

October 24, 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 meeting, Thursday, October 30, 2014 at the Community College of Vermont in Brattleboro, Vermont.

Directions to CCV Brattleboro:

Take I-89 South to I-91 South. From I-91 South take Exit 2 to Route 9 E (Western Ave). Continue on to High Street towards downtown Brattleboro. Turn left into the High Grove Parking Lot, the recommended parking area. Continue walking down High Street, turning right through the archway tunnel into Harmony Place. The college entrance is approximately 400 feet ahead on the right.

Follow this link to an interactive map: <http://goo.gl/maps/25uiJ>.

We look forward to seeing everyone on Thursday.

cc: Council of Presidents



VERMONT STATE COLLEGES

BOARD OF TRUSTEES MEETING

Thursday, October 30, 2014 • Room 245

COMMUNITY COLLEGE OF VERMONT

Brooks House, 41 Harmony Place, Brattleboro, Vermont



2:30 pm - Guided Tours

3 pm - Board of Trustees Meeting

Hors d'Oeuvres Served

RSVP by October 24, 2014 to Linda Foti (802) 828-2929 or linda.foti@ccv.edu.

Please let us know if you will need special accommodations.

Directions to the Brooks House

From I-91 take Exit 2 to Rte. 9 East (Western Ave). Continue on to High Street towards downtown Brattleboro. Turn left into the High Grove Parking Lot, the recommended parking area. (This is a "pay and display" lot with a rate of 30 cents per hour until 6 pm.) Continue walking down High Street, turning right through the archway tunnel into Harmony Place.

The college entrance is approximately 400 feet ahead on the right.



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 MEETING
October 30, 2014 3:00 p.m.**

**Community College of Vermont
Brattleboro, Vermont**

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Thursday, December 11, 2014
Castleton State College, Castleton, VT

Items for Discussion and Action

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the September 23-24, 2014 Board of Trustees Retreat and Meeting

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

The Vermont State Colleges Board of Trustees conducted its annual retreat Tuesday and Wednesday, September 23 and 24, 2014 at the Lake Morey Resort in Fairlee, Vermont.

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Michelle Fairbrother (for day two only), Kraig Hannum, Tim Jerman, Bill Lippert (by phone), Karen Luneau, Chris Macfarlane, Jim Masland, Linda Milne, Gary Moore, Martha O'Connor, Heidi Pelletier, Alyssa Slaimen

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

Office of the Chancellor:

Tim Donovan, Chancellor
Tom Robbins, Vice President and Chief Financial Officer
Bill Reedy, Vice President and General Counsel
Sophie Zdatny, Associate General Counsel
Elaine Sopchak, Executive Assistant to the Chancellor

Members of the Public:

Linda Olson, FT Faculty Federation
Sam Montgomery, Vermont AFT

Chair O'Connor called the meeting to order at 10:00 a.m. She informed the Board that Trustee Fairbrother would be joining the meeting later in the afternoon, and that Trustee Lippert would be participating via phone. The Board introduced themselves formally to new student Trustee Alyssa Slaimen.

Board Discussion of Chancellor Search and Board Operations

Chair O'Connor stated that the Board would spend most of the morning discussing the chancellor search process. She thanked Chancellor Donovan for all of his work as chancellor and noted this would be his last Board retreat. Chair O'Connor shared an overview of the chancellor search process up to this time.

Trustee Jerman moved and Trustee Pelletier seconded a motion to enter executive session pursuant to 1 V.S.A. §313(a)(3) to discuss the appointment or employment of a public officer, and more specifically to discuss a candidate or candidates for the position of Chancellor of the Vermont State Colleges, to include the Trustees, Chancellor Donovan, and General Counsel Reedy. The Board voted unanimously to enter executive session. The Board entered executive session at 10:13 a.m. Trustee Lippert joined the executive session via phone at a later time..

The Board exited executive session at 11:45 a.m. and took no action. Trustee Lippert left the meeting.

Trustee Luneau stated she wished to discuss board operations and the role of the Executive Committee. She expressed concern that non-committee Board members do not have access to the timely, in-depth information that the Executive Committee receives. She acknowledged that the Executive Committee should exist as a sounding board for the Chancellor but is concerned about devolving into two boards.

Chair O'Connor reminded the group that the Board voted to have seven members make up the Executive Committee just this past spring. Trustee Jerman said he thinks the Committee is the right size and noted there is always an open invitation for other Board members to attend Committee meetings. He recommended staying on course and revisiting the question in a year.

Trustee Luneau stated that some members are appointees of the Chair and are not selected by the Board as a whole. She thinks the full Board should elect committee chairs, which would require a bylaw change but would be more democratic. That way the entire Executive Committee is elected.

Chancellor Donovan referred to the Board Bylaws Article 6.1. He noted that the Board has latitude to change committee makeup.

Trustee Lippert returned to the meeting via phone.

Items for Discussion and Action

Chancellor Donovan suggested that the Board could authorize the Executive Committee to approve certain things that otherwise may not be the best use of the full Board. Trustee Moore reminded the Board of the former Priorities Committee. Meetings were called when necessary and all Board members were invited. He suggested that perhaps the Executive Committee should consist of just the four elected officers. General Counsel Reedy said he would need to research whether the Board can delegate decision making to committees. Chair O'Connor stated this would be a topic to discuss with the new chancellor.

The Board took a recess for lunch at 12:20 p.m. and reopened the meeting at 1:25 p.m.

College Outlooks

Johnson State Colleges President Barbara Murphy reported on the current state of the college:

- The college awarded 394 degrees in May.
- There are 249 new first-year students. Twenty are high school seniors enrolled in the Early College Program. There are 71 new transfers, 140 new EDP students, and 60 new grad students. Continuing EDP student enrollment is soft.
- The college appears to be seeing an increase in first and second year retention of several percentage points. Confirmation of this: October 15 date.
- The college has strengthened the first year experience by attaching volunteer staff and faculty mentors to first-year seminars. They are piloting two learning communities of paired courses along with a studies skills course and senior mentors.
- They have pulled together financial services into one office for efficiency and easier student access.
- They have ramped up their work with students on making their post-graduation plans.
- JSC has launched a new website with a focus on recent and younger alums.
- Twenty-four undergraduate students are currently doing research with faculty.
- The college is undergoing an external review of recruitment. Forty-seven percent of students are Pell eligible; 85% are eligible for some kind of aid. They recognize the need to work more with local high schools as Lamoille County high school graduates whose parents did not attend college have the lowest rate of intention to enroll in college following high school.
- In terms of capital projects, all major academic buildings and SHAPE and Student Center have been significantly renovated and/or expanded. Ongoing projects would include parking lots and walkways; upgrade to more energy efficient heating systems; and upgrades to the Diben Center for the Arts. The college's capital debt is 3.5% of operating budget.

The Board discussed barriers to students' finishing college in four years. President Murphy stated that, among other reasons, sometimes course offerings don't align with student timelines;

Items for Discussion and Action

changing majors also causes delay. Some majors may have too many credits; some students have trouble meeting internship requirements. Interim President Smith shared that Vermont Tech is adjusting tech math courses in an attempt to remove barriers to success. President Bertolino noted that students often take longer because they work (often full-time) or have family responsibilities. Lyndon State is working to improve course delivery to ensure students have a path they can see long term, and looking at creating a 3-year degree. President Wolk stated that offering 4-year scholarships and financial incentives to allow students to remain enrolled full-time are helpful. He also noted that most of Castleton's graduate programs are 4+1.

Trustee Macfarlane asked President Murphy to clarify the college's employee numbers. She explained that the college had laid off five staff members, accepted some retirements, moved some positions to 80%, and made some positions part time. Faculty composition has been low, and so the college has added six full-time faculty.

Lyndon State College President Joe Bertolino reported on the current state of the college:

- He is starting his third year as president.
- He is optimistic about the future but for the present there will be sobering decisions to make short term. The college is focusing on the students "who are there, not the ones who aren't."
- Changes on campus include a new learning center incorporating advising, study assistance, and the library. There is a new Music Business and Industry lab, which was greatly needed as the program is growing. There is also a new chemistry lab, and a new office of institutional research.
- The college is working with Education First, which in May 2015 will bring 30 international students for a precollege semester; they are hopeful they will matriculate as full-time students.
- They have hired a consultant to help with grant research and development opportunities.
- The college received a \$200K grant from IBM for the Atmospheric Sciences program that will provide paid internships for students. Vermont Tech Interim President Smith was instrumental in bringing the grant about.
- Last year the college raised \$2 million.
- They have hired full-time faculty and coaches.
- They have paused the drive for an all-weather field and are performing an external review of athletics programs first.
- President Bertolino is enthusiastic about newly developing partnerships with the Lyndon Institute and St. Johnsbury Academy.
- The IT department has determined there are 11K+ individual electronic devices using college bandwidth.
- The five priorities for this year are featured in the president's annual report in the Board's materials.

Items for Discussion and Action

- Eighty percent of LSC's budget is funded by students. Retention is stable but new student enrollment is down by about 78 students. The shortfall is concentrated in Vermont students. LSC has the smallest number of VT students in the VSC. The shortfall consists mostly of women; most of these students received late acceptance to UVM or went to a private college at a higher discount rate.
- Several retirements are upcoming. They have reduced spending; saw more revenue from summer; and used unspent endowments and carryovers. There is a possibility they may use some strategic reserves. The budget will balance this year without taking any personnel action. However this is not sustainable; LSC has a structural, \$1.5 million deficit. There will be a structural deficit of \$800K going into next year, which could be higher. It is hard to imagine not having layoffs. A strong level of Board support when making serious decisions is essential.

The Board discussed tuition discounting and its effect on VSC enrollment. They noted that surrounding states are also providing financial incentives for students to stay in-state, further reducing the pool. State funding is low; in addition there is discrepancy in how state appropriations are divided between the VSC and UVM.

Vermont Tech Interim President Dan Smith reported on the current state of the college:

- Vermont Tech's new website has driven up traffic significantly.
- The college's marketing director has given notice.
- They are working with manufacturers to give scholarships, internships, and jobs for engineering students.
- A faculty strategic planning inquiry identified four priorities: reduce, share, and consolidate programs; redesign early math; closer collaboration between faculty, marketing and admissions; revise practices around first year experience.
- The Academic Dean has worked with faculty and staff to reduce workload hours approximately 15% from SP14 to FA14.
- They are using VSC Event Management software for more efficient scheduling and cost savings.
- Overall they are conservative regarding projections for spring.
- Enrollment currently is down 3%. Nursing and allied health programs are doing well; they have added 27 spots in nursing and smoothed pathways through the nursing program. There is a decline of about 10% in non-nursing programs resulting in a negative budgetary impact of approximately \$200K.
- The biodigester is operating at 1/6 of capacity. Plans are in place for it to run at full operation hopefully by January 1. At that point they will take a hard look at its business plan to see if it can be at least revenue neutral. This translates into a negative budgetary impact of

Items for Discussion and Action

approximately \$300K. Additional capital investments need to be made. New Dean of Administration Lit Tyler is taking over the management of the biodigester.

- The dairy farm continues to lose money but less than before. They are using TAACCCT grant money to buy equipment. The dairy farm has a negative budgetary impact of approximately \$200K.
- There are budgeted layoffs that did not occur due to contractual obligations that have a negative budgetary impact of approximately \$150K.
- There are three reaccreditation visits happening this year: nursing, NEASC 5-year, ABET.

Chancellor Donovan encouraged the Board to view the dairy farm as something other than a cost center; it is an educational opportunity. Interim President Smith stated that dairy students largely tend to be second generation children of parents who also went to Vermont Tech. The college needs to enhance any experience those students can get above what they already get on their own farms. Trustee Dickinson inquired about the dairy 2+2 program, which is a state funded program where students start at Vermont Tech and finish at UVM and the Miner Institute. President Smith stated that students are dropping out to continue at Vermont Tech, and UVM doesn't have a farm anymore.

The Board discussed Vermont Tech's student population in terms of the number of programs that attract male versus female students. President Smith stated that the college is redesigning early math courses to help students perform better, regardless of gender. He is more interested in attracting the 40% of Vermont students who don't go to college at all. The Board discussed cost analysis of programs and weighing their cost against their relevancy. President Smith described a cost analysis tool developed by Dean Tyler that the college is applying to each of the colleges' programs, and went on to say that the state economy depends on these programs.

Chair O'Connor thanked CFO Robbins for his extensive work with Vermont Tech.

Castleton State College President Dave Wolk reported on the current state of the college:

- He is starting his 14th year as President.
- Headcount enrollment is level with recent years, and although there has been an increase in graduate and part-time students, there has been a corresponding decrease in full-time undergraduates, creating obvious budget challenges. Headcount is around 2100-2200.
- They have implemented a 10% rescission on all non-personnel items to accommodate the drop in enrollment. They are cutting back on non-essential expenses, such as catering and certain out of state conferences, and increasing efforts to bring in more grant money.
- They are undertaking ten entrepreneurial ventures that President Wolk described, including a new and aggressive international student initiative, expansion of graduate programs,

Items for Discussion and Action

investments in Rutland (including the rapid growth of the Polling Institute) and realizing the positive effects of baccalaureate nursing accreditation.

- They have launched a new website that is very attractive to current and prospective students, parents and friends of the college. It is highly professional and interactive.
- Entrepreneurial ventures are essential to future financial success; the college cannot grow out of financial problems. With declining state support and restraint on tuition increases, the college needs to continue to pursue other sources of revenue. The Polling Institute is doing very well. Students are immersed in the community and in the downtown economy. The Center for Schools is ramping up with new vigor. Spartan Arena memberships are up. Spartan Dome will be going up next summer adjacent to the Arena, and open to the community as a regional recreation facility.
- New graduate programs the Board recently approved are starting this year and next summer. The Board will see proposals for additional graduate programs in school psychology, business, a Master's in nursing, and a Ph.D. in education.
- Conferences and events generate new revenue; the college store is now online and bringing in more revenue. The downtown art gallery is doing well and they are building a strong relationship with the Paramount Theater in Rutland.

The Board discussed the possible Ph.D. in education program. President Wolk explained it will be a hybrid, low-residency program primarily for principals and superintendents.

The Board discussed the challenges to enrollment imposed by area private and public colleges. President Wolk stated that Endicott, UVM, Keene, and Plymouth State are Castleton's primary competitors. Many competing schools are in states that offer state funding for capital improvements, and many offer scholarships to stay in-state. Vermont does neither.

Community College of Vermont President Joyce Judy reported on the current state of the college:

- President Judy is starting her 5th year as president.
- She remembered Elmer Kimball, CCV's Chief Technology Officer, who recently passed away.
- CCV's enrollment is currently on budget. Summer was above budget; fall is on target.
- CCV will continue to have a special focus on reaching out to special populations, including veterans, high school students, and new Americans. Currently there are 60 students enrolled in the Early College Program.
- The college has extensive relationships with the all VSC colleges, UVM, businesses, tech centers, and high schools; the plan is to strengthen those and build new relationships.

Items for Discussion and Action

- VSAC had served as the primary student loan lender and servicer for CCV students prior to 2010 when the Direct Lending program was launched. CCV's default rate has risen since 2010 from 9.8% to 17.1%.
- CCV has contracted with a default prevention agency to improve their default rate. Since July 1 the delinquent borrower rate has dropped 4% so that these borrowers are not headed towards default.

The Board recessed for a short break.

Upon return Trustee Diamond moved and Trustee Jerman seconded a motion to enter executive session pursuant to 1 V.S.A. §312(a)(1) for the purpose of considering labor relations agreements with employees including arbitration. Premature general public knowledge would clearly place the Colleges at a substantial disadvantage by revealing management strategies.

Trustee Milne moved and Trustee Jerman seconded a motion to enter executive session pursuant to 1 V.S.A. §312(a)(2) for the purpose of negotiating or securing of real estate purchase options.

Attendance in the executive sessions was limited to the Trustees, Chancellor Donovan, college presidents, General Counsel Reedy, Associate General Counsel Zdatny, and CFO Robbins.

The Board voted unanimously to enter executive session. The Board entered executive session at 3 p.m. The Board exited executive session at 4:45 p.m. and took no action.

Performance Indicators, Data and Dashboards

Trustee Macfarlane stated to the Board that he has asked Chancellor's Office staff for a draft of a dashboard of system related data to which the Board can refer to moving forward. Suggestions for information to include in the dashboard included:

- Using the same employee categories that the colleges use
 - Indicating administrators that do multiple duties
 - Part-time versus full-time faculty
 - Refining the definitions to be used
 - Cost structures of competitors
 - Revenue streams and cost drivers
 - Student debt, completion rates
 - Energy efficiency investments
 - Facilities and infrastructure benchmarks
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CFO Robbins will provide the Board with performance indicators the Business Affairs Council has considered.

President Bertolino shared that a recent study on salary distribution at his college revealed that faculty represent a large proportion of the highest paid members of the college. Faculty Federation President Linda Olson stated that the Federation supports the kind of dashboard analysis the Board is undertaking. She stated that there is a very large gap between non-bargaining unit and bargaining unit employees in terms of salary, and clarified that according to her records, of the top ten highest paid members of Lyndon State, six are non-bargaining and four are faculty. President Bertolino clarified that his information includes overload and research pay.

At this time Chair O'Connor called for a recess of the retreat until 9 a.m. the next morning. The meeting adjourned at 5:20 p.m.

Board Retreat Continuation—Wednesday, September 24, 2014

Chair O'Connor reopened the meeting at 9:05 a.m.

Trustee Jerman moved and Trustee Milne seconded a motion to enter executive session pursuant to 1 V.S.A. §313(a)(3) to discuss the appointment or employment of a public officer, and more specifically to discuss a candidate or candidates for the position of Chancellor of the Vermont State Colleges, to include the Trustees, General Counsel Reedy, the college presidents, and Vermont Secretary of Administration Jeb Spaulding. The Board voted unanimously to enter executive session. The Board entered executive session at 9:10 a.m.

The Board took a break at 10:30 a.m. Secretary Spaulding departed and the Board returned to executive session. The Board exited executive session and took no action. The Board adjourned its retreat at 11:35 a.m.

Unapproved minutes of the Board of Trustees meeting Wednesday, September 24, 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 regular meeting Wednesday, September 24, 2014 at the Lake Morey Resort in Fairlee, Vermont.

The following were present:

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

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

Office of the Chancellor:

Tim Donovan, Chancellor
Tom Robbins, Vice President and Chief Financial Officer
Bill Reedy, Vice President and General Counsel
Sophie Zdatny, Associate General Counsel
Elaine Sopchak, Executive Assistant to the Chancellor

Members of the Public:

Linda Olson, FT Faculty Federation
Sam Montgomery, Vermont AFT
Jeb Spaulding, Vermont Secretary of Administration (by phone)

Chair O'Connor called the meeting to order at 12:06 p.m.

A. ITEMS FOR DISCUSSION AND ACTION**1. Approval of the Minutes of the July 31, 2014 Board of Trustees Meeting**

Trustee Moore moved and Trustee Pelletier seconded the approval of the minutes of the July 31, 2014 meeting. The Board voted unanimously to approve the minutes.

2. Chancellor Search

Secretary Spaulding joined the meeting via phone. Trustee Jerman moved and Trustee Pelletier seconded a resolution to appoint Jeb Spaulding as Chancellor of the Vermont State Colleges, effective no later than January 15, 2015, and to authorize the Executive Committee to negotiate contractual terms. President Bertolino clarified that it is a permanent appointment. The Board voted unanimously in favor of the resolution. Secretary Spaulding accepted the position before departing the meeting.

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

Associate Counsel Zdatny stated that the version of the proposed policy before the Board reflects updates for consistency and additional input regarding who explicitly is covered by the policy. Chair O'Connor explained to the Board that this policy did not go through the usual committee process due to an October 1st deadline. Chancellor Donovan stated that the Board normally does not approve procedures, but the procedures behind this policy will be reviewed at the October EPSL meeting. Associate Counsel Zdatny shared that the VSC Deans of Students, Deans of Administration, Directors of Human Resources and the bargaining units all gave input. Trustee Lippert asked for a Board-level briefing on safety on campus. Chancellor Donovan said it is on the October EPSL agenda.

Trustee Diamond moved and Trustee Jerman seconded the motion to adopt Policy 311-A, Sexual Misconduct, Domestic Violence, Dating Violence, and Stalking. The motion passed unanimously.

4. Approval of Grants: Consent Agenda

Trustee Macfarlane moved and Trustee Pelletier seconded the resolution Approval of Grants: Consent Agenda. The resolution passed unanimously.

5. Approval of CCV Bennington and Newport Leases

Trustee Hannum moved and Trustee Moore seconded the resolution Approval of CCV Bennington and Newport Leases. The resolution passed unanimously.

Items for Discussion and Action

B. ITEMS FOR INFORMATION AND DISCUSSION**2. Report of the Executive Committee**

Chair O'Connor reported that no actions were taken at the September 9th Executive Committee. They briefly discussed the upcoming Johnson State presidential search. The Committee will discuss the search at its October 6th meeting.

3. Reports of the College Presidents

Because of the reporting by the presidents during the retreat, this item was skipped.

4. Other Business

The Board discussed the possibility of changing the start time of the October 30th meeting. The meeting time will remain as established at 3 p.m.

5. Comments from the Public

Faculty Federation Chair Linda Olson had several points to raise:

- Regarding President Bertolino's comments about faculty salaries, Ms. Olson stated the salaries of faculty and upper level administrators are not comparable.
- Regarding Policy 311-A, implementation is more important than policy. She expressed hope that the policy will be implemented in a way that is accessible. She advocated for training that is accessible by students and faculty. She also noted that there are still problems with original Policy 311 yet to be addressed. General Counsel Reedy responded that there was a deadline to establish Policy 311-A, and the next project will be to review Policy 311.
- Ms. Olson observed that the Board benefits from having a student trustee and suggested that it could also benefit from having a faculty trustee.
- Finally, Ms. Olson expressed her deep disappointment that the selection of a permanent chancellor occurred without consultation with faculty and staff, who were promised they could take part in the selection.

Chair O'Connor responded that at the time of decision about the process, the Board had no nominees. Once nominations came forward, Secretary Spaulding met every quality the Board sought. The college presidents were concerned about what effect having an interim chancellor would have on stability. She apologized to the Federation for making the selection in this way. She also stated that presidential searches are different from a chancellor search, for the bylaws of consultation with the Chancellor and the college community. The decision to act in this way was not premeditated.

Items for Discussion and Action

5. Date and Place of Next Meeting:
Thursday, October 30, 2014
Hosted by Community College of Vermont
Brooks House, Brattleboro, Vermont

Trustee Masland moved and Trustee Hannum seconded a motion to adjourn. The meeting adjourned at 12:46 p.m.

2. Personnel Action: Appointment of Vermont Technical College President

The Board will take action on the permanent appointment of current Interim President Dan Smith, who has served in that capacity since April 3, 2014.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTION

Personnel Actions: Appointment of Vermont Technical College President

BE IT RESOLVED,

That upon recommendation of the Chancellor, the following personnel action is approved, subject to and in accordance with the terms of the letter of reappointment, to be signed by the Chancellor.

<u>Name</u>	<u>Position</u>	<u>Term</u>
Daniel P. Smith	President	11/12/2014 – 6/30/2016

Employment terms include: Annual Salary rate of \$145,000, use of a college vehicle, use of President's residence, and the regular benefits for Administrator employees as outlined in the VSC Personnel Handbook.

October 30, 2014

3. Personnel Action: Approval of the Employment Contract for Chancellor of the Vermont State Colleges

At its September 24, 2014 meeting the Board of Trustees voted to appoint Jeb Spaulding as Chancellor from no later than January 15, 2015 through June 30, 2017, and to authorize the negotiation of contractual terms. Mr. Spaulding accepted the appointment contingent upon contract terms to be negotiated. The attached contract reflects the terms proposed by the Vermont State Colleges and acceptable to Mr. Spaulding. The Board needs to approve the attached contract to be offered to Mr. Spaulding for the position of Chancellor.

**OFFICE OF THE CHANCELLOR**

575 STONE CUTTERS WAY
PO Box 7
MONTPELIER VT 05601

VERMONT STATE COLLEGES

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

EMPLOYMENT CONTRACT

This Employment Contract (hereinafter “Contract”) is hereby entered into, by and between George B. (Jeb) Spaulding (hereinafter “Employee”) and the Vermont State Colleges Board of Trustees (hereinafter “Employer”). In consideration of the mutual covenants contained therein, the parties agree as follows:

1. The Employee shall perform all the duties required by the Employer for the position of Chancellor of the Vermont State Colleges (hereinafter “VSC”) which will include responsibility as (a) the Chief Executive Officer responsible for the effective management of the system, and (b) the principal representative of the system to its several publics including governmental persons and bodies, educational institutions, and organizations and other persons and bodies to whom services are provided. Employee will report and be accountable to the Employer.
2. The term of this Contract shall extend from no later than January 15, 2015 through June 30, 2017 and Employer shall have no obligation to offer Employee a successor to this Contract.
3. (a) The Employer may terminate this Contract at any time, without either advance notice or pay, for “cause”. Cause shall be defined as (I) willful failure to perform necessary duties or responsibilities in a manner prescribed by the Employer or (II) a willful breach of any fiduciary duty as an officer of VSC or as an officer or other fiduciary of any pension or employee benefit plan or organization affiliated with the VSC, or (III) commission of a felony involving fraud, personal dishonesty, or moral turpitude, or (IV) other misconduct that is materially harmful to interests of the VSC.

(b) The Contract may be terminated by mutual agreement between the Employee and Employer at any time under such terms as the parties mutually agree upon at such time.
4. The Employee’s annual salary rate shall be Two Hundred and One Thousand Six Hundred Twenty Nine dollars (\$201,629.00) for the period to June 30, 2017. At the Employer’s discretion, the Employee’s salary may be increased effective July 1, 2015 in an amount established by the Employer.
5. The Employee shall be employed under the terms described in the Vermont State Colleges Handbook for Non-Bargaining Unit Employees including the approved benefit plan for VSC administrators, as, which is available online in the VSC Portal, Employee Services tab.

- 6. The Employer will also provide Employee with an automobile to be selected by the Employee, subject to the Employer’s approval (actual and reasonable maintenance expenses will also be reimbursed). Employer takes no position and makes no assurances regarding the taxability of the benefits described herein. Employee is encouraged to seek independent tax counsel about these matters.
- 7. Job duties and responsibilities shall be as designated by the Employer and may be modified at any time by the Employer.
- 8. Service by Employee on the governing bodies of other organizations will be disclosed to the Employer and Employee shall not accept any such compensated appointment without the prior approval of the Employer.
- 9. This Contract shall be governed by, construed and enforced in accordance with the laws of the State of Vermont and Employer policies.
- 10. This Contract sets forth the entire agreement and understanding of the parties relating to the subject matter hereof and supersedes all prior agreements, arrangements and understandings, written or oral, between the parties.
- 11. No representation, promise or inducement has been made by either party that is not embodied in this Contract, and neither party shall be bound or liable for any alleged representation, promise or inducement not so set forth.
- 12. This Contract must be executed by Employee within twenty (20) days of a copy signed by Employer’s authorized agent being presented to Employee or it will be considered null and void.

IN WITNESS WHEREOF, the parties have executed this Contract by causing their names to be signed hereto on the dates shown

VERMONT STATE COLLEGES
BOARD OF TRUSTEES

Authorized Agent

Date

EMPLOYEE

George B. (Jeb) Spaulding

Date

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTION

Personnel Action:

Approval of Employment Contract for Chancellor of the Vermont State Colleges

BE IT RESOLVED,

The Board approves an employment contract for Jeb Spaulding, appointed as Chancellor of Vermont State Colleges to be signed by the Chair of the Board of Trustees.

<u>Name</u>	<u>Position</u>	<u>Term</u>
George (Jeb) Spaulding	Chancellor	no later than 1/15/2015 – 6/30/2017

Employment terms include: Annual Salary rate of \$201,629, use of a VSC vehicle, and the regular benefits for Administrator employees as outlined in the VSC Personnel.

October 30, 2014

4. Approve FY2014 Draft Audited Financial Statements and A-133 Report

The FY2014 financials and A-133 report were submitted to the State of Vermont in draft form on October 15th in order to meet our annual deadline. Auditors from O'Connor and Drew reviewed the statements with the Audit Committee at their October 22, 2014 meeting. A suggested resolution for the Board's approval follows.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Acceptance of the FY2014 Audited Financial Statements and A-133 Report

- WHEREAS, The Vermont State Colleges has contracted with O'Connor & Drew to perform its FY2014 financial statements audit, and the auditors have delivered the draft financial statements, A-133 report and Advisory Comments thereon; and
- WHEREAS, The Trustees' Audit Committee has reviewed these materials and recommended that the Board accept them; therefore, be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges hereby accepts the FY2014 Financial Statement Audit Report by O'Connor & Drew.

 Items for Discussion and Action

 5. Review and Approve FY2016 Operating Appropriation Request for VSC, WD, Allied Health and VIT

On October 22, 2014 the Finance and Facilities Committee approved the recommended operating appropriations requests for VSC, Workforce Development, Allied Health and VIT. The recommended appropriation figures and a resolution for the full Board's approval follow.

	FY2015	FY2016 Requested % Increase	FY2016 Requested \$ Increase	FY2016
VSC Operating Appropriation	\$23,994,064	20.83%	\$5,000,000	\$28,994,064
Workforce Development	\$427,898	0.00%	\$0	\$427,898
Nursing & Allied Health	\$1,150,000	17.39%	\$200,000	\$1,350,000
Vermont Interactive Television	\$817,342	1.00%	\$8,173	\$825,515

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONFY2016 VSC, Allied Health and VIT State Appropriation Request

- WHEREAS, The Vermont State Colleges Board of Trustees is responsible for approving the annual operating budget for the Vermont State Colleges, Workforce Development, Allied Health and Vermont Interactive Technologies; and
- WHEREAS, The Vermont State Colleges Board of Trustees also approves, as part of the operating budget, the state operating appropriation request to the State of Vermont; therefore, be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges hereby authorizes the Chancellor to submit a request for a FY2016 VSC state operating appropriation of \$29,421,962 which includes Workforce Development funds of \$427,898 to help support the general operating budgets; and be it further
- RESOLVED, That the Board of Trustees of the Vermont State Colleges hereby authorizes the Chancellor to submit a request for a FY2016 state operating appropriation of \$1,350,000 to help support a FY2016 Allied Health operating budget, this activity to be tracked separately; and be it further
- RESOLVED, That the Board of Trustees of the Vermont State Colleges hereby authorizes the Chancellor to submit a request for a FY2016 state operating appropriation of \$825,515 to help support a FY2016 Vermont Interactive Technologies operating budget.

October 30, 2014

6. Approval of Finance and Facilities Committee: Consent Agenda

The Finance and Facilities Committee met on October 22, 2014 and approved a number of resolutions that are presented in the following consent agenda resolution on page 34.

Full materials for these consent agenda items are in the meeting materials for the October 22, 2014 Facilities and Finance Committee meeting.

1. Use of FY2014 Carryover Funds Available
2. FY2016 VSC Capital Budget Proposal and State Appropriation Request
3. FY2016 Vermont Interactive Technologies Capital Budget Proposal
4. Establishment of Endowment

 Items for Discussion and Action

 1. Review and Approval of FY2014 Carryover Items

VSC Policy 403 prescribes that with the close of each fiscal year's books any carryover funds available, after provision for encumbrances and/or other commitments plus maintained college contingency reserves, may be proposed for "one-time" uses subject to authorization of the Chancellor and approval by the Board of Trustees.

The funds available for carryover request are year-end unrestricted net assets balance less approved encumbrances and/or commitments. These carryover items are over and above the mandatory 2.5% Board required reserve.

This policy allows the colleges to spend their money prudently and when it is needed rather than incentivizing them to spend their entire budget within the budget year. The carryover funds generally represent reduced or delayed spending from the previous period.

The list below represents college developed priorities for their carryover funds. On October 22, 2014 the Finance and Facilities Committee approved the funds. A resolution for full Board approval follows.

**VERMONT STATE COLLEGES
PROPOSED USE OF FY2014 CARRY-OVER FUNDS AVAILABLE**

JUNE 30, 2014	Unrestricted	% of FY2014 Operating Expenses
<u>Castleton State College</u>		
FY2015 Budget Support	75,442	0.16%
<u>Community College of Vermont</u>		
Innovation	80,000	
Communication	80,000	
	160,000	0.54%
<u>Lyndon State College</u>		
FY2015 Budget Support	300,000	0.97%
TOTAL CARRY-OVER AVAILABLE	535,442	

2. Review and Approval of FY2016 VSC Capital Projects

At its October 22, 2014 meeting the Finance and Facilities Committee approved the VSC FY2016 capital proposals. Prioritized by college is the \$4 million state capital appropriation request and the \$1 million VSC generated funding request.

The FY2016 Project Funding Matrix attached shows how the capital appropriation will be distributed to the colleges based on a \$1,800,000, \$2,000,000, \$3,000,000 or \$4,000,000 funding scenario.

As in the past we will submit the \$4,000,000 list to the State of Vermont. The VSC will continue to present the case to the state that more funding is needed to help maintain our buildings and infrastructure.

Vermont State Colleges
FY2016 Capital Project Funding Matrix

Scenario	1,800,000	2,000,000	3,000,000	4,000,000
CSC				
Leavenworth / Campus Center Elevator Upgrades	233,000	233,000	233,000	233,000
Campus Flooring Replacement Phase I	129,500	150,000	150,000	150,000
		10,750	242,000	350,000
				79,500
JSC				
Duranleau Barn Foundation Repair	60,400	60,400	60,400	60,400
McClelland hill Road Reconstruction	115,000	115,000	115,000	115,000
Shape Pool Heating and Dehumidification Equipment	187,100	218,350	243,200	243,200
			187,400	187,400
			19,000	206,500
LSC				
Campus Landscaping & Walkway Replacement	200,000	200,000	200,000	200,000
Vail Brick Repairs	50,000	50,000	50,000	50,000
Wheelock Parking Lot Reconstruction	65,000	65,000	65,000	65,000
Shape Pool Dehumidification Equipment Phase I	47,500	78,750	200,000	200,000
			102,000	102,000
			8,000	80,000
				115,500
VTC				
Green Hall Flooring Replacement Project	95,000	95,000	95,000	95,000
Site Light Upgrade Phase II	75,000	75,000	75,000	79,000
Campus Pavement Repair	50,000	50,000	50,000	75,000
Green Hall Elevator Replacement	83,000	83,000	83,000	83,000
Shape Pool Tile Flooring Replacement	55,000	55,000	55,000	55,000
Well Pump Generator Phase I	4,500	35,750	50,000	50,000
			130,000	130,000
			87,000	117,000
				128,500
CCV				
Academic Facility Improvements	100,000	150,000	200,000	250,000
Emergency Maintenance	100,000	125,000	150,000	200,000
Roof Repair /Replacement	150,000	150,000	150,000	300,000
Scenario Total	<u>1,800,000</u>	<u>2,000,000</u>	<u>3,000,000</u>	<u>4,000,000</u>
Note: Campus based split =	362,500	393,750	625,000	812,500

3. Review and Approval of FY2016 VIT Capital Projects

VIT worldwide videoconferencing is becoming increasingly valuable to Vermonters during this economic downturn. As airfares and gasoline prices rise, so do videoconference reservations. To their credit, Vermonters are actively seeking travel alternatives and economical solutions. VIT is an innovative transportation system, a cost-effective alternative and an environmentally-supportive technology. VIT can transport Vermonters around the state or to almost anywhere in the world in record time. An average VIT face-to-face meeting costs 70% less than an in-person meeting. For every average meeting held via VIT, Vermont reduces vehicle emissions by $\frac{3}{4}$ ton and for every three meetings held by videoconference (instead of flying cross-country), the emission reduction equates to taking a car completely off the road for an entire year.

VIT was built on a strong platform and is uniquely capable of providing videoconferencing via Internet protocol (video over IP) and via ISDN lines. This allows VIT to connect Vermonters to any standards-compliant videoconferencing system or unit in the world. Vermont is the only state that has such a well developed and well utilized public videoconferencing system. Last year alone, VIT served ~31,000 Vermonters and hosted ~200 worldwide videoconferences. VIT transported Vermonters to locations near and far, including: Australia, United Arab Emirates, Brazil, New Zealand, Russia, France, United Kingdom, Washington DC, California, New Jersey, New York, North Dakota, Kentucky, Oregon, plus many more. Use is expected to increase over the coming years, as more and more Vermonters strive to “work smart” and maintain a competitive edge.

VIT’s long term technical goals:

1. Continue to deliver uninterrupted, high quality videoconferencing services to the Vermonters who have come to rely on its services.
2. Minimize potential “down time” by upgrading oldest equipment.
3. Protect the state’s sizeable investment in this system and further support the state agency initiative.

Align VIT with industry standards and position the system for high definition delivery.

4. Establishment of Endowment

Castleton State College seeks approval of a scholarship endowment sponsored by the Castleton Class of 1956 in the amount of \$10,189.83. The scholarship is intended for sophomore, junior or senior students with a 3.0 GPA who are pursuing a degree in education and planning to teach at the elementary or secondary level.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONVSC Finance and Facilities Committee: Consent Agenda

- WHEREAS, The VSC Finance and Facilities Committee met on October 22, 2014 to discuss the business items outlined below; and
- WHEREAS, The Committee has voted to approve the items outlined below and recommends them to the full Board; therefore, be it
- RESOLVED, That the Vermont State Colleges Board of Trustees hereby endorses the approval of the following resolutions:
- “Use of FY2014 Carryover Funds”
 - “FY2016 VSC Capital Projects”
 - “FY2016 VIT Capital Projects”
 - “Establishment of Endowment”

October 30, 2014

7. Nomination of Faculty for Emeritus Status

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

President Bertolino has submitted a nomination for retired faculty member Professor Alan Boye for the award of Emeritus Status. The EPSL Committee considered this proposal at its October 22, 2014 meeting and submits the attached resolution to the full Board for endorsement.



Manual of Policy and Procedures

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

PURPOSE

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

STATEMENT OF POLICY

Proposal for Granting Emeritus Status

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

Criteria for Emeritus Status

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

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

<p>Signed by: Charles I. Bunting Chancellor</p>

Privileges and Responsibilities of Emeritus Status

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

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

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

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

Term of Emeritus Status

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

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Emeritus Status for Professor Alan Boye

- WHEREAS, Professor Alan Boye retired from Lyndon State College in 2009; and
- WHEREAS, Professor Alan Boye provided distinguished and outstanding service to his students, to Lyndon State College, to the larger Lyndon community, and to the Vermont State Colleges for 22 years; and
- WHEREAS, Professor Alan Boye has earned the highest respect from the Lyndon State College community, is held in the highest regard by students and colleagues, and continues to contribute to the life of the College after retirement; and
- WHEREAS, Professor Alan Boye meets the criteria established by the Board of Trustees for Emeritus Status; therefore, be it
- RESOLVED, That the VSC Board of Trustees grants the title of Professor of Humanities Emeritus to Alan Boye as of this date, October 30, 2014.

October 30, 2014

8. Real Estate Transaction

The Board will consider a real estate transaction.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Report of the October 6, 2014 Executive Committee Meeting

Unapproved minutes of the Board of Trustees Executive Committee meeting Tuesday, October 6, 2014

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

The Vermont State Colleges Board of Trustees conducted an Executive Committee meeting on Tuesday, October 6, 2014 at the Office of the Chancellor in Montpelier, Vermont.

The following were present:

Trustees: Tim Jerman, Karen Luneau, Chris Macfarlane, Linda Milne, Martha O'Connor (Chair), Heidi Pelletier

Absent: Kraig Hannum

Office of the Chancellor: Tim Donovan, Chancellor

Members of the Public:

Tess Conant, VSC United Professionals
Linda Olson, President, VSC Faculty Federation

Chair O'Connor called the meeting to order at 2:00 p.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the July 17, 2014 Executive Committee Meeting
2. Approval of the Minutes of the September 9, 2014 Executive Committee Meeting

The minutes of the July 17, 2014 and September 9, 2014 Executive Committee meetings were approved 5-0-1.

3. Chancellor Transition

The Chair and the Chancellor briefly discussed the timing and logistics of the transition from Tim Donovan to Jeb Spaulding as Chancellor. Mr. Spaulding will be on the job no later than January 15.

4. Personnel Matters

Trustee Jerman moved that the Committee go into 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 Committee, attendance in executive session included Chancellor Donovan. Trustee Luneau seconded. The Committee entered executive session at 2:10 p.m. The Committee exited executive session at 2:39 p.m. No action was taken.

5. Johnson State College Presidential Search

The Committee discussed the presidential search at Johnson State College. Chair O'Connor informed the Committee that Trustee Diamond would chair the search committee and Trustee Dickinson would serve as vice-chair; other members include Trustee Moore, Trustee Slaimen, Chair O'Connor (ex officio), Castleton State College President Wolk, and Chancellor Donovan. Chair O'Connor will ask Trustee Diamond to commence the process and name the balance of the committee, to be comprised of five members from the Johnson community, representing the perspectives of faculty, staff, and students, plus one community member or alumna.

6. Appropriations Request

Chancellor Donovan reported to the Committee that he would be presenting a proposal for consideration by the Finance and Facilities Committee and approval by the Board of an FY2016 appropriations request of a \$5M increase in order to be able to freeze tuition for the corresponding academic year. During the discussion, he affirmed that the increase, if adopted in the state budget, would be distributed proportional to tuition income.

B. ITEMS FOR INFORMATION AND DISCUSSION

7. Date and Place of Next Meeting

Executive Committee Meeting

Monday, November 17, 2014

VSC Office of the Chancellor, Room 101

Montpelier, VT

Chair O'Connor adjourned the meeting at 3:50 p.m.

2. Report of the October 22, 2014 Meeting of the Audit Committee

The Audit Committee met on October 22, 2014 at the Chancellor's Office in Montpelier.

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

Committee members present: Linda Milne (Chair), Lynn Dickinson, Tim Jerman, Christopher Macfarlane, Martha O'Connor, Jeff Kellar (nonvoting member, Office of the Vermont State Auditor)

Absent: Karen Luneau

Other Trustees: Jim Masland

Guests: Kieth Goldie, Chris Stenmon (O'Connor & Drew)

From the Chancellor's Office: Bill Reedy, General Counsel
Tom Robbins, CFO
Elaine Sopchak, Executive Assistant to the Chancellor
Sophie Zdatny, Associate General Counsel

From the Public: Kellie Bean, Provost, Lyndon State College
Tess Conant, VSC United Professionals
Scott Dikeman, Dean of Administration, Castleton State College
Loren Loomis Hubbell, Dean of Administration, Lyndon State College
Barbara Martin, Dean of Administration, Community College of VT
Sharron Scott, Dean of Administration, Johnson State College
Lit Tyler, Dean of Administration, Vermont Technical College

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

A. ITEMS FOR DISCUSSION AND ACTION

1. Minutes of the May 14, 2014 Meeting of the Audit Committee

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

2. Review and Approval of FY2014 Draft Audited Financial Statements and A-133 Report

Chris Stenmon and Kieth Goldie of O'Connor & Drew reviewed the draft audited financial statements with the committee. The auditors issued a clean opinion on internal controls and the financial audit. There was one finding in the A-133 Report. The auditors reviewed the Management Discussion and Analysis and commended VSC management on a successful year. Chair Milne commended CFO Robbins and Controller Deb Robinson for their work. The auditors also reviewed the statement of net position and statement of revenue and expenses.

Mr. Kellar inquired how the VSC was handling its current position; CFO Robbins explained that note 9 of the auditors report discusses the VSC's OPEB responsibilities and how they affect financial standing.

Trustee Jerman moved and Trustee Dickinson seconded the resolution Review and Approval of FY2014 Draft Audited Financial Statements and A-133 Report. The resolution passed unanimously.

Trustee Jerman made a motion to enter executive session to discuss personnel matters. Trustee Dickinson seconded. The Committee entered executive session at 2:10 p.m. They exited executive session at 2:35 p.m. and took no action.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Conducting an Audit Committee Executive Session: Guidelines and Questions
2. Fraud and the Responsibilities of the Government Audit Committee

There was no discussion of these items.

Trustee Jerman moved to adjourn the meeting. Trustee Dickinson seconded. The Audit Committee adjourned at 2:39 p.m.

3. Report of the October 22, 2014 Meeting of the Finance and Facilities Committee

The Finance and Facilities Committee met on October 22, 2014 at the Chancellor's Office in Montpelier.

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

Committee members present: Christopher Macfarlane (Chair), Bill Lippert, Jerry Diamond, Tim Jerman, Linda Milne, Martha O'Connor, Heidi Pelletier

Other Trustees: Lynn Dickinson, Kraig Hannum, Jim Masland

From the Chancellor's Office: Bill Reedy, General Counsel
Tom Robbins, CFO
Elaine Sopchak, Executive Assistant to the Chancellor
Sophie Zdatny, Associate General Counsel

From the Public: Kellie Bean, Provost, Lyndon State College
Tess Conant, VSC United Professionals
Scott Dikeman, Dean of Administration, Castleton State College
Loren Loomis Hubbell, Dean of Administration, Lyndon State College
Barbara Martin, Dean of Administration, Community College of VT
Sharron Scott, Dean of Administration, Johnson State College
Lit Tyler, Dean of Administration, Vermont Technical College

Chair Macfarlane called the meeting to order at 2 p.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Minutes of the May 22, 2014 Finance & Facilities Committee

Trustee Milne moved and Trustee Pelletier seconded the motion to approve the minutes. The minutes were approved unanimously.

2. Review and Approve FY2016 Operating Appropriation Request for VSC, WD, Allied Health and VIT

CFO Robbins gave the Committee an overview of the appropriations request for FY2016. Trustee Diamond moved and Trustee Jerman seconded the resolution to approve the appropriations request. The resolution passed unanimously.

3. Review and Approval of FY2014 Carryover Items

CFO Robbins reviewed the carryover requests made by Castleton, Lyndon and CCV. The presidents shared various ways in which they work hard to stay within or slightly below budget, and how small fluctuations in multiple revenue streams can impact the budget at the end of year. Trustee Lippert moved and Trustee Diamond seconded the resolution to approve the carryover requests. The resolution passed unanimously.

4. Review and Approval of FY2016 VSC Capital Projects

CFO Robbins reviewed the list of projects planned for FY2016. Trustee Diamond suggested that the Board tell the governor and legislature the actual dollar amount the system needs. Trustee Jerman inquired what the total need might be. CFO Robbins answered it would be approximately \$50M. CFO Robbins also reviewed the dorm/dining projects list. President Murphy reminded the Committee that they must also consider deferred maintenance, which would also be around \$50M. The Committee discussed other options for funding besides state funding.

Trustee Pelletier moved and Trustee Jerman seconded the resolution for the VSC capital projects request. The resolution passed unanimously.

5. Review and Approval of FY2016 VIT Capital Projects

Trustee Jerman moved and Trustee Pelletier seconded the resolution for the VIT capital projects request. The resolution passed unanimously.

6. Establishment of Endowment

Trustee Diamond moved and Trustee Jerman seconded the resolution Establishment of Endowment. The resolution passed unanimously.

7. Real Estate Transaction

Trustee Dickinson moved for the committee to go into executive session pursuant to 1 VSC 312(a)(2) to discuss a real estate transaction. The executive session included CCV President Joyce Judy, Dean of Administration Barbara Martin, General Counsel Reedy, CFO Robbins, and other Board members. The Committee entered executive session at 3:15 p.m. The Committee exited executive session at 3:45 p.m. and took no action.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. College Reports on Enrollment

CCV President Joyce Judy reported that summer enrollment was strong and finished ahead of budget projections. Fall enrollment is level with budget projections. The college had projected a 5% drop in headcount, but the fall headcount came in stronger than projected with a drop of 3%. In addition to total enrollment, class size average is an important factor in CCV's planning and budgeting. As a benchmark, CCV maintains a college-wide class size average of 12.5 students/section. The college has a well-developed and transparent process for reaching and maintaining this critical benchmark. While enrollment in traditional courses continues to be the major source of revenue, workforce development contracts are a growing part of the revenue picture.

Castleton State College President Dave Wolk stated that headcount is up by nine students but that undergraduate enrollment is down. There has been a 50% increase in merit-based scholarships. Castleton's 2% increase in tuition above the base increase was allocated to need-based scholarships. Castleton is making up shortfalls by implementing a 10% rescission at the beginning of the year and a 10% rescission this week, which together raised \$900K. Revenue generating enterprises like the Polling Institute and conferences and events continue to do well.

Johnson State College President Barbara Murphy stated that there were four fewer first time freshmen, EDP retention is down, and there were 15 fewer transfers than expected. This is a total decrease of 2.9% from what's budgeted: just over \$200K. They have cut a series of course sections and are leaving open some vacant positions. First-to-second-year retention has improved 5%. There has been a 4-5% increase in students living on campus and a 23% increase in student athletes. President Murphy stated that the Early College Program has been very successful and she would like to see the cap be raised.

Lyndon State College Provost Kellie Bean stated that undergraduate enrollment is down 7.8%. Enrollment is six students below the target of the college's contingency budget. Graduate student and non-matriculated student enrollment are both up. LSC Dean of Administration Loren Hubbell stated that a \$1.5M shortfall is being addressed in the contingency budget. They are holding open vacancies and there are no plans for layoffs yet. The college has not spent all its endowment earnings so they have accounts for budget support, and they are using carryover funds of \$300K. Retention is stable. They are expanding evening and weekend courses.

Vermont Technical College Interim President Dan Smith stated that the college budgeted for four fewer FTE students than actually enrolled. Headcount is up by one student. In-state part time student enrollment is up 12%. There are 355 Nursing and Allied Health students, higher than expected. They projected 943 non-Nursing and Allied Health students; 919 actually enrolled. The budget is off by \$250K. They are closing and consolidating sections; canceling non-admissions related travel; and holding open key positions. The Continuing Education and Workforce Development group is working with employers. The biodigester and milk plant will have positive revenue impact in the long term. Out-of-state FTE enrollment is down 32 students (non NAH); overall out-of-state enrollment is down 8%.

2. Review and Discuss Benchmarks and Ratios

Chair Macfarlane began the discussion by stating the importance of benchmarks and ratios and how they can help the trustees spot trends. He stated that he and CFO Robbins have been discussing benchmarks that would be relative to the VSC. CFO Robbins handed out a spreadsheet that contained draft benchmarks. He stated that since tuition and fees and personnel costs are the biggest line items in the financials, it would make sense to place some focus on those areas. Additionally, there are student, operational and balance sheet benchmarks that might be informative for the Board. CFO Robbins stated that ideally the most important information can be distilled down to one page. This will be challenging with our multiple colleges and entities if we look at multiple year trends and index the colleges to their relative peer institutions. Chair Macfarlane stated that he and CFO Robbins will continue to work on the benchmarks prior to the December meeting.

3. Discuss VSC Board Policies for Revision

CFO Robbins noted that VSC Board policies are reviewed on a periodic basis and modified as needed. He further stated that there is a sense from the Board that certain policies should have higher thresholds before the VSC Board should become involved.

Items for Information and Discussion

This would allow the Board more opportunity to discuss strategic issues during meetings. Trustee Lippert voiced agreement with this approach. CFO Robbins will work with the BAC and COP to discuss and modify policies appropriately and then bring to the Finance and Facilities Committee for review.

4. Update on Ongoing VSC Construction

Due to the time constraint there was no discussion on this agenda item. CFO Robbins invited committee members to contact him for further review as needed.

5. Review Capital Projects Report

Due to the time constraint there was no discussion on this agenda item. CFO Robbins invited committee members to contact him for further review as needed.

C. ITEMS FOR INFORMATION ONLY

1. Monthly Grant Activity Report
2. Monthly Cash Report

Due to the time constraint there was no discussion on these agenda items. CFO Robbins invited committee members to contact him for further review as needed.

4. Report of the October 22, 2014 Meeting of the Education, Personnel and Student Life Committee

The Education, Personnel and Student Life Committee met on October 22, 2014 at the Chancellor's Office in Montpelier.

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

Committee members present: Kraig Hannum (Chair), Lynn Dickinson, Michelle Fairbrother, Jim Masland, Alyssa Slaimen, Martha O'Connor

Absent: Karen Luneau, Gary Moore

Other Trustees: Jerry Diamond, Tim Jerman, Bill Lippert, Christopher Macfarlane, Linda Milne, Heidi Pelletier

From the Chancellor's Office: Bill Reedy, General Counsel
Tom Robbins, CFO
Elaine Sopchak, Executive Assistant to the Chancellor
Sophie Zdatny, Associate General Counsel

From the Public: Kellie Bean, Provost, Lyndon State College
Dave Bergh, Dean of Students, Johnson State College
Tess Conant, VSC United Professionals
Scott Dikeman, Dean of Administration, Castleton State College
Loren Loomis Hubbell, Dean of Administration, Lyndon State College
Barbara Martin, Dean of Administration, Community College of VT
Amy Miller-Bremel, CHANGE Initiative Coordinator, Castleton State
Sharron Scott, Dean of Administration, Johnson State College
Lit Tyler, Dean of Administration, Vermont Technical College
Terry Ashford, Vermont Tech SUP PAT
Sam Montgomery, Vermont AFT
Ann Slonaker, Faculty, Castleton State College
Linda Olson, President, VSC Faculty Federation
Ben Johnson, Faculty, Vermont Tech, Vermont AFT
Chris Smith, Faculty, Vermont Tech

Pat Moulton, VT State Employees Association
Jeff Ankuda, Staff, Vermont Tech
Morna Flaum, Faculty, Johnson State College

Chair Hannum called the meeting to order at 5:11 p.m.

A. ITEMS FOR INFORMATION AND DISCUSSION

1. Overview of the Federal Laws, Regulations and Guidance Regarding Sexual Violence on Campus

Associate General Counsel Sophie Zdatny presented the Committee with details regarding the federal laws, regulations and guidance regarding sexual violence on campus. Amy Miller-Bremel, CHANGE Initiative Coordinator at Castleton, gave the Committee an overview of the outreach the college performs to promote awareness and prevent sexual assault on campus. Johnson State College Dean of Students Dave Bergh presented the student life perspective of implementing the regulations and guidelines.

Audience member Linda Olson stated that the colleges all need a CHANGE initiative coordinator on campus as well as more mental health resources. The committee discussed the many legal ramifications of sexual violence cases on campus.

2. Suggested Calendar of EPSL Committee Discussion Items

Chair Hannum reviewed the proposed schedule of EPSL discussion items and asked Committee members to email requests for other topics to him.

3. Update on Johnson State College Presidential Search

Trustee Diamond shared that the trustee members of the search committee met with faculty, staff, and students to hear what they want in a president, and the committee explained to them the process and timeline. Ads for the position will be published on October 27th. The committee hopes to make choice at the February Board meeting. They have received nominations of search committee members from the college and community. The search committee will consist of two faculty, two staff, one student, and one community member who is also an alumna. Castleton President Dave Wolk and the Chancellor will also be on the committee. They have set up jscsearch@vsc.edu as a way for anyone to communicate with the committee. The first full committee meeting will be on October 27th. Trustee Dickinson is the committee vice-chair.

Audience member Linda Olson thanked the Board for its inclusiveness in the search process.

B. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the May 22, 2014 Meeting

Trustee Masland moved and Trustee Fairbrother seconded the approval of the minutes. The minutes were approved unanimously.

2. Nomination of Faculty for Emeritus Status

Lyndon State College Dean of Administration Loren Hubbell advocated for Professor Boye's nomination and spoke highly of his work and his impact on the college. Trustee Dickinson moved and Trustee Masland seconded the resolution to award Emeritus Status to Professor Alan Boye. The resolution passed unanimously.

3. Comments From the Public

Linda Olson requested clarification from the Committee regarding mixed messages people are receiving from Vermont Tech about a presidential search. Board Chair O'Connor stated that there is no special protocol requiring a search to come before the EPSL Committee. Interim President Smith's term is from April 3, 2014 through June 30, 2015. There has been a suggestion that the interim title end and he be made permanent president. The policy is for the trustees to appoint a president in consultation with staff, faculty, and the chancellor. She travelled to Vermont Tech and spent time with faculty and staff and students. The Board has not voted yet to make this change but the intention is to put it on the Board agenda for the October 30th meeting. She stated that they have an opportunity to appoint a permanent president who by all impressions is doing a fine job in a difficult position. The appointment would provide stability for Vermont Tech. The interim period has been a seven-month opportunity to assess his performance.

Prof. Olson asked that the process be as transparent as possible and asked if there will be an opportunity for people to give feedback about the appointment online. Chair O'Connor asked Prof. Olson to share her contact information with Federation members so they can communicate directly with her. Chair O'Connor's contact information has already been given to VTC Staff Council to share.

Items for Information and Discussion

Morna Flaum, a part-time faculty member at Johnson State, shared that she appreciates the process for searching for a president at JSC. She advocated for as much transparency as possible in administration turnover.

Vermont Tech faculty member Chris Smith encouraged the Board to create an evaluation process for campus presidents, just as faculty have one, and asked for transparency in that process.

Trustee Masland moved to adjourn and Trustee Fairbrother seconded. The meeting adjourned at 7:11 pm.

Items for Information and Discussion

5. Report of the Vermont State Colleges Student Association
6. Report of the Chancellor
7. Reports of the College Presidents



President's Report
October 2014

We are excited to host the Board in our newly-opened academic center in downtown Brattleboro. Thank you for your support throughout this project. The opening of this new, shared space has been welcomed by students, staff, and faculty, and I am pleased to be able to share with you some of the details associated with the conclusion of this remarkable and historic project. I am also pleased to report that while Brooks House has been a great success story for CCV in recent months, it is not the lone piece of big news for the College: In early October CCV was awarded a \$2.4 million TAACCCT grant to support our existing workforce training offerings and to assist in the development of additional workforce programming.

As you know we celebrated the formal opening of Brooks House on October 4. Some of you were here for the event, but for those who were not, I would like to tell you that by all accounts it was a remarkable success for both CCV and VTC. During the evening both colleges were lauded for the added economic value we are bringing into downtown Brattleboro. Governor Peter Shumlin, Congressman Peter Welch, and other high-profile figures commented on this positive outcome of our move, and that goodwill extends up and down Main Street. The event brought upwards of 500 people through the doors of the academic center itself, allowing them to tour the 18,000 square feet of modern, academic space. This alone will go far in promoting the work that we do and the opportunities that are available to Windham County Vermonters who would like to study with us.

We have now been holding classes in the Brattleboro center for over ten weeks, and the feedback we are receiving is universally positive. We have heard that students appreciate the modern labs and classrooms, they enjoy working in the new art studio, and they are glad to be downtown. However, one of the most significant components of this new space isn't related to bricks and mortar, it is the strengthening of the relationship between VTC and CCV. I see our cooperative work in the Brooks House as a wonderful opportunity to share resources and build stronger links between our programs and services. Similar to the way in which both colleges and our students have benefitted from the creation of the Hartness Library, I am confident this new, shared location will in a short time provide rich rewards to students and the VSC as well.

It is also with great pleasure that I report that CCV has successfully earned a second TAACCCT grant totaling \$2.4 million dollars. This funding will help create, develop and sustain attainable pathways between higher education and the workforce, and provide accelerated job skill development and degree attainment for students.

More specifically, and also related to our relationship with VTC, our plans for the TAACCCT funding dovetails with the important work we are doing with Vermont Tech. Very recently CCV and Vermont Tech developed a pathway that allows students to move seamlessly from CCV's STEM Studies program into VTC's Renewable Energy degree program. These two programs prepare our students for careers in high-demand fields and for good-paying jobs available in Vermont right now. Similarly, this new TAACCCT funding will allow CCV and VTC to work more closely on developing similar programs that lead to career-ready, well-trained graduates who are prepared to work in the fields most in need of workers both nationally and in Vermont.

TAACCCT funding will also be used to enhance and improve the tools CCV offers students to aid them in career searches and internship placements. We will be launching CCV careerSpot next month, a software system built on the National Association of Colleges and Employers' (NACE Link) Symlicity platform. This tool allows students to build resumes, connect with employers, participate in mock interviews, and work on other important job-search related activities. This new grant funding will allow CCV to implement additional careerSpot modules for students and devote additional resources to the tool that will improve the user experience and create more student-centered opportunities.

As we are about to move into November I'd like to take a moment to tell you about a few things that will be happening this coming month. As you know, we at CCV work to ensure that veterans and their families receive all of the support they need to be successful. I am happy to report that as of today, over 90% of CCV staff have successfully completed training to prepare them for working with veterans and military-connected students. We will be making the training freely available to students, faculty, and the public in upcoming weeks.

This type of training and our focus on veterans services in past years has had an incredible ripple effect throughout the college. This month, in celebration of Veterans Day, CCV will host a public reading of work completed by veteran students in instructor Joe Ryan's Veterans Writing Project workshop. The event will be held in our Winooski academic center on Monday, November 10, and I invite you to attend.

CCV will also be holding a Yellow Ribbon Project during Veterans Day week. CCV-Winooski began this tradition years ago and this year we are asking all centers to participate. Students, staff, and faculty will be able to write a brief note on a yellow ribbon, post the ribbon on a wall in the center, and at the end of the week the ribbons will be collected and presented to local VFW posts and other organizations around the state.

And finally, for the months of November and December our veterans resource coordinators have arranged for the VA's Veterans Benefit Van to visit all CCV academic centers. The van will provide mobile veterans services to the public and to CCV students, free of charge. A schedule is available online at [CCV Now](#), where you can keep up with everything happening at CCV.



Castleton

Introduction

As we pass the mid-point of the opening semester we have already had several exciting events, significant announcements, and our share of challenges. We continue to celebrate our successes and remain positive for a bright future.

Our overall enrollment in terms of total students is on a plateau with last year, with record total numbers the past few years, but the number of full-time students has declined as the number of part-time and graduate students has increased.

Given the significant demographic decline of high school students throughout Vermont and the Northeast, along with declining state support that relegates Castleton to one of the lowest funded public colleges in the country, at 9% state support of our overall budget, it is imperative that we become increasingly innovative and entrepreneurial.

However, it is also critically important that we maintain our competitive edge with the predominantly out of state colleges with whom we compete for students.

As our faculty and staff already know, we are scrutinizing expenditures and seeking new revenue streams as we balance our budgets. But we have good reason to believe that the future is very bright.

We believe the enrollment dip to be an anomaly, rather than a trend. We will have a full year of recruiting for our recently accredited nursing program, a full year of recruiting and retention planning for our new international initiative, and a full year of recruiting under our new football staff. Also, with the addition of varsity track and field, and the hiring of Vermont's most highly regarded coach, we expect to see an immediate impact in recruiting and enrollment. Add to those undergraduate endeavors, our new Center for Entrepreneurial Programs, and graduate programs for Art Administration and Athletic Leadership, we have a plan for future success.

Academic Affairs

VGN Grant Bolsters Student Research

In September Castleton announced that Professor Preston Garcia of the Natural Sciences Department was awarded a Vermont Genetics Network grant in the amount of \$25,000 for the second consecutive year to continue his specialized bacteria research.

"My work focuses on the metabolism of a beneficial soil bacteria, *Sinorhizobium meliloti*. These bacteria grow

symbiotically with some plants like peas and soybean to help the plants have better access to certain nutrients, especially nitrogen," said Garcia.

The VGN grant will allow Garcia to employ students to aid in his research while gaining relevant experiences to add to their resumes. In addition to the grant, Garcia has also encouraged his students to apply for outside funding opportunities for their research.

As a result, sophomore Christopher Villa was recently awarded a fellowship from the American Society of Microbiology for his role in the project. Selected from applicants all over the nation, Villa began his research this past summer and will continue his efforts throughout the academic year.

Advancement

Paramount Partnership Becomes Reality

As Castleton continues with its commitment to creating a greater presence in downtown Rutland, the college began a partnership with the Paramount Theatre, which seeks to expand the arts and cultural offerings as a base for students and the community.

This fall, two Soundings events were created to fit criteria appropriate to both audiences, and showcased in the Paramount as the first-ever collaborative programming, a partnership more than seven years in the making.

"The initial returns have been impressive," said Director of the Fine Arts Center Rich Cowden. "We had over 600 people in attendance at the first event, with more than 200 coming from the college." [Read More](#)

Shrine Maple Sugar Bowl Comes to Castleton

Since 2009 Castleton has hosted Vermont high school state championships in field hockey, football, and lacrosse; high school all-star events in baseball, field hockey, football, lacrosse, softball, and soccer; the Vermont state Legion Baseball Tournament, and the Green Mountain Senior Games.

Recently, it was determined that Spartan Stadium will be the host of the 62nd annual Shrine Maple Sugar Bowl, played between all-star football teams of graduated seniors from Vermont and New Hampshire. The event has raised more than \$4.5 million for Shrine Hospitals in its history and will bring thousands of spectators to our campus on August 1, 2015 for the annual parade and game.



Castleton

Public Service

Football Team Holds a Date for Nate

As the Castleton football team put forth a record-breaking performance on the field on October 11, they also made the game an unforgettable day for one young man who had the opportunity to be an honorary member of the Spartans team for a day.

Sixth grader Nathan Cosgrove was invited to be involved with Castleton's entire game day experience as part of the Coach to Cure MD program, an initiative supported by the American Football Coaches Association which seeks to raise money for research focused on Duchenne muscular dystrophy.

"I just thought it was a great opportunity to bring some happiness to a family that needed it with all they have been through recently," said head coach Tony Volpone. "Fortunately it went as good as it could go. The players were very receptive and welcoming to Nathan, his family and his friends."

Cosgrove is afflicted with Duchenne muscular dystrophy, leaving him confined to a wheelchair. The disease strikes boys across all races and cultures, causing progressive muscle weakness, which eventually leads to wheelchair dependency and a decline in respiratory function.

Being limited to a wheelchair didn't hinder Cosgrove from being a part of the team on Saturday, as he was able to join the Spartans in the locker room before the game and then lead them out to the turf prior to the start of the contest. At halftime he was also presented with a Castleton football jersey and a football signed by the entire team.

"It was great having Nate at the game last week. It puts everything in perspective for us," said junior linebacker Jay Morgan. "He has such a great attitude for all that he is going through and was all smiles on the day and I think it motivated us and once again reinforced how blessed we are to play football."

The youngest Spartan also got to celebrate Castleton's 65-9 victory over Anna Maria after the game, taking part in the singing of the alma mater while helping to hold the Helmet Trophy - the traveling trophy the two teams have played for over the past six years. He finished off the day by addressing the team during their post-game talk on the field.

Gift of Life Marathon Changes Format

The biggest blood drive in America, Rutland's record-breaking Gift-of-Life Marathon, is about to become the longest.

The revamped "Gift-of-Life Marathon - 12 Days of Giving" will run from Dec. 2 to 16 at sites throughout the Rutland region, and will be the longest blood drive in U.S. history.

"This year's GOLM will be a celebration of last year's record and the greater-Rutland community," said Castleton President Dave Wolk, who will host the first day of the drive, Dec. 2. "We expect that by physically spreading the effort across the region and over two weeks of time, we can provide a great experience for donors while still making a substantial contribution to the regional blood supply."

First Year Seminar Gives Back to Community

Following Castleton's First Year Seminar theme of community, Assistant Art Professor Oliver Schemm and his class are extending their reach beyond the campus to make a local impact.

In collaboration with FortySeven Main Street and The Friends of the Library, the FYS class will join the Little Library project, geared toward always providing community members with access to quality literature by creating little libraries.

"It's a great combination of community outreach and the power of the arts, as well as the magic and adventure of books, and it's free," said Schemm of the project.

FortySeven Main Street Inc. is a small community within the village of Castleton that focuses on improving the lives of men suffering from mental illness. Program residents have committed to construct each of the five little libraries, described as wooden boxes, designed to resemble little houses, which will each hold a variety of themed books.

Special Events

Shelley Warren to Speak at Smithsonian

Visual artist and Castleton Adjunct Professor of Art Shelley Warren will bring her artistic vision to the Smithsonian American Art Museum in Washington DC in October as she gives an artist talk at the esteemed venue, after having her art selected for a DC city arts gallery.

Warren and local DC artist Leslie Berns were chosen to be featured as a duel-artist exhibit in the Flashpoint Gallery. The pair often participates in collaborative shows of their multi-media nature-based installations.

Their Smithsonian talk is part of the museum's Luce Local Artist Series presented with Cultural DC, which features local artist to discuss work on view in the museum.

The duo will join to host the open discussion on some of their favorite works in the Luce Foundation Center on Oct. 26.



JOHNSON STATE COLLEGE PRESIDENT'S REPORT

to the Vermont State Colleges Board of Trustees

OCTOBER 30, 2014



SEARCH FOR NEW JSC PRESIDENT BEGINS

The Johnson State College community is eager to be part of the Board of Trustees' process as the presidential search process launches. JSC sophomore Shayna Bennett, an environmental science major from Belvidere, Vt., joins JSC Professor Ken Leslie (Art), Assistant Professor Kathleen Brinegar (Education), Director of Advising Sara Kinerson and Director of Athletics Jamey Ventura to represent JSC on the committee.

Search Committee members Diamond, Dickenson, Slaimen, Moore and Donovan hosted two open forums and attended an academic department chairs' meeting on Thursday, Oct. 16, to present an outline of the search process over the next five months and to hear from students, faculty and staff about the skills and qualities they would like to see in the next president. These sessions were well-attended and generated good discussion about opportunities for the College's future. Effective Oct. 27, there is a web presence for the search on the JSC website at www.jsc.edu/PresidentSearch.



ANOTHER GENEROUS GIFT FROM THE FUSS FAMILY FOR THE PRESIDENT'S FUND FOR EXCELLENCE IN TEACHING & LEARNING

Peter and Evelyn Fuss of Morrisville are longtime friends of and donors to JSC. They share the priorities that guide awards made from The President's Fund for Excellence in Teaching & Learning, the fund to which they direct their gifts, which supports teaching and learning opportunities that extend beyond the classroom to include student travel and attendance at professional meetings and conferences. The Fusses especially value the research, professional and creative work faculty members do in the company of students. Over the past several years, they have provided annual gifts of \$20,000 to support student presentations at conferences, summer research stipends for students, guest speakers, opportunities for students to present at professional conferences, and several educational travel opportunities.

Recently the Fusses chose to make a significant gift to this fund, bringing the size of the endowment to just over \$511,000 as of Sept. 30. We are extremely grateful for this extraordinary and truly transformative gift.

Since its inception, the President's Fund has granted more than \$206,000 to support the participation of students, faculty and staff in projects large and small, including technology enhancements in classrooms and labs, student/faculty inquiry, scholarships for deserving students, distinguished guest scholars, faculty enrichment, and student travel and seminars. A report on allocations from October 2013 – October 2014 is available [here](#).



POSITIVE INDICATORS

While we continue to live in lean budget times and in a demographic downturn in the number of young adults in Vermont and throughout New England, the fall semester at JSC started with some positive numbers, including a significant uptick in the number of residential students over last year (495 from 471) and the largest incoming class of fall athletes (91, from a previous high of 75). Another promising indicator is the increased persistence of first- to second-year students. This fall saw that number increase by 5 percent, which includes students from Vermont, neighboring New England states and other out-of-state students.

Our successful prevention and outreach programming around alcohol, drugs and healthy relationships continues, with incoming students for the second straight year taking online





courses on these topics. Our “iChoose” social norms campaign has returned for a second year as well, with a strong and positive response from students. At a late-September event, 55 students signed up indicating interest in working with the group and helping with programming. Dean of Student Life & College Relations Dave Bergh presented on these promising trends to the Board of Trustees at its October committee meetings. Of particular note is the marked change — in a positive direction — of use patterns *after* arriving at JSC.

NEW STUDENT SUCCESS INITIATIVES

We launched several new “student success” initiatives this fall:

- The “JPass” program connects staff members with students in First-Year Seminars to serve as mentors and as an additional point of contact and support for new students. Twenty-three staff members are serving as volunteer mentors, with one to two in each of the 16 First-Year Seminars.
- The Career Development Office is connecting with first-year students in the classroom, and many of the 15 classes attended by staff to date have been First-Year Seminars. This outreach is the logical extension of a push to help students begin to connect their college programs and choices to their life and career goals starting their very first semester at JSC.
- Our two learning communities for first-year students are off to a good start this year. We plan to double the number of learning communities next year and involve five distinct academic areas and faculty members in creating communities of learners for new students.
- JSC’s Student Government Association is making an effort to better connect with commuting students, holding well-received informational and social gatherings for this group.

A ‘MILITARY FRIENDLY’ JSC

Johnson State College has been designated a “Military Friendly School” in recognition of our demonstrated commitment to supporting student veterans on campus and in their careers.

JSC is one of about 1,600 American colleges and universities that have earned the certification from a veteran-owned business called Victory Media, which assesses colleges on their programs and services for veterans and bestows the designation at no cost.

This is not the first time JSC has been recognized for its support of military students. For example:

- In 2013, we received a \$10,000 grant from the Vermont Community Foundation to expand programs in support of veterans and their families.
- JSC serves as an outpost of the South Burlington Vet Center on Fridays, providing counseling and information about

veterans’ benefits to students and area community members who otherwise would have to travel to centers in Burlington or White River Junction.

- Efforts by JSC Student Government Association President Shane Bouthillette in 2013-14 led to his appointment by Gov. Peter Shumlin to a two-year term on the state’s Veterans Advisory Council. Bouthillette, who graduated from JSC in 2014, is a member of the Vermont National Guard.

VISITING SCHOLAR JOANNE ST. LEWIS

The Ellsworth Trust celebrated its 40th anniversary by hosting Joanne St. Lewis, a law professor from the University of Ottawa



and a lecturer in the University of Southern California’s Executive Program on Counter-Terrorism, the week of Oct. 20. Professor St. Lewis’s work examines the operation of social justice principles and legal culture. Her areas of current research include digital defamation and social justice communities; art, culture and the law; and the equality rights of African/Canadian women and girls.

JSC had the benefit of Professor St. Lewis’s presence in classes as wide-ranging as education, history, political science, sociology and anthropology. All participants — especially students — were delighted and challenged by her presentations and dialogue. She concluded her visit with an all-college reception and conversations with the men’s basketball team.

ACCOMPLISHMENTS OF NOTE

A supplement to this report noting recent accomplishments by JSC faculty, staff, students and alumni is posted on our website and available for reading here. We encourage you to follow this link and read about our wide-ranging accomplishments.

FOREST-MANAGEMENT PLAN IN THE WORKS

Recognizing that managing our woodlands will open up wildlife habitat and provide watershed protection as well as generate revenue through the sale of timber, JSC is implementing a new forest-management strategy. The goal is to selectively harvest mature and over-mature trees, which stimulates regeneration. Following conversations with key users — those who use our woods for cross-country running, disc golf and the ropes course — we are marking trees for harvesting and preparing to solicit bids. Harvesting will be scheduled during the winter, if the temperatures are cold enough to provide a protective frozen



base. JSC has selected Lamoille County Forester Raymond Toolan to oversee and guide the process. Mr. Toolan works in the Forest Resource Management Division of the Vermont Department of Forest, Parks & Recreation.

REORGANIZING OUR WORK

Late this summer we merged the Business and Financial Aid offices into a combined Office of Student Financial Services, with the goal of making the financial aid and billing functions more comprehensible to students and families, for whom “a bill is a bill” regardless from where it originates or how it will be settled. We know that the more we can clarify and streamline the process for settling a bill (with financial aid, loans, scholarships and/or direct payments), the happier our customers — our students and their families — will be.

In addition, we are in the process of combining our Advising and Registrar offices — now located in separate campus buildings and carrying out separate functions — into a single Advising & Registration Center, to be housed in Dewey Hall. Reflecting a model in place at many colleges, the move will expand the role of our Registrar’s staff, enabling them to partner with Advising to help students navigate the successful completion of their degrees.



Assistant Professor Amy Welch, of JSC’s Environmental & Health Sciences Department, confers with a student during class.

NEASC ACCREDITATION

We originally were scheduled this year to complete our self-study for reaccreditation by the New England Association of Schools and Colleges and to host a NEASC reaccreditation team next year (the 2015-16 academic year). With the announcement of President Murphy’s forthcoming retirement, NEASC has agreed to postpone this work for a year so we can focus this year on a presidential search. Reaccreditation committee work will continue this year, albeit under much less pressure; our self-study will be done next year, and the visit from NEASC will happen in the 2016-17 academic year.



CAMPUS SOLAR INSTALLATION

Installation of a 150 kWh solar array is under way on campus near the main entrance, just up the hill from the former “upper pond.” Our investment partner in this project is Encore of Burlington. Major construction is scheduled to complete by the end of October, and it is scheduled to be tied into Johnson Water & Light by the end of the calendar year. This solar farm continues the College’s sustainability focus, enables us to decrease our reliance on fossil fuels and thus reduce our “carbon footprint,” and is a natural extension of our energy-conservation efforts. This is a modest project and it’s difficult to estimate exactly how much energy will be produced on any given day, but it’s estimated the far will generate the amount of power equivalent to heating both McClelland and Martinetti halls.



Aly speaks about winning the national championship and being part of the Women’s Rugby Club at JSC during a December 2011 victory celebration in Stearns Hall.

REMEMBERING ALYSON FINN

The JSC community mourns the loss of Aly Finn, class of 2013, who died in a car accident earlier this month. Aly was instrumental in re-establishing a women’s rugby club at JSC in 2010 and was captain of the team that first year, when JSC won the national championship in its division. A memorial

service and rugby scrimmage (JSC alumni vs. Lyndon State alumni) is scheduled for Sunday afternoon, Oct. 26.



The President's Report

OCTOBER 30, 2014 | LYNDON STATE COLLEGE



The State of the College

This portion of the report presents a synopsis of the College's top five priorities, outlined by President Bertolino in his annual State of the College Address on October 2, and delivered to a standing-room-only audience of students, faculty, and staff. In the face of the challenges Lyndon and the other Vermont State Colleges are facing, President Joe presented a clear-eyed assessment of where we've been, where we are, and, most importantly, how we are going to move forward.

Now is the Time: Five Priorities

1. ENROLLMENT MANAGEMENT

- We are actively evaluating our admissions and recruitment strategy as well as the financial aid distribution structure. Bill Laramée, former LSC VP and VP Emeritus at Berea, and Joe Bagnoli, VP for Enrollment at Grinnell College, will assist us in this endeavor.
- We will be collecting and assessing data related to current LSC enrollment status and trends, working across constituencies to create a strategic retention strategy that will stabilize and right-size the enrollment.
- In Admissions we are implementing Ellucian Recruiter, a powerful communications tool that will drive better admissions yield, and we have added admissions events and multimedia advertising.
- We are engaging in new partnerships with local high schools and more community colleges.
- In January 2015, we will roll out LyndonFlex—an initiative to greatly expand our online, hybrid, weekend, and evening courses. This is in conjunction with increased support for nontraditional students.
- The first group of international students from Education First is scheduled to arrive in May, promising to produce an increase in international students, especially in the long term.

2. CURRICULUM/ACADEMIC SUPPORT

- We should commit to every student leaving with a solid liberal arts foundation and a professional skill set.
- Academic affairs will be working closely with faculty and academic support services to assess, reinvigorate, and reimagine the current curriculum, and create a structure that will provide students with an “academic road map to success/completion.”
- With LyndonFlex we will implement plans to create flexible degree programs and course delivery that appeal to ALL students.
- We will increase articulation agreements and partnerships with community colleges, high schools, and local businesses and non-profit organizations.
- We will consider the consolidation of course offerings and examine very closely the cost of instruction. Is it sustainable?
- We will explore the possibility of a Fast Track degree program that takes fuller advantage of concurrent enrollment opportunities and guarantees degree completion in three years.

- We are collecting data on outcomes for probationary students to create a strategy for creating course schedules that more likely ensure student success—beginning in the first semester.

3. STUDENT SERVICES

- We will 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 personal contact from recruitment through completion.
- Faculty in multiple departments are being asked to work collaboratively to conduct customer services assessments and make recommendations on improving the overall student experience.
- We will conduct an external review of institutional aid distribution with the goal of implementing changes for 2015–16.
- We will move forward in all areas of the Year of Social Justice.

4. FINANCIAL STABILITY

- Dean of Administration Loren Loomis Hubbell and her team will develop a 2016 budget that focuses on strategic initiatives while pulling back on some projects, capitalizing on naturally occurring vacancies, and cutting inflation on supplies and equipment. The counsel and expertise of faculty and staff will be called on to assist.
- This budget will be balanced and we will make every effort not to tap into BoT reserves. Emphasis will be placed on “right sizing” the institution, improving oversight and financial reporting, and expanding revenue streams beyond tuition and fees. We will hold open meetings to discuss budget planning and development.
- Barry Kaufman, former CFO of Barnard College/Columbia University and controller of the City University of New York, and retired LSC Dean of Administration Wayne Hamilton will be advising and consulting on budget development.
- We will complete important state- and VSC-funded capital projects. We will decide how to move forward with the Electronic Journalism Arts studio, the McGoff Hill property, and the Yellow House.

5. DEVELOPMENT/FUNDRAISING

- We are creating a new comprehensive institutional advancement and fund-raising strategy with a sharp focus on the annual fund, scholarships, and unrestricted dollars. Bill Laramée is assisting us with this project.
- Alumni John Kleinhans and Andrew Chapin and the Alumni Council are helping us explore new fund raising strategies centered on the use of social media and relationship-building with post-1980 grads.
- We have increased the annual fund goal to \$150K and are building new major gift relationships.
- We are refocusing on major gifts, including securing the College's largest gift by 2017–18.
- We are moving forward with campaigns centered on specialized support, including scholarships and Lyndon Launch.

“The state of the college rests with us.”

OCTOBER 30, 2014 | THE PRESIDENT'S REPORT

NewsBriefs



\$200,000 Awarded to VIAM

STUDENTS TO ASSIST IN RESEARCH

Lyndon's Atmospheric Sciences Department and its Vermont Institute of Applied Meteorology (VIAM) were awarded \$200,000 from VLITE (Vermont Low Income Trust for Electricity). The support allows VIAM to conduct a three-year applied research project along with Vermont Electric Power Company (Velo) and IBM's "Deep Thunder" project. The research aim is to better understand how adverse weather affects Vermont's electric infrastructure and integration of renewable energy into the grid. Associate Professor Jason Shafer will lead the project; LSC's student researchers will intern at VIAM as part of their degree program.

Lyndonflex

ONLINE | HYBRID | WEEKENDS | EVENINGS

In spring 2015, the College will begin implementing a major initiative to offer more online, hybrid, weekend, and evening courses—in all departments—and improve our service to nontraditional students. LyndonFlex aims to meet the busy scheduling demands of all our students and cultivate more ways for everyone to enjoy the benefits of the Lyndon experience: single courses, a group of courses that may relate to specific career or avocational interests, graduate or certificate programs, on up to full 2- and 4-year degree programs.



Education First Update

LSC is gearing up for the arrival of the first cohort of 30 international students in the summer of 2015. Three committees are continuing to assess the logistics surrounding the academic, housing and student life, and socialization requirements of the students.

Hospitality and Tourism

SERVING GROWING SECTOR OF REGIONAL ECONOMY

Lyndon has received a \$226,739 grant toward establishing a proposed concentration in Hospitality and Tourism Management under the B.S. in Mountain Recreation Management. It will also facilitate additional partnerships with resorts in the region, including paid internship sites for LSC students from a variety of disciplines. The grant is part of \$891,679 in Northern Border Regional Commission funds. The proposed degree concentration is pending approval from the Curriculum Committee.

Kingdom Career Connect 2.0

RAISING ASPIRATIONS FOR MIDDLE SCHOOLERS



The LSC Foundation has received a \$29,650 grant from the J. Warren and Lois McClure Foundation for the 2014–15 academic year to help fund Kingdom Career Connect—an

interactive, year-round, career-education program for 8th graders developed by Lyndon's Center for Rural Entrepreneurship. For the second year, we will host a hands-on career exploration day for hundreds of local students in the spring.

New Exhibit in Vail Museum

FEATURES MANSION'S ORIGINAL BALCONY RAILINGS

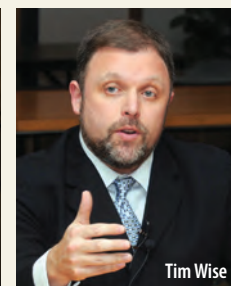
The Manor Vail Society acquired T.N. Vail's personal library railings from Steve Tilotson, an East Corinth, Vt., architectural salvage and antiques broker. A portion of the unusual, curved railings was installed in the Vail Museum exhibit that debuted September 27 as part of LSC's Homecoming celebration.

Year of Social Justice Events

The LSC Twilight Players alumni presented the one-man show **Clarence Darrow** on September 27 as part of Lyndon's 2014 Homecoming activities. Kevin McGee '81 played the role of pioneering lawyer Clarence Darrow, J. Michele Laberge '80 directed, and George Babcock '79 was assis-



Kevin McGee
as Clarence
Darrow



Tim Wise

tant director. To prepare for the role, McGee traveled to England to meet and discuss the performance with Kevin Spacey, who starred in the role at London's Old Vic.

Renowned anti-racism author and educator **Tim Wise** lectured on "Resurrecting Apartheid: Racism, Inequality and the Collapse of the Post-Racial Myth" to a crowded Alexander Twilight Theatre on October 1.

LSC Joins the ECCC

This fall, members of Lyndon's newest intercollegiate team joined—and had an impact on—the Eastern Collegiate Cycling Conference (ECCC), one of 11 regional conferences in USA Cycling. The ECCC spans from Delaware to Maine and includes a thousand student athletes from 70 (mostly larger) schools who compete in a variety of road racing events throughout the year.

The mountain bike season wrapped up with Eastern Regionals in October; many on the team will be switching to the cyclocross race series that runs into December.

Faculty Shorts

History Professor **Alexandre Strokanov** headed to Moscow in late October as a finalist in a competition to determine "The Best Teacher of Russian Literature Abroad." The competition is sponsored by the Pushkin Institute.

Newly arrived Visual Arts Assistant Professor Robby Gilbert marked the centennial of the 1914 cartoon "Gertie the Dinosaur" in mid-October at Catamount Arts with a screening and discussion about the film's impact on current animation and media.

While on sabbatical, Math Professor **Daisy McCoy** is giving charity guest lectures on math courses in Turkey. She travels to Guatemala in the spring to do research on the ancient Mayan number system.

VERMONT TECH

PRESIDENT'S REPORT TO THE BOARD | October 2014

RECOGNITION

The *U.S. News and World Report* placed Vermont Tech at number 36 in its "Best Regional Colleges 2015" edition. 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.

ACADEMICS

Vermont Tech and the **Community College of Vermont** have established a partnership that guarantees admission to certain graduates. The new pathway allows students who have earned CCV's STEM (Science, Technology, Engineering, and Mathematics) studies Associate's degree to enter Vermont Tech's Renewable Energy Bachelor of Science degree program.

Another partnership with **Sterling College** is enabling Vermont Tech to offer a unique four-credit course in sustainable agriculture. For two weeks, **students will study the impacts of climate change in Chiapas, Mexico**, as well as learn ecological adaptation strategies such as organic horticulture and community collaboration.

EVENTS

It was a truly grand opening of the **Vermont Tech/Community College of Vermont campus in Brattleboro** on October 3. Governor Peter Shumlin and U.S. Representative Peter Welch joined Dan Smith and CCV president Joyce Judy in making remarks to a standing room only crowd in the Brooks House atrium before the ribbon was cut on the \$24 million renovation.

Vermont Tech also continued its autumn tradition of supporting women in the workforce with the hosting of the **16th Annual Women Can Do!** day on October 16 and the **18th Annual Women's Economic Opportunity Conference** on September 20.

Approximately 500 young women from 55 high schools explored opportunities in science, technology, engineering and math (STEM) and skilled trades during this year's Women

Can Do!, presented by Vermont Works for Women. Lynn Monty's feature article in the [Burlington Free Press](#) characterized the career paths as "helping women move into jobs that really pay something and where there is a career trajectory."

Senator Patrick Leahy's Women's Economic Opportunity Conference featured **Burton Snowboards president Donna Carpenter as the keynote speaker**. Attendees had 30 workshops to select from and the opportunity for one-on-one session with business coaches to help usher ideas into action. President Smith welcomed participants and introduced Senator Leahy and keynote speaker Donna Carpenter.

Early signups for Williston and Randolph Open Houses, as well as the new "Try a Major Day" program for high school students are indicating healthy interest in the college.

STUDENT LIFE

Neither wind nor snow prevented **Rebecca Broadbent from winning the YSCC Conference championship** at Lake Placid, New York the weekend of October 18-19. The Vermont Tech freshman won the 6K race in frigid conditions with a time of 25:02. Earlier this semester, when the weather was more temperate, **she broke the school record time for cross-country**, set in 2008 by Sarah Flint. Then one week later she broke her own record by over a minute.

The Randolph campus was also abuzz for weeks following **the September 25 concert by Twiddle**. Students organized and staged this outdoor extravaganza featuring the Vermont-based jam band that tours nationally.

PERSONNEL

Associate director of marketing, communications and development, Leandre Waldo-Johnson, departed Vermont Tech on October 8. During her tenure, Leandre oversaw a total overhaul of the vtc.edu website, resulting in significantly improved usability and performance. **Since its launch in June of this year, website bounce rates have plummeted by more than 50 percent and inquiries have risen 18 percent.**

Through the school's relationship with the agency Denterlein, **Chris Lenois has assumed the role of interim director of marketing projects**. He has more than 20 years experience as a communications professional, including four years as marketing communications director at Marlboro College. Chris is based in Brattleboro, Vermont, but is

traveling to campus 1-2 times a week to ensure projects already in progress are carried through to completion while a candidate search is conducted.

CONTINUING EDUCATION & WORKFORCE DEVELOPMENT

The Continuing Education & Workforce Development office is partnering with Associated Builders and Contractors, NH/VT Chapter, by offering the Future Leaders in Construction (FLiC) Leadership Series. The purpose of this 8-month training program is to **develop results-oriented leadership for existing and emerging leaders within the construction industry**. Currently, there are 15 participants in the program which is being taught on the Randolph campus each month through May, 2015.

CEWD is also providing extensive management training and development for Central Vermont Medical Center employees. Recently, the Women and Children's Unit at CVMC completed a two-month initiative on reinforcing their team by learning skills within the field of Emotional Intelligence. In addition, instructors from CEWD are working with senior leaders at the hospital to strengthen the performance management system for all employees. **CEWD is currently assisting in defining and shifting the nurse culture at CVMC to be one where nurses feel inspired and empowered**. It is interesting to note that, though this project was to conclude by December, 2014, the **senior leadership team has requested that CEWD remain on the project** through the spring of 2015.

Items for Information and Discussion

8. Other Business
9. Comments from the Public
10. Date and Place of Next Meeting
Thursday, December 11, 2014
Castleton State College, Castleton, VT