

Minutes of the Board of Trustees meeting Thursday, July 23, 2015, APPROVED by the Board Wednesday, September 23, 2015

The Vermont State Colleges Board of Trustees conducted a regular meeting Thursday, July 23, 2015 at the Office of the Chancellor in Montpelier, Vermont.

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Church Hindes, Tim Jerman, Bill Lippert, Karen Luneau, Chris Macfarlane, Jim Masland, Linda Milne, Martha O'Connor, Heidi Pelletier, Mike Pieciak, Ben Simone

Absent: Kraig Hannum

Presidents: Joe Bertolino, Elaine Collins, Joyce Judy, Barbara Murphy, Dan Smith

Office of the Chancellor:

Tricia Coates, Director of External and Governmental Affairs
Tom Robbins, Vice President and Chief Financial Officer
Bill Reedy, Vice President and General Counsel
Elaine Sopchak, Executive Assistant to the Chancellor
Jeb Spaulding, Chancellor
Sophie Zdatny, Associate General Counsel
Yasmine Ziesler, Chief Academic and Academic Technology Officer

From the Colleges:

Loren Loomis Hubbell, Dean of Administration, Lyndon State College
Phil Petty, Academic Dean, VT Tech
Lit Tyler, Dean of Administration, VT Tech
Beth Walsh, President, VSCUP
Jeff Weld, Director of Marketing & Communications, Castleton State College

From the Public:

Rachel Aragon, Channel 22 News
Lola Duffort, Rutland Herald
Wendy Koenig, Director of Federal & State Relations, UVM
Samantha Montgomery, Field Rep, AFT Vermont

Chair O'Connor called the meeting to order at 10:00. Intros. Addition: set new exec comm mtg for per diem policy and new trustee handbook—no action anticipated.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the May 21, 2015 Board of Trustees Meeting

Trustee Pelletier moved and Trustee Diamond seconded the approval of the minutes. The minutes were approved unanimously.

2. Endorsement of the Strategic Decision to Become a More Comprehensive, Cohesive, Interconnected System with Multiple Distinct Institutions and Renaming Castleton State College to Castleton University

Chair O'Connor reminded the Board that the Long Range Planning Committee has discussed this topic at length at multiple meetings, which other trustees and the presidents have attended as well. She asked Trustee Diamond to give the report of the Committee.

Trustee Diamond thanked the trustees who are not members of the Committee who attended the meetings as well as Chancellor's Office staff. He reminded the Board that the Committee's work picked up where the strategic inquiry of last year left off. The Committee met three times to discuss the meaning of becoming a more comprehensive, cohesive and interconnected system and considered multiple types of systems. This discussion of the future of the system coincided with Castleton's request to change its name. The Committee discussed three system models: multiple campuses under one name with a single accreditation (similar to Penn State); one system name with individual campuses identified by region, all individually accredited (like the California State system); and a system of individual schools with distinctive offerings working together Chair D(as in the Pennsylvania State System of Higher Education).

A second consideration was how Castleton University would fit in any of the three options. The Committee consulted Dr. Aims McGuinness of NCHEMS and Dr. Michael Thomas of NEBHE for their analysis and guidance. The Committee decided the first two system options were not ideal for the VSC and the third option was the best fit, with a goal being students' ability to access all the resources of each school in the system ("admit to one, go to five"). The Committee recommended to the full Board a resolution to achieve three things: commit to creating a more interconnected system, commit to renaming the system, and approve Castleton's request to change its name.

Trustee Diamond reminded the Board that Castleton has had a significant expansion of graduate programs, plans a doctoral program, and plans to significantly increase its international student enrollment. He stated that it is the Committee's belief that the carrying out of Castleton's 2013 strategic plan would best be achieved by allowing the college to change its name to a university. He also noted that Castleton has provided the Committee and the Board with benchmarks against

which to measure the decisions impact into the future, and emphasized that Castleton's focus will remain on being a teaching institution.

Trustee Macfarlane inquired about efforts to reduce costs. Chancellor Spaulding responded that CFO Robbins has been meeting with the deans of administration to look for additional opportunities to save by centralizing back office operations. He noted that several areas are already consolidated to some degree: IT, legal services, purchasing, student billing, for example. He stated that both his own and CFO Robbins' annual performance evaluations will take into account how successful consolidation efforts have been. Trustee Hindes stated that the entire Board will need to work on approaching operational consolidations and developing benchmarks. Defining efficiency will be a primary topic for the Finance and Facilities Committee in the meetings to come. Chancellor Spaulding informed the Board that the Chancellor's Office has hired a new investigator/trainer to assist the entire VSC in managing cases of sexual assault and training system employees about related policies; this is an example of a position that is currently filled on a part time basis on each campus being consolidated into one full-time position that will better serve the entire system. The Board discussed potential unintended consequences of the Castleton name change, including potential culture shifts among faculty, marketing costs, and changes in enrollment.

Trustee Milne left the meeting at this time. President Wolk noted that Castleton's competition is mainly colleges outside of the VSC: Plymouth, Keene, but also UVM. He stated Castleton will continue the personalized relationship-based education it offers, and is proud to be a part of the VSC system. He stated that the campus will not change much (with the exception of more international students), but that Castleton's presence in the Rutland community will continue to expand.

Audience member Beth Walsh requested that the Board take its time on decisions. She recommended that the Board survey students, faculty, and staff about potential changes to the system name.

Chancellor Spaulding reminded the Board of its request that a set of frequently asked questions about Castleton's name change be developed. That list of questions is available now and will be sent to the Board.

Trustee Diamond moved and Trustee Luneau seconded the resolution *Endorsement of the Strategic Decision to Become a More Comprehensive, Cohesive, Interconnected System with Multiple Distinct Institutions and Renaming Castleton State College to Castleton University*. The resolution passed unanimously. President Wolk thanked the Board on behalf of Castleton and its students.

3. Approval of Revised Policy 311-A

Associate General Counsel Sophie Zdatny reminded the Board that they passed Policy 311-A in September 2014, which was based on proposed federal regulations. When the final regulations went into effect on July 1, 2015, they were slightly different. Therefore the VSC needed to update the policy. The revised policy was circulated widely within the system for feedback. The changes focus primarily on using federal definitions, and resources for victims. Further changes are possible as things are still happening on the federal level.

General Counsel Reedy explained that VSC policies are always centralized in that they apply to the entire system. Requirements at the federal level compelled the Chancellor's Office to hire an investigator/trainer for system wide training. Ms. Zdatny added that the colleges have been burdened by investigations and report writing. Having a single investigator writing reports will provide consistency and will lower the system's exposure as a result. Trustee Jerman asked how we will know our campuses are becoming safer, as opposed to the system's reacting to incidents better. Ms. Zdatny explained that the federal government would actually like to see more reports as evidence that people feel comfortable coming forward. Trustee Lippert inquired whether the new investigator will provide education on prevention. Ms. Zdatny answered that the new investigator will focus more on policy, but will work with campuses and advocacy groups that are doing that kind of training. Mr. Reedy added that the investigator will help coordinate system wide training on all requirements under Title IX. Trustee Lippert requested that the Board continue to make student safety a priority for the system.

Chancellor Spaulding suggested that the VSC Student Association might be an appropriate organization to discuss the possibilities of student education on sexual assault. In addition, the VT Higher Education Collaborative might be a good organization to take up the subject among all Vermont colleges and universities.

Trustee Jerman moved and Trustee Pieciak seconded the resolution. The resolution passed unanimously. Trustee Masland arrived at this time.

4. Final Program Approval: Vermont Tech: AS, Equine Studies

President Dan Smith reminded the Board that in December Equine Studies was among four programs placed on financial watch due to low enrollment. Enrollments in the Diesel and Civil and Environmental Engineering Technology programs have improved, and the Landscape Design and Sustainable Horticulture program has reorganized and is delivering an associate's degree. The Equine Studies program has low enrollment and operates out of an off campus facility that the college rents. After close consultation with the faculty assembly the decision was made to convert to an associate's program. Students can continue on to baccalaureate programs

in business or diversified agriculture. There are now 11 incoming students for the associate's program.

Chief Academic and Academic Technology Officer Yasmine Ziesler informed the Board that this program change had come before the EPSL Committee in May, and that Trustee Hannum supported it. VT Tech Academic Dean Phil Petty shared that student reaction to this change has been very positive. Trustee Masland moved and Trustee Pieciak seconded the resolution. The Board approved the resolution unanimously.

5. Approval of Board of Trustees Meeting Calendar for FY16-FY17

Trustee Luneau moved and Trustee Diamond seconded the proposed calendar. Chair O'Connor inquired whether the Audit Committee is required to meet three times or two times per year. Chancellor Spaulding answered that currently the Committee's charter calls for three but that may be changed. Trustee Hindes expressed interest in moving Finance and Facilities Committee meetings to campuses where specific facilities issues are being discussed. Trustee Diamond inquired whether the overnight meetings will increase costs. Chancellor Spaulding answered that costs will rise but will be offset by holding fewer meetings. The proposed meeting calendar was approved unanimously.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Update on Fall Enrollment at Each College

Trustee Milne returned at this time.

CCV President Joyce Judy shared that fall enrollment is showing a positive trend, though there are still five weeks to go before the start of the term. Summer enrollment met budget expectations.

VT Tech President Dan Smith stated that enrollment is currently slightly ahead of last year. The BS in Nursing program has 49 deposited students, as opposed to six last year before it had been accredited. Enrollment in the new paramedicine, software and IT, civil and environmental engineering programs is also trending up.

Johnson State College President Elaine Collins reported that enrollment in the Early College Program is really strong, with 36 students currently. The college is on target for in state student enrollment, and slightly behind on out of state enrollment.

President Wolk reported that Castleton enrollment is up from last year with 21 additional incoming, primarily out of state students. There have been record numbers of students taking summer courses at the Center for Schools. Over 50 international students are enrolled, from many more countries than in the past. There are also over a dozen visiting scholars from China studying special education, which stems from one of Castleton's articulation agreements with schools in China.

Trustee Macfarlane inquired about retention of second and third year students. President Smith answered that VT Tech has 808 returning students registered at this time and expect to meet the college's usual 70% retention rate. He also noted that to hold retention steady in a time when academic support has been reduced due to budget restraints is exceptional. President Wolk stated that Castleton's retention rate is slightly ahead now but will be around the same as previous years, which is normally in the 40% range (which is higher than national public percentages). Trustee Jerman noted that the College of St Joseph has expanded some programs and wondered if that impacts Castleton. President Wolk answered that the new physicians assistant and radiography programs will not have an impact. In response to Trustee Lippert's question on whether the colleges assess unfilled training needs in the medical field, President Wolk stated that Castleton is working with the Rutland entrepreneurship center to survey business and industry in the area. Chancellor Spaulding noted the system must pay close attention to where the markets are; colleges keep aware based on their specialties, but currently there is not a lot done centrally. It was noted that the McClure Foundation has identified high wage growth areas in its [Pathways to Promising Careers in Vermont website](#).

Lyndon State College President Joe Bertolino shared that the college has budgeted for 801 returning students, and 814 have registered. The college has a successful partnership with Lyndon Institute for the Early College Program, which is an LSC program taught on the LI campus. Students must commit to Lyndon State for a full sophomore year or pay for the credits taken in the program. There are 30 students in the program this year. The college's TRIO grant of \$1.25M over five years—funds that support at-risk and disabled students—was denied. He is working on outreach and a possible congressional appeal. No one is being laid off and services are not being disrupted as a result of the grant denial. President Bertolino stated this is an opportunity to rethink how those services are being provided, and he is talking to the other presidents about providing services across campuses. Lyndon had a successful fundraising year, raising just over \$1M. An anonymous major donor has given \$200K to fund TRIO for all of next year. The TRIO program affects at least 200 Excel students, and approximately 300 disability students.

Trustee Milne inquired whether the Board has acknowledged the risk of colleges' not getting longstanding grants renewed. Chair O'Connor asked what the system is doing regarding grants. Chancellor Spaulding answered that the Chancellor's Office and the presidents are discussing a

centralized grant coordination position. Trustee Hindes stated it would be worthwhile to know about those grants that have a low risk of nonrenewal but have high impact if they are not renewed.

2. Report of the Executive Committee

Chair O'Connor had nothing to add to the Committee report.

3. Report of the Long Range Planning Committee

Chair Diamond said the Committee is looking for future topics of discussion. Trustee Lippert asked about the status of the system name change. Chancellor Spaulding answered that he does not expect the Board will end its annual retreat in September with a decision of what the new name will be; rather, that decision would be more feasible by the December meeting. At the retreat he hopes the Board will develop a small number of possible names and then obtain input from the colleges. He hopes for a decision in December, to be effective July 1, 2016. He stated that Chancellor's Office staff will meet soon with college communications and marketing staff to hear their opinions.

Other suggestions for future topics:

- Trustee Dickinson inquired about historic data regarding where graduating high school students go to college, and whether and where they transfer. She requests the Board be more attentive to this information and to include it in long range planning.
- Trustee Dickinson requested an overview of the VSC balance sheet and the creation of some financial benchmarks. CFO Robbins stated he will present some benchmarks every quarter.
- Trustee Milne requested information about millennials and how students access learning today.
- Trustee Macfarlane requested a conversation about possible collaborations with high schools.
- President Smith suggested that accountability and performance are more fluid in a more comprehensive system, and the Board must recognize and understand that. Trustee Pelletier agreed and stated the Board must also look at retention differently than in the past.
- Trustee Lippert requested a period of time to brainstorm.

Chancellor Spaulding shared that Dr. Aims McGuinness has agreed to attend the retreat and will be able to explore some of these topics with the Board. Chair O'Connor stated that the first hour of the retreat will be spent with Dr. McGuinness discussing the Board's self-assessment. She stated that the Executive Committee will meet on August 10th at 10 a.m., and they will review the self-assessment, the revised per diem policy, the revised trustee handbook materials, as well as finalize the retreat agenda.

4. Priorities and Objectives for the Board Retreat
 - a. Board Self-Assessment
 - b. Revised Per Diem Policy
 - c. Revised Trustee Organizational Materials

There was no further discussion of these items.

5. Introduction of New Trustee Portal
6. Other Business
7. Comments from the Public
8. Date and Place of Next Meeting:
Annual Retreat: Tuesday, September 22-23, 2015, 10 a.m. – 5 p.m.
Regular Meeting: Wednesday, September 23, 2015, 10 a.m. – 12 p.m.
Lake Morey Resort, Fairlee, VT

Trustee Diamond moved and Trustee Jerman seconded to adjourn the meeting. The meeting adjourned at 1:48 p.m.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Endorsement of the Strategic Decision to Become a More Comprehensive, Cohesive,
Interconnected System With Multiple Distinct Institutions and
Renaming Castleton State College to Castleton University

- WHEREAS, The mission statement of the Vermont State Colleges reads, in part: For the benefit of Vermont, the Vermont State Colleges provide affordable, high quality, student centered, and accessible education; and
- WHEREAS, The best interests of our students and the state of Vermont require that the Vermont State Colleges system functions at the highest levels of collaboration, effectiveness, and efficiency in all aspects of its operations and programs; and
- WHEREAS, The Board of Trustees of the Vermont State Colleges engaged in a strategic inquiry process with the VSC community in 2013-2014 and in doing so identified a primary goal of a unified system with strong collaboration between institutions; and
- WHEREAS, The Board has determined that a focused effort to allow the Vermont State Colleges to become a more comprehensive, cohesive, and interconnected system, comprising multiple distinct institutions, is essential to expand educational opportunities, achieve operational efficiencies, and ensure long term viability; and
- WHEREAS, The future success of such a system will require renewed dedication to exploring multiple avenues of change, including innovation, consolidation, new partnerships, and new identities; and
- WHEREAS, The Board recognizes that in moving the Vermont State Colleges forward as a more comprehensive, cohesive, and interconnected system that is greater than the sum of its parts, it must allow for changes within the component parts of the system to better accommodate new directions; and

WHEREAS, One of the system's component parts, Castleton State College, is prepared to take a well considered and strategic step forward by changing its name to Castleton University; and

WHEREAS, The Board, having considered Castleton's request and explored its implications and consequences, agrees this name change will benefit Castleton and the system, and not be a detriment to the other colleges in the system; therefore, be it

RESOLVED, That the Board of Trustees affirms its support for a focused and ongoing effort allowing the Vermont State Colleges to become a more comprehensive, cohesive, and interconnected system, with multiple distinct institutions within it, thereby providing students access not only to the resources of their particular college or university, but to the resources of the system as a whole, and enabling the most cost effective operation of the individual institutions and system; and be it further

RESOLVED, That the Board of Trustees will, without delay, consider revising the name of the system to better reflect a comprehensive, cohesive, and interconnected system and to better accommodate the changing needs of its component institutions; and be it further

RESOLVED, That the Board of Trustees approves the request of Castleton State College to change its name to Castleton University.

July 23, 2015

CASTLETON UNIVERSITY

A transformational change such as the modernization of the Castleton name may leave some members of the immediate and extended communities with questions. What follows are common questions and answers about Castleton University.

For the past several years, Castleton has been operating more like a small university than a college, with increased research opportunities for faculty and students, a diversified portfolio of off campus entrepreneurial ventures, enhanced and expanded opportunities in athletics and the arts, and increased recruitment efforts in both undergraduate and graduate admissions.

The name change is a direct outcome of Castleton's current strategic plan, "Castleton on the Move," which was unveiled in the fall of 2013 and developed collaboratively over the course of a year to envision the next ten years at Castleton. The plan is highlighted by new and enhanced graduate programs, with a doctoral program under development, and also includes incremental enrollment growth, a focus on international enrollment, and increased opportunities for students in and around Rutland through entrepreneurial ventures.

Castleton University not only more accurately represents Castleton as an institution today, but also what it is envisioned to become in the future.

CASTLETON UNIVERSITY: FAQs for the Board of Trustees

When will the change to "Castleton University" take effect?

- The Board of Trustees voted Thursday, July 23 to change the name to "Castleton University."
- The change takes effect immediately. Castleton University will transition to the new name on its website immediately and in printed materials as they need to be ordered.

How will this name change alter Castleton's approach to higher education?

- Castleton University will continue to prioritize relationships, a strong community, and high quality teaching.
- It will maintain its focus on liberal arts and sciences with a focus on career preparation.
- The name change will not alter the current, low student-to-faculty ratio.

What are the benefits of changing the name to "Castleton University"?

- The name better reflects the multitude of academic offerings at the baccalaureate and master's levels.
- A diploma from "Castleton University" will help graduates compete on a more equal footing with graduates from other universities of similar size and scope.
- Becoming a university will raise the profile of Castleton in competitive arenas like admissions, grants and development.
- In many countries, "college" is the same as high school. Changing to "university" will bolster international student recruitment.

What was the process for making this change?

- Renaming the college "Castleton University" is an outcome of the Castleton Plan, a strategic plan that charts the institution's growth and long-term sustainability.
- The name change was considered by faculty, staff and students with many opportunities for input.
- The Board of Trustees' Long Range Planning Committee considered this change in meetings beginning in May, with a positive recommendation to the full board on July 16th. The full Board of Trustees approved the change on Thursday, July 23.

Will "Castleton University" be more expensive than Castleton State College?

- No. Tuition costs and financial aid will not be determined or affected by the Castleton University name change. Annual tuition increases are not based on the name of the institution.
- The same forms, procedures and standards for applying for and receiving financial aid will continue to apply.
- Additionally, students will see tuition rates frozen at the 2015-16 level for the 2016-17 academic year.

Will it be harder to get into "Castleton University"?

- Admissions standards will not be impacted by this change.
- The Castleton admissions office will continue to assist and admit students with records of exceptional academic achievement and commitment to civic-mindedness.

Why is the word "state" not included in "Castleton University"?

- Castleton University is a proud member of the Vermont State Colleges.
- Including a public university in the diverse offerings of the VSC system benefits all students and raises the profile of the system.
- The combination of “state” and “university” often describes a large, impersonal institution of higher education, as opposed to a community-focused one like Castleton University’s.

How does the name "Castleton University" fit into the name "Vermont State Colleges"? Won't that be confusing?

A new system name will likely be proposed in the coming months that reflects a cohesive, comprehensive, and interconnected system with institutions as diverse as a community college and a small public university.

What impact will the change to "Castleton University" have on the other four Vermont State Colleges?

- The Board of Trustees approved a new direction for the Vermont State Colleges in the same resolution, which calls for a more comprehensive, cohesive, and interconnected system with five distinct institutions.
- In this cohesive system, students will have access to the resources of the entire system. A small university will provide unique offerings for students in both academic and extracurricular areas.
- Having a small public university within our system will enhance the profile of all members of the system.

How much will it cost to change the name to "Castleton University"?

- There will not be a large cost. As primary wordmark, logo sets, and overall brand identity have relied solely on “Castleton” as the primary naming convention, there will not need to be a large investment in marketing materials.
- Necessary changes will be implemented on a regular schedule of purchasing those materials.

Will the name change affect faculty teaching responsibilities?

No, this change does not have any bearing on bargaining unit agreements.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Adoption of revisions to Policy 311-A, *Sexual Misconduct, Domestic Violence, Dating Violence, Sexual Assault, and Stalking*

- WHEREAS, The final regulations implementing the federal Violence Against Women Reauthorization Act's revisions to the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) went into effect on July 1, 2015; and
- WHEREAS, The final regulations necessitated amending Policy 311-A and provided an opportunity to update the Policy to reflect feedback received from the member Colleges and to make some editorial changes; and
- WHEREAS, Policy 311-A has been revised to address these regulatory changes and to assist the member Colleges to comply with federal legislative and regulatory requirements and guidance from the Department of Education's Office for Civil Rights relating to the handling of sexual misconduct, domestic violence, dating violence, sexual assault, and stalking on college campuses; therefore, be it
- RESOLVED, That the Vermont State Colleges Board of Trustees hereby adopts the revisions to Policy 311-A, *Sexual Misconduct, Domestic Violence, Dating Violence, Sexual Assault, and Stalking*, as attached.

July 23, 2015

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Vermont Technical College
Associate of Applied Science Degree in Equine Studies

- WHEREAS, Vermont Technical College currently offers a B.S. in Equine Studies program that has been placed on financial watch; and
- WHEREAS, Vermont Technical College has reviewed the B.S. in Equine Studies curriculum and proposes an A.A.S. degree program that follows the same curriculum framework; and
- WHEREAS, Vermont Technical College has confirmed with deposited incoming students for the Fall 2015 semester their commitment to enroll in an associate's degree program instead of the bachelor's program; and
- WHEREAS, Vermont Technical College's proposed plan will provide more revenue to the Equine Studies program without incurring additional teach-out obligations to new bachelor's degree students; and
- WHEREAS, Vermont Technical College provided an update to the Education, Personnel, and Student Life Committee on May 13, 2015 about its plans for Equine Studies; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Vermont Technical College to offer an Associate of Applied Science in Equine Studies.

July 23, 2015