

September 16, 2014

MEMORANDUM

TO: Board of Trustees
Vermont State Colleges

FROM: Martha O'Connor, VSC Board of Trustees
Timothy J. Donovan, Chancellor

SUBJECT: Notice of VSC Board of Trustees Meeting



Attached are the materials for the Board of Trustees annual retreat and meeting, Tuesday and Wednesday, September 23 and 24, 2014 at the Lake Morey Inn and Resort, in Fairlee, Vermont.

Directions to Lake Morey Resort:

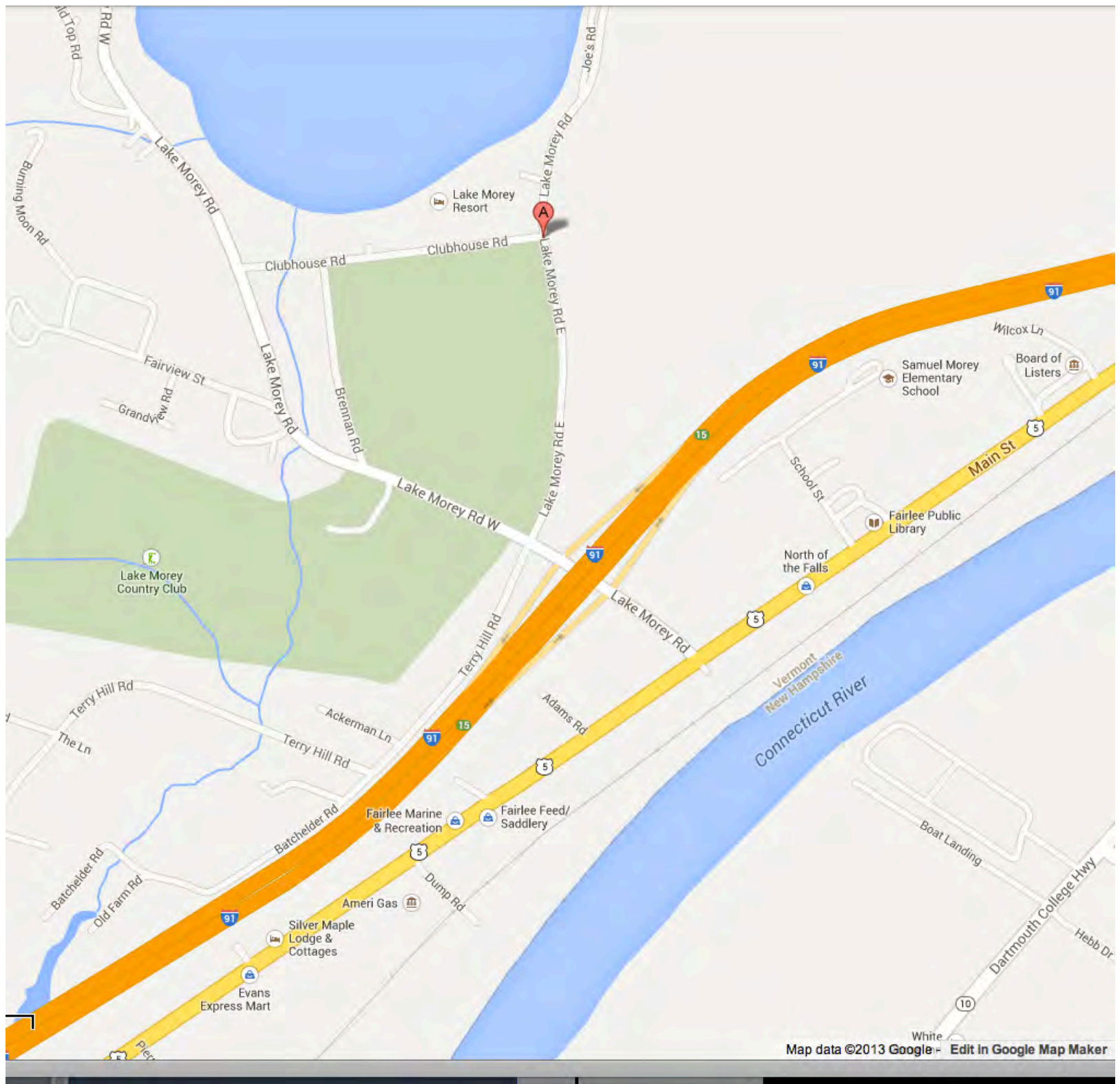
From points South: Take I-91 North to Exit 15. Turn left off exit ramp. Take first right (granite Lake Morey Resort sign on corner). Follow the golf course (on left) and take your first left onto Clubhouse Rd. Resort is on the right.

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

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

We look forward to seeing everyone on Tuesday.

cc: Council of Presidents





Vermont State Colleges

Board of Trustees

September 24, 2014

*Lake Morey Resort
Fairlee, Vermont*

BOARD OF TRUSTEES

Martha O'Connor, Chair
(2/28/17)

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

Chris Macfarlane
(2/28/19)
Rep. Jim Masland
(2/28/18)
Linda Milne
(2/28/15)
Gary Moore
(2/28/15)
Heidi Pelletier, Secretary
(2/28/19)
Alyssa Slaimen
(6/30/15)
Governor Peter Shumlin
(*ex officio*)

Board Committees

Finance & Facilities

Chris Macfarlane, Chair
Bill Lippert, Vice-Chair
Jerry Diamond
Tim Jerman
Linda Milne
Heidi Pelletier

Education, Personnel & Student Life

Kraig Hannum, Chair
Jim Masland, Vice-Chair
Lynn Dickinson
Michelle Fairbrother
Karen Luneau
Gary Moore
Alyssa Slaimen

Executive

Martha O'Connor, Chair
Kraig Hannum
Tim Jerman
Karen Luneau
Chris Macfarlane
Linda Milne
Heidi Pelletier

Audit

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

Board Meeting Dates

July 31, 2014
September 23 & 24, 2014
October 30, 2014
December 11, 2014
February 19, 2015
April 9, 2015
May 21, 2015
July 30, 2015

Chancellor's Office, Montpelier, VT
Lake Morey Resort, Fairlee, VT
Community College of Vermont – Brattleboro
Castleton State College
Lyndon State College
Johnson State College
Vermont Technical College - Williston
Chancellor's Office, Montpelier, VT

VSC Chancellor's Office **Timothy J. Donovan, Chancellor**

Vice President and Chief Financial Officer
Vice President and General Counsel
Associate General Counsel
Executive Assistant to the Chancellor
Interim Chief Information Officer
Director of Facilities
Director of Human Resources
Director of Institutional Research
Director of Payroll and Benefits
Chief Technology Officer
Controller

Thomas Robbins
William Reedy
Sophie Zdatny
Elaine Sopchak
Dianne Pollak
Richard Ethier
Nancy Shaw
Hope Baker-Carr
Tracy Sweet
Richard Blood
Deborah Robinson

**VERMONT STATE COLLEGES
BOARD OF TRUSTEES RETREAT
September 23 & 24, 2014**

**Lake Morey Resort
Fairlee, Vermont**

**Board Retreat
Tuesday, September 23**

- 9:30 – 10:00 Arrive with morning beverages and light fare
- 10:00 – 12:30 Board Discussion of Chancellor Search and Board operations
- 12:30 – 1:15 Break for Lunch
COP join the meeting
- 1:15 – 5:00 Conversation by Board and Council of Presidents including:
- College Outlooks (present and future)
 - Collective Bargaining Update
 - Appropriations Strategies
 - Pricing Strategies
 - Data, Performance Indicators, and Dashboards
- 5:30 Cash Bar
- 6:30 Dinner

Wednesday, September 24

- 9:00 – 12:00 Conversation by Board and Council of Presidents – continued
- 12:00 Working Lunch
VSC Board Meeting

**VERMONT STATE COLLEGES
BOARD OF TRUSTEES MEETING
September 24, 2014 12:00 p.m.**

**Lake Morey Resort
Fairlee, Vermont**

ORDER OF BUSINESS AND TABLE OF CONTENTS

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the July 31, 2014 Board of Trustees Meeting
2. Chancellor Search
3. Adoption of Policy 311-A, *Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking*
4. Approval of Grants: Consent Agenda
5. Approval of CCV Bennington and Newport Leases

B. ITEMS FOR INFORMATION AND DISCUSSION

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

Board of Trustees Meeting
Thursday, October 30, 2014
Hosted by Community College of Vermont
Brattleboro Center of CCV and VTC

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the July 31, 2014 Board of Trustees Meeting

Unapproved minutes of the Board of Trustees meeting Thursday, July 31, 2014

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, July 31, 2014 at the Office of the Chancellor in Montpelier, Vermont.

The following were present:

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

Absent: Michelle Fairbrother, Heidi Pelletier

Presidents: Joyce Judy, Barbara Murphy, VTC Interim President Dan Smith, Dave Wolk

Office of the Chancellor:

Tim Donovan, Chancellor

Bill Reedy, Vice President and General Counsel

Tom Robbins, Vice President and Chief Financial Officer

Elaine Sopchak, Executive Assistant to the Chancellor

Items for Discussion and Action

Members of the Public:

Kellie Bean, LSC Provost
Tess Conant, VSC United Professionals
Jonathan Davis, LSC Dean of Students
Loren Loomis Hubbell, LSC Dean of Administration
Pat Moulton, VT State Employees Association
Tim O'Connor
Josh O'Gorman, VT Press Bureau
Linda Olson, FT Faculty Federation
Sharron Scott, JSC Dean of Administration
Lit Tyler, VTC Director of Institutional Research

Chair O'Connor called the meeting to order at 10:06 a.m.

A. ITEMS FOR DISCUSSION AND ACTION**1. Approval of the Minutes of the May 22, 2014 Board of Trustees Meeting**

Trustee Masland moved and Trustee Dickinson seconded the approval of the minutes. The motion was approved unanimously.

2. Approval of the Minutes of the July 8, 2014 Board of Trustees Special Meeting

Trustee Jerman moved and Trustee Milne seconded the approval of the minutes. The motion was approved unanimously.

3. Approval of Board of Trustee Meeting Calendar for FY15

Trustee Luneau moved and Trustee Hannum seconded the FY15 schedule of meetings. The motion was approved unanimously.

4. Endorsement of Grant Proposals: Consent Agenda

Trustee Diamond moved and Trustee Luneau seconded the consent agenda. Trustee Milne stated that the Finance and Facilities Committee in its entirety had not reviewed the grant proposals and asked for the second whereas clause in the resolution to be deleted. Trustee Diamond approved this friendly amendment. Chair O'Connor explained that the Chair and Vice-Chair of the Committee did review the proposals.

Items for Discussion and Action

Trustee Milne inquired about the timing of the submission of grant documentation and Board approval. Trustee Lippert suggested that the Board review the policies regarding grant approval. Chair O'Connor asked the Finance and Facilities Committee to review the relevant policies and provide recommendations to the Board.

5. JSC Solar Installation Contracts

Chancellor Donovan reminded the Board that this project came before the Board last year, but that it did not proceed because of an existing cap on solar projects. This past session, however, the legislature raised the cap, and so the project can now proceed. The Board had approved proceeding with the project within a certain amount of time last year; that time has passed and so the Board must approve the project again.

Trustee Moore moved and Trustee Diamond seconded the motion to approve the solar installation contracts. Trustee Lippert stated that he considers this type of business activity administrative work and suggested that the Board consider whether such projects should require its approval. Chair O'Connor suggested the Board take up the matter during its upcoming retreat, and requested the Finance and Facilities Committee to review relevant policies. The motion was approved unanimously.

6. Final Program Approval: CSC: BAS, Career and Technical Education

Trustee Hannum moved and Trustee Moore seconded the motion to approve the program. Trustee Luneau asked President Wolk to describe the program. President Wolk explained that this degree program will provide a pathway to a degree for technical center teachers, who are licensed through a separate state Agency of Education process. The program is a collaboration between Castleton and Vermont Tech, with some courses online and some in person. Interim President Smith stated that the program is a good model of collaboration and that they are looking for similar opportunities to collaborate like this with other industries. The motion was approved unanimously.

7. Adoption of Chancellor Search Process

Chair O'Connor stated that this search process will be the most important thing the Board will do in the next few years, and asked trustees to be flexible and adaptable. She clarified that confidentiality in the search process means confidentiality within the Board. The Executive Committee meeting scheduled for September 9th is open to all Board members. The Executive Committee alone will not choose a final candidate—the decision will be for the full Board to

Items for Discussion and Action

discuss at the upcoming retreat. Trustee Luneau moved and Trustee Lippert seconded the motion to adopt the Chancellor search process.

Trustee Luneau referred to the minutes of the July 8th Special Meeting of the Board and clarified that she is not opposed to the proposal. She understands the desire to expedite the process and to use a committee already in place, and supports this if the full Board does as well. She added that she feels that at the retreat the Board should discuss the role of the Executive Committee.

Trustee Diamond confirmed that the resolution is for a process to select an interim chancellor, and that there will be a separate consideration for the process for a permanent chancellor. Chair O'Connor agreed. Trustee Lippert stated that one of the Board's strengths is that the committees allow other Board members to attend their meetings anytime. He shared his understanding that the Executive Committee is the search committee, and they will share their information with the Board—confidentiality does not mean that the Executive Committee will keep confidential information from the rest of the Board.

Trustee Luneau asked if part of the charge to the committee is to make a short list. Chair O'Connor clarified that the Executive Committee will look at nominees using the qualities the Board has already established, but that the full board will see all the names. Trustee Luneau asked if the Board would be able to continue to consider a name that is not on the short list.

Trustee Lippert asked General Counsel Reedy to clarify how the Executive Committee functions as a search committee, vis-à-vis open meeting laws. Mr. Reedy clarified that as a committee of the Board it would hold regular public meetings that are warned and open to the public. The committee can go into executive session to discuss the appointment of a public official. Recently the open meeting law has changed to require that a public body provide a reason for a hiring decision in public. He stated that the committee should include in all its warnings that it may go into executive session if the circumstances warrant and the Board so votes. Trustee Lippert suggested that the Executive Committee warnings should include mention of when it is meeting as a search committee.

The Board approved the motion to adopt the chancellor search process unanimously. Chair O'Connor instructed Board members to submit nominations to her by September 1st, and suggested they send them to her post office box to ensure confidentiality.

Items for Discussion and Action

8. Executive Sessions

Trustee Macfarlane moved that the Board enter executive session pursuant to 1 V.S.A. §313(a)(2) to consider real estate purchase and lease options. In addition to the Board, attendance in the executive session shall include Chancellor Donovan, CFO Robbins, the college presidents, General Counsel Reedy, and Executive Assistant to the Chancellor Elaine Sopchak.

The motion was seconded by Trustee Jerman. The motion was approved unanimously and the Board entered executive session at 10:47 a.m. The Board exited executive session at 11:07 a.m.

Trustee Jerman moved that the Board enter executive session pursuant to 1 V.S.A. § 313(a)(3) to consider the employment of a public officer of the Vermont State Colleges. In addition to the Board, attendance in the executive session shall include Chancellor Donovan, CFO Robbins, the college presidents, and General Counsel Reedy.

Trustee Jerman also moved that the Board enter executive session pursuant to 1 V.S.A. § 313(a)(1)(B) to consider the current status of collective bargaining negotiations within the Vermont State Colleges. Premature public knowledge of VSC collective bargaining strategies would clearly place the Board and the VSC at a substantial disadvantage. In addition to the Board, attendance in the executive session shall include Chancellor Donovan, CFO Robbins, the college presidents, and General Counsel Reedy.

The motion was seconded by Trustee Macfarlane. The motion was approved unanimously and the Board entered executive session at 11:11 a.m. The Board exited executive session at 12:15 p.m.

The Board suspended the meeting at 12:15 for lunch, and reconvened at 12:44 p.m.

9. Other Business

There was no other business for the action portion of the meeting.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Update on Fall Enrollment at Each College

Community College of Vermont President Joyce Judy reported that the summer session has 4100 students, which is 2% over budget. Enrollment currently looks good but 50% more students will enroll in the next month. Applications are up 18% compared to last year this time. The college expects to at least hit budget and be level with last year.

Johnson State College President Barbara Murphy stated that summer revenue is up \$75,000, due primarily to graduate and EDP courses. EDP enrollment for the fall is weak and they are working on improving it. If it remains weak the college will have a \$150,000 deficit. New student enrollment is up, and Vermont student enrollment is up 6% (10 students). Out-of-state/NEBHE enrollment is up 18% (12 students). Some of the increases can be attributed to the early college program. Finally, there has been an increase in the number of residence hall requests of 4.5% (20 beds).

Vermont Technical College Interim President Dan Smith shared that enrollment in allied health programs is good, and there has been an increase in new applicants and transfers of 7%. Returning student enrollment is down at this time. The college has identified 100 students who have not reregistered yet and is following up with them. There is a high number of late registrants, and classes are starting a week later as well. Some students have transferred to CCV or Castleton. There are some concerns about student life and things to do in Randolph. The college needs to focus on retaining students and providing a vibrant experience in light of the current budgetary situation.

At the request of Chair O'Connor, President Smith shared that Martha Trombley Oakes, Vermont Tech's Associate Dean of Institutional Advancement, has moved on to a new position at the Vermont Community Foundation. The college will not be filling the position.

Castleton State College President Dave Wolk shared that after many years of incremental increases it looks like headcount will plateau. Currently enrollments are down 1%. Yield (the number of accepted students who matriculate) has gone down as well. Tuition discounting by out-of-state competitors is challenging. President Wolk predicted a slight decline in transfers and new students that the college will handle internally. Promising factors include an expansion of graduate programs; a new group of students waiting to start the college's new nursing program; an aggressive push to attract new international students; and the start of new track and field, women's golf, and Nordic skiing programs.

Items for Discussion and Action

Lyndon State College Provost Kellie Bean reported that new deposits are down 16%. New undergraduate enrollment is down 14%. Overall, enrollment is down 3%, though it is early. They expect that enrollment will be lower than last year but that enrollment numbers will improve. Outreach is happening to boost the number of continuing students. The college has contracted with Education First to recruit international students, and next fall the first cohort will start. There are 11 early college students, and the college is in talks with the Lyndon Institute and the St. Johnsbury Academy about dual enrollment. They are launching modified scheduling in the spring for continuing ed and non-traditional students. There have been improvements in the library and several labs, and they've had a successful summer conference season.

Trustee Jerman inquired whether the decrease in NEBHE students is a trend due to investments in higher education made by other states. Provost Bean stated that while niche programs attract out-of-state students, too many students in a given program can cause overcrowding, which requires investment in those programs so these students don't leave.

President Murphy said that states are making it more attractive to stay home. Chancellor Donovan referenced the Vermont Strong Scholars program as an example of this, and that states have also increased their public institution capital investments. Out-of-state students have double the financial impact of in-state students.

The Board discussed tuition discounting. Trustee Diamond shared a [recent article](#) on yield from the *Chronicle of Higher Education* that questions the validity of discounting. President Wolk referred to a [recent article](#) in the *New Republic* on the value of elite colleges.

2. Orientation to Vermont Public Meetings Law

General Counsel Reedy presented a discussion of the open meeting law (1 V.S.A. § 310). The VSC are considered an instrumentality of the state and are subject to the law. He reminded the Board that it and all of its committees are subject to the law, and that the law only applies when they are in a meeting. A meeting is defined as a quorum of the public body, meeting for the purpose of discussing business or taking action. He referred to a critical sentence in the newly revised law that excludes from the definition of meeting correspondence via written or electronic communication involving certain few subjects, provided that these communications can be made available under the Public Records Act. The implication of this change is that any other communications besides those specified can constitute an open meeting. In addition, everything a board member writes down in relation to board work can potentially be subject to the Public Records Act.

Items for Discussion and Action

The Board's meetings are subject to warning requirements and public access requirements. There are three types of meetings: regular meetings, special meetings, and emergency meetings. Regular meetings require 48 hours warning. Special meetings require 24 hours warning. Emergency meetings don't require advance notice but must be posted as soon as the public body is able. If the warning requirements are violated, no action taken in that meeting will be binding.

Meetings involving remote attendance require roll call votes. There can be a meeting at which everyone is remote, and participants must identify themselves.

Minutes must be posted within five days. Agendas must be posted for regular meetings 48 hours in advance; 24 hours in advance for special meetings. Additions or deletions to the agenda must be the first order of business. Mr. Reedy interpreted this to mean that items can now be added to the agenda of a special meeting at the meeting itself. The law already allows a public body to adjust the agenda order at any time. He stated that a memo of clarifications has gone out to municipalities from the General Assembly (this memo is attached to these minutes).

The main change regarding executive sessions is that the group must make a specific finding about why to enter into executive session for particular purposes listed in the law. A body can enter executive session to discuss hiring or evaluation of a public employee, but the decision to hire must be made in open session and must include a reason.

3. Introduction of Policy Review

Mr. Reedy told the Board that they will begin working on some policy review. Policies on sexual assault, dating violence, domestic violence and stalking must be completed by October. These updates are driven by federal requirements. Other policies to be updated include some policies discussed earlier in today's meeting.

Chancellor Donovan announced that Sophie Zdatny, of Dinse, Knapp and McAndrew, has been hired as the Chancellor's Office Associate General Counsel. She will begin work on August 18th.

4. Priorities and Objectives for the Board Retreat

The following topics were suggested for discussion at the upcoming Board retreat:

- The purpose and function of the Executive Committee and how the Board wants to use it;
 - A presentation from college presidents on strategic plans;
 - Discussion of the Board's fiduciary responsibilities;
 - Discussion on the debt structure of the VSC;
-

Items for Discussion and Action

- Discussion of dashboard indicators of college and system data;
- Discussion of the difference between educating students to be well rounded thinkers versus students who have a career path;
- Discussion of trends in student demographics;
- Discussion of how to address the 50% of students who are not going onto college;
- Discussion of updating the Board orientation process to allow deeper understanding of each college.

5. Other Business

Chancellor Donovan shared that the VSC has been notified by the state of the expected revenue shortfall for FY15 (~\$30M). State agencies, UVM, VSAC and VSC have been asked to respond as to the impact of a 4% rescission from their appropriation. Four percent is a million dollars for the VSC. The appropriation passed by this legislature works out to be .5%, or \$125,000 shared among the five colleges. A 4% decrease would represent a 3.5% decrease in the FY14 appropriation. There would be no way to absorb the decrease without affecting employment. The Chancellor has asked the presidents to plan how the decrease would have the least impact from a student perspective. Because of the state's history in funding the VSC over the last 30 years, Chancellor Donovan has asked the governor's administration that the VSC be held harmless and that the most the colleges be asked to contribute is the \$125,000 already received. The Chancellor expects a decision within ten days.

6. Comments from the Public

There were no comments from the public.

7. Date and Place of Next Meeting:

Wednesday, September 24, 2014

Lake Morey Resort, Fairlee, VT

Trustee Masland moved and Trustee Luneau seconded a motion to adjourn. The meeting adjourned at 2:35 p.m.

2. Chancellor Search

3. Adoption of Policy 311-A, *Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking*

The Violence Against Women Reauthorization Act of 2013 (VAWA) amended the Clery Act to require institutions participating in federal student financial aid programs to compile statistics for incidents of domestic violence, dating violence, sexual assault, and stalking and to include certain policies, procedures and programs pertaining to these incidents in their Annual Security Reports (ASR). VAWA adds offenses involving domestic violence, dating violence and stalking to the list of crimes to be reported in the ASR and expands the categories of reportable hate crimes to include those based on bias against gender identity or national origin.

The Clery Act amendments require each covered institution to include in the ASR a statement of policy regarding the institution's programs to prevent domestic violence, dating violence, sexual assault and stalking, as well as the procedures the institution will follow once such an incident has been reported, including the standard of evidence to be used in any conduct proceeding arising from such a report. Also, the ASR must now include a description of the institution's education and prevention programs. In addition, in April 2014, the Department of Education's Office of Civil Rights (OCR) issued long-awaited additional guidance, in the form of "Questions and Answers" on Title IX and its April 4, 2011 Dear Colleague Letter on student-on-student sexual harassment and sexual violence.

In response to these legislative changes and the recent OCR guidance, institutions around the country have been updating their policies and procedures to comply with the new requirements. VAWA's amendments went into effect on March 7, 2014. The Act requires that this new information be included in the ASR by October 1, 2014.

The attached Policy 311-A, *Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking* has been drafted to assist the member Colleges to comply with the new Clery Act requirements and OCR guidance on Title IX. It is anticipated that sexual harassment will continue to be addressed by Policy 311, *Non-Discrimination and Prevention of Harassment and Related Unprofessional Conduct*. The proposed policy is attached along with a recommended resolution for adoption by the Board.



Manual of Policy and Procedures

Title	Number	Page
SEXUAL MISCONDUCT, DOMESTIC VIOLENCE, DATING VIOLENCE, AND STALKING	311-A	1 of 12
	Date 9/24/2014	

I. NOTICE OF NONDISCRIMINATION

As a recipient of federal funds, each member College of the Vermont State Colleges (collectively “VSC”) is required to comply with Title IX of the Higher Education Amendments Act of 1972 (“Title IX”). In accordance with Title IX, as well as applicable state and federal law, VSC prohibits discrimination on the basis of sex in its education programs and activities, admission, and employment. Prohibited sex discrimination includes sexual harassment, as defined in VSC Policy 311, *Non-Discrimination and Prevention of Harassment and Related Unprofessional Conduct*. Prohibited sex discrimination also includes sexual misconduct as defined in this Policy.

Inquiries concerning the application of Title IX may be referred to VSC’s Title IX Coordinators or to the United States Department of Education for the Office of Civil Rights. Contact information for the Title IX Coordinators and the Office of Civil Rights is located in Appendix A to the *Chancellor’s Procedures for Implementation of Policy 311-A: Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking*.

II. POLICY STATEMENT

VSC is committed to maintaining an educational and working environment free from all forms of sex discrimination, including sexual misconduct. VSC is also committed to maintaining an educational and working environment free from domestic violence, dating violence and stalking. Such misconduct will not be tolerated. These acts not only violate a person’s feelings of trust and safety but can also substantially interfere with a person’s education or employment.

III. POLICY SUMMARY

It is the policy of VSC that, upon learning that an act of sexual misconduct has occurred, prompt and appropriate remedial action reasonably calculated to stop the misconduct shall be taken.

Disciplinary sanctions for any member of the VSC community engaging in sexual misconduct may include the suspension or dismissal/expulsion of students, the suspension or termination of employment or other appropriate disciplinary action such as warnings, reprimands and educational sanctions, and referral for criminal investigation and prosecution under Vermont law. Misconduct that does not meet the definition of sexual misconduct, domestic violence, dating violence or stalking may violate other VSC policies, student handbooks, codes of conduct, or collective bargaining agreements and, if so, shall be handled as set forth in such other documents. Where related misconduct involves a combination of elements of alleged sexual assault, domestic violence, dating violence or stalking and other types of misconduct, it will be handled under the procedures adopted in connection with this policy.

Reporting: VSC encourages, and in the case of its employees requires, the prompt and accurate reporting of sexual misconduct, domestic violence, dating violence or stalking. This allows VSC to respond quickly to allegations and offer support to individuals who may have been subjected to these forms of misconduct. VSC is committed to protecting the confidentiality of victims, wherever possible, and will work closely with individuals seeking confidential assistance regarding a sexual misconduct incident. Certain professionals are permitted by law to offer confidentiality. Those who do not have the privilege of offering confidentiality are expected to handle reports discreetly to the extent permitted or required under the law and VSC policy. All allegations will be investigated promptly and thoroughly, and both the accuser and the accused will be afforded equal rights during the investigatory and adjudicatory process.

Prevention and Education: It is the collective responsibility of all members of the VSC community to foster a safe and secure campus environment. In an effort to promote this environment and prevent acts of sexual misconduct from occurring, VSC provides ongoing prevention and awareness programs. Incoming students and employees are expected to participate, and other members of the VSC community are encouraged to participate, in these programs.

Retaliation: Retaliation against any person for reporting, supporting a victim, or providing information in connection with a complaint of sexual misconduct is prohibited under this Policy and may result in disciplinary action, up to and including suspension, expulsion/dismissal or termination of employment. Retaliation under this Policy may be found whether or not the underlying complaint is ultimately found to have merit. A complaint of retaliation should be reported, and will be investigated and adjudicated, using the procedures implementing this Policy.

False Information: Providing false information in connection with a complaint of sexual misconduct or intentionally misleading officials in the investigation or resolution of a complaint

is prohibited and may result in disciplinary action, up to and including suspension, expulsion/dismissal or termination of employment.

Academic Freedom: This Policy shall not be construed or applied to restrict academic freedom at VSC, nor shall it be construed to restrict constitutionally protected expression, even though such expression may be offensive, unpleasant or even hateful.

Interpretation: This Policy is to be read consistent with federal and state law. If there is any conflict between this Policy and federal or state law, this Policy is to be interpreted consistent with federal or state law.

IV. SCOPE OF COVERAGE

Who: This Policy applies to all members of the VSC community, including students, employees, and other third parties who come on to campus (such as parents, visitors, independent contractors, and vendors) who are involved in an incident of sexual misconduct (including those who witness an incident or wish to report an incident on behalf of another). It covers sexual misconduct between individuals in different types of relationships. These include, but are not limited to, student to student, employee to employee, faculty member to faculty member, visitor/contracted employee to employee/student, faculty member to student, employee to student, supervisor to subordinate, and coach to student athlete. Sexual misconduct may be acts committed by an individual or collective actions committed by members of a group or organization. These acts may be committed against an individual or against a group or organization. These acts may be committed by a stranger, an acquaintance, or someone with whom the victim has a social, romantic, or intimate relationship. These acts may be committed by or against any individual, regardless of sexual orientation or gender identity.

What: This Policy prohibits sexual misconduct, domestic violence, dating violence and stalking as defined herein, in VSC's educational, extracurricular, athletic, and other programs and activities, as well as in the employment setting. These terms are further defined in the Definitions section below. Sexual harassment is also prohibited by VSC, and is addressed separately in VSC Policy 311, *Non-Discrimination and Prevention of Harassment and Related Unprofessional Conduct*.

Where: This Policy covers conduct that takes place on VSC campuses and in any building or property owned or controlled by VSC and used in direct support of, or in a manner related to, VSC's mission. This includes public property within or immediately adjacent to and accessible from VSC property, as well as any building or property not within the same reasonably contiguous geographic area of VSC that supports or relates to VSC's educational purposes and is used frequently by students. This Policy also covers conduct that takes place off-campus that

may have a nexus to any VSC education program or activity, for example by creating a hostile environment on campus or representing a threat to the safety of members of the VSC community or to the continuance of normal VSC operations.

When: The length of time between an incident and making a report of sexual misconduct will not affect the willingness of VSC to investigate the allegations or provide support and other services to the individual reporting the conduct. However, a prompt report will enhance VSC's ability to conduct an investigation and the effectiveness of any criminal or VSC adjudicatory process. Therefore, VSC strongly encourages individuals to report incidents of sexual misconduct immediately following their occurrence.

V. RESOURCES FOR VICTIMS

Information on counseling, health, mental health, victim advocacy, legal assistance, and other services available for individuals who report that they have been subjected to misconduct in violation of this policy, both on campus and in the local community, is available from the Office of the Chancellor and each of the member Colleges. Information about the options for (and available assistance with) changing academic, living, transportation, and working situations is also available, upon request by the victim and if such accommodations are reasonably available, regardless of whether the victim chooses to make a formal complaint, to participate in the disciplinary process, or to file a report with law enforcement.

VI. CLERY ACT

VSC is committed to complying with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act ("Clery Act").¹ Employees who are designated as Campus Security Authorities are required to report certain sex offenses and other crimes to the Department of Public Safety for the purpose of compliance with the Clery Act. The Offices of Public Safety for the member Colleges shall include any reported incidents of dating violence, domestic violence, sexual assault, and stalking, along with other crimes, in the daily crime log, and the annual security report. Public Safety will issue a timely warning when a Clery Act crime, which is considered to pose a serious or continuing threat to the VSC community, is reported to Public Safety or to local law enforcement (if local law enforcement makes Public Safety aware of such reports). No personally identifying information will be included in the public reports required by the Clery Act.

¹ The Clery Act requires all colleges and universities that participate in federal financial aid programs to keep and report information about crime on or near their campuses.

VII. CONFIDENTIALITY

VSC is committed to maintaining the privacy of all individuals involved in a report of sexual misconduct to the extent it reasonably can do so. While VSC encourages individuals to report incidents of sexual misconduct, domestic violence, dating violence or stalking, VSC understands that it can be difficult for individuals to come forward to report such misconduct. The following resources have differing obligations to maintain confidentiality and to report incidents.

A. Confidential Off-Campus Resources

Crisis services and off-campus healthcare providers will generally maintain confidentiality, to the extent permissible under applicable law.

B. Counselors and Health Services Professionals

VSC's licensed professional counselors and health services staff respect and protect confidential communications from students and employees to the extent permissible under applicable law. They may have the responsibility to disclose otherwise-privileged information in the event they perceive an immediate and/or serious threat to any person or property. In addition, medical and mental health professionals are required by law to report any allegation of sexual assault of a person under age 18. These professionals will report incidents, without any identifying information, to the Title IX Coordinator so VSC is aware that an incident of alleged sexual misconduct has occurred. If the incident is a crime covered by the Clery Act, these professionals will report it, without any identifying information, to the appropriate Office of Public Safety for Clery Act purposes. The non-identifying information to be reported includes the nature, date, time and general location of the incident.

C. Other College Officials

Other college officials are not able to guarantee confidentiality. General inquiries or questions about policies and procedures do not have to be reported. Employees who learn of an incident of sexual misconduct, domestic violence, dating violence or stalking are required to report this information to the Title IX Coordinator, the Dean of Students, or the President. Employees who are Campus Security Authorities are also required to report certain sex offenses and other crimes to the Department of Public Safety for the purpose of VSC's compliance with the Clery Act. All information will be kept securely and, even if an individual does not request confidentiality, the information will be shared on a "need to know" basis only with those assisting in any review, investigation or adjudication of the report, or who otherwise need to know the information to perform the duties of their position. Although not bound by confidentiality, these individuals should be discreet and respect the privacy interests of all individuals involved in the process.

VSC will strive to protect the privacy interests of individuals to the extent it can while fulfilling its obligations to uphold relevant policies and regulations, to conform to any legal requirements, and to take reasonable steps to promote the safety of members of the VSC community. VSC has an obligation to investigate complaints of sexual harassment, sexual misconduct, dating violence, domestic violence, sexual assault, and/or stalking, and to take reasonable steps to prevent recurrence of such behavior. Therefore, in some circumstances, VSC may report an incident of sexual misconduct to law enforcement or investigate and pursue disciplinary action against the offender, even if an individual requests confidentiality and chooses not to file a complaint. For this reason, absolute or strict confidentiality cannot be guaranteed. VSC will evaluate requests for confidentiality on a case-by-case basis, within the context of its responsibility to provide a safe and nondiscriminatory environment for all students, employees and third parties, and to promote the health, safety, and wellbeing of the VSC community.

If an individual filing a report insists that his or her name or other identifiable information not be revealed and VSC is able to respect that request, VSC's ability to respond fully to the report may be limited. For example, a person accused of engaging in sexual misconduct has the right to know the name of the accuser and information regarding the nature of the allegations in order to defend against the allegations in an adjudicatory process. Thus, VSC may not be able to maintain a request for confidentiality and also adjudicate a complaint. If an individual insists on confidentiality, VSC may be able to take action to limit the effects of the alleged sexual misconduct, domestic violence, dating violence or stalking and prevent its recurrence to the extent warranted and practicable.

D. Law Enforcement

If a crime of sexual misconduct, domestic violence, dating violence, sexual assault, or stalking appears to have occurred, VSC encourages accurate and prompt reporting of these crimes to the Office of Public Safety and/or to state or local law enforcement. Victims subjected to such misconduct have the option to notify law enforcement, to be assisted by VSC officials in notifying law enforcement, or to decline to notify law enforcement. A victim may inform law enforcement of an incident of sexual misconduct, domestic violence, dating violence or stalking without making a formal criminal complaint. A victim may choose to pursue a criminal complaint, a complaint through VSC's disciplinary process, or both simultaneously. A victim who chooses not to notify law enforcement immediately has the option to notify law enforcement at a later time. Reports to law enforcement are not confidential.

VIII. DEFINITIONS

The conduct described in the definitions of dating violence, domestic violence, sexual assault, and stalking under Vermont law constitutes a violation of this Policy. To the extent these state

law definitions, as set forth below, have been expanded, the expanded definitions apply to this Policy.

Coercion: The act of compelling or forcing someone to act based on pressure, harassment, threats, or intimidation.

Consent: Under Vermont law, “consent” to sexual activity is defined to mean “words or action by a person indicating a voluntary agreement to engage in a sexual act.” For purposes of this Policy, effective consent means words or actions that demonstrate to a reasonable person a knowing and voluntary agreement to engage in mutually agreed-upon sexual activity. Effective consent cannot be gained by threat, force, coercion or intimidation or by ignoring words or actions that indicate a lack of consent or objection to the activity. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Consent can be rescinded at any time. It is the responsibility of the person who wants to engage in the sexual activity to ensure that he or she has effective consent from any other person involved. Silence, lack of protest, or lack of resistance are not sufficient standing alone to establish consent. The actions of the individuals involved and the context in which those actions occurred will be considered in determining whether or not there was consent. The existence of a dating relationship or a past sexual relationship between the persons involved is not a sufficient basis to assume consent. Past consent between two individuals does not imply present or future consent to sexual activity.

Consent is not valid when a person is incapable of giving consent: (1) due to the person’s use or consumption of drugs or alcohol; (2) when intimidation, threats, physical force, or other actions that are coercive are applied; (3) when a physical or mental condition is present such that the person cannot knowingly or voluntarily give consent; or (4) when a person is under the age of 16.

Alcohol-related incapacity results from a level of alcohol ingestion that is more severe than mere impairment, being under the influence, drunkenness or intoxication. Consumption of alcohol or drugs alone is insufficient to establish incapacitation. The question of incapacitation is determined on a case-by-case basis using both objective and subjective standards and includes an analysis of the objective behaviors of the person alleging sexual misconduct and whether the accused person knew or reasonably should have known that the person was incapacitated, or if the accused person played a role in creating the circumstances of incapacity. Whether the accused person knew or reasonably should have known the other person was incapacitated will be assessed in light of all relevant circumstances. Objective physical indications of incapacity include slurred speech, difficulty walking or standing, vomiting, and losing consciousness.

The use of alcohol or drugs does not make a victim at fault for sexual misconduct. The use of alcohol or drugs does not minimize or excuse a person’s responsibility for committing sexual

misconduct. Nor does the use of alcohol or drugs minimize or excuse a person's responsibility for determining whether another person is capable of giving consent, as described above.

Dating Violence: Under Vermont law, it is unlawful to attempt to cause or willfully or recklessly to cause bodily injury to a person one is dating, or has dated, or to place such person in fear of imminent serious bodily injury. Dating means a social relationship of a romantic or intimate nature. Factors to consider when determining whether a dating relationship exists or existed include:

- (a) The nature of the relationship;
- (b) The length of time the relationship has existed;
- (c) The frequency of interaction between the parties; and
- (d) The length of time since the relationship ended, if applicable.

Dating violence as defined here violates VSC policy and is prohibited.

Domestic (including Dating) Violence: Under Vermont law, it is unlawful to attempt to cause or to willfully or recklessly cause bodily injury to a family or household member, or to willfully cause a family or household member to fear serious bodily injury. Under Vermont law, "household members" are those persons who, for any period of time, are living or have lived together, are sharing or have shared occupancy of a dwelling, are engaged in or have engaged in a sexual relationship, or individuals who are dating or have dated.

For purposes of the prohibitions in this Policy, the term "household members" does not include roommates in residential campus housing, individuals living in the same campus building, or individuals living together off campus where the individuals have not had any dating relationship or sexual relationship, and where neither of the individuals has expressed interest in or pursued a dating or sexual relationship with the other individual.

Domestic violence as defined here violates VSC policy and is prohibited.

Retaliation: Retaliation against any person for reporting, supporting a victim, or providing information in connection with a complaint of sexual misconduct includes, but is not limited to: (1) pressuring a person to drop or not support a complaint of sexual misconduct or to provide false and misleading information; (2) engaging in conduct that may reasonably be perceived to affect adversely that person's educational, living or work environment; (3) threatening, intimidating or coercing the person; or (4) otherwise discriminating against any person for exercising their rights and responsibilities under this Policy. Depending on the particular circumstances, retaliation may also be unlawful.

Sexual Assault: Under Vermont law, it is unlawful to engage in a sexual act with another person and to compel the other person to participate in the sexual act:

- (a) Without the consent of the other person;
- (b) By threatening or coercing the other person; or
- (c) By placing the person in fear of imminent bodily injury.

It is also unlawful to engage in a sexual act with another person by substantially impairing the ability of the other person to appraise or control the situation, through the use of drugs or intoxicants, administered without the knowledge or against the will of the other person, or to engage in a sexual act with a person under the age of 16.

Under Vermont law, a “sexual act” means conduct between persons consisting of contact between the penis and vulva, the penis and anus, the mouth and penis, the mouth and vulva, or any intrusion, however slight, by any part of a person’s body or any object into the genital or anal opening of another.

Sexual assault as defined here violates VSC policy and is prohibited.

Sexual Misconduct: Any non-consensual act of a sexual nature, which may or may not involve physical contact. Sexual misconduct may vary in severity and includes a range of behaviors and attempted behaviors, including, but not limited to sexual harassment as defined in Policy 311, *Non-Discrimination and Prevention of Harassment and Related Unprofessional Conduct*.² Sexual misconduct also includes unwelcome sexual conduct that does not constitute sexual assault (as defined above) but is sexually violating in nature, such as nonconsensual physical contact of a sexual nature including, but not limited to, intentional contact of a sexual nature with the breasts, buttocks, groin, or mouth or contact of a sexual nature with any other body parts. Sexual misconduct also includes sexually exploitative behavior. Examples of sexually exploitative behavior include, but are not limited to: (1) capturing (through any means) images of sexual activity, sexually explicit images, or another’s nudity without consent, and/or sharing this material without the consent of all participants; (2) viewing or allowing or aiding others to view sexual activity or another’s nudity without the consent of all participants; and (3) sexual exhibitionism or exposure of one’s genitalia in the presence of others without their consent.

Sexual misconduct as defined here violates VSC policy and is prohibited.

Stalking: Under Vermont law, it is unlawful to engage in a course of conduct which consists of following, lying in wait for, or harassing a person, when such conduct: (a) serves no legitimate purpose; and (b) would cause a reasonable person to fear for his or her physical safety or health or would cause a reasonable person to suffer emotional distress. To be a violation of this Policy, the stalking conduct need not be motivated by a person’s sex or have a sexual purpose.

² Conduct that violates both Policy 311 and this Policy may be addressed under either policy.

- “Course of conduct” means a pattern of conduct composed of two or more acts over a period of time, however short, evidencing a continuity of purpose.
- “Following” means maintaining, over a period of time, a visual or physical proximity to another person in such a manner as would cause a reasonable person to have a fear of unlawful sexual conduct, unlawful restraint, bodily injury or death.
- “Lying in wait” means hiding or being concealed for the purpose of attacking or harming another person.
- “Harassing,” as that term is used in relation to the legal definition of stalking, means actions directed at a specific person, or a member of the person’s family, which would cause a reasonable person to fear unlawful sexual conduct, unlawful restraint, bodily injury, or death, including but not limited to verbal threats, written, telephonic, or other electronically communicated threats, vandalism, or physical contact without consent.

Stalking as defined here violates VSC policy and is prohibited.

IX. PROCEDURES

The Chancellor shall establish and periodically update the procedures for handling complaints of sexual misconduct. The procedures shall identify the persons responsible for overseeing the development of prevention and awareness programs at each of the member Colleges and the Office of the Chancellor. The procedures shall outline the steps available to victims of sexual misconduct and describe the procedures for reporting, investigating and adjudicating incidents of sexual misconduct.

The standard of proof applicable in investigating and adjudicating complaints of sexual misconduct shall be “by a preponderance of the evidence,” meaning that it is more likely than not (*i.e.* there is more than a 50% likelihood) that the alleged actions or behavior in violation of the Policy occurred.

The procedures established by the Chancellor may be modified as necessary to comply with federal and state law so that VSC may respond promptly and effectively to incidents of sexual misconduct, including, but not limited to dating violence, domestic violence, sexual assault, and stalking.

X. DUTY TO COOPERATE

All students and employees have a duty to cooperate in investigations undertaken pursuant to this Policy and are expected to provide complete, accurate, and truthful information. They may be asked to sign statements or other documents memorializing the information they provide, and may be asked to keep the substance of any interview confidential. Failure to cooperate fully with the investigation may subject the individual to the full range of disciplinary actions, up to and including expulsion or termination.

Other Policy Violations: VSC's primary goals in responding to complaints of sexual misconduct are to promote the safety of the VSC community, to address the misconduct, and to prevent it from recurring. A person (whether a victim of sexual misconduct or someone with knowledge of a sexual misconduct incident) should not be deterred from reporting a violation of this Policy because alcohol, drugs, or other violations of VSC's policies were involved in the incident. VSC officials may, in their discretion and on a case-by-case basis, decide not to pursue relatively minor drug, alcohol or other policy violations related to incidents of sexual misconduct or, if they do pursue such violations, to handle them separately from complaints brought under this Policy.

Relevant Legal Authorities

- 20 U.S.C. § 1681 *et seq.*, Title IX of the Higher Education Amendments of 1972
- 34 C.F.R. Part 106 (Title IX regulations)
- 20 U.S.C. § 1092(f), the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Section 485(f) of the Higher Education Act of 1965 (as amended)
- 34 C.F.R. Part 668 (Clery Act regulations)
- 42 U.S.C. § 13925(a)(20), Violence Against Women Act of 1994 (as amended) (definition of personally identifying information)
- 20 U.S.C. § 1232g, the Family Educational Rights and Privacy Act of 1974 (FERPA)
- 34 C.F.R. Part 99 (FERPA regulations)
- 13 V.S.A. § 3251(3), Sexual Assault - Definitions
- 13 V.S.A. § 3252, Sexual Assault
- 13 V.S.A. § 1042, Domestic Assault
- 15 V.S.A. § 1101(2), Domestic Relations, Abuse Prevention - Definitions
- 13 V.S.A. § 1061, Stalking – Definitions
- 16 V.S.A. § 178, Harassment and Hazing Prevention Policies; Postsecondary Schools
- 16 V.S.A. § 14, Harassment; Notice and Response
- 16 V.S.A. § 11(a)(26), Classifications and Definitions, Harassment

Additional Resources

- United States Department of Education Office for Civil Rights, *Questions and Answers on Title IX and Sexual Violence*, issued April 29, 2014 (<http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>)
- United States Department of Education Office for Civil Rights, *Dear Colleague Letter*, issued April 4, 2011 (<http://www.title9.us/wp-content/uploads/2014/03/colleague-201104.pdf>)
- United States Department of Education Office for Civil Rights, *Revised Sexual Harassment Guidance: Harassment of Students by School Employees, Other Students, or Third Parties*, issued January 19, 2001 (<http://www2.ed.gov/about/offices/list/ocr/docs/shguide.html>)
- United States Department of Education's *Handbook for Campus Safety and Security Reporting* (2011) (<http://www2.ed.gov/admins/lead/safety/handbook.pdf>)
- White House Task Force to Protect Students from Sexual Assault, *Not Alone*, issued April 29, 2014 (http://www.whitehouse.gov/sites/default/files/docs/report_0.pdf)

Cross References

- VSC Policy 311, *Non-Discrimination and Prevention of Harassment and Related Unprofessional Conduct*
- *Chancellor's Procedures for Implementation of Policy 311-A: Sexual Misconduct, Domestic Violence, Dating Violence and Stalking*

Association of Governing Boards Alert

Trustees' Responsibilities in Preventing Sexual Assaults on Campus

9.15.2014

The issue of sexual misconduct on college and university campuses is one that must be dealt with now—and as vehemently as possible. Regardless of the actual number of instances of sexual assault, even one case is seriously damaging to the students involved and to the campus environment. Sexual assault cannot be tolerated. It is a situation that calls for strong measures at both the institutional and national level.

Boards must ensure that their institutions have policies and procedures in place that serve to protect students and keep them safe. To help guide them, the Association of Governing Boards of Universities and Colleges (AGB) issued an "[Advisory Statement on Sexual Misconduct](#)" last fall that outlined suggested practices for governing boards and institutional administrative leadership. As the statement notes, "Unlike a commercial business, a college or university's overall well-being is measured not only by financial indicators, but also by several non-economic factors, including the quality of campus life. As a result, boards have a fiduciary duty to address issues of overall campus culture, including sexual misconduct."

State leaders have promulgated responses to the issue of sexual assault on campuses, and the Obama Administration and Congress are also taking steps to address it. One major Congressional effort is the Campus Accountability and Safety Act (CASA), authored by Sen. Claire McCaskill (D-MO) and co-sponsored by lawmakers on both sides of the political aisle and from all parts of the country. The votes on Sen. McCaskill's bill and a companion bill in the House of Representatives could be fast tracked this fall and occur before Congress adjourns for the November elections. Its requirements include, among others:

1. New resources and support services for students, including "confidential advisors" for victims of sexual assaults.
2. Minimum training standards for campus personnel.
3. Transparency requirements, including a new standardized and anonymous survey of campus climate, developed by the Department of Education, that each institution would be required to conduct and publish online.
4. Greater campus accountability and coordination with local law enforcement.
5. Enforceable penalties for Title IX violations.

The legislation is designed to help eradicate sexual misconduct on campuses throughout the nation.

Given the importance of the issue, we believe board members should be fully aware of what the bill specifically contains, including the details of how it will be implemented, and the possible implications for their institutions. Some of the fine points of the legislation are outlined in a [letter sent to Congress](#) by the American Council on Education (ACE), which AGB signed along with 16 other associations.

While the proposed Senate bill addresses a significant national problem, some aspects of it raise concerns of which boards should be aware. For example:

- The proposed legislation requires campus confidential advisors to both support the victim as well as "investigate" the sexual assault report. That could make the advisor's communication with the victim discoverable in a legal proceeding and mislead the victim regarding confidentiality.
- The climate survey is a positive move in and of itself, but to ensure that the survey developed by the U.S. Department of Education is "fair and unbiased," it should be made available for public comment and pretested. And while a meaningful survey should reflect a statistically representative sample of students, the methods for obtaining that representative sample could well compromise the confidentiality of the survey in students' views.
- The bill also calls for universities and colleges to formalize memorandums of understanding with "all applicable law-enforcement agencies." Again, a good idea on the face of it, but consider what that might mean to an institution in an urban area with multiple policing jurisdictions. In Washington, D.C., for example, a college or university would have to have agreements with the U.S. Secret Service, the U.S. Park Police, the Metro Transit Police, and many others.
- In addition, while the penalties for CASA violations should be onerous enough to incentivize institutions to act, under the proposed legislation, those penalties could be to up to 1 percent of the operating budget of an institution. Further, the fines would be totally up to the discretion of the Office of Civil Rights (OCR) of the Education Department, and the OCR would be able to keep the fines rather than turn them over to the U.S. Treasury, as is traditionally the case.

Our objective is to ensure that any legislation passed is as effective as possible in meeting its goal of encouraging institutions to take aggressive steps to protect their students and rid their campuses of sexual predators. We want it to enable institutions and boards to accomplish that goal and serve their students as they should—not for it to have unintended consequences that might undermine the very results its authors would like to achieve.

We hope you will find the guidance we promulgated in our advisory statement on sexual assault helpful as you work through the issue on your own campus. Meanwhile, AGB, along with ACE and other associations, will continue to monitor the CASA legislation and keep you posted as it unfolds. In the meantime, we urge you to encourage a review of your institutional policies and procedures on addressing sexual misconduct to ensure that they are sound, workable, and fair.

No student at any university or college in America should ever have to suffer from a sexual assault. Working together, at each institution and with national policy makers, we can all help to create a climate where sexual misconduct is significantly reduced and, someday soon, eliminated entirely.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONAdoption of Policy 311-A, *Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking*

- WHEREAS, The federal Violence Against Women Reauthorization Act of 2013 amended the Clery Act to require institutions participating in federal student financial aid programs to compile statistics for incidents of domestic violence, dating violence, sexual assault, and stalking; and
- WHEREAS, The amendments to the Clery Act also require institutions to include certain policies, procedures and programs pertaining to these incidents in their Annual Security Reports; and
- WHEREAS, In response to these legislative changes and recent guidance from the U.S. Department of Education's Office of Civil Rights, the VSC has updated its policies and procedures to comply with these new requirements; and
- WHEREAS, The attached Policy 311-A, Sexual Misconduct has been drafted to assist VSC colleges in complying with the new Clery Act requirements and Office of Civil Rights guidance; therefore, be it
- RESOLVED, That the Vermont State Colleges Board of Trustees hereby adopts the attached Policy 311-A, Sexual Misconduct.

September 24, 2014

4. Approval of Grants: Consent Agenda

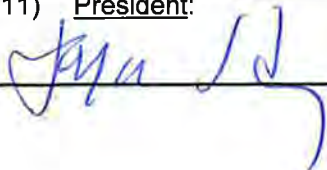
Community College of Vermont and Vermont Technical College seek endorsement of each college's Perkins grant, which the Board approves on an annual basis. Documentation for these grants and a suggested resolution for endorsement are attached.

FORM C

- NEW FUNDING SOURCE DOCUMENT - GRANTS ONLY

Community College of Vermont
(College Name)

Submit to Chancellor's Office for all activities based upon a new funding source.
Place copy in front of any applicable master file.

1) Name of grant: (type in all CAP'S)		
CONSOLIDATED PERKINS POSTSECONDARY		
2) Granting agency/donor/other funding source: (attach support info)		
Department of Education		
2a)	84.048	2b) State Revenue Code: <u>4319</u>
		2c) Award # <u>4319R0571501</u>
3) Purpose of activity:		
To improve vocational and technical education at the secondary and post-secondary level.		
4a)	Proper accounting fund:	4b) Funding Source
	Entity Gasb Code <u>12</u>	Federal <u>100%</u>
	Activity Code <u>10008</u>	State _____
		Other: (Name) _____
5) Related Grants and their funding sources:		
None		
6a)	Beginning date: <u>7/1/2014</u>	6b) Ending date: <u>6/30/2015</u>
		6c) Duration: <u>1 year</u>
7) Reporting requirements (format/to whom/frequency/other)		
Quarterly reports due no later than the tenth of the month following the quarter		
8a)	Funding amount: <u>\$678,734</u>	8b)
	Board Approval Required <u>No</u>	One Time: <u>Yes</u>
11)	President: 	12) Date to Ch's Ofc:
		13) Date Board Approved:

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B

College: Vermont Technical College

Grant Title: Perkins IV Basic Grant - Secondary & Postsecondary

Grant Agency: US Department of Education

Project Director: Rosemary Distel

Purpose of Grant: Improve the educational achievement of secondary and post-secondary students enrolled in vocational/technical programs through integrating rigorous academic skills with technical skills as related to all aspects of business and industry.

Grant Period: 1-Jul-14 to 30-Jun-15

Review Period: 1 year Multi-Yr** / Cumulative Grant Amt: _____
 **(please enter number of years covered)

Proposed Funding	1st Yr		2nd Yr		3rd Yr	
	Grant	College	Grant	College	Grant	College
Direct Costs						
Salaries & Wages	\$ 58,386.00					
Employee Benefits	\$ 9,798.65					
Operations	\$ 41,000.00					
Travel	\$ 6,000.00					
Equipment	\$ 37,278.00					
Library Acquisitions						
Other						
Total Direct	\$ 152,462.65	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs*	\$ 8,024.35					
Total Budget	\$ 160,487.00	\$ -	\$ -	\$ -	\$ -	\$ -

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

What is(are) the sources of College Funding? \$0

What continuing cost obligations does Granting Agency require/expect? \$0

What Continuing cost obligations does the College intend/see likely? \$0

Business Officer Review by:  Date: 2014/08/20

Programmatic Review by: Rosemary W. Distel Date: 15-Aug-14

Presidential Review by:  Date: 8/25/14

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

BOARD OF TRUSTEES

RESOLUTION

Endorsement of Grant Proposals: Consent Agenda

WHEREAS, VSC Policy 408 requires Board of Trustees approval of grant proposals requesting annual funding of \$150,000 or when annual matching or cost sharing is \$50,000 or more; therefore, be it

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

CCV: "Consolidated Perkins Postsecondary and Tech Prep Grant" in the amount of \$678,734 from the State of Vermont Department of Education;

VTC: "Perkins IV Basic Grant" in the amount of \$160,487 from the U.S. Department of Education.

September 24, 2014

5. Approval of CCV Bennington and Newport Leases

Community College of Vermont continues to lease space for two of its academic centers from the State of Vermont in Bennington and Newport. Both long-term leases expired June 30, 2014. The State charges the college an annually revised lease amount based on their Fee for Space calculation. This lease amount is a historical average of expenses within the State's geographic cost centers and includes custodial, security, maintenance and utilities, as well as a share of "common spaces."

Bennington – Located at 324-325 West Main Street, this building was originally an automobile dealership. The State of Vermont purchased the building from its previous owner and remodeled it into a modern, energy efficient office building. This multi-tenant facility has served the college well for more than ten years. CCV- Bennington includes classrooms, computer lab, science and art rooms, student and administrative space on two floors in a renovated space in downtown Bennington. We are proposing to renew the existing lease for five additional years at a cost of \$144,542.25 for the period of July 1, 2014 – June 30, 2015.

Newport – The Emory Hebard State Office Building located at 100 Main Street in Newport was built to accommodate State offices as well as to be leased and/or sold as condominiums to local tenants. CCV has been a tenant in this building since it opened. CCV- Newport and CCV-Center for Online Learning are located in this facility along with a mixture of State and private organizations. In this center the college has classrooms, science and art rooms, a computer lab, learning and student and office space. As the College continues to discuss with the State the potential for purchasing the suite that we occupy, we have been provided with a one-year lease that amends our former six-year lease. We are proposing to accept the amendment to the prior lease at a cost of \$164,002 for the period of July 1, 2014 – June 30, 2015.

Pursuant to VSC Policy 426, which requires Board of Trustee approval for leases that exceed \$100,000 annually or are for a period of five or more years, CCV is seeking approval from the VSC Board of Trustees to renew these two leases for CCV academic centers.

L E A S E #378

between

**THE STATE OF VERMONT
DEPARTMENT OF BUILDINGS AND GENERAL SERVICES**

and

**Vermont State Colleges,
Community College of Vermont
660 Elm Street
Montpelier, Vermont 05601**

This lease, made and entered into this ____ day of _____, 20 ____, by and between:

The State of Vermont, Department of Buildings and General Services, 2 Governor Aiken Avenue, Montpelier, VT 05633-5801, hereinafter referred to as STATE,

and

Vermont State Colleges, Community College of Vermont, 660 Elm Street, Montpelier, Vermont 05601, hereinafter referred to as TENANT,

W I T N E S S E T H

In consideration of the mutual covenants and agreements hereinafter set forth, the parties do covenant and agree as follows:

- 1) The STATE hereby demises and leases to the TENANT, subject to all of the conditions and terms contained herein, the following described premises, hereinafter referred to as the "leased space":

10,215 square feet of office space located at 324-325 West Main St., Bennington, VT.

- 2) TO HAVE AND TO HOLD the said leased space, with appurtenances, for the term of **five (5) years** commencing on **July 1, 2014** for use by the TENANT.

- 3) The TENANT shall not assign this Lease and shall not sublet the leased space except with the prior written consent of the STATE, which consent shall not be unreasonably withheld.

Either party shall have the right to terminate this lease by giving the TENANT at least **ninety (90) days'** prior written notice of its intention to terminate. The TENANT will pay the remaining balance due on any fit-up costs in one lump sum, together with the final rental payment.

- 4) The TENANT shall pay rent to the STATE for the said leased space at the following rate:

Start date	End date	Annual Cost per Square Foot	Annual Rent	Monthly Rent
07/01/2014	06/30/2015	\$14.15	\$144,542.25	\$12,045.19

At the beginning of each new fiscal year, the rent payments will be adjusted to reflect the annual change in the Fee For Space rate for this facility as determined by the State of Vermont's Fee for Space program.

- 5) Rental payments are to be made monthly in advance; each monthly payment is due on the first day of the month. The first month's rent will be prorated as to the actual occupancy date.
- 6) The rental payments shall be sent to:

BGS Accounting
6 Baldwin Street
Montpelier, VT 05633-7401
- 7) If any monthly payment of rent is not paid in full when due, the STATE reserves the right to charge a late payment fee of fifty dollars (\$50.00), plus interest on the balance of rent due at a rate of twelve percent (12%) per annum. The State reserves the right to charge a late payment fee each and every month Tenant fails to pay rent in full when due.
- 8) In the event of a change of ownership during the term of this Lease the STATE shall notify the TENANT, by certified mail, return receipt requested, that the ownership of the property has been transferred. Said notice mailed to address listed on page 1, shall specify how, when, and to whom rental payments shall be made.
- 9) In the absence of express, written agreement between STATE and TENANT to the contrary, if TENANT holds over beyond the expiration of the lease, the state reserves the right to increase the rent to 150% of the current lease rate. Insofar as is applicable, the covenants and agreements set forth herein shall remain in force during any period of holding over.
- 10) The STATE shall provide to the TENANT, during its occupancy of said leased space, as part of the rental consideration, the following:

**AIR CONDITIONING
ELECTRICITY
GENERAL INTERIOR AND EXTERIOR MAINTENANCE
HEAT
HOT WATER
JANITORIAL SERVICES AND SUPPLIES
LAWN CARE
PEST CONTROL
REPLACEMENT OF LIGHT BULBS
SNOW REMOVAL AND SANDING OF PARKING AREA(S)
SNOW REMOVAL AND SANDING OF WALKWAYS AND DOORWAYS
TRASH/RECYCLING DISPOSAL
WATER AND SEWER**

In addition, the STATE shall provide, at the tenant's expense, the following:

VOICE/DATA INSTALLATION, OPERATION, AND REPAIR

- 11) It is further understood and agreed that the TENANT shall obtain and pay for the following:

RENTER'S INSURANCE

in an amount appropriate to cover TENANT'S equipment and personal property. **Prior to assuming occupancy**, the TENANT shall provide the STATE with a certificate of insurance to show that this coverage is in effect. It is the responsibility of the TENANT to maintain current certificates of insurance on file through the lease term. The acceptance of such certificates of insurance should in no way be construed as an indication of the state's opinion regarding the sufficiency of such coverage.

- 12) The STATE shall maintain the leased space in good repair and tenantable condition during the term of this lease. The phrase "good repair and tenantable condition" means maintaining the leased space in a condition which complies with Vermont's fire safety, electrical, plumbing, health, and building codes, Vermont Occupational Safety and Health Act (VOSHA) standards, applicable BGS policies, and any other applicable state or federal laws or regulations.
- 13) For the purposes of so maintaining the leased space, the STATE reserves the right, at reasonable times, to enter and inspect the leased space and to make any necessary repairs thereto.
- 14) The TENANT shall give the STATE written notice of any defects in the demised leased space. The STATE agrees to remedy the defects with due diligence. If the defect or damage arose from the act or negligence of the TENANT or of the TENANT's agents, employees, or invitees, then the STATE shall remedy the defect with due diligence and back-charge the TENANT for the reasonable cost of the repair.
- 15) TENANT agrees that all personal property brought into the leased space shall be at the sole risk of the TENANT and that the STATE shall not be liable for the theft thereof or any damage thereto occasioned from the acts of any person other than STATE, its agents, or its employees.
- 16) If the leased space is totally destroyed by fire or other causes, this lease shall terminate immediately. In the event of partial destruction or damage that renders the leased space temporarily untenable, either party may terminate this lease by giving to the other party ten (10) days' written notice. The STATE may, if the parties so agree, repair and restore the leased space to be fully tenantable in accordance with the provisions hereof, in which case the rent shall be proportionately and fairly abated until the repairs are completed. This provision shall not be construed to excuse or relieve either party from any liability incurred as a result of such total or partial destruction or damage.
- 17) TENANT shall not place a load on any floor of the leased space exceeding the floor load per square foot which the floor was designed to carry and which is allowed by any law.
- 18) TENANT shall not permit its agents, employees, or invitees to smoke anywhere in the building or to loiter at the building entrances for the purposes of smoking. The STATE may, but shall not be required to, designate an area for smoking outside the building.
- 19) Hazardous materials:
- a) TENANT shall not handle, process, store, release, or use any hazardous or toxic materials in or on the leased space without the express written consent of the STATE, which may be withheld at its sole discretion. TENANT shall comply in all respects with any applicable law, ordinance, regulation, or ruling relating to environmental protection or to the presence, use, generation, storage, release, containment, or disposal of hazardous or toxic materials.

- b) TENANT shall indemnify, defend, and hold the STATE harmless from and against any and all damage, cost, loss, liability, or expense (including reasonable attorneys' fees) which may be incurred by the STATE by reason of, resulting from, or arising in any manner whatsoever out of the breach of the TENANT'S obligations contained in this paragraph.
- 20) Except as may be expressly provided in this lease, TENANT shall not make, or cause to be made, any changes to the leased space, the building, the building systems, or any part thereof without STATE'S prior written consent. Requests for such written consent shall be submitted in writing to: BGS Property Management, 4 Governor Aiken Avenue, Montpelier, VT 05633-7001 or via e-mail to any property management employee.
- 21) On or before the expiration date, TENANT shall remove from the premises, at TENANT'S expense, all tenant-owned equipment and personal property.
- 22) No later than ninety (90) days prior to the lease expiration date TENANT shall provide to the STATE a list of all renovations, alterations, or fixtures made or installed by TENANT and specify which fixtures TENANT intends to remove. TENANT shall repair any damage to the leased space that was caused by the installation or removal of said fixtures. The STATE reserves the right to require TENANT, at TENANT'S expense, to restore the leased space to its pre-lease condition OR to restore the property to its pre-lease condition and charge the TENANT for the full cost of such work.
- 23) Each of the following is a "default" by TENANT under this lease:
- a) Failure of TENANT to pay rent when due.
 - b) Failure of TENANT to comply with any other term of this lease, and the failure continues for thirty (30) days following STATE'S written notification to TENANT of the noncompliance. If compliance cannot, with diligence, be reasonably accomplished within that 30-day period, TENANT shall have as long as is reasonably necessary to fully comply, provided that TENANT commences compliance within that 30-day period and thereafter pursues compliance to completion with diligence.
 - c) Commencement by TENANT of any legal action seeking any relief from its debts under any law, or the commencement of any such action against TENANT by a third party, if such action is not dismissed within sixty (60) days.
 - d) Appointment of a receiver, trustee, custodian, or other similar official for TENANT or for a substantial portion of TENANT'S assets.
- 24) If a default occurs, STATE may, at any time during the continuance of the default; give notice to TENANT that this lease shall terminate on the date specified in that notice, which date shall not be less than thirty (30) days from the date of notice. If STATE gives that notice, the tenancy shall expire on the date set forth in that notice. TENANT'S obligations under this lease, however, survive the termination of the tenancy.
- 25) The failure of the STATE to insist upon strict performance of any of the terms, conditions, or covenants herein shall not be deemed a waiver of any rights or remedies that the STATE may have and shall not be deemed a waiver of any subsequent breach or default in the terms, conditions, and covenants contained herein.
- 26) The remedies of the STATE herein shall be cumulative and not alternative or exclusive of any other right or remedy available to the STATE.
- 27) Applicable Law: This agreement will be governed by the laws of the State of Vermont.

- 28) **Independence, Liability:** The TENANT will act in an independent capacity and not as officers or employees of the State.

The TENANT shall defend the State and its officers and employees against all claims or suits arising in whole or in part from any act or omission of the TENANT or of any agent of the TENANT. The State shall notify the TENANT in the event of any such claim or suit, and the TENANT shall immediately retain counsel and otherwise provide a complete defense against the entire claim or suit.

After a final judgment or settlement the TENANT may request recoupment of specific defense costs and may file suit in Washington Superior Court requesting recoupment. The TENANT shall be entitled to recoup costs only upon a showing that such costs were entirely unrelated to the defense of any claim arising from an act or omission of the TENANT.

- 29) **Insurance:** Before commencing this Lease the TENANT must provide certificates of insurance to show that the following minimum coverages are in effect, as applicable. **It is the responsibility of the TENANT to maintain current certificates of insurance on file with the State through the term of the Lease; annual updates must be provided throughout the term.**

Workers' Compensation: With respect to all operations performed, the TENANT shall carry workers' compensation insurance in accordance with the laws of the State of Vermont.

General Liability and Property Damage: With respect to all operations performed under the Lease, the TENANT shall carry general liability insurance having all applicable major divisions of coverage including, but not limited to:

- Premises - Operation
- Independent Contractors' Protective
- Products and completed Operations
- Personal Injury Liability
- Contractual Liability

The Policy shall be on an occurrence form and limits shall not be less than:

- \$1,000,000 Per Occurrence
- \$1,000,000 General Aggregate
- \$1,000,000 Products / completed products aggregate
- \$50,000 Fire Legal Liability

Automotive Liability: The TENANT shall carry automotive liability insurance covering all motor vehicles, no matter the ownership status, used in connection with the Lease. Limits of coverage shall not be less than: \$500,000 combined single limit.

No warranty is made that the coverage and limits listed herein are adequate to cover and protect the interests of the Landlord for the Landlord's operations. These are solely minimums that have been set to protect the interests of the State.

TENANT shall name the State of Vermont and its officers and employees as additional insureds for liability arising out of this Agreement.

- 30) **No Gifts or Gratuities:** Other than the demised and leased Premises, TENANT shall not give title or possession of any thing of substantial value (including property, currency, travel and/or education programs) to any officer or employee of the State during the term of this Lease.

- 31) Set off: The STATE may set off any sums which the TENANT owes the STATE against any sums due to the TENANT under this agreement; provided, however, that any set off amounts due to the STATE OF VERMONT as taxes shall be in accordance with the procedures more specifically provided hereunder.
- 32) Taxes due to the STATE:
- a) TENANT understands and acknowledges responsibility, if applicable, for compliance with State tax laws, including income tax withholding for employees performing services within the State, payment of use tax on property used within the State, corporate and/or personal income tax on income earned within the State.
 - b) TENANT certifies under the pains and penalties of perjury that, as of the date of this agreement, the TENANT is in good standing with respect to, or in full compliance with, a plan to pay any and all taxes due to the State of Vermont.
 - c) TENANT understands that final payment under this agreement may be withheld if the Commissioner of Taxes determines that the TENANT is not in good standing with respect to, or in full compliance with a plan to pay, any and all taxes due to the State of Vermont.
 - d) TENANT also understands that the STATE may set off taxes (and related penalties, interest, and fees) due to the State of Vermont, but only if the TENANT has failed to make an appeal within the time allowed by law, or an appeal has been taken and finally determined and the TENANT has no further legal recourse to contest the amounts due.
- 33) This lease represents the entire agreement between the parties on the subject matter. All prior agreements, representations, statements, negotiations, and understandings shall have no effect. This lease may not be modified or amended except by written instrument, said instrument to be executed in the same manner as this lease.
- 34) Upon execution of this agreement it is agreed that this lease agreement is binding upon the parties hereto, their heirs, administrators, executors, successors, and assigns.

IN WITNESS WHEREOF, the parties hereto executed this Lease on the day and year first above written.

Vermont State Colleges, Community College of Vermont

by: _____
TENANT

State of Vermont
_____ County, ss.

At _____, in said county and state, this ___ day of _____, 20___,
_____ personally appeared and acknowledged the foregoing instrument by him/her
subscribed to be his/her free act and deed **Vermont State Colleges, Community College of Vermont.**

Before me,

Notary Public
My commission expires: 2/10/

STATE OF VERMONT

by: _____
Michael J. Obuchowski, Commissioner
Buildings and General Services

State of Vermont
Washington County, ss.

At Montpelier, in said county and state, this ___ day of _____, 20___, Michael J. Obuchowski personally
appeared and acknowledged the foregoing instrument, by him subscribed, to be his free act and deed and the free act and
deed of the STATE OF VERMONT.

Before me,

Notary Public
My commission expires: 2/10/

AMENDMENT #1 TO LEASE #379

between

Vermont State Colleges, Community College of Vermont
660 Elm Street
Montpelier, Vermont 05601 and

STATE OF VERMONT
DEPARTMENT OF BUILDINGS & GENERAL SERVICES for:

Vermont State Colleges, Community College of Vermont (Newport Campus)

Effective _____, the _____ State of Vermont (Landlord) and Vermont State Colleges, Community College of Vermont (Tenant), hereby agree to amend lease #379 dated June 15, 2010 as follows:

(1) Page 1, Paragraph 2 shall be removed in its entirety and replaced by the following:

2. TO HAVE AND TO HOLD the said premises with appurtenances for the term of one (1) year commencing 07/01/2014, for use by the TENANT.

(2) Page 1, Paragraph 5 shall be removed in its entirety and replaced by the following:

5. The TENANT shall pay to the STATE, for the said premises, rent at the following rate:

Month	Annual	From	To	Cost Per Sq. Ft. Per Year
\$13,666.83	\$164,002.000	7/01/2014	06/30/2015	\$19.07

All other Terms and conditions of the Lease and any prior Amendments to the Lease shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto executed this amendment on the _____ day of _____, 20__.

STATE OF VERMONT

By: _____
Michael J. Obuchowski, Commissioner,
Department of Buildings & General Services

STATE OF VERMONT
WASHINGTON COUNTY, ss.

At Montpelier in said county this _____ day of _____, 2013, Michael J. Obuchowski, Commissioner, Department of Buildings & General Services, personally appeared and acknowledged the foregoing instrument by him subscribed to be his free act and deed and the free act and deed of the said STATE OF VERMONT.

Before me,

Notary Public
My commission expires 2/10/____

Vermont State Colleges, Community College of Vermont

By: _____
Duly Authorized Agent of Vermont State Colleges, Community College of Vermont

STATE OF _____
_____ COUNTY, ss.

At _____ in said county this _____ day of _____, 2013, _____, personally appeared and acknowledged the foregoing instrument by him/her subscribed to be his/her free act and deed, and the free act and deed of **Vermont State Colleges, Community College of Vermont.**

Before me,

Notary Public
My commission expires 2/10/____

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

CCV Bennington & Newport Leases

- WHEREAS, VSC Policy 426 states that any lease over \$100,000 per year or over five years in duration shall require Board approval; and
- WHEREAS, CCV operating leases at Bennington and Newport are up for renewal; and
- WHEREAS, CCV has received a five-year lease renewal for the Bennington property from the State of Vermont; and
- WHEREAS, CCV has received a one-year lease renewal for the Newport property from the State of Vermont; and
- WHEREAS, CCV desires to continue renting these two properties from the State of Vermont; therefore, be it
- RESOLVED, That the Vermont State Colleges Board of Trustees hereby approves the CCV lease renewals for the Bennington and Newport sites.

September 24, 2014

Items for Information and Discussion

B. ITEMS FOR INFORMATION AND DISCUSSION**1. Report of the Executive Committee**

The Executive Committee of the Board met on September 9th at the Chancellor's Office. The Committee entered executive session to discuss the appointment of an Interim Chancellor.

2. Reports of the College Presidents





ANNUAL REPORT 2014



Castleton





Introduction

Together We Transform, Together We Succeed

On Thursday, August 28 Castleton officially opened the 2014-15 academic year with its fall Convocation as more than 500 students, faculty, and staff members joined President Dave Wolk for his annual state of the college address in the Casella Theater.

"The oldest college in Vermont cherishes its traditions, but is caring and courageous enough to change, to transform, and to do so together, for continued success for our students and our college."

-DAVE WOLK
President



Wolk's address showcased Castleton's most recent entrepreneurial ventures, referencing the Castleton Plan, the college's ten-year blueprint for the future, and assured the college's continued growth and transformation.

"We are a college in transformation," Wolk began, "We need to continue to be entrepreneurial and innovative in our approach to the growth of the college."

With the mission of attracting and retaining new students who will continue to enhance diversity, Wolk announced

the inauguration of a new international student initiative that promises to bring in an increased number of talented students from many foreign countries. Also spearheading the college into new territory is the establishment of the new Castleton Downtown Center for Entrepreneurial Programs located in Rutland, which will better connect businesses, nonprofits, schools and local government to both provide more learning opportunities for students and to promote and support economic development in the region.

Wolk explained the Castleton Downtown Center for Entrepreneurial Programs, partnered with the Castleton Downtown Gallery and the Polling Institute, marks just the beginning of Castleton's expansion into Rutland.

Other entrepreneurial ventures include the bolstering of existing graduate programs in accounting and education, along with the initiation of several new graduate programs in theater, music, mathematics, athletic leadership, and arts administration, as well as the launch of Castleton's new website and visual identity.

"We will continue to embrace our uniquely special, relationship-based education, as we continue to transform ourselves together with new approaches that serve our students well," finished Wolk. "The oldest college in Vermont cherishes its traditions, but is caring and courageous enough to change, to transform, and to do so together for continued success for our students and our college."

[Read President Wolk's Complete Remarks](#)



Academic Affairs

Vermont's Public Master's Institution

Our vision of becoming Vermont's public master's institution took a step toward reality this year with the addition of five new graduate programs.

This fall we welcomed our first cohorts in the Master of Arts in Theater, Education with a Specialization in Mathematics, and Master of Music Education. These three programs joined our already established programs in Education and Accounting. This summer we will welcome students in our two newest programs - Arts Administration and Athletic Leadership.

We continue to evaluate opportunities for further expansion of post graduate and doctoral learning.

Nursing Program Gains CCNE Accreditation

In late May the Baccalaureate Nursing Program at Castleton became fully accredited by the Commission on Collegiate Nursing Education (CCNE) Board of Commissioners.

"We were very excited to receive the Commission's letter," President Dave Wolk said. "We are committed to providing the very best nursing education in the state of Vermont and beyond. With the accreditation of the baccalaureate program we are positioned to provide what the profession demands, and set up to expand our offerings in the future."

The CCNE Board of Commissioners granted the accreditation at its meeting on April 25, determining that Castleton's program met all four accreditation standards with no compliance concerns, the board's highest recommendation.



Castleton Director of Nursing Ellen Ceppetelli led the accreditation effort on campus and feels that the program is poised to be a leader among its peers. "As one of only three CCNE accredited baccalaureate nursing programs in Vermont, our vision is to become a center of excellence in baccalaureate education that will include a pre-licensure track and exploration of an accelerated baccalaureate program for individuals who want to become nurses but hold degrees in other disciplines," Ceppetelli said.

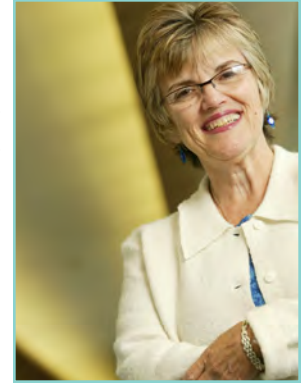
[Read the Complete Story](#)



Academic Affairs

Ceppetelli Named CCNE Board Secretary

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.



Roper Earns Appointment to VCGI

Associate Professor of Geography Scott Roper was 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.

Fleche Lauded for Literary Work

History Professor and Department Chair, Andre Fleche, was 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.



Peter Kimmel Named Faculty Fellow

At the May 22 meeting of the VSC Board of Trustees, Peter Kimmel was honored as the VSC Faculty Fellow. Earlier in the semester Kimmel presented his lecture "There is No 'I' in Embryo: What the Study of Development Says About Us" to several members of the Castleton faculty, staff, and student body. The lecture focused on the various theories of human development. The presentation included insight into the topics of developmental biology, embryo growth, and developmental abnormalities.



Academic Affairs

Brian Garvey Named Fulbright Scholar

Senior and Spanish Education student Brian Garvey, '14 put his Castleton education to work only weeks after graduation, joining the Fulbright Colombia English Teaching Assistantship Program.

Selected as one of the few participants in the program that drew more than 180 applicants, he will be funded to teach English to Colombian university students for a full academic year.

"I love language, I love to travel, and I love teaching," said Garvey, adding that his acceptance into the program was one of the biggest opportunities he has ever received. "Being able to serve as a cultural diplomat for the U.S. is something that's really important to me."

The Fulbright English Teaching Assistant (ETA) Program places recent college graduates and young professionals as English teaching assistants in primary and secondary schools and universities overseas. The program aims to strengthen foreign students' English language abilities and knowledge of the United States, while allowing program participants to gain from intensive cross-cultural interaction and international educational opportunities provided at the host institution.

Garvey has dedicated a majority of his college career to polishing and perfecting his Spanish speaking skills. A former President of the Spanish Club, he has worked countless hours promoting international education and study abroad opportunities on campus, presenting on the topic to multiple FYS classes and helping to lead two Castleton Study Abroad Fairs.

"Brian is an outstanding leader and contributor to our Castleton College community," said Professor and Spanish Program Coordinator Ana Alexander, who speaks highly of Garvey and his many accomplishments. "As a student he has proven to be mature, responsible, and dedicated to learning."

In 2011 Garvey spent the year studying at the University of Salamanca in Spain, and was a recipient of the prestigious Gilman Study Abroad Scholarship given by the Department of Education.

In addition to his Castleton accomplishments, in May of 2013, Garvey left for Buenos Aires, Argentina to volunteer in an orphanage. He spent more than thirty hours per week working with underprivileged orphans, organizing trips to the local theater, zoo, parks, and other activities allowing the orphans to experience activities that most parented children live.

He quickly became an advocate for underprivileged education, working one-on-one with the orphans as he focused on developing their literacy skills.

"My time abroad has been the best experience of my life," said Garvey, adding that his overseas opportunities have opened up many doors for him. "I've taken full advantage of every opportunity I was given."





Advancement

Lyle Jepson Tabbed to Lead Entrepreneurial Center

Lyle Jepson, who has served as the award-winning Director of Stafford Technical Center in Rutland, Vermont since 1999, began on July 1 as the new leader of the Castleton Entrepreneurial Center in a collaborative effort with Director of Community Service and Internships, Chrispin White.



The Castleton Downtown Center, which is located in downtown Rutland in the Opera House adjacent to the recently relocated Castleton Polling Institute, will work to further the college's educational mission and better connect it with schools, non profit organizations, businesses, and industry.

An expanded effort in community engagement programs, Castleton Center for Schools outreach, and new connections with the greater Rutland community are also key components to the new programs.

An open house for the Polling Institute and the new center will take place this fall.

International Initiative Taking Shape

As we move forward with instituting the Castleton Plan we are pleased to announce the addition of two new administrative positions in August to support international recruitment efforts.

Part of our mission going forward is to attract and retain new students who will contribute to enhanced diversity and mutual understanding in the global village that is our modern day world. Debbie Singiser and Patrick Liu will be the architects of that endeavor.

Singiser, the Coordinator of International Student Services, has spent a majority of the past 25 years living and working outside of the United States in eight different countries and traveling extensively around the globe. She holds a Master of Arts Degree in International Affairs from Columbia University and has several years of valuable experience working as an International Development Consultant.

Before joining Castleton, Liu, the Director of International Student Recruitment and Enrollment, was an international student, scholar advisor and F-1 visa specialist at the University of North Texas and previously assisted with international recruitment, admissions, advising and international program development and implementation at a liberal arts college in Wisconsin.

[Read the Complete Story](#)



Advancement

All New Website and Visual Identity Launched

Nearly two years ago Castleton partnered with Fastspot, an interactive agency from Baltimore specializing in web design and 'content management system solutions for higher education, cultural institutions, museums and nonprofits. The official launch on August 12 marked the culmination of countless hours of collaborative research, design, and migration of thousands of pages of information. We are pleased to introduce an all new castleton.edu.



In 1995 castleton.edu made its first appearance on the information super highway. It was an exciting moment in time for the oldest college in Vermont. Fast forward nearly 20 years and the website is receiving its first real overhaul. Sure, it has received a facelift here, an alteration there, and loads of new content over the years. But nearly two years ago the college embarked on a new challenge - find out what our visitors want and need, and deliver.

[Read the Complete Story](#)



Castleton

In conjunction with the new website launch we revamped our visual identity as well. For nearly ten years we have utilized and strengthened the Castleton wordmark. In recent years it became apparent that the college suffered from a lack of a visual symbol, a mark that represented our college and its vast offerings and history. The symbol that we ended up choosing combines the majestic mountains of Vermont, the academic beauty of Woodruff Hall, and the year of our founding all encompassed in a modern design. The logo family includes several variations to utilize in different circumstances, and with the ability to identify specific departments and centers it will help provide awareness and strength to the Castleton brand.



Student Life

Merit by ReadMedia Aiding in Student Publicity

Merit pages provide Castleton the opportunity to showcase student achievements by creating personalized stories and awards for on-campus accomplishment and posting them online.

Achievements are then compiled into a professional, powerful online profile that showcases student success and involvement to friends, family members and potential employers. For each achievement, students are presented a digital “badge” from Castleton, giving them recognition or honors such as scholarships, awards, and community engagement, which can be shared to Facebook, Twitter and other social media sites. All Castleton students have access to their own page and receive their first achievement for enrollment upon registration to Castleton. Students continue to receive recognition as their lives at Castleton progress.

Students are encouraged to claim their pages and enhance their profiles by adding photos, activities, and work experience. In addition to the Merit pages, we also use this service to push the achievement information to the students’ hometown newspapers.



227th Commencement



Nearly 500 graduates passed across the stage at Castleton College’s 227th commencement ceremony on Saturday, May 18, bringing to close the 2013-14 academic year. Gary Moore, the Vermont State College’s Chairman of the Board of Trustees addressed the more than 3,500 people in attendance and thousands more watching online. Moore spoke about the remarkable growth at Castleton since his time as a student at the school, and urged the graduates to appreciate the difference between “reputation” and “character.”

“The circumstances amid which you live determine your reputation; the truth you believe determines your character,” Moore stated. “Reputation is made in a moment; character is built in a lifetime,” was among the several comparisons Moore made during the stirring address.

[Read the Complete Story](#)
[View Photos from the Ceremony](#)
[View #CastletonGrad Photos](#)



Student Life

Winter Sports Experience Historic Levels of Success

In arguably the most successful season in Castleton history multiple teams pulled off feats that had never been accomplished in their respective histories. These included upsets of nationally-ranked teams, championship game appearances, top-five finishes in national championships, and an appearance in the Sweet 16.



Head men's basketball coach Paul Culpo became the winningest coach in program history, leading the team to its fifth-straight trip to the conference semifinals while posting its highest winning percentage since 1997-98, and beating a team ranked in the top-ten nationally.

The men's ice hockey team ushered in the Steve Moffat era with a strong season, including a league-high 15 members of the team earning academic distinction on the ECAC East All-Academic team.

The women's ice hockey team advanced to the ECAC East Championship for the first time in program history, and made its first ever appearance on two national polls.

The men's and women's ski teams each posted top-five finishes in the national championships, with the men finishing third and the women fifth. In addition to their podium finish in the combined, the men's team also finished third in the slalom; the highest finishing non-scholarship team at the event.

The winter season's success was punctuated by a historic run by our women's basketball team to the third round of the NCAA National Tournament. The team captivated the attention of the campus, the community, the state, and even the nation as they became the first college women's basketball team in Vermont to ever advance to the Sweet 16.

[Winter Sports Wrap-Up](#)
[Women's Basketball Sweet 16 Run](#)



Public Service

Gift of Life 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.



Healing Honduras



Through the Global Brigades Holistic Development Program the volunteer group, along with Nursing Professor Margaret Young, carried out a medical mission in which they provided medical and dental care to over 700 Honduran Villagers.

"The experience gave me insight into an entirely different way of life, an appreciation for the health care system and amenities we have in America," said senior Katie Holden.

Over the course of a week, the group held three clinic days in the villages of La Cienga and Juanquillos where they worked directly with villagers, holding dental, pharmacy, education, and gynecological stations.

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.



Facilities

Castleton Downtown Gallery

The Castleton Downtown Gallery, located in the heart of downtown Rutland, opened in March, 2013 and has been a welcomed addition to both the Rutland art scene as well as the Castleton art department. The gallery rotates shows roughly every six weeks, providing opportunities to showcase student and faculty work as well as showcasing area artists' exhibits as well.



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 officially opened the doors on the brand new location 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 addition of a full-time manager of the institute. An open house to celebrate the expansion, along with the addition of the Castleton Center for Entrepreneurial Programs is slated for the fall.





Facilities

Fueling Our Future

We introduced the installation of the newest energy efficient projects on campus, a ground mounted solar array and dual-vehicle electric fueling station during a ribbon-cutting ceremony on Friday, May 23.



With a grant from Green Mountain Power and support from the Castleton Class of 2014 and Student Government Association (SGA), the college recently completed the installation of 36 280-watt ground-mounted solar panels and a Level 2 dual port ChargePoint electric car charging station on the south side of the Jeffords Science Center.

“With this array we have now installed 150 solar panels and four micro-wind turbines in two years,” Castleton President Dave Wolk said. “These new and exciting energy sources are an important step in keeping with our green

campus initiative and reducing our carbon footprint. The project could not have been completed without the support from Green Mountain Power, but it is truly a student-driven endeavor with generous contributions from the SGA and the recently graduated class of 2014.”

The location of the array and station will provide for high visibility for students and visitors to the campus to provide educational opportunities and conversations about renewable energy.

In attendance at Friday’s ceremony was Elaine O’Grady, Director of the Air Quality and Climate Division of the Vermont Department of Environmental Conservation, and Renewable Energy Vermont board member Leslie Cadwell, along with partners from Green Mountain Power and Same Sun of Vermont.

“Castleton is really leading the way by setting an excellent example for college campuses across the country and also other businesses and organizations in Vermont,” said O’Grady.

In addition to congratulating the college on the new installation, O’Grady acknowledged both Castleton and Green Mountain Power for demonstrating the energy efficient lifestyle that is envisioned for Vermont.

“It has been wonderful to watch Castleton change and see the college become a real leader, not just in Vermont but around the country in terms of how to embrace



Facilities

Fueling Our Future, cont'd

renewable energy," said Mary Powell, President and Chief Executive Officer of Green Mountain Power.

Powell spoke of the strong partnership between the college and GMP and applauded Castleton for its continued commitment to forming an energy efficient environment for students.

"It's really about creating an energy community for the future," she said.

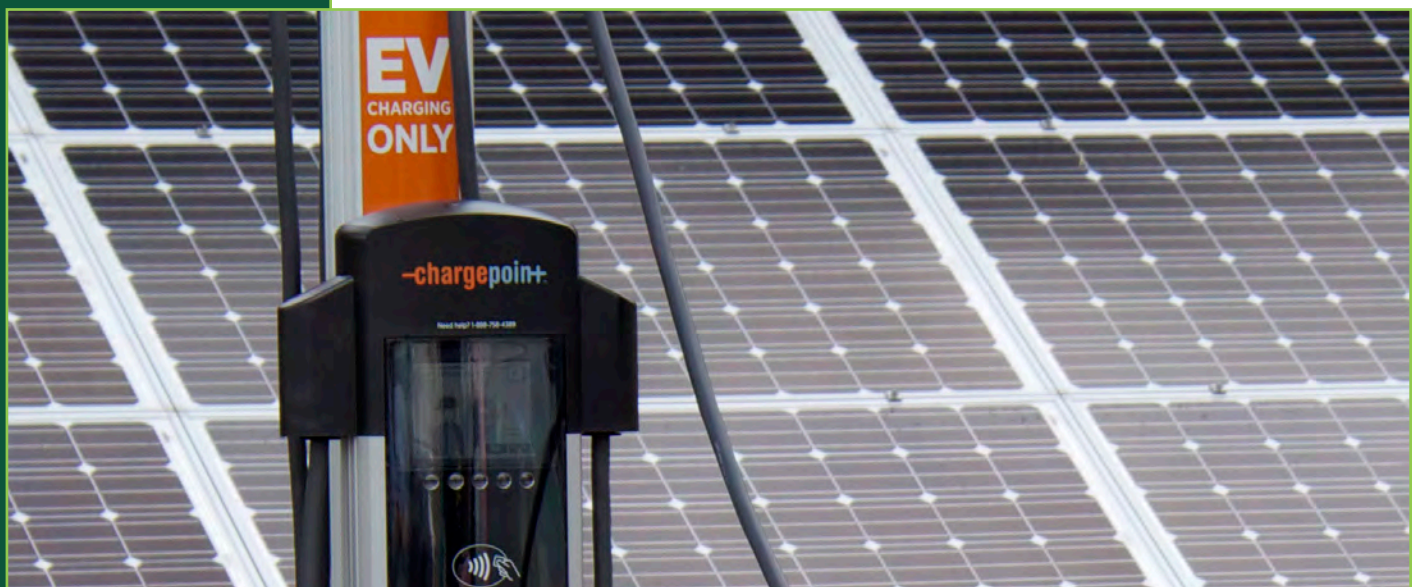
Electric vehicles are three times more energy efficient than gas vehicles and cost less to maintain.

Currently, more than 650 electric cars are registered in the state of Vermont, and Castleton continues to explore opportunities to expand its own fleet of Hybrid cars into the realm of electric and solar-powered vehicles.

The project installation was completed by Same Sun of Vermont, a privately held Vermont owned company located in Downtown Rutland.

"Designing and installing solar arrays with a car charging station is one of our greatest joys," said Philip Allen of Same Sun of Vermont. "This is the fifth such installation sponsored by Green Mountain Power. Castleton's array, located directly behind the EV charger, is a practical and visual reminder that we can run our vehicles on electricity and that we can get that electricity from the sun."

[View the Photo Gallery](#)





Priorities

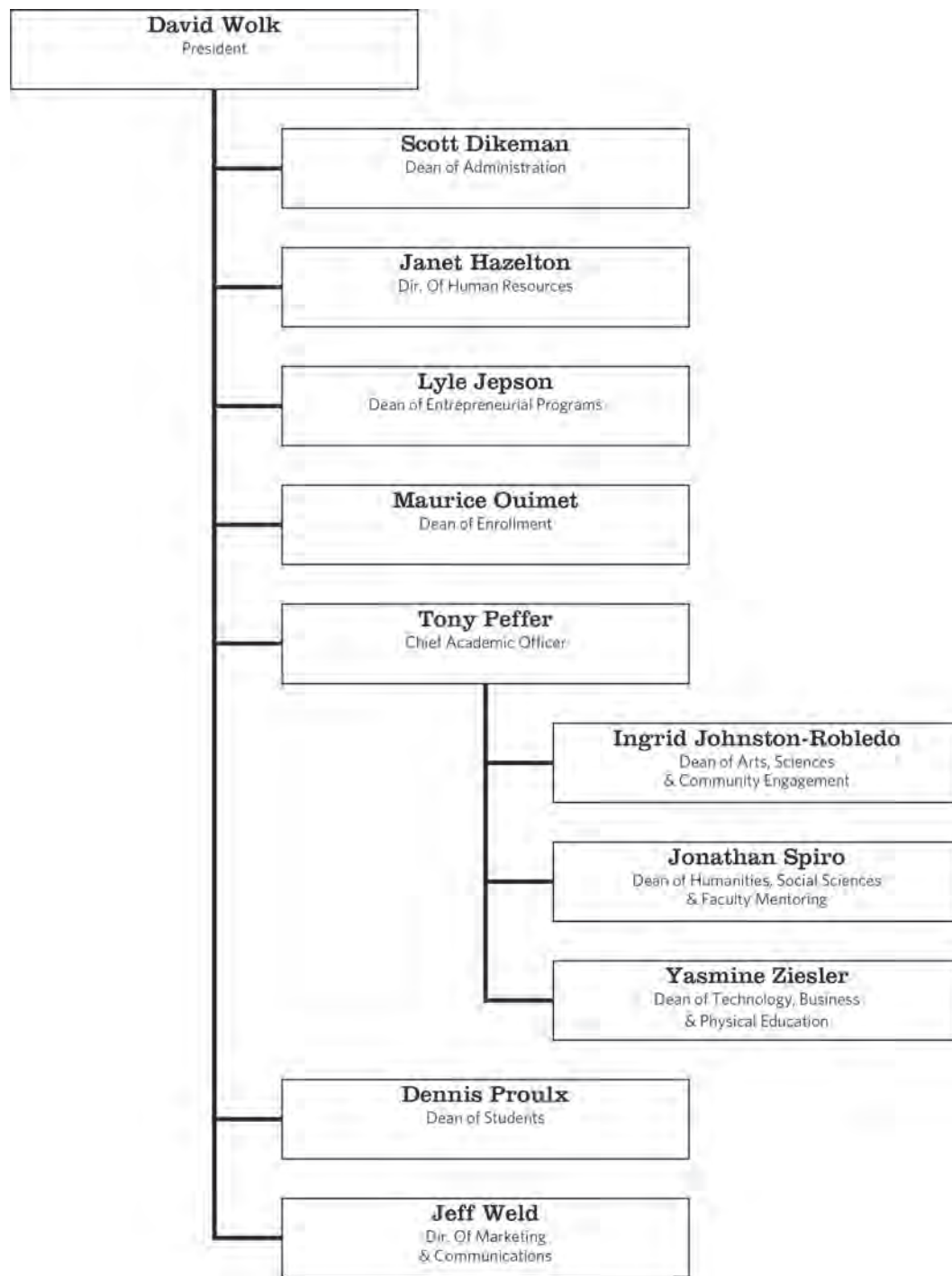
President's Cabinet Priorities for 2014-15

1. Continue to maximize external resources for the college with the rejuvenated pursuit of entrepreneurial ventures, aggressive fund-raising, enhanced grant writing, new web site development, and prudent enrollment management.
2. Implement the Castleton plan, guiding the next ten years of the college's development of the undergraduate and graduate academic programs and the entire college, including new modes of delivery for graduate programs.
3. Maximize the utilization of existing facilities, including relocation of admissions offices and selected academic departments, renovation and addition of science labs, establishment of a new home for international programs and completion of Leavenworth improvements.
4. Improve the quality of the student experience through support for student research and creative endeavors, continued development of and investment in the international student program, expanded study abroad and community engagement opportunities, and enhancement of our academic, athletic and other co-curricular programs and student services, including exploration of new intercollegiate athletic programs and new off campus housing.
5. Continue to support the regional community, contributing to cultural, recreational and economic well-being, through innovative efforts to connect the schools, businesses and communities with the college, with a more revitalized effort to connect the college with the city of Rutland and surrounding communities, including a new home for the Castleton Polling Institute and Center for Entrepreneurial Programs in Downtown Rutland and the installation of the new Spartan Dome adjacent to the Spartan Arena in Rutland Town.



Organizational Chart

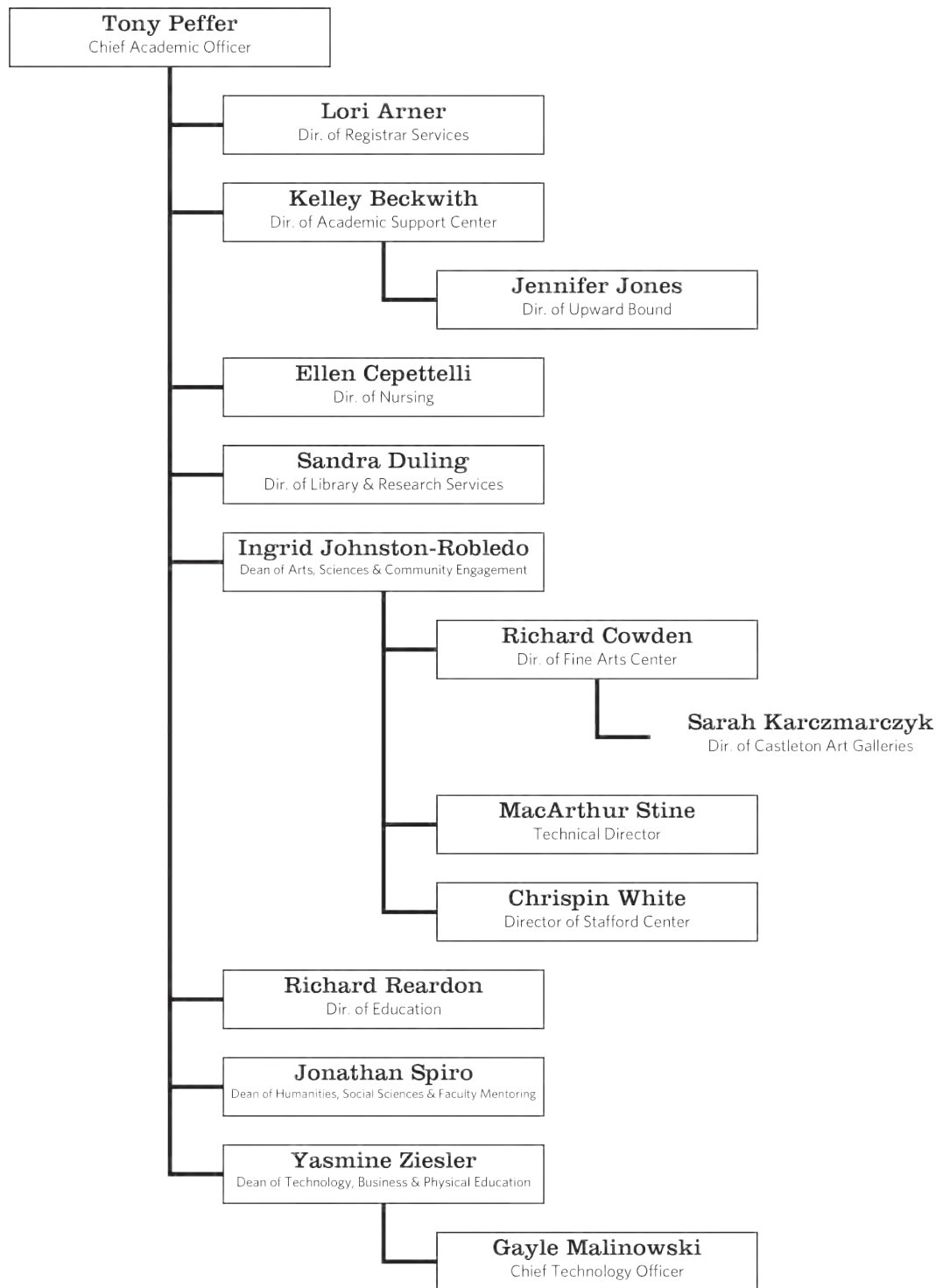
President's Cabinet





Organizational Chart

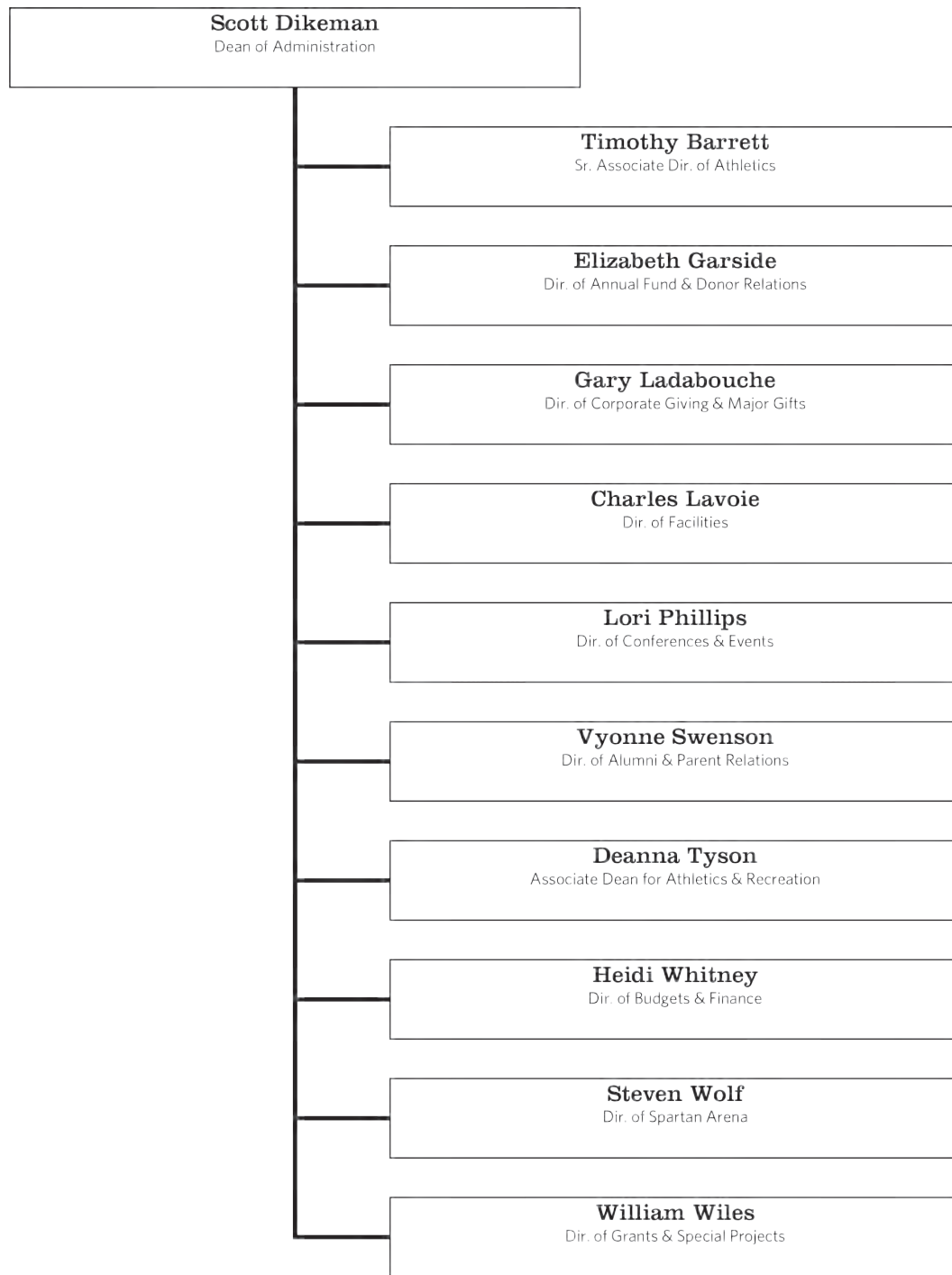
Academic Affairs





Organizational Chart

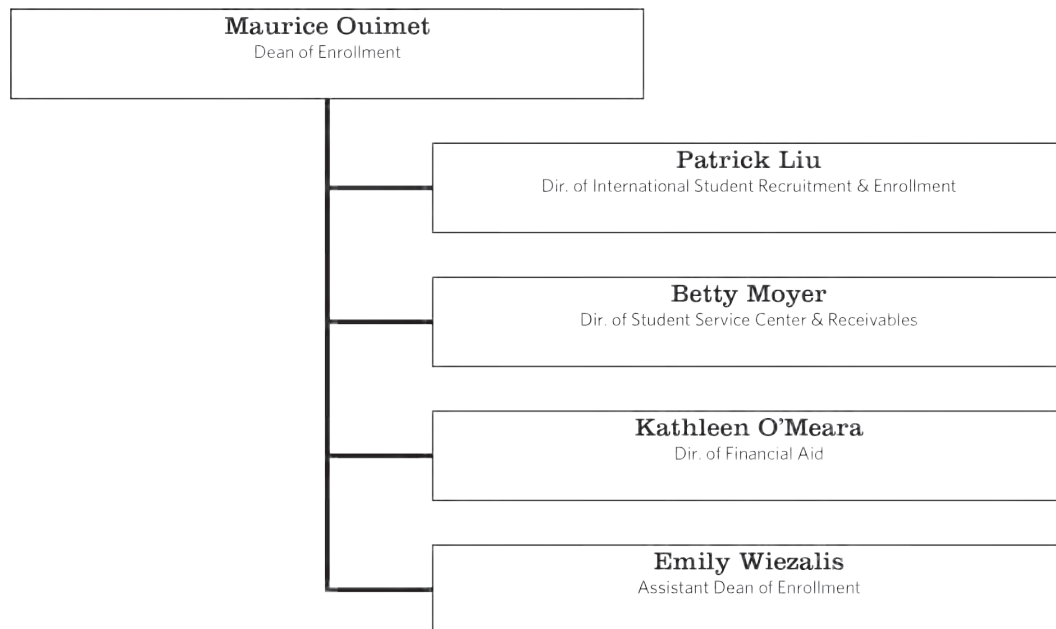
Athletics, Development, Facilities, and Finance



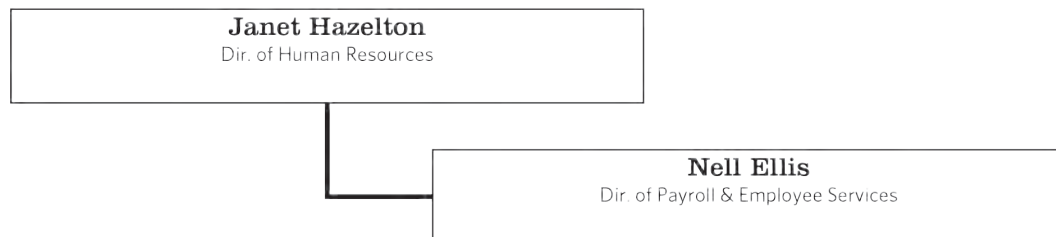


Organizational Chart

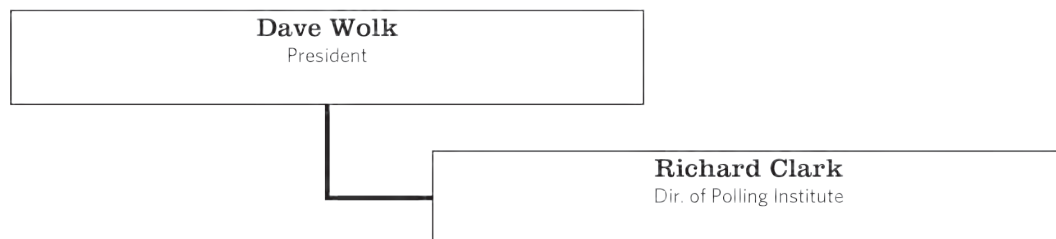
Enrollment Services



Human Resources



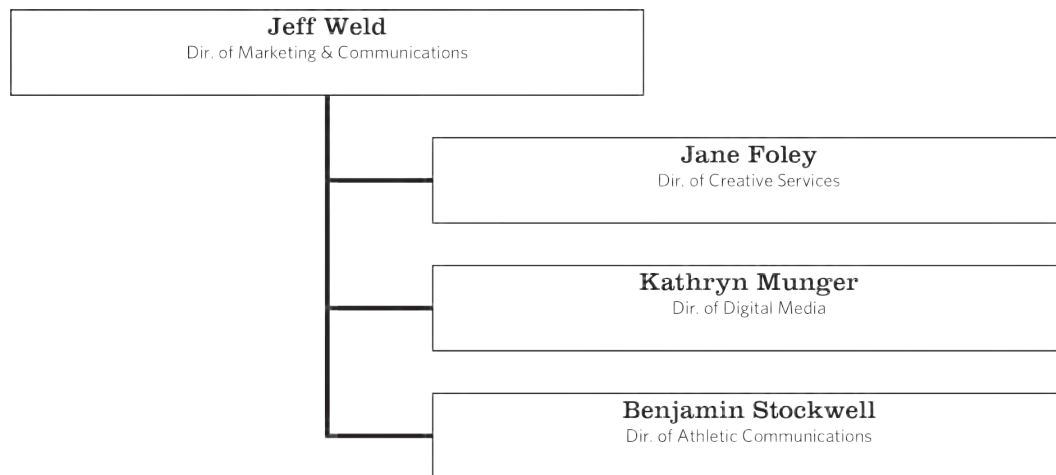
Polling Institute



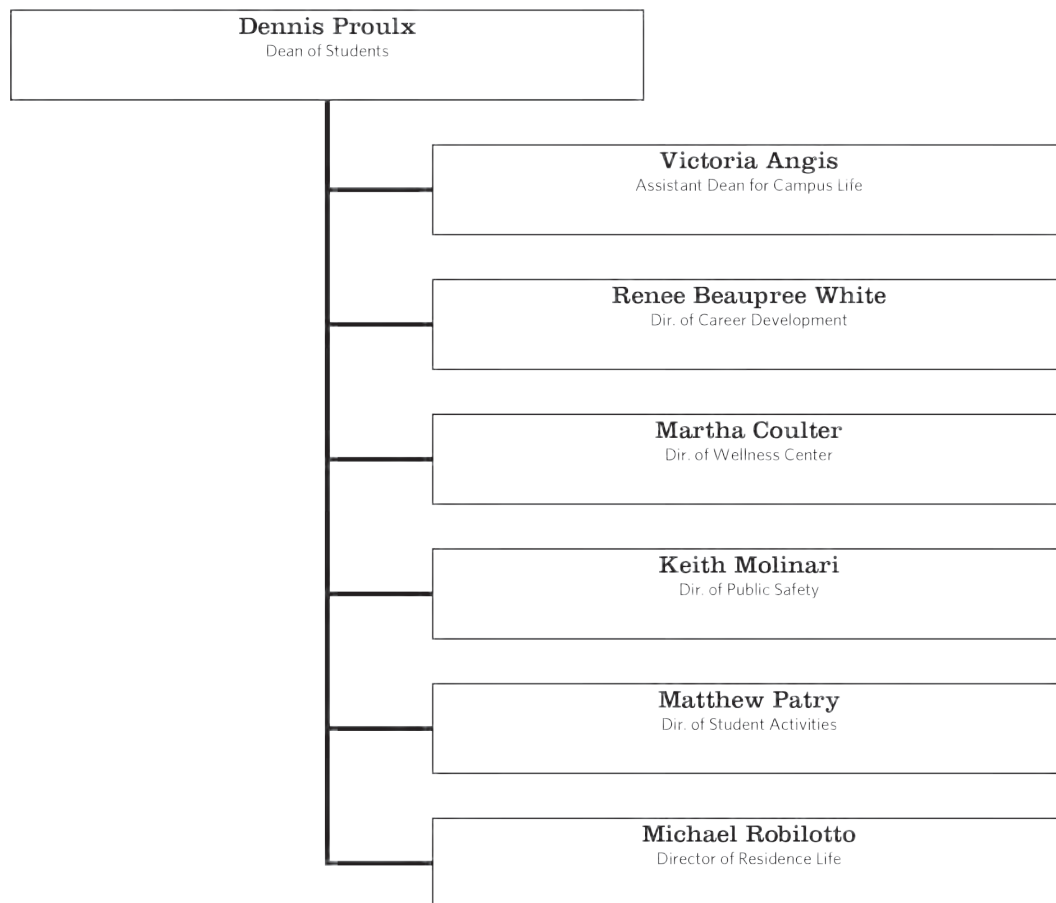


Organizational Chart

Marketing & Communications



Student Life





Report to the
BOARD
 of
TRUSTEES

September 2014

Executive Summary

Dear VSC Board of Trustees,

As I write this students are entering our academic centers on the first day of fall 2014 classes. It is always a pleasure to see CCV's facilities fill with energy after the brief hiatus between semesters, and this fall we are pleased to welcome over 6,000 students through our doors. CCV is a college on the move, and in this report you are going to read about a lot of good work that is the result of the creative focus of the CCV community on helping students enroll, return, and complete their programs.

For example, I am excited to report the growth in CCV's veterans services programming over the past year. Thanks to the continued support of the J. Warren and Lois McClure Foundation,

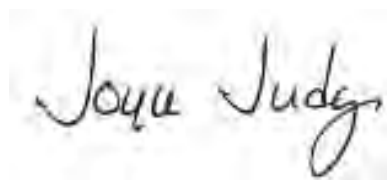
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- Veterans
- Dual Enrollment
- Vermont Digital Economy Project
- Institutional Research

Bari and Peter Dreissigacker, David Stiller, and the Vermont Community Foundation, CCV now serves more undergraduate veterans and their family members than any other college in the state and at our June commencement, a record 41 veteran and military-connected students graduated with associate degrees as a result of this work.

The past 12 months have also been marked by tremendous success in our efforts to make college a reality for more of Vermont's younger generations. For academic year 2014 CCV more than doubled the number of dual enrollment students it served, we increased the number of Introduction to College Studies sections offered across the state, and have enrolled more than 60 students in Vermont's selective Early College program.

Overall, I am pleased to report that the Community College of Vermont continues to be well-positioned to provide Vermonters from all walks of life a high-quality and affordable option to attain a college degree. The College is fiscally sound, we are making significant progress in our strategic goals, and we remain nimble enough to adapt to the changes that are occurring in the state and in academia as you will see in this report. Thank you for your time, and as always I encourage you to follow our progress on social media and at CCV Now.



Joyce Judy
President

Student Life

Fostering student leadership continues to be a focus at CCV. Last year, to recognize those students who exhibit exemplary leadership qualities both within our CCV community and our broader Vermont communities, the College awarded twelve students \$1,000 scholarships. For the second year, each CCV academic center nominated a student leader to receive the scholarship and to attend the student leadership luncheon where President Judy, the dean of students, student leaders, their families and their advisors celebrated the leadership exhibited by these students. At the luncheon, President Judy shared the honored students' powerful stories of service and leadership.

For the first time, CCV sponsored a student's participation in National Education for Women (NEW) Leadership New England. CCV staff nominated a highly engaged student leader to participate in the five-day residential program for undergraduate women. The student had an opportunity to participate in workshops designed to actively develop leadership skills such as public speaking and networking, as well as attend presentations from politically active women. The student shared, "the connections I made in the political and business worlds will be beyond significant in my career. Aside from the great connections and relationships that were formed, I gained inspiration. By meeting women who are politically active, I have become aware of the many opportunities available for my generation to help shape the future."

Leadership was also a theme for students enrolled in the TRIO program, a federally funded program that supports student success for first generation and economically challenged students. Students from around the state came to participate in the second CCV TRIO Leadership Retreat where they participated in StrengthsQuest activities and explored authentic leadership with Vermont leadership consultant Susan Palmer. Retreat participants will serve as TRIO Student Ambassadors in the coming year, working to plan and coordinate cultural activities in their centers and modeling the behaviors of successful students.

Last year, 26 CCV students cultivated cultural competencies while studying abroad for 10 days. In the fall, students traveled to Belize to study current environmental issues. While there students had the unique opportunity to explore Belize's barrier reef and tropical rain forest while also experiencing dynamic and diverse ecosystems. Students saw, first-hand, the impacts of humans on our environment, and the kinds of research and policies that are being developed in response to these impacts.

In May, students enrolled in the Power of Food in Literature, Culture and Film class explored the power and meaning of food while travelling to the Italian Old Country. Students visited Italian farms, vineyards, and olive groves, participated in cooking classes and food tastings, and explored medieval Italian villages.

Public Service

CCV encourages faculty to use service learning in the classroom to reinforce student learning and to connect course content to students' personal and community lives. Service learning is a methodology that aligns many principles of adult learning theory and creates a powerful learning experience for students. It also provides a tremendous model in which students can build meaningful connections to their communities and become more engaged citizens.

CCV encourages service learning pedagogy because research tells us it deepens students' understanding of content, makes learning more relevant, allows students to apply newly learned knowledge in a hands-on setting, and increases retention. However, service is also about empowering our students and helping them realize they can make a difference. In 2013-14, CCV students engaged in over 22,500 hours of service through community-engaged learning activities, contributing an estimated value of more than \$490,000 to our Vermont communities through volunteer time.

For instance, students enrolled in environmental courses mapped the location of vernal pools, placed remote cameras and recorded data on wildlife crossing roads, and performed an agricultural bioremediation project. Sociology students developed and installed an interactive cultural festival exhibit for Wonderfeet Kids Museum; web development students redesigned the navigation and web pages of the Brattleboro Drop-in Center's

website; and communications students planned and hosted events to inform the public about the VT GMO labeling bill and a proposed bag tax bill. CCV students studying environmental issues in Belize spent hours cleaning the beach as they learned about ocean pollution.

This fall's Harvest for Hunger initiative promises to be fruitful. Students in nine CCV-Montpelier courses with service learning components will collaborate to organize and host the center's first Empty Bowls event. Students in CCV-Winooski will host the center's 5th Empty Bowls event which raises awareness about hunger and food security issues and funds for local food banks.

Admissions & Enrollment Services

Enrollment Services encompasses the offices of admissions, registrar, and financial aid—three areas that contribute to new and returning student enrollment. In 2013-14, we continued to develop new efficiencies and services for students and staff.

In admissions, a pilot program offering continuing and workforce education applicants the opportunity to request specific course enrollment was expanded college-wide this year. This expansion contributed to an impressive 19 percent growth of new students in this category of the college's enrollment mix. We also worked collaboratively with IT and our secondary education team to streamline enrollment processes for CCV dual enrollment students at the state's technical centers. We will work this year to expand these services to all dual enrollment

courses offered in Vermont high schools.

The registrar's office is now able to issue secure paperless (electronic) transcripts, which more and more students are requesting. These cost less to send than paper transcripts and save staff time as well as paper. In addition, we have implemented two new self-help services for students, which provide better customer service to students and save staff time:

1. 24-7 secure online transcript ordering, including options for special handling such as overnight mailing.
2. 24-7 secure online enrollment and degree verifications, enabling students to print and send their own official verifications.

Financial aid assisted over 780 students with the 2013-14 legislative funding that was designated as student financial assistance. The awards helped students with tuition and fees expenses that their grant aid didn't cover.

In this past year, we invested considerable time preparing for the Ellucian, Naviance, Recruiter, and Student Planning tools, and look forward to their full implementation in the upcoming year.

Academic Affairs

This year CCV's academic program focused on strengthening partnerships and pathways. The College implemented a new placement process to better assist beginning students in making the successful transition to college-level classes, and strengthened the connections to Vermont State Colleges (VSC) programs, employers and statewide organizations in order to better prepare all students for their success at CCV and beyond.

During spring registration, CCV began using

Directed Self Placement (DSP) as a way to inform and empower new students to make appropriate choices in terms of their first courses. DSP encourages self-efficacy, by allowing students to base their decision on a combination of assessment scores, past achievement, and behaviors (both cognitive and non-cognitive) that are associated with successful course completion.

Also, in spring 2014, CCV launched its newest associate degree, STEM (science, technology, engineering, and mathematics) Studies, enrolling 58 students in the first semester, and drafting potential transfer pathways with several VSC bachelor degree programs including Johnson's Biology, Environmental Science, and Health Science programs and Vermont Tech's Green Building Design and Renewable Energy programs. One innovative approach built into the transfer pathway with Vermont Tech is to advise CCV students to take introductory courses such as Green Sites Technical Survey at Vermont Tech while pursuing their STEM Studies degree at CCV. This collaborative approach to degree completion serves several functions; the course fulfills a CCV STEM Studies program requirement, provides early exposure to Vermont Tech's major coursework, establishes familiarity with Vermont Tech's campuses and faculty, and limits prerequisite barriers to progressing through the bachelor degree.

CCV's Medical Assisting program continued to grow this year. In just its second year, the program enrolls more than 250 students. As part of the degree program, students complete two full-semester internships, which offer students an opportunity to practice skills learned in the

classroom in a real-world setting and network with potential employers. The College has also expanded partnerships with healthcare providers around the state to support students' internship placement needs. This summer, 55 students were placed in practices as diverse as Central Vermont Medical Center, South Burlington Family Practice, Brattleboro Planned Parenthood, and Hardwick Area Community Health Center.

The Early Childhood Education (ECE) associate degree is a long-standing program at CCV with over 250 degree students enrolled. The program attracts both students new to the early childhood education field and experienced professionals. Over the years, CCV has developed partnerships with agencies striving to strengthen the Vermont early childhood education workforce. In spring 2014 Teacher Education and Compensation Helps (T.E.A.C.H.) Early Childhood Vermont, administered by Vermont Association for the Education of Young Children (VAEYC), began offering scholarships for tuition, fees, textbooks, mileage, and release time to child care professionals pursuing an ECE degree at CCV. As a result of this partnership, 31 ECE students will be supported through a T.E.A.C.H. scholarship in fall 2014.

Finally, CCV's academic council and curriculum committees worked throughout the year to strengthen career exploration learning outcomes in introductory and capstone courses across all degree programs and redesigned elements of the field experience course, Community and Work Experience. A year of career preparation focus culminated with the 2014 Faculty Summer Institute, which included

a keynote panel of CCV graduates sharing insights on their transitions to work and other educational programs. The panel discussion was followed by opportunities for faculty to break into curricular areas and share best practices for embedding career preparation in all their classes.

Learning Technology & Online Learning

CCV's Center for Online Learning (COL) continues to grow and enable students throughout Vermont to complete any degree or certificate program while balancing work, family, and other responsibilities. In spring 2014, COL became the College's largest enrollment center, with almost 2,500 students—over a third of all enrolled students—taking CCV online courses. With over 300 courses offered each semester, CCV is the largest provider of online learning in the state of Vermont. Although most CCV students take a mix of on-ground and online courses, about 235 students pursuing their degrees choose to receive advising and academic support services online, and 17 students graduated in June 2014 as online students.

CCV has been active in the State Authorization Reciprocity Agreement (SARA), a national initiative to facilitate the requirement for institutions delivering online education to obtain authorization from other states where students taking their online courses reside. Dean of Academic Technology Eric Sakai represents Vermont on the New England regional SARA Steering Committee, under the auspices of the New England Board of Higher Education.

Although approximately 93 percent of CCV online students are Vermont residents, the College enrolls students from more than 35 other states in its online courses.

The use of online learning resources has also grown among CCV's on-ground courses. In fall 2013, over 85 percent of those courses used Moodle, the VSC's learning management system. Some on-ground faculty use online discussion forums to extend dialogue and learning beyond class meetings, and many post course materials—in some cases, replacing expensive textbooks—in their Moodle course sites. To facilitate the use of this important learning resource, CCV engaged 16 faculty members as "Moodle Mentors" to provide one-on-one assistance to their colleagues with Moodle tools.

Library

The Hartness Library welcomed Jane Kearns as the new Library Director in December 2013. A former solo librarian at Vermont Tech's Williston campus, Jane was well-suited to move to the helm of our unique library, which provides comprehensive support to students and faculty throughout the state and across CCV and Vermont Tech.

The library strives to be responsive to the curricular needs of both colleges in the most cost-effective way possible. This year, we have expanded online access to nursing and allied health journals by cutting back on print subscriptions. We were also able to shift collection development funds in order to purchase two new databases that provide students with access to online content in the previously under-supported curricular areas

of History and Literature.

This fall, we are unveiling a new user-friendly interface for the shared VSC Online Public Access Catalog (OPAC). This newly-improved gateway to the libraries' collections has been developed on an open-source platform by the Library Systems staff at the Office of the Chancellor with the help of front-line librarians. CCV librarians contributed to making this system responsive to the unique needs of our students, who primarily access materials from a distance and receive their books by mail. The OPAC also provides access to eBooks and streaming videos, which are increasingly popular choices for our patrons. The new interface will allow users to engage more easily and intuitively with our collections.

The Hartness Library has also unveiled a new, mobile-optimized website, making our services and collections more accessible to students using smart phones and tablets. CCV librarians look forward to further collaboration with Vermont Tech librarians on other user-experience improvements and on upcoming Information Literacy initiatives.

Development

CCV's development initiative has had another year of growth. The overall endowment value grew to nearly \$1.8 million, more than doubling over the past five years.

Major donors, particularly the J. Warren and Lois McClure Foundation, Bari and Peter Dreissigacker, and the Vermont Community Foundation, provide support for dual enrollment programs and enhanced services CCV provides to military veterans. We are in the second year

of a two-year grant of \$ 200,000 from the Nellie Mae Foundation to improve access to dual enrollment programs for all Vermont high school students.

CCV's community of alumni, faculty, staff, and friends support a thriving annual fund, nine different scholarship funds, and thirteen Student Assistance Funds used to meet compelling and urgent financial needs of students at each CCV location. In the 2013-2014 academic year we awarded 106 scholarships totaling \$85,000 to CCV students. The average scholarship amount was \$811.

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

Finance

The College continues to experience sound financial health, maintaining its high standards in financial management, enabling us to meet our mission of providing affordable, statewide access to higher education and helping students succeed in achieving their educational goals. As in the past two years, revenue sources remain stable in proportion to tuition and fees, representing 58 percent of the College's revenue. Twenty-eight percent of revenue support was received from governmental grants (State and Federal) and contracts while twelve percent of revenues were received from appropriation by the State of Vermont. Expenses remain distributed as they were in 2013 at 35 percent operations, 33 percent instruction and 32 percent academic and student support. Approximately 75 percent

of all unrestricted expenses fund employee compensation. The U.S. Department of Labor conducted a successful audit of CCV's TACCCT Grant.

The persistent exploitation of technology helps us continually enhance services and reduce operating costs (e.g. better communication, improved energy management, reduced travel).

Facilities

In the past few years, CCV has experienced extraordinary development in our physical facilities. This year's facility development has focused on the design and fit-up of new academic and office space in Brattleboro. Emerging from the ashes of a devastating fire in 2011, the Brooks Hotel now houses both CCV and Vermont Tech academic programs. This facility features bright, well-designed classrooms, great studio art space, new teaching tools, a learning center, and comfortable student space. Designed to support the College's emphasis on STEM educational priorities, CCV-Brattleboro has a modern, well equipped science room as well as two computer labs. We are proud and excited to be a part of the redevelopment of downtown Brattleboro.

CCV continues to focus on safety and security in all of our facilities. New centers owned by the College have been designed with a variety of security considerations including cameras, locking systems, room shades, and alert systems. Leased centers have been updated to contain these features as well. Each center performs emergency training and evacuation drills at the beginning of every semester, ensuring that in the event of an actual emergency faculty, students,

and staff will have had some experience with sheltering or evacuation techniques.

Personnel

Strengthening connections to students is critical to the College's retention efforts. To achieve this goal CCV held several staff development events this past year in which staff members learned to use tools designed to enhance communication and improve customer service.

In October, nearly 160 staff members gathered in the Montpelier center to discover the strengths and challenges in their own communication styles. With an eye toward utilizing these skills to enrich students' experiences at the College, workshops targeted topics such as motivational strategies, interpersonal skills and current approaches to online communication.

The annual coordinator day in April invited CCV staff to examine their own perspectives on difference and inclusion as a means of assessing diversity awareness and intercultural competence in our daily work with students, faculty, and colleagues. This highly interactive and engaging session started timely conversations on the importance of opening our workplace to multiple perspectives arising out of ethnic, economic, sexual, racial, and value differences. In an afternoon workshop, coordinators shared their successes in reaching out to high school, business, and community partners.

In June CCV-Rutland hosted about 40 administrative staff members for a day focused on their role as the initial point of contact and the impact that contact has on retention.

Workshops on high school initiatives, student services offerings, and financial aid complexities complemented other sessions on networking and serving customers with empathy to provide staff specific tools for engaging our students more effectively.

Employee engagement surveys, stay interview results from current staff, and interactions with personnel, show that by and large staff at CCV remain happy in their positions and with the College in general. Over the past five years, CCV has enjoyed a very low voluntary turnover rate, averaging 6.27 percent, excluding retirees.

Workforce Education & Training

CCV continues to expand its efforts to meet the workforce training needs of individuals and employers through established course offerings and customized training. The College offers training and education to help new job seekers enter the labor market, along with supporting career changers in earning new credentials, and assisting incumbent workers in acquiring new skills to advance their careers. CCV's workforce division meets with local employers to assess skill gaps and training needs, and then develops customized programs to meet organizational, business, employer and employee goals.

The Governor's Career Readiness Program, targeted to unemployed and underemployed Vermonters, remains strong with more than 300 participants enrolling in the course over the past year. The program focuses on building academic skills in the areas of workplace reading,

math and logic, as well as on much needed soft skills including work ethic, interpersonal communication, and teamwork. Healthcare and manufacturing businesses utilize a tailored version of the program to build pre-employment workplace skills using targeted instruction focused on industry-specific curriculum. For instance, the math component of the program uses a manufacturing math curriculum to develop skills in individuals planning to become CNC operators, while the healthcare version of the program focuses on developing communication skills and care values for individuals planning to become personal care attendants.

One of the most popular training needs identified by businesses is the need to develop supervisory, teamwork and leadership skills of current employees. Businesses across the state comment on the business impact of an aging workforce, with many older employees nearing retirement in leadership positions. Companies are interested in developing skills of newer, often younger, employees to move them forward in their careers and grow leadership that will keep companies strong and competitive in the future. Last year more than 300 supervisors enrolled in an applied supervision course with specialized sections offered to a variety of businesses including Fletcher Allen Healthcare, Lamoille County Mental Health Services, the VNA, Smuggler's Notch, Peck Electric, and the Air and Army National Guard.

Another area of need identified is the development of computer software skills in new and current employees. To address this demand, CCV is in the process of developing

short, targeted software trainings. Currently the College offers several one-day Excel trainings with plans to add Sharepoint and Microsoft Project in the near future.

CCV continues to focus its efforts on awarding credit for college-level learning gained through workplace experience. Individuals have three options to pursue credit including a course by course challenge, a focused portfolio for a specific curricular area, or a full three-credit Assessment of Prior Learning course. During the spring of 2014, Comcast hosted a section of Assessment of Prior Learning to help its employees gain college credit for their work.

Veterans

CCV now has two Veteran Resource Advisors providing the College's military-connected students excellent direct service and coordinating the extensive support services available to student veterans. This year, CCV student veterans will have access to professional tutoring, smart pens assistive technology, a new online resource repository and community forum, Veteran Success Coaches, and strengths-based advising.

In 2013-14 CCV strived to improve overall service to our student veterans by training administrative and academic staff, as well as through excellent teaching by faculty who are increasingly knowledgeable about engaging and supporting student veterans in the classroom. Forty-one CCV staff attended Boots to Books, a CCV training on how to support our veteran students. On their evaluation forms at the end of the training, 100% of attendees agreed or strongly agreed that they had a better understanding of

veteran students, veterans' issues and military culture, and 100% agreed or strongly agreed that they had a better understanding of the challenges veterans face in the classroom. Further, over 125 of CCV's staff have completed a military cultural competency online simulation course.

This spring 30 CCV faculty gathered to learn how to apply universal design in the classroom to support student veterans' learning. When using universal design for learning principles, instructors construct courses to be usable by all students, by the greatest extent possible, without the need for accommodations. Universal design is not only a best practice in supporting the learning of student veterans; the framework is a gold standard of good teaching for all students.

In June seven veterans, ranging in age from an 88-year-old WWII veteran to those who served more recently in Iraq and Afghanistan, and several who served at sea with the Navy, shared and wrote their stories as part of CCV's Veterans Writing in Vermont project. A sampling of their work is available as a collection.

Dual Enrollment

In 2013, ACT 77 was passed by the legislature, encouraging Vermont to make education a top state priority. By funding dual enrollment for all high school juniors and seniors, the state aimed to have more young Vermonters enrolling in and completing college. CCV and the VSC took a leadership role in implementing ACT 77, receiving the contract to manage the program in collaboration with the Agency of Education. After the first year of the new legislation, dual enrollment participation increased statewide

from 1,113 to 1,931 college courses taken by high school and technical center students. During this time period, CCV's dual enrollment rates increased from 503 in academic year '13 to 1,031 in academic year '14.

The current dual enrollment program allows juniors and seniors to access college courses. In order to help students better prepare for and participate in these courses, CCV has been working with high schools to make Introduction to College Studies (ICS) more accessible to sophomores. Transportation is a barrier for younger students, and the College has worked with high schools to arrange transportation to CCV centers. The College has also begun offering ICS on high school campuses and at other off-site locations. As a result, there has been a significant increase in the number of ICS sections requested by schools, and CCV is working with a number of funding partners to help support requests in the coming year.

In addition to ICS, high schools are increasingly interested in offering dual enrollment courses at their campus as part of the school day. ACT 77 supports this delivery model, and CCV responded to high school requests by working with faculty, students and school administrators to effectively deliver college courses that maintain college-level standards but offer flexibility around scheduling to better accommodate high school students' schedules. Last year, CCV offered 7 courses in high schools and 62 courses in technical centers.

The success of the dual enrollment program depends on the relationships with local high school partners. Understanding the needs of high schools, expanding outreach to parents

and teachers, and learning from the experiences of students will help grow the dual enrollment program in the coming year. Opportunities for professional development and curriculum building between high school and college faculty will increase participation rates and improve consistency between campus-based and high school-based courses. Continued outreach and marketing efforts and increased visibility of the dual enrollment will help the program continue to grow Vermont high school students.

Vermont Digital Economy Project

In 2013-14, CCV expanded its activities for the Vermont Digital Economy Project (VDEP), a federally funded initiative administered by the Vermont Council on Rural Development to build more resilient communities after Tropical Storm Irene and the spring 2011 floods. Other VDEP partners include the Vermont Department of Libraries, the Small Business Development Center, the Snelling Institute for Government, and Front Porch Forum. For eligible towns, VDEP provides consulting for small businesses, free public wi-fi zones and hot spots, town websites, digital literacy training, and workforce education.

The Internet Interns program, which began in 2011 under the auspices of the e-Vermont Community Broadband Project, placed CCV students in 24 town libraries to assist patrons with internet and computer-related tasks such as setting up email accounts, completing applications for jobs or benefits, and using social media. One library director noted that "offering

computer help brought people into the library who may not have been in much before” and observed that the one-on-one assistance that interns provided was more effective than classes or other digital literacy activities.

Beginning in July 2013, the VDEP initiative allowed CCV to make the Microsoft IT Academy (ITA) available to students and other community members in the Rutland area. ITA provides access to hundreds of self-paced, online courses on subjects ranging from basic digital literacy to Microsoft Office applications to server technologies. The success of ITA in Rutland, with over 70 students, staff, and community members participating, led CCV to make this resource available statewide to the entire College community in July 2014. Beginning this fall at the Rutland academic center, CCV students will be able to sit for exams leading to the Microsoft Office Specialist certification, a widely recognized employment credential.

Institutional Research

This past year, CCV expanded its operational planning process to include all 12 academic centers and the Center for Online Learning. Drawing from the recently adopted strategic planning document, CCV 2020, center directors engaged staff in a process to identify specific ways to advance CCV’s Strategic Priority I: To achieve measurable improvements in student access and success.

This work was inspired by a desire to prioritize college resources toward a common strategic priority, paying attention to ways that the College could make greater gains as staff from

different areas brought their particular expertise to the task. The College also sought to align operational planning with CCV’s organizational structure. Since each center director also sits on President’s Council, this process improved the flow of information within and among centers, and oversight in guiding centers’ work over the course of the year.

After reviewing their center’s particular context and needs, local staff decided on one or two goals, referred to as Operational Priorities, and a set of action steps to carry out over the year to achieve the goals. They also set targets and metrics to gauge progress toward meeting the target(s). A mid-year status report and end-of-year assessment, provided occasions for the implementation to be reviewed, and shared.

The following are a sampling of Operational Priorities and accomplishments:

Targeted Outreach

To strengthen connections with local business, education, and human services organizations, CCV-Winooski staff monitored contacts by category, created an exportable calendar, analyzed coverage, and responded to gaps. The 300+ contacts yielded tangible outcomes such as offering onsite Assessment of Prior Learning at local businesses, teaching college course sections in high schools, and service learning opportunities.

Early Intervention Systems to Support New Students

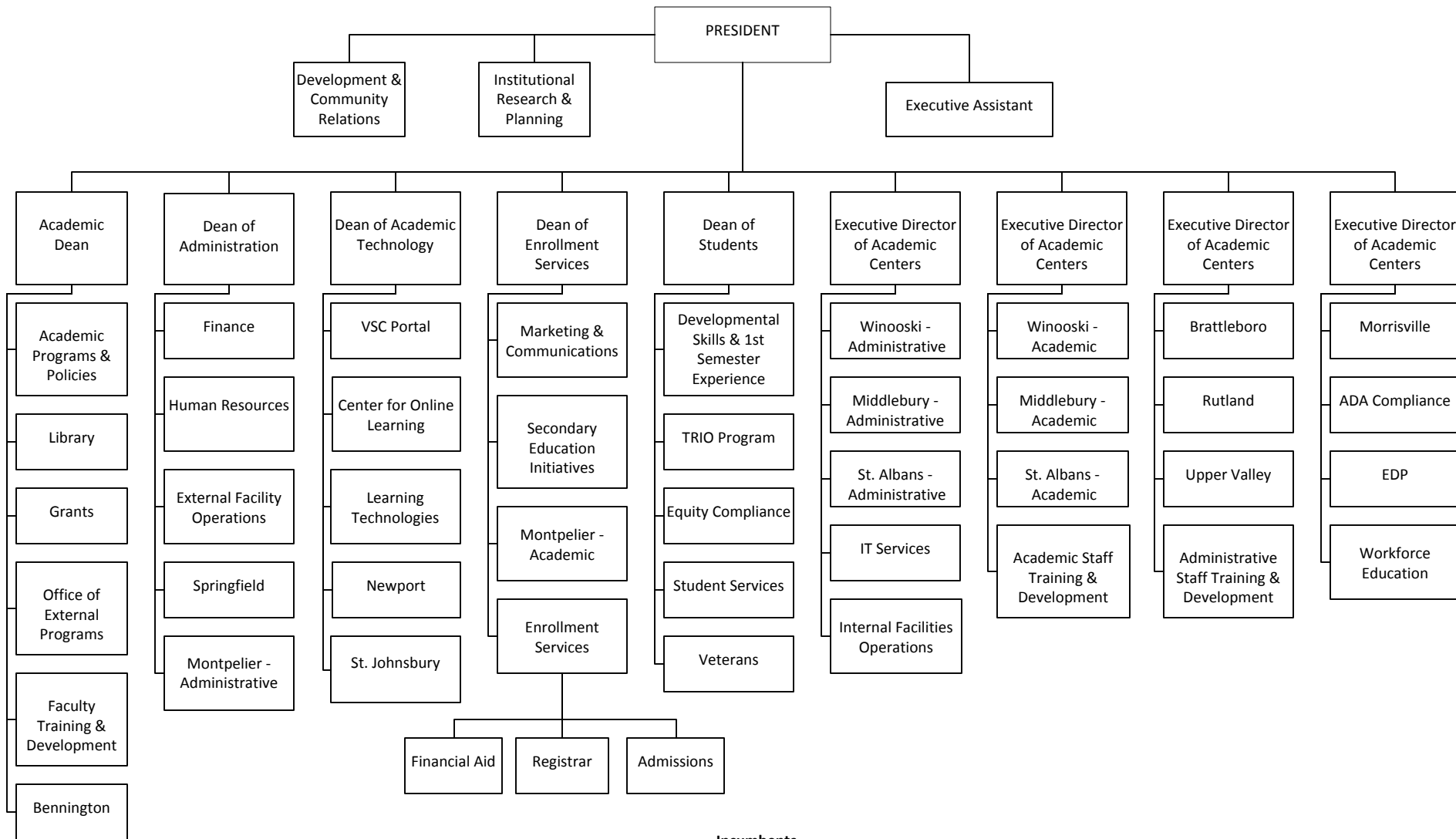
CCV-Bennington staff sought to coordinate early intervention efforts on behalf of new

students, including the faculty's Early Intervention forms, and attendance-, financial aid-, and administrative-related communication and actions. Staff will compare fall to fall retention rates in Fall '14.

Increased Technology Use Among Faculty to Support Program Completion

Through peer mentor professional development, CCV-Middlebury increased faculty use of key elements of CCV's learning management system, Moodle, (Gradebook, Discussion Forum, & Homework Assignment) an average of 72 percent.

Community College of Vermont
2015 Organizational Chart



Incumbents

President.....Joyce Judy
 Academic Dean.....Deborah Stewart
 Dean of Administration.....Barbara Martin
 Dean of Academic Technology.....Eric Sakai
 Dean of Enrollment Services.....Pamela Chisholm
 Dean of Students.....Heather Weinstein
 Executive Director of Academic Centers.....Elmer Kimball
 Executive Director of Academic Centers.....Dee Steffan
 Executive Director of Academic Centers.....Tapp Barnhill
 Executive Director of Academic Centers.....Penne Ciaraldi
 Director of Institutional Research & Planning.....Laura Massell
 Director of Development & Community Relations.....Katie Mobley
 Executive Assistant.....Linda Foti



JOHNSON STATE COLLEGE

ANNUAL REPORT

to the Board of Trustees, Reflecting on the 2013-14 Academic Year

SEPTEMBER 23, 2014



INTRODUCTION

The 2013-2014 academic year was rich, full and complex. We saw enrollment patterns that continue to challenge us as Vermont navigates its way through a demographic downturn in the population of young adults. While Johnson State College is an inclusive community with students who call a broad range of states and nations home, we are very much a regional college. And in our region of Vermont, Lamoille County, the population of “traditional” college-age students is among the state’s smallest, and the level of college aspiration is among the state’s lowest.



We work hard to raise that aspiration level through campus events, outreach to area schools and conversations at the K-12 levels. Still, we began our year with a smaller number of first-year students than we had the previous fall and have since worked diligently to live within current parameters and redouble our recruitment and retention efforts.

Among our budget strategies were a handful of human resource adjustments that we made in May 2014. These included the reduction of five staff positions and modifications of several others to fewer hours. These were difficult decisions, thoughtfully made — but that did not make them easy.



Notwithstanding these difficulties, the year gave us much in which to take pride and appreciate. We continued to build a solid cohort of students engaged in research with faculty. Calling themselves the “JSC Lab Rats,” these students now number 24. They attend and present at research conferences, are credited in professional publications, find work as paid lab assistants during the summer, and gain skills that make them both more marketable and better prepared for graduate school.



A meeting of the JSC Lab Rats and their professors, June 2014

Student infractions on campus were at an all-time low last year, with campus and area residents alike taking note. We designed learning communities and strengthened our First-Year Seminars by embedding mentors in each seminar. Both of these projects — intra-departmental learning communities and mentor-assisted First-Year Seminars — are being piloted in the 2014-15 academic year as we continue exploring new ways to engage students early in their college careers.



An academic year concludes with a commencement, a celebration of both completion and moving forward. We took great pride in launching our new graduates in fields as diverse as environmental science, elementary education, mathematics, counseling, communication and the arts. At our 147th Commencement on Saturday, May 17, 2014, we awarded 394 degrees, including seven associate’s degrees, 297 degrees at the bachelor’s level (B.A., B.S. and B.F.A.)



Veronika Scott with President Murphy at 2014 Commencement

and 60 master's degrees. Our master's degrees were awarded primarily to teachers, guidance counselors and community mental health workers, most of whom are taking their places in Vermont's professional ranks.

In addition to celebrating our graduates, we awarded an honorary doctorate to 24-year-old Veronika Scott, founder of the Detroit-based Empowerment Plan, which is committed to "giving second chances to those who want it, and providing warmth to those who need it." As the founder and creative force behind the organization, Veronika designed a coat that transforms into a sleeping bag, which is provided to people in Detroit who are living on the streets, and manufactured by employees at the organization who once were homeless themselves.

I include this level of detail because much of the Empowerment Plan resonates with Johnson State College, where we see learning, persistence and community as essential vehicles required to change lives. Clearly, the class of 2014 saw the connections, too, as they rose to their feet to acknowledge Doctor Scott, who — only a few years older and slightly ahead of them on her own educational and life journey — signaled the strength and abilities our own new graduates will contribute to their communities and the greater world.

ACADEMIC AFFAIRS

Two activities framed the 2013-14 academic year that on the surface appear to pull in different directions, yet each was necessary and helped strengthen Johnson State College.

The first, aimed at addressing current needs, involved working intensively with academic departments to pare the costs of part-time and overload instruction. Every department was asked to cut the equivalent of three sections per semester from their 2014-15 part-time and overload budgets; by doing so, we succeeded in reducing costs without sacrificing programs and opportunities for our students.

The second, canted toward the future of JSC, focused on attracting new, high-quality faculty members to the College. Launching a multiyear effort to reinvigorate the ranks of full-time JSC faculty, we completed several successful searches and brought six talented and enthusiastic new faculty members to JSC this fall, each a master teacher with outstanding experience and credentials:

- Award-winning writer **Jensen Beach** comes from the English Department at the University of Illinois, where he taught courses in composition, literature, literary editing and fiction writing. He joins JSC's Department of Writing & Literature as assistant professor with a focus on fiction writing. He has published numerous works of fiction and nonfiction, including the short story collection *For Out of the Heart Proceed* (Dzanc Books and Dark Sky Books) and the forthcoming *Swallowed by the Cold* (Graywolf Press).

- **Staci Born** is an assistant professor in the Department of Behavioral Sciences who teaches in the graduate counseling and undergraduate psychology programs. Most recently a faculty member at Minnesota State University in Mankato and a therapist in private practice, she has an M.S. in mental health counseling from Mankato State, where she is an Ed.D. candidate in counselor education and supervision.

- **Timothy Saeed** has joined the Department of Fine & Performing Arts as visiting assistant music professor, teaching piano and music theory. He comes to JSC from Louisiana State University, where he taught undergraduate music theory and recently earned his Ph.D.



in music theory. In addition to his academic work, Saeed has served as staff pianist for churches in Baton Rouge, La., and Albuquerque, N.M.

- **Rob Schulze**, our new assistant professor in the Education Department, teaches undergraduate and graduate courses in special education. He most recently taught in the College of Education at University of Massachusetts Amherst, where he held the Excelsior Fellowship and recently earned his doctorate in special education. His public school experience includes serving as special education supervisor and assistant special education director for two years at Longmeadow Public Schools in Longmeadow, Mass., and as



JSC faculty members (from left) Julie Theoret, Paul Silver, Bethany Plissey, Henrique Cezar, Tyrone Shaw, Les Kanat, John Miller, Maris Wolff, Russ Longtin and Sharon Twigg

a special education teacher for five years in Massachusetts middle and high schools.

- **Kaja Tretjak**, a native of the former Yugoslavia, is a visiting assistant professor in the Behavioral Sciences Department, where she teaches anthropology and sociology and is helping JSC develop a program in criminal justice/justice studies. A lawyer-turned-anthropologist, Tretjak has a J.D. from the University of California's Berkeley School of Law and a Ph.D. in anthropology from City University of New York. Her interests in law and justice, political culture, and U.S. and transnational social movements informed her teaching at SUNY Buffalo Law School, CUNY's John Jay College of Criminal Justice, CUNY-Baruch College and the University of California, Berkeley.
- **Michael Zebrowski** is teaching sculpture and 3-D art as an assistant professor in JSC's Department of Fine & Performing Arts. His work explores art, architecture and science through the lens of "material culture"— the physical objects, artifacts and spaces used by people to define their culture. He is the principal designer of the design brand *this end up* and the founder of O P E N, an exhibition and event space in Geneva, N.Y. He has held academic positions at the Rochester Institute of Technology, the University of Buffalo, Hobart and William Smith Colleges, Morgan State University, the Maryland Institute College of Art, and Mississippi State University.

We accomplished a number of other important academic activities during the 2013-14 year as well:

- We put the finishing touches on our revamped General Education Curriculum, which began full implementation with the fall 2014 semester.
- In support of this and other academic priorities, the Faculty Assembly accomplished a significant redesign of its committee structure.

- Faculty developed several new academic concentrations and, in the Education Department, implemented the new curriculum for beginning and continuing students.
- We designed and are rolling out several concentrations designed to enhance students' major programs of studies. Among the new embedded programs are concentrations in accounting, health and sport psychology, and pre-physical therapy, and sport management.
- Faculty and staff launched several special initiatives in support of Priorities 1 and 2 of our five-year College plan, *JSC 2010-2105: A Plan for Access, Engagement & Success*, aimed at ensuring higher levels of student achievement and student success.
- We established a structure and organized work in preparation for JSC's self-study for NEASC re-accreditation, which will take place during the 2015-16 academic year.
- With others in the VSC, we continued work toward implementing online student evaluations of teaching.
- Our exemplary Common Reading Initiative, with its semester-long series of related events, expanded to include a Detroit-based service project in connection with our 2013-14 common book, *Detroit: An American Autopsy*.
- Multiple departments took stock and planned for a combined Advising & Registration Center, to be located in Dewey Hall starting next January.

EXTERNAL DEGREE PROGRAM

For EDP — our statewide, bachelor's-degree-completion program with classes online and on weekends at four Vermont locations — the primary focus in 2013-14 was enrollment management. We undertook a number of initiatives to further expand EDP's reach beyond its established presence at CCV and promote the program's special options for non-traditional



learners. Efforts included outreach to employers and human-resource directors, market research, demographic research of current EDP students, and increased advertising focused on the key points identified in our research. These efforts will continue in the coming year, with special emphasis on four regions that have been identified as particularly promising (greater Burlington, St. Albans, Montpelier, and Rutland).

- In addition, we moved forward with several EDP programming and scheduling initiatives:
- Our popular Wellness & Alternative Medicine major is now available statewide through EDP.
- EDP is the primary delivery vehicle for our new Certificate of Proficiency in Accounting, which we developed to help accountants meet new state regulations for licensure and taking the national CPA exam.
- EDP also added compressed (half-semester) courses, both online and in a weekend format, to its array of flexible course options for students.
- The program's largest major, Professional Studies, underwent several changes, including the addition of a capstone senior seminar, to better prepare students for life after JSC.

A number of staff changes are taking place among EDP advisors, who are based at all 12 CCV centers and are part of the program's very successful partnership with CCV. Co-Director David Cavanaugh retired in June but remains with the program on a part-time basis this year. Valerie Edwards, the other co-director — now director — looks forward to a busy year moving EDP initiatives forward and working with the Education Department to ensure our new teacher-education curriculum is accessible to EDP learners.

The competition for adult learners is strong and increasing, and we will need to continue to work hard to keep EDP a top choice for Vermont learners — to ease, even more so, the pathways from CCV and to forge new pathways for others ready to complete bachelor's degrees in Vermont. Continuing to invest in the multiple modes of in-class instruction and online learning, and expanding services to non-campus-based learners, will all figure in with prominence to secure our identity.



Associate Professor Hans Haverkamp instructs students in JSC's Exercise Physiology Lab.

LOOKING AHEAD

As JSC prepares for a presidential transition — President Murphy has announced her retirement at the end of FY 2015 — the coming year promises to be an especially busy one in Academic Affairs:

- We will be taking a close look at the viability and design of academic programs, streamlining as necessary.
- In preparation for a comprehensive visit in fall 2016 toward NEASC re-accreditation, we will work this year to gather the materials necessary for a thoughtful self-study, which will begin by the summer. Throughout the year we shall be asking two, hard but necessary questions: How do we know what we say we know about our academic programs and activities, and what changes have we made in light of what we've learned?
- We will closely monitor the first year's implementation of our new General Education Curriculum, and faculty will complete their plans for the one of our four GEC "perspectives" — the civic perspective — and develop an assessment strategy.
- Faculty members will pilot two intra-departmental learning communities for first-year Business majors and Art majors.
- This is the biggest PreCIP year for JSC. We will be reviewing all of our Fine & Performing Arts programs, several interdisciplinary programs and, along with other VSC colleges, our General Education program.



surveys indicating that students feel safe at JSC and that the College is concerned about their well-being.

Having a safe campus does not make us complacent, of course; we know that unpleasant and dangerous things can happen here as well as anywhere. As a result, we consistently and regularly upgrade our campus safety infrastructure and emergency plan, and we proactively

- As resources permit, we will continue work to reinvigorate the ranks of our full-time faculty by conducting several high-quality searches.

STUDENT LIFE

We devoted much energy in 2013-2014 to new initiatives to help prepare students for life after college. The coordinator of our newly reconfigured Office of Career Development provided extensive outreach and programming starting with sessions for students and families during summer orientation.

In support of this work, increased connections with the local community enabled us to establish more internship and partner sites and draw greater attention to our role as a resource for the region. Our drumbeat is “career planning begins your very first day at college,” and we have worked to make that beat real.

At a time when national attention is sharply focused on campus safety, particularly as it relates to alcohol abuse and sexual assault, we also redoubled our efforts to ensure that JSC remains a safe and supportive environment in which to learn, grow and explore. We are proud of our results in this area and can say with confidence that the JSC campus is very safe. We know this based on two main measures: our crime statistics and student

tackle the issues of substance abuse and sexual assault. These efforts have led not only to a reduction in related disciplinary issues in recent years, they have garnered recognition for the College. Last fall, in fact, our staff played a lead role at the Vermont Department of Health’s statewide symposium on high-risk drinking among college students, at which we presented our initiatives and results.

There has been much recent media attention on what has been dubbed the “Red Zone”: the first six weeks of the school year, during which sexual assaults of first-year students occur at disproportionately high rates. We focus on this issue with

incoming students before they



Dave Bergh, dean of student life and college relations at JSC, interviews Michele Whitmore, JSC’s associate dean of students, during a session at the Vermont Department of Health’s statewide symposium on high-risk drinking.



arrive on campus and during orientation and early-semester programming. One particularly successful initiative has been our use of Alcohol.edu and Haven, two online courses that focus on problematic alcohol use and healthy relationships that first-year students are required to take. We track completion rates to ensure that new students are receiving this important information. Now in its second year, this program is funded in part by grants from our local prevention coalition.

Looking forward, we know that colleges will continue to be held to high standards regarding campus safety. We will continue to pursue new and diverse ways to provide students with the tools and support they need to avoid unsafe situations and related barriers to success.

PERSONNEL

In addition to welcoming six new full-time faculty members, whose backgrounds and credentials are detailed in the “Academic Affairs” section of this report, we witnessed several other comings and goings at Johnson State College this year. Among them:

- **David Cavanagh**, co-director of the External Degree Program, retired at the end of June but is staying with the program this year in a part-time capacity.
- **Ellen Hill** retired from her full-time role as director of experiential learning after more than 25 years of service. Ellen has quite the legacy at the College — one that includes founding our SERVE (service learning) office and overseeing programming there that received national recognition. We are pleased that Ellen will continue to support student development in a part-time capacity as internship placement coordinator.

- **Chris Kennedy** rejoins the Think College program as its director for the fifth and final year of the grant after a one-year term as a visiting assistant professor in JSC’s Department of Education. Chris served as the Think College Director program for the first three years of the grant, working closely with students with intellectual disabilities to provide each with a college experience. Think College is fortunate to have Chris’s expert oversight during the remaining year of the grant.
- **James Nichols** is our new head athletic trainer, coming to us from Campbellsville University in Kentucky. During his 10 years at Campbellsville, James worked with six individual national champions, two national championship teams and more than 30 All-Americans. James is a graduate of Castleton State and has an M.S. from Ohio University.
- Longtime faculty members **David Hutchinson**, **Norm McElvany** and **Eleanor Webber** retired, as did facilities staff members **Ron Miller** and **David Whitney**.

An organizational chart of key administrative positions at the College is attached as an appendix; the complete chart can be found in the “Who We Are” section of the JSC website.

FINANCE & BUSINESS

Our downturn in enrollment resulted in a revenue shortfall. As one strategy to move toward aligning revenue with expenses, the College was able to slow spending considerably through conservative budget management, reducing part-time faculty costs, reducing hiring and supplies expenditures, and the human resources adjustments described earlier in this report.

The College continues to maintain a positive relationship with auditors and anticipates passing the year-end audit with no comments.

During 2014, the College’s Business and Financial Aid offices were combined into a new Office of Student Financial Services, with the goal of creating a single point of contact for students and parents seeking assistance with all aspects of paying for college (financial aid, billing, etc.) The change was driven by the desire to continually improve services for JSC students while also reducing student accounts-receivable balances.





FACILITIES

Improvements to campus facilities during 2013-14 focused on building infrastructure and safety:

- We completed safety improvements and upgrades in the Dibden Theater.
- We installed an upgraded emergency-communication system that now includes a fully digital repeater and wireless, outdoor speakers.
- We received final approval for the installation of solar panels, which we expect to be installed later this fall. At this point, equipment has been ordered and, if equipment and weather cooperate, we will install our modest solar project late this calendar year.

LIBRARY & INFORMATION LITERACY

Recognizing that information literacy is a vital and powerful foundation for everyone's education — contributing to academic success, civic engagement and personal enrichment — this year the reference staff of the Willey Library & Learning Center worked extensively with faculty to deliver information-literacy sessions to their students.

While the prevailing format (often a single, hour-long session) remains less than ideal, it introduces students to important



research concepts and to JSC librarians. We remain committed to a more structured and progressive approach to information-literacy instruction and assessment — one tied directly to the curriculum and reflecting the skills and resources

required to master the increasing sophistication of required material as students move from their first year to their last.

Along with their information-literacy advocacy, our librarians implemented new self-service tools to enhance the research experience, most notably VuFind, the new interface to the VSC's online public catalog (OPAC). Unlike its earlier incarnation, the current OPAC is more like Google, with each search returning a list of potential interest areas. Searching in the older OPAC required great specificity in entering search requests, and students who lacked that background were often frustrated by the lack of results. Using VuFind, even the most poorly formed search request yields results.

The library also added two prominent databases — ProQuest Central, a large multidisciplinary database, and ScienceDirect, a leading science resource comprised of journal articles, professional papers and academic eBooks — to its online resources. These will prove useful to campus-based and distance students alike, as will the series of "LibGuides" created Linda Kramer, our instructional-services librarian. Covering the disciplines taught at JSC, these online resources direct students to full-text, peer-reviewed digital material in our collections.

We strive to make the research experience for distance learners as welcoming and authoritative as the experience that campus-based students enjoy. This year students enrolled in online courses received more vigorous research support thanks to the involvement of Lisa Kent, our access-services librarian. Lisa was embedded in 24 online courses, through which she provided highly focused and specialized research assistance.

As useful as this type of support is, there is no substitute for knowing how to do one's own research. In his role as president of the Vermont Consortium of Academic Libraries, Joe Farara, our faculty librarian, and Linda Kramer, JSC's instructional services librarian, are coordinating a working group to develop an "information literacy continuum" for the state of Vermont. Comprised of public, school and academic librarians, the group will develop a sequential model for information-literacy instruction and assessment from kindergarten through college graduation, and encompassing post-undergraduate education, life skills and citizenship as well.

INFORMATION TECHNOLOGY

This year JSC hosted several forums aimed at helping faculty master new instructional technologies that can be used support their teaching. New faculty members arrive with many of these tools mastered, senior faculty members are increasing their



knowledge, and students arrive expecting online tools to report academic progress.

With the support of faculty members, Robert Gervais, our instructional technology coordinator, organized a series of workshops in which faculty shared their tips and techniques on using technology to extend student learning. Topics included creating the paperless classroom, the use of open-source software, and electronic quizzes for improved academic understanding. In addition, Robert worked one on one with faculty to introduce developing technologies into the classroom.

We also implemented a new system for managing media-arts equipment that has reduced the burden on faculty. Rather than store all equipment such as cameras, tripods, batteries and lenses in a central location and require students to check out what they need before class, we relocated the equipment to the appropriate classroom. We also introduced new procedures for maintaining the equipment after use, eliminating turnaround times and improving the experience both for students and faculty.

We migrated our email services to “the cloud” this summer, a process overseen locally by Dotty Spoerl, our assistant chief technology officer, and Eric Bronson, assistant network administrator. While the transition hit some bumps, at this point most faculty, staff and students have successfully been converted to the new tool. As with any new system, learning the intricacies of the application will take time. A bonus of this system is the increased storage space allocated to each account, which faculty members, in particular, are pleased about.

PUBLIC SERVICE & SPECIAL ACTIVITIES

JSC is a major resource in north-central Vermont. Beyond our substantial economic impact, we provide community service, cultural programming and recreational opportunities to the Greater Lamoille region. Here are some highlights:

- This year the President convened a roundtable group of civic and business leaders to advise how we might strengthen our role of service to the community, and we continue to explore ways to collaborate on initiatives.
- We provide the county’s only drop-in center for area veterans and military-connected students and families, and we have taken several steps to increase our outreach to veterans. A highlight



last year was our Veterans Day celebration that culminated in a wheelchair basketball game pitting JSC student-athletes against members of the Northeast Disabled Athletes Association. This fall we are running a course called “The Military Experience: To War and Back” with the support of the Vermont Community Foundation.



- We open our facilities and programming to residents year-round — including our library, cultural and athletics events, guest lectures, galleries, SHAPE fitness and recreational facility, disc golf course and more — and last year expanded our marketing of on-campus events to area residents.
- Our students, staff and faculty provide countless hours of volunteer service in the greater community, and JSC employees are well-represented in the leadership of area civic organizations. Our students tutor area youth, organize blood drives for the American Red Cross, collect food for the Johnson Food Shelf, and volunteer numerous hours of service beyond campus.
- Our “SERVE Local” program provides weekly opportunities for students to provide community service to organizations, and we continue to be the lead sponsor of the free weekly “Johnson CommUNITY Meal” on Wednesdays, a program that garnered media coverage last year on Vermont Public Radio. During the 2013-14 academic year, a total of 233 JSC students, staff and faculty volunteered nearly 3,000 hours.
- We house Vermont’s longest running Upward Bound program, a federally funded program that serves high school students from families with modest incomes who show academic potential to succeed in college. Established at JSC in 1971, Upward Bound consists of a six-week, campus-based residential program in the summer, with



academic support and programming throughout the school year. More than 100 high school students from seven high schools in Lamoille and surrounding counties participate annually.

- Faculty research focuses on the immediate demographic area that is our home. Professors and students are studying the quality of nearby streams and rivers and an abandoned asbestos mine. Community media students attend and write about town meeting day decisions in nearby Vermont towns and villages.
- We have taken a lead role in regional emergency planning. The campus is a designated place of refuge for the surrounding community, and JSC staff members fill key roles in local emergency management groups. We plan to train an additional cohort of students to be members of the local Community Emergency Response Team.
- Early morning assistance with homework is available to Lamoille Union High School students provided by JSC education students.

We take seriously the charge to be a resource and asset to the broader community and are committed to enhancing the quality of life in the greater Lamoille area through our programs and services.



Jennifer Supple works with students in her Plant Biology class.

CONCLUSION & LOOKING AHEAD

The 2014-2015 academic year is already off to a terrific start. We welcomed 250 new first-year students, among them our first early college cohort. 140 new EDP students joined us as did 71 transfer and return-from-leave students. While we are proud of 'holding ground' in our first-years, our transfer and

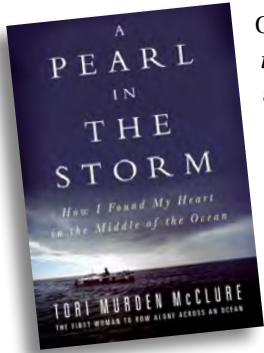


Dean Bergh leads the procession to JSC's 2014 Convocation ceremony.

continuing EDP numbers were lower than we planned for. At this point—the end of week two and the add-drop period—we are predicting a revenue shortfall of just 1%. We are confident that we will make compensate this difference through spending adjustments.

We are well aware of the fact that in order to realize a fully aligned budget, more difficult adjustments may lie ahead of us. The fact that we are beginning without a drop in new students — both on campus and in our bachelor's-degree-completion program — and with a modest increase in students participating in campus housing and board programs, however, gives us cause for optimism.

Our fall orientation program and Welcome Week events enjoyed strong participation, highlighted by Convocation on August 25th. Our tradition of welcoming the processing incoming students as they marched across campus into Dibden Center inspired us all. Continuing our practice of hearing from a faculty member returning from sabbatical, we appreciated the knowledge Professor Bob Genter shared with us from his research into algae on river rocks and what that tells us about water quality in the Lamoille River basin. A link to that presentation and more from 2014 Convocation is available here, on the newly revamped JSC website, which launched in July.



Our 2014 common book, *A Pearl in the Storm*, chronicling the author's attempts to become the first woman to row solo across the Atlantic, is turning out to be an excellent pick, with new students making connections between their own journeys, including their new and demanding explorations as they start college, with those of the author. Related activities find students constructing three seaworthy,

wooden boats our land-locked campus under the guidance of the Lake Champlain Maritime Museum, and a community-wide rowing regatta, in which students, faculty and staff are working collectively to log more than 2 million meters (approximately 1,350 miles) on Concept2 rowing machines by September 20, matching the distance covered by the author during her first month at sea.

Innovative projects are well under way this year in support of our goal to make early and ongoing connections with students include learning communities with embedded study-skills assistance and an expanded approach to our First-Year Seminars, each of which now has a mentor attached. Staff members as varied as our controller, our database manager, our dean of students and our graphic designer/ publications manager signed on to reach out to freshmen during the semester, to share a meal or conversation and extend the ways in which connections are made and sustained.

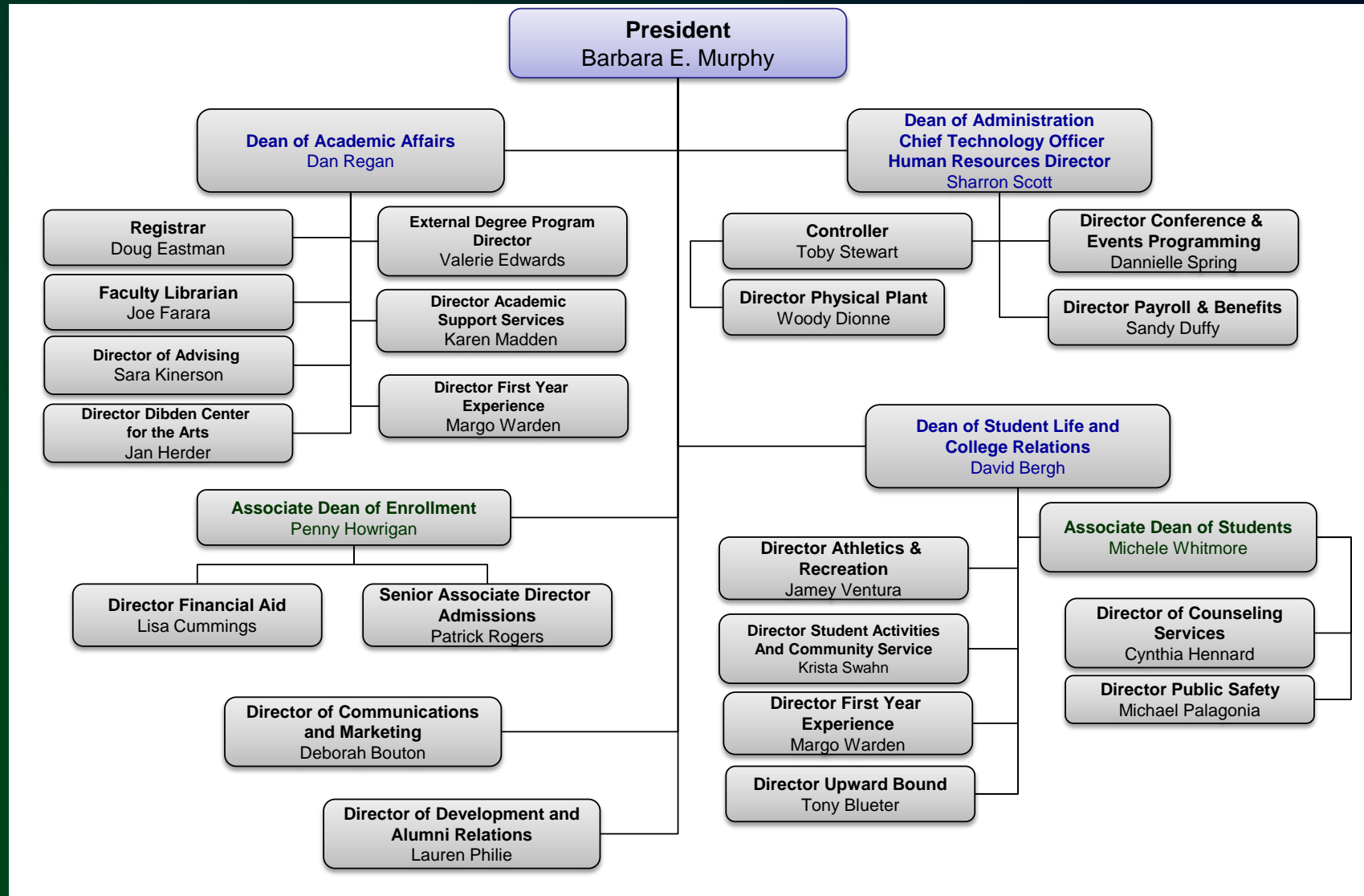
The Board of Trustees will launch a search for a new president of Johnson State College shortly. The board and chancellor will find interested and committed members of the JSC community to work with them during this transition. It is our intention to continue to position JSC as a strong and attractive college, a community that a new leader will be proud and excited to join.



The **CHESAMORE CUP** } **HELP US REACH OUR GOAL**
ROWING REGATTA } Sign up in **SHAPE** today!

Help us reach our goal to row **2,172,609 meters** by September 20, 2014!

Scan the code or visit www.jsc.edu to learn more!



Annual Report 2014



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

September 2014





Now is the time.

JOSEPH BERTOLINO | PRESIDENT

We are entering an exciting and pivotal time for Lyndon State College and higher education in general. As we begin the 2014–15 academic year, I am confident that we will build on our recent accomplishments, continue to increase our deeply felt pride in the “green and gold,” and rise to the challenges we face together.

I am honored to begin my third year as president and wish to extend my thanks to the entire Lyndon community for the support and encouragement they have provided me, the leadership team, and the College as a whole.

We have a number of accomplishments to celebrate and many new initiatives we are excited to share with you.

On the celebration side, two national honors from last year served to remind us of the extraordinary things happening under our roofs: Lyndon was recognized as one of the top 10 journalism colleges in the U.S. by *NewsPro* magazine, and our students placed first and third in the rigorous, year-long WxChallenge weather forecasting contest—making them the top student forecasters in all of North America. In both cases, Lyndon bested schools that were many times larger and better known.

Big things are happening at this small college.

In 2013–14, Victory Media designated Lyndon as a Military Friendly College, an honor which was renewed in 2014–15. And we were pleased to be ranked in the top 25 percent of Vermont colleges for return on investment.

Looking ahead, I have designated 2014–15 as Lyndon’s Year of Social Justice. The dozens of programs being offered as part of this effort revolve around a central ideal of equity, respect, and compassion in the way we live and work together. This fall we welcomed five new full-time faculty members and new academic programs in Music Business and Industry, Social Sciences, and the Visual Arts.

This year we will be gearing up to significantly expand enrollment and service to two critically important student populations. The Adult Education Implementation Committee is working on curriculum, delivery, and services to attract more “nontraditional” learners. We are especially pleased about our recently signed agreement with Education First, which will bring larger numbers of international students to the campus starting this summer.

We start the new semester with some 410 new students and some welcome improvements to the campus: a facelift in the Alexander Twilight Theatre lobby; a new science classroom, geology lab, and renovated chemistry lab; a new commuter/peer leader lounge; updated 24-hour computer lab; a new lab and more space for the Music Business and Industry program; and two new “smart” classrooms on Vail’s 4th floor. The LSC Learning Commons renovation and implementation is complete, an innovation that groups all the various academic support services for our students on the third floor of the Library and Academic Center.

“Lyndon was recognized as one of the top 10 journalism colleges in the U.S. by *NewsPro* magazine, and our students placed first and third in the rigorous, year-long WxChallenge weather forecasting contest—making them the top student forecasters in all of North America.”

2014–2015
THE
YEAR
OF
**SOCIAL
JUSTICE**
LYNDON STATE COLLEGE

“I have designated 2014–15 as Lyndon’s Year of Social Justice. The dozens of programs being offered as part of this effort revolve around a central ideal of equity, respect, and compassion in the way we live and work together.”

In the annual WxChallenge, a rigorous year-long weather forecasting competition against 46 other colleges and universities, LSC students placed first and third, and first in the final tournament. Left to right: A.J. Waterman (3rd place), Scott Myerson (1st place, tournament), and Ed Vallee (1st place).



As I mentioned, this will be a pivotal year for Lyndon. We enter the academic year with a decline in enrollment, which will place financial and other pressures on the our community. Nonetheless, we are meeting this challenge with optimism and embracing this as an opportunity to make the Lyndon experience better than ever.

Now is the time. This year we will enhance our focus on academic excellence and program delivery. We will create a strategic vision for enrollment management to guarantee student success and completion. We will ensure LSC's financial stability and increase our fund raising efforts. We will continue to spread Lyndon's message by enhancing all our communications efforts. We will coordinate business practices throughout the College to make being a student here as user-friendly as possible. We will continue to cultivate our close relationship with the Lyndonville community, the Northeast Kingdom, and the State of Vermont. And above all, we will stay true to our mission to provide access, opportunity, and a successful educational experience for all deserving candidates.

Now is the time. There is work to be done. We are ready to take Lyndon State College to new heights.

Joseph Bertolino, President



We hosted our second annual Veterans Summit in March 2014. D. Wayne Robinson, president and CEO of Student Veterans of America, was the keynote speaker. We also placed in the top 20 percent of the nation's colleges for veterans—the second year in a row.



Michael Barlow '87 (left), ESPN's senior director of Production Operations, shows off the new Sports Center set to President Bertolino, who traveled to Connecticut in spring 2014 to visit. Michael supervises the production staff of the new ESPN Sports Center. He is one of 25 Lyndon grads working for the media powerhouse.

A renovated chemistry lab is one of the many campus improvements completed this summer.



Academics

Academic Affairs

KELLIE BEAN | PROVOST/DEAN OF ACADEMIC AFFAIRS

The Office of Academic Affairs continues to center our mission on student success. This year holds many challenges, as we brace for changes happening all over higher education. We are positioning ourselves to react to student needs effectively and with care, and to create even more opportunities for students to find what they need here at Lyndon.

We have streamlined and enhanced our academic student services with the creation of a Learning Commons, renovated labs for our Natural Sciences and Music Business and Industry departments, improved outreach to students in Career Services, offered students experiential learning opportunities through iWOW projects, and secured generous donations of much-needed equipment for our Electronic Journalism Arts Department. Our faculty continues to assess and revise the curriculum with an eye toward student satisfaction and success, to provide occasions for hands-on learning, and to include students in research activities.

Our academic mission centers on student aspirations, both raising and meeting them. I am proud to lead this Academic Affairs team, excited by what lays ahead in my second year, and heartened by the successes we have already enjoyed.



Thanks to our new partnership with Education First we are expecting significant growth in international student enrollment.

Curricular News

Our first class of Early College students arrived this fall. We are pleased to give local high school seniors the opportunity to work with Lyndon faculty and pursue their college ambitions here. As students complete both their first year of college and final year of high school, they will come to see the possibilities before them in higher education and

the great academic programs Lyndon has to offer.

We are busy planning to welcome our first cohort of international students recruited by Education First (EF) in spring of 2015. Our relationship with EF will enhance our ability to reach out to and serve international students and will enhance the good work already being done around international programs here at Lyndon. Moving forward we will enhance study abroad opportunities for Lyndon students and continue to internationalize our campus and our student experiences.

Our curriculum is evolving with an eye toward serving students in more meaningful and varied ways. For example, spring 2015 will see the launch of our dedicated effort to serve and attract adult and nontraditional students by creating a course schedule that

Nedah Warstler is a mother of four, works with her husband's business, and attends LSC, where she is studying natural science. The College is placing a priority on creating curriculum, new delivery options, and services geared toward nontraditional students like her.





Burlington's Fox 44 has donated set pieces to our Electronic Journalism Arts Department's Video Instruction Center.

includes evenings and weekends. We continue to explore ways to be an even stronger educational and economic force in the Northeast Kingdom by offering programs that will bring students greater opportunities to secure employment in the region. And we continue to provide programs that offer the grounding many students need to seek either employment or graduate studies elsewhere.

The July 2014 hiring of Heather Bouchey as associate provost/associate dean for enrollment management and institutional research will allow LSC to focus on adopting best practices for streamlining student-, department-, and college-level data retrieval, analysis, and reporting. Institutional research efforts will continue to focus on understanding how best to increase retention, persistence, and graduation rates at the College. Focused training for college staff and faculty this coming year is intended to make LSC a more data-driven, decision-making institution.

The Learning Commons

Lyndon now has a one-stop academic support location for students, grouped around the main hallway of the Library and Academic Center. Academic support personnel from the library, information technology, the Writing Center, advising resources, and tutoring have created a convenient, integrated, and more efficient system for assisting students.

At the beginning of 2013–14, the information technology helpdesk merged with the library service desk to provide combined service for students. That was the start of Lyndon's Learning Commons.

This summer, library staff carved out space on the main floor of the library to make room for the Writing Center. Ten computers, a counter, lounge area, and several smaller study nooks were created to meet the various needs of students in that area—all at very little cost to the College. In collaboration with the Education Department faculty, this summer the library staff completely refurbished its instructional materials center and repurposed it into an Education Department class and practice teaching room, again, at little cost to the College. By identifying service overlap, duplication of services, resources and space, as well as the unmet needs of students, the Learning Commons model of collaboration will ensure efficient and expanded academic services for Lyndon students.



Enrollment Management and Institutional Research

HEATHER BOUCHEY | ASSOCIATE PROVOST/ASSOCIATE DEAN FOR ENROLLMENT MANAGEMENT AND INSTITUTIONAL RESEARCH

The Office of Enrollment Management and Institutional Research coordinates Lyndon's academic support and outreach through the Advising Resource Center, Academic Support Service, Trio/Project Excel, and the Leahy Center for Rural Students.

The Leahy Center

This past year, 71 5th–8th graders participated in the Leahy Center for Rural Students Early Start program—a six-week career and college explorations program for schools in Caledonia and Orleans counties. To date, the Early Start program has served more than 150 elementary and middle school students in the region.

For the 2014–15 academic year, the Leahy Center accepted its fourth cohort of eight Early Promise Scholars, first-generation college students residing within the Northeast Kingdom and surrounding counties, providing \$26,500 in scholarships to these incoming students. To date, the College has awarded more than \$414,000 in





This year we continued to expand our outreach to school-aged students in the region. We added six new summer camps including a Maker Camp (top left) and STEM Camp (above). During the school year we worked to promote advanced manufacturing careers in area schools—culminating in the Kingdom Career Connect event for 300 area 8th graders from 16 area schools (top right).

scholarships to Early Promise Scholars.

Leahy Center research staff continued to share findings from the Rural Adolescent Plans (RAP) study this year. Key findings show that parents' beliefs about the value of college—not teachers' beliefs—are linked to first-generation students' college plans. These results have important implications for interventions with first-generation students, including working directly with their parents.

The Center for Rural Entrepreneurship

ANN NYGARD | DIRECTOR CENTER FOR RURAL ENTREPRENEURSHIP

The Center for Rural Entrepreneurship (CRE) links the knowledge that students gain in the classroom to the skills that future employers expect. Through the CRE's creative initiatives, students along the K-16 pipeline get vital experiential learning and opportunities to practice skills in the real world. The impact of the program is not limited to the students; the CRE has helped create 138 jobs in the region to date.



In 2013-14, the Center for Rural Entrepreneurship:

- Attracted more than \$1.4 million in funding to support 220 student experiential learning opportunities.
- Expanded our successful Entrepreneurship Camp to offer four additional academic summer camps: Leadership, STEM, Maker, and Entrepreneurship 2.0.
- Developed a strategic partnership with Vermont Student Assistance Corporation and created a "student toolkit" to promote advanced manufacturing careers in area schools—culminating in the Kingdom Career Connect event for 300 area 8th graders from 16 area schools.
- Created the "NEK Workforce Hero" in *The Caledonian Record*; devised a thematic framework and business core concepts for the Office of Academic Affairs; piloted a video production team to work with area businesses; and awarded a WETFund grant from the Vermont Department of Labor to provide skill and supervisory training to an area manufacturer.

Projection

- iWOW (Incubator Without Walls) projects are expanding and will now offer, for example, multimedia projects beginning fall 2014.
- CRE will host the annual Business Education Summit and the Kingdom Career Connect event for 8th graders in spring 2015. The McClure Foundation has awarded \$29,650 to expand the program in 2015.
- More academic summer camps will be offered in summer 2015.

RESEARCH AND INTERNSHIPS

Lyndon is widely known for offering real-world experiences to our students. Here is a small sample of student/faculty research projects and internships from 2013–14.

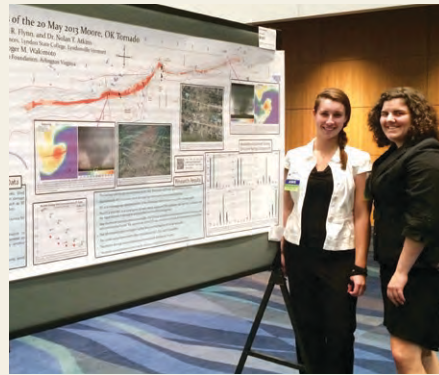
Atmospheric Sciences: Professor Nolan Atkins published two peer-reviewed papers with our students. “Observations of Wall Cloud Formation in Supercell Thunderstorms during VORTEX2” was accepted for publication in *Monthly Weather Review*. Authors: Nolan Atkins, Eva Glidden, and Tim Nicholson. Eva and Tim graduated from Lyndon in 2013.

“An Integrated Damage, Visual, and Radar Analysis of the 2013 Moore Oklahoma EF5 Tornado” was accepted for publication in *The Bulletin of the American Meteorological Society*. Authors: Nolan Atkins, Kelly Butler, Kayla Flynn, and Roger Wakimoto. Kelly and Kayla graduated from Lyndon in 2014.

Associate Professor Jason Shafer in the Atmospheric Sciences Department has been working with two students, Tyler Scheibenpflug and Vanessa Haley, on an applied research project with the Vermont Electric Cooperative (VELCO) to improve weather prediction around storms that produce power outages.

Mathematics: Professor Jim Bozeman worked with Kelly Butler '14 on a research project that approximated convexity ratio, which can indicate if voting districts have been gerrymandered, for all of the districts in North Carolina, Illinois, and Texas.

Students Matt Davey and Sam Hutchins



Kayla Flynn '14 and Kelly Butler '14 presented their award-winning poster at the annual conference of the American Meteorological Society in Atlanta, Ga.

completed a program in MATLAB, which calculates the convexity ratio when there is one bad vertex and any number of good vertices.

Kelly Butler's work is in a paper that is being submitted for publication. Matt Davey's and Sam Hutchins' work will be in a subsequent article.

Music Business and Industry: Last year's placements included Victoria Reeves' internship with Tony Bennett and Lady Gaga on their duo recording and video project. Students Geena Contrada, Jordan Racine, and Bonnie Hiliadis spent their winter holiday break working with James Taylor and his crew to set up his recording studio and assist when tracks were being cut by Taylor and his band.



Ian Sackett (left) collects black-legged ticks as part of his research project with Professor Alan Giese, a noted authority on the disease carrying pest.

Natural Sciences: In spring 2014, Professor of Chemistry Ian Balcom and his students investigated sustainable methods to clean contaminated soil (phytoremediation) at a site in East Charleston, Vt. The project was made possible by a grant Balcom received from the Vermont Department of Environmental Conservation.

Ticks and Lyme disease have become a significant health threat throughout New England. The Vermont Genetics Network granted Associate Professor of Biology Alan Giese a research grant allowing him to work on “Metagenomic Assessment of the Gut Microbiome of the Black-legged Tick.” A number of his students continue to work in the lab and in the field, collecting specimens throughout Vermont.

Geena Contrada, Jordan Racine, and Bonnie Hiliadis interned with musical legend James Taylor in early 2014.



Mountain Recreation major Nolan Pierce spent much of his senior year in a paid internship at Q Burke Mountain Resort managing their terrain parks.

Students

Residential and Student Life

ERIN ROSSETTI | DIRECTOR OF STUDENT LIFE



The 2014–15 Residence Life staff.

Twenty-one resident assistants (RA) began the 2014–15 semester with two weeks of comprehensive training with topics ranging from mental health first aid to restorative practices to cultural competency. A programming RA was added in the first-year students' residence hall complex, which we hope will result in increased participation by first-year students in college programs and events.

Student Activities

In 2014–15, the Student Activities and Leadership Center (SALC) will host a series of leadership workshops for Lyndon students. In February, the SALC office and the Department of Student Life will host the annual Vermont Student Leadership Conference. Students from colleges across Vermont

will join Lyndon students to develop their leadership skills.

This year the Campus Activities Board (CAB) will pass out incentives at programs to help increase student engagement and student interest in the organization. CAB has a new, interactive website that allows students to make programming suggestions, to be notified about upcoming programs and events, and to learn how to get involved with CAB. In 2014–15, programming and events are focused on the Year of Social Justice.

Commuters

A commuter life program is a new addition to Student Life, allowing for more interaction with, support of, and outreach to our commuter population. The program includes a Commuter Student Advisory Board, which gives students a venue to voice their unique needs and concerns.

Lyndon State Adventure Program

JAMIE STRUCK '87 | ADVENTURE PROGRAM COORDINATOR

In 2013–14, the Lyndon State Adventure Program:

- Strengthened relationships with our NEK neighbors. Area middle and high schools regularly use us for experiential programming for their students. Professional development programming designed for area businesses is growing—we had a very successful year-long program with Passumpsic Savings Bank.
- Developed a 2.0 Adventure Camp with the St. Johnsbury Recreation Program, offering more specific skills instruction and time in the mountains.
- Continued to expand the campus adventure infrastructure with the development of more mountain bike trails and new low course elements.
- Traveled to West Virginia for our annual excursion, which was actually three separate trips focusing on mountain biking, canoeing, and rock climbing. While there, 25 students donated more than 100 hours of community service.

This year we will:

- Continue to grow the strong relationships with businesses, organizations, and schools from around the Northeast Kingdom.
- Field our first intercollegiate adventure sports team. A surge in our biking popu-



Ice climbing on Lyndon's iconic Fountain Mountain resumed this winter. The LSAP offers instruction and supplies equipment.



Jena Finnegan

lation fueled the development of a new cycling team, which will compete in the Eastern Collegiate Conference for the 2014 season.

- Capitalize on the campus setting to deliver and improve on recreational opportunities right out of students' dorm rooms.

Athletics

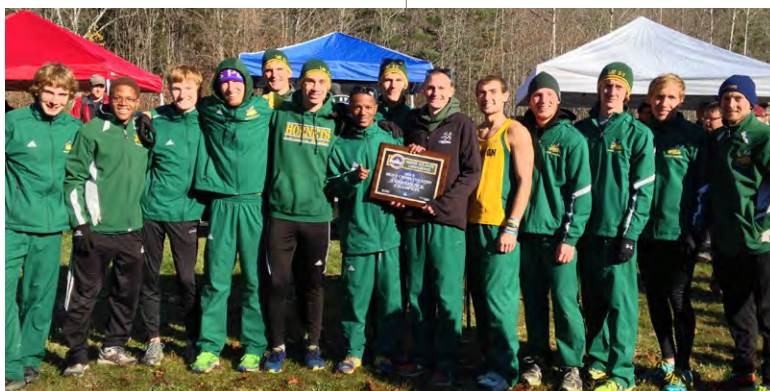
BILL JOHNSON '87 | ASSISTANT ATHLETIC DIRECTOR/
SPORTS INFORMATION DIRECTOR



Successes on the field and in the classroom.

The 2013-14 athletic season marked Lyndon's fourth year as an active Division III member of the National Collegiate Athletic Association and its fifth in the North Atlantic Conference (NAC).

Last year the Hornet men's cross-country program captured its fifth conference title in six years. Seven student-athletes made the All-NAC Team and both the men's and women's squads won a United States Track & Field and Cross Country Coaches Association (USTFCCCA) All-Academic Team Award—for the third time in the past four years. Lyndon was the lone NAC member to be named to both the men's and women's teams. Senior Kyle Powers and junior Tyler Scheibenpflug qualified for the NCAA Championship Meet in Hanover, Ind., marking the second consecutive year that two Lyndon runners earned a berth.



The Hornet men's cross-country program captured its fifth conference title in six years.

Second consecutive year that two Lyndon runners earned a berth.

All told, 17 Hornet student-athletes were named to All-NAC teams for their respective seasons, an additional five were named to the NAC All-Academic Team.

New staff, new opportunities, in 2014–15.

For 2014–15, the Athletics Department hired three full-time staff members. Kate Roy has been named associate athletic director and compliance coordinator and Kevin Pezanowski is the head men's lacrosse coach and intramural director. Chris Dorsey '07 is the head men's basketball and athletic facility manager.

Seven of our 12 intercollegiate teams are now served by a full-time, on-campus coach. This will foster more competitive teams while increasing academic awareness as well as recruitment and retention rates. Lyndon now finds itself poised to compete in the ever-changing environment of both the NAC and NCAA Division III athletics.

Further full-time hirings, facility upgrades, the expansion of the current development program, and increased exposure through the Hornets' social media could allow Lyndon to compete for NAC titles and afford additions and/or renovations to its athletic facilities to be in compliance with the NCAA. These initiatives would make Lyndon more attractive to prospective student-athletes.

The department will continue to promote proactive student recruiting. Two full-time coaches in the Admissions Department will boost the number of student-athletes, while funding for increased recruiting budgets and quotas are being discussed.

The department will continue improving athletic facilities as needed and when funding arises. Enhancements being considered include: the construction of an artificial turf field; the renovation of the baseball and softball fields in order to meet NCAA compliance; and permanent seating, press boxes, and public address systems at all outdoor venues.

Lyndonville
Color VibeHabitat for
Humanity

Community Service Learning

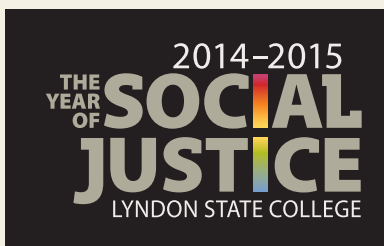
JONATHAN ROSS | RESIDENCE HALL DIRECTOR/PROGRAMMING
AND COMMUNITY SERVICE COORDINATOR



Public service is a value President Bertolino hopes to instill in all students by having them participate in good works in the community and on campus. In 2013–14 students took community service to new heights.

- The Community Service Learning ASSIST (A Society of Students in Service Together) program enters its fourth year at Lyndon State College.
- The number of community service hours has increased over the last three years: from 600 hours, to 800 hours, to more than 1,000 hours last year.
- Many partnerships will continue this year: American Foundation for Suicide Prevention, Northeast Kingdom Youth Services (NEKYS), Habitat for Humanity, Lyndonville Fire Department, Lyndonville Rotary, Helping Other People Everyday (HOPE), Rural Edge, The Pines, The Boys and Girls Club of the NEK, Faith In Action, the Lyndon Dog Pound, and The Red Cross.
- “Home grown” events such as the annual Lyndonville Color Vibe, homecoming weekend, and parent’s night off will continue.
- The Community Service Learning ASSIST program was nominated for the Presidents Higher Education Community Service Honor Roll 2014, and the NASPA Region 1 program of the year 2014; and was recognized at the NEACUHO annual conference in June 2014.

Areas for growth in 2014–15 will focus on student governance structure and organization, quality assessment measures, improved website and LSC events calendar presence, and serving our community and community partners in the most efficient and effective ways.

Kevin McGee '81 as
Clarence Darrow

At Lyndon, we pride ourselves on an ethic of care and putting people first. In order to further bolster this ideal, President Bertolino has designated the 2014–15 academic year as Lyndon State College’s Year of Social Justice. During the year, academic departments, student groups, and campus events and activities will focus on topics related to diversity and social justice.

We kicked off the year during the first week of the semester with a presentation by former NFL quarterback and self-proclaimed feminist Don

McPherson. Highlights among the dozens of activities planned for the fall include:

- A performance of the one-man show *Clarence Darrow*.
- A lecture by noted author Tim Wise, one of the most prominent anti-racist writers and educators in the U.S.
- A staged reading of *The Laramie Project*.
- Students Fight Back, an active presentation, which teaches students the basics of safety and self-defense in a humorous way.

Former
NFL
quarterback
Don
McPhersonTim Wise, named
by *Utne Reader*
as one of “25
Visionaries Who
Are Changing
Your World.”

Personnel

SANDY FRANZ '79 & '99 | DIRECTOR OF HUMAN RESOURCES

Thirteen staff and administrators came on board during FY2014 and the fall of 2014, several positions were reclassified and/or existing employees took on new roles, and five long-time employees—representing 122 years of service to Lyndon State College—retired.

New staff and administrators:

Brice Bird, social justice coordinator, p/t

Lindsay Carpenter, community outreach coordinator

Christopher Dorsey, SHAPE manager/
men's basketball coach

Kayne Gilcris, assistant athletic trainer, p/t

Jinai Gordon, RHD/student activities coordinator

Randy Matusky, coordinator of instructional technology

Ui Jeong Moon, senior research associate

Brian Papa, Atmospheric Sciences
data systems administrator

Abbey Pasquence, library information desk assistant, p/t

Kevin Pezanowski, director of intramurals/men's lacrosse
coach

Victoria Rouleau, staff assistant, institutional advancement

Katherine Roy, associate athletic director &
compliance coordinator

Mary Schlesinger, custodian/housekeeper

Reclassifications/new roles:

Thom Anderson, associate provost/associate dean
for academic programs & faculty

Kathy Armstrong, assistant to the dean of administration

Jennifer Aubin, senior financial aid officer

Heather Bouchey, associate provost/associate dean for
enrollment management & institutional research

Sheilah Evans, associate dean of administration

Jennifer Harris, executive director of development
& alumni affairs

Darlene Johnson, financial services consultant II

Sara Lussier, assistant director of annual giving

Cynthia Robertson, director of payroll & employee services

Erin Rossetti, director of student life

Jason Ryan, assistant chief technology officer

Retirements:

Jeff Davis, vehicle mechanic (28 years)

Susan Henry, director of intramurals/
SHAPE manager (26 years)

Susan Lynaugh, senior teacher leader,
East Central Vermont Literacy Consortium (13 years)

Richard Moye, professor of English (23 years)

Tim Sturm, professor of education (32 years)

WE WELCOME NEW FACULTY MEMBERS Five new full-time, tenure-track faculty members join us for fall 2014.



Assistant Professor **Ai Kamei**, Ph.D., is joining the Education Department to teach special education. She holds a doctorate from the University of North Carolina and is also licensed to teach in Japan.



Assistant Professor **Eden Haywood-Bird**, Ph.D., will teach Early Childhood Education. She has a doctorate from Colorado State University. Her dissertation examined how childhood "power" and "powerlessness" are expressed in the outdoor classroom.



Zane Pfefferle, Ph.D., joins the Exercise Science Department as an assistant professor of exercise physiology. He comes to LSC from the University of Delaware, where he worked in strength and conditioning for football and men's and women's basketball.



Alexandria Evans joins the Exercise Science Department as an assistant professor of strength and conditioning. She is the former assistant athletic director and athletic/academic coordinator at Lyndon State.



Assistant Professor **Robby Gilbert** joins the Visual Arts faculty to teach animation and illustration. He has extensive practical experience having worked on *Ranger Rick*, MTV, and Disney Interactive, among other projects.



Chemistry Lab



Music Business and Industry Lab



A new art installation in the dining hall was completed in August 2014.



Phase II of LSC's Veterans Park was dedicated on Veterans Day in 2013.

Administration

Facilities

LOREN LOOMIS HUBBELL | DEAN OF ADMINISTRATION

Between September 2013 and August 2014, Lyndon took on a number of campus improvements, all intended to support and improve the student experience.

There were major renovations in the science wing: new chemistry and geology labs, a new classroom, and new, energy efficient windows throughout. This is the first modernization project in recent years in science.

Music Business and Industry students returned to find a brand new, state-of-the-art lab with 17 iMac computers outfitted with all the latest software bells and whistles. In addition, there are four fully equipped iMac's in the annex. The College will take full advantage of this new facility with new courses in Music Technology, Audio Engineering, and an Electronic Music Composition concentration.

The ATT lobby is the hub of the major campus buildings—most students, staff, and faculty pass through it daily; many more than once. This summer, the deteriorating stone floor was replaced and the walls were brightened with masonry block and wood panels. Yet to come are a steel and glass balcony railing to replace the heavy, dark green panels, and steel and wood cornices for the masonry wall.

The fourth floor of Vail was renovated this summer: instructional technology was added to two classrooms; the hallway was painted and worn out carpet replaced. With the renovation of the faculty lounge and relocation of mailboxes, we were able to create a meeting space with a large conference table and comfortable soft seating.

Student lounges in the Stonehenge residence halls received new paint, furniture, flooring, game tables, and two pool tables. The 24-hour study/computer room was updated with better tables, conference chairs, and soft seating.

In the Stevens Dining Hall, new kitchen equipment will increase the dining options for students and improve the quality of operations. An accompanying technology investment will allow us to use the Alumni Dining Room as both a dining space and a multi-purpose meeting room.

On the grounds, phase two of the College's Veterans Park was dedicated in November 2013, and we added two miles of mountain biking trails and a bridge.

These projects were funded by a combination of capital funds and budget savings that allowed us to direct resources to improving the physical environment of the campus.

Looking ahead...

Numerous projects are on tap related to the infrastructure of the campus. Plans have begun to install a solar panel array to support the SHAPE pool, which will be a joint project for physical plant, faculty, and students.

We need to complete the renovation of residence hall bathrooms, mainly in Wheelock and Poland. The dining hall roof must be substantially repaired or entirely replaced. New air handlers for Vail will make a big difference in classrooms and offices. After having studied the movement of one corner of the building for the past year, a solution to the hydraulic lift and fall of the south corner of Vail must be designed. Lastly, campus walkways must be improved by installing landscaping with "way finding" signage, ADA accessible entrances inside and out, and paving in the neediest areas.

There are no major building plans to be executed until funding is available. However, that list of future projects includes the artificial turf field, a new dining hall, and science wing expansion. These projects are all in line with the campus master plan and will represent the first major execution from that plan.



Green Mountain Running Camp was one of the groups that contributed to a very strong summer conference season, a growing source of revenue for the College.

Finance

LOREN LOOMIS HUBBELL | DEAN OF ADMINISTRATION

FY2014

Lyndon had a solid year financially in 2014. Tuition revenues and enrollment were above budget, led by stronger than anticipated retention, offset somewhat by slightly lower than expected new student enrollment. Financial aid and waivers rose accordingly with the still positive result being more net revenues. Contributing substantially to the College's success was a \$1 million unrestricted gift, one of the highest in Lyndon's history. The unrestricted bottom line was \$1.2 million or 3.8 percent of the budget. Removing the impact of the \$1 million gift, unrestricted operations returned a surplus of \$200,000 or 0.7 percent of budget.

Notwithstanding the positive impact of the record gift, Lyndon remains intensely tuition driven. Fifty-nine percent of the operating budget is funded by net tuition revenues and fees. Including auxiliary services (student residences, dining, and bookstore) raises that dependence on student-driven revenue to 78 percent. State appropriations fund 14 percent of the budget.

The College faces the twin challenges of declining demographics for traditional students and increased pressure on financial aid. The recession is still very real for many of our students and their families, who are already starting from more modest means. Lyndon has increased financial aid funding in response, but it may not be enough to make college truly affordable for many.

FY2015

Lyndon begins fiscal year 2015 with a significant decline in enrollment. At this time our contingency budget is formulated around being down by 100 undergraduate students. The rescission of the half-percent increase in state funding is another, though admittedly less substantial, challenge. The contingency budget includes savings from budget cuts, holding open vacant positions, successful entrepreneurial efforts in conferences and events, use of unspent endowment funds and other internal reserves, and potentially, use of a portion of the College's strategic reserve. At this time there are no layoffs planned.

Even as we work to manage the budget shortfall, the College is continuing to make strategic investments in programs and services to increase recruitment and retention. New efforts in programs serving nontraditional students are underway. Investment in increased financial aid and student work/research funds support access and success. Discussions, already begun, will continue throughout this year on how to plan for the future and sustainably balance the budget.

Development

JENNY HARRIS '79 | EXECUTIVE DIRECTOR OF DEVELOPMENT AND ALUMNI AFFAIRS

Reflection and Analysis

The departures of Dean of Institutional Advancement Bob Whittaker and Director of Alumni Relations and Development Hannah Manley, coupled with recommenda-

tions from last year’s comprehensive external review, led to organizational changes in Institutional Advancement in July 2014.

The office has been restructured and a new strategic plan for development and alumni affairs was created. Jenny Harris is now the executive director of development and alumni affairs and will supervise the day-to-day operations and functions of the office.

Bill Laramée, former LSC dean of institutional advancement, will provide consultation to the office of institutional advancement and assist in the development of an institutional advancement strategic plan. Alumni and LSC community members will be recruited on a part-time basis to assist with the alumni relation functions; the Alumni Council and the LSC Foundation will serve as consultants with this initiative.

A review of FY2014 goals shows that the fundraising goal was unrealistic. This year, fundraising will be concentrated on annual giving, major gifts, and planned gifts. The office will use the “moves management” business strategy, focusing on alumni engagement and stewardship.

Projection

Private support is critical to Lyndon’s efforts to maintain high-quality instruction, excellent facilities, student financial aid, and endowment growth. To advance the College’s mission and goals in FY2015, the office is reviewing the feasibility of these goals:

Annual Fund	\$115,000
Promise Scholarship	\$75,000
Promise Operations.....	\$50,000
GAP Scholarship.....	\$25,000
<i>For this year, a major push will be made to solicit a four-year commitment of \$2,500 annually.</i>	
EJA Analog to Digital Conversion	\$30,000
<i>per year for five years</i>	
Endowment.....	\$75,000
Planned Giving.....	Five new planned gifts



Library + Information

The Samuel Read Hall Library

GARET NELSON | LIBRARY DIRECTOR

This was an especially fruitful year for the library as we took our first steps toward creating Lyndon’s Learning Commons. At the beginning of the 2013–14 school year we launched the “infoDesk,” located at the front library desk. It provides information, research, and library help, plus support for students seeking assistance from IT, with convenient, one-stop access to services. This was a popular and efficient move for students and the community we serve.

The next step toward the creation of the Commons was moving the Writing Center into the library reference area. This collaboration provides enhanced support for students who need help with writing and research assignments. More on the new Learning Commons can be found in this report under Academic Affairs.

In 2013–14 the library experienced a 14 percent increase in the number of students visiting the library—totaling 140,638 visits. Increasingly, students are coming in for help with research projects, to study, for IT help, or to find a quiet, comfortable place to study. We also experienced a 270 percent increase in the use of our research databases this year, primarily as a by-product of our marketing efforts and an ROI analysis of our database use. While database use is up, the cost is down to \$.79 per article from \$1.03 last year.

We analyzed our collection of circulating print books and “weeded” close to 25 percent of our print book collection based on the criteria of low use, relevance

to our curriculum, and condition. Thinning the collection has allowed us to create more study, teaching, and learning space for our students—as requested in a survey conducted last year.

In 2014–15 the library will continue to explore new ways to collaborate with Lyndon’s academic support units, such as Career Services and Advising, to provide top-notch services for our community.

Information Technology

MIKE DENTE '99 | CHIEF TECHNOLOGY OFFICER

The explosion of mobile devices continues with more than 11,000 new unique devices during the 2013–14 academic year. Today, on average, students bring 3–5 devices with them to campus. This trend shows no signs of slowing. There were 2,250 new unique devices within the first three days of the 2014–15 academic year. It’s clear that wireless networking has become one of the most critical services the Office of Information Technology (OIT) provides.

Data storage and backup requirements continue to grow. OIT currently stores approximately 10 terabytes of data for the campus, excluding the Electronic Journalism Arts Department’s data storage. A new data storage solution has been purchased anticipating a 25 percent data growth over the next five years. This includes backup storage and a new “warm site” on campus to provide rapid disaster recovery and remediation.

A review of the wireless system will be required this year to analyze potential capacity and growth issues. Residence hall wireless capacity is becoming strained with the skyrocketing number of devices per student. A new copier and multifunction accounting system, PaperCut MF, will be introduced to streamline the business office’s printing and copying chargeback system.

This year, the OIT will be upgrading labs, faculty, and students on the Microsoft platform to Office 2013. All PC platform labs were migrated this past summer. A new wireless access controller has been procured and will be installed this fall, increasing capacity and speed for wireless devices while providing redundancy for the wireless system.

Last but not least, we welcome our new Coordinator of Instructional Technology, Randy Matusky. He will be working closely with faculty to develop their online courses and he’ll be in classrooms to develop instructional technology resources.



Presidential Priorities

2014-15 | THE PRESIDENT'S LEADERSHIP TEAM



The big picture...

1. Enrollment Management

Assess data related to current LSC enrollment status and trends and create a strategic enrollment management strategy that will stabilize enrollment. Emphasis will be placed on determining the best enrollment size for the College, new strategic recruitment efforts, and enhanced retention efforts—all to support individual student success and increased completion.

2. Curriculum/Academic Support

Assess our current curriculum and create a structure that will provide students with an “academic road map to success and completion.” Emphasis will be placed on improved advising, flexible programs, and delivering a curriculum that is better and more efficient.

3 Student Services

Evaluate all student services and touch points at the College. Emphasis will be placed on creating a student support structure that provides comprehensive services and touch points from recruitment through completion.

4 Financial Stability

Create a 2016 budget that is balanced and does not tap into BOT reserves. Emphasis will be placed on right-sizing the institution, expanding revenue streams, and improving oversight.

5. Development/Fundraising

Create and implement a comprehensive fund raising strategy. Emphasis will be placed on securing scholarship dollars, increasing annual fund contributions, as well as planned and unrestricted gifts.

...and a closer look.

Academic Affairs

- Assess current curriculum and create a structure that will provide students with an “academic road map to success and completion.”
- Improve advising, create flexible degree programs, and enhance course offerings.
- Begin offering Vermont State Student Initiative awards to incoming first-year students this summer (ahead of schedule) in order to assist recruitment.
- Move forward with plans to create course offerings that appeal to the adult and continuing education population. That plan will be announced in the fall and will be piloted in the spring.
- Move forward with the Adult and Continuing Education Committee recommendations to increase online/hybrid offerings.
- Enhance transfer and veterans student support. Efforts will include increasing formal articulation agreements, expanding frontier outreach, creating flexible pathways for degree completion, and growing scholarships.
- Continue planning for the first cohort of international students who will arrive in summer 2015 through our agreement with Education First. A planning committee will be established this fall.
- Explore consolidation of course offerings and examine very closely the cost of instruction, by among other things, limiting overloads, excess students, and as many under-enrolled sections as possible.
- Begin planning for a Fast Track degree program that takes fuller advantage of concurrent enrollment opportunities and guarantees degree completion in three years.
- Collect data on probationary student experiences and schedules, and create a strategy that begins in the first semester for creating course schedules that are more likely assure student success.

Finance and Administration

- Create new avenues to grow revenue beyond tuition and fees.
- Evaluate current financial aid distribution structure and explore ways to increase financial aid and scholarships.

- Focus on improved financial reporting. This will give each department more timely and useful information on their spending.
- Build a cost model for the College so we can see where we do well, where we need to improve, and where we can save.
- Complete important state- and VSC-funded capital projects.
- Develop a 2016 budget that continues to focus on strategic initiatives while pulling back on projects, capitalizing on naturally occurring vacancies, and cutting inflation growth on supplies and equipment.
- Conduct external reviews of financial aid and maintenance.
- Complete our Plan for Strategic Transformation.

Student Affairs

- Conduct an external review of institutional aid distribution with the goal of implementing changes for 2015-16.
- Conduct a review of Admissions and the College's recruitment strategy.
- Implement Ellucian Recruiter, a powerful analytics and communications tool that will drive greater admissions yield.
- Add in-person admissions events and multi-media advertising as we approach the start of the fall and spring semesters.
- Add two full-time coaches in the Athletic Department who will serve as additional recruiters.
- Prepare the campus for the start of a new partnership in 2015 with Education First, a company that will recruit new international students to an intensive college transition program housed here at Lyndon.
- Move forward in all areas on the “Year of Social Justice.”

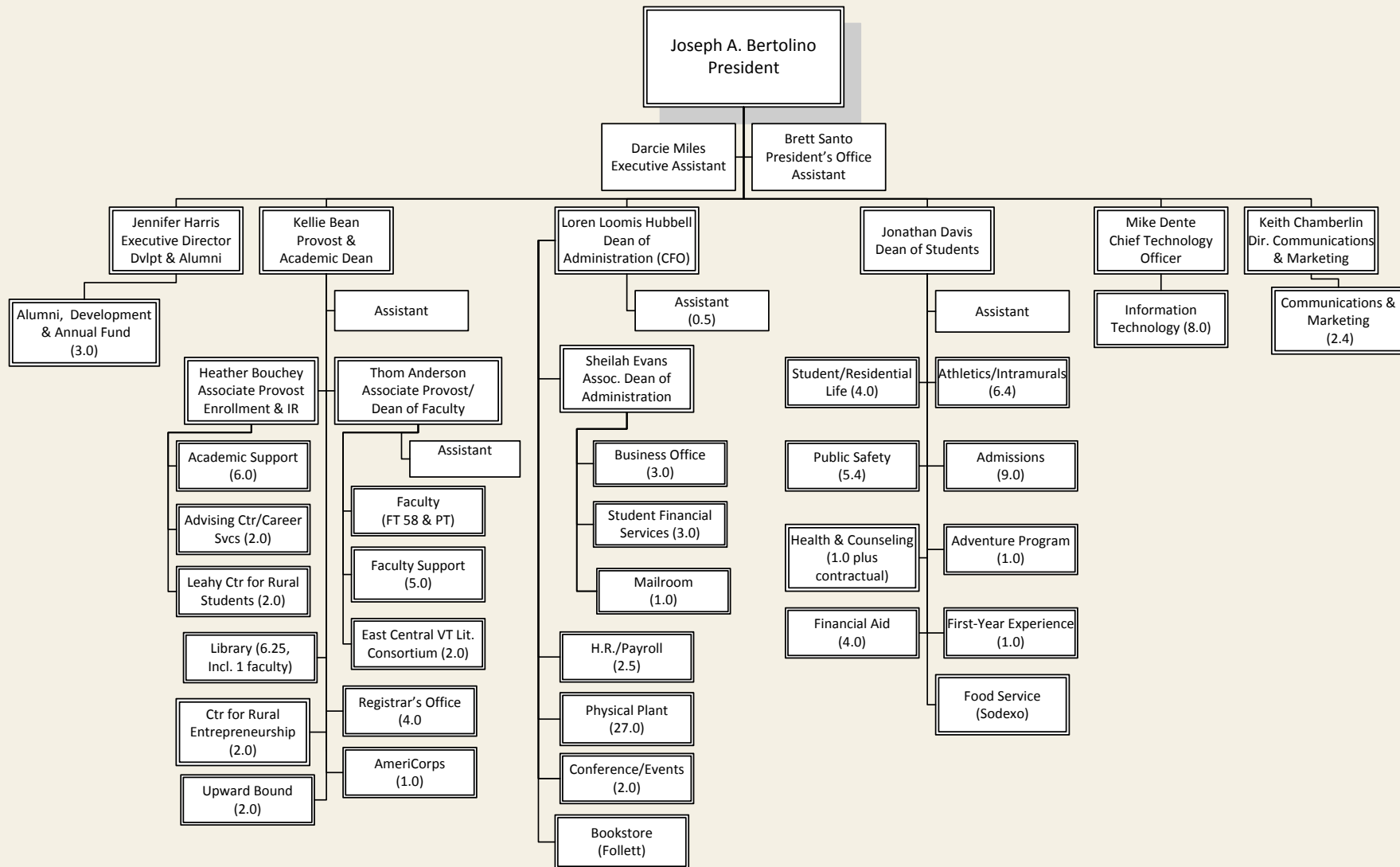
Institutional Advancement

- Create and implement a comprehensive fund raising strategy with the assistance of Bill Laramée and alumni support.
- Emphasize securing scholarship dollars, increasing annual fund contributions, as well as planned and unrestricted gifts.
- Increase annual fund to \$120,000.
- Refocus on major gifts—including securing the College's largest gift by 2017-18.
- Move forward with campaigns centered on specialized, scholarship support, Lyndon Launch, and the Electronic Journalism Arts Department.



Organizational Chart

FY2015



VERMONT TECH

PRESIDENT'S ANNUAL REPORT

A report for the Vermont State College Board of Trustees | September 2014



INTRODUCTION

This year has been a year of challenge and transition at Vermont Tech. Interim President Dan Smith was appointed in April 2014. At that point, President Smith framed three core internal objectives:



**VERMONT
TECH**

Restoring financial equilibrium

Building a collegial environment

Instilling a commitment to innovation

Externally, the college has been focused on increasing its profile among its core constituencies: Vermont students and employers. The college is committed to being the partner of first regard, whether the inquiry comes from state agencies, employers, our sister institutions in the VSC system, and those outside the college with whom we face common challenges and opportunities.

Challenges remain, but the College has many reasons to be optimistic. At its core, the nature of the hands-on, applied education offered at Vermont Tech is unique in the state of Vermont. Moreover, when considering the industries and opportunities that exist in the state, Vermont Tech is uniquely positioned to graduate students well prepared to play a role. Whether it is health care and support for an aging population, renewable energy and the state's goal of 90% renewables by 2050, increased production of local food and dairy innovation, the technology sector, housing or clean water, Vermont Tech grads will play a role in Vermont's future.



STUDENTS & STUDENT LIFE

Enrollment

As of August 31, 2014, our headcount enrollment is down seven students: 1474. Enrollment is up more than expected in Nursing and Allied Health programs, and down more than expected in non-Nursing and Allied Health programs. Strong performers for the 2014-2015 academic year Nursing: (ADN up 26%, PN up 11%, BSN continuing to grow), Dental (up 14%), Vet Tech (up 15%), Auto Tech (up 14%), and Prof. Pilot (up 33%). Our overall enrollment is one student greater than in 2013-2014.

This year, Vermont Tech is welcoming 742 new students (197 in Williston, 310 in Randolph Center and 235 in other locations), who come from 11 states and four countries.

Marketing

The Vermont Tech marketing strategy includes events, earned and paid media, and a strong social media presence. Significant effort this year has gone into the revitalized website and a strategy for earned media that reintroduces the college to the state and regional community.

2013-2014 events were very successful, including a **record-breaking turnout at the fall 2013 Williston Open House**. Overall, we hosted four Open Houses, two Instant Decision Days and five Saturday Information Sessions over the course of the year. Through these events, we introduced **325 prospective students and more than 700 total prospective students** and family members to our faculty, staff and current students.

Saturday Information Sessions: 25 prospective students, 59 total guests

Fall Open Houses: 179 prospective students, 395 total guests

Accepted-Student Open Houses: 76 accepted students, 173 total guests

Instant Decision Days: 45 prospective students, 84 total guests

As part of our marketing efforts, VTC unveiled a **brand-new website** in June. A sampling of its new features includes:

- **Bright and bold photography** on the home page. Our home page images change frequently and reflect what's new at VTC.
- **Vermont Tech in the News** – The news section is filled with links to articles about the college, our students, faculty and alums. Readers can share articles of interest on Facebook or via Twitter feed directly from the page.
- **Student Life & Photo Galleries** – This section of the site, like the home page, is updated frequently.
- **My Vermont Tech** – This space is designed especially for our current students and faculty.
- **Program Pages** – Each degree program now has its own page with info about our faculty, who's hired our grads and what types of work students might do after graduating with a VTC degree. Over time, we'll be adding profiles of current students and alums to these pages.



Early Google Analytics show that visitors to the website find the information they're seeking more efficiently. We expect to see a steady increase of visitors to our "Tours and Events" and "Apply" pages due to ease of navigation and greatly improved calls to action.

In addition to the website, last year VTC rolled out all new print materials, including a travel brochure (a small, portable viewbook), athletics brochure and financial planning document. Our new branding, unveiled in 2013, is now thoroughly integrated across all college materials.

Vermont Tech enrolled in the Yellow Ribbon Program this year. Degree-granting institutions of higher learning participating in the Post-9/11 GI Bill Yellow Ribbon Program agree to make additional funds available to eligible veterans or their designated transferees to apply toward education programs, without an additional charge to the veteran's GI Bill entitlement. These institutions voluntarily enter into a Yellow Ribbon Agreement with the Department of Veterans Affairs (VA) and choose the amount of tuition and fees that will be contributed. The VA matches that amount and issues payments directly to the institution.

Try a Major Day

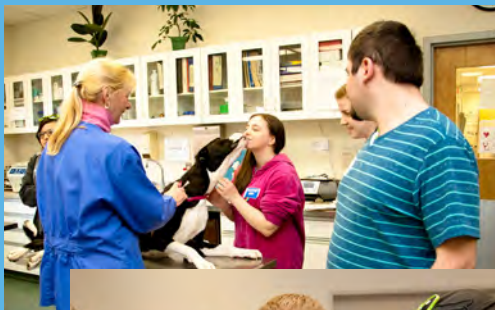
On April 18, Vermont Tech hosted its first Try a Major Day (TAMD) for high school/ career tech sophomores and juniors at

its Williston and Randolph Center campuses.

Students were invited to experience and participate in hands-on class activities guided by faculty, working alongside current VTC students in their respective programs. This was not the typical "tour the campus day."

It was a day when prospective students were able to interact with faculty and walk in the footsteps of current VTC students to experience firsthand all that Vermont Tech has to offer. TAMD was also the perfect opportunity for students to learn about career opportunities and to try out nontraditional-by-gender careers, such as women in engineering and men in allied health.

All departments took part in the initiative, which ran on both campuses



from 9 A.M. until 2 P.M., and more than 225 students attended, along with their teachers and some of their parents. Follow-up surveys indicated positive results: For many students, it brought

awareness about the many Vermont Tech offerings. For some, it generated a clear interest in pursuing Vermont Tech upon secondary school graduation.

Try a Major Day plans are well underway for this fall in Williston (November 14) and next spring in Randolph Center (May 1). Having

events at two different times and locations will provide greater exposure and the opportunity to attract even larger numbers. TAMD is an exciting opportunity to introduce potential students to our expert faculty and staff, our relevant experiential programs and talented current students, while providing a good overview and a genuine feel for life at Vermont Tech. (Note: Perkins funds will assist with many of the program expenses.)



Athletics

The Vermont Tech Athletic Department **honored 11 athletes with 19 athletic and academic achievement awards** at the annual Vermont Tech convocation on April 17. **Seven** were honored with United States Collegiate Athletic Association (USCAA) All-Academic or All-American awards. Student-athletes earn All-Academic honors by achieving a cumulative GPA of 3.5 or higher over the course of their academic career.

Jamal Hughes, a sophomore guard on the basketball team, was honored by the USCAA for making the All-American team. He averaged 25.6 points per game and was among the top five in five statistical categories for USCAA Division II.



Ama Baker, a senior point guard, averaged 17.4 points and 6.8 assists per game. Baker also reached a milestone this season by hitting 1,000 points in 2.5 seasons with the Green Knights.





Residence Life | Randolph Center Campus

VTC continues to work on improving the quality of the student experience at both our residential campuses and nursing sites, as well as for our online students.

On the Randolph campus, a Campus Life committee was formed by the Student Council to work collaboratively with college administrators on policies and issues related to residence life and food services. The Events Board, a student-run committee, hosted a number of successful events, including an excursion to the Boston Bruins vs. Montreal Canadiens game, a semiformal dinner cruise on Lake Champlain and a Spring Bash. With the support of the Vermont Department of Health, the college participated in the American College Health Association's National College Health Assessment, and results will be used to focus college programming and activities in areas of health and wellness. As a result of that work, the college formed a Tobacco Task Force to work toward addressing the effects of secondhand smoke and tobacco products.

Residence Life | Williston Campus

The new academic year has brought us a record-breaking number of residential students. We have filled our residence hall beyond capacity by doubling and tripling some dorm rooms. Even after making those adjustments, we still had a large number of housing requests. We worked with a community partner, Riverside in the Village, to lease apartments for housing an additional eight students.

Our new-student orientation kickoff started our academic year on August 21. We invited students from the St. Albans, Newport and Middlebury campuses to the Williston campus orientation. Nearly 250 students were invited, and approximately 200 attended with their families. Our caterer reported serving more than 300 meals!

Last spring, we hired a new staff member, Stan Costa, as our coordinator of student activities. He did a fantastic job coordinating fun activities for orientation weekend. A variety of fun and educational activities are on the schedule for the fall semester, including apple picking for the food shelf, a whiffle ball home-run derby, a drive-in movie night and a fall festival.

Three Vermont Tech students placed third in the **2014 ASHRAE Student Design Project Competition**. The team includes recent graduates Constantin Condrat and Tyler Gendron, as well as current senior Stephen Wichmann, who are all part of the bachelor degree program in Architectural Engineering Technology at Vermont Tech. The students submitted their senior project in the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) HVAC Design Calculations category competition in May. This is the second year in a row that students from Vermont Tech have placed in the top three in the international competition (in 2013, students placed second in the same competition).

Courtney Hart, a VTC BS.AET senior and president of the Vermont Tech ASHRAE student chapter, received the Lynn G. Bellenger Technology Scholarship for women engineering technology students. This \$5,000 scholarship from ASHRAE was awarded in memory of Lynn G. Bellenger, who was the 2010-2011 president of ASHRAE. Hart was the first recipient of the award.

PERSONNEL

Promotions and Tenure

J. Chris Reilly, chair of the *Architectural and Building Engineering Technology Department*, was promoted to the rank of associate professor with tenure.

Steve Belitsos of the *Diesel Technology and Power Department* was promoted to the rank of professor.

George Longenecker of the *English, Humanities and Social Science Department* was promoted to the rank of professor.

Joan Richmond Hall, program coordinator of the *Sustainable Design and Technology Department* and a member of the Science Department, was promoted to the rank of professor.

New Full-time Faculty

Jason Pelletier, BSN, formerly a clinical instructor for the ADN nursing program in Williston, was hired and appointed to the rank of assistant professor.

Elizabeth Steele, MSN, formerly a clinical instructor for the PN and ADN nursing programs in Brattleboro, was hired and appointed to the rank of assistant professor.

Connie Powell, MSN, formerly a registered nurse at the Dartmouth-Hitchcock Medical Center and an adjunct clinical faculty member at Colby-Sawyer College, was hired and appointed to the rank of assistant professor.

New Administrative Staff in Academic Affairs

Cynthia Martindill was appointed as the interim associate dean of Nursing Education Programs, responsible for administering Vermont Tech's PN, ADN and BSN curricula around Vermont. Cindy was previously site director of the NEK nursing programs in Lyndonville and Newport. Professor Sarah Billings, nursing program faculty, is filling in as site director for the Northeast Kingdom region.

Jane Kearns was appointed by a joint Vermont Tech/Community College of Vermont (CCV) search committee as the new director of the Hartness Library. Before taking over as director in December, she was the librarian on the Williston campus, serving the nursing sites and the online nursing and dental programs. Prior to joining Vermont Tech in 2009, she was a reference librarian at Caldwell College in New Jersey. A native of Montreal, she worked 12 years for CAE Electronics as a technical writer and an engineering assistant. Since 2011, she has served as the public board member on the Medical-Surgical Nursing Certification Board, representing the consumer interest on the board. Jane earned her Bachelor of Arts from Western University in London, Ontario, and her Master of Library Science from Rutgers University.

Kathleen Mason was hired as our part-time international student mentor. Kathleen provides a variety of support services for a growing number of international students from several countries, including Saudi Arabia, Pakistan, and the Cayman Islands.

Leandre Waldo-Johnson joined Vermont Tech in September 2013 as the associate director of marketing, communications and development. Leandre previously served as the director of communications at RunVermont. She earned her Bachelor of Arts degree, graduating *cum laude*, from Hamilton College and received her Master of Business Administration from the Heller School for Social Policy and Management at Brandeis University, where she specialized in nonprofit management. Leandre joined Vermont Tech's senior leadership team in August.

Laurel Butler is not new to VTC (business advisor, VtSBDC, for many years; and temporary coordinator of STEM Outreach last spring). This year, Laurel will continue to work with Rosemary Distel, associate academic dean, to raise STEM Career Pathways awareness among Vermont students. Laurel did a wonderful job with coordinating the first Try a Major Day last spring, and she will continue to expand on other STEM activities to help reach out to young people. This position for STEM Outreach comes as a result of the Perkins Career and Technical Education grant.



Lit Tyler was appointed Vermont Tech's new dean of administration. He has worked at Vermont Tech since 2008 and most recently served as a research analyst and director of institutional research, a position he's held for the past two years. Lit joined Vermont Tech as an academic scheduler and also serves as treasurer of the Vermont State Colleges United Professionals. As dean of administration, Lit will plan, implement, manage and supervise the college's financial and business affairs.

Four new staff members joined the **Institute for Applied Agriculture and Food Systems** last fall. **Peter Howe** serves as the farm operations manager, **John Roe** is a project manager, **Cara Butterly Gauthier** serves as outreach coordinator, and **Melissa Neilson** is the student resource coordinator. The Institute for Applied Agriculture and Food Systems at Vermont Tech is a new program that focuses on food processing and dairy farm management, with an emphasis on soil conservation and innovative energy production. It is made possible through a \$3.4 million Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant from the Department of Labor.

Retirements

Terrence Murphy, professor in the Architectural and Building Engineering Technology Department, retired after 28 years of service. Terry will return in the second semester as a part-time faculty instructor.

Gordon Reynolds, associate professor in the Civil and Environmental Engineering Technology Department, retired after 14 years of service.

Anna Gerac, director of the Nursing Education Programs, retired after 13 years of dedicated service.

ACADEMIC AFFAIRS

Harold G. Wirtz Award

The Harold G. Wirtz Master Teacher Award is the highest honor that a faculty member can receive at the college. The award is presented to a faculty member who serves as a role model for other faculty, having demonstrated deep mastery of his or her subject matter, engaged students at all levels of preparation, fostered intellectual curiosity and growth, and maintained strong collegial relationships with the Vermont Tech community. This year's recipient, **Professor Carolyn Stannard-Carlo**, is the first member of the Nursing Department to receive this prestigious award. As is tradition, Carolyn presented the keynote address at the 2014-2015 opening convocation ceremony on August 25. Professor Stannard-Carlo's photograph will join those of six other faculty members on the Harold G. Wirtz wall in the Administrative Center.

Summer Bridge

27 **Twenty-seven** students successfully completed an intensive four-week program that helps prepare new Vermont Tech students for a successful transition into college. The Summer Bridge program included many hours of tutoring, as well as fun activities, to help the students learn teamwork and how to become better college students. The Summer Bridge program was primarily funded through the Perkins grant.

Faculty Strategic Planning Retreat

Well over half of Vermont Tech's full-time faculty met twice this summer for a faculty strategic planning retreat, which originated with a motion made by Professor Allan Rodgers during April's faculty assembly. The purpose of this event was to help address critical issues facing the college. After a full day of discussion in June, 17 strategic initiatives were proposed, each with an acting leader. On August 20, faculty met for a second planning session to review and prioritize the 17 strategic initiatives. At the end of the day, four initiatives were voted as top priorities:

- Coordinating and consolidating course offerings for efficiency
- Addressing mathematics as it relates to student retention, especially in engineering technologies
- Determining how faculty can best assist in recruiting students and marketing the college
- Ensuring first-year success for students through monitoring and encouragement

Two New Uses of Technology

This fall, two new software tools will be utilized for semester course scheduling and online student evaluation of faculty. EMS by Dean Evans & Associates, LLC, is a VSC software package generally used across the system for room scheduling and meeting and event management. Erica Dana, Vermont Tech's scheduler, and Sarah Levin, registrar, will be piloting use of this software for academic scheduling, building the class and lab schedule for the 2015 spring semester. This is the first time in the VSC that EMS will be employed for academic scheduling.

After an extensive, systemwide evaluation process, Blue by eXplorance was selected as JSC's, LSC's, CCV's and VTC's online student evaluation platform. This fall, Blue will be piloted and tested in classes taught by tenured, full-time faculty who hold the rank of full professor. Subsequently, the software will be rolled out for student evaluation of all faculty.

Dual Enrollment and STEM Marketing Recruiting

Patti Coultas, director of the Career and Technical Teacher Education Program and dual enrollment coordinator, along with **Rosemary Distel**, associate academic dean, continue to expand dual enrollment options and processes with Vermont career and technical centers, as well as Vermont high schools. Emphasis has been placed on improving the oversight process to ensure strong academic quality of instruction and curriculum. This is especially important because the NEASC has added dual enrollment as part of the standard review for accreditation. The Vermont Legislature has been strongly encouraging higher education institutions to improve high school students' access to dual enrollment and early college programs.

Business Department

The Business Department conducted two surveys. One survey was distributed across majors to gather information on the potential interest in a business minor. Another survey was given to business students to assess areas for change and improvement. In response to these surveys, **the department is currently developing a minor or specialization in entrepreneurship** and hopes to offer this as an option beginning in fall 2015. The department continues to work on the development of its online bachelor's in Applied Business Management and has experienced an increase in enrollment of students in this program.



Diesel Technology

In June, VTC hosted a **film crew** at our diesel power technology building at the Catamount Center. The crew was busy filming 50-plus how-to videos to complement a diesel textbook. Our lab and students participated in the weeklong shoot and are featured in 45 of the videos. The videos include such topics as air conditioning service; electrical and electronic diagnosis; brakes, steering and suspension; shop and vehicle orientation; and drivetrain repair.

Dental Hygiene

The VTC Dental Hygiene Clinic had new computers installed at all the new dental units this summer. We hope this will be the next step to us becoming entirely paperless. In addition, we received a **\$5,000 grant** from the Northeast Delta Dental Foundation. This grant was used to repair our pediatric dental X-ray mannequin and to purchase six new dental hygiene handpieces. Our dental hygiene program is also pleased to announce a **100% pass rate** for all licensing examinations this year. VTC's Dental Hygiene program has enjoyed a national exam pass rate of 100% for more than 15 years.

CCV-Vermont Tech Pathway: STEM Studies to Renewable Energy

Efforts of faculty and academic staff at Community College of Vermont and Vermont Tech have resulted in a new **CCV STEM Studies A.S. transfer pathway** to VTC's Renewable Energy B.S. degree. CCV students who complete the STEM Studies A.S. degree, including a required list of technical courses, may transfer to Vermont Tech's Renewable Energy B.S. program and complete that degree with 65 credits of additional study. Additional pathways between STEM Studies and Vermont Tech's bachelor's degree programs are under consideration.

COMMUNITY
CCV COLLEGE
OF VERMONT

Nursing

It has been an exceptionally busy year for our nursing programs. Longtime leader **Anna Gerac** announced her retirement in the fall, and at the same time, the nursing faculty and staff began a yearlong strategic planning effort. The first outcome of the strategic planning was reclassifying the director of nursing position to associate dean of nursing. The next major outcome was initiating "Direct Progression" for qualified students through the three levels of the program. Instead of having to reapply to a competitive field for the ADN and BSN levels, qualified students can now move automatically through the program from PN to ADN to BSN. The third outcome of our planning was regionalizing our sites throughout the state. The program now comprises five regions: Northeast (Newport, Lyndonville, Wilder); Southeast (Brattleboro, Springfield); Southwest (Bennington, Middlebury); Northwest (Williston, St. Albans); and Central (Randolph Center, under the direct guidance of the associate dean). Finally, we added an Associate Degree component to our Springfield site, where nine new ADN students started on August 25. We also reopened the Middlebury site for incoming LPNs.

Our online ADN-to-BSN program kicked off in 2013-2014, and our candidacy for BSN accreditation was approved by the ACEN.



Along with the changes that resulted from strategic planning, our online ADN-to-BSN program kicked off in 2013-2014, and our candidacy for BSN accreditation was approved by the ACEN.

Finally, after 18 months of planning and preparation, the Brattleboro site moved into the beautiful joint CCV-VTC campus in the Brooks House in downtown Brattleboro. In addition to the opportunities to connect the faculty and students of our colleges, the new campus adds a state-of-the-art simulation skills lab, and classrooms to our nursing program at that site.

VTC nursing programs continue to be sought by potential nursing students. This year, we had **464 applicants** for our PN nursing program and enrolled 165 students. The ADN program had **247 applicants**; we enrolled 157 students. Our BSN program is in its second year, and we've enrolled **12 new students** this fall. One measure of the success of the nursing program is the pass rate of our graduates on the licensing examinations (NCLEX). Again this year, **we are above the national averages, with a 97% pass rate for the PN graduates and a 94% pass rate for the RN graduates.**

Looking forward to 2014-2015, the primary effort will be the completion of our self-study in preparation for the accreditation visit in early 2015 by the ACEN. This accreditation will for the first time encompass all three levels of our program: PN, ADN and BSN.

Fire Science

Alex Northern, director of the Fire Science program, was accepted to the Executive Fire Officer program at the National Fire Academy-Emergency Training Center in Emmitsburg, MD. He attended his first of four yearly visits to the center as part of the program. The chance to participate in this coveted program will allow for the publication of scholarly research, as well as networking and professional growth opportunities.



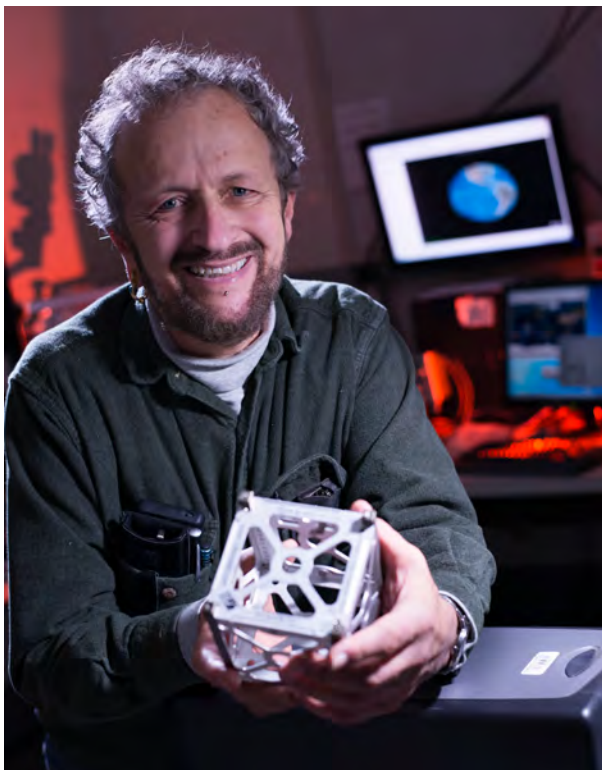
Closer to home, the program itself is strong and expanding. Over the past year, our fire engine has been equipped and upgraded with new tools, appliances and a David Clark intercom system. The objective is to model, as closely as possible, a working engine and the tools required to provide excellent public service. To that end, VTC Engine 1 (pictured) will now respond to calls for mutual aid from surrounding communities, including the towns of Randolph Center, Randolph and East Randolph. This initiative

has taken several years and is a testament to the role VTC students play in the vital life of the communities our campus is part of. This initiative will also add an invaluable experiential dimension to the program. There is potential for expansion of the response list.

The fire science lab received a much-needed makeover this summer. Old and unused equipment was discarded, and the space was rearranged to more closely resemble a working fire station. This will enhance student

learning and support. In addition, an exhaust system was installed that will vent toxic gases emitted from the engine.

Finally, this semester, the director will be applying for state recognition of programmatic first responder duties on campus, through a state EMS service license. This will provide weight and accountability to the informal first responder service provision that has been in place.



CubeSat

Vermont Tech's **CubeSat** laboratory (cubesatlab.org) has done very well this year. VTC's CubeSat was the first college/university-built satellite in New England and the first successful one in the Northeast, including the states of New York, New Jersey and Pennsylvania. The CubeSat launched on November 19, 2013, and we have been operating and requesting and downloading photos and other data every two weeks. The CubeSat laboratory director, **Dr. Carl Brandon**, gave talks about the project at Cal Poly in April, Cal Tech in May, and the Ada-Europe 2014 conference in Paris in June. He was nominated by AdaCore (our Ada/SPARK tools vendor) and selected as one of three "Top Innovators" nationwide by Embedded Computing Design for his work with our CubeSat. We also were featured in the Smithsonian's "Air & Space" September issue. We are awaiting notification of our next grant (in the past 10 years, we have applied for 21 NASA grants and received 16), which will start us on our next CubeSat – a triple (10 cm x 10 cm x 30 cm), with an ion drive, capable of going to the moon or Mars.

[CubeSats to the Moon \(Mars and Saturn, too\)](#) | Smithsonian Air & Space Magazine

[Carl Brandon named top innovator](#) | Embedded Computing Design

VAST

The Vermont Academy of Science and Technology (VAST) held its **25th graduation ceremony** on May 20 in Judd Hall at the Randolph Center campus. The special guest speaker at the commencement was Governor Peter Shumlin.

The class of 2014 included **48 graduates** with an incredible overall average GPA of 3.47. Twenty-seven of the graduates had GPAs greater than 3.5; 15 had GPAs of 3.75 or higher; and three had perfect 4.0 GPAs. These three students – **Jordan Mayer, Max Robbins** and **Anthony Spinella** – were announced as the **class co-valedictorians**.

Of special note was VAST's first, and only the second Vermonter, to receive the prestigious **Gates Millennium Scholarship**, a full scholarship to any college for four years. The Gates Millennium Scholarship recipient, **Indra Acharya**, was born and raised in a Bhutanese refugee camp in Nepal. Two years ago, Indra, his mother and two of his siblings moved to the United States and landed in Winooski, Vermont. Indra was accepted into the VAST program with an undeclared major. During his VAST year, Indra worked two jobs, one in the dining hall and one as a peer mentor for other international students. He graduated with a 3.97 GPA. Indra has chosen to attend Georgetown University to pursue a degree in law and politics.



While graduating 47, the class started with an initial group of 62 students being admitted meaning that 15 started but did not complete the program. Of the 47 students, 21 planned to return to VTC, 24 planned to transfer, 1 will enter the work force due to financial constrictions and 1 has joined the military. Historically, half have stayed at VTC and half have transferred. The biggest difference in this class is the number of students that transferred to other colleges despite VTC having the major they want to pursue (e.g. business, nursing, computer technology). This may be a result of the high level of the class overall or as a result of the turmoil and press during their VAST year.

For the 2014-2015 academic year, we admitted just those students we expected to be successful for a **total of 53**. The division between Randolph and Williston students this year is much more equitable with **16 students at Williston** and **34 at Randolph**. Of the 53 admitted, 50 students actually began the program in August, 49 from Vermont and one from New Hampshire. Of the three admitted students that did not begin, 1 chose to attend CCV's early college program to avoid taking math, one could not afford the room and board and lived too far away to commute, and one chose to stay at her sending high school.

[Vermont Tech VAST student receives prestigious Gates Millennium Scholarship](#) | VBM

[Refugee's long road to an elite college](#) | WCAX

Continuing Education and Workforce Development

The Office of Continuing Education and Workforce Development (CEWD) **designs and delivers workforce education and training, including customized workshops, courses that lead to certifications, degree programs and more.** CEWD also partners with respected national vendors to provide online, noncredit trainings with an open enrollment format.

In the past year, CEWD partnered with the following VTC programs: aviation, nursing, dental hygiene, fire science, sustainable design, auto tech, business, and agriculture, to provide new courses and support the work of the academic programs. We regularly work with faculty from a variety of areas to deliver courses at our corporate and government clients' sites. Clients include GMCR, GE, UTC/Goodrich, GW Plastics, G.S. Precision, Northeastern Precision Products, the Department of Homeland Security, IBM, Concepts NREC, Fletcher Allen Health Care, Vermont Agency of Transportation, Chroma, Omega, Brattleboro Fire Department, and many more.

In December, CEWD completed the Department of Labor green jobs training grant with 228 participants – exceeding the goal of 180 participants.

Ag Institute

The Institute for Applied Agriculture and Food Systems offered **15 courses** through August 2014 and had a total of **82 individual participants.**

Course topics ranged from welding to cheese making to digester operations. The institute collaborated with a number of agricultural and food entrepreneurs, organizations and industry associations around the state to develop the curriculum for the short course offerings. They included the Vermont Grape and Wine Council, Hannaford Career Center, and Drop-In Brewing of Middlebury, Vermont.

Plans are moving forward with creating a **milk plant** on-site that will process approximately 600 gallons per day from the dairy operation once it is running at full capacity. A 30' x 48' commercial greenhouse was purchased and erected in the spring to help extend production of produce from the market garden, and a tractor was acquired by the farm to help aid market garden production.

Going forward, the institute plans to expand course offerings to other Vermont Tech campuses around the state. Starting in fall 2015, the institute aims to launch the **Working Lands Master Certificate Program.** This 37-week experience will expose students to a variety of food and agricultural topics in a short-course format with academic credits included that can be rolled into the Agribusiness Management associate's degree program.



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US News & World Report

In the annual best college rankings by U.S. News & World Report, Vermont Tech is pleased to announce that the college has been **ranked number 36 among the Best Regional Colleges for 2015**. As a public college, **Vermont Tech ranks number 10**, making it one of the **top 15 public colleges in the north for the third year in a row**. Vermont Tech is one of just two Vermont schools to rank in the best northern regional colleges category and is the only public college in Vermont to be included in the regional colleges in the north ranking.

Commencements

On Saturday, May 17, Vermont Tech celebrated the college's **148th annual commencement ceremony** at Norwich University, where **152 graduates were awarded bachelor's degrees and 310 were awarded associate's degrees**. The largest group of graduates was nursing students, with 122 grads, followed by Bachelor of Science in Business Technology and Management students with 34 graduates. Roger Allbee, former Vermont Secretary of Agriculture, Food and Markets, delivered this year's commencement speech and was also awarded the honorary degree of Doctor of Science. Graduating senior Magdalene Miller was the student speaker.



On Saturday, June 21, Vermont Tech celebrated the graduation of **132 students** in the Practical Nursing program. Taking place in Judd Hall at the Randolph Center campus, the commencement ceremony marked the graduation for the college's nine sites throughout the state where the nursing programs are offered. A number of academic achievements were recognized at the ceremony, as **86% of the class graduated with honors or high honors**, and 93 students are going on to the Associate Degree in Nursing program.



FINANCE & DEVELOPMENT

Scholarships and Donations

David Blittersdorf, well-known renewable energy entrepreneur and president and chief executive officer of Williston-based AllEarth Renewables, committed **\$120,000** to support the launch of the college's new Renewable Energy bachelor's degree program. The program will prepare graduates to play a hands-on role in implementing the state of Vermont's goal of achieving 90% renewable energy by 2050. The program launched this fall.

ADDITIONAL DONATIONS INCLUDE:

Sodexo	\$48,705
Pepsi	\$26,240
Higher Education Trust Fund Match	\$25,019
George Daly	\$25,000
Auto Club Enterprise	\$15,000
(to Endowment)	
Ned Herrin	\$21,000
(to Endowment)	
Mary Sumner Estate	\$63,467.11
(to Endowment)	
IBM Equipment Gift-in-Kind	\$18,511

FACILITIES

A number of improvements were made to facilities on campus in the past year. State funds supported exterior painting/repair of four buildings, two buildings received new tile and carpet, the roof of the heifer barn on our farm was replaced, and several energy management system upgrades are in process. The VSC Dorm and Dining funds supported new carpet installation in Nutting Hall, interior painting in Morey and Keenan halls, and a fire alarm upgrade for the residence at 44 Water Street. Finally, quasi-endowment funds were used to improve residence hall lounges (window installation, flooring, painting) and install new water fountains in Keenan Hall.

Conferences & Events

Vermont Tech in Randolph Center continues to be busy year-round with meetings, special events and conferences. Partnering with Sodexo catering services and our supportive facilities crew, Conferences and Events strives to provide both our own colleagues and external guests with a first-class experience in the heart of Vermont.

This office is most proud of the connections made with youth groups and programs, particularly during the summer months, with the hope of seeing some of these young

participants as students on campus one day! We began the 2014 season with the **Hugh O'Brien Youth Leadership Conference** and ended with a two-week "boot camp" for new career and technical center teachers starting their careers as secondary educators – how fitting! **We also proudly hosted politicians, the American Legion Auxiliary Green Mountain Girls State, musicians, Lyra Summer Music Workshop, athletes, Vermont Voltage Soccer Camp, and the Vermont State Firefighters Association Fire Cadet Academy.**

Looking ahead, Conferences and Events will help with Alumni Day, Open House, commencement 2015, and many other college events. We will welcome daylong conferences such as **Senator Leahy's Women's Economic Opportunity Conference, Women Can Do!, and the AHEC Health Careers Focus Conference.** All of this, and many more events, add to the vibrancy and excitement of life at Vermont Tech.

Brooks House

The Brattleboro campus is located in the center of downtown Brattleboro in the historic, former Brooks House Hotel building. The campus was completed in August in conjunction with CCV. It is shared with CCV and features state-of-the-art teaching and learning spaces, including science, nursing and high-fidelity simulation laboratories. The 18,000-square-foot campus has two computer labs, a student learning center and a spacious student lounge. The student-friendly campus also features multiple retail and food services, both within the complex and adjacent to the campus. The campus is on the bus line, is near the town transportation center with connections to long-distance bus service and the local Amtrak station, and has ample nearby municipal parking available.



VERMONT INTERACTIVE TECHNOLOGIES

Utilization

The mission of Vermont Interactive Technologies (VIT) is to **support the economic health and development of the state and its citizens by providing the technical infrastructure and operational expertise necessary to deliver education, training and information equally to all areas of Vermont.** This past year was another productive and rewarding one filled with both challenges and successes. As technology rapidly advances and Vermonters' needs are ever-changing, VIT's charge has been to quickly and economically develop solutions to meet those needs. VIT's team consistently demonstrates the ability to tailor-build technological solutions and to provide expert support to educators and organizations statewide.

VIT logged more than 31,000 hours, supported close to 22,000 participants, and attracted 26 new clients.

PROGRAMS

- Workforce training
- Dual enrollment classes
- Court proceedings
- Staff meetings
- Undergraduate degree programs
- Depositions
- Public hearings
- Volunteer trainings
- Candidate interviews

ORGANIZATIONS SUPPORTED

- Vermont Tech
- University of Vermont
- Vermont Department of Labor
- Vermont Supreme Court
- Vermont Insurance Agents Association
- American Red Cross
- Mount Anthony Union High School
- Cathedral Square
- Vermont Department for Children and Families
- Master Gardener Vermont
- Association for the Blind & Visually Impaired
- Public Service Board
- Vermont Student Assistance Corporation
- Vermont Association of Realtors

- Vermont Department of Corrections
- Vermont Licensed Plumbers
- Department of Vermont Health Access
- Vermont Association of Snowmobile Travelers
- Center for Research & Public Policy
- Johnson State College
- **The White House**
- and more

TECHNOLOGY SOLUTIONS OFFERED

- Room-based conferencing
- Desktop conferencing
- Tablet conferencing
- Smartphone conferencing
- Video streaming
- Digital archiving
- Site and device bridging
- Mobile system deployment
- Custom design and installation of in-house systems

MOBILE SYSTEM DEPLOYMENTS

- Hilton Burlington for UVM
- Castleton State College for VSAC
- Vermont Agency of Human Services for Connect Vermont
- Vermont Tech for Nursing Graduation

Custom Design Installations and Support

VIT designed, installed and supported in-house systems for Vermont organizations and businesses. The photo below shows a videoconferencing installation at the



new Center for Research & Public Policy (CRPP) at the base of Okemo Mountain in Ludlow, Vermont. You have to look closely to find the camera, microphones and other videoconferencing technology. The VIT team did an exceptional job of hiding it in order to support the aesthetics of this beautiful space.

Technological Advancements

In 2013, VIT introduced a new service that allows personal device connections via computers, tablets and smartphones. The result can be a virtual classroom/meeting room with a combination of connections, such as two VIT classrooms, one worldwide classroom, two desktops, two tablets and one smartphone. This past year, VIT expanded the ever-growing web of connectivity even further by building a web conference integration gateway. **This new gateway allows the seamless integration of web conferencing services such as GoToMeeting, Google Hangouts and Skype with VIT, enabling users on all services to cross platforms without difficulty.** Now Vermonters truly can connect to each other and to the world, *where, when and how* they want

Future Focus

In recent years, VIT has diversified its offerings and potential revenue streams. This year will be focused on marketing those new services to existing and prospective clients and meeting a very aggressive revenue goal.

In addition, in response to requests from clients, VIT is exploring the feasibility of offering a lecture capture/video module production and editing service for its clients who use VIT for distance learning. This could provide an end-to-end solution for clients who wish to provide synchronous, fully interactive experiences and accompanying asynchronous video modules.

The VIT team continues to take great pride in the learning communities it builds in partnership with its clients and is looking forward to another rewarding year.

LIBRARY/ INFORMATION SYSTEMS

Hartness Library

Hartness Library has continued to work on implementing the objectives outlined in the Hartness Library Strategic Plan 2012-2017. Hartness Library at a Glance 2013 details our major initiatives this past year, including facts such as how many questions we answered using online chat, how many full-text articles were accessed, the number of people who visited the library in person, and more. The Hartness team uses these statistics each year to assess how our services and resources are meeting the needs of our college communities and to make changes where needed.



Hartness Library's students and faculty accessed more than 240,000 full-text articles and eBook chapters from our collection in 2013; that's a 20% increase over 2012. We hope to continue this access trend by making our resources easy to access from any device using our new mobile-optimized website.

Our ask-a-librarian service is well-suited to reaching out to a librarian on a handheld device. The service offers users access to a Hartness librarian using email, an 800 number, online chat and, most recently, via text message.

After a semester of beta testing, Hartness is rolling out the new VSC library catalog for our users for the start of the fall 2014 semester. The new interface and improved usability will help our large population of remote users at VTC and CCV engage more easily with our print, eBook and streamed video collections by offering many new features, including previewing print books in Google and faceted sorting of results.

Hartness is converting to an open-source link resolver product called CUFTS for the start of the fall 2014 semester, joining the other VSC colleges in using this tool for electronic journal and article discovery across multiple vendor platforms.

Hartness Library supported the new nursing and business online programs this year with an online library orientation and has embedded librarians in the nursing and dental hygiene online bachelor's degree classes. The online library orientation (available under Guides & Help on the Library home page) was included as a module in the VTC New Student Orientation Moodle class and includes interactive "try its" and Hartness-produced video tutorials.

Information Technology

Academic IT Advisory Group

A group of academic technology users has been formed to help guide the department going forward. Topics of discussion this fall will include the future needs of computer labs, and design of an interactive classroom for combining distance learning with in-class instruction.

Shared Services

We have worked with the Chancellor's Office and other VSC colleges to move to centralized models for managing all aspects of our email and calendars. We have also combined with CCV to support both the network and our end users as one IT staff at our new shared site in Brattleboro. **Both of these actions have saved CCV and VTC a considerable amount of money.**

Classroom Technology

The two-year project to upgrade all classrooms to brighter, high-definition, wide-screen projectors has been completed. These upgrades were targeted toward people with visual impairments but have greatly improved the classroom experience for everyone.



Lab Upgrades

All the computer labs in the 100, 200 and 300 buildings in Williston have been upgraded with new machines. The CIS lab in Conant and a CAD lab in Clarke were also upgraded.

Network Upgrades

As promised, all sites are now running on new and improved network connections. Randolph Center saw the biggest increase, with its total available bandwidth being 10 times what it was last year. All other sites got upgrades based on usage as well, and our future ability to upgrade a single site independent from the overall contract has been greatly improved. Network contracts for the VSC were also renewed and greatly improved this year, and we're actively improving our local networks to better take advantage of our increases in bandwidth. As part of this process, we're also shifting our focus from wired to wireless infrastructure where possible to better serve the needs of our users.

PUBLIC SERVICE/ SPECIAL ACTIVITIES

Last fall, seniors in our Sustainable Design Technology (SDT) program worked with the city of Montpelier designing for the city's "Net Zero by 2030" initiative. Students worked with city officials and produced designs for the 1 Taylor Street project. Their designs helped to inform the committee and architects who are currently preparing the final design. **The students' projects are currently on display in the Montpelier City Hall.** Students in the SDT senior studio course will continue to work with the city in the coming year on their sustainability initiative as the city formalizes a strategic plan to move forward.



On May 27, installation of Vermont's first parklet commenced in Montpelier. In partnership with Montpelier Alive, 15 Vermont Tech architecture students designed the parklet, acquired permits and built the small deck. This parklet will remain in Montpelier for two summers, and the city has dedicated six parking spaces for future parklets to be built. The structure is intended for pedestrians to have a place to sit and socialize in the warm months of the year.



The **2014 Outstanding Community Service Leader Award** was awarded to the **Bennington Practical Nursing class**. At the Bennington campus, the Practical Nursing students – all 23 of them – made a commitment to provide 100,000 minutes of community service to a variety of local agencies and national organizations. They began this initiative in August 2013 and thus far have completed more than 35,000 minutes of service. The class has maintained a binder to record the number of minutes and types of services provided by students. Faculty member Inge Luce, the PN class advisor, has guided the class in its community service activities. Some examples of these activities include:

- Volunteered their time and talents to a cancer awareness event
- Provided health teaching for the community (hand hygiene, importance of immunizations)
- Donated \$209 to Bennington-Rutland Opportunity Council (BROC), an organization that assists low-income Vermonters with meeting basic needs
- Baked desserts for Bennington's Fallapalooza community event in downtown Bennington
- Participated in College Night and provided health teaching for community members (healthy food choices, hand hygiene, flu immunization information)
- Participated in Project Against Violent Encounters (PAVE) events

Vermont Tech received its first check for electricity sold to Green Mountain Power from our new anaerobic digester, Big Bertha.



Construction is nearly complete, with only fine-tuning and final site work – paving and planting – remaining. The college is working with a valued partner, Grow Compost of Moretown, to study using food waste as a feedstock for anaerobic digesters. That work is supported by a grant from the Clean Energy Development Fund. Our first apprentices, Travis Brigante and Zyla Nuite, received their certificates and our heartfelt thanks for helping us through Bertha's summer shakedown cruise. Travis is now focused on his senior-year classes, and Zyla will be staying on as a research assistant and data coordinator. Our second pair of apprentices, Dar Gibson and Jamie Carmichael, arrived on our first day of fall classes. We're happy to have them and are grateful for the continued support of the college farm and facilities crews!



On August 24, a great showing of **VTC alumni** spent a full day at the college farm in celebration of Alumni Farm Day. The group worked together in the heifer barn, cleaned out the milking parlor and helped staff prepare for the new year.



In July, 22 teens from around the state took part in an intensive six-day residential **Entrepreneurial Institute with the Governor's Institutes of Vermont**, hosted by Vermont Tech in Randolph Center. This fast-paced and fun collaborative program started with idea generation and evaluation, then moved through the business development stages and culminated in a "rocket pitch" competition where six teams of students pitched their business ideas to a team of expert business and faculty professionals in just 10 minutes. The goal of the institute was to empower and educate youth entering grades 10-12 about the power of entrepreneurship to transform their lives and communities and the world.

Vermont Tech had a great turnout at Gifford Medical Center's **Last Mile Ride** on August 16. The annual event raises money for Gifford patients in and out of the hospital who are in advanced stages of illness or at the end of life. The ride raised more than \$60,000 for area residents.



SPECIAL COMMENTS PLANS

Ag Lab

Through a comprehensive site selection process, the State of Vermont chose the Vermont Technical College campus in Randolph as the recommended location of a new collaborative laboratory facility serving the Agency of Agriculture and the Agency of Natural Resources. Having selected our campus as the location, the state Department of Buildings and General Services will move into a conceptual design phase in anticipation of funding as a part of the FY 16/FY17 state capital budget.

The site selected is a five acre parcel below the soccer field and north of BigBertha, the biodigester. The building is planned for roughly 30,000 sf in two stories. Media coverage about the lab is [here](#).

One of the most compelling aspects about our site was the opportunity to build highly beneficial partnerships with the college over time. From their own report, the state sees the lab as “a community of environmental scientists, with a core of analytical chemists and biologists, with a periphery of applied scientists.” A group of skilled scientists that kind would deeply augment the work we do with students and open the opportunity for a broad array of collaborative efforts. The lab will be responsible for testing and analysis in support ANR and Agency of Agriculture programs in air and water quality, waste management, testing for animal, food, forest and plant pathogens, weights and measures, and a host of other agency programs. We are optimistic that a well-framed partnership with programs that relate directly to the work of the lab can be useful to the state and beneficial for the college and the students we serve.

A project like this is should reinforce the value of the work done at Vermont Tech and a strengthen a vision of our campus in Randolph as the intersection of environmental science, agriculture, food and energy in the state.

Accreditation Visits

ABET, the Accreditation Board for Engineering and Technology, will send an 11-person site evaluation team to the Randolph Center and Williston campuses **October 19-21**. Self-studies for each of Vermont Tech’s associate’s and bachelor’s degree engineering technology programs were submitted to ABET’s Engineering Technology Accreditation Commission (ETAC) in June. ETAC’s site evaluation team chair is Dr. Carol Schulte from McNeese State University, Lake Charles, Louisiana. Co-team chair is Dr. Wilson Gautreaux from Rayonier Performance Fibers in Jesup, Georgia.

A self-study report for Vermont Tech’s PN, ADN and BSN nursing programs is currently being developed to prepare for a midwinter accreditation visit by the Accreditation Commission for Education in Nursing (ACEN).

Vermont Tech’s New England Association of Schools & Colleges (NEASC) fifth-year interim report is due next summer. Dean Brent Sargent is leading the team that will coordinate writing the report during the 2014-2015 academic year. NEASC will also conduct a site evaluation visit to Vermont Tech’s external degree program site at General Electric in Rutland, Vermont

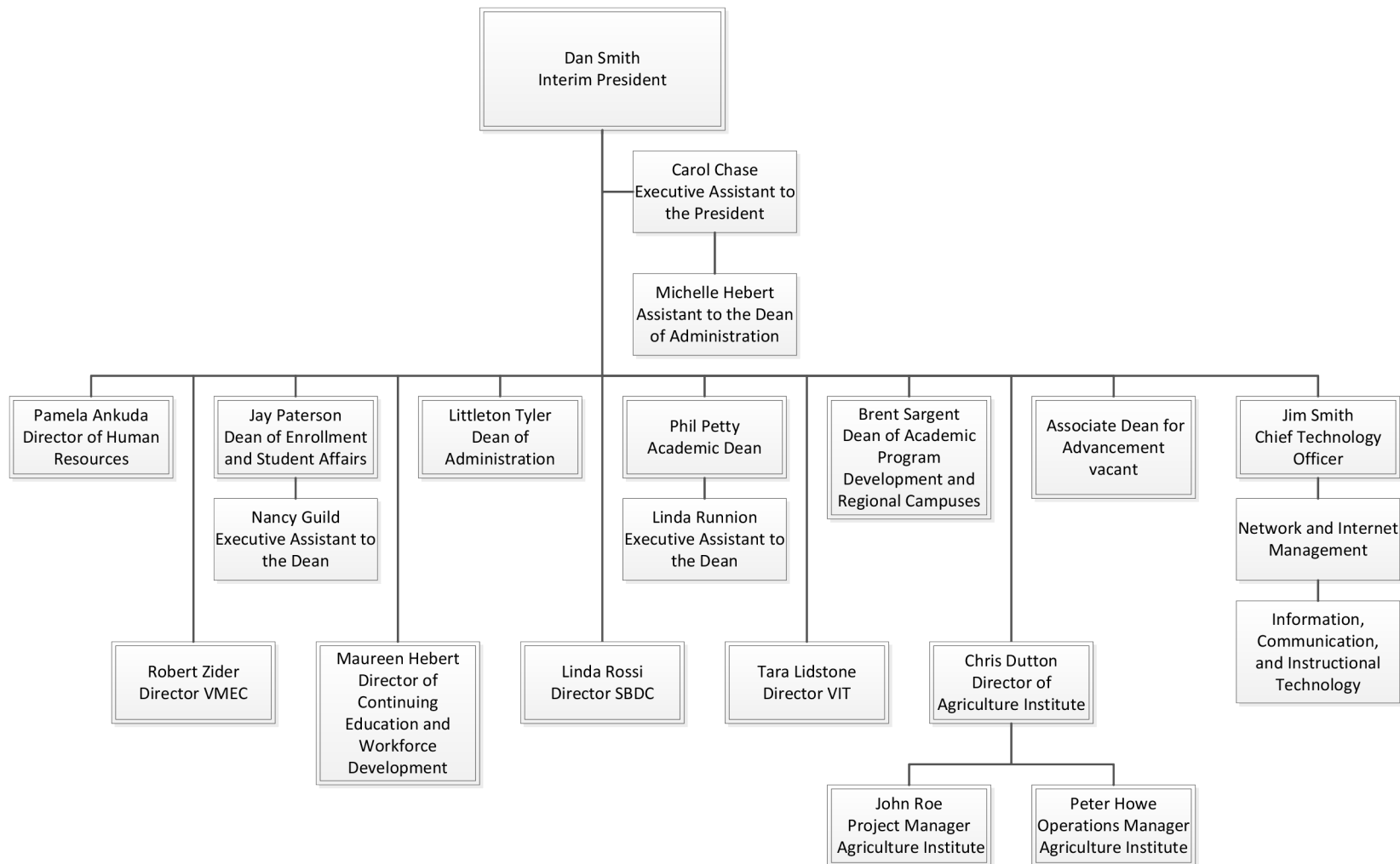
Women Can Do!

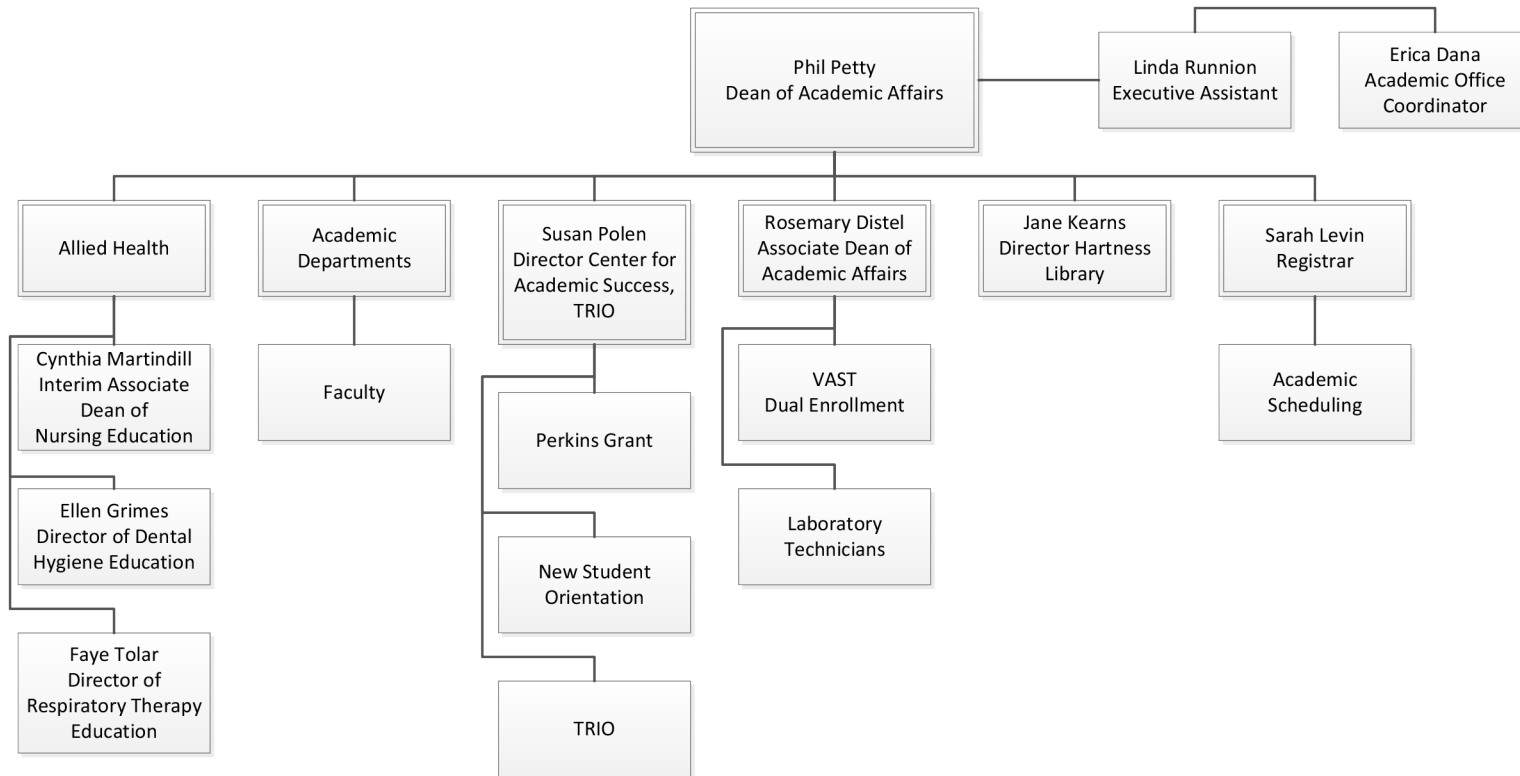
Women Can Do! is a full-day conference for high school girls from across the state that features dozens of hands-on workshops and action stations highlighting careers in the skilled trades, technology and STEM fields. Women Can Do! now serves nearly 500 students and teachers from more than 60 schools each year. The conference is open to high school girls, grades 9-12. The workshops are taught mostly by women who are practicing professionals in their fields. The sessions are hands-on, designed to give girls the opportunity to try out the real equipment, tools and techniques used on the job.

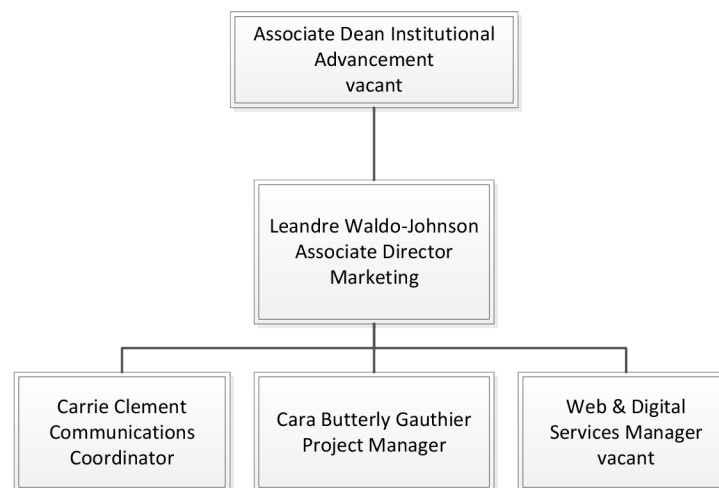
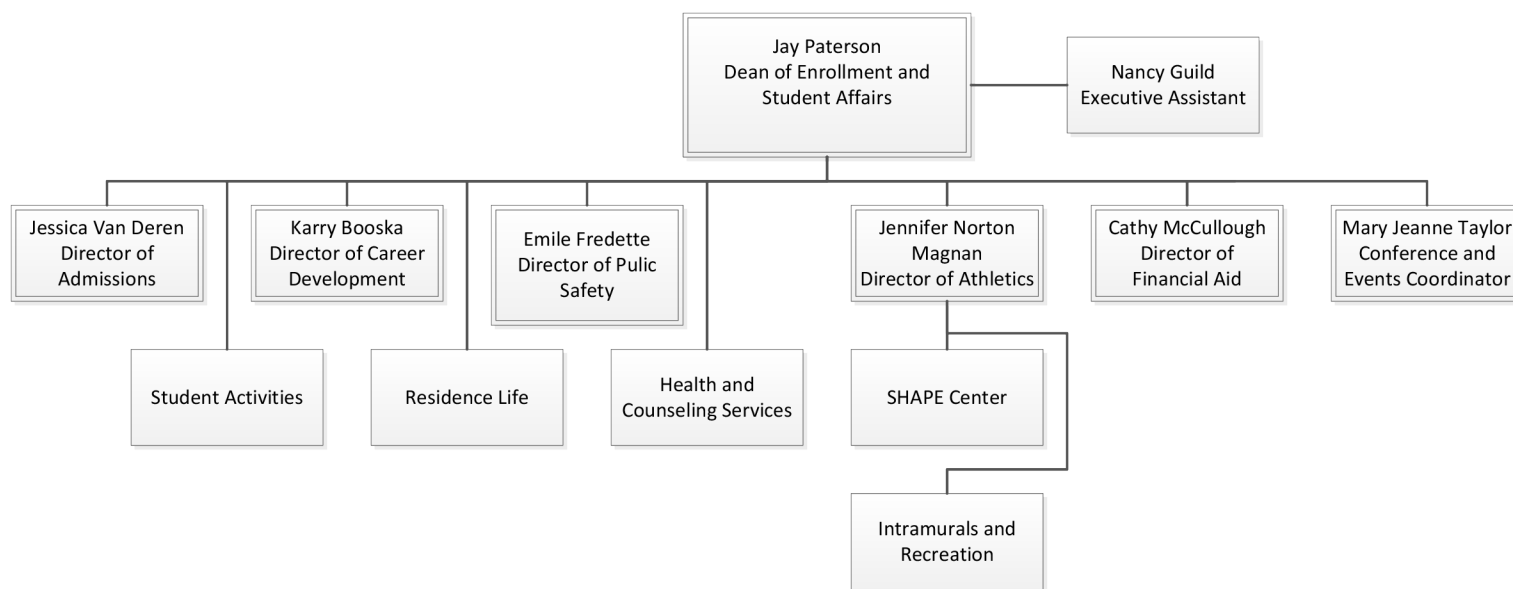
The conference has taken place at Vermont Tech for many years but with little involvement from VTC faculty. This year, more than a dozen faculty and alums will offer workshops exploring mechanical and electrical engineering, auto tech, aviation, civil engineering and more. Engaging our faculty and the Admissions and Marketing teams is an excellent way to showcase our college and our programs to girls eager to learn more about STEM fields.

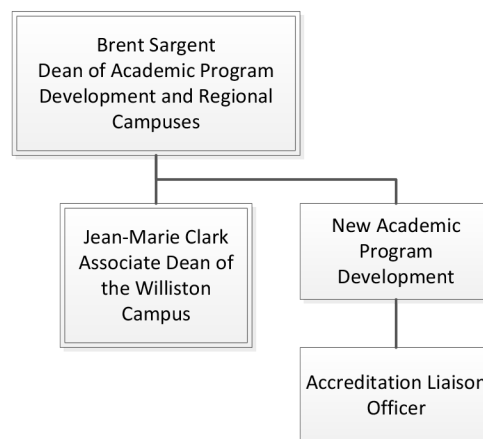
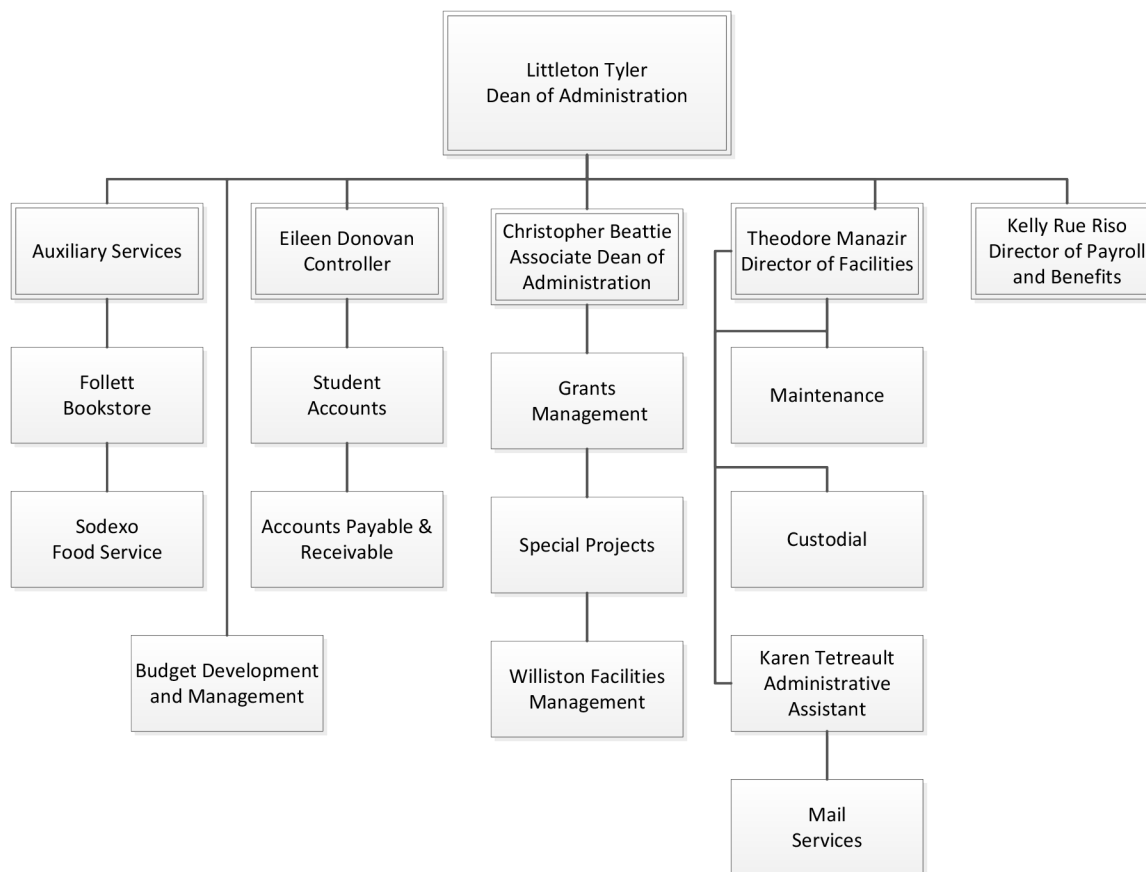
APPENDIX A

ORGANIZATIONAL CHART









Items for Information and Discussion

3. Other Business
4. Comments from the Public
5. Date and Place of Next Meeting

Board of Trustees Meeting

Thursday, October 30, 2014

Hosted by Community College of Vermont

Brattleboro Center of CCV and VTC
