

February 14, 2014

MEMORANDUM

TO: Board of Trustees
Vermont State Colleges

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

SUBJECT: Notice of VSC Board of Trustees Meeting



Attached are the materials for the Board of Trustees meeting next Thursday, February 20, 2014 at 3:00 p.m. in the Performance Space in the Stearns Student Center at Johnson State College in Johnson, VT. There will be a reception with the Johnson community from 2:30 to 3 p.m.

Directions to Johnson State College

To get to Johnson State, take I-89 (north or south) to Exit 10 (Waterbury/Stowe). Go north on Route 100 for 20 miles to Morrisville, then west on Route 15 for 8 miles to Johnson. The Stearns Student Center is building #3 on the campus map that follows this memo. For GPS or Google Maps, use 337 College Hill, Johnson, VT as the address.

You can park in the main parking lot in front of Bentley Hall (#9 on the campus map). Signs on campus will direct you to the Stearns Student Center and the Performance Space.

We look forward to seeing everyone next Thursday.

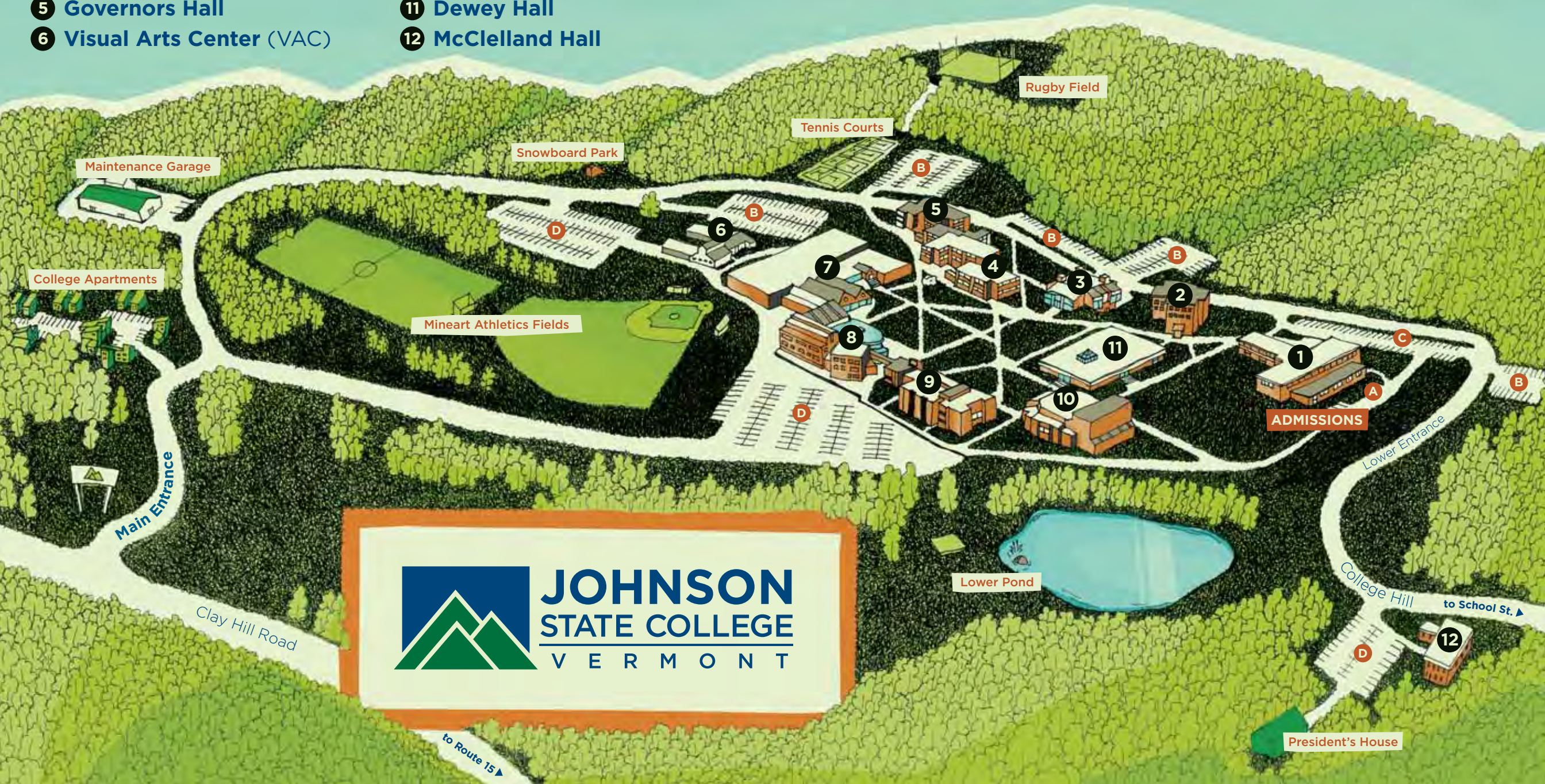
cc: Council of Presidents

- 1 Martinetti Hall (Admissions)
- 2 Arthur Hall
- 3 Stearns Student Center
- 4 Senators Hall
- 5 Governors Hall
- 6 Visual Arts Center (VAC)

- 7 SHAPE Center / Carter Gym
- 8 Library & Learning Center (LLC)
- 9 Bentley Hall
- 10 Dibden Center for the Arts
- 11 Dewey Hall
- 12 McClelland Hall

PARKING AREAS:

- A Visitors
- B Students
- C Faculty/Staff
- D Faculty/Staff/Commuters



JOHNSON
STATE COLLEGE
VERMONT

Did someone say road trip?



What’s Where on Campus

- Arthur Hall 2**
Student Residence
Conference & Event Services
JSC Print Shop
- Bentley Hall 9**
Environmental Sciences
Health Sciences
Mathematics
Vermont Interactive Television
- Dewey Hall 11**
Advising & Career Center
Basement Medicine
Bookstore
Commons
Convenience Store
Dean of Students
First-Year Experience
Public Safety
Residence Life
TRIO & Academic Support
Upward Bound
- Dibden Center for the Arts 10**
Performing Arts
Julian Scott Gallery
MIDI Lab
Performing Arts Theater
Recording Studio
Rehearsal/Instruction Rooms
Wing Gallery
- Governors Hall 5**
Student Residence
- Library & Learning Center 8**
Writing & Literature
Humanities
Academic Computing Center
Digital Media Lab & Studio
Library
Media Services
24-Hour Study/Computer Lab
- Martinetti Hall 1**
Academic:
Business & Economics
External Degree Program
Experiential Education
HTM Computer Lab

- Administrative:
Admissions
Business Office
Financial Aid
Registrar
Administration
Student Residence
- McClelland Hall 12**
Behavioral Sciences
Education
Wellness & Alternative Medicine
- Senators Hall 4**
Student Residence
Health & Counseling Center
Information Technology
- SHAPE Center 7**
Exercise Physiology Lab
Fitness Equipment
Gymnasiums
Racquetball Court
Rock Wall
Spinning Studio
Swimming Pool (indoor)
Weight Room
Yoga & Fitness Studios
- Stearns Student Center 3**
Stearns Café (specialty coffees, pastries, snacks)
Performance Space
Cinema
Dining Hall
Fireplace Lounge
Game Room
Mailroom
SERVE Program
Student Government
WJSC Radio
Women's Center
- Visual Arts Center 6**
Fine Arts
Student Gallery
Metalworking Studio
Painting Studio
Photo Lab & Darkroom
Pottery/Ceramics Studio
Print-Making Studio
Woodworking Studio

Parking Permits

Students, faculty and staff must display a valid parking permit and park in designated lots Monday through Friday, 6 a.m. to 5 p.m. (midnight to 5 p.m. in the Martinetti Faculty/Staff lot), during the academic year. Contact Public Safety for more information.

Anyone may park in any JSC lot on weekends, after 5 p.m. on weekdays, and anytime in the summer and during academic breaks. No permit is required.

Campus Phone Numbers

- Area Code: 802**
From campus phones, dial last four digits only.
- MAIN SWITCHBOARD** 635-2356
toll free: 800-635-2356
- Admissions** 635-1219
- Academic Affairs** 635-1242
- Academic Support Services** 635-1259
- Advising & Career Center** 635-1257
- Dining Hall (Aramark)** 635-1411
- Bookstore** 635-1233
- Business Office** 635-1207
- Conference & Event Services** 635-1293
- Counseling Center** 635-1424
- Dean of Students** 635-1200
- Dibden Center Box Office** 635-1476
- Financial Aid** 635-1380
- Health Center** 635-1265
- Library** 635-1274
- Public Safety** 635-1205
- Registrar** 635-1229
- Residence Life** 635-1200
- SHAPE Center** 635-1485

Campus Map



Find yourself here.

337 College Hill
Johnson, VT
05656
www.jsc.edu
802-635-2356





Vermont State Colleges Board of Trustees

February 20, 2014

*Johnson State College
Johnson, VT*

BOARD OF TRUSTEES

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(2/28/15)

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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
February 20, 2014 3:00 p.m.**

**Johnson State College
Johnson, Vermont**

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2. Naming of JSC Rugby Pitch in Honor of Patrick Rogers

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3. Approval of the Minutes of the January 27, 2014 Board of Trustees Special Meeting
4. Review and Approve 2014-2015 Academic Year Tuition and Fees
5. Endorsement of Grant Proposals: Consent Agenda
6. Endorsement of Grant Proposal: Vermont Youth Career Connect Grant
7. Endorsement of Endowments: Consent Agenda
8. Approval of Education, Personnel and Student Life Committee: Consent Agenda
9. Conferral of Honorary Degrees: Consent Agenda
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C. ITEMS FOR INFORMATION AND DISCUSSION

1. Report of the February 12, 2014 Audit Committee Meeting
2. Report of the February 12, 2014 Finance and Facilities Committee Meeting
3. Report of the February 12, 2014 Education, Personnel and Student Life Committee
4. Report of the Chancellor
5. Report of the Vermont State Colleges Student Association
6. Other Business
7. Comments from the Public
8. Date and Place of Next Meeting:
Thursday, April 3, 2014
Vermont Technical College, Randolph, VT

**VERMONT STATE COLLEGES
BOARD OF TRUSTEES MEETING
February 20, 2014 3:00 p.m.**

**Johnson State College
Johnson, Vermont**

A. PRESENTATIONS

1. Presentation by VSC Faculty Fellow Professor Ken Leslie

In May of 2012 the Board conferred Faculty Fellow status on Ken Leslie, JSC Professor of Art. Today's presentation is the culmination of his work during his Faculty Fellow year, and was made possible by the VSC Faculty Fellowship and the JSC Advanced Study Grant.

2. Naming of JSC Rugby Pitch in Honor of Patrick Rogers

In October 2013 the Board passed a resolution to name JSC's rugby pitch after Patrick Rogers in recognition of his outstanding service, and on behalf of the staff, students and faculty of Johnson State College. President Murphy will present Mr. Rogers with a plaque in recognition of this honor.

Items for Discussion and Action

B. ITEMS FOR DISCUSSION AND ACTION

1. Reports of the College Presidents



JOHNSON STATE COLLEGE PRESIDENT'S REPORT

to the Vermont State Colleges Board of Trustees

FEBRUARY 20, 2014



We kicked off the spring 2014 semester with a full slate of activities, events and presentations designed to reinvigorate and reconnect students with campus and academic life, including a community lunch and service opportunities on Martin Luther King Jr. Day, the first day of the semester. One of the week's highlights was a presentation by Professor Gina Mireault to our returning students titled "Where Are You Now? ... and Other (Dis)Orienting Questions." Her lively talk was intended primarily for first-year students returning for their second semester, but her words of wisdom resonate with all of us. A transcript with accompanying visuals is available [here](#).



Dr. Gina Mireault

NEW ACADEMIC PROGRAMS

With thanks to the many faculty and staff involved, we are finalizing plans and course offerings for several new programs slated to launch in fall 2014: a **pre-physical therapy** concentration within Environmental & Health Sciences; an **accounting certificate** within Business & Economics that prepares students to sit for the CPA exam; a **health and sport psychology** concentration within Behavioral Sciences; a **sport management** concentration within Business & Economics; and a **wellness and alternative medicine major offered statewide** through our External Degree Program (EDP). In addition, we are actively exploring the possibility of several more, including a master's degree in communication to be offered online through EDP.



FACULTY SEARCHES

Postings are out and applications are being reviewed for faculty in education (two positions — one focused on special education; the other on literacy), writing and literature (fiction specialty), business (economics specialty), counseling (focus on graduate degree program, with a secondary responsibility to teach psychology), fine arts (sculpture/3-D specialty), a visiting music professor and a visiting anthropology and sociology professor.



SUPPORTING THE NORTHEAST KINGDOM

President Murphy spoke before the Senate Committee on Economic Development, Housing & General Affairs Jan. 22 about how JSC is preparing students for successful careers in Vermont and how the college can support the growth and development slated for Newport, Jay and other Northeast Kingdom communities. In addition to noting the majors at JSC that prepare graduates for meaningful work in the valuable economic sectors of tourism, travel, recreation, and environmental and health sciences, she described the key role JSC internships play in catapulting graduates





into successful careers — citing Steve Cook, Vermont's deputy commissioner for tourism and marketing, as one example. She noted that many leaders in government, emergency management, environmental remediation, and regional and transportation planning — all important areas as Vermont develops new businesses, new resorts, new industries — got their start at Johnson State.

On a related front, Business & Economics faculty members Jim Black, Henrique Cezar and Todd Comen, along with Dean of Student Life & College Relations David Bergh, have been involved in meetings about projected needs in the Northeast Kingdom and in efforts to forge stronger connections with neighboring Lamoille County businesses and organizations.



Comen

Cezar

Black

Bergh

SUPPORTING THE JOHNSON COMMUNITY

With the generous support of Johnson Dining Services/ Sodexo, the bi-weekly Johnson CommUNITY Meal will be offered weekly starting March 5. This will double the number of meals offered through the program, which is a collaboration of Johnson State College, the United Church of Johnson and Laraway Youth & Family Services. Since December 2010, with the help of JSC student volunteers, the program has provided 4,106 meals. To date, guests have contributed more than \$2,500, which has been donated to the Johnson Food Shelf.

CAREER DEVELOPMENT AT JSC



Beth Walsh, formerly of UVM, joined the college in January as our new coordinator of career development. Beth has helped raise the profile of this office by staffing outreach tables, holding scheduled drop-in hours, and giving class presentations and workshops. Internship standards for students, faculty and site supervisors are being updated as well. The JSC

internship program was the focus of a recent Lamoille Economic Development Corp. newsletter.

VISITING WRITER DAVID HUDDLE

We are pleased to welcome award-winning author and poet David Huddle, our visiting writer for the spring semester, who will work with Assistant Professor Liz Powell and our B.F.A. students in creative writing. We are thrilled to have a writer of David's stature with us. David will give a public reading at 4:30 p.m. Tuesday, March 18, in Stearns. You can learn more about David [here](#).



PROMOTING HEALTHY CHOICES AMONG STUDENTS

The fall 2013 semester saw a dramatic decrease in the number of alcohol-policy violations compared to fall 2012, down from 48 last year to just 14 this year. While many factors may be at play, Student Life staff believe that providing the incoming class with education and prevention tools to make healthy alcohol-related decisions is a factor. At the end of the fall 2013 semester, in fact, 88 percent of incoming first-year and transfer students had completed the first part of the new AlcoholEdu/Haven online educational course we adopted this year. These courses incorporate evidence-based prevention strategies while educating students about high-risk drinking and sexual assault.

VERONIKA SCOTT TO BE 2014 COMMENCEMENT SPEAKER



Our 2014 Commencement speaker will be Veronika Scott, founder and CEO of the Detroit-based [Empowerment Plan](#), which employs homeless women in the manufacture of coats that transform into sleeping bags that in turn are given to homeless individuals in Detroit and beyond. Veronika is a dynamic young woman and impressive speaker who joined us in September as part of our Common Reading Initiative.





President's Report to the Board of Trustees: February 2014

STRATEGIC INITIATIVES

Academic Affairs

DUAL ENROLLMENT OPPORTUNITIES will be increasing, according to President Bertolino and Provost Bean, following a very productive meeting with Lyndon Institute Headmaster Rick Hilton. We appreciate this opportunity to advance this partnership with L.I.

THIS YEAR, LSC IS PLANNING ON HIRING FIVE NEW FACULTY in three different departments: Exercise Science, Education, and Visual Arts. Searches are underway; the candidate pool has led to great enthusiasm from the search committees.

THE NEW ENGLAND ASSOCIATION OF SCHOOLS AND COLLEGES (NEASC) has accepted LSC's third-year interim report and confirmed its readiness for the five-year report due in fall 2015. From the report: "Lyndon is commended for noteworthy success during a time of transition, particularly for the integrated enrollment management strategy that has led to increases in both retention (59% to 65%) and total FTE enrollments (1,304 to 1,374) between 2010 and 2013." NEASC makes special mention of success in "closing the loop" by using assessment data to make programmatic change.

Enrollment Management

ADMISSIONS, FINANCIAL AID, AND FIRST-YEAR EXPERIENCE will now report to the Division of Student Affairs, led by Jonathan Davis. These three areas are interconnected and are critical to the recruitment and retention of our first-year/new students. Specifically, this will give new students a seamless transition from the moment of their first contact, through matriculation, and into their first year. It also allows peer leaders, resident assistants, and other student leaders to work collaboratively in supporting students.

Institutional Advancement

LSC HAS RECEIVED THE \$1 MILLION GIFT that President Bertolino announced at last April's inauguration. This gift was made by an anonymous donor to help attract a similar amount of funding from other donors and funding sources. With this in mind, \$100,000 has been allocated to an endowment development fund to match new endowment gifts of \$10,000 or more and gifts \$1,000 or more to existing endowments. The allocation of the remainder of this gift will be guided by the College's forthcoming strategic plan.

REORGANIZATION IN INSTITUTIONAL ADVANCEMENT | This past December, Hannah Manley resigned after eight years as the College's director of alumni relations and development. Hannah helped develop, lead, and complete a \$10 million comprehensive fundraising campaign; launched and managed an online alumni community; and strengthened LSC's Alumni Council. Her departure, combined with a recent external review of the Office of Institutional Advancement, has prompted restructuring. The director of alumni relations »

Edward Vallee



TOP STORIES

Number 1 and 2 in the U.S.!

LSC STUDENTS CURRENTLY TOP WEATHER FORECASTERS

LSC Atmospheric Science students Edward Vallee and Alden "AJ" Waterman are the number one and two junior/senior student forecasters in the U.S., halfway through the year-long WxChallenge. The challenge is to forecast the weather for select U.S. cities over a ten-week period each semester. Forecasters can compete in one of five categories: professional, faculty/staff/post-doctorate, graduate students, junior and senior level students, and freshman and sophomore level forecasters. LSC's team is currently in seventh place overall; 53 teams are competing.

NEK Veterans Summit Returns to LSC

SECOND ANNUAL EVENT TO BE HELD MARCH 15

LSC's student Veterans Club presents the NEK Veterans Summit to bring together veterans, their families, and service organizations to build relationships, make connections, and enhance regional support. This year's event will include breakout sessions, a Stand Down for homeless vets, the Mobile Vet Center, and information booths from more than 40 veteran service organizations. Last year's summit featured a who's who of Vermont and veteran leaders including Senator Bernie Sanders, Congressman Peter Welch, Adjutant General Steven Cray, and Michael Dakduk, executive director of Student Veterans of America. The final slate of this year's speakers has not been finalized.

Make That a Top 10 U.S. Journalism School!

CITED FOR "IN-THE-TRENCHES" APPROACH TO TEACHING

In our previous report we shared the news that LSC was named in *NewsPro* magazine's upcoming list of top 25 U.S. journalism schools. In fact, we tied for 10th place. Lyndon was the smallest school to make the list; number one University of Missouri at Columbia School of Journalism boasts 2,250 students in their department and a total enrollment of over 34,000. Columbia, Northwestern, Syracuse, and Arizona State University are among other schools in the top 10. According to *NewsPro*, "Lyndon State was a surprise entry in the top 10—and, like the Missouri School, favored for its in-the-trenches approach to teaching." »

and development position has been split in two. Jenny Harris's position has been reclassified from development officer to director of development. She will direct, coordinate, and provide a full range of support to annual and long-range fundraising and development efforts. Sara Lussier is now the assistant director of annual giving. She will provide leadership to and manage annual giving, including campus fundraising activities. Searches are underway for the positions of director of alumni relations and Institutional Advancement staff assistant.

Community

PRESIDENT BERTOLINO TESTIFIED in front of two legislative committees in Montpelier on January 22. Joe spoke before the Senate Committee on Economic Development, Housing, and General Affairs about Lyndon's role as "the college of the Northeast Kingdom" and LSC's work with regional partners to train a workforce ready to fill new jobs being created by EB5 investments. In front of the House Committee on Education, he related the success of several programs—Electronic Journalism Arts, Music Business and Industry, and Mountain Recreation Management—and talked about the dual enrollment and early college partnerships with area high schools. Johnson's President Barbara Murphy also testified.

PRESIDENT BERTOLINO'S ANNUAL TOWN HALL MEETING was February 6. The president led the hour-long meeting with a brief overview and remarks and then the floor was open for 45 minutes for questions and concerns. The LSC campus wide day-long retreat is scheduled for March 3. The program will focus on eliminating the "bounce effect."

2014–15 WILL BE SOCIAL JUSTICE YEAR AT LSC | During his April inauguration address President Bertolino highlighted social justice as one of the key themes of that week and coming years on campus. Now, LSC officials are planning a full year of activities related to social justice for the 2014–15 school year—a first in the school's history. The effort involves past and present students, faculty, staff, and administrators. "The goal is not that complex," Bertolino said. "Individuals need to feel fully welcomed in this community, and feel they are fully a part of this community."

Planning Initiatives

THE 10-YEAR STRATEGIC PLANNING AND TRANSFORMATION COMMITTEE spent the fall semester narrowing the themes around which to build a strategic plan and a corresponding plan for transformation. This January, the committee selected Stephanie Lahar of Stephanie Lahar and Associates, LLC—a professional facilitator who will assist in designing the process for developing this strategic plan. She brings a wide range of experience in higher education and business strategic planning. The strategic plan should be completed by the end of 2014.

Facilities and Capital Projects

THE MAIN LOUNGES in the Rogers, Arnold, and Crevecoeur residence halls got a face lift over the semester break with new paint, flooring, and lighting. New furniture was added at the start of the spring semester.

Kellie Bean, Pop Culture, and Fake News

LSC PROVOST PUBLISHED IN PHILOSOPHY SERIES

Kellie Bean, LSC's provost and academic dean, has had an essay published in the latest volume of the Blackwell Philosophy and Pop Culture Series, *The Ultimate Daily Show and Philosophy*. Her article, "Keeping It (Hyper) Real: Anchoring in the Age of Fake News," examines the effect of *The Daily Show* and *The Colbert Report* on the television audience's view of reality.

Mexican Summit Attempt

THE LYNDON STATE ADVENTURE PROGRAM (LSAP)

During the January break a group of eight Lyndon alumni, staff, and students made a pitch for the summit of Mexico's Pico de Orizaba, the second tallest volcano in the world. Everyone returned happy and healthy after what LSAP Director Jamie Stuck described as a "Murphy's Law of an expedition." Travel hassles and failure to reach the summit were offset by the delight of spectacular views, good humor, and companionship.

Chinese Student Residency at LSC

GROUP STUDYING AMERICAN-STYLE JOURNALISM

LSC hosted five journalism students from Beijing Foreign Studies University from January 20–February 8. They were here to attend Electronic Journalism Arts classes and observe how an American college teaches journalism. The visiting students were able to experience the hands-on production of News7 and NewsLINC—daily, student-produced news programs are rare in Chinese academia.

39th Annual Storm Conference in March

LARGEST STUDENT SPONSORED EVENT OF ITS KIND

More than 300 people are expected to attend the 2014 Northeastern Storm Conference in Rutland, Vt., March 7 to 9. LSC's student chapter of the American Meteorological Society/National Weather Association sponsors the event. Featured speakers will include Christopher Joosen, lead snow ranger at the Mount Washington Avalanche Center; Matt Noyes, NECN chief meteorologist; and Bryan Shaw '08, broadcast meteorologist at WIVB in Buffalo, N.Y.

Working for Cleaner Clean Ups

This spring Professor of Chemistry Ian Balcom and his students will investigate sustainable methods to clean contaminated soil (phytoremediation) at a site in East Charleston, Vt. The project is made possible by a grant Balcom received from the State of Vermont Department of Environmental Conservation.

Healthy Workplace

LSC has been awarded a bronze worksite wellness award from the Governor's Council on Physical Fitness and Sports. The Council recognizes employers which promote a work environment that encourages and enables employees to improve their overall health. The award will be presented at the Worksite Wellness Conference in Burlington on March 27.

This report covers the end of the Fall Semester and the beginning of the Spring Semester. All of our efforts are directed at returning the college to financial health. We are guided in that effort by our business plan which is guided by our Strategic Overview and its eight goals. Below are highlights of the past two months accomplishments and initiatives that compliment our strategic goals. The biggest news involves our anaerobic bio-digester project – we began filling and pumping 460,000 gallons of cow manure through the hydrolyser tank into the anaerobic digester tank during extremely cold temperatures the last weekend in January. It took over 140 truck loads to accomplish this task in 4 days. I invite your questions and comments.

Regards,
Phil Conroy

The College has placed a renewed emphasis on building its marketing infrastructure. Vermont Tech will launch a new website in March. The new site boasts a bold design and draws attention to the College's focus on hands-on learning. A profile of each academic program will include an overview, detailed course descriptions and student, faculty and alumni profiles. The site will also provide ample opportunity to highlight the College's notable achievements using video and social media.

President Conroy initiated a number of college-wide task forces last semester whose work is beginning to take shape in the form of recommendations. The Pricing Task Force recommended the addition of a laboratory fee and the restructuring of the institutional financial aid. The innovation and Entrepreneurship recommended the establishment of academic minors in entrepreneurship and innovation as well as an increase in the use of simulation in the nursing program to increase enrollment. The aviation program is launching an AERO Camp for 13-18 year olds this summer as a result of the task force's work.

Last year's Annual Fund Campaign generated just over \$14,000 from faculty, staff and alumni. Six months into this year's Annual Fund Campaign, we have exceeded last year's total by about \$500. The College has a renewed emphasis on annual giving and planned gifts.

The Alumni Office is on the road again this time at the Vermont Farm Show the last week in January. Staff from Vermont Tech's new Institute for Applied Agriculture was present and discussed the new short course program offerings. President Conroy gave an update on the College asking for a greater commitment and level of involvement in seeking state support and philanthropic support. The Vermont Tech team visited with several hundred alumni during the Farm Show with alumni ranging from the class of 2010 to the class of 1950.

Applications for admission are showing an increase over last year. While the percentage increase varies from week to week, the trend is in an upward direction. Out of state and Regional Student Programs are showing the greatest increase at this time.

This spring Admissions is holding five recruitment events including an Instant Decision Day, two Admitted Student Days, an Open House in Williston, and a guidance counselor bus tour. In addition, we are planning to attend over 70 recruitment events in New England, New York, New Jersey, Pennsylvania, and Florida.

Vermont Tech is one of the first two VSC colleges to implement the Ellucian Recruiter product. This spring we will be working on implementation, training, and migrating our online application to Recruiter. The addition of this CMS is very important to Vermont Tech since our current admission system is out of date.

52 students are currently enrolled in the 25th year of the VAST program. Last semester, six had GPAs of 4.0 with many more having over a 3.0.

Sue Polen, Director of CAS and VAST, and **Chris Beattie**, Assistant Dean of Administration, have led a team developing and writing the Youth Career Connect Grant from the U.S. Department of Labor. The \$4.2 million dollar grant submission is a state-wide collaboration under the umbrella of the Vermont Department of Labor with Vermont Tech as the lead institution. This program will target students in grades 10-13 to promote understanding and preparation for careers in the STEM fields especially computer science and engineering technology.

Vermont Tech is embracing the benefits of the new Education Pathways Legislation in Vermont. **Rosemary Distel**, Associate Academic Dean, **Patti Coultas**, Director of CTE Teacher Preparation Program, and **John Knox**, Professor and Chair of Mathematics recently visited the Center for Technology, Essex to discuss dual enrollment opportunities in STEM course offerings. Also, recent discussions have taken place with Stafford Technical Center, North Country U. H. S. & Career Center, and Windham Regional Collegiate H. S. on the development of possible STEM Academies. These Academies would boost college and career readiness while awarding college credit (i.e. Vermont Tech dual enrollment coursework and Project Lead the Way, STEM programs).

Laurel Butler, (Area Business Advisor - VtSBDC) began new duties funded by the Federal Perkins Grant. She will work with **Rosemary Distel** and **Patti Coultas** to develop a marketing/recruiting plan to encourage students to seek STEM related fields of study. The Perkins Grant also has specific goals for gender equity initiatives (i.e. women in engineering, men allied health, etc.).

The Vermont Agency of Education's Career Technical Education (CTE) workgroup invited **Rosemary Distel** to be a member of the state leadership team for managing the state "STEM Equity PIPELINE" project. This project aims to increase the participation of females in STEM related programs of study at the secondary and community college levels.

Vermont Tech's business plan calls for a significant increase in international students. To that end **Kathleen Mason**, has joined the College as International Student Mentor and reports to **Sue Polen**, Director of CAS and VAST. The team works with international students through the Multicultural Club to take advantage of all that the international students bring to Vermont Tech to create cultural awareness and understanding for our students.

As a result of a generous gift of \$25,000 from the grandparent of a student, Vermont Tech has created a pilot program on the Randolph Center campus for students with social challenges. These students are capable of completing all academic requirements towards a degree but have difficulty interviewing and presenting themselves to potential employers. **Susan Mills** was hired in January to mentor 6-8 students. With intensive, individualized career support Vermont Tech is optimistic that this will make a significant difference for these students who will graduate from Vermont Tech and will make outstanding employees.

The Randolph and Williston campuses sponsored successful celebrations of Martin Luther King, Jr. Day. In Williston, students built a wall of "dreams and aspirations." In Randolph, local historian **Mim Herwig** told of Alexander Twilight, the first African American college graduate in Vermont who attended the Orange County Grammar School, the predecessor institute of Vermont Tech. The talk was broadcast via VIT to all of the Vermont Tech campuses and sites.

We recently completed a search for a new Student Activities Coordinator for the Williston Campus. This is an integral part of the Williston Team, as the person in this position also serves as the residence hall director.

As mentioned in the opening paragraph after seven years in the making the day finally came in which the anaerobic digester began to operate. It won't be until March when we have bio-gas to produce electricity but the facility is finally running. There will be a celebration in the spring that includes **Senator Patrick Leahy**. Special thanks goes to **Mary O'Leary**, project manager, **Joan Richmond Hall**, **Charlie Dana** and the entire farm team, who worked nonstop through a very cold weekend in January to fill the digester. Due to extremely frigid temperatures, the team dealt with frozen and broken equipment but worked around the clock to accomplish the task of filling the digester.

Vermont's recently adopted Universal Recycling Law will require the State Colleges to adhere to new requirements for managing organics (leaves, yard trimmings and unwanted food) and recyclables. This impacts the type of containers on campus for pedestrian disposal of waste. The Vermont Tech Center for Sustainable Practices (CSP) is working with ANR to create a webinar for staff who will need to enact changes to comply with the law by July 2014.

The IT Department is in the process of upgrading to brighter large-format projectors and high-contrast screens in all of Vermont Tech classrooms based on the positive response from students and faculty from last summer's pilot upgrade.

We have been working with CCV to plan network and classroom technologies at our new Brattleboro site. We're sharing network infrastructure and standardizing classroom equipment so that rooms can be shared as needed.

The recent announcement of the new VSC bandwidth contracts has created a buzz in the student community and plans are underway to take full advantage of the new bandwidth. The wired network in Randolph Center will be getting the most attention and the students living in residence halls will see a dramatic increase in network capacity.

Nearly 70 faculty and staff participated in the spring Academic Professional Development day. **Scott Giles**, President of the Vermont Student Assistance Program (VSAC), provided us with data on changing demographics of Vermont's college age population. **Chancellor Tim Donovan's** observations and perspectives on the changing landscape of post-secondary education captured everyone's attention as he articulated his thoughts about why Vermont Tech, and for that matter, the rest of the VSC, must aggressively respond to these changes.

Greg Hughes, Business Technology and Management Faculty, led a discussion about the merits of reorganizing Vermont Tech's academic programs and program leadership. This discussion has been carried on well into the semester. Plans are afoot for faculty to discuss and propose to the administration a new model for academic programs and shared governance.

There was a hands-on workshop presented by newly appointed Hartness Library System Director **Jane Kearns**, along with **Susan Currier**, Randolph Center campus librarian and **April Kelley**, Williston campus librarian demonstrating several Hartness online search tools specifically geared for faculty use and their professional development. Hartness will be expanding outreach to other departments including admissions and academic support services to highlight professional development resources which may be of use in their efforts to attract and retain students.

Allan Rodgers, Business Technology and Management faculty and **Logan Stahler**, Instructional Technology Specialist, recently brought together a group of interested faculty and staff to discuss Vermont Tech's responses to the VSC TLT faculty survey that was distributed across the VSC near the end of last semester. The survey posed questions that illuminated faculty use of technology, challenges experienced using teaching technologies, technology support, and the specific technologies that faculty would like to learn about. One result of this meeting was to initiate a local, Vermont Tech TLT group with focus on faculty professional development and supporting new efforts to showcase effective uses of technology in teaching and learning at Vermont Tech.

Continuing Education/Workforce Development (CEWD) presents "**Start Your Own Business**" workshops at our **Williston Campus**, running a four-hour workshop from January – June with the VtSBDC. For information and registration go to www.vtsbdc.org.

CEWD has the following companies offering Vermont Tech credit bearing courses: GE, UTC (f/k/a Goodrich), GW Plastics, North Hartland Tool, New England Precision, Concepts NREC, Green Mountain Coffee Roasters, and GS Precision. CEWD has again partnered with the following businesses/organizations to offer classes & trainings: Yestermorrow; Central Vermont Medical Center (CVMC); Green Mountain Coffee Roasters (GMCR); 28 attendees from hospitals in VT and NH came to our NEAH Leadership Institute; Leadership program in Brattleboro; the VSC; and our own Nursing, Dental Hygiene and Ag Institute programs.

CEWD is working with the Ag Institute to offer several courses: Cold Climate Fruit & Berry Production Class 2/18; Organic Farmer's Business Course 3/5; Sustainable Veggie Production & Business Planning class 3/31-4/4; Brewing class in 5/12-5/18; and a Diversified Ag Program in June.

The Governor's Institutes of Vermont creates prestigious, fun, accelerated learning residencies on college campuses for highly-motivated Vermont teenagers. Vermont Tech will offer two Governor's Institutes this summer – a Special Interdisciplinary Institute on Farms, Food & Your Future (7/20-7/26), and a new Entrepreneurship Institute (7/7-7/12). <http://www.giv.org/>



President's Report February, 12 2013

We have had quite a busy January gearing up for the start of classes and now CCV's 2014 spring semester is well underway and off to a great start. It is still snowy and cold, feeling like anything but spring, but we have 6,800 students enrolled in 1,000 classes, and still more enrolling for our later-start classes.

During last month we were host to our Federal Project Officer, Suzanne Pouliot, for a monitoring visit to review our Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant from the U.S. Department of Labor. Suzanne visited our Winooski and Montpelier academic centers meeting with more than 20 CCV staff members to discuss the grant's progress.

The four-day visit also included meeting with community partners and students, viewing classrooms and lab spaces, and equipment purchased with the grant funds, as well as reviewing strategic planning, policies, and procedures. The visit went very well and we are pleased with the increased accessibility to the College and the opportunities for student success the grant has made possible.

Our newest and most exciting project to utilize the TAACCCT grant funds was a marketing campaign to highlight the three TAACCCT-funded applied sciences degrees that CCV offers: applied business practices, digital marketing, and medical assisting.

Our marketing department worked with Urban Rhino Productions to deliver high-quality, 30-second video spots targeting our biggest audiences. The commercials are airing on the WCAX morning news broadcast and Comedy Central's Colbert Report, as well as running on Facebook, Pandora, and various other online media. They can be found on [CCV's website](#), our online news magazine, [CCV Now](#), and [CCV's YouTube channel](#). They have been very well-received by faculty, staff, and students alike.

Also in January we announced our 2013 Student Leadership Scholars. This is the second year CCV has awarded the \$1000 scholarships to honor 12 students, representing each of CCV's academic centers, who demonstrate outstanding leadership qualities on-campus and in their communities.

CCV is very fortunate to have hard-working students who significantly commit to both their fellow

students--through tutoring, mentoring and the College's Community of Student Representatives--and to their communities volunteering at local hospitals, schools and libraries. Last fall, students, faculty, and staff at all of CCV's academic centers nominated individuals for the award. Many of these nominations were heartfelt and moving, each of them highlighting the wealth of experience in CCV's student body and all of them a testament to what our students bring to the College. In March I will be hosting these 12 exemplary individuals and their families at a luncheon in their honor. You can [read more on CCV Now](#) about two of the recipients who represent our Middlebury and Winooski academic centers.

Due to the high number of nominees for the Student Leadership Scholarships, CCV Montpelier's Kelly Young organized and co-hosted a leadership development workshop last week with consultant Susan Palmer. Montpelier's student leaders attended "The Power of Authentic Leadership" to help identify and strengthen those qualities that their peers, instructors, and supporting staff recognized in them.

During the morning session students, staff, and faculty in attendance explored the concepts of authenticity and authentic leadership through group discussion and by working in pairs to better understand exactly what qualities make for authentic leadership. Attendees learned how to identify their own personal leadership capacity and how to strengthen their leadership qualities by leveraging personal experience, reflection practices, active listening, and peer coaching. Following the workshop, students, staff, and faculty attended a lunch and panel discussion at which they were invited to ask CCV President Joyce Judy, Director of Student Services Heather Weinstein, and Executive Director and Dean of Students Deborah Stewart about their personal leadership experiences.

Looking ahead, March 3 will see the start of our second LOOC, or little open online course, called Money Smarts. The class will address concerns about debt in general and managing student loans. The instructors will introduce money management strategies for better financial literacy and control over personal finances. Our first LOOC, which focused on job search preparedness, was a great success, we had 220 students participating in the five-week-long course. We are very much looking forward to the Money Smarts LOOC enrollment opening next week.

I urge you to visit the now.ccv.edu site to follow all of CCV's exciting news.

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

February 12, 2014

INTRODUCTION

As we move into 2014 with our sights firmly set on the future, we paused for a moment to celebrate the life of Dr. Martin Luther King, Jr. as has become our annual tradition at Spring Convocation. With the help of Dr. Mike Kiernan, the Collegiate Chorale, the Jazz Ensemble, and others we ushered in the spring semester with a majestic tribute to King.

Spring Convocation is a fitting theme for this report. It is a celebration of new beginnings. A celebration of past performances. A celebration of civic-minded engagement, and growth.

PUBLIC SERVICE

Gift of Life Marathon Breaks National Record

Castleton played an integral role in the Gift-of-Life Marathon, the nation's largest single blood drive in history. The Gift-of-Life Marathon collected 2350 pints, crushing the old national record of 1,968 pints set by Manchester, N.H. Castleton President Dave Wolk spent the entire day operating a shuttle around Rutland and Castleton, to ensure donors had a safe trip to the five donation sites. In addition Wolk, a staunch supporter of the World Champion Boston Red Sox, challenged the Castleton College community to show up in force – agreeing to wear a New York Yankees jersey at the January Convocation should the college surpass 100 participants. The goal was met, and true to his word Wolk donned the pinstripes in front of hundreds at Convocation.

Nursing Students Helping Heal Honduras

Thirteen senior nursing students from Castleton are currently preparing to embark on a medical brigade to Honduras as volunteer nurses in March. The trip will provide valuable field experience while aiding a country in need, combining the experiential learning, civic-mindedness, and study-abroad opportunities that have come to define a Castleton education. Kyla Livingston is heading up the student-led initiative, partnering with Genesis Mountain View Center and 44 other Vermont and New York registered nurses for the goodwill trip. The Castleton group is currently raising funds as well as supplies for their trip.

Student-Athletes Complete Banner Year of Giving

While Castleton has become well known for its athletic prowess throughout the region, Castleton student-athletes continue to excel in the classroom and in the community as well. In 2013 every team at Castleton participated in a civic-engagement event, raising funds, donating time, and immersing themselves in the NCAA Division III philosophy. In all, Castleton student-athletes helped raised more than \$18,000 for local and national charities, and donated more than 3,000 hours of service.

Civic-Engagement Celebrated

In December we celebrated to community engagement and civic-mindedness of several of our students at a ceremony designed to engage and enlighten our campus. Students presented their recent civic-engagement projects to their peers, professors, and community members and engaged in discussion after the presentations.

ACADEMIC AFFAIRS**Ellen Ceppetelli Named Secretary of Accreditation Board**

Castleton Director of Nursing Ellen Ceppetelli has once again secured a seat on the Commission on Collegiate Nursing Education (CCNE) Board, a nationally acclaimed nursing accreditation agency. Ceppetelli has assumed the role of Secretary of the board for her second term on the board in January 2014, and will also serve on the agency's Executive, Report Review, and Residency Accreditation Committees.

Scott Roper Appointed to VCGI by Governor Shumlin

Castleton Associate Professor of Geography Scott Roper has recently been appointed to the Board of Directors of the Vermont Center for Geographic Information by Governor Peter Shumlin. His appointment is the first ever from Castleton and Roper is one of just three higher education representatives on the 12-person Board who represent the municipal, state, legislature, academic, and private/ business sectors, as well as the regional planning commissions.

Andre Fleche Earns Prestigious Literary Award

Castleton College History Professor and Department Chair, Andre Fleche, was recently awarded the Southern Historical Association's 2013 James A. Rawley Award for his book titled *The Revolution of 1861: The American Civil War in the Age of National Conflict* (UNC Press, 2012). The award is given biannually to a distinguished book dealing with secession and/or the sectional crisis published over a two-year period at the annual meeting of the SHA in Saint Louis.

FACILITIES**Polling Institute Expands in New Space**

Just three years after being established, the Castleton Polling Institute is poised for growth. In February Dr. Rich Clark will officially open the doors on the brand new location located in downtown Rutland in the old Opera House. The new location provides much needed classroom and office space, while also providing an expanded calling center. Still in its relative infancy, the polling institute has provided important survey research for both public and private entities, which has also led to the expansion of staff. In January, Ryan Flood, '13 was hired as the manager of the institute. Flood worked extensively with Clark while he was a student and will play an integral role in the institute's future.

Items for Discussion and Action

2. Approval of the Minutes of the December 12, 2013 Board of Trustees Meeting

Unapproved minutes of the Board of Trustees meeting Thursday, December 12, 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, December 12, 2013 at Lyndon State College in Lyndonville, Vermont.

The following were present:

Trustees: Lynn Dickinson, Kraig Hannum, Tim Jerman, Karen Luneau, Chris Macfarlane, Jim Masland, Gary Moore, Heidi Pelletier, Colin Santee

Absent: Jerry Diamond, Michelle Fairbrother, Bill Lippert, Linda Milne, Martha O'Connor

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

Dan Smith, Director of Community Relations and Public Policy

Elaine Sopchak, Executive Assistant to the Chancellor

Chair Moore called the meeting to order at 3:04 p.m. and introduced Lyndon State College President Joe Bertolino.

A. PRESENTATION

1. Presentation by Jay Peak Resort President Bill Stenger

President Bertolino introduced Bill Stenger, President of Jay Peak Resort. Mr. Stenger gave a presentation on the economic development projects underway at Jay Peak, Burke Mountain and in Newport, Vermont. Recent development efforts at both ski resorts have made them significant economic drivers throughout the year, with an emphasis on job creation and year round employment. In downtown Newport revitalizations efforts will include a facility that features first floor retail

Items for Discussion and Action

and upper floor accommodations, and on the waterfront will be the Marina Hotel and Conference Center. At the Newport Airport lightweight airplanes will be manufactured and distributed. Mr. Stenger explained that all the current redevelopment relates to what he calls the TEAM economy: travel, education, agriculture, and manufacture of which Education is a core. So far the projects have created 1,500 jobs at Jay Peak, with several hundred more to come. The project's relationship with the VSC is exemplary and appreciated. ANC Bio VT is a Korean bioscience company; currently they are finalizing their \$100M plant to be used for manufacturing and distributing medical devices; stem cell research and product development; and 50 clean rooms that will be made available to bioscience companies and universities around the world to who need a USFDA-approved facility in which to do their work. Mr. Stenger's group is raising \$500M to implement all these projects. The bottom line is the economic health, diversity, and growth of this entire region of Vermont. They have raised money from 74 countries around the world and expect to create 10,000 jobs directly and indirectly. The VSC is the best possible source of education for students who will do this work. Trustee Macfarlane asked what kinds of jobs will be created. Mr. Stenger replied that the jobs created will include culinary, IT, accounting, and many other year round jobs. Trustee Dickinson asked what role representatives from CCV and LSC have in the process. Mr. Stenger replied that they are meeting frequently and discussing curriculum development for all the job levels. Within two years ANC Bio will open, and recruiting will occur in advance of that. Vermont Tech and Lyndon State have been very collaborative in the process. President Murphy noted that for travel and tourism, much of the market for Jay Peak is Vermont and Quebec. Chancellor Donovan responded to Trustee Dickinson's question that a year ago he assigned Penne Ciaraldi of CCV and Ann Nygard of Lyndon State to work on Northeast Kingdom workforce development. They work with the Department of Labor, Agency of Commerce and the VSC to focus on what labor markets will require as they emerge. Trustee Masland asked if the manufacturing in the Northeast Kingdom will eventually spread down to the St. Johnsbury area. Mr. Stenger replied that opportunities will be possible as components develop, with natural evolution southward. Trustee Masland stated he is impressed with the diversity of employment. Mr. Stenger stated that EB-5 is a federal program available to anyone. Chancellor Donovan explained that Vermont is the only state with its own EB-5 center. There are over 350 other competitive programs in the country but Vermont's is the only one administered by the state government, which gives a tremendous advantage when investors see that a program is endorsed by the state. Chair Moore thanked Mr. Stenger and said the VSC is happy to work with him for benefit of Vermont.

Items for Discussion and Action

B. ITEMS FOR DISCUSSION AND ACTION

1. Approval and Presentation of Professor Emeritus Status

President Bertolino introduced Provost Kellie Bean and Professor Emeritus nominee Jon Fitch. Professor Fitch came to Lyndon State in 1974 as a member of the behavioral sciences department. His personal education philosophy of the “ability of a teacher to be attuned to student needs and also attentive to himself as a learner” has informed his entire career. Professor Fitch is retired since 2005 but still teaches part time. He is a caring, thoughtful, and inclusive educator. His entire department as well as many students he mentored recommended him for emeritus status.

Trustee Pelletier moved and Trustee Luneau seconded the resolution Emeritus Status for Professor Jon Fitch. The resolution passed unanimously. Chair Moore read the resolution aloud and presented a plaque to Professor Emeritus Fitch, who thanked the Board and pledged to take this affirmation forward to his students.

President Bertolino introduced Professor Emeritus nominee Richard Portner. Professor Portner came to Lyndon State in 1977 as an assistant professor of theater and interpretive arts. While teaching at LSC he pursued and received an additional Master’s in broadcasting at Boston University, and became a part of the television studies department. Professor Portner rehabilitated the LSC theater into a vibrant part of the arts community. His community involvement extended to many years of local summer theatrical productions in New Hampshire. He and his wife Terry established the Portner Prize, an annual financial award given each year to a junior or senior student with interest and achievement in fine and performing arts.

Trustee Pelletier moved and Trustee Luneau seconded the resolution Emeritus Status for Professor Richard Portner. The resolution passed unanimously. Chair Moore read the resolution aloud and presented a plaque to Professor Emeritus Portner, who thanked the Board, his students, and his wife Terry.

2. Presentation in Honor of Former Trustee Nick Russo

Chair Moore introduced former Trustee Nick Russo and shared that he earned everyone’s respect for his careful attention to all business items, and looked at the bigger picture beyond LSC. He represented the VSCSA very well. Chair Moore stated the Board is sorry to see him step down and thanked him for his service. Trustee Jerman enjoyed working with Nick, and apologized for having to break

Items for Discussion and Action

up the LSC dynasty of student trustees. Trustee Pelletier stated he was a pleasure and inspiration to work with. Trustee Luneau stated that the Board has had exemplary student trustees, with each one better than the last. She stated that Nick was outstanding, and that he shows great promise for the future. Trustee Hannum echoed Trustee Luneau's comments and commended Nick on his hard work and dedication. Chancellor Donovan shared that it is a tribute to the students and the Board that in his long time with the VSC at no time has a student trustee been student first and trustee second—Nick was always a trustee first. He recalled meeting Nick for trustee orientation, and his probing, deep questions to learn more perspectives; it is a mark of a great trustee and will serve him well. Trustee Russo thanked the Board and shared that Lyndon State means everything to him. He felt a real sense of collaboration here, and received support and attention he did not get in high school. He believes the programs at Lyndon really do teach real life skills. He said he believes the leadership at the college will move it forward and will impact students for years to come. Trustee Russo introduced parents and thanked them for their support.

3. Approval of the Minutes of the October 31, 2013 Board of Trustees Meeting
Trustee Luneau moved and Trustee Jerman seconded the motion to approve the minutes of the October 31, 2013 meeting. The motion passed unanimously.
4. Reports of the College Presidents
Lyndon State College President Bertolino introduced his leadership team: Provost Kellie Bean; Dean of Administration/CFO Loren Loomis Hubbell; Dean of Institutional Advancement Bob Whittaker; Dean of Students Jonathan Davis; Associate Provost/Dean of Faculty Alison Lathrop; Director of IT Mike Dente; Chair of Faculty Assembly David Johnston; Executive Assistant to the President Darcie Miles; President's Office Assistant Brett Santo. Other LSC attendees included student Aaron Bellomo; Acting Associate Dean for Enrollment Management/Director of the Leahy Center for Rural Students Heather Bouchey; Director of the Center for Rural Entrepreneurship Ann Nygard; Professor Tim Lewis; Tess Conant, Chair, VSC-UP; Director of Technical Services Aaron Young; student Tyler Kittleman.

President Bertolino announced that the Electronic Journalism Arts program has been named one of the top 25 journalism programs in the country by NewsPro Magazine. The college recently signed an MOU with QBurke for instruction and experiential learning opportunities with paid internships. The Atmospheric Sciences program is now a full member of the National Center for Atmospheric

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Research. Membership in this premier organization for atmospheric science indicates that LSC's Atmospheric Sciences program is one of the best in the country. The donated solar panels from Sticks & Stuff have arrived. LSC's men's cross country team won the NAC title for the fifth time in the last six years, and two LSC students went to NCAA national tournament.

LSC continues to work on enrollment management. Enrollment for spring looks stable, and they may see growth in retention. There may be a decline in new students, though it is too soon to tell at this time. They are reaching out to commuters to encourage enrollment sooner than the last minute. LSC debuted its new website recently. Currently they are focused on several external reviews. Last year IT was reviewed; this year athletics and advancement programs will be reviewed. This information is helpful as they are beginning to develop a 10-year plan for strategic transformation. LSC is continuing to face the challenge of meeting the needs of current students in current programs. Programs that started out as small have grown but resources have not, and it is difficult to keep up with the demand for those programs. Retention is up 4% over last year, and is trending the same way for spring.

Chancellor Donovan asked President Bertolino to describe what a campus master plan entails. President Bertolino explained that LSC brought in a consultant to review the entire campus in terms of space, infrastructure, and needs for the future. The consultants reviewed documentation and data, and had conversations with constituencies on and off campus. The goal is to develop a blueprint for the college's needs in 10, 15, and 20 years. They asked the consulting group to formulate a master plan that was flexible and did not lock the college into a particular building or infrastructure. The result has been a plan that outlines different expansions of facilities, and shifting campus areas to meet demands over time. The consultants also provided information on how best to utilize the space LSC currently has. The college may not have the financial capacity to build right now, so the plan helps them look for better ways to use resources they have, and can whether they can do so at low cost or minimal impact to budget. They developed a master plan in a series of phases based on cost and need. The grand picture is something exciting to reach for, excites the community, and provides a future vision internally and externally.

Trustee Pelletier noted that a master plan is a big effort and expense and wondered whether the Board should integrate all five colleges' master plans into the strategic inquiry process. Chancellor Donovan responded that a master plan is

Items for Discussion and Action

a physical campus plan, and though the colleges also have strategic plans, they are generally of a 5-year duration. It is important that the Board does not interrupt those planning activities; the Board's future direction will inform those plans and will also be informed by them in the long term. Trustee Dickinson asked about enrollment management and why commuters are often the last to register. President Bertolino answered that of the students who register at the last minute, the majority are commuters. His staff are looking deeper into data and learning more about these students. Historically, they transfer, drop out or have financial issues; students will often decide to register at the last minute after learning exactly what it will cost. They are also balancing school with their work lives.

Community College of Vermont President Joyce Judy asked the Board to become knowledgeable about the college scorecard being developed by the Obama Administration. She explained that it is designed for the traditional student: an 18-year-old attending an elite college full-time and finishing in 4 years. This impacts community colleges because that is not their population at all. The scorecard measures graduation rates. But there is a need for metrics that make sense for community colleges. A first-time/full-time cohort is used to measure graduation rates. For CCV this cohort is small: this fall 2,000 students registered, but only 100 were first-time/full-time. Transfers are not considered in the measure of success, or any data mix. If the scorecard becomes a significant thing President Judy said she will ask the Board to reach out to our legislators because the data is not representative.

President Judy described a new CCV initiative called directed self-placement. CCV has used Accuplacer for years to place students. There has been national pressure for community colleges to think about where students start. Accuplacer is not diagnostic and doesn't measure motivation. The college has moved to directed self-placement to empower students to be more a part of the placement process. It has been shown to increase student success and retention. CCV is not abandoning Accuplacer. Along with Accuplacer, students take surveys aimed at behavioral considerations that contribute to success in college, and then work with an advisor to determine placement. Students tend to be more conservative when placing themselves in courses than if they are placed based on test scores. President Judy will report back with an update later in the year.

President Judy also reported that a donor will fund a second staff member to support CCV's veterans services in southern Vermont. Trustee Hannum informed the Board that he had heard CCV ad on local radio and thought it was excellent.

Items for Discussion and Action

Johnson State College President Barbara Murphy commented regarding commuter students often local students grow into the notion that they are getting a good education and sometimes need to convince themselves they're attending a good school. JSC is studying the possibilities of creating living learning communities; one exists for commuters that incorporates field trips and encourages engagement. JSC is in year 4 of its college plan. President Murphy's recent "state of the college" address is now available on their website and includes an update on the plan. Goals of strengthening JSC's ties to county and Vermont and being of service are the current focus. JSC's Dean of Students Dave Bergh is now the Dean of Student Life and College Relationships. He is involved in developing public/private sector partnerships. President Murphy hosted the first President's Roundtable and will do so once a semester. Many sectors were represented and there was good conversation about what they are looking for in hiring, and suggestions for preparing graduates. JSC is focusing on enrollment and student success, and they are learning from their most promising programs. The TRIO program is one successful model. They are reviewing programs to see what needs updating. They are also looking at new partnerships in Lamoille County to increase the number of high school graduates who continue to college. JSC is considering a pilot project with VSAC for students in Lamoille County. They are repackaging the career center to be a career internship hub and have hired a new staff person. The External Degree Program has hired a consultant to perform an external review with the purpose of jumpstarting the program and looking to capture some of the more than 75,000 Vermonters who have started but haven't completed a degree.

Vermont Technical College President Phil Conroy shared that the nursing program is increasing clinical placements around the state by 27—they have added nine at Porter Hospital in Middlebury, nine at Northwestern Medical Center in St. Albans, and nine at Springfield Hospital. President Conroy will be meeting in January with Rutland Regional Medical Center to restore placements there. There needs to be statewide discussion among nursing programs about how placements are allocated throughout state.

President Conroy noted that continuing education and workforce development students are not frequently mentioned but they make up a large number of VTC's student base. In addition to VTC's 1500+ degree seekers, there are 790 continuing education and workforce development students. About 400 are in plumbing and electrician apprenticeship programs. Others are in embedded programs throughout the state. The current number of students is an increase of over 200 students from

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last year. Throughout FY13 VTC served 2650 students through its continuing education office who are not counted towards enrollment figures. These figures will soon be rolled into Colleague. These figures also include the Institute for Applied Agriculture. Students are looking for “just in time” education: they want to learn certain skills when they need them and will use them, and they will come back when they need to learn more new skills.

Vermont Tech’s CubeSAT launched and is one of only four of the 17 satellites that were launched in November that is actually working. This is the precursor of the next CubeSAT, which is going to be sent to the moon in a few years.

VTC is updating its 2008 master plan by conducting an internal review led by the in-house expertise of the architectural engineering program. Senator Sanders visited the Randolph campus and discussed the reauthorization of the Higher Education Act; President Conroy emphasized to him the necessity that financial aid programs remain intact.

VTC is experiencing challenges with math and English placements. The Common Core requires high school students to take math courses up to Algebra II (three years of math), but VTC requires applicants to take up to Precalculus (four years of math). They are working with tech centers and high schools statewide to address this gap. VTC is creating a pilot program with Stafford Tech next year that uses dual enrollment and VTC prep courses to obtain fast track credits that will allow students to enter VTC’s engineering program. This program is modeled on a manufacturing program that exists around the state. VTC is also holding a series of workshops on STEM preparation for high schools and tech centers to discuss the kinds of preparation students need for STEM careers. Research is starting to show that teens are losing interest in STEM careers.

VTC is looking at programs needing change or updating. Enrollment numbers are trending up, with BA programs being more popular than associate’s degree programs. The college recently received a gift that now funds a position in the Center for Academic Success to support students who are on the Asperger’s spectrum. Trustee Jerman asked who determines how many clinical slots are given. President Conroy answered that this is negotiated with each hospital and is often based on demand. Chancellor Donovan shared that the Governor appointed him to a blue ribbon commission on nursing and that it is a concern across the state and profession. The VSC has three colleges in Vermont doing nursing

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education and medical facilities across the state have a vested interest in a full pipeline; this needs to be addressed strategically.

Trustee Jerman shared his observation that IBM (for example) needs employees able to do the math, and not so much the science, technology and engineering, and that this is a frustrating mismatch because they cannot fill this need with Vermont students. President Conroy stated that math a huge issue both for workers, who without it cannot progress to the next levels, and for students who are not coming in with needed skills. VTC is working hard to bring up the basic skill level of its students. Trustee Jerman asked whether Internet-ready devices are preventing students from learning skills that they could easily look up. President Conroy stated that instructors are requiring students to look at the work classically and fundamentally, but also need to understand how to use those devices to enhance what they are teaching. Trustee Masland observed that students start in STEM coursework but often end up doing something else, so maybe it would be better to have more students be better at math; he commended VTC for trying to address this. Chancellor Donovan observed that society may too focused on STEM career fields rather than how essential math, science, and technology are to nearly every field. Trustee Dickinson observed that people cannot enter corporate college programs because they don't have the skills. President Conroy confirmed that VTC is providing remedial math instruction within businesses. They are now expanding corporate math courses and adjusting methods to meet the needs of students, so they can progress to the next set of skills. Trustee Macfarlane asked how such adjustments are made and whom they affect. President Conroy explained that external programs are embedded in companies, and adjustments to methods in the business world can be applied to campus courses. VTC students are motivated and have a path, but we need to adjust how these students are taught, keeping in mind that they don't need remediation but rather need prep courses that they did not take in high school. VTC is assuming that in the future all new students will come to them with some college credits; they are trying to develop how those credits fit into rigorous academic programs.

Castleton State College President Dave Wolk shared that retention is at an all time high. The college has an intervention team and there is a high focus on retention. This year's enrollment is 70% Vermonters, the highest yet. Applications for next year are up. President Wolk cautioned that while this is exciting, Castleton is now very crowded. The college completed its 10-year master plan last year and is now into its second plan. Plans are more strategic this time, with incremental increases to the undergraduate population up to 2500 and an increase in graduate programs.

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Castleton will also extend beyond campus boundaries. More entrepreneurial ventures are necessary; current ones include the Center for Schools; expansion of graduate programs (including a new program for school psychology); Spartan Arena and Dome; conferences and events; the Polling Institute; and investments in Rutland and external partnerships. In the area of service learning, the college is applying for Carnegie certification for civic engagement. Trustee Jerman noted Castleton's recent work with Green Mountain Power in Rutland.

5. Report of the Vermont State Colleges Student Association

Trustee Santee began by recognizing LSC Dean of Students Jonathan Davis, who is also a VSCSA advisor. VSCSA now has an online discussion group set up in the VSC portal; they are using it also to create a document archive. They unanimously voted to become members of the U.S. Student Association, which has two million students from 35 states. The VSCSA is the sole group from Vermont. The benefits of being a member include attending workshops that help with goal setting and encouraging student participation. Dues are \$125, or 2.5% of their budget. The VSCSA is focusing on its students in statehouse project. They have decided their presence in the statehouse should be more precise than a rally and more persistent by coming to the statehouse throughout year. They are working with Director Dan Smith and the Board's legislative trustees on this project. A federal student debt campaign has been launched by Castleton SGA President Tim Mackintosh asking to secure the federal interest rate at a fixed percentage. He hopes to have Vermont students sign an electronic petition and share it with SGAs across the country. Over 185 students have signed so far. There are also Twitter and Facebook accounts for the initiative. Trustee Jerman stated that he liked the idea of diversifying the student lobbying effort. It will be more effective for small groups to have in depth conversations rather than a rally. He also stated that a bottom up approach to student debt is a good thing. Trustee Santee said that the more focused lobbying in the statehouse will be made possible by the VSCSA's new relationship with the Vermont Student Organizing Project, who intend to plan the own statehouse rally. Trustee Masland informed the Board of a legislative committee taking up property tax exemptions and said a student presence in the statehouse will help balance out the argument for taxing exempt organizations. Director Smith stated that he is following the tax exempt issue; a draft bill will be discussed soon. The supposed intent is not to apply it to the colleges.

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6. Approval of Education, Personnel and Student Life Committee: Consent Agenda
Trustee Pelletier moved and Trustee Masland seconded the motion to approve the Education, Personnel and Student Life Committee Consent Agenda. No items were requested to be removed from the consent agenda. The motion passed unanimously.
7. Approval of Finance and Facilities Committee: Consent Agenda
Trustee Jerman moved and Trustee Masland seconded the motion to approve the Finance and Facilities Committee Consent Agenda. No items were requested to be removed from the consent agenda. The motion passed unanimously.

C. **ITEMS FOR INFORMATION AND DISCUSSION**

1. Report of the November 20, 2013 Priorities Committee Meeting
Chair Moore stated that no decisions were made at this meeting. The committee discussed how to look at college needs; these were discussed at committee meetings the following week. The committee also heard an update on collective bargaining, which was also discussed at committee meetings the following week.
 2. Report of the December 4, 2013 Education, Personnel and Student Life Committee
Trustee Luneau stated that the items discussed were the items the Board just approved. The committee reviewed the status of programs under Policy 101 review in 2013 and commended the committees involved in the process. The committee also approved programs to be reviewed in 2014. The committee postponed discussion concerning changing the name of the Priorities Committee to the Executive Committee until Trustee Diamond was present.
 3. Report of the December 4, 2013 Finance and Facilities Committee Meeting
Trustee Jerman stated that there was discussion in committee among the presidents about pricing the many different offerings. The committee learned a great deal about the different situations at each college in terms of competition and how they must look at tuition. No actions were taken at the meeting. Trustee Dickinson stated that the high tuition/high financial aid model has been common for over 30 years, but some colleges are moving away from this model, and she asked for clarification on this trend. Chancellor Donovan explained that none of the VSC have a significant discount rate. A lot of colleges have a 50-60% discount rate. Leslie College, for example, is lowering its tuition and discount rate both by 25%. The average cost to students will be the same as present but there
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should be less sticker shock. Some ideas under discussion regarding pricing include introducing a small amount of discounting at the VSC. Private schools are not looking to eliminate discounting but it has gone beyond what's sustainable. The VSC is talking about adding 1 or 2% to the discount rate at some of our colleges. Trustee Dickinson noted that parents are starting to reach a limit with tuition levels, and suggested that in addition to discounting perhaps there are other methods to reduce the cost. Chancellor Donovan answered that some institutions where some increase in scholarship aid and a slightly higher tuition rate will be valuable in competing in some markets where they compete. The presidents are also looking at programs that are expensive to deliver and looking for ways to support those programs. Trustee Dickinson observed that parents might be willing to pay more for a high cost program that delivers high results. Trustee Jerman stated that the high tuition/high aid model is not a VSC policy but, rather, has been the state's perspective further noting that Vermont has not even had the high aid piece for over 20 years. Trustee Dickinson noted that what the market will bear is declining.

4. Report of the Chancellor

Chancellor Donovan told the group that the VSC has 29 different places from which we serve students, with common data services. The VSC spends \$650,000 a year for network services right now, and our three-year contract is ending. Currently the campuses have a 100MB pipeline that was adequate three years ago. There has been an explosion in the number of devices and Internet use. Lyndon State Director of IT Mike Dente shared that his college had 4,500 unique devices in spring 2013, and as of December 1st that number is up to 11,000 devices for a student body of 1,700. When the VSC's current contract started there was little competition. Due to the investment by the federal government, state government, and the VSC, competition has increased. VSC Network Manager Tom Maguire and VSC Chief Information Officer Linda Hilton have completed contracts with Sovernet, Fairpoint, Level 3, and VTel to deliver network services. The VSC will spend slightly less than \$650,000 per year for ten times the bandwidth, with redundant circuits for each college. This new contract improves VSC business continuity dramatically. The new network services will be in place by fall 2014. Students and faculty throughout the system have been asking for more bandwidth. We have aggregated the need and built on a competitive market that has evolved in the last three years in a dramatic way.

Chancellor Donovan told the Board that his office will send a poll to start choosing dates for upcoming strategic inquiry work.

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5. Other Business

There was no other business.

6. Comments from the Public

There were no comments from the public. Trustee Jerman thanked the Lyndon State faculty and staff for attending the meeting. Chair Moore emphasized former Trustee Russo's compliments of Lyndon State and asked that he put them in writing to share with the faculty.

7. Date and Place of Next Meeting:

Thursday, February 20, 2014

Johnson State College, Johnson, VT

Trustee Luneau moved and Trustee Jerman seconded a motion to adjourn. Chair Moore adjourned the meeting at 5:30 p.m.

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3. Approval of the Minutes of the January 27, 2014 Board of Trustees Special Meeting

The Vermont State Colleges Board of Trustees conducted a special Board meeting on Monday, January 27, 2014 at the Office of the Chancellor, Montpelier, Vermont.

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

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Michelle Fairbrother (by phone), Tim Jerman, Bill Lippert, Karen Luneau, Chris Macfarlane (by phone), Jim Masland (arrived late), Linda Milne, Martha O'Connor, Heidi Pelletier, Colin Santee

Absent: Kraig Hannum, Gary Moore

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

Absent: Dave Wolk

Office of the Chancellor:

Tim Donovan, Chancellor

Tom Robbins, Vice President and Chief Financial Officer

Annie Howell, Director of Academic Research and Planning

Elaine Sopchak, Executive Assistant to the Chancellor

Members of the Public:

Tess Conant, VSCUP President

Ben Johnson, AFT VT

Chris Smith, VSC FF Vice President

Steve Zind, Vermont Public Radio

Vice Chair Jerman called the meeting to order at 1:00 p.m.

Trustee Jerman informed the group that Vermont Public Radio is recording the meeting for a news story. The first agenda item is an update on the business plan for VTC. Chancellor Donovan reminded the Board that when they approved budgets last May, they approved a deficit budget at VTC with a four-year plan, and year one is partially over. The plan will allow the college to overcome challenges strategically in terms of cost

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reductions and program development refinement. The fall semester was the first revenue cycle of that plan. The information being shared today is based on the close of the September 30 close and informed by subsequent activity. The December 31 quarter has not closed yet. Those materials will be in the Board meeting materials for February.

Trustee Diamond asked to clarify what information will not be included in today's discussion. CFO Robbins informed the Board that he is now analyzing second quarter data as part of the normal cycle. Trustee O'Connor reminded the Board that when this subject came before the Finance and Facilities Committee in May, it was decided the Board would receive an update in six months, and this is that update. Chancellor Donovan explained that this information was originally planned to be shared during the normal Finance and Facilities Committee cycle; Trustee O'Connor and Chair Moore suggested the update be added to this meeting's agenda.

President Conroy explained that VTC's business plan runs from the fall 2014 semester to spring 2017 and includes 12 enrollment periods. The college submitted a budget in FY2014 that projected a \$1.4M deficit, a combination of \$975,000 from a \$2.5M Board-approved line of credit from system assets to be repaid at 4.5% interest. The Board had also approved the use of up to \$1.5M from VTC's quasi-endowment; the deficit includes \$450,000 from this quasi-endowment. The college is still spending down these funds. The \$450,000 being spent this year is specifically targeted for marketing infrastructure. Last year \$150,000 was used to begin VTC's new branding effort, and this year the marketing implementation will cost \$450,000. Presently VTC is projecting a \$2.4M deficit, a million dollars higher than previously anticipated. The \$2.4M deficit includes the \$450,000 from the quasi-endowment. President Conroy explained that this is because fall 2013 enrollment is off by 70 students, primarily in two categories. More students progressing from an Associate's degree to a Bachelor's degree chose to return to work rather than continue. In the nursing program, VTC was not able to enroll Associate's degree or LPN certificate students because the college lost 27 slots at clinical sites around the state. It was anticipated that the BSN program would help make up for this, but out of 42 applicants only 19 registered and only 15 are continuing with the program. Loss of revenue from these students also affected the college's room and board projection: there are 104 empty beds (a \$500,000 loss over the year). These projections cover the full year, not just a semester.

To control FY14 expenses VTC has cut discretionary spending 20% and frozen equipment purchases funded from tuition funds. What is being spent is grant funded. Discretionary spending will be scrutinized again, even after the 20% cut. The one area VTC is not sacrificing is the quality of the student experience. There is a soft freeze on vacant positions except those affecting quality of student experience or contribute to the financial goals of the business plan. They have eliminated a senior administrative position and two faculty retirements are not being refilled. The college is examining the sale of underperforming assets including land. A faculty group is looking at course and program redundancy and streamlining academic administration. Dan Smith leading a

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faculty discussion with CCV to increase the pipeline of CCV students to VTC, particularly relative to CCV's new STEM Studies program.

In FY15 a number of initiatives are planned to bring back stability. Trustee O'Connor confirmed with President Conroy that what he is sharing is all in the original business plan. Vermont Tech is undergoing rebranding implementation right now. VTC has adopted a philosophy similar to VMEC's: "fail fast, fail cheap." They have established a pricing task force to review tuition fees and financial aid policies to increase revenue and enrollment and are implementing a complete revision of the institutional financial aid program. They are looking to attract more in-state and out-of-state students through a combination of need and merit-based grants.

The pricing task force has recommended a lab fee, which will be implemented in fall 2014. The faculty contract calls for an increase in the way lab instruction is paid. Historically VTC paid .55 of a lecture credit for a lab credit. This has increased to .67 and now costs the college \$512,000 annually. The college needs to recover that cost.

Chancellor Donovan explained that in the last faculty contract the VSC agreed to equalize the lab rate across the colleges. Most courses are 3 credits, and lab science courses are generally 4 credits. The first 3 credits are for lecture, and the teaching load is the same as other courses. For each lecture credit the class generally meets for one 50-minute period per week. The lab part meets for 3 hours for 1 credit. The teaching load for faculty with labs is three times as much as a lecture due to the nature of the work, preparation, and follow-up. Faculty are paid a differential of 2/3: 2 credits of workload for a 3 hour lab. At VTC the differential was 50%, and now it has been adjusted to equal that of the other colleges. President Murphy stated that full-time students pay a package rate for 12-18 credits, there is no way to recover through the tuition rate the lab expenses some colleges pay. Trustee Diamond asked if the lab rate is the same for CCV. President Judy confirmed this. Chancellor Donovan stated that CCV does not have some of the auxiliary services built around lab preparation. For example, Tess Conant, Chemical Hygiene Officer at Lyndon State, does lab preparation for faculty; CCV does not have someone to do that. Castleton's and Johnson's lab fee is usually \$40 per lab credit. At VTC it will be \$35. Trustee Milne asked why VTC's was not \$40 as well. President Conroy answered that \$25 of the lab fee will go towards the increase in instructional cost; \$10 will go to financial aid, and the last \$5 will go towards repairing and replacing lab equipment. They do not want to go above \$35 because of the number of labs students take—VTC's is a lab intensive curriculum. A \$35 lab fee per course is an average increase of about \$450 per student per year. They do not want labs priced beyond what students can afford to pay. Some students have a lab with every course so the cost can be very high. Trustee Diamond asked what the increase cost to the college was when the differential went to .67. President Conroy answered approximately \$512,000. CFO Robbins added that cost already exists and now the revenue from the lab fees will start covering it. President Conroy said that the original business plan did not include this element but after the first semester of the business plan they concluded that the lab instruction costs must be recovered. Trustee Diamond asked if the extra \$5 was a deal

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breaker. President Conroy answered that they started analysis at \$20 and looked at other colleges, comparing how many labs VTC students take versus other schools.

The pricing task force also recommend a guaranteed job placement program for students entering in fall 2014. If, within 6-12 months of obtaining a Bachelor's degree from VTC, a graduate does not have a job, they can come back and take more courses at VTC's expense. This is primarily a marketing tool. This is under consideration.

There are also two other task forces. A task force of 23 faculty and staff are focusing on innovation and entrepreneurship and developing new revenue based programs, including academic minors and applied business programs in innovation engineering, entrepreneurship and lean systems. They hope to have a certificate program in entrepreneurship and innovation as soon as fall 2014. There is also a task force of students, faculty and staff working on improving the residence halls, with the goal of increasing resident students, especially in the junior and senior year. They are putting more emphasis on the Bachelor's degrees and more students living on campus.

Regarding enrollment, VTC is rebuilding its marketing infrastructure; however marketing spending is not higher than it has been historically. Generally they spend about \$350,000 on marketing; this year's \$450,000 in spending is an exception but is also barely adequate. VTC is increasing both it's out-of-state and in-state marketing. They have redeveloped VTC's brand and restructured the staff around marketing advancement in order to be more contemporary with other colleges of similar size. They have increased staff by reallocating positions within the college. They have implemented a comprehensive new student search, and there are now 32 points of contact with potential students. A completely rebuilt website is scheduled to launch in March 2014. They have implemented an electronic and social media ad campaign. There is already evidence of success: so far this year there has been an 11.4% increase in applications, including a 13% in Vermont applications and a 19% increase in out-of-state applications. Trustee O'Connor asked and President Conroy confirmed that these increases are for fall 2014. President Conroy continued that VTC has also developed an international recruitment plan and will release an RFP for international marketing services. The international recruitment plan calls for an increase of 150 international students over four years. VTC has doubled the number of international students since President Conroy started, from twenty international students to 60. They have successfully restored the 27 clinical practice placement sites for next year. They are in Middlebury, St. Albans, and Springfield; they are working on securing more sites for the Randolph campus as well.

Two additional revenue generating projects are coming online. The anaerobic biodigester will start generating electricity around March 1st. VTC has been making bond payments on this project for the past two years with no offsetting revenue. President Conroy is confident it will generate revenue next year. The dairy and produce plant is moving forward with funding from the round two TAACCCT grant. It will be operational next fall. Last summer, in partnership with Sodexo, VTC's market garden fed three campuses;

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Sodexo also purchased and distributed VTC dairy product. VTC is also working with Sodexo to make the Williston campus available as a summer conference site.

Cautioning that not all of these initiatives will bear fruit, President Conroy anticipates that VTC will be back on projection by next year. It is a very complex plan, and the college community has come together to address many issues that need to be viewed strategically and not reactively. Next fall is when the first round of effort will be realized from this first year of the plan. President Conroy expressed gratitude for the support of leadership at the Office of the Chancellor. VTC has a unique position in New England higher education, and President Conroy stated they are not abandoning that strategy of growth. The slope of recovery and growth will be different than what was originally hoped.

Chancellor Donovan stated that last spring the Chancellor's Office worked with VTC leadership to develop the business plan. He asked VTC at that time to look to the Chancellor's Office and the Board as the "bankers" to do due diligence and oversight. Since July Director Dan Smith has been assigned half time to VTC, and CFO Tom Robbins is now VTC's interim CFO. It is not time yet to start a search for a new dean of administration for VTC. Colleges' using central office resources is not unprecedented. Central office personnel have filled interim roles at the colleges before. There is not a lot of excess capacity at the VSC so we are using the resources we have to assist the institutions as they need it. There is an extra load on both Director Smith and CFO Robbins but all are glad to have more eyes on the situation. Both CFO Robbins and Chancellor Donovan have been meeting with President Conroy and his dean on a monthly basis at a minimum with greater intensity over the past several months.

Trustee Milne asked about the drop in this year's enrollment in nursing and inquired about what is being done about the Associate's degree students who left for work instead of continuing onto earning a Bachelor's degree. President Conroy answered that the college is making efforts to have students go from an associate program to a bachelor program. Some programs conclude with an AA, and those students could transfer to a different program but have chosen not to. VTC is looking to increase enrollment in the BA programs. Placement rates for BA programs are better than AA placements with graduates often earning 20-40% more pay. VTC is making this case to students. VTC has also restructured its financial aid system after discovering that VTC's institutional aid packages are the least generous of all the VSC colleges. They have revamped the program to favor Vermonters. They are looking to incentivizing students to go on to a Bachelor's degree. For instance, they are considering freezing tuition for the last two years if a student chooses to go on to earn a BA after an AA -- an incentive that would cost the college \$800 per student. They are raising awareness with students that if they persist to a BA they will make more money. Trustee Milne asked if there are any indicators to show whether this idea works. President Conroy shared that VTC now has a full-time institutional research staff member, with the result that decisions are based on actual data. They are starting to track data much more scientifically.

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Trustee Pelletier asked why students stopped taking courses after earning an AA. President Conroy answered that this is mostly a financial decision. VTC is beginning to see students who left to work full-time starting to migrate back as readmitted students. Chancellor Donovan stated that it is important to remove barriers to people coming into VTC at some place other than the beginning. For example, making VTC programs inviting to CCV students is important because if there is only a rigid sequence to be followed, VTC won't optimize its potential market. President Conroy said VTC is trying to develop a pipeline. They must assume now that most new students are going to come to VTC with some kind of college credit, like dual enrollment for example. To capitalize on that they are working with tech centers and high schools to help students get to college in exchange for help on math readiness.

Trustee Fairbrother asked President Conroy to share with the Board in February more detailed information on where VTC will make up the deficits, and what specifically will change that won't create another deficit. She also asked to see a budget scenario including a tuition increase between 0-2%.

President Conroy explained that the \$2.4M deficit is projected, not actual. The four-year plan has factored in a 2% tuition increase. He also stated that the lab fee increase is not included right now (\$875,000).

Trustee Milne restated that in FY15 VTC will be back on plan, but will not have made up the deficit. President Conroy answered that the plan has not factored in the forthcoming lab fee. The business plan is predicated on a 2% increase in tuition and an 4-5% increase in enrollment; his projection is that adding in the lab means profitability will occur faster than expected. This analysis has not been completed yet.

Chancellor Donovan reminded the Board that when they looked at the plan last May it was not as a road map but as a directional document that would turn the curves on revenue and expenditures so finances become positive again. A number of things are being looked at and not all will play out the way expected. For example, at Lyndon State, the Music Business and Industry program predicted enrollments of 50 students; President Bertolino confirmed there are now 150 students enrolled. All of the colleges are looking at what investments to make that will be strategically important to improve revenue. Enrollment drives this. An unexpected million dollar shortfall equates to 50 students at an average of \$20,000 per student. Most immediate, short-term costs are fixed; it is difficult to make rapid shifts when 80% of costs are people, and people are what defines what the VSC offers. We need to stay focused on what makes our institutions' products attractive. In the current world where there is so much emphasis on a well-prepared workforce in technical areas there is no reason why VTC cannot be very successful.

Trustee Jerman reminded the Board that President Conroy mentioned some good increasing applications statistics, and that when June arrives the Board needs to support his plan to make sure these statistics hold through September.

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Trustee Lippert stated that this business plan is not something President Conroy can do on his own. It is a multifaceted initiative that has engaged VTC's community broadly. He applauded President Conroy's approach and understanding that there is not just one major think that can be done to improve the situation. Trustee Lippert also stated that in recognizing that some things may not work, they must also learn from how they fail. VTC lost 27 nursing slots and then replaced them. He asked President Conroy to share what was learned from resolving this problem.

President Conroy stated that components of VTC have not always worked well with each other. They are now having difficult conversations about how they do business. The community is starting to understand that the power for changes come from within the organization and rather than from the top. He thanked the nursing faculty and staff for their courage to have such a conversation. They are currently reacting on a tactical level—for example, replacing 27 seats. But the bigger question is what is the strategy for the program going forward that can ensure maintaining those seats. They need to take a different look at how VTC delivers services students in a changing marketplace. VTC's challenge is that they don't allow themselves to fail, so often avoid. They are now giving permission to fail and then move on. Budgets will be done differently this year, building from ground up, and not *pro forma*.

Trustee Macfarlane asked if budgets are broken down by department, and if there are any other programs besides nursing with a glaring loss. He also referred to President Conroy's mention of a soft freeze on hiring and asked who determines the hiring. Finally, he asked if there are any plans to look into making cuts in VTC's fixed costs.

President Conroy stated that the fixed costs are people, and that they will help VTC improve. Not filling positions affects the quality of student experience. They are reviewing curriculum for opportunities for common courses and consolidation. There are some majors that are more expensive than others; for the first time they are looking at those cost factors. They are making sure there are minimums in sections and at how adjunct faculty are deployed. Full-time faculty are fully loaded; need to make sure those sections have enough students to make them "profitable." They are looking at the number of credits toward degree—some go beyond 60 for an AA or 120 for a BA—and determining whether they are all necessary.

Chancellor Donovan stated that while 80% of costs are personnel, they not fixed over time but are difficult to change in a dramatic way in a short period of time. Indiscriminate cost cutting will not solve the problem, nor will indiscriminate investment; it must all be very strategic. VTC is also dealing with the fact that five to seven years ago they did have hard freezes in hiring that resulted in holes in services provided. Trustee Macfarlane asked to confirm that projections do not include the new lab fee, and that they assume an increase in tuition. CFO Robbins confirmed that projections from the first quarter do not include the lab fee or tuition, because that is for FY15. Chancellor Donovan stated that the business plan the Board saw in May was predicated on a 2% increase without a change in lab fee structure.

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Trustee O'Connor stated that she spent a full day at VTC when the business plan was unrolled. She was impressed with how enthusiastic and willing to work faculty and staff were. She thanked President Conroy for spending time with her and Chair Moore going over everything. She also thanked the trustees who brought up their issues and questions and for coming together on quick notice. She encouraged anyone who has questions to call her, Chancellor Donovan or President Conroy, and to ask the questions before the February 12th Finance and Facilities Committee meeting so they can be answered at the meeting.

Trustee Diamond asked to clarify the \$4M credit: \$2.5M of a line of credit authorized by the Board of Trustees for four years and secured by VTC assets, and \$1.5M LOC drawn down from VTC's quasi-endowment. He asked for the total of VTC college's quasi-endowment.

President Conroy answered that the quasi-endowment was approximately \$3M. Liquidating \$1.5M leaves approximately \$1.6M in the quasi-endowment. Additionally, there is restricted endowment is \$2.9M. The college has a combination of endowment and quasi-endowment remaining of \$4.4M. They have not used all of the liquidated \$1.5M quasi-endowment; they have spent approximately \$644,000. The remainder is the \$450,000 being spent on marketing this year and \$369,000 not yet allocated.

Chancellor Donovan explained that when someone gives money to a college for a particular purpose, it goes into a real endowment and can be used only for that purpose unless the donor says it can be used for something else. VTC had a quasi-endowment that was restricted—by the Board, not the donor—to a 5% draw for student financial aid. Last year VTC asked the Board permission to draw down the \$1.5M. Trustee Dickinson asked what was the total of the fund. CFO Robbins responded that there is about \$1.6M remaining in the quasi-endowment and \$2.9M in the restricted endowment.

Trustee Macfarlane asked if the amount is a loan. CFO Robbins stated that it is not a loan, and that it is being invested with Smith Barney. The quasi-endowment was liquidated and is in the bank; VTC is drawing it down as needed: in approximate terms \$600,000 for marketing, \$300,000 to replenish their Board-required reserve, and \$600,000 for capital improvements.

Trustee Diamond clarified that there is still \$1.6M of quasi-endowment that has not been liquidated, and that this is part of the assets being used to secure the line of credit. He asked what comprised the rest of the assets. CFO Robbins answered that it is the Board-required reserve of approximately \$975,000, plus the quasi-endowment of \$1.6M.

Chancellor Donovan reminded the Board that it requires every college to have a reserve of 2.5% of its general funds budget that cannot be touched without Board approval. The colleges are also allowed, but not required, to have up to another 5% in reserve that can be touched with the Chancellor's approval. Trustee Diamond asked if VTC has this

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additional 5%. Chancellor Donovan answered that it does not. President Conroy stated that going forward VTC will be building a repayment schedule into its budget.

Trustee Diamond asked President Conroy if any of the marketing projects are being done with Lyndon State. President Conroy answered that while VTC does as much of its marketing in house as possible, they don't want to take the risk of having people who are not experts yet in the field trying to generate revenue. During the rebranding prices they have developed templates that staff and students work on. VTC's computer science department was invited to bid on the website but for the level of expertise needed to be successful they want the best people who are already established in the industry. There are a number of things that can use student and faculty help but for this purpose they need the best service for the best price.

Chancellor Donovan stated that most of the colleges go outside for vendors to provide marketing support. President Judy said CCV uses a combination of in house and outside vendors. President Murphy has a Lyndon grad on staff who does many marketing tasks but they also go outside. Trustee Diamond complimented Lyndon State's advertising that he has seen recently. President Conroy stated that there are many conversations happening right now about how the colleges can collaborate more.

Trustee Lippert asked to clarify whether by FY15 VTC will be back on plan, or will be in the black. CFO Robbins confirmed the college will be back on the plan, and therefore back on the path to profitability according to the plan. Trustee O'Connor suggested that the VTC business plan be put on the Finance and Facilities Committee agenda every other meeting for a brief update. CFO Robbins said that once the budget for FY15 is complete they can recast the plan according to those figures.

Trustee Jerman called for a short break in the meeting. Trustee Macfarlane and Trustee Fairbrother left the meeting. Trustee Masland arrived to the meeting.

Trustee Jerman called the meeting back to order at 2:35 pm.

Trustee Diamond thanked Chair Moore for his courage in bringing up the issue of higher education funding in Vermont. He asked to officially record his appreciation for the strong stand Chair Moore has taken and the courage he is exhibiting.

Trustee Jerman stated that the goal of this part of the meeting is to come out with a vision statement. A draft version was handed out that Fifth Element has seen it. Trustee O'Connor reminded the Board the draft was sent out a week ago.

Chancellor Donovan asked the Board if the draft vision statement captures the vision statement they want to make. The next step would be to try to identify what are two to three initiatives that would be fertile ground to explore further in the context of the vision statement.

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The trustees discussed in depth the crafting of a vision statement for the VSC based on the draft materials presented.

Trustee Luneau offered kudos to Johnson State Professor Tyrone Shaw for his piece regarding higher education funding that was published in VT Digger.

Trustee O'Connor moved and Trustee Masland seconded a motion for the Board to enter executive session for the purpose of discussing personnel. The Chancellor was invited to take part in the executive session. The motion passed unanimously. Trustee Jerman called for the Board to enter executive session at 3:48 pm.

The Board exited executive session at 4:05 pm. No action was taken.

The Board adjourned at 4:08 pm.

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4. Review and Approve 2014-2015 Academic Year Tuition and Fees

At its February 12th meeting the Finance and Facilities Committee passed a resolution to approve tuition and fees for academic year 2014-2015 only. The new resolution calls for a 0% tuition increase for in-state undergraduates. It leaves the graduate in-state, out-of-state and nursing increases the same as in the original resolution, and allows an increase of up to 3% for room and board, and fee increases as originally proposed.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONTuition, Fees, Room & Board Rates for the 2014-2015 Academic Year

- WHEREAS, Students, their families, and the colleges all require and deserve timely and accurate information to plan for 2014-2015 academic college costs and budgets; and
- WHEREAS, The Finance and Facilities Committee and the Board of Trustees has reviewed student tuition, fees, room and board information presented for the Vermont State Colleges, has discussed the 2014-2015 Academic Year rate request by VSC management, and endorses their approval to the full Board; therefore be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges establishes for the 2014-2015 Academic Year the following tuitions, fees, room and board rates.

February 20, 2014

VERMONT STATE COLLEGES
Tuition, Fees, Room & Board Rates for FY2015 and FY2016

UNDERGRADUATE TUITION

TUITIONS:

	FY2014	FY2015	\$ Change	% Change
COMMUNITY COLLEGE OF VERMONT				
Per-Credit Hour Rate:				
Vermonter	232	232	0	0.00%
Non-Vermonter	464	478	14	3.00%
NEBHE (150% Vermont rate)	348	348	0	0.00%
International (Non Vermont rate)	464	478	14	3.00%
CASTLETON STATE COLLEGE				
Full time rate:				
Vermonter	9,312	9,312	0	0.00%
Non-Vermonter	23,040	24,432	1,392	6.04%
NEBHE (150% Vermont rate)	13,968	13,968	0	0.00%
International (150% Vermont rate)	13,968	13,968	0	0.00%
Per-Credit Hour Rate				
Vermonter	388	388	0	0.00%
Non-Vermonter	960	1,018	58	6.04%
NEBHE (150% Vermont rate)	582	582	0	0.00%
International (150% Vermont rate)	582	582	0	0.00%
Summer Sessions				
Vermonter	388	388	0	0.00%
Non-Vermonter (150% Vermont rate)	582	582	0	0.00%
NEBHE (150% Vermont rate)	582	582	0	0.00%
International (150% Vermont rate)	582	582	0	0.00%
Nursing:				
Full time rate:				
Vermonter	12,096	12,096	0	0.00%
Non-Vermonter	22,584	27,360	4,776	21.15%
NEBHE (150% Vermont rate)	17,976	17,976	0	0.00%
International (150% Vermont rate)	17,976	17,976	0	0.00%
Per-Credit Hour Rate				
Vermonter	504	504	0	0.00%
Non-Vermonter	941	1,140	199	21.15%
NEBHE (150% Vermont rate)	749	749	0	0.00%
International (150% Vermont rate)	749	749	0	0.00%
Summer Sessions				
Vermonter	504	504	0	0.00%
Non-Vermonter (150% Vermont rate)	749	749	0	0.00%
NEBHE (150% Vermont rate)	749	749	0	0.00%
International (150% Vermont rate)	749	749	0	0.00%
JOHNSON STATE COLLEGE				
Full time rate:				
Vermonter	9,312	9,312	0	0.00%
Non-Vermonter	20,976	21,600	624	2.97%
NEBHE (150% Vermont rate)	13,968	13,968	0	0.00%
International (Non Vermont rate)	20,976	21,600	624	2.97%
Per-Credit Hour Rate				
Vermonter	388	388	0	0.00%
Non-Vermonter	874	900	26	2.97%
NEBHE (150% Vermont rate)	582	582	0	0.00%
International (Non Vermont rate)	874	900	26	2.97%
Summer Sessions				
Vermonter	388	388	0	0.00%
Non-Vermonter (150% Vermont rate)	582	582	0	0.00%
NEBHE (150% Vermont rate)	582	582	0	0.00%
International (150% Vermont rate)	582	582	0	0.00%

VERMONT STATE COLLEGES
Tuition, Fees, Room & Board Rates for FY2015 and FY2016

LYNDON STATE COLLEGE**Full time rate:**

Vermont	9,312	9,312	0	0.00%
Non-Vermont	19,968	20,760	792	3.97%
NEBHE (150% Vermont rate)	13,968	13,968	0	0.00%
International (Non Vermont rate)	19,968	20,760	792	3.97%

Per-Credit Hour Rate

Vermont	388	388	0	0.00%
Non-Vermont	832	865	33	3.97%
NEBHE (150% Vermont rate)	582	582	0	0.00%
International (Non Vermont rate)	832	865	33	3.97%

Summer Sessions

Vermont	388	388	0	0.00%
Non-Vermont (150% Vermont rate)	582	582	0	0.00%
NEBHE (150% Vermont rate)	582	582	0	0.00%
International (150% Vermont rate)	582	582	0	0.00%

VERMONT TECHNICAL COLLEGE**Full time rate:**

Vermont	11,520	11,520	0	0.00%
Non-Vermont	22,032	22,704	672	3.05%
NEBHE (150% Vermont rate)	17,328	17,328	0	0.00%
International (Non Vermont rate)	22,032	22,704	672	3.05%

Rates for Part-Time & Extra Credits over 18

Vermont	480	480	0	0.00%
Non-Vermont	918	946	28	3.05%
NEBHE (150% Vermont rate)	722	722	0	0.00%
International (Non Vermont rate)	918	946	28	3.05%

Summer Sessions

Vermont	480	480	0	0.00%
Non-Vermont (150% Vermont rate)	722	722	0	0.00%
NEBHE (150% Vermont rate)	722	722	0	0.00%
International (Non Vermont rate)	918	946	28	3.05%

Dental Hygiene:**Full time rate:**

Vermont	14,424	14,424	0	0.00%
Non-Vermont	22,032	23,256	1,224	5.56%
NEBHE (150% Vermont rate)	17,328	17,328	0	0.00%
International (Non Vermont rate)	22,032	23,256	1,224	5.56%

Per-Credit Hour Rate

Vermont	601	601	0	0.00%
Non-Vermont	918	969	51	5.56%
NEBHE (150% Vermont rate)	722	722	0	0.00%
International (Non Vermont rate)	918	969	51	5.56%

Summer Sessions

Vermont	601	601	0	0.00%
Non-Vermont (150% Vermont rate)	722	722	0	0.00%
NEBHE (150% Vermont rate)	722	722	0	0.00%
International (Non Vermont rate)	918	969	51	5.56%

Nursing:**Full time rate:**

Vermont	12,096	12,096	0	0.00%
Non-Vermont	22,584	23,262	678	3.00%
NEBHE (150% Vermont rate)	17,880	17,880	0	0.00%
International (Non Vermont rate)	22,584	23,262	678	3.00%

Per-Credit Hour Rate

Vermont	504	504	0	0.00%
Non-Vermont	941	969	28	3.00%
NEBHE (150% Vermont rate)	745	745	0	0.00%
International (Non Vermont rate)	941	969	28	3.00%

Summer Sessions

Vermont	504	504	0	0.00%
Non-Vermont (150% Vermont rate)	745	745	0	0.00%
NEBHE (150% Vermont rate)	745	745	0	0.00%
International (Non Vermont rate)	941	969	28	3.00%

VERMONT STATE COLLEGES
Tuition, Fees, Room & Board Rates for FY2015 and FY2016

GRADUATE TUITION

	2014	FY2015	\$ Change	% Change
CASTLETON STATE COLLEGE				
Full time rate:				
Vermonter	11,616	13,200	1,584	13.64%
Non-Vermonters	17,424	19,200	1,776	10.19%
NEBHE (150% Vermonters rate)	17,424	19,800	2,376	13.64%
International (150% Vermonters rate)	17,424	19,800	2,376	13.64%
Rates for Part-Time & Extra Credits over 18				
Vermonters	484	550	66	13.64%
Non-Vermonters	726	800	74	10.19%
NEBHE (150% Vermonters rate)	726	825	99	13.64%
International (150% Vermonters rate)	726	825	99	13.64%
Summer Sessions				
Vermonters	484	550	66	13.64%
Non-Vermonters (150% Vermonters rate)	726	800	74	10.19%
NEBHE (150% Vermonters rate)	726	825	99	13.64%
International (150% Vermonters rate)	726	825	99	13.64%
JOHNSON STATE COLLEGE				
Full time rate:				
Vermonters	11,904	12,264	360	3.02%
Non-Vermonters	25,704	26,472	768	2.99%
NEBHE (150% Vermonters rate)	17,544	18,408	864	4.92%
International (Non Vermonters rate)	25,704	26,472	768	2.99%
Rates for Part-Time & Extra Credits over 18				
Vermonters	496	511	15	3.02%
Non-Vermonters	1,071	1,103	32	2.99%
NEBHE (150% Vermonters rate)	731	767	36	4.92%
International (Non Vermonters rate)	1,071	1,103	32	2.99%
Summer Sessions				
Vermonters	496	511	15	3.02%
Non-Vermonters (150% Vermonters rate)	731	767	36	4.92%
NEBHE (150% Vermonters rate)	731	767	36	4.92%
International (150% Vermonters rate)	731	767	36	4.92%
LYNDON STATE COLLEGE				
Full time rate:				
Vermonters	11,616	12,072	456	3.93%
Non-Vermonters	25,008	26,016	1,008	4.03%
NEBHE (150% Vermonters rate)	17,424	18,120	696	3.99%
International (Non Vermonters rate)	25,008	26,016	1,008	4.03%
Rates for Part-Time & Extra Credits over 18				
Vermonters	484	503	19	3.93%
Non-Vermonters	1,042	1,084	42	4.03%
NEBHE (150% Vermonters rate)	726	755	29	3.99%
International (Non Vermonters rate)	1,042	1,084	42	4.03%
Summer Sessions				
Vermonters	484	503	19	3.93%
Non-Vermonters (150% Vermonters rate)	726	755	29	3.99%
NEBHE (150% Vermonters rate)	726	755	29	3.99%
International (150% Vermonters rate)	726	755	29	3.99%

VERMONT STATE COLLEGES
Tuition, Fees, Room & Board Rates for FY2015 and FY2016

FEES, ROOM and BOARD RATES

	2014	FY2015	\$ Change	% Change
INDIVIDUAL SERVICE FEES				
Set by Board				
Application	46	47	1	2.17%
Graduation	86	89	3	3.49%
Late Registration	56	58	2	3.57%
Student Activity Fee	246	253	7	2.85%
Change of Program or Course (after normal drop/add period)	21	22	1	4.76%
CSC Facilities Fee	728	750	22	3.02%
JSC Facilities Fee	728	750	22	3.02%
LSC Facilities Fee	728	750	22	3.02%
VTC Facilities Fee	728	750	22	3.02%
Set by Colleges				
Orientation/Basic Skills Testing/Assessment		(can be adjusted for inflation as necessary)		
Course Fees				
Partial Payment				
Penalty Fees				
Optional Health Insurance	1,407 /yr	TBD		
ROOM RATES:				
Double Room	5,442	5,605	163	3.00%
Premium for a Single Room	1,450	1,494	44	3.03%
Reduction for Tripling	(556)	(573)	(17)	3.06%
Single Room Suite	7,582	7,809	227	2.99%
BOARD RATES:				
Gold Plan/unlimited meals with \$100/yr in DB	3,696	3,807	111	3.00%
Base plan/12 meals/wk with \$150/yr in DB	3,558	3,665	107	3.01%
8 meals/wk with \$220/yr in DB	3,420	3,523	103	3.01%

Items for Discussion and Action

5. Endorsement of Grant Proposals: Consent Agenda

At its February 12th meeting the Finance and Facilities Committee endorsed two of three grant proposals presented in a consent agenda. The two approved grants are contained in the following consent agenda for the full Board's consideration. The third grant follows with its own resolution for the Board to review.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONEndorsement of Grant Proposals: Consent Agenda

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 proposals and recommends them 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: "ACCD Grant Agreement" in the amount of \$317,400 from the State of Vermont ACCD Department of Economic Development;

VTC: "2014 SBA Core Funding Grant" in the amount of \$574,667 from the U.S. Small Business Administration;

February 20, 2014

Items for Discussion and Action

6. Endorsement of Grant Proposal: Vermont Youth Career Connect Grant
At its February 12th meeting the Finance and Facilities Committee removed this grant proposal from the consent agenda for further discussion. The Committee requested that Chancellor's Office staff provide more detail regarding the grant's direct costs to VTC in relation to those of other grantees. These materials follow, along with a resolution for the full Board's consideration.

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B.

College: VERMONT TECHNICAL COLLEGE

Grant Title: Vermont Youth Career Connect, page 1 of 2 (this is a 54 month grant)

Grant Agency: USDOL to VTDOL to VTC

Project Director: Sue Polen

Purpose of Grant: Vermont Tech is the lead project implementer for the VTDOL grant submission to the USDOL's Youth Career Connect grant. This A&B form speaks only to the portion of the project budget for which Vermont Tech is responsible. Vermont Tech is the project lead; VTDOL will grant to VTC \$4,257,861.

Of this, VTC will contract \$2,056,399 to CCV, VSAC, Navicate, and ReSOURCE w/ their match requirement

As a result, VTC's operating budget \$2,201,462

VTC's match requirement is met from two sources: ~ 22% of the allowed 55.5% on salary plus fringe
relinquished VAST Tuition

Overall grant MATCH by VTC is 23.8% (525,745 total match / 2,201,462 VTC operating budget)

Grant Period: Apr-14 to Oct-18

Review Period: 54 months Multi-Yr** / Cumulative Grant Amt: \$4,257,861

** (please enter number of years covered)

Proposed Funding	1st Yr		2nd Yr		3rd Yr	
	Grant	College	Grant	College	Grant	College
Direct Costs	-----	<i>in-kind match</i>	-----	<i>in-kind match</i>	-----	<i>in-kind match</i>
Salaries & Wages	\$ 125,250.00		\$ 231,226.00		\$ 231,415.00	
Employee Benefits	\$ 52,454.00		\$ 77,078.00		\$ 78,281.00	
Travel	\$ 6,182.00		\$ 143,182.00		\$ 143,182.00	
Equipment						
Supplies	\$ 22,420.00		\$ 13,520.00		\$ 12,920.00	
Contractual (non VTC)	\$ 295,583.00		\$ 505,971.00		\$ 488,871.00	
VAST Tuition MATCH		\$ -		\$ (39,234.00)		\$ (78,468.00)
Total Direct	\$ 501,889.00	\$ -	\$ 970,978.00		\$ 954,669.00	
Indirect Charges*	\$ 53,311.00	\$ (38,519.00)	\$ 92,941.00	\$ (69,077.00)	\$ 92,909.00	\$ (70,088.00)
Total Budget	\$ 555,200.00	\$ (38,519.00)	\$ 1,063,469.00	\$ (108,311.00)	\$ 1,047,577.00	\$ (148,556.00)

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

What is(are) the sources of College Funding? Two sources of VTC's in-kind match:

Relinquish ~22% of 55.5% ICR entitlement
Relinquish 1080 credits of VAST tuition

What continuing cost obligations does Granting Agency require/expect? None

What Continuing cost obligations does the College intend/see likely? None

Business Officer Review by: Thomas Tahl Date: 2/14/14

Programmatic Review by: _____ Date: _____

Presidential Review by: Philip Conway Jr Date: 2-14-2014

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

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B

College: VERMONT TECHNICAL COLLEGE

Grant Title: Vermont Youth Career Connect, page 2 of 2 (this is a 54 month grant)

Grant Agency: USDOL to VTDOL to VTC

Project Director: Sue Polen

Purpose of Grant: Vermont Tech is the lead project implementer for the VTDOL grant submission to the USDOL's Youth Career Connect grant. This A&B form speaks only to the portion of the project budget for which Vermont Tech is responsible. Vermont Tech is the project lead; VTDOL will grant to VTC \$4,257,861.

Of this, VTC will contract \$2,056,399 to CCV, VSAC, Navicate, and ReSOURCE w/ their match requirement

As a result, VTC's operating budget \$2,201,462

VTC's match requirement is met from two sources: ~ 22% of the allowed 55.5% on salary plus fringe relinquished VAST Tuition

Overall grant MATCH by VTC is 23.8% (525,745 total match / 2,201,462 VTC operating budget)

Grant Period: Apr-14 to Oct-18

Review Period: 54 months Multi-Yr** / Cumulative Grant Amt: \$4,257,861

** (please enter number of years covered)

Proposed Funding	4th Yr		5th Yr		54 Month Total	
	Grant	College	Grant	College	Grant	College
Direct Costs		<i>in-kind match</i>		<i>in-kind match</i>		<i>in-kind match</i>
Salaries & Wages	\$ 234,667.00		\$ 131,750.00		\$ 954,308.00	
Employee Benefits	\$ 79,741.00		\$ 56,485.00		\$ 344,038.00	
Travel	\$ 143,182.00		\$ 6,182.00		\$ 441,912.00	
Equipment						
Supplies	\$ 12,920.00		\$ 9,920.00		\$ 71,700.00	
Contractual (non VTC)	\$ 488,871.00		\$ 277,103.00		\$ 2,056,399.00	
VAST Tuition MATCH		\$ (78,468.00)		\$ (39,234.00)		\$ (235,404.00)
Total Direct	\$ 959,381.00		\$ 481,441.00		\$ 3,868,357.00	
Indirect Charges*	\$ 94,322.00	\$ (71,119.00)	\$ 56,417.00	\$ (41,538.00)	\$ 389,504.00	\$ (290,341.00)
Total Budget	\$ 1,053,703.00	\$ (149,587.00)	\$ 537,912.00	\$ (80,772.00)	\$ 4,257,861.00	\$ (525,745.00)

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

What is(are) the sources of College Funding? *Two sources of VTC's in-kind match:*

Relinquish ~22% of 55.5% ICR entitlement
Relinquish 1080 credits of VAST tuition

What continuing cost obligations does Granting Agency require/expect?

None

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

None

Business Officer Review by: Thomas R. Bell Date: 2/14/14

Programmatic Review by: Philip J. Conway Jr. Date: 2-14-2014

Presidential Review by: Philip J. Conway Jr. Date: 2-14-2014

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

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONEndorsement of Grant Proposal

WHEREAS, The VSC Finance & Facilities Committee has appropriately reviewed the current grant proposal for \$150,000 or more and requested additional information to be brought before the full Board prior to approval; and

WHEREAS, The full Board of Trustees has reviewed the additional materials to its satisfaction; 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: Vermont Youth Career Connect Grant

This grant in the amount of \$4,257,861 from the US Department of Labor via the Vermont Department of Labor will build upon existing innovations made possible by the recent Flexible Pathways legislation and will add more structured career awareness activities provided during the second year of high school, options for both paid and non-paid internship opportunities, short-term summer residency programs offered at the local college campuses, and content developed with and supported by participating employers to meet specific industry needs.

February 20, 2014

Items for Discussion and Action

7. Endorsement of Endowments: Consent Agenda

The following endowment proposals are being submitted by Johnson State College for review by the Finance and Facilities Committee. Documentation for these endowments and a suggested resolution for endorsement are attached.

- a. The Glenn and Marga Sproul Endowment for Faculty in Mathematics in the amount of \$31,700 for the purpose of using income generated from the endowment to support faculty development, and with the future purpose of supporting a named chair in the department in which Mathematics resides.
- b. The Jane and Prescott Stearns Endowment Fund in the amount of \$139,637.59 for the purpose of using income generated from the endowment to establish The Helen Braley Stearns and Prescott Stearns Sr. Scholarship to be awarded to a female undergraduate student who maintains a B average or better, residing in Sussex County, New Jersey for a period of four years before receipt of the scholarship.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Establishment of Endowments

WHEREAS, Johnson State College has submitted the following proposals to establish new endowments and recommends them to the full Board; therefore, be it

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

Johnson State College: The Glenn and Marga Sproul Endowment for Faculty in Mathematics in the amount of \$31,700 for the purpose of using income generated from the endowment to support faculty development, and with the future purpose of supporting a named chair in the department in which Mathematics resides.

Johnson State College: The Jane and Prescott Stearns Endowment Fund in the amount of \$139,637.59 for the purpose of using income generated from the endowment to establish The Helen Braley Stearns and Prescott Stearns Sr. Scholarship to be awarded to a female undergraduate student who maintains a B average or better, residing in Sussex County, New Jersey for a period of four years before receipt of the scholarship.

February 20, 2014

Items for Discussion and Action

8. Approval of Education, Personnel and Student Life Committee: Consent Agenda
The Education, Personnel and Student Life Committee met on February 12, 2014 and approved a number of resolutions that are presented in the following consent agenda resolution on the following page.

Full materials for these consent agenda items are in the meeting materials for the February 12, 2014 Education, Personnel and Student Life Committee meeting:

- “Status of Programs Eligible for Policy 109 Review in 2013”
- “Revision of VSC By-Laws: Article II, Section 2”

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 February 12, 2014 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 Eligible for Policy 109 Review in 2013”
- “Revision of VSC By-Laws: Article II, Section 2”

February 20, 2014

Items for Discussion and Action

9. Conferral of Honorary Degrees: Consent Agenda

Presidents Bertolino, Murphy, and Conroy have requested that the following individuals be awarded honorary degrees:

- Johnson State College: Veronika Scott
- Lyndon State College: Joseph D'Aleo
- Vermont Technical College: Roger Albee

The EPSL Committee considered each request individually and now forwards to the full Board for its consideration a consent agenda for the approval of all three requests for honorary degrees.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTION

Consent Agenda: Conferral of Honorary Degrees

- WHEREAS, In accordance with the criteria set forth in Policy 107, Presidents Bertolino, Murphy, and Conroy have requested that the following individuals be awarded honorary degrees; and
- WHEREAS, The EPSL Committee has reviewed the requests and recommends them for approval by the full Board of Trustees; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Johnson State College to award Veronika Scott an honorary Doctor of Humane Letters degree at its May 17, 2014 commencement ceremony; and furthermore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to award Mr. Joseph D'Aleo an honorary Doctor of Science degree at its May 18, 2014 commencement ceremony; and furthermore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Vermont Technical College to award Roger Albee an honorary Doctor of Science degree at its May 17, 2014 commencement ceremony.

February 20, 2014

Items for Discussion and Action

10. Approval of Changes to Priorities Committee

At its February 12th meeting the EPSL Committee considered whether to make changes to the name and responsibilities of the Priorities Committee in order to better reflect its purpose and duties. The Committee, having discussed the proposed changes, recommends them to the full Board for its consideration.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Changes to the Priorities Committee

- WHEREAS, In order to better reflect its purpose and duties, the Board of Trustees has considered whether to make changes to the name and responsibilities of the Priorities Committee; and
- WHEREAS, The Education, Personnel and Student Life Committee, having discussed the proposed changes, recommends them to the full Board; therefore, be it
- RESOLVED, That the name of the Priorities Committee be changed to the Executive Committee; furthermore, be it
- RESOLVED, That the Executive Committee shall comprise seven members; furthermore, be it
- RESOLVED, That in the situation when a trustee serves as both an officer and committee chair, an “at large” position would be created that would be filled by election by the full Board. Procedures for the election of the “at large” member(s) will be discussed at the Board’s annual retreat; furthermore, be it
- RESOLVED, That the task of recommending action to the Board of Trustees on the appointment/reappointment of presidents and the Chancellor is added to the Committee’s responsibilities.

February 20, 2014

Items for Information and Discussion

C. ITEMS FOR INFORMATION AND DISCUSSION**1. Report of the February 12, 2014 Audit Committee Meeting**

The Audit Committee met on February 12, 2014 at the Chancellor's Office in Montpelier.

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

Committee members present: Lynn Dickinson, Tim Jerman, Karen Luneau, Christopher Macfarlane, Linda Milne (Chair)

State representative to the audit committee: Jeff Kellar

Other trustees present: M. Jerome Diamond, Gary Moore, Martha O'Connor

From the Chancellor's Office: Rick Bourassa, Tim Donovan, Annie Howell, Bill Reedy, Tom Robbins, Dan Smith

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

From the colleges: Tess Conant, Scott Dikeman, Eileen Donovan, Janis Henderson, Loren Loomis Hubbell, Barbara Martin, Maurice Ouimet, Sharron Scott

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

A. ITEMS FOR DISCUSSION AND ACTION**1. Minutes of the October 23, 2013 Meeting of the Audit Committee**

The correct minutes were not included in the materials so no vote was taken. The minutes will be included in the next Audit Committee agenda. CFO Robbins noted that Committee members will receive the correct minutes tomorrow, February 13th.

B. ITEMS FOR INFORMATION AND DISCUSSION**1. Discuss FY2013 Audit Advisory Comments**

CFO Robbins noted that there were three advisory comments from FY2013. Two of the three have already been resolved so there is nothing further to note on them. The third remains unresolved as it deals with a yearend accrual process. The controllers with focus on this at yearend to ensure that it is corrected.

2. Discuss FY2014 Internal Audit Plan

CFO Robbins noted that in years past the VSC usually focused the internal audit in 4-5 different areas. For FY2014 the focus will be in two areas: p-cards and a self-assessment of internal control questionnaire. The p-card audit will focus on the cardholder's adherence to the VSC p-card policy. Chair Milne noted that with so many p-cards in circulation, regular follow up is important. CFO Robbins noted that the move to p-cards was a conscious decision by the VSC to cut down on invoice processing. Auditor Kellar noted that there are efficiencies to be had but good controls are important.

CFO Robbins next discussed the self-assessment of internal control questionnaire. This will be a new item at the VSC and is one that the state uses annually. Steve Vantine, former auditor for the state, helped create this process at the VSC. Auditor Kellar noted that the state has been using this process for about ten years with success. CFO Robbins noted that this year's internal control questionnaire contains six sections and that each section will be sent to the appropriate department in each college for a response. The "no" answers will be followed up on to see where a policy or control could be implemented, and the "yes" answers will be spot checked. Chair Milne noted that this questionnaire could be expanded into other areas of the college to allow insight into internal control processes. CFO Robbins agreed that there are many other areas and the VSC will expand the control questionnaire as more experience is gained with this tool.

Chair Milne noted that this year college controllers will accompany the VSC internal auditor and thought that was a good idea. CFO Robbins said that it promotes cross training as well as allows the controllers to see other college controls and processes.

The meeting was adjourned at 1:35 p.m.

Items for Information and Discussion

2. Report of the February 12, 2014 Finance and Facilities Committee Meeting

The Finance and Facilities Committee met on February 12, 2014 at the Chancellor's Office in Montpelier, Vermont.

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

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

Other trustees present: Lynn Dickinson, Bill Lippert, Karen Luneau, Heidi Pelletier, Colin Santee

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

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

From the colleges: Tess Conant, Scott Dikeman, Janis Henderson, Loren Loomis Hubbell, Barbara Martin, Andy Myrick, Linda Olson, Maurice Ouimet, Sharron Scott

Chair O'Connor called the meeting to order at 3 p.m.

A. ITEMS FOR DISCUSSION AND ACTION**1. Minutes of the December 4, 2013 Finance & Facilities Committee**

The committee approved the minutes of the December 4, 2013 meeting. Jerry Diamond and Linda Milne abstained from voting since they were not at the meeting that these notes cover.

2. Review and Approve 2014-2015 and 2015-2016 Academic Year Tuition & Fees

Chair O'Connor began this agenda item by saying that she wanted to have a discussion about tuition and fees, pricing and costs and allow everyone to be heard and have all of their questions answered. She further noted that Chancellor Donovan and CFO Robbins offered to review Committee materials in advance of this meeting and assumed Committee members had taken advantage of the offer. Chancellor Donovan briefly outlined the tuition and fee setting process since he became Chancellor. He noted that the VSC deliberately shifted towards having the tuition and fees set at the February meeting so the colleges could incorporate

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the pricing into their upcoming catalogs and financial aid offers. Chancellor Donovan noted that if we delay beyond this Board cycle, it will impact student financial aid and prove difficult to build college budgets. Chancellor Donovan noted that UVM is requesting a 3.4% increase for FY2015 and due to their larger tuition price this would be the dollar equivalent to the VSC's asking for a 5% increase. Trustee Jerman stated that financial pressures are rising in the state for funding. Chancellor Donovan noted that a 4% increase in appropriations equals a 1% increase in tuition. Chancellor Donovan stated that the tuition and fee increase proposal in front of the Committee was responsible and reasonable and that it balances the need of student affordability with maintaining quality of programs. Trustee Diamond inquired about need versus merit aid at the colleges. President Judy stated that CCV is 100% need based. Presidents Murphy, Wolk, Bertolino, and Conroy stated that their financial aid mostly need based. Chancellor Donovan stated that by Board policy each college offers free tuition for Vermont valedictorians and salutatorians and quite a few Vermonters take advantage of that policy.

President Wolk discussed the Castleton tuition proposal and how Castleton would use the tuition increase beyond the 3% to positively impact the neediest Vermonters. He noted that $\frac{1}{4}$ of current students would actually decrease payments. This would also allow them to offer merit-based scholarships that would increase at the rate of any tuition increase. President Bertolino discussed that at Lyndon State the money above the 3% would be used to fund paid internships or research opportunities for the neediest Vermonters. The remaining three colleges are planning on 3% tuition and fee increases. Trustee Dickinson asked what can the colleges do in addition to raising tuition. President Wolk noted that CSC has been creating a lot of entrepreneurial ventures to generate additional revenue. President Murphy noted that working on external grant opportunities is another avenue for revenue growth. President Judy stated that she and the other presidents would like to have the Board discuss other potential revenue ideas. President Bertolino noted that every college in Vermont, and beyond, is trying to diversify and strengthen their revenue streams so they are all competing for the same dollar. Trustee Lippert asked what the colleges would do if the Board said no to a tuition increase. President Wolk said that it would mean retrenchment. President Bertolino said that the colleges are big economic drivers in their regions and that could cause local issues. Trustee Luneau asked to refocus the strategic initiative to finances and how the VSC could create more entrepreneurial opportunities for itself. Trustee Moore stated that if the colleges do not have quality programs or staff they will not be able to attract students. Trustee Pelletier noted that in order to remain competitive the colleges must have adequate

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resources and funding. Trustee Luneau proposed approving the tuition increase to prevent the colleges from going into a tailspin. She noted that the VSC was still the best deal in the state.

Trustee Santee spoke to students; one said he was operating in a marginal budget and another said that increasing the lab fees on top of the tuition would be tough. Trustee Dickinson inquired how the increase impacts GASB 45. Chancellor Donovan stated that there is not a relationship between the tuition increase and the retirement obligation – the retirement obligation exists regardless and we have to pay for it one way or another. Professor Linda Olson stood and read a letter to the Committee about a campaign that is ongoing regarding VSC state funding – a handout was distributed. Trustee Diamond said he wants to get beyond the discounting model where everyone raises prices to give discounts to some and not others. President Wolk said that he has been on all four major higher education boards in Vermont. They all served different purposes but the VSC and UVM boards always advocated for high quality programs.

Chair O'Connor asked for further input and none was offered. That being the case she asked for someone to move the resolution. Trustee Jerman moved and Trustee Milne seconded.

The resolution as presented failed; four trustees (Diamond, Fairbrother, Macfarlane and Milne) voted against and 2 trustees (O'Connor and Jerman) voted in favor.

Trustee Milne proposed a resolution for a 0% increase for in-state undergraduates and left the graduate in-state, out-of-state and nursing increases the same as the previous resolution. The new proposed resolution also allowed an increase of up to 3% for room and board, and fee increases as originally proposed. Trustee Diamond seconded this motion.

This revised resolution passed 4 -2 (Voting in favor were Trustees Diamond, Fairbrother, Macfarlane and Milne. Voting against were Trustees O'Connor and Jerman). The revised resolution will be forwarded to the Board for its consideration.

Trustee Diamond moved and Trustee Macfarlane seconded that the revised tuition and fee rates just approved would be in effect for one year only. The Committee approved the resolution unanimously.

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3. Endorsement of Grant Proposals: Consent Agenda

Trustee Milne moved that the third grant on the consent agenda, VTC's Vermont Youth Career Connect Grant, be removed from the consent agenda for discussion.

The Vermont Youth Career Connect Grant was discussed. The presentation was confusing since the direct costs of VTC were comingled with other grantees. The Committee requested that a cleaner presentation of information be provided at next week's Board meeting.

After discussion Trustee Milne moved and Trustee Diamond seconded approval of the two remaining grants on the consent agenda. The resolution passed unanimously and will be forwarded to the Board for its consideration.

4. Establishment of Endowment: 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 Budget Development**

Chancellor Donovan noted that the VSC is in the process of gathering and analyzing data for the FY2015 budget. We will continue to review and refine budget assumptions and numbers as we continue the process.

2. VSC Q2 Financial Performance

Chair O'Connor asked if anyone had questions about the second quarter financial statements. Trustee Fairbrother asked President Conroy about the VTC narrative and why they did not charge people to the grant as budgeted. President Conroy responded that after looking at the grant they could not justify charging the positions there. Trustee Fairbrother asked about the digester and farm and if they were losing money. CFO Robbins stated that they were and that he is working on the FY2015 budgets for them. Trustee Fairbrother asked him to share the budgets at the next Committee meeting.

3. Update on Legislative Issues

Director Smith noted that the appropriations process is progressing and the VSC is making presentations to legislative committees.

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4. Update on Ongoing VSC Construction

Director Ethier noted that the VTC digester has been filled with manure. He also noted that the CCV/VTC Brattleboro construction is moving along although there has been notification from the construction firm that there is an anticipated two week completion delay.

5. Review Capital Projects Report

There was no discussion on this agenda item.

C. **ITEMS FOR INFORMATION ONLY**

1. Monthly Grant Activity Report

Chancellor Donovan asked the Committee if they had any suggestions on how these reports could be useful or better presented. There was no further discussion on this agenda item.

2. Monthly Cash Report

There was no discussion on this agenda item.

3. VSC Q2 Endowment Performance

Chancellor Donovan noted that it has been a year since our endowment managers have been in front of this Committee and that he will invite them to an upcoming meeting.

Chair O'Connor adjourned the meeting at 6 p.m.

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3. Report of the February 12, 2014 Education, Personnel and Student Life Committee

The EPSL Committee met on Wednesday, February 12, 2014 at the Chancellor's Office in Montpelier, Vermont.

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

EPSL Committee members present: Lynn Dickinson, Kraig Hannum, Karen Luneau (Vice-Chair), Heidi Pelletier (Chair), and Colin Santee.

Absent: Bill Lippert, Jim Masland

Other trustees present: Jerry Diamond, Gary Moore

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

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

Guests: Tess Conant, President, PAT-SUP

Chair Pelletier called the meeting to order at 6:15 p.m.

A. ITEMS FOR DISCUSSION AND ACTION**1. Approve Minutes from December 4, 2013**

Trustee Hannum moved and Trustee Santee seconded a motion to adopt the minutes of the December 4, 2013 EPSL Committee meeting. The minutes were approved by the committee.

2. Decision on Status of Programs Eligible for Policy 109 in 2013

Trustee Luneau moved and Trustee Hannum seconded a motion to approve the resolution Decision on Status of Programs Eligible for Policy 109 in 2013.

Chair Pelletier, CAO Howell and Chancellor Donovan introduced Policy 109 as the companion academic policy to Policy 101. Whereas Policy 101 reviews

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academic programs for continuous improvement on a 5-year cycle, Policy 109 reviews programs that have been triggered by low enrollment as defined in the committee materials. Presidents and academic deans often review these programs with the following understandings:

- A) the program is integral to, or aligned with, other programs offered at the institution that sometimes utilize common faculty resources, and is therefore not recommended for further review;
- B) the program is undergoing an improvement process with the expectation that enrollment will increase and is therefore recommended for continued review; and
- C) the program is slated for closure but remains open to allow final majors to complete their degrees.

Presidents concurred with these trends in analysis of programs triggered by Policy 109 low enrollment.

Chair Pelletier asked if one of the colleges has a low enrollment, but another college has growing enrollment in the same program, does the college recommend that the student take courses at the other institution. Chancellor Donovan noted that there is a history of closing and developing programs across institutions. He provided the example of the Northeast Kingdom nursing program that was once a Castleton State College program, but became a Vermont Technical College program with support to ensure that the students transferred successfully.

Trustee Dickinson inquired about a new dental bill that has been promoted in the legislature. President Conroy added that VTC is in favor of additional funding for such a program, but that the college awaits legislative review.

Trustee Dickinson also complimented Matt Barewitz from the Vermont Department of Labor for his presentation to the legislators on the statistics of employment in Vermont and suggested that he present to the Board in an upcoming EPSL meeting. Other members of the Board and the presidents agreed that this would be an informative presentation and should be slated for a future EPSL meeting.

Trustee Hannum thanked the presidents for their thoughtful and concise analysis in the Policy 109 reports, noting that it was just the right amount of information needed for the Board to understand these academic programs.

The resolution passed and is forwarded to the Board for its consideration.

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3. Proposed Changes to “Priorities Committee” in Trustee Handbook

Chair Pelletier and Chancellor Donovan opened this discussion noting that this proposal was not only indicative of a name change from “Priorities” to “Executive,” but also potentially of the roles and responsibilities of that committee.

Trustee Diamond added that the composition of the committee was also in question and proposed a 7-member committee that did not include a Board member who held more than one official role (e.g., committee chair and officer). Trustee Luneau commented that having a 7-member committee would enable more voices and perspectives as well. Trustee Moore spoke on behalf of Trustee Lippert in his absence adding that that Trustee Lippert also advocates for a 7-member committee.

Trustees also discussed whether the resulting “at large” position(s) in the committee should be elected or appointed, and concurred that elections would enable trustees to nominate individuals who they think would serve in the position well. The logistics and timing of the election would need to be determined.

General Counsel Reedy added that an Executive Committee traditionally acts on behalf of Board members in between Board meetings and questioned whether this was part of the intent of the name change. Trustees briefly discussed the roles and responsibilities of the Executive Committee, and agreed to table that part of the discussion until the Board retreat in September 2014. However, it was agreed to move a resolution for the following changes:

- a. Change the name of the Priorities Committee to the “Executive Committee.”
- b. The Executive Committee will comprise seven members;
- c. In the situation when a trustee serves as both an officer and committee chair, an “at large” position would be created that would be filled by election by the full Board. Procedures for the election of the “at large” member(s) will be discussed at the Board’s annual retreat.
- d. Add the suggested action for the Executive Committee: “recommends action to the Board of Trustees on the appointment/reappointment of presidents and the Chancellor.”

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Trustee Luneau moved and Trustee Hannum seconded this motion. The resolution passed and is recommended to the full Board for its consideration.

4. Proposed Housekeeping Changes to the Trustee Handbook

Trustee Luneau moved and Trustee Hannum seconded the resolution to approve the housekeeping changes to the Trustee Handbook. The resolution passed and is recommended to the full Board for its consideration.

5. Revision to VSC By-Laws

Trustee Hannum moved and Trustee Luneau seconded the resolution Revision to the VSC By-Laws. The resolution passed and is recommended to the full Board for its consideration.

6. Nominations for Honorary Degrees

Trustee Dickinson moved and Trustee Luneau seconded the resolution to approve Veronika Scott for a Johnson State College Honorary Degree.

President Murphy highlighted Veronika Scott's accomplishments, praising her as an inspiration to students for her commitment to social justice, entrepreneurship, and service.

The resolution passed and is recommended to the full Board for its consideration.

Trustee Dickinson moved and Trustee Santee seconded the motion to approve Joseph D'Aleo for a Lyndon State College Honorary Degree.

President Bertolino advocated for Joseph D'Aleo noting that he led the development of the meteorology program for which he later became the esteemed chair. D'Aleo was also a founder of the Weather Channel, which made a significant contribution to the field of meteorology.

The resolution passed and is recommended to the full Board for its consideration.

Trustee Dickinson moved and Trustee Hannum seconded the motion to approve Roger Albee for a Vermont Technical College Honorary Degree.

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President Conroy touted Roger Albee's contributions to public service as the former Secretary of Agriculture, Food, and Markets; chairperson of the Advisory Board for the College of Agriculture and Life Sciences at UVM; and an ambassador for Vermont Agricultural products around the world. Albee also has served as a senior scholar in residence for applied agriculture and food systems, but never as an employee of VTC.

The resolution passed and is recommended to the full Board for its consideration.

Chair Pelletier suggested a consent agenda for these three resolutions, and trustees agreed.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Preliminary Program Proposals: Castleton State College

a. MA in Athletic Leadership

Chair Pelletier asked President Wolk to describe this preliminary proposal for the Trustees. President Wolk noted that this program has been in development for some time, and that research reflects that the current design makes sense for students and for the labor market.

b. BS in Chemistry

Chair Pelletier asked President Wolk to describe this preliminary proposal for the Trustees. President Wolk said that there is currently no BA in Chemistry in the VSC and that the admissions counselors comment that this is one of the most often requested majors for incoming students. This program will require the addition of one staff member.

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C. ITEMS FOR INFORMATION

1. Dual Enrollment Brochure
2. *Governance as Leadership: An Interview with Richard P. Chait*

Chair Pelletier recommended the two items for discussion for further reading and highlighted that the Richard Chait article was of particular relevance at this time of the board. CAO Howell noted that in a future EPSL meeting, we will have a presentation on Act 77/Flexible Pathways and the relationship between the VSC and these secondary school initiatives.

Chair Pelletier adjourned the meeting at 7:20 pm.

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4. Report of the Chancellor
5. Report of the Vermont State Colleges Student Association
6. Other Business
7. Comments from the Public
8. Date and Place of Next Meeting:
 Thursday, April 3, 2014
 Vermont Technical College, Randolph, VT