrees with Special Education moving to the Education Department. Dr. Fitch aided in establishing the Master of Education in Guidance

**Professor Emeritus Request**

Dr. Jon Fitch

July 19, 2013

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Counseling degree and then went on to consult with the faculty at Johnson State College in the development of their Master of Counseling program.

In addition to course and program development, Dr. Fitch was chair of a committee that conducted an intensive investigation of general education requirements that culminated in a major revision of Lyndon's General Education Program. As part of this new program, he was involved in the development of the Social Science core course, Family and Community, which he then taught for many years. Although the title of the course has changed to Exploring the Social Sciences, Dr. Fitch still teaches it on a part-time basis.

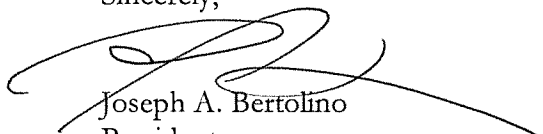
Continuing his work in support of guidance and mental health counselors, Dr. Fitch developed and successfully ran the New England School Counselors Institute (NESCI) for twelve years. This was a summer training institute offering graduate courses and workshops involving faculty and participants from around the country. NESCI started with only 15 students, but due to Dr. Fitch's efforts eventually reached an enrollment of 110.

Dr. Fitch's other contributions include acting as a clinical supervisor for the college counseling center where he consulted on clinical issues, service on numerous standing faculty committees and ad hoc committees, and speaker at many freshman orientations. In addition, Dr. Fitch added to the cultural atmosphere of the college with two exhibits of his photographs in the Quimby Gallery.

The Psychology and Human Services Department recommends that Dr. Jon Fitch be awarded the honor of Professor Emeritus due to his lasting contributions to programs and to Lyndon State College.

Thank you in advance for giving careful consideration to this recommendation. We feel that Dr. Fitch richly deserves to be awarded Professor Emeritus status. He is well-regarded and respected by his colleagues and his former students as an inspiring and caring teacher, mentor, and valued community member.

Sincerely,



Joseph A. Bertolino  
President

Enclosures: Two letters of support from colleagues  
Unsolicited e-mail communication from a former student

cc: Personnel File  
Sandy Franz, Human Resources Director  
Kellie Bean, Provost/Dean of Academic Affairs

NOV 19 2012

Roston University School of Education  
New England School Counselor Institute  
The Silver View  
Boston, Massachusetts 02110  
www.nesci.org

November 12, 2012

To Whom It May Concern:

It is a pleasure to write on behalf of Jon Fitch, retired professor of Psychology at Lyndon State College.

I know Jon through my long association with the New England School Counselor Institute, which Jon created in 1987. I first attended the Institute in 1988 as a school counselor in my sixth year of practice at a Massachusetts high school, a little fearful about spending a whole week in unfamiliar territory, knowing no one else involved. But the brochure was irresistible and I was determined to try this exciting institute designed especially for School Counselors.

I soon found NESCI to be a compelling combination of intellectual stimulation, personal growth, practical professional development geared especially for school counselors, and collegial companionship in the lovely surroundings of the Northeast Kingdom. Jon's friendliness, provision of sociable activities as well as intellectual rigor and the quality of the faculty from near and far created an outstanding professional development opportunity.

Jon's vision of the Institute was perfect. The week long format allowed students to take two courses over the course of the week, really delving into the subject matter with ample time for discussion and networking with fellow students. The course work was rigorous but meaningful and relevant for practicing school counselors. And Jon made sure that students had opportunities to explore the Lyndon/Burke Mountain area. He even provided faculty speakers to guide us in learning about the flora and fauna of the campus or the weather we were experiencing. We were well integrated into the life of the campus during our week in residence.

I returned year after year to the Institute and eventually became a faculty member and codirector of the Institute first with Jon and later with Dr Carolyn Reeves. Jon was a great mentor, a thoughtful colleague and a joy to work with. My teaching and directing experiences for the School Counselor Institute opened the door for later teaching opportunities at the University of Massachusetts, Boston and currently at Boston University.

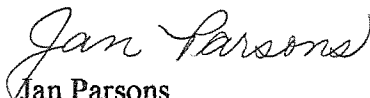
Over time I became friendly with Jon and his family and have enjoyed many good times in their company at their St Johnsbury home and their cabin in Concord. He certainly influenced me to find a way to play as well as work and study in Vermont. I now own a camp on Harvey Lake and recently purchased a house in West Barnet to expand my time in Vermont as I look forward to retirement.



While my relationship with Jon was built around the School Counselor Institute, I know from many conversations how devoted Jon was to Lyndon State and the people and programs of the college. He was always excited about new initiatives to help students succeed and had a very sound sense of the needs of the college and community. The School Counselor Institute brought many school counselors to Lyndon for the first time – both in state and out of state. Many returned for several years and brought back literature and a personal experience of Lyndon State to share with their students. Jon really raised the profile of the college among school counselors and worked in presentations by Admissions staff during the Institute.

I have been a leader in the Massachusetts School Counselor Association, serving as President and long time member of the Governing Board. I have attended countless professional conferences but I can say, without hesitation, that the NE School Counselor Institute and the personal and professional relationships I developed at Lyndon State have been the most important of my career. Jon brought people to Lyndon State who were outstanding in their academic area of expertise: Jack Presbury, (who is lead author of the text I use with my graduate students at Boston University), Ted Remley, Rosemary Thompson, Armand Henault and Virginia Fry were among the memorable instructors whose wisdom has informed my work ever since. Both personally and professionally, Jon Fitch has been a life changing positive influence on my career and my personal life. I am so glad I answered the call of that first NESCI brochure!

Sincerely,



Jan Parsons

Janice L Parsons, Ed. M  
Clinical Supervisor,  
School and Community Counseling, Sports Psychology Program  
School of Education,  
Boston University

*The Community Restorative  
Justice Center  
108 Cherry St.  
St. Johnsbury, VT 05819  
Telephone: (802) 748-2977  
Fax: (802) 748-3146*

November 28, 2012

To Whom it May Concern:

I am writing this letter for Jon Fitch in support of his candidacy for Professor Emeritus status at Lyndon State College.

I have known Jon since August of 2008. I met him when I took the position of Restorative Programs Coordinator at the St. Johnsbury Community Justice Center. Of course I knew of him as a professor of psychology as a student at Lyndon State many years ago, but never had the opportunity to take one of his classes. Jon has served as a volunteer at the Justice Center since February 2006 sitting on one of the Reparative Boards that I coordinate. As a reparative board volunteer Jon facilitates restorative justice meetings that deal with cases referred by Probation and Parole or local law enforcement agencies. These boards bring together the offender of a crime, their victim and community volunteers (who represent the community affected in the crime) to work out an agreement that fosters restoration of the crime, amends to victims and community integration of the offender. Jon's professional insight and ability to calmly navigate what can be very difficult, unpredictable and uncomfortable meetings sets an easy tone making all parties at ease to deal with tough interactions. It's nice how he can naturally incorporate professional insights and learning to a population sometimes far removed from the collegiate realm. Jon has also asked me to do a presentation about restorative justice to one of his classes at the college. This was an experience I found very fun and hopefully it offered an insight to his students about community-based alternatives for dealing with crime while giving the students exposure to programs from the larger community.

The reparative process is one where volunteers convey messages to offenders and victims who may feel marginalized by their experiences that reinforce community connection. The process separates the criminal deed from the doer and teaches offenders that in fact they are part of the community, though they have done something that damaged their relationship to it. Ultimately reparative board members have the onus of creating an experience of community while holding an offender accountable for their actions. Jon has a great ability to make offenders feel welcome and at ease while holding a high standard for their need to accept responsibility. As Jon has volunteered for nearly seven years he's had a large impact on many offenders, victims of crimes, affected parties and other board members. I greatly appreciate his involvement in the program and positive impact on the community.

If there is anything else I could do for Jon's consideration or to help you in this process please feel free to contact me at the number above.

Sincerely,



Neil Favreau  
Restorative Programs Coordinator

**Sherbrook, Tracy W @ LSC**

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**Subject:** FW: Emeritus

----- Begin forwarded message -----

Subject: Howdy  
Date: 4/28/13 8:41:21 PM  
From: "Chad Bennett"  
To: "Fitch"

Hi Jon and Sherri, I am wondering if this email address is even valid anymore. You out there? I hope you are both doing well- lots we could catch up on I am sure.

Thinking of you Jon as I enter my last week of graduate school. I am giving a "River Presentation" on Thursday which is basically a 30 minute sharing of how I got from A to B. I went out to the shed and have unearthed 30 volumes of journals beginning my freshman year at Lyndon. Holy cow!

Anyway, it is impossible to share my story concisely but one clear theme that has come through the readings is how I found amazing men to mentor me along the way which seems to have been an unconscious but wise way to navigate my experience of lack of father. In short, thank you again for everything including all the money you saved me in therapist fees!

Would you happen to have a photo of yourself that you would be willing to send me electronically? It could be at any adult age, recent or around the time I knew you. I can't believe I have no pics of you. Sorry for the short notice but I would need it by Wednesday morning for it to be plugged into my slide show.

I hope this email reaches you and that we can catch up.  
All my best,  
Chad



VERMONT STATE COLLEGES  
BOARD OF TRUSTEES  
RESOLUTION

Emeritus Status for Professor Jon Fitch

- WHEREAS, Professor Jon Fitch retired from Lyndon State College in 2005 and continues to teach as a part-time faculty member; and
- WHEREAS, Professor Jon Fitch provided distinguished and outstanding service to his students, to Lyndon State College, to the larger Lyndon community, and to the Vermont State Colleges for 39 years; and
- WHEREAS, Professor Jon Fitch has earned the highest respect from the Lyndon State College community, is held in the highest regard by students and colleagues, and continues to contribute to the life of the College after retirement; and
- WHEREAS, Professor Jon Fitch meets the criteria established by the Board of Trustees for Emeritus Status; therefore, be it
- RESOLVED, That the VSC Board of Trustees grants the title of Professor of Humanities Emeritus to Jon Fitch as of this date, December 12, 2013.

December 12, 2013



July 19, 2013

Mr. Timothy Donovan, Chancellor  
Vermont State Colleges  
P.O. Box 7  
Montpelier, VT 05601

**Re: Professor Emeritus recommendation for Richard Portner**

Dear Chancellor Donovan:

I am most pleased to recommend Professor Richard Portner for recognition as Professor Emeritus. Richard Portner, Professor of Television Studies (now Electronic Journalism Arts), retired from Lyndon State College in May of 2006 after 29 years as a faculty member in Television and in Theater. From the moment of his arrival at Lyndon in 1977, he was instrumental in reviving the Theatre program and provided countless and grateful students with a strong mentor in the arts.

Professor Portner came to Lyndon with an M.A. in Drama from Emerson College. However, during the early years of his career, he earned an M.S. in Broadcasting from Boston University as his focus at Lyndon moved from the theater's main stage to the television studio. On the surface, it may appear that this was a major career shift for him. On the contrary, broadcast television and theater arts are intrinsically interwoven in the skillsets required. Professor Portner's significant expertise in set design, lighting, and performance were called upon time and again as the LINC Project continued to grow and eventually evolved into today's nationally recognized student news broadcast, *News7*.

At the time of his appointment, Richard's areas of teaching responsibilities included Stagecraft and Scenic Design, Acting and Directing. After only one year as a faculty member at Lyndon, he co-authored an article for the prestigious magazine, *Theater Crafts*, detailing Lyndon's production of "Pippin." The magazine honored Professor Portner's unique interpretation of the play with a cover photograph taken from a Lyndon performance.

In addition to a regular teaching load, from 1977 through 1988, Professor Portner directed two main stage productions per year, while teaching and supervising twelve student-directed one-act plays each fall semester.

During his tenure, he co-authored a grant to establish the LINC Project at Lyndon. LINC is a community cable access and cable news facility. This was the forerunner of the current daily *News7* broadcasts, which is the nationally recognized capstone experience in our major.

In 1982, the Communication Arts & Sciences Department was formed as the result of a merger of the Media Communications and Theatre Arts Departments. That same year, Professor Portner became the chair of this newly formed department, a position he held regularly until the year prior to his retirement. Professor Portner's input during this merger was invaluable as the curriculum was redesigned. Several of the courses authored by Professor Portner at that time are still required classes within the television studies program.

## Professor Emeritus Request

Prof. Richard Portner

July 19, 2013

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During his tenure at Lyndon, Professor Portner was actively involved in professional development. He attended conferences such as the Regional and National Conference on Distance Learning Systems, the New England Conference on Arts in Education, Vermont Conferences on Interactive TV and Instructional Technology.

Professor Portner was also actively involved, from 1968 through 2006, in the Weathervane Repertory Theater in Whitefield, New Hampshire, a not-for-profit professional summer theater with Actor's Equity Affiliation. His duties at the Weathervane Theater included oversight of operations, budgeting, staffing, and programming. He was also co-founder and producer of the repertory format and the Youth Theater Program, a summer theater "camp" for children aged 7-16.

Professor Portner nurtured a unique relationship between the Weathervane Theater and the VSC by developing the "Professional Repertory Theater Internship," a summer course which offered VSC and other college students an opportunity to work at the Weathervane Theater during their summer productions.

In 2006, during his last year as a full-time professor in the Television Studies Department, the department received an Emmy for the best college newscast in the nation, a tribute to the exemplary influence Professor Portner had on our students on the production/presentation end.

After his retirement, Professor Portner and his wife, Terry (who taught part-time at Lyndon), established the "Richard and Terry Portner Fine & Performing Arts Prize," a monetary award given each year to a student in recognition of that student's active participation in the traditional arts at Lyndon.

Enclosed please find five enthusiastic letters of support from colleagues and former students.

Thank you in advance for giving careful consideration to this recommendation that Richard Portner be awarded Professor Emeritus status. He is well-regarded by colleagues and his former students as a teacher, mentor, and well-respected member in the community, as well as for setting the standard in his field.

Sincerely,



Joseph A. Bertolino  
President

Enclosures: Five letters of support

cc: Personnel File  
Sandy Franz, Human Resources Director  
Kellie Bean, Provost/Dean of Academic Affairs





January 31, 2012

Interim President Steve Gold  
Lyndon State College  
Attn: Tracy Sherbrook  
P.O. Box 919  
Lyndonville, VT, 05851

Re: Support letter for Professor Emeritus Nomination for Richard Portner

Dear President Gold,

I am thrilled to support the nomination for Richard (Dick) Portner for Professor Emeritus status!

I first met Dick in 1977 as a student at Lyndon State College. I enrolled at Lyndon with the intention of taking the science classes I needed to transfer to UVM School of nursing but I stayed at Lyndon because of Dick Portner and Theatre.

Dick was as serious and passionate an individual that I had met, not only about theatre and the arts, but about bringing culture to the average Vermont student. Dick was responsible for reinvigorating the theatre program at Lyndon in the '70s as well as strengthening & growing the Television Studies Department. I remember Dick being a person/professor/director who expected greatness and those of us who had the opportunity to learn from him grew exponentially as people.

From the moment Dick arrived on campus in 1977 until he retired in 2006 he was involved in the Lyndon community. And now as a retired faculty member continues to positively affect students' lives. In 2005 Dick, and his wife Terry, created The Dick & Terry Portner Fine and Performing Arts Endowment to be used to nurture, support and recognize accomplishment in the arts. Revenue generated from this endowment provides an annual prize to a Lyndon junior or senior who, regardless of major, has been consistently involved in music, art or theater while attending Lyndon. With this prize the legacy of Dicks support of Lyndon students and community lives on!

I highly support Richard Portner be given the honor of Professor Emeritus status!

Sincerely,

*Jenny Harris*

Jenny Kempton Harris  
Class of 1979



Steve Gold  
Interim President  
Lyndon State College  
PO Box 919  
Lyndonville, Vermont 05851

**Date 1/15/2012**

Dear President Gold,

I am writing to you today in support of the nomination of Mr. Richard Portner for the status of Professor Emeritus. Mr. Portner was the most important influence during my time at Lyndon. I entered Television Studies with the intention of getting a job in entertainment television when I graduated, however I soon discovered the program at Lyndon concentrated more on careers in the news field. Mr. Portner, however, was my saving grace as he was teaching the introductory tv production class and I was able to see there was a place for me to stay, learn and grow.

My sophomore year I changed my advisor to Mr. Portner and he helped guide me through the next three years. He helped me to have the confidence to make my own way through the curriculum instead of following the traditional path so that I could take away what I needed from the program, even doing an independent study under his supervision.

Mr. Portner always had a smile on his face and joy in his heart as he hummed a tune walking around the halls at Lyndon. He seemed to truly love teaching and working with students as he taught us how to look at things in different ways and stretch our minds. He went above and beyond to help those of us who didn't fit the traditional track.

At the 2011 Homecoming I saw Mr. Portner for the first time in over a decade. He sat down to talk with me and was truly interested in what I've been doing. You can have great teachers during your life, but to have a teacher who leaves a lasting impression on your life - that is truly great. For me, Mr. Portner is one of these people.

Sincerely yours,

A handwritten signature in blue ink that reads "Natalie Koziell".

Natalie Koziell

14 Don Avenue  
Methuen, Massachusetts 01844  
T 978-495-0521  
natalie@gailforcedesigns.net  
[www.gailforcedesigns.net](http://www.gailforcedesigns.net)

**Shanna Wells, M.Ed.**

October 20, 2012

Tracy W. Sherbrook  
Assistant to the Dean, Academic Affairs  
Rita Bole Suite 304  
Lyndon State College  
1001 College Road  
Lyndonville, VT 05851

RE: Emeritus Status for Richard J. Portner

Dear Ms. Sherbrook:

I write to offer my overwhelming support of Richard Portner's emeritus status at Lyndon State College.

As a student at Lyndon during 1978-1983, Professor Portner was my most influential professor. He challenged my world view and taught me how to think critically about society and, more importantly, myself.

In 1982, Dick (as he allowed us to call him) was directing the spring musical, *The Fantasticks*. I auditioned, expecting to get cast in a female role, if at all, as the cast was small and the lead role was male. But Dick made an extraordinary choice. He cast me in the lead. This role was a narrator, an orchestrator, a conscious creator, powerful and self-assured.

He believed in me. He believed I was strong enough. He believed I was talented enough.

Thirty years later, his belief in me and his courage to take risks still moves me to tears. It was a transformative experience. He not only taught me about my chosen craft – upstage from downstage – he taught me how to create an image of myself as a strong, powerful woman. At the time, I felt anything but. But “acting as if” – literally! – carved neural pathways in my brain. Enacting his vision for the character, I was able to inhabit myself in a whole new way.

Whatever accolades Dick receives are well deserved. He changed my life.

Sincerely,



Shanna (Silverbush) Wells  
Class of 1983



October 29, 2012

Tracy W. Sherbrook  
Assistant to the Dean  
Academic Affairs \* Rita Bole Suite 304  
Lyndon State College \* 1001 College Road \* Lyndonville, VT 05851

RE: Emeritus status for Professor Richard Portner

Greetings:

It is with great pleasure that I send this message of support for Professor Richard Portner. As an LSC alumna who was involved in a great number of his classes and stage/video productions I have very fond memories of that work and the many, many lives that were touched during Richard's time at Lyndon.

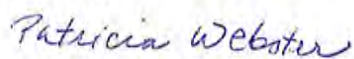
Back when there was a full theatre major, Richard was a professor who could teach you the "nuts and bolts" of theater craft at every level - lighting, set design and construction, make-up, costuming, etc., etc. These skills were and are essential for any student interested in performance. As a director he chose thought-provoking plays and staged them with originality and ingenuity. One special memory is the production *Look Homeward, Angel*, based on Thomas Wolfe's novel, in which Richard built a two-story house onstage, complete with interior rooms, a front porch, and screen door;. one remarkable feat in a show that ultimately had the largest audience for a dramatic production in college history. If you were lucky enough to be selected as a cast member in one of his shows, he provided ample and excellent background material to give a broader perspective and enhance preparation. As an accomplished actor himself his direction was spot-on and inspiring.

Later, when he began to delve into Television Studies, he brought this unique point-of-view along and encouraged original script-writing and production. I always found it of great interest that even after he retired the television classes would show the well-crafted video productions that had been created when he was at the helm.

In 2006, Richard and his wife, Terry, did a February performance of A. R. Gurney's touching play *Love Letters* as a farewell to LSC. In their honor, twenty-five Twilight Players from every corner of the country gathered to enjoy the performance. It was a lovely and well-deserved tribute.

As a final parting gift, Richard and Terry created the Portner Prize, an award designed to highlight and support student work in the arts at LSC. This legacy will carry his name into the future at Lyndon and further the work that is still closest to his heart. He has given much to the college and touched the lives of so many students through the years. He richly deserves to receive emeritus status.

Cordially,



Patricia Webster, LSC Class of 1974



Steve Gold  
Interim President, Lyndon State College  
Lyndonville, VT 05851

Dear Mr. Gold,

It has been brought to my attention that Dick Portner has been nominated for Professor Emeritus status. I fully and whole heartedly support and endorse this nomination.

In a leadership position at a successful, global company I'm often asked by my staff how I got to where I am. My college experience at Lyndon State left me with many lasting memories and taught me a lot – and as I reflect back on it as an adult I recognize the important role that Dick Portner played in making that experience so valuable. Beyond his charismatic presence in the classroom and the benefit of his many years of experience that he offered to each of his students, Dick was the lifeblood and the mainstay of Lyndon's theater productions. His passion for working with student actors and the joy he got from watching them shine was strong, and I was fortunate enough to participate in a number of productions with him as our director. Dick saw the potential in his students, and was able to coach and challenge them to get out of our comfort zones to reach it by giving them individual attention. For me personally, Dick was able to convince a shy kid who was sure his place was behind the camera to come out of his shell. He helped me conquer my fear of public speaking by encouraging me to channel my emotion and energy, and helped me realize that I could find as much fulfillment on the stage as I could in an edit room.

I ask that Dick Portner be recognized for his excellent work and years of service at Lyndon State College by awarding him this honor. He enriched the lives of many of his students, and I am thankful for having him as an early influence in my life.

A handwritten signature in black ink that reads "Michael Barlow".

Michael Barlow  
Senior Director, ESPN Production Operations  
LSC Class of 1987

VERMONT STATE COLLEGES  
BOARD OF TRUSTEES  
RESOLUTION

Emeritus Status for Professor Richard Portner

- WHEREAS, Professor Richard Portner retired from Lyndon State College in 2006; and
- WHEREAS, Professor Richard Portner provided distinguished and outstanding service to his students, to Lyndon State College, to the larger Lyndon community, and to the Vermont State Colleges for 29 years; and
- WHEREAS, Professor Richard Portner has earned the highest respect from the Lyndon State College community, is held in the highest regard by students and colleagues, and continues to contribute to the life of the College after retirement; and
- WHEREAS, Professor Richard Portner meets the criteria established by the Board of Trustees for Emeritus Status; therefore, be it
- RESOLVED, That the VSC Board of Trustees grants the title of Professor of Humanities Emeritus to Richard Portner as of this date, December 12, 2013.

December 12, 2013



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**Items for Discussion and Action**

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**2.     Presentation in Honor of Former Trustee Nick Russo**

Former student trustee Nick Russo is a senior at Lyndon State College. His term ended on June 30, 2013. At this time the Board will present Trustee Russo with a gift to thank him for his service to the Vermont State Colleges and the Board of Trustees.

### 3. Approval of the Minutes of the October 31, 2013 Board of Trustees Meeting

#### **Unapproved minutes of the Board of Trustees meeting Thursday, October 31, 2013**

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

The Vermont State Colleges Board of Trustees conducted a Board meeting on Thursday, October 31, 2013 at the Community College of Vermont Upper Valley site in Wilder, Vermont.

The following were present:

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

Absent: Kraig Hannum, 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

Chair Moore called the meeting to order at 3:03 p.m.

#### A. PRESENTATION

##### Innovating for Affordability

Community College of Vermont President Joyce Judy introduced Executive Dean Susan Henry and Dean of Academic Technology Eric Sakai, who gave a presentation on CCV initiatives designed to take advantage of technology to improve college affordability for

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Items for Discussion and Action

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CCV students. These projects are included in the \$50,000 requested from CCV's carryover budget designated for innovation.

Dean Henry began by highlighting the public's concerns about affordability and the skills gap that employers see in the workforce, as well as the discrepancy between family incomes and how they correlate to college enrollment and completion. She shared that a two-year degree has a high value, as someone with an associate's degree will have 36% higher earnings. CCV works on both student support and operational initiatives to tackle the problem of affordability. All twelve CCV sites statewide have in-person financial aid advising, individual loan counseling, and award approximately \$75,000 in scholarships annually. CCV also maintains special student assistance funds at each site. Eighty percent of CCV students are part-time, 70% receive some kind of Title IV financial aid, and 40% of CCV graduates complete their associate's degrees with no debt.

CCV has a college-wide program challenging staff to develop innovative ideas to save money operationally. Several projects have come of this, including a popular monthly carpool raffle and reducing magazine subscriptions.

Dean Sakai discussed three current initiatives. A new program called PaperCUT reduces printing and the use of paper and manages submission of student work. Open Educational Resources (OER) is an initiative to provide students with academically sound learning materials readily available for free online in lieu of textbooks. Both CCV and Castleton have found that textbook costs are frequently a significant barrier to students, often preventing them from taking a class, or they will choose a course based on textbook cost. One benefit of designing courses this way is that the course is developed around student learning objectives, rather than based on the content of a single textbook. The OER courses are available for any CCV instructor to adopt for their own courses, or they can use only certain parts. The courses being developed for OER are among CCV's top forty courses overall, with the result being that over 75% of students will take some of these courses.

Dean Sakai also presented CCV's first "LOOC," or Little Open Online Course, based on the model of "MOOCs" or Massive Open Online Courses. This course is freely available, with no fees, registration, grades or credit. The current course offered is [On the Hunt for the Perfect Job](#), a five-week course designed to strengthen CCV's student support in this area. The course is open to anyone in the world and is accessible from CCV's public website. Two hundred twenty-five Vermonters enrolled, and about 60% of these are not CCV students but rather people who heard of the course. The course addresses interviewing skills, writing cover letters and resumes, networking and other aspects of the

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## Items for Discussion and Action

job search process. Students who enrolled ranged from adult professionals to high school students. Two CCV faculty have interacted with students regularly. CCV will leave the course open for the public after it is complete, as well as use it for student orientations or as ancillary material to other courses. Next semester a new LOOC will be offered on financial literacy.

B. ITEMS FOR DISCUSSION AND ACTION

1. Reports of the College Presidents

**Vermont Technical College**

President Phil Conroy updated the Board on VTC's business plan. Projections were accurate on the number of students enrolling this fall, though there were fewer nursing students and more VAST students. There was a drop in Vermonters continuing from AA to BA. As a result VTC has formed task forces on pricing and are researching the impact of tuition on enrollment and the pricing of residence halls. A task force in innovation and entrepreneurship is investigating how work with VMEC and SBDC can be integrated into degree programs. A task force on barriers to nursing enrollment is looking at streamlining the application process and smoothing the transition process between VTC's three nursing programs. There is also a task force on removing barriers to transfer students, including how students enrolled in the new STEM program at CCV can move more easily into VTC programs. Trustee O'Connor mentioned becoming aware of a lack of psychiatric nurses in the Brattleboro area and wondered if VTC is training more psychiatric nurses. President Conroy responded that all three of VTC's nursing programs have psychiatric rotations; they are looking at whether to become more specialized, possibly by site. They are also researching residence space needs and the possibility of having a psychiatric specialty at the Brattleboro campus. Trustee Milne asked President Conroy to clarify his comments regarding VTC's fall mix of students. President Conroy said that this fall there are 60 VAST students, double last year's number, and that fewer nursing students enrolled this year, the result in part of how the healthcare industry works in Vermont.

President Conroy continued that the Institute for Applied Agriculture and Food Systems has finished hiring staff and completed its first program. The Institute took over part of the Vermont Artisanal Cheese Institute and completed a cheesemaking course at VTC. The Institute is starting to change how courses are scheduled to allow more flexibility for students—3-4 short courses over a semester instead of semester-long courses. Other VTC programs including

## Items for Discussion and Action

automotive tech and mechanical engineering are also looking into doing this. This schedule change will help reduce educational costs and keep tuition in line.

VTC recently launched new marketing materials and have increased contact with potential students from six contacts to 32. They are also reworking the website. After today's Board approval they will send an announcement to all Vermont guidance counselors about VTC's new programs in Sustainable Design and Technology, and will be offering training to educate counselors on STEM offerings.

Three biodigester tanks are built; building construction is underway and they hope to finish by mid-December. The biodigester will start working in January, and they are hoping to have Senator Leahy on hand to flip the switch. They expect to produce electricity by April. This summer a successful food and agriculture Governor's Institute was held; another will be held on entrepreneurship with SBDC. VTC is also working on helping underprepared students for its rigorous curriculum; they have found that New England high school students are not prepared for the rigor of VTC's math-based curriculum. VTC is partnering with the Vermont Agency of Education, tech centers, and vocational/tech high schools in New England to address the gaps. They are planning this summer an institute on teaching math for STEM careers with the understanding that students do not need remediation in math but rather further instruction. Trustee Pelletier inquired whether such courses would be available to high school students. President Conroy replied that they are developing one math course and one English course. Tech Math (pre-calculus) will be available through the dual enrollment program for college credit through tech centers and high schools. Chancellor Donovan is encouraging the VSC system to work more closely with career and tech education centers.

Trustee Dickinson asked if VTC is taking teachers into the summer institute. President Conroy stated yes, in collaboration with Castleton State College. VTC provides coursework for the alternative licensure for career and technical education teachers in Vermont. Castleton and VTC are going to develop a bachelor's degree in career and technical education based on VTC's coursework. Students will obtain licensure from VTC (including Tech Math) and the degree in education from Castleton.

Trustee Jerman asked about enriching campus life, and whether having fewer students has had an effect. President Conroy replied that VTC now has a new full-

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**Items for Discussion and Action**

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time student affairs position in Williston. In Randolph they are restructuring student affairs and recruiting an assistant dean. They have empowered the student council more, and there is a new program board at the Randolph campus. Jay Paterson has taken over the role of Dean of Enrollment Management and Student Affairs. They have established a task force on the quality of residence life, especially in Randolph. They are looking at possible short- and long-term capital investments. VTC's student council is a town meeting type organization and all the students take part; President Conroy stated they do not want to put a layer of administration over that. A balance of adult guidance and student governance works well. Trustee Diamond inquired about fall enrollment, and Chancellor Donovan handed out the official VSC enrollment report (generated in mid-October). VTC has 100 fewer students, which was predicted, though the mix was not what was anticipated. Traditionally VTC has a single enrollment period. With online degree programs, they will have three enrollment periods. Nursing, business and dental hygiene students will enroll in August, January and May, and there are no co-requisites, allowing students to enroll with flexibility.

**Castleton State College**

President Dave Wolk shared that over the last 18 months Castleton has undergone the first community planning process in its history. The Castleton Plan is for ten years and includes incremental increases in undergraduate enrollment up to 2500, and radically expanding graduate school enrollment. The college has reached the capacity of its footprint, so they are focused on Rutland and making investments and expanding partnerships there. Castleton residence halls are over capacity. Hoff Hall is new and is full, and all dorms are full. There were students staying at the Rutland Holiday Inn in September who are now on campus. Nursing enrollment is growing: 11 years ago there were 100 students, there are 241 this fall. The bachelor's in nursing program is expected to become accredited, and so next fall they expect 300 nursing students. Castleton also needs to expand its space for experiential learning in a number of fields. They anticipate needing at least 100 beds next fall and are researching housing opportunities in Rutland City and Town. Pricing in several programs is under review. Vermont enrollment is at its highest ever, and overall enrollment is at the second highest level ever. With all the other financial constraints (such as low state support and reasonable tuition increases), the only way to increase revenue is through well planned increases in volume.

Castleton's new entrepreneurial ventures are doing well: conferences and events, Spartan Arena, Spartan Dome, Castleton Polling Institute, fundraising and grants,

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Items for Discussion and Action

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presence in Rutland. Trustee O'Connor stated that the Board will be expecting that Castleton will ask for a new building at some point; would they also bring forth how it would affect dining, parking, other facilities, etc.? President Wolk confirmed this and stated it would be necessary to discuss support services as well. Trustee Dickinson asked if expanding into Rutland would affect Castleton's traditional liberal arts, residential college culture. President Wolk responded that they will run bussing and other services but can't replicate the college campus experience off-campus. Rather they will take into account all the opportunities for experiential learning, and enhance what there is on campus. Trustee Fairbrother asked whether off-campus residences might be tailored for specific programs (nursing, theater, business). President Wolk agreed and noted a trend that more upperclassmen, who aren't required to live on campus, are doing so now. There is also a record number of commuters using food plans since the switch to Sodexo.

Trustee Jerman noted the increase in merit aid in President Wolk's report and asked whether it will attract higher paying out-of-state students, and whether lower income and Vermont students are not being disadvantaged. President Wolk stated that merit aid for both Vermonters and out-of-state students is based on academic criteria, and Castleton has increased its support of need-based aid. Keene State, Plymouth State and UVM are three schools that Castleton is keeping even with in order to keep students in Vermont. The college has to offer more aid to keep students in state because Vermont is not providing those kinds of scholarships that surrounding states offer.

Trustee Diamond asked to clarify whether there is physically not enough room in Castleton itself to expand. President Wolk explained that the planning commission and select board of the town of Castleton are concerned about increasing numbers of students on campus, which has the effect of softening the housing market. Trustee Diamond asked whether this limitation included new academic buildings. President Wolk explained that the town of Castleton has a 37-foot (three-story) building height limit.

President Wolk then discussed graduate programs: last year the Board approved a Master's in mathematics education, theater, and music. There is a total of 8-10 programs in place or in planning. Under consideration are Master's degrees in arts administration, sports administration, and history, an MBA in business, and a Master's in nursing (which only 3% of nurses in Vermont have). The new MS in accounting is doing well, and they are developing a doctoral program in education, along with national accreditation of their education programs under

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**Items for Discussion and Action**

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development. Castleton is also considering a Master's in public administration and school psychology. Undergraduate degrees planned include chemistry, computer science, graphic arts, and the AA-to-BA technical education program partnership with VTC. Castleton is focusing on new programs with the goal of becoming the premiere Master's degree granting institution in the state, with different campuses and programs.

Castleton's catalog and handbook are now online, and a new website will be ready in the spring, as well as a new ticket hub for college events. Spartan Dome was acquired from Middlebury College. It is a covered 40,000 square foot, heated and air conditioned, inflated permanent facility bigger than a football field. It will serve as a regional recreation facility, and may become a site for the exercise science, athletic training, nursing, and other academic programs and local healthcare facilities. Trustee Diamond asked whether the Board will have a chance to receive and discuss the master plans of all the colleges before finalizing its own strategic plan. Chancellor Donovan explained that master planning and strategic planning differ in that a master plan is usually a five-year window, whereas the Board's strategic plan will cover a much longer period. In time the system vision will inform college plans. Trustee Lippert asked President Wolk to talk about the Castleton Polling Institute, and commented that it is a forward thinking program for the VSC. President Wolk explained that the Institute started two years ago, and its first poll was extremely successful. It has completed many state and private contracts; its first year ran in the black. The Institute is also doing quality-of-life polling, has contracts with WDEV, Channel 3 and Vermont Business Magazine, and works a lot with state agencies. They employ a lot of students, giving them resume-building experience. The Institute has gained national exposure for Castleton. Trustee Pelletier asked whether business is cyclical, or whether polling happens year round. President Wolk stated the Institute is active all the time—it is an entrepreneurial enterprise for the college.

**Johnson State College**

President Barbara Murphy shared that JSC is in year four of its five-year plan. Next year they will be doing a NEASC self study, and may let the NEASC accreditation process inform the next plan. President Murphy reviewed the six goals of JSC's strategic plan.

- Increase academic challenge and student achievement. Currently there are six faculty members doing externally funded research with fifteen students per year. They have upgraded the education major to include special education. There is a more prepared student body, including several valedictorians. The

## Items for Discussion and Action

START scholarship program is well underway, and there is now a similarly funded math scholarship. So far this year JSC has funded 20 students to attend conferences and professional meetings outside of college. President Murphy also launched a special initiatives competition for faculty and staff for \$5-10K grants that expand the college's mission. So far she has awarded money for Professor Plazek to do a model United Nations program; a visiting expert on learning communities; and Ken Leslie's adaptation of a senior seminar to a freshman experience, among other proposals.

- Foster early and ongoing student excellence. The first year program, the common book program and events that surround it, and freshman year seminars, extended orientation and peer tutors provide a good first year experience. The college is piloting sophomore year programs and services, including welcome back programming. There is also increased emphasis on Lamoille County students. Those students whose parents did not attend college have a lower likelihood to continue to college. Planning for the early college project is continuing with the hope of having a maximum of 15 students. The college is taking a new approach to career and internship services by hiring a new coordinator of career services and creating a new office that combines services and will focus more on area businesses. The college has also strengthened its healthy decision making program.
- Enrollment management. JSC continues to face challenges caused by the economic downturn, and is and competing with other states who offer funds to students to stay in state. This fall there are 55 fewer students than last year. JSC has moved to a different admissions model that allows for more personalized student visits. JSC's call center is able to contact more prospective students. Programs themed for special audiences have received excellent response, including a performing arts day and a community journalism day. A multi-year athletics plan will be ready soon; its goal is attracting more out of state student athletes. JSC is also exploring more pathways for students to transfer in.
- Civic engagement in the Lamoille County. President Murphy is opening a president's roundtable with people in public/private/education sectors in Lamoille County to talk about what potential employers of JSC students are looking for. JSC is also reaching out to Winooski High School in search of possible partnerships. JSC continues to foster local internships and service work, including a new partnership with Vermont Public Television. JSC's veterans services are more enhanced than in past and are open for military connected students as well as the general public.

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**Items for Discussion and Action**

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- Campus and technology updates. A new round of master planning is coming up. In the last five years JSC has made major renovations to five campus buildings. JSC just hired a new IT professional for faculty-specific IT needs to increase faculty IT understanding; this will require improvements in the college's technology and do much more training.  
Gifts, grants and investments. There has been a modest increase in gifts. There is a new campaign to increase staff and faculty giving. JSC is a named recipient of a new trust of a gift of over \$1M.

JSC's challenges include sustaining and growing campus and External Degree Program enrollment; replacing some retired full-time faculty; multi-year commitments in a year-to-year budget process; and true facilities planning with negligible state support. JSC's opportunities include growing more robust articulation agreements and to introduce more graduate degree programs. Trustee Dickinson asked if EDP students are included in enrollment numbers; President Murphy answered that they are not. Trustee Milne inquired about the mix of students and President Murphy clarified that there are fewer out-of-state students, but more Vermonters received more aid. Trustee Macfarlane asked if during the budgeting process she sets a goal for number of students needed and then the budget, or if the opposite is the case. President Murphy answered that she gave targets to admissions staff that happened to fall short this year. In general there is sometimes a need to make adjustments going forward to address the shortfall. Chancellor Donovan stated that a target could be set, and then a college could aim to spend lower than that. Trustee Macfarlane asked whether Winooski is the only high school targeted for potential students, and President Murphy assured him that the college works with other high schools in the state. Chair Moore noted the new grocery store in Johnson, and President Murphy added that it has been a wonderful new development for students. Chair Moore asked President Murphy at the next board cycle to talk about JSC's partnership with the Vermont Studio Center.

**Lyndon State College**

President Joe Bertolino reported that the college is completing its master plan but noted it will take time and money to accomplish it. LSC turns business away because there is not enough space to accommodate the need for conference space in the Northeast Kingdom. They have converted every lounge in the primary residence halls to dorm rooms. At this point buildings are becoming too expensive to renovate, and their useful lives are coming to an end. At some point they must

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start conversations about finances and how we can incur debt. There is momentum and pride at LSC as result of an aggressive public relations campaign over the last year.

President Bertolino reported that a former LSC employee was arrested for stealing. There is now ongoing review of internal controls related to cash events. LSC now has a new provost and CFO, two of the many leadership changes over the last fifteen months. Enrollment is stronger than budgeted. The Mountain Recreation Management and the Music Business and Industry programs have the highest number of students. President Bertolino stated that the college must make financial investments in infrastructure as well as equipment and faculty for programs to remain viable. The Atmospheric Sciences program remains strong and is now 40 years old. LSC received 72 solar panels to be used to heat the college pool and expect to save \$25K in costs annually. LSC is fundraising for a new turf field and is researching partnering with local high schools. There is a high demand for this in the community. LSC is one of only two colleges in LSC's athletic conference that don't have a turf field.

LSC's 10-year strategic transformation plan process is timed to coincide with the VSC's strategic inquiry. There are external reviews happening in IT, institutional advancement, athletics, and financial aid, with outside entities reviewing each. They have restructured the IT area and hired an instructional technologies staff member. President Bertolino recently signed an MOU with Burke Mountain to provide practicums and paid internships for students in the recreation program. A new LSC website rolled out in September. LSC's cross country team won the Vermont state championships. Jane Lindholm of Vermont Public Radio will be this year's commencement speaker. On November 11<sup>th</sup> the second phase of the veterans park is opening.

Chancellor Donovan noted, regarding the age of facilities, that many VSC buildings are original to the creation of the VSC itself. CFO Robbins and Director of Facilities Dick Ethier can provide the Finance and Facilities Committee with background on current VSC facilities and deferred maintenance. Trustee Jerman suggested getting this information out early so the state budgeting process can be aware of these needs. Trustee Lippert expressed hope for continued outreach to the community (like JSC's president's roundtable) and legislative representatives, and to those who serve on committees that handle capital investment, stating that they need a sense of the VSC's infrastructure needs. Trustee Macfarlane asked whether the town of Lyndonville has height restrictions like Castleton. President

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**Items for Discussion and Action**

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Bertolino stated no. Chancellor Donovan informed the Board that the colleges will occasionally acquire adjacent land to work into master plans and to give the colleges some breathing room. Director of Community Relations and Public Policy Dan Smith shared that at the beginning of the biennium each college hosts a legislative breakfast for area representatives, and that the VSC maintains frequent contact with committee members during the session.

**Community College of Vermont**

President Joyce Judy introduced staff in attendance:

Barbara Martin, Dean of Administration  
Tap Barnhill, Executive Director of CCV Upper Valley, Rutland and Brattleboro  
Debbie Stewart, Dean of Students  
Penne Ciaraldi, Executive Director of CCV Morrisville and part of VSC Workforce Development  
Megan Tucker, Assistant Chief Technology Officer  
Eric Sakai, Dean of Academic Technologies  
Susan Henry, Executive Dean

President Judy thanked each of her staff members for their continued excellent work and reported that there are 180 staff members for 12,000 Vermonters every year. Chair Moore noted that CCV staff have been through many phases of CCV facility development. President Judy shared that classes used to be in the evening and spread all over town. Now about 50% of classes are during the day, based on student need, requiring new buildings. She credited then-President Donovan's vision of CCV for developing buildings into what they are now. Chair Moore stated that a new facility results in dramatically increased enrollment.

President Judy explained that the current enrollment numbers are a snapshot of fall enrollment, and do not reflect spring or summer. Courses are also expanding in workforce areas; some are intensive, 7-week courses, and some courses start at different times.

President Judy displayed blueprints of the new Brattleboro facility, Brooks House. CCV expects to move in July 2014. CCV Newport's lease is up in 2014. When a lease comes due, there is always consideration whether it would be wiser to lease or to buy. Currently CCV Newport is in a state building that is condo-ized. They will do some financial analysis to consider whether to buy, and may come to the Board to discuss it.

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Items for Discussion and Action

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CCV is in year three of a 10-year plan, which is going well. This year CCV is focused on one of its strategic priorities, student access and success. Trustee Lippert stated that there seems to be a tremendous lack of awareness of CCV and the VSC system in general, and perhaps there is an opportunity to raise awareness of the system's quality of work and all our locations. He asked if the VSC could have the Castleton Polling Institute conduct a survey to measure what the awareness of the system is in Vermont.

Trustee Lippert also inquired whether CCV measures how many students take only a few courses for career advancement. President Judy answered that they do not, nor do metrics account for students who transfer into or out of CCV. Chancellor Donovan stated there is growing acknowledgement by the federal government that they need to come up with a different metric. President Wolk said the Castleton Polling Institute would be happy to conduct a survey and suggested contacting Dr. Rich Clark to discuss it. Trustee Dickinson asked for a future presentation to the Board on VSC demographics. Trustee Pelletier reminded the Board that there are some demographic metrics in the VSC's annual Performance Indicators. Chancellor Donovan shared that the state of Vermont is second or third in the nation in the number of students who start and graduate high school, but Vermont is but 27<sup>th</sup> in the number of students who start high school and go on to college. Having the same college continuation rank as Vermont's high school completion would be great. This is why we do dual enrollment, early college, and ways to engage students who otherwise don't have something in their lives that lets them envision themselves attending college.

(Trustee O'Connor left the meeting at this point.)

Trustee Diamond advised that the purchase of the Newport site would be a wise investment for CCV. Chancellor Donovan stated that ten years ago the Board did not permit CCV to own property. CCV maintains a practice of locating sites in an economically viable place.

Chancellor Donovan asked the Board if the new format of having presidents' reports come first in the order of business is useful. The Board has expressed a wish to spend more time hearing from the colleges and engaging with the presidents. He welcomed comments to refine this portion of the meeting. Chair Moore was very happy with the number of questions from the Board. Trustee Fairbrother said the format was good and suggested that the hosting college's president should make the first report. Trustee Jerman commended the presidents

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## Items for Discussion and Action

for their excellent reports. President Murphy informed the group that on November 19<sup>th</sup> at UVM there will be an event about the Smarter Balance and Common Core.

4. Approval of the Minutes of the September 17 & 18, 2013 Board of Trustees Retreat and Meeting

Trustee Dickinson moved and Trustee Diamond seconded a motion to approve the minutes of the September 17 and 18, 2013 Board retreat and meeting. The motion passed unanimously.

5. Review and Approval of FY2015 Operating Appropriation Request for VSC, Workforce Development, Allied Health and VIT

Trustee Jerman moved and Trustee Pelletier seconded a motion to approve the FY2015 Operating Appropriation Request for VSC, Workforce Development, Allied Health and VIT. Chancellor Donovan stated that the VSC sends a budget request to the Governor's office for consideration each fall. The Finance and Facilities Committee usually discusses the request before its submission, and the Board approves the request. A change in the Governor's office schedule required that the preliminary request went to his office before the Finance and Facilities Committee was able to meet.

The VSC is requesting a 4% increase in appropriation. In the last budget cycle the Governor recommended 3% dedicated to aid for Vermont students (which passed in the legislature). At UVM the amount equated to no tuition increase for all Vermont students at UVM. When asked why the VSC could not do the same for its students we were able to inform the legislature that it would take an 11-12% increase because we serve so many Vermonters. There is no indication we will see a 4% increase, but we must continue to be respectful while emphasizing the position the funding puts the VSC in regarding affordability. Thirty-five years ago the state paid 50% of college costs. Now it's 17% and our students pick up the remaining 83%. The VSC has almost tripled in size over those same years.

Trustee Jerman stated there was discussion in committee about possible negative perception of the VSC's request. But he said the committee agreed the need is there and we need to ask for the funding; there is no downside to explaining what we need. Chair Moore stated the Priorities Committee also discussed it and agrees. The motion passed unanimously. The resolution is attached and made a part of the official minutes of the meeting.



## Items for Discussion and Action

6. Acceptance of the FY2013 Audited Financial Statements and A-133 Report  
Trustee Milne moved and Trustee Macfarlane seconded the resolution Acceptance of the FY2013 Audited Financial Statements and A-133 Report.

Trustee Milne stated the auditors gave a clean and unqualified opinion; no adjustments or past audit adjustments were needed. There were only two findings under the schedule of federal expenditures, which is better than past results. The motion passed unanimously. The resolution is attached and made a part of the official minutes of the meeting.

7. Approval of Audit Contract Extension for FY2014 through FY2016  
Trustee Milne moved and Trustee Diamond seconded the resolution Audit Contract Extension for FY2014 through FY2016.

Trustee Milne stated that O'Connor & Drew have been the VSC's auditors for four years so far. They have met qualities the Audit Committee felt were important: they are a large firm; there is a high number of managers who are specialists including higher education; the same partners and staff work on our audits; they do a good job of communicating while on site at VSC; and they are responsive with information and guidance. Trustee Diamond asked how many years an audit firm is kept before new bids are sought. Trustee Milne responded that practices vary. VSC contracting policy allows for a four-year original contract and a three-year extension. The auditor contract should go out to bid at the end of the three-year extension. Chancellor Donovan stated that the VSC's practice is not to stay with a single auditor for more than seven or eight years. Trustee Milne stated that the current auditors are still giving good recommendations for improvement.

The motion passed unanimously. The resolution is attached and made a part of the official minutes of the meeting.

8. Approval of Finance and Facilities Committee: Consent Agenda  
Trustee Jerman moved and Trustee Pelletier seconded the resolution to approve the Finance and Facilities Committee Consent Agenda that includes:
- Use of FY2013 Carryover Funds Available
  - FY2015 VSC Capital Budget Proposal and State Appropriation Request
  - FY2015 Vermont Interactive Technologies Capital Budget Proposal
  - Johnson State College Facility Naming Request

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Items for Discussion and Action

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- Naming the Lyndon State College Student Center ‘The Carol A. and Thomas E. Moore Community Room’
- Endorsement of Grant Proposals: Consent Agenda

The motion passed unanimously. The resolution is attached and made a part of the official minutes of the meeting.

9. Approval of Education, Personnel and Student Life Committee: Consent Agenda  
Trustee Pelletier moved and Trustee Luneau seconded the resolution to approve the Education, Personnel and Student Life Committee Consent Agenda that includes:

- Revision to VSC Policy 312: Compliance with the Family Educational Rights and Privacy Act (FERPA)
- Approval of Degree Programs: Consent Agenda

The motion passed unanimously. The resolution is attached and made a part of the official minutes of the meeting.

10. Approval of Revised 2014 Board of Trustees Schedule of Meetings  
Trustee Milne moved and Trustee Jerman seconded the resolution Approval of Revised 2014 Board of Trustees Schedule of Meetings.

Chair Moore explained that the Priorities Committee set the schedule to allow for some all-day meetings and some two-day cycles. Chancellor Donovan stated that the revised schedule now includes set dates for Priorities Committee meetings.

Chair Moore explained that Chancellor Donovan requested more frequent Priorities Committee meetings and that all members are welcome to attend.

Trustee Jerman reminded the Board that Priorities Committee members will inform trustees who are not able to attend about business discussed.

Trustee Diamond asked how they could change the name of The Priorities Committee to the Executive Committee. Chancellor Donovan stated he believed it required a bylaws change and will confirm that with General Counsel. If it is the Board’s desire then a resolution can be brought to the to next committee cycle.

Trustee Fairbrother stated that she is disappointed with the new schedule of meetings and feels that it is a decision that affects the full Board. She stated that she did receive a call from a Priorities Committee member about the appropriation but not about the schedule. She reminded the Board that she has expressed concerns about the schedule before. Trustee Fairbrother does not feel the schedule should be voted on since it was not discussed at the full Board level.

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**Items for Discussion and Action**

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Trustee Pelletier pointed out an error in the schedule: the March 26<sup>th</sup> committee meetings should be removed since there will be a full-day meeting on April 3<sup>rd</sup>. At this time General Counsel Reedy informed the Board that the bylaws don't specify names of committees, only that committees are created as the Board determines. He advised passing a resolution at the next meeting to change the name of the Priorities Committee to the Executive Committee. The change does not require a change of the bylaws.

Trustee Jerman asked if the schedule could be revised at a later date if it is voted on at this time. Chancellor Donovan confirmed this and stated that for planning purposes going forward a decision on full-day and two-day meetings was needed. He stated that it would be valuable to the management team to have a final schedule by December. Trustee Pelletier stated that many Board members prefer different schedules. The Priorities Committee took these preferences into account as well as the scheduled content for each meeting, and tried to strike a balance between scheduling needs and the business calendar. Trustee Fairbrother restated that she felt it should be a full Board discussion and not the Priorities Committee only. She proposed not voting on the schedule today and vote at next meeting. She stated her concern that one-day meetings cover too much business at one time and her concern about the effectiveness of the Board. Trustee Jerman stated he would be willing to make changes but wants to vote on schedule today.

Trustee Luneau moved to table the vote on the resolution Approval of Revised 2014 Board of Trustees Schedule of Meetings. Trustee Macfarlane seconded. Trustees Diamond, Dickinson, Fairbrother, Luneau, and Macfarlane voted in favor of the motion to table. Trustees Jerman, Lippert, Milne, Pelletier and Santee voted against the motion to table. Chair Moore called for a division. The votes in favor and against were even. Chair Moore voted against the motion. The vote to table did not pass.

Trustee Milne restated her original motion to approve the resolution Approval of Revised 2014 Board of Trustees Schedule of Meetings as amended to remove the incorrect March dates. Trustee Jerman seconded the motion. Trustees Diamond, Dickinson, Jerman, Lippert, Milne, Moore, Pelletier, and Santee voted in favor of the resolution. Trustees Fairbrother, Luneau and Macfarlane voted against. Chair Moore called for a division. The motion passed. The resolution as amended is attached and made a part of the official minutes of the meeting.

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B. ITEMS FOR INFORMATION AND DISCUSSION

1. Report of the October 10, 2013 Priorities Committee Meeting  
Chair Moore reported that the Priorities Committee discussed the state appropriation request, the schedule of meetings and the campus facility naming requests that were approved in the Finance and Facilities consent agenda. The Committee also discussed preparations for the tuition discussion, set future meeting dates, and held an executive session to discuss labor issues.
2. Report of the October 23, 2013 Audit Committee Meeting  
Trustee Milne reported the Committee discussed the two items voted on by the Board. The auditors mentioned in the meeting that audits of other state colleges revealed several financial issues, and the Committee continued conversations about fraud and abuse. Trustee Milne referenced *Chronicle of Higher Education* articles on fraud disclosures by private colleges and stated the VSC must always be aware of fraud and potential risks. Trustee Lippert added that such precautions are necessary and not a reflection on the VSC.
3. Report of the October 23, 2013 Finance and Facilities Committee Meeting  
Trustee Jerman reported that the Board voted on all items discussed at this meeting.
4. Report of the October 23, 2013 Education, Personnel and Student Life Committee  
Trustee Pelletier highlighted the presentation on college affordability made by Scott Giles of VSAC. She called attention to surveys given to committee members for reflection on questions and requests for follow-up on topics. She thanked members for their considerable feedback and suggestions, and asked members to keep it going. The goal is to make the meetings as informative as possible.
5. Report of the Vermont State Colleges Student Association  
Trustee Santee reported that the association held its first meeting on October 21st. They passed a \$5,000 budget including 50% for outreach across the VSC, and elected officers. There are two representatives from Castleton State College and one from Vermont Tech. Timothy McIntosh (CSC) is Vice President, Rachel Arsenault (VTC) is Treasurer, and Katie Wielgasz (CSC) is Secretary. The VSCSA discussed laundry issues at JSC and learned that laundry programs at each of the schools are different. VTC, LSC, and CSC have the same vendor,



## Items for Discussion and Action

while JSC has a different one. The VSCSA is considering consolidating contracts to leverage negotiating and save money. VSCSA is also discussing fossil fuel divestment. In January the students will look into research on the issue done by the organization 350VT. Trustee Santee also spoke with Trustee Jerman about the VSCSA conducting its own research on this matter. VTC representative Rachel Arsenault proposed the idea of a VSC-wide student appreciation day with a big one-time event or concert open to all VSC students for no cost. VSCSA's next meeting is November 18<sup>th</sup> at JSC. Trustee Jerman commended the VSCSA for taking time to study the fossil fuel issue first before acting.

6. Report of the Chancellor

Chancellor Donovan discussed current activities around career and technical education. Various VSC staff are looking at workforce issues and a common theme is that unlike other states that created a system of community and technical colleges and didn't make much investment in secondary tech education, Vermont has a group of fifteen public and two private vocational/ technical high schools. There is also CCV, whose origins were based in general education and a technical college whose focus is higher levels of vocational tech. There are gaps between these groups and institutions. A small group of CCV and VTC staff and tech center directors are thinking about partnerships for a common framework for a full postsecondary vo-tech system in Vermont without creating a new institution.

An RFP process for wide area network services is happening right now as the current contract expires next summer. Bids have been received. The goal is more bandwidth at a base level of service to which colleges can add if they want, as well as carve off residence halls into a separate system if they choose. The state has fiber capacity in almost all VSC locations.

Regarding current collective bargaining, there was a day of mediation recently with the Staff Federation and the VSC is still at impasse with that group. There is no new contract yet with the PAT/SUP. General Counsel Reedy suggested entering executive session if the Board was interested in hearing further details. The Board did not choose to enter executive session at this time.

Chancellor Donovan discussed the contract the VSC and other institutions in Vermont have with Sodexo. A clause in our contract requires our approval of substantive changes in compensation and benefits for Sodexo employees before they can be implemented. The clause was included in the contract as provided by Sodexo. Most political rhetoric around the issue is not factual. The VSC is limited

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Items for Discussion and Action

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to a single question: Do changes Sodexo is planning to make impact their ability to perform under the contract?

Employees who work less than 30 hours per week on average (which is considered full-time employment as defined by the Affordable Care Act) paid 20% of their health insurance. Of 109 employees total, 69 would be affected by the redefinition of their jobs. Out of those 69, 23 opted to purchase Sodexo health insurance. There is some evidence that for those 23, they would fare better (depending on personal circumstances of total family income) by enrolling in the federal health plan. One question of concern was whether Sodexo would eliminate sick leave. The VSC felt that would definitely impact Sodexo's ability to perform under our contract. Sodexo assured everyone that all of their employees would continue to have sick time. Another concern was a loss of vacation time compensated with pay.

Considering the impact the change to their employees' healthcare might have, we made the decision that the VSC does not approve the changes to the contract. Chancellor Donovan handed out copies of his letter to Sodexo regarding the VSC position that was also published publicly. Sodexo's timeline was too quick and provided too little information for us to make a judgment about impact on their ability to perform. A variety of advocacy groups circulated a variety of information; no one had factual information; and the healthcare exchanges are not mature at this time; therefore the VSC does not approve the changes. Approval depends on how Sodexo wants to make the changes and what information they can provide. Chancellor Donovan noted that groups critical of the change are groups who are strong advocates for publicly funded health systems. Trustee Jerman stated the issue is difficult to look into because every individual is different. Trustee Dickinson stated that some companies provide insurance for the full year even if the workers don't work the full year; seasonal businesses are affected by this issue. Chancellor Donovan said that even though the exchange isn't working we have looked at hypothetical situations and some people would see a benefit and some would not. Trustee Lippert said he was comfortable with what the Chancellor did. Further discussion is outside the appropriateness of the conversation.

7. Other Business

Trustee Diamond made a motion to present a resolution at the next meeting to change the name of the Priorities Committee to the Executive Committee. Chancellor Donovan asked whether the item can be moved in Other Business.

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**Items for Discussion and Action**

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General Counsel Reedy replied that first the resolution should be warned. Chair Moore stated the resolution will be on the next agenda. Trustee Diamond withdrew the motion.

Trustee Luneau requested that Trustee Diamond submit a rationale for the title change since he will be absent at the December meeting. Chair Moore explained that the Executive Committee is the proper name. Trustee Diamond explained that the committee functions as an Executive Committee and the public would understand that better than the title Priorities Committee, which is not a common term.

Trustee Lippert asked for a clarification of the membership of this committee. Chair Moore replied that the members are the officers of the Board and the chairs of the Board's committees. Trustee Lippert asked if there is there a member at large. Chair Moore confirmed that there is not a member at large. Trustee Fairbrother asked to discuss membership and consider as well whether one person can occupy two seats on the committee.

8. Comments from the Public

Linda Olson, President of the VSC Faculty Federation, stated that she appreciated that the VSC did not approve Sodexo's proposed changes to their contract and presented a petition to the Board containing 1,800 signatures in support of Sodexo workers.

9. Date and Place of Next Meeting:

Thursday, December 12, 2013

Lyndon State College, Lyndon Center, VT

A motion to adjourn was made by Trustee Diamond and seconded by Trustee Jerman. The meeting adjourned at 6:39 p.m.

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4. Reports of the College Presidents





## President's Report December 2013

These past few months, CCV's departments and academic centers have undertaken remarkable efforts to improve access for all and to strengthen and develop programs that promote student success.

Last month the College launched a completely redesigned [ccv.edu](http://ccv.edu). At face value, the new website is aesthetically pleasing. However, behind the pretty design is a tool that was built with accessibility and student success in mind. CCV's Marketing and Communications Office spent one year on the project, working with students, staff, and faculty to assess what these constituent groups needed out of a CCV website. The result is a site that offers one-click access to information about our centers, resources for current students, materials about our workforce education programs, and tools for veterans who are either enrolled or wish to enroll at CCV. For prospective students, the site offers a comprehensive view of all that CCV has to offer, yet it has been designed to make navigation easy and finding specific information even easier.

On a separate but related note, next week we'll be launching a second new web presence which serves as the interactive version of our printed College and Career Guide. Two years ago the J. Warren and Lois McClure Foundation provided grant funding for the creation of a publication that would help Vermonters see the value of a college education and how it relates to various career choices. Part of the agreement was that CCV would create a print publication, and in the future, develop an interactive online component. The new [cgc.ccv.edu](http://cgc.ccv.edu) is subtitled "Your Interactive Map to a Successful Future," and that's exactly what it is, a map. Users can explore various careers to find out about salary ranges, the training they'll need, and the programming CCV offers towards a degree in that field. There's information on tuition costs in Vermont, how to transfer credits to and from colleges, and where to start. All of this content eventually links back to the main [ccv.edu](http://ccv.edu) site, with the goal of informing users of their options, peaking their interest, and encouraging them to apply.

CCV made further strides on the technology front to support our goals by launching our first little open online course (LOOC) and partnering with the Vermont Digital Economy Project to host a Microsoft IT Academy at our Rutland academic center. Our LOOC was by all accounts a success, with 220 students participating in the five-week-long course that focused on job search preparedness. We've decided to offer a second LOOC on financial literacy in the near future.

Similarly, our newly launched Microsoft ITA program is freely available to any student who applies at the Rutland academic center. Once enrolled, students can take the Microsoft-provided courses from any location. Several students have enrolled in the program to date. Our hope in providing these programs is that students will gain valuable computing skills and that the programs themselves will serve as a gateway of sorts into online courses and CCV in particular.

CCV was also fortunate to have received a generous grant from the Nellie Mae Education Foundation earlier this year. The funding is to be used to improve accessibility to and awareness of dual enrollment programming. We are well underway in working with a creative agency on concept development and marketing strategy for this effort. Additionally, CCV's secondary education initiatives team has identified target schools throughout the state—Twinfield, Windsor, Vergennes, Poultney, Winooski, Springfield, Oxbow, Richford, and Canaan—in which enhanced programming will be implemented.

At a more center-specific level, CCV Rutland has had tremendous success in enrolling new students through its innovative Free Coffee and Free Classes Open House initiative. Last spring the center offered free coffee to anyone who stopped by to talk about free classes such as Introduction to Internet Marketing or Introduction to Web Analytics, which are made possible through CCV's TAACCT grant funding. Our Rutland center reported numerous new students registering for classes through this open house, including new enrollees in the VSC's prior learning assessment. CCV Rutland now plans to hold three Free Coffee and Free Classes events this month, and our centers in Morrisville, St. Albans, and Winooski have all scheduled similar events in December and January.

We're happy to report that our veteran services are being well utilized by Vermonters. For fall 2013 semester, CCV has 405 military-connected students enrolled, reflecting an increase of 23 students from the fall 2012 semester. This number also translates into CCV serving the most military-connected students of any college in the state. We attribute this success story to the quality of our enhanced services for veterans, which are funded by J. Warren and Lois McClure Foundation, Bari and Peter Dreissigacker, and the Vermont Community Foundation. In the past few months CCV's veterans resource advisor has held numerous free workshops to assist veterans in navigating the military education benefits system, financial aid, and the college registration process. These workshops have seen over 90 percent enrollment rates for attendees. Moving forward, CCV will hold staff trainings in March 2014 to better prepare staff and faculty for working with veterans. We will also be launching a new veteran-specific peer-to-peer mentoring program next year and are actively working to secure additional grant funding for further training for CCV personnel and students.

As always, I encourage you to learn more about what's happening at CCV by visiting [now.ccv.edu](http://now.ccv.edu).

# Castleton

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

## PRESIDENT'S REPORT to the BOARD OF TRUSTEES

December 12, 2013

### INTRODUCTION

As we begin to move from planning to implementation of our ten-year strategic plan, there is already much to celebrate, but we do so with a keen eye towards the future. "Castleton on the Move" is more than just the title of the strategic plan. It is a vision. A sense of purpose. And, in some instances, literally a physical act. While we have enjoyed the previous ten years' resurgence, now is not the time to rest and revel. Now is the time to move.

In this report are several initiatives and projects which are already underway to help us achieve the vision set forth in "Castleton on the Move."

### ACADEMIC AFFAIRS

#### **Castleton Downtown Gallery**

The Castleton Downtown Gallery, located in the heart of downtown Rutland, opened in March and has been a welcomed addition to both the Rutland art scene as well as the Castleton art department. The gallery rotates shows roughly every six weeks, providing opportunities to showcase student and faculty work as well as showcasing area artists' exhibits as well.

#### **Retention Rate at All-Time High**

Our plan calls for growth to approximately 2,500 students over the next ten years through a measured, incremental process that seeks to raise admissions standards and increase retention rates while expanding our recruitment efforts into each of the 50 states and all countries where we can develop sound recruitment opportunities. These efforts have already begun, and we were pleased to announce that the one-year retention rate for the fall 2012 cohort was 74.3 percent. Historically the college's rate has not surpassed 71.2 percent in the past ten years. The increase in retention is a credit to First Year Seminar programs, residence life initiatives, faculty support and the Early Intervention Team, in addition to an increased awareness and amount of on-campus events and activities.

#### **Recruitment Goes Online**

In addition to retention rates increasing, Castleton has also placed a new emphasis on e-recruitment. Recently, Director of Digital Media Katye Munger had a case study published by EDUCAUSE. The study addressed the topic of the transformative power of technology in higher education and highlighted Castleton's successful innovations in the recruitment process. A clear distinction was made between the recruitment cost per enrolled student; \$198 using online resources, as compared to \$3,000 using traditional resources. Read the full case study: [www.castleton.edu/news/index.php/munger](http://www.castleton.edu/news/index.php/munger)

#### **Graduate Offerings Bolstered by Three Programs**

Our vision of becoming Vermont's public master's institution took a step toward reality recently when it was announced the college will be offering three new graduate programs, beginning as early as this spring. Registration is already underway for Master of Arts in Education with a Specialization in Mathematics, Master of Arts in Theater, and Master of Music Education programs. These three programs join two other established programs, while several more are in planning stages.

## STUDENT LIFE

### **Merit by ReadMedia Aiding in Student Publicity**

Merit pages provide Castleton the opportunity to showcase student achievements by creating personalized stories and awards for on-campus accomplishment and posting them online. Achievements are then compiled into a professional, powerful online profile that showcases student success and involvement to friends, family members and potential employers. For each achievement, students are presented a digital “badge” from Castleton, giving them recognition for honors such as scholarships, awards, and community engagement, which can be shared to Facebook, Twitter and other social media sites. All Castleton students have access to their own page and receive their first achievement for enrollment upon registration to Castleton. Students continue to receive recognition as their lives at Castleton progress. Students are encouraged to claim their pages and enhance their profiles by adding photos, activities, and work experience. In addition to the Merit pages, which have currently been “claimed” by nearly 30 percent of our students, we also use this service to push the achievement information to the students’ hometown newspapers.

## ADVANCEMENT

### **Website Redesign Begins to Take Shape**

After spending the past several months in the research and development stages of the ongoing website redesign, we are now beginning to finalize the visual identity and content migration process. The visual identity process will likely be finalized by the first of the year, while the content migration involves several stages and will last into the spring. The official launch of the new castleton.edu is on track for fall, 2014.

### **New Initiatives from Alumni & Development**

The offices of Alumni and Parent Relations and Development have recently begun new initiatives to help aid in the fund and friend-raising efforts at the college.

- Sport-specific giving website, with direct mailers
- TD Bank Affinity Program
- Non-donor targeted giving campaign for the library and nursing

## FACILITIES

### **Spartan Dome Installation Set for Rutland Town**

In addition to our growing arts presence in Rutland, our athletics and recreation facilities will also grow in the coming year. The Spartan Dome, a 40,000 square foot inflatable structure which was acquired from Middlebury College in June will be installed adjacent to Spartan Arena in Rutland Town. A laboratory for learning, the dome will be a regional recreation facility operated by the college. In addition to providing recreation and indoor practice space for Castleton students and local community members, the dome will also provide experiential learning opportunities for students in Exercise Science, Athletic Training, Sports Administration, and more.



# JOHNSON STATE COLLEGE PRESIDENT'S REPORT

to the Vermont State Colleges Board of Trustees

DECEMBER 12, 2013



I am pleased to submit our first report of the 2013-14 academic year to the VSC Board of Trustees in our new two-page format. We intend to continue producing a summary of faculty, staff and student accomplishments and will provide a link to that summary in future reports.

## JSC COLLEGE PLAN, YEAR 4

The fall 2013 semester launched Year 4 of our five-year strategic plan, “JSC 2010-2015: A Plan for Access, Engagement & Success.” As we do each fall, we have updated the plan to reflect last year’s accomplishments and a work plan for the current year.



## STRENGTHENING OUR TIES TO LAMOILLE COUNTY & VERMONT

Priority #4 of our five-year plan calls on JSC to build stronger relationships with and contributions to Lamoille County and Vermont. Three items are worth highlighting in this regard:



- David Bergh has been assigned expanded responsibilities and now holds the title of dean of student life and college relations. Building on the strong relationships he already has with many area businesses and organizations, Dave is working to further expand our connections and explore ways that JSC can support area businesses and contribute to the region’s economic growth.
- We convened our first “President’s Roundtable” with area business, community and civic leaders on Thursday evening, Dec. 5. In all, more than 20 leaders have agreed to share their perceptions of workplace needs, gaps in workforce skills, and what JSC can do to continue to contribute to a thriving Vermont and help us realize our collective vision for Vermont’s future. We look forward to continuing these gatherings once every semester.
- In conjunction with the Community College of Vermont, our External Degree Program staff have hosted meetings with businesses and their employees in Chittenden, Franklin, Lamoille and Washington counties on how CCV and EDP can be used to develop a more knowledgeable and skilled workforce while augmenting employee-retention efforts. The meetings have been well-received and have led to renewed interest in these affordable, statewide programs of higher education.







## NEW ACCOUNTING CERTIFICATE

Under the leadership of Associate Professor Henrique Cezar (Business & Economics), JSC is creating a new certificate program in accounting designed to prepare students for the CPA exam without requiring enrollment in an undergraduate or master's degree program — and it will be the only college in Vermont to do so.



The program reflects changing licensing standards for CPAs that take effect in July 2014. The curriculum has been approved by the Vermont Board of Accountancy and is now undergoing committee review at JSC. As currently designed, the required coursework for the certificate can be completed independent of an undergraduate degree or incorporated into an existing degree program.

An article about the new CPA licensing requirements and the proposed certificate program at Johnson State was featured on vtdigger.org October 22 and is available [here](#).

## FIVE-YEAR PLAN FOR ATHLETICS & REC

JSC's Department of Athletics & Recreation has developed a five-year strategic plan that sets ambitious goals to achieve through the year 2018.

The plan reinforces the goals identified in the college's comprehensive five-year plan, "JSC 2010-2015: A Plan for Access, Engagement & Success": to identify and recruit student-athletes most likely to succeed at JSC; to increase student-athlete retention and graduation rates; to strengthen athletics programs at JSC through gifts, grants and

investments; and to strengthen JSC's contributions to and relationship with Lamoille County and Vermont. The plan establishes six specific goals:

- Increase the student-athlete population to 20% of total full-time undergraduates;
- Grow the number of varsity sports sponsors to 16;
- Increase the student-athlete retention rate to 75%;
- Realize a goal of having 50% of the coaches at JSC have full-time status; and
- Launch a capital campaign to fund upgrades to athletics fields and facilities.

The complete plan is available [here](#).

## PREPARING FOR REACCREDITATION

We are in the early stages of gearing up for reaccreditation by the New England Association of Schools and Colleges. Academic Dean Dan Regan is leading this college-wide effort to secure the full 10 years of reaccreditation in 2015.

This year we are concentrating on gathering the materials we need to conduct a searching self-study, which will begin by summer. Every department and program will be asked to respond to two basic questions: "How do you know what you say you know about your program or activity?" and "What changes have you made in light of what you've learned?" The focus will be on evidence — what we have, how we obtained it, and how we put it to use.

We believe in the value of regional peer accreditation as a way to assure ourselves and the public we serve that what we offer at Johnson State College is of high quality and worthy of the public's trust. We look forward to the opportunity to examine our strengths and challenges as part of this important effort.





# President's Report to the Board of Trustees: December 2013

## STRATEGIC INITIATIVES

### Academic Affairs

**THE ADULT AND CONTINUING EDUCATION EXPLORATORY GROUP** submitted its final report to President Bertolino on November 22. The report identifies the most promising cohorts of adult learners, how those cohorts can be best served academically and administratively, curriculum and delivery, timetable, and how to begin implementing the report's recommendations.

**THE LEADERSHIP OF ACADEMIC AFFAIRS** will join the president in a meeting with the faculty early in December to outline the restructuring of academic affairs and to answer questions and concerns.

**ENROLLMENT MANAGEMENT TASK FORCE** | For the first time in five years, our first-year student retention rate held steady at 64%. The EMTF is implementing action items including designing a data infographic to boost recognition of enrollment management across LSC; improving data analytic expertise of key members of the enrollment management team; and enhancing offerings for Explorations students. Based on last spring's successful streamlining of pre-registration outreach, we are currently implementing a similar intervention for spring 2014 pre-registration. We are also targeting outreach to commuting students, including a celebratory Commuter Appreciation Day in early December.

### Administrative Affairs

**LSC IS EMBARKING ON A NEW APPROACH TO BUDGET DEVELOPMENT.** The process will be "piloted" for FY2015 and fully implemented for FY2016. The goals are to focus the budget process on key strategic initiatives, integrate the planning and forecasting work already underway in different parts of the College with the budget process, and increase transparency in, and understanding of, financial processes.

The process will start with a discussion of strategic priorities, which will allow the community to make suggestions and propose major initiatives. Enrollment modelling will integrate admissions, financial aid, and enrollment areas. Planning for faculty lines will cross fiscal years so that searches can be initiated at times most opportune for strong hiring. While planning within each dean's division will be a localized function, communication of the aggregate budget, specifically the assumptions and strategic decisions that underlie it, will be campus wide.

### Communications

**COLLEGE WEBSITE RELAUNCH AND NEW MOBILE SITE** | LyndonState.edu was successfully relaunched this fall. The new site, created entirely in-house by the College's Office of Communications and Marketing (OC&M), has over twice as many pages as the previous site, more and larger photographs, a more dynamic and user-friendly interface, a comprehensive directory at the foot of every page, and navigation »



## TOP STORIES

### EJA Dept.: Top 25 US Journalism Programs

#### COLLEGE RANKED WITH MUCH LARGER SCHOOLS

*NewsPro* magazine has selected LSC's Electronic Journalism Arts Department as one of the top 25 journalism programs in the nation. Actual rankings will not be released until mid-December, but judging from previous awards, LSC is likely to be the smallest school honored.

### LSC and Q Burke's MOU

#### TO SERVE AS EDUCATION AND WORKPLACE PROVIDERS

President Joe Bertolino and Q Burke Mountain Resort President and CEO Ary Quiros signed a Memorandum of Understanding (MOU) on the LSC campus on November 6. In this relationship LSC will provide courses, programs of instruction, and experiential learning opportunities that address the learning objectives and work force development needs of Q Burke. The resort agrees to offer paid internships to the College's students in a number of disciplines. The relationship is a renewable one-year commitment.

### Veterans Park Bench Dedication, Nov. 11

The Lyndon State College Veterans Club officially dedicated the LSC Veterans Park Memorial Bench with a ceremony on November 11. The keynote address was given by Colonel Michael Morgan, Vice Commander of the 158th Fighter Wing, Vermont Air National Guard. The bench is the second phase of the park to be completed. The third and final phase will be creating and installing plaques with the names of all LSC veterans. Looking ahead, the 2nd Annual Veterans Summit at LSC is scheduled for March 15, 2014.

### ATM Dept. Is Now Full Member of UCAR

#### CONFIRMS STATUS AS A TOP UNDERGRAD PROGRAM

Lyndon's Department of Atmospheric Sciences (ATM) is now a full member of the University Corporation for Atmospheric Research/National Center for Atmospheric Research—the world's premier atmospheric research organization. The move to full member from affiliate status allows Lyndon's ATM faculty to vote and run for office on UCAR's governing boards and to have the opportunity to work more closely with NCAR research activities. »

organized by both type of content and intended audience. Throughout the fall, the OC&M worked on a mobile version of the College's website for users who access LyndonState.edu on a smart phone. That site went live in early November.

## Planning Initiatives

**THIS FALL'S EXTERNAL REVIEWS** of the Athletics and Institutional Advancement departments will help guide the operational direction of the College. Executive summaries of both reports will be distributed in the spring.

**THE 10-YEAR STRATEGIC PLANNING COMMITTEE** has been working on developing a series of categories that would support short-, medium-, and long-term goals for the College and the direction we feel we need to move in order to build on our existing program structure. The categories are external relationships, targeted investment, campus relationships, student-friendly processes, professional development, and academic program review.

These categories are to be viewed through a series of attributes to serve as the College's evolutionary focus: experiential, nationally recognized, opportunity, social justice, comprehensive, and first in family. The process is ongoing.

**THE LSC CAMPUS MASTER PLAN** is nearing completion; the final plan document is expected to be ready by February 2014. When complete, the plan will consist of three major components: a campus master plan, a facilities assessment, and a stormwater management plan. The master plan provides short-term (0–5 years), intermediate (5–10 years), and long-term (10–20 years) recommendations for changes and improvements to the campus. The facilities assessment provides comprehensive data on all campus buildings and serves as a budgeting and planning guide for campus maintenance projects. This plan was made available at the end of October. The stormwater management plan was completed in September 2013.

The planning effort has been led by a team of consultants headed up by representatives from Smith, Alvarez, Sienkiewicz Architects (SAS). Other members of the consulting team include OBW Landscape Architects, LN Engineering (mechanical and electrical), and Krebs and Lansing, Civil Engineers.

## Facilities and Capital Projects

**ALL-SEASON STADIUM** | The design stage of LSC's all-season, synthetic-turf athletic field kicked into full swing this fall with the contracting of SMRT, an architectural and design firm based in Andover, Mass. The initial step of the project has been to verify field location, which has been confirmed for the intramural field site, also known as the rugby field. A \$1.5 million fundraising campaign has begun with the initial goal of breaking ground on this project in May 2014.

**ASAC 100 TO BE RENAMED** | A ribbon cutting celebrating the naming of the **Carol A. and Thomas E. Moore Community Room**, the community multi-purpose room located on the north end of the College's Academic and Student Activity Center, will be held in January 2014.

ATM Professor **Bruce Berryman** said, "It has indeed been a badge of honor to be associated with such an elite group. Membership has served our department very well in name recognition, growth in the quality of our program, and opportunities for students."

## LSC Greener Thanks to Sticks and Stuff

### DONATED SOLAR PANELS TO HEAT COLLEGE'S POOL

Lyndon State College has received a gift of 72 solar panels and associated heat pump equipment from Sticks and Stuff, the hardware and home supply store that recently purchased the Indoor Recreation of Orleans County facility in Derby, Vt. LSC plans to use the donated panels to heat the 25 meter swimming pool on campus. The panels will be mounted on the Rita Bole Gymnasium roof—adjacent to the pool building—sometime early next summer.

In addition to saving money on energy, the green technology is of interest academically, especially for students in the College's Sustainability Studies degree program.

## LSC Impressive in Sports Medicine Bowl

Three Exercise Science seniors competed at the New England American College of Sports Medicine College Bowl in November. The top 19 Exercise Science programs in New England competed in this "Jeopardy" style competition, including teams from the Universities of Massachusetts, Connecticut, and New Hampshire. In an impressive showing against much larger schools, Team LSC won rounds one and two, ultimately finishing in ninth place.

## Hornets X-C Team Earns 5th Title in 6 Years

This fall the Lyndon men's cross-country team notched its fifth North Atlantic Conference title in six years. **Kyle Powers** once again led Lyndon to the title and earned his second-straight Runner of the Year award. Powers and team mate **Tyler Scheibenpflug** were selected to compete in the NCAA Division III Cross-Country Championship Meet in Hanover, Ind. In a vote of the conference coaches, Lyndon head coach **Chris Ummer** was honored as conference Coach of the Year.

## Cantore and Jeromin Return to Teach

### JEROMIN ALSO NAMED OUTSTANDING YOUNG ALUM

The Weather Channel's **Jim Cantore** '86 and Fox 44 Meteorologist **Kerrin Jeromin** '08 were on campus November 9 to work with broadcast meteorology seniors. This is Jim's tenth year of teaching this class. This fall Kerrin was also honored with the Outstanding Young Alumni award.

## LSC's VBM Rising Stars

Each year *Vermont Business Magazine* recognizes 40 young professionals under the age of 40 with the Rising Star Award. This year's list includes two LSC alumni. **Robynn Beams** '06 is at WCAX where she works as a video journalist. **Jennifer Surat** '99 is director of development at Central Vt. Economic Development Corporation. Winners are chosen for their commitment to business growth, professional excellence, and involvement in their communities.



*The fast pace at Vermont Tech continues with much accomplished and a full agenda ahead. The challenges we face as an institution are significant. We have good people dedicated to our mission to serve Vermont and the region. The list below will give you a sense of how we are addressing the challenges that face Vermont Tech. I invite your questions and comments.*

Regards,  
Phil Conroy

- Vermont Tech's CubeSat launched on November 19<sup>th</sup>, when a U.S. Air Force Minotaur I rocket launched from NASA's Wallops Flight Facility in Virginia. **Dr. Carl Brandon**, director of the CubeSat Lab at Vermont Tech, spent the past two years with a few of his students building what's sometimes referred to as a nanosatellite—or, specifically, a CubeSat, after a set of specifications that call for a four-inch cube that weighs about three pounds. Professor **Peter Chapin** and his students created the programming for the nanosatellite. Our CubeSat joined 8 other college-built nanosatellites for this launch.
- I recently joined the governor and five of my colleagues in signing the Vermont Higher Education Food Systems Consortium agreement. This consortium was an outcome from our GroundWork series last year. The consortium will pool the resources of public and private colleges devoted to agriculture and food-systems education, training and research. The plan is to create a virtual food-systems campus in hopes of making Vermont a “premier destination” for postsecondary students at all levels who want to learn how to advance sustainable and robust food systems.
- Staff members at the Institute for Applied Agriculture and Food Systems are creating a series of short courses for Vermont Tech's "Summer of Food". Course plans include: Wine, Beer, Cheese, Yogurt, Dairy Husbandry, Meat Animal Husbandry, Meat Cutting, Honey, Cured Meats and an embedded, experiential course in vegetable production and agriculture techniques. During this process Institute staff met with many Vermont food processors and made connections to serve this growing aspect of Vermont's economy. Processes were established for subject matter expertise reporting, time reporting and equipment purchasing in keeping with the requirements of the TAACCCT Round 2 Grant. The first cheese production course was successfully completed at the end of October. A welding curriculum is under development and a new welding facility is being installed at the Randolph Center Campus. The first 2013-2014 GroundWork event was held on November 19<sup>th</sup>. Institute staff consulted with Vermont agriculture and food system leaders on the direction of the Institute's curriculum and facility management.
- **Molly Willard**, Agriculture Education Project Manager, presented at the Farm2Plate Conference in Killington in October about the Governor's Institutes of Vermont “Farms, Food and Your Future.” Molly is working on the 2014 plan for vegetable production based on the collaborative meeting between Sodexo, Black River Produce, Farm to Institution professionals and the Continuing Education and Workforce Development office. The summer offerings for the Ag Institute will include a diversified summer ag program. The Institute and will also present a spring agriculture series focused on vegetables and fruit as well as an international agriculture program.
- The Center for Sustainable Practices has joined the Food Cycle Coalition, a cross-cutting team of the Farm2Plate movement, focused on the capture and diversion of organic materials for beneficial uses consistent with the requirements of Vermont's Act 148. In the last legislative session, Vermont adopted precedent-setting legislation requiring that all organic material be diverted from landfills by 2020.
- Vermont Tech is nearing completion of the construction of the anaerobic digester. The facility is being constructed by Bio-Methatech of Quebec using successful design and technology from Lipp of Austria. We are on target to begin feeding the digester and producing gas and electricity in January 2014, with an official ceremony scheduled for early to mid-month depending on Senator Leahy's schedule.
- Vermont Tech Task Forces – working on projects related to the implementation of the College's business plan: **Enrollment Management Committee with task force on pricing**. This task force is charged with examining issues related to tuition and fees and recommending ways the College can enhance revenue while remaining accessible and affordable. Dean **Geoff Lindemer** chairs the task force.

**Enrollment Management -Transfer Admissions Task Force**– this group is charged with examining policies and procedures related to students transferring into Vermont Tech. Professor **Scott Sabol** chairs the task force.

**Innovation Engineering and Entrepreneurship Task Force**– this group is charged with examining how the innovation engineering and entrepreneurship concepts advanced by Vermont Tech's Vermont Manufacturing Extension Center and Vermont Small Business Development Center can be incorporated into the certificate and degree offerings of the College. Professor **Allan Rodgers** chairs the task force.

**Marketing Committee** – this group is charged with the review and implementation of the College's marketing plan and strategy. The group is currently working on the development of a new Vermont Tech website. Associate Dean **Martha Trombley Oakes** chairs the task force.

**Residence Hall Task Force** – the members are charged with looking at short term, low cost improvements to the Randolph Center Campus residence halls. **Dan Smith** is chairing this task force.

**Anaerobic Digester Task Force** – is charged with the construction and commissioning of the anaerobic digester. Professor **Mary O'Leary** is the project manager for the digester and chairs the task force.

- New degrees offered at Vermont Tech – The online BS degrees in Nursing and Business Management went live this fall to join our online BS in Dental Hygiene. Slated for fall 2014 we will introduce three new Sustainable Design Technology BS degrees in the following disciplines: Renewable Energy, Sustainable Land Use, and Green Building Design.
- The number and diversity of international students attending Vermont Tech has grown in the last year. To assist this population, the Center for Academic Success has created a new position to act as a coach and mentor for our international student population. **Kathleen Mason** comes to us with experience in ESL and language acquisition as well as having taught overseas.
- Vermont Tech will host an exchange student from Pakistan in the winter semester. The student is a 21 year-old female who is studying electrical engineering. She is attending Vermont Tech through a program sponsored by the Bureau of Educational Cultural Affairs (ECA) of the United States Department of State.
- On October 3<sup>rd</sup>, Vermont Tech and the Vermont Council on World Affairs featured “HIDE”, a documentary on Vermont’s migrant farm workers in an on-campus showing, followed by a panel discussion. Included in the panel were former VT Secretary of Agriculture **Roger Allbee**, VT Deputy Secretary of Agriculture **Jolinda LaClair**, VT Labor Commissioner **Annie Noonan**, Director of the Vermont Tech Agriculture Institute, **Christopher Dutton**, and the filmmakers, **Peter Cocomma & Elori Kramer**.
- Vermont Tech is working with the Vermont Department of Health to distribute the *Opinion Survey on Tobacco Use and Exposure on Vermont College Campuses* to all community members. The results will be reviewed by a steering committee and help to define the college’s next steps in response to the U.S. Department of Health and Human Services (HHS) Tobacco-Free College Campus Initiative (TFCCI).
- Veterans Day luncheons were held on both Williston and Randolph Center campuses to honor veterans and active duty service members. Vermont Tech is entering into an agreement with the Veterans Center in White River Junction to provide space for weekly office hours on the Randolph Center campus. A counselor will be available to meet with students and community members during this time.
- Vermont Small Business Development Center (VtSBDC), received a \$95,000 grant through the Small Business Administration’s Federal and State Technology partnership program (FAST). FAST is a competitive grants program supporting small business innovation research and small business technology transfer. “The advising and training this grant provides will help Vermont entrepreneurs gain a competitive advantage regarding innovation and commercialization of new technology,” said **Linda Rossi**, VtSBDC State Director.
- The 17<sup>th</sup> Annual Women’s Economic Opportunity Conference was hosted by Vermont U.S. Sen. **Patrick Leahy** on Saturday, October 19<sup>th</sup> at Vermont Tech in Randolph Center.
- CEWD was awarded \$50,000 from the Vermont Training Program to expand manufacturing programs.
- **Jim Smith** was hired as our permanent Chief Technology Officer (CTO). Jim has been acting as CTO in an interim capacity since the summer of 2012.
- Hartness Library said good-bye and thank-you to Director, **David Sturges**, who left in October to take a position as Head of Access Services at Dartmouth College. A new Director, **Jane Kearns**, Librarian for the Williston campus, was selected by a joint Vermont Tech and CCV search committee to take over as Director starting on December 9<sup>th</sup>.
- Vermont Tech was ranked by U.S. News & World Report among the 10 Top Public Schools in the Regional Colleges of the North category (and the only Vermont school to make the list). For the second year in a row, we earned the number 33 spot for Best Regional Colleges, one of just two Vermont colleges to make that list.



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**Items for Discussion and Action**

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5.     Report of the Vermont State Colleges Student Association

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**Items for Discussion and Action**

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6. Approval of Education, Personnel and Student Life Committee: Consent Agenda

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONVSC Education, Personnel and Student Life Committee Business: Consent Agenda

WHEREAS, The VSC Education, Personnel and Student Life Committee met on October 23, 2013 to discuss the business items outlined below; and

WHEREAS, The Committee has voted to approve the items outlined below and recommends them to the full Board; therefore, be it

RESOLVED, That the Vermont State Colleges Board of Trustees hereby endorses the approval of the following resolutions:

- “Status of Programs under 2013 Policy 101 Review”
- “Commendation of 2013 Policy 101 Committee Members”
- Approval of Programs for 2014 Policy 101 Review”

December 12, 2013

VERMONT STATE COLLEGES  
BOARD OF TRUSTEES  
RESOLUTION

Status of Programs under 2013 Policy 101 Review

- WHEREAS, On November 4, 2010, the Vermont State Colleges Board of Trustees approved a revised Policy 101, Review and Approval of Existing Academic Programs, that treated “accredited” programs differently, and this extended to programs approved through the State of Vermont’s Results Oriented Program Approval process (ROPA); and
- WHEREAS, On April 28, 2011, the Board replaced its Review and Approval of Existing Academic Programs policy with a new Program Review and Continuous Improvement Process, colloquially known as PReCIP and still identified as Policy 101 in the System’s policy manual; and
- WHEREAS, The 2013 Policy 101 program review process is complete, with appreciation and thanks to the many VSC faculty and academic staff who contributed through writing reports and/ or serving on review committees, and special thanks to the academic deans who chaired the program committees; and
- WHEREAS, After reviewing the recommendations from the Program Review Committees and from the Council of Presidents, including specific program improvement strategies, the Board of Trustees acknowledges the status of continuous improvement efforts in academic programs under review; and
- WHEREAS, The Education/ Personnel/ Student Life Committee has reviewed the reports of the 2013 Policy 101 program review, and recommends the program status and related program improvement strategies as attached; therefore, be it
- RESOLVED, That the VSC Board of Trustees acknowledges the program status and related program improvement strategies as attached as of this date, December 12, 2013.

December 12, 2013

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Commendation to Policy 101 Program Review Committees

- WHEREAS, In 2002 the Vermont State Colleges Board of Trustees approved a revised Policy 101, Review and Approval of Existing Academic Programs, to incorporate a VSC-wide review of degree programs by discipline; and
- WHEREAS, On April 28, 2011, the Board replaced its Review and Approval of Existing Academic Programs policy with a new Program Review and Continuous Improvement Process; and
- WHEREAS, The Policy 101 process calls for the establishment of cross-college committees to review program reports submitted by the colleges;
- WHEREAS, These committees include VSC faculty and staff and external representatives with strong backgrounds in the program area under review who voluntarily commit their time and expertise to the process; and
- WHEREAS, The Board of Trustees recognizes that these Policy 101 Program Committees play a critical role in the VSC program review process, particularly by making specific program improvement recommendations back to the colleges; and
- WHEREAS, The Board of Trustees appreciates the special role of the academic deans in managing the process, chairing the committees, and authoring the committee reports; therefore be it,
- RESOLVED, That the Board of Trustees commends the thoughtful and thorough work of the 2013 Policy 101 Program Review Committees, as attached, and particularly acknowledges the extra effort of the committee chairs, to support the purpose of Policy 101, to ensure that VSC colleges regularly engage in practices designed to foster the continuous improvement of programs.

December 12, 2013



VERMONT STATE COLLEGES  
BOARD OF TRUSTEES  
RESOLUTION

Policy 101 Programs for 2014 Review

- WHEREAS, On April 28, 2011, the Board replaced its Review and Approval of Existing Academic Programs policy with a new Program Review and Continuous Improvement Process; and
- WHEREAS, Per Policy 101, the Council of Presidents recommends to the Board of Trustees the disciplines to be reviewed and the timeline for their review; and
- WHEREAS, The Council of Presidents recommends to the Board of Trustees the following programs for 2014 review:
- Applied Technology (Construction, Professional Pilot Technology)
  - Criminal Justice
  - Engineering Technology
  - History, Social Science, Political Science, and Global Studies
  - Human Services
  - Sociology
  - Undergraduate Psychology and Graduate Counseling
- Therefore, be it
- RESOLVED, That the VSC Board of Trustees approves the program areas listed above for Policy 101 VSC-wide review in 2014 as of this date, December 12, 2013.

December 12, 2013

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**Items for Discussion and Action**

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7.     Approval of Finance and Facilities Committee: Consent Agenda

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONEndorsement of Grant Proposal

- WHEREAS, VSC Policy 408 requires Board of Trustees approval of grant proposals involving \$150,000 or more, funds matching, or cost sharing of \$50,000 or more; and
- WHEREAS, The VSC Finance & Facilities Committee has appropriately reviewed the current grant proposal and recommends it to the full Board; therefore, be it
- RESOLVED, That the Vermont State Colleges Board of Trustees hereby endorses the following grant proposal titled, in the amount, and from the specific granting entity as indicated:
- VTC: "VMEC Vermont Training Program" in the amount of \$200,000 from the State of Vermont Department of Economic Development.

December 12, 2013

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**Items for Information and Discussion**

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**C. ITEMS FOR INFORMATION AND DISCUSSION****1. Report of the November 20, 2013 Priorities Committee Meeting**

The Priorities Committee met on November 20, 2013 at the Chancellor's Offices in Montpelier.

Committee members present: Tim Jerman, Linda Milne, Gary Moore (Chair), Martha O'Connor, and Heidi Pelletier.

From the Chancellor's Office: Tim Donovan

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

The Chancellor and the Committee discussed three items:

- Current status of collective bargaining.
- Format for presidents' reports at future Board meetings.
- Variations on the pricing approaches that the Chancellor would like the Facilities and Finance Committee to consider at its next meeting.

No actions were taken.

The Committee adjourned at 2:55 pm.

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**Items for Information and Discussion**

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**2. Report of the December 4, 2013 Education, Personnel and Student Life Committee**

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

The EPSL Committee met on Wednesday, December 4, 2013, at Community College of Vermont in Montpelier, Vermont.

EPSL Committee members present: Karen Luneau (Vice-Chair), Lynn Dickinson, Kraig Hannum, Bill Lippert, Jim Masland, Colin Santee.

Other trustees present: Martha O'Connor, Tim Jerman.

From the Chancellor's Office: Tim Donovan, Chancellor; Annie Howell, CAO; Bill Reedy, Vice President & General Counsel, Dan Smith, Director of Community Relations and Public Policy

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

From the colleges: VTC Academic Dean Phil Petty, CSC Academic Dean Tony Peffer, CSC Director of Education Ric Reardon, CSC Director of the Fine Arts Center Rich Cowden, CCV Associate Dean of Enrollment Services Pam Chisholm, and CSC Director of Financial Aid Kathy O'Meara.

Guests: Tess Conant, President, PAT-SUP.

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

**A. ITEMS FOR DISCUSSION AND ACTION****1. Agenda Amendment**

Vice Chair Luneau asked for a motion to amend the agenda to include a request from Trustee Diamond to discuss changing the name of the Priorities Committee to the "Executive Committee" and that this agenda item be tabled until the following EPSL meeting since Trustee Diamond was absent.

Trustee Dickenson moved and Trustee Santee seconded a motion to amend the agenda to include a request to discuss changing the name of the Priorities

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Items for Information and Discussion

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Committee to the “Executive Committee.” Vice Chair Luneau called for a vote on the motion. The motion carried.

Trustee Masland moved and Trustee Dickinson seconded a motion to table the agenda item to the following EPSL meeting. Vice Chair called for a vote on the motion. The motion carried.

2. Approve Minutes from October 23, 2013

Trustee Masland moved and Trustee Hannum seconded a motion to adopt the minutes of the October 23, 2013 EPSL Committee meeting. The minutes were approved by the committee.

3. Discussion of Programs under 2013 Program Review and Continuous Improvement Process (PReCIP)

Trustee Dickinson moved and Trustee Masland seconded a motion that the Committee acknowledge the Program Review and Continuous Improvement Process reports for 2013.

Vice Chair Luneau asked CAO Howell and Chancellor Donovan to review the PReCIP Process for trustees and then to introduce each VSC President associated with a program under review.

CAO Howell asked President Bertolino to describe the LSC Atmospheric Sciences program. President Bertolino noted that this is one of the most rigorous programs at Lyndon State College, and that it is particularly math and science heavy. The main challenge facing the program is that students are underprepared in math when they arrive, which has forced the program to consider a “pre-Atmospheric Sciences” program for those students who need it.

CAO Howell asked Presidents Judy, Murphy, Wolk, and Bertolino to describe their programs in Communications Arts and Sciences. President Judy noted that the CCV program in Communications Arts and Sciences has been redesigned to focus on multimedia communications and building students’ digital literacy. Also, this program is designed with the young male student in mind since this demographic has proven challenging to attract to higher education. Early responses to the program have been good. President Murphy noted that JSC recently changed the title of their program to “Communications and Community Media” and that faculty continue to review this change to ensure that it is attractive to potential students. The program could hold more students, but the

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Items for Information and Discussion

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program offerings and practical experiences are well received. President Wolk described the CSC program as one of the more popular majors at the college with over 100 students. He added that the suggestion to mandate internships for all students in this major was being reviewed. President Bertolino noted that the LSC program is also newly named “Electronic Journalism and Arts” from “Television Studies” and is very popular with about 120 majors. This newly designed program includes more communications mediums such as radio, web-based communication, and TV.

CAO Howell then asked President Conroy to describe the Diesel Technology program at VTC. President Conroy described this program as very well regarded in the field, with the biggest challenge being keeping the technology current, which was also noted in the program recommendations. VTC is considering adding a BA to this program so that students can continue their education in the field of auto technology.

Trustee Dickinson inquired about donations from or relationships with local trucking companies. President Conroy responded that the program has highly effective relationships with local companies and networks.

CAO Howell asked Presidents Wolk, Murphy and Bertolino to introduce their programs in English, Writing, and Literature. All three presidents noted that while there may be a decline in enrollment in these programs, the program is intricately connected to other majors such as elementary education and business. Therefore, these programs are essential to the fabric of the institutions’ liberal arts offerings.

CAO Howell asked President Conroy to describe the VTC Fire Science program. Similar to the Diesel program, this major is a high cost program. However, VTC recently acquired a fire truck that enables students to learn current fire science skills. President Conroy also noted that this program is the only one within New England and is therefore necessary for the area. Trustee Jerman asked about the demand for VT students to acquire this degree. President Conroy responded that there is a great need as most of VT fire stations are volunteer run, yet professional and volunteer fire fighters require the same early certificate training. Trustee Jerman added that more VT towns will be looking to hire professional fire fighters as there is a decrease in volunteer personnel in many areas. Guest Tess Conant asked if the VTC program also included hazardous materials training. President Conroy responded that it does and that the VT Fire Academy loans VTC appropriate equipment.

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## Items for Information and Discussion

CAO Howell then asked President Judy and President Bertolino to introduce their Visual Design and Communication programs. President Judy noted that the CCV Graphics Design program is one of the most popular majors with well over 100 students. The program's main challenge is keeping current with the ever-changing technology demands. President Bertolino agreed that the LSC Graphic Design program is very popular, and that the program will expand their space and technology resources to accommodate the growing enrollment. The LSC Graphic Design program will also continue to work with CCV staff to create more seamless transitions between the programs.

CAO Howell asked President Wolk to describe the CSC Spanish Program. President Wolk highlighted the skilled faculty in the program, where there is a focus on Spanish and Spanish for Business. President Wolk added that he believes there will be a growing emphasis on Spanish as more Spanish-speaking students attend Castleton State, and more VT based students participate in study abroad programs. Dean Peffer concurred that this is a strong program with great faculty. Trustee Dickinson asked if there are language requirements within the VSC. Presidents responded that there are no language requirements at the colleges, and also acknowledged that there is a need for languages in programs such as the VTC agriculture studies. Trustee Hannum noted a recommendation in the report to create a VSC-wide Spanish program. Dean Peffer responded that the academic deans are studying that question. Chancellor Donovan added that this might be an area where the VSC partners with other resources such as the Middlebury languages program to enable languages beyond Spanish to be part of the VSC course offerings. Trustee O'Connor also added that the School for International Training would be a strong resource. Vice Chair Luneau included her belief that languages are essential to a liberal arts education, and for technical education where English speaking workers and employees will need to communicate with foreign-language speaking peers. Languages should be increased at the K-12 level, and also emphasized in higher education. President Murphy and President Judy clarified that many of the VSC institutions do offer language courses, but that CSC was the only college with a language major.

After this discussion, the Vice Chair called for a vote on the motion. The motion carried.

Chancellor Donovan shared that there were many internal and external individuals who contributed to the writing and review of these reports and asked that the Board pass a resolution commending Policy 101 Program Review Committees.

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Items for Information and Discussion

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Vice Chair Luneau asked for a motion. Trustee Masland moved and Trustee Hannum seconded the resolution Commendation of Policy 101 Program Review Committees.

4. Approval of Programs to be Reviewed under 2014 PReCIP Process

Trustee Masland moved and Trustee Hannum seconded the resolution Approval of Programs to be Reviewed under 2014 PReCIP Process. Vice Chair Luneau called for a vote on the motion. The motion carried.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Preliminary Program Proposal: CSC's Master of Arts in Arts Administration

President Wolk requested of Vice Chair Luneau that this agenda item be moved earlier in the agenda to accommodate Professor Rich Cowden's schedule. Vice Chair Luneau moved the agenda item, and asked President Wolk to provide background for this preliminary proposal. President Wolk introduced Academic Dean Pepper to describe the program further. Dean Pepper noted that this will be a online program primarily, with a residency component in the summers. Currently, there is a lack of master's level training for arts administrators in the country and providing online learning options for students across the country will be appealing for those administrators who continue to work, but need the additional degree. Dean Pepper asked Professor Cowden for additional remarks. Professor Cowden added that arts leadership includes fundraising, policy and law among other leadership skills, and that this program will be unique as it is a 1- or a 2-year program, whereas other Masters of Arts Administration programs are two years and are from private institutions where the tuition is higher. Professor Cowden believes that the CSC program will be a popular choice for professional arts administrators because of its flexibility, online status, and cost. Trustee Lippert asked about the cost differences between a private and a public program in this area. Professor Cowden responded that the program may be as much as 50% less than competitors' programs.

2. Financial Aid: A presentation on differentiating affordability

Vice Chair Luneau asked CAO Howell to introduce the guests and the context for our presentation on financial aid. CAO Howell welcomed Pam Chisholm, Associate Dean of Enrollment Services at CCV and Kathy O'Meara, Director of Financial Aid at CSC. In the previous EPSL meeting, Scott Giles, President and CEO of VSAC, presented state statistics and other national data regarding affordability and higher education. Board members requested more information

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**Items for Information and Discussion**

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about what was happening locally at our institutions around financial aid. Guests Chisholm and O'Meara gave an informative presentation with four case studies representing students who might apply to CCV and CSC. The case studies ranged in their academic and financial needs, and the presentation outlined how they would be served by financial aid, which might impact their decisions on loans, programs, etc. Trustees, presidents and guests found the presentation to be very helpful in differentiating student's needs and awards.

3. Preliminary Program Proposal: CSC's Bachelor's of Applied Sciences in Career and Technical Education

Vice Chair Luneau asked President Wolk and President Conroy to provide the context for this preliminary proposal. President Conroy commented that this program represents the inter-college collaboration that has been described in recent Board meetings, where the colleges will each deliver aspects they have in place: Vermont Tech will offer the technical center teacher certification and Castleton will offer the educational bachelor's degree in a collaborative manner. between these fields makes sense. Currently, there has not been a path to a BA for teachers practicing in Vermont's 17 career and technical education centers, who may have been recruited from the industry with no baccalaureate degree. This program has been researched thoroughly by VTC and CSC faculty, and meets the career and technical centers' educational needs as it offers pedagogical and curricular training as well as a BA through hybrid course offerings (online and in the classroom). Vice Chair Luneau thanked the colleges for working collaboratively on this effort.

4. Performance Indicator Discussion

Vice Chair Luneau asked Chancellor Donovan to introduce the request for a Performance Indicators Dashboard. Chancellor Donovan asked that Committee members consider a request for the Chancellor's Office to develop a proposed simple dashboard that would keep the Committee and the Board apprised of some key EPSL related performance indicators. This proposal would be brought to the Board for the April 2014 EPSL meeting. Committee members agreed to this request and timeline.

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**Items for Information and Discussion**

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**C. ITEMS FOR INFORMATION**

1. Responses from October 23, 2013 EPSL meeting
2. Additional reading on affordability
  - Davis Educational Foundation: “*An Inquiry into the Rising Cost of Higher Education; Summary of Responses from Seventy College and University Presidents*” (17 pgs.)
  - Pathways to College Network: “*Cost Perceptions and College-Going for Low-Income Students*” (7 pgs.)

Vice Chair Luneau pointed to the items for information at the end of the Committee meeting materials including the feedback from Board members for EPSL meeting agendas and the two articles that furthered our understanding of affordability and higher education.

Vice Chair Luneau called for a motion to adjourn the meeting. Trustee Hannum moved and Trustee Santee seconded the motion. The meeting was adjourned at 5:00 p.m.

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**Items for Information and Discussion**

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**3. Report of the December 4, 2013 Finance and Facilities Committee Meeting**

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

The Finance and Facilities Committee met on December 4, 2013 at the Community College of Vermont at 660 Elm Street in Montpelier.

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

Other trustees present: Lynn Dickinson, Bill Lippert, Karen Luneau

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

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

From the colleges: Tess Conant, Scott Dikeman, Loren Loomis Hubbell, Geoff Lindemer, Barbara Martin, Maurice Ouimet

Chair O'Connor called the meeting to order at 5 p.m.

At 5 p.m. Chair O'Connor requested that the committee go into executive session to discuss labor relations agreements with employees where premature general public knowledge of the matters discussed would clearly place the Board at a substantial disadvantage. Further, allowed into executive session in addition to Board members were Chancellor Donovan, General Counsel Reedy, and CFO Robbins. Trustee Jerman moved and Trustee Milne seconded the motion to enter executive session. The committee voted unanimously to enter executive session.

At 5:15 the executive session ended and the Finance and Facilities Committee meeting began.

**A. ITEMS FOR DISCUSSION AND ACTION**

1. Minutes of the October 23, 2013 Finance & Facilities Committee  
The committee approved the minutes of the October 23, 2013 meeting.
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Items for Information and Discussion

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2. Endorsement of Grant Proposal: Consent Agenda

There was no discussion on this agenda item. The resolution passed and will be forwarded to the Board for its consideration.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Discussion of FY2015 Pricing Strategies

Chair O'Connor began the discussion by saying that there will be no proposals presented to the committee tonight. Tonight is the opportunity for the colleges to talk about some potential pricing options for the upcoming year. Chancellor Donovan stated that sticker price was only one indicator of the cost of college. Sticker price does not show discounts or scholarships. Last month he asked the college presidents to consider how to price their tuition – perhaps differently than from the past. He further stated that some non-VSC colleges use a high price/high discount model. The VSC discount rate is low.

Chancellor Donovan handed out two spreadsheets for committee review. One spreadsheet compared VSC colleges' in-state tuition and fees against their competitors' in-state tuition and fees. The other spreadsheet showed the impact of 0%, 1%, 2%, 3% and 4% increases in both students and college budgets. This spreadsheet shows that the colleges are heavily reliant on tuition and fee increases. Considering our low state support this makes sense.

Chancellor Donovan noted that one pricing strategy used by the presidents in their presentations is to ask for an average in-state tuition increase of  $x\%$ . The college presidents could then have the option of increasing their in state tuition  $x\% + y\%$  as long as the  $y\%$  was used to help in-state students – for example, with need based scholarships. Out-of-state tuition would continue to be determined by market forces as it has in the past. Chancellor Donovan then turned the pricing discussion over to the presidents with the hope that the VSC can walk away with ideas about how we can price our product.

President Wolk began the discussion by saying that he and his staff had reviewed and analyzed five different pricing scenarios before settling on a combination of two of them. The strategy that made the most sense to CSC is a combination of need based and merit based scholarships. Part of the funding model for these scholarships could be the use of the average in-state tuition increase mentioned above. President Bertolino noted that states competing with LSC can offer better

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**Items for Information and Discussion**

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financial aid packages due to more state support. He stated that LSC is considering using the average in-state tuition increase to enable them to better fund scholarships. LSC also needs to continue to focus on retention of current students. President Murphy stated that she sees opportunity in EDP programs and maximizing articulation agreements with the other colleges. She further stated that she sees an opportunity to help more Vermonters be able to attend college by using some type of average tuition increase. President Conroy spoke of the need to incentivize students to stay through the completion of bachelor degrees. There is also excess capacity in the dorms that needs to be addressed. Like the other campus based colleges VTC will explore the use of an average tuition increase. President Judy stated that she would probably use the same percentage increase for all students.

Chancellor Donovan shared that the state of Maine recently appropriated \$70M to its state colleges for campus improvements. Other New England states have done the same in recent years. Those students will not have to bear the cost of repayment of those investments. Since the state of Vermont invests so little at our campuses we have had to borrow money for our capital projects, and unfortunately, we have to increase student fees to service the debt.

Trustee Jerman said that it is clear that this is not a one-size-fits-all approach and he is glad that the colleges are working on different strategies. Trustee Macfarlane said that since the colleges are using different ideas it would be helpful to see the various scenarios and their impacts. Chancellor Donovan stated that the colleges each will bring thorough analyses for their proposed approaches to the next committee meeting. He suggested that the materials be mailed to the committee members two weeks in advance of that meeting to give committee members enough time to review and formulate questions. Either he or CFO Robbins will contact each committee member to review questions. Trustee Fairbrother asked if the proposals that the committee will see in February will be for a one- or two-year increase. Chancellor Donovan stated that it depends on the proposals and the committee's reaction to them.

2. Discuss FY2015 Budget Development

Chancellor Donovan noted that the current FY2015 assumptions are listed on a handout given earlier and that we are working to refine those numbers.

3. Legislative Update

There was no discussion on this agenda item.

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**Items for Information and Discussion**

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4. VSC Q1 Financial Performance  
There was no discussion on this agenda item.

5. Update on Ongoing VSC Construction  
There was no discussion on this agenda item.

6. Review Capital Projects Report  
There was no discussion on this agenda item.

C. ITEMS FOR INFORMATION ONLY

1. Monthly Grant Activity Report  
There was no discussion on this agenda item.

2. Monthly Cash Report  
There was no discussion on this agenda item.

3. VSC Q1 Endowment Performance  
There was no discussion on this agenda item.

The meeting adjourned at 7 p.m.

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**Items for Information and Discussion**

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4. Report of the Chancellor
5. Other Business
6. Comments from the Public
7. Date and Place of Next Meeting:  
Thursday, February 20, 2014  
Johnson State College, Johnson, VT