

**VERMONT STATE COLLEGES BOARD OF TRUSTEES
EXECUTIVE COMMITTEE MEETING**

August 10, 2015 9:00 a.m.

**VSC Office of the Chancellor, Room 103
Montpelier, VT**

AGENDA

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the minutes of the June 11, 2015 Executive Committee meeting
2. Approval of Board self-assessment survey
3. Discuss changes to Board per diem policy
4. Discuss changes to Board handbook
5. Discuss start times for Board committee meetings
6. Discuss fundraising events
7. Preliminary conversation on system name change
8. Board retreat agenda

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the minutes of the June 11, 2015 Executive Committee meeting

The Vermont State Colleges Board of Trustees Executive Committee conducted a Committee meeting on Thursday, June 11, 2015 at the Office of the Chancellor in Montpelier, Vermont.

The following were present:

Committee Members: Tim Jerman, Karen Luneau, Martha O'Connor, Heidi Pelletier

Office of the Chancellor:

Bill Reedy, General Counsel

Elaine Sopchak, Executive Assistant to the Chancellor

Jeb Spaulding, Chancellor

Sophie Zdatny, Associate General Counsel

From the Public:

Tess Conant, VSCUP

Chair O'Connor called the meeting to order at 11:45 a.m.

1. Approval of Amendments to Policy 301, Policy on Determination of In-State Residency for Tuition Purposes

Associate General Counsel Sophie Zdatny reminded the Committee that in February the Board approved changes to Policy 301 to allow the extension of in-state tuition to military connected students and their family members. The Veterans Administration made suggested revisions that are included in the revised policy being considered by the Committee. Adopting these changes now will allow the VSC colleges to be listed on the VA website as colleges that offer in-state tuition to its military connected students.

Chancellor Spaulding reminded the Committee that its newly adopted charge allows it to take action on items between Board meetings that do not constitute significant changes when timing is an issue.

Trustee Jerman moved and Trustee Luneau seconded approval of the resolution. The resolution was approved unanimously. The meeting adjourned at 11:50 a.m.

2. Approval of Board self-assessment survey

The Board of Trustees usually undergoes a self-evaluation process biannually. The last self-evaluation occurred in 2012. Attached is a draft of the questionnaire Board members will fill out electronically. Responses will be compiled and shared with the full Board in aggregate form at the annual retreat in September.

**Vermont State Colleges
Board of Trustees
2015 SELF-ASSESSMENT SURVEY**

In preparation for the Board's annual retreat, please complete this survey by August 31, 2015. The results will be collated for review and discussion at the retreat.

Your name: _____

Effectiveness

Please mark with a check (✓) the choice which most accurately describes your experience as a member of this board.

1. This board takes regular steps to keep informed about important trends in the larger environment that might affect the organization.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

2. I feel comfortable asking for further explanation when I don't fully understand the subtleties of an issue being discussed at a board meeting.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

3. Our board explicitly examines the "downside" or possible pitfalls of any important decision it is about to make.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

4. I have ample knowledge about and understanding of the unique characteristics of each college.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

5. This Board has effective means of communicating with all members of the VSC community, including Presidents, faculty, staff, and students.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

6. I find it easy to identify the key issues that this board faces.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

7. I feel comfortable openly disagreeing with others in board meetings.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

8. At our board meetings, there is at least as much dialogue among members as there is between members and administrators.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

9. This board has adopted some explicit goals for itself, distinct from goals it has for the total organization.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

10. This Board is dominated by one or more members who feel they have more “power” than others.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

11. I have participated in board discussions about what we can learn from a mistake we have made.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

12. The focus at board meetings effectively balances short and long term concerns.

Comments:

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

13. This board has on occasion evaded responsibility for some important issues facing the organization.

Comments:

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

14. Before reaching a decision on important issues, this board usually requests input from persons likely to be affected by the decision.

Comments:

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

15. This Board has effective links with the legislature, business and other external constituents that can help our colleges.

Comments:

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

16. There have been occasions where the board itself has acted in ways inconsistent with the organization's deepest values.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

17. This board often discusses where the organization should be headed five or more years into the future.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

18. Other board members have important information that I lack on key issues.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

19. This Board often gets involved in the details of college operations in a way that is inappropriate.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

20. Recommendations from the administration are usually accepted with little questioning in board and committee meetings.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

21. This board has conducted an explicit examination of its roles and responsibilities.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

22. Important communications and decision-making on this Board often occur in a “back room” where only select members are present.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

23. I am able to speak my mind on key issues without fear that I will be ostracized by some members of this board.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

24. I have been in board meetings where the discussion focused on identifying or overcoming the organization's weaknesses.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

25. This board seeks information and advice from leaders of other similar organizations.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

26. This board considers long range priorities in dealing with current issues.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

27. More than half of this board's time is spent in discussions of issues of importance to the organization's long-range future.

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
No Opinion	

Comments:

Working Relationships/ Norms

The bold-faced items in the far left column identify specific aspects of how a Board operates. For each item, circle the one description from column A, B or C that best describes the VSC Board at this time.

	<u>A</u>	<u>B</u>	<u>C</u>
Allegiance	Core values of the institution	Institutional survival	Office of the CEO
Mindset	Let's find and solve problems together	A few of us know what to do and how to do it	What does the CEO want to do and how can I help?
Group Dynamics	Have to work your way out of the group	Have to work your way into the group	CEO determines the group(s)
Involvement	Involve everyone, match talents to needs	Race belongs to the swiftest; power blocks compete	Task-specific as "anointed" by the CEO
Power	Broadly distributed, empowered by group	Centered in a small group, empowered by inner circle	Reflected power from CEO, trustees are spear carriers
Decision Making	Consultative and consensual	Prescriptive and competitive	Rubber stamp, adopt directives
Board-CEO Relationship	Partners, mutual capacity to influence	CEO works for board; CEO proposes, board decides	Board works for CEO; CEO declares, board affirms
Evaluation of Board	Self-reflection and evaluation by entire board	Self-evident from institutional success	CEO provides informal feedback to board

Comments:

Board Priorities

List below what you believe the Board priorities for the coming year should be:

What is the single most important responsibility of the Board?

Revised 7/2015

3. Discuss changes to Board per diem policy

The Board has followed the same per diem policy since 1988. What follows is the current (1988) version of the policy, and an updated version for the Board's consideration. Suggested changes include:

- Changing Board compensation from \$50 per diem to \$1000 per year, paid one time. The Chair would receive \$2000. The amounts are based on the average stipend paid to trustees during FY15.
- Changing the procedure for expense reimbursement to require submission of forms within a 60-day period after an event is attended by a trustee.
- More precise information about what constitutes trustee work on behalf of the VSC.
- Details have been added about how trustees can donate their stipends, reimbursements, or both to the VSC.

VERMONT STATE COLLEGES

TRUSTEE PER DIEM AND EXPENSES

Trustees of the Vermont State Colleges are designated and serve in accordance with the provisions of 16 VSA 2172.

The Trustees are, in effect, the owners of the corporate entity known as the Vermont State Colleges and are responsible to the citizens of Vermont for its well-being and performance.

Trustees are not compensated for their services. In lieu of compensation for participation in designated functions of the Board of Trustees, members have traditionally been granted a small payment (per diem) to cover unliquidated expenses. Additionally, out-of-pocket expenses, including a mileage reimbursement, are paid.

The following guidelines for payments to Trustees are provided:

Unliquidated expenses (per diem) will be paid for attendance at the following:

- 1) Meetings of the Board of Trustees
- 2) Meetings of the Committees/Task Forces of the Board of Trustees
- 3) Functions at which the Trustee represents the Board of Trustees at the request of or with the concurrence of the Chairman. These would normally include:
 - a) Commencement exercises
 - b) Convocations
 - c) Other major college/public events
 - d) Meeting with consultants on VSC business
 - e) Meetings with government officials, boards, or legislative committees on VSC business.

Unliquidated expenses will be paid at a rate of \$50.00.

Unliquidated expenses should/will not be paid for attendance at primarily social events.

Expenses will be paid as follows:

- 1) Mileage reimbursement from home to meeting or activity site and return at the rate per mile current for VSC administrators;
- 2) Meal allowance when meals are required by a reasonable combination of hour of the day and distance;

(Commonly meals after meetings are arranged and paid for by the Vermont State Colleges.)

- 3) Lodging associated with a meeting or activity.
- 4) Other out-of-pocket costs such as phone, tolls, tips, postage, etc., will be reimbursed.
- 5) Business meals costs when acting as host representing the Board of Trustees.

Other expenses such as for legal or secretarial services, or out-of-state travel should be incurred only with the prior approval of the Chairman. Should out-of-state travel be involved, travel arrangements can be handled through the Office of the Chancellor and direct payment for transportation can be made by VSC. Ordinary and necessary expenses of such travel, including meals and lodging, will be reimbursed.

Each Trustee should submit a monthly or quarterly expense report claiming his/her unliquidated expenses and other expenses to the Office of the Chancellor. Individual expense items exceeding \$15.00 should be supported by receipts or invoices. When claiming reimbursement for business meals (known by the IRS as one form of "business entertainment") the expense report should indicate the names of all individuals attending and the purpose of the meeting.

Revised 9/88

VERMONT STATE COLLEGES TRUSTEE STIPEND AND EXPENSES

Trustees of the Vermont State Colleges are designated and serve in accordance with the provisions of 16 VSA § 2172.

Trustees are not compensated for their services. In lieu of compensation for participation in designated functions of the Board of Trustees, Trustees will receive a stipend of \$1000, paid annually. The Chair of the Board will receive an annual stipend of \$2000. This stipend is paid in recognition of Trustees' attendance at regular Committee and Board meetings, as well as for other VSC-related work, including:

- Meetings of ad hoc Committees/Task Forces of the Board of Trustees.
- Functions at which the Trustee represents the Board of Trustees at the request of or with the concurrence of the Chair or Chancellor. These would normally include:
 - Commencement exercises;
 - Convocations;
 - Other major college events;
 - Meetings with consultants on VSC business;
 - Meetings with government officials, boards, or legislative committees on VSC business;
 - Press conferences related to the VSC;
 - Meetings and phone calls with Chancellor's Office staff regarding VSC business;
 - Conferences or meetings related to Board work.

Additionally, out-of-pocket expenses, including mileage, are paid. Trustees must provide the VSC with an up-to-date W-9 form and direct deposit authorization for this purpose. Mileage and other expenses will not be paid for attendance at primarily social events. Expenses will be paid as follows:

- 1) Mileage reimbursement from home to meeting or activity site and return at the rate per mile current for VSC administrators;
- 2) Meal allowance when meals are required by a reasonable combination of hour of the day and distance;
- 3) Lodging associated with a meeting or activity;
- 4) Other out-of-pocket costs such as phone, tolls, tips, postage, etc.;
- 5) Business meals costs when acting as host representing the Board of Trustees.
Expenses for alcohol will not be reimbursed pursuant to VSC Policy 424: Travel Policy.

Other expenses such as professional services or out-of-state travel should be incurred only with the prior approval of the Chair. Whenever possible, out-of-state travel arrangements should be handled through the Office of the Chancellor and direct payment for transportation and accommodations should be made by the VSC. Ordinary and necessary expenses of such travel that are not paid for by the VSC, including meals and lodging, will be reimbursed.

Each Trustee should submit an expense report claiming reimbursable expenses to the Office of the Chancellor. Reimbursement requests for events must be submitted no later than 60 days after their occurrence. Requests for events submitted after this period will not be reimbursed. Individual expense items exceeding \$25.00 must be supported by receipts or invoices. When claiming reimbursement for business meals (known by the IRS as one form of "business entertainment") the expense report must indicate the names of all individuals attending and the purpose of the meeting.

Options for donations of stipends and reimbursements

IRS rules require that the VSC report stipends paid as taxable income. These are generally reported on a 1099 form, but only if payment totals at least \$600 in a calendar year. Mileage is a business expense and does not need to be reported to the IRS.

Trustees can choose to accept these payments or not. This can apply to stipends or expenses or both. Trustees have three options for each of these payments:

Stipends

1. Accept the money. The stipends will be reported to the IRS and to the Trustee on a 1099 form.
2. Decline the money, and nothing is reported to the IRS.
3. Donate the money to the VSC Foundation in support of scholarship funds. The Trustee will not receive the money, but it will be reported to the IRS and to the Trustee on a 1099 form. The Trustee can claim it as a charitable donation.

Expense Reimbursements

1. Accept the money. Nothing is reported to the IRS.
2. Decline the money. Nothing is reported to the IRS.
3. Donate the money to the VSC Foundation in support of scholarship funds. Nothing is reported to the IRS, but the Trustee can claim it as a charitable donation.

If a Trustee wishes to donate the stipend, expense reimbursement, or both to the VSC, the Trustee must complete and submit the attached authorization form to the Chancellor's Office.

TRUSTEE AUTHORIZATION FOR DONATION

As a member of the Vermont State Colleges Board of Trustees, I understand the options available to me to donate my stipend, expense reimbursements, or combination of both to the VSC Foundation in support of scholarship funds, as outlined in the Board's Trustee Stipend and Expenses policy.

I authorize the following instructions:

Stipends

- I wish to decline stipend payment. I understand that no compensation will be reported to the IRS.
- I wish to donate my entire stipend payment to the VSC Foundation in support of scholarship funds. I understand the stipend will be reported to the IRS and to me on a 1099 form, and I can claim a charitable contribution.
- I wish to donate \$ _____ from my stipend payment to the VSC Foundation in support of scholarship funds. I understand any stipend amount I receive over \$600 will be reported to the IRS and to me on a 1099 form, and I can claim a charitable contribution for the donated portion.

Expense Reimbursements

- I wish to donate my expense reimbursements to the VSC Foundation in support of scholarship funds. I understand I will receive a record of the total amount donated and can claim that amount as a charitable contribution.

Trustee signature

Date

	Chancellor's Office	Castleton State College	CCV Montpelier	CCV Upper Valley	CCV Brattleboro	CCV Winooski	Johnson State College	Lyndon State College	Vermont Tech Randolph	Vermont Tech Williston	Lake Morey
DIAMOND	1.5	82	1.5	60	117	40.2	38	46	26.5	34.2	41.5
DICKINSON	67	94	67	120	178	26.4	33	90	87	33.7	105
HANNUM	96.8	31	103	85	53	96.4	130	150	74.5	95.5	103
HINDES	47.1	75.8	48.4	45.4	157	7	43.5	91.6	68.3	15.4	86.7
JERMAN	37.3	73	39	92	150	5.7	64	82	59	4.4	77
LIPPERT	44.9	55	46	100	158	19.2	46	90	67	13.1	84.5
LUNEAU	63.8	93	65	119	177	24.8	32	90	85	32.1	103
MACFARLANE	37.2	72	39	92	150	5.1	32	82	59	3.5	77
MASLAND	58	78	59	16	82	93.9	96	61	35	87.9	13.4
MILNE	1.8	83	3	60	118	41	36	43	27	35	41.4
O'CONNOR	116	83	117	67	5	152	150	130	93	146	85
PELLETIER	1.8	83	3	60	118	40.9	36	42	27	34.9	42.3
PIECIAK	40.3	67.6	41.5	46.8	150	0.5	42.7	84.7	61.4	8.5	79.8
SIMONE (JSC campus)	39.7	95.8	33.4	8.1	150	36.5	-	42.7	60.9	35.8	83

NUMBERS ARE FOR A *****ONE-WAY TRIP*****

4. Discuss changes to Board By-Laws and handbook

Chancellor's Office staff have reviewed the Board By-Laws and offer the attached suggested changes for the Board's consideration. Suggested changes include:

- Adjusting the number of times the Board must meet annually from six to five.
- Updating the terms of officers from one year to two years, in compliance with S.71, which was signed into law in May.
- More precise definition of committee quorum, and clarifying the Board Chair's role as a committee member.

Chancellor's Office staff are also working on updating documents currently contained in the Trustee Handbook. This information is generally shared with new trustees at orientation, and serves as reference material for all trustees. Attached for consideration are:

- Revisions to the Nominating Committee Areas of Responsibility regarding the election of self-perpetuating members, in compliance with S.71.
- A new "Welcome to the Board" letter from the Chair.
- A new introduction to the VSC, including information on how the system operates and a history of the system.
- A proposed Statement of Trustee Responsibilities.

Vermont State Colleges By-Laws¹

ARTICLE I - BOARD OF TRUSTEES

Section 1. Board of Trustees - The Board of Trustees is the governing body of the Corporation of the Vermont State Colleges and has complete and full authority over administration and operation, financial affairs, selection and appointment of officers and employees as set forth in No. 247 (H.422) of the Acts of 1961 and as amended from time to time.²

ARTICLE II - MEETINGS

Section 1. Meetings - The Board of Trustees shall hold a minimum of ~~six~~five regularly scheduled meetings during the course of each fiscal year. The annual meeting of the Board shall be the last regular meeting of the fiscal year. Following each annual meeting, the Chair of the Board shall propose a planned schedule of regular meetings for the fiscal year and the first two meetings of the following fiscal year. At its first regular meeting of the new fiscal year, the Board shall adopt a schedule of its regular meetings for the remainder of the fiscal year and for the first two regular meetings in the following fiscal year. Changes in the scheduled meetings of the Board may be made and special meetings of the Board may be called for other times by the Chair or by any four members of the Board.

Section 2. Notice - Notice of all meetings of the Board shall be transmitted to each ~~Trustee~~trustee at least five days before a meeting.

Section 3. Quorum - A majority of the trustees shall constitute a quorum, but a lesser number may adjourn a meeting.

ARTICLE III - OFFICERS AND STAFF

Section 1. Officers - The officers of the Board shall be a Chair, a Vice-Chair, a Secretary and a Treasurer. The same person may serve as Secretary and Treasurer.

Section 2. Election - The officers of the Board shall be elected biannually at ~~each~~the annual meeting from among the members of the Board. They shall hold office for ~~one~~two years and until their successors are elected and qualified. In the event of a vacancy in an office, the Board shall elect, in the same manner the office was originally filled, a replacement to serve out the remainder of the term vacated.

¹ Revised 2/11/65; 1/27/67; 2/24/67; 6/23/67; 2/9/68; 1/25/74; 1/24/75; 2/21-22/75; 12/17/77; 6/21/79; 11/17/82; 1/13/92, 9/8/06, 9/30/09; 4/3/13, 2/20/14, 9/23/15

² Vermont Statutes Annotated 2171 et seq.

Section 3. Staff - The Board shall appoint a Chancellor, ~~a Financial Officer and such other staff as it deems necessary. They shall to~~ serve at the pleasure of the Board unless their terms of service are otherwise designated by the Board.

ARTICLE IV - DUTIES OF OFFICERS AND STAFF

Section 1. Chair - The Chair of the Board shall preside at all meetings of the Board. He/She may call special meetings of the Board when he/she deems it necessary. He/She shall appoint members to committees unless otherwise specified. The Chair of the Board is an *ex officio* member of all Committees except the Nominating Committee, and has the right, but not the obligation, to participate, including the right to vote, in the work of the Committees.

Section 2. Vice-Chair - The Vice-Chair shall perform the duties of the Chair in his/her absence.

Section 3. Secretary - The Secretary of the Board shall have charge of the Seal of the Corporation, shall be the certifying officer with respect to its records, contracts, and other transactions, and shall keep a record of the proceedings of the Corporation.

Section 4. Treasurer - The Treasurer of the Corporation shall have general supervision of the finances and business transactions of the Corporation. He/She shall make provisions for annual audits. He/She shall be responsible to ensure that there is adequate bond coverage for himself/herself and all officers and employees of the Corporation who may handle money. He/She shall sign in the name of the Corporation such documents and instruments as the Board may direct.

Section 5. Chancellor - The Chancellor of the Corporation ~~shall be the officer referred to in 16 V.S.A. Sections 2173 and 2174 as presiding officer of the Corporation, or President. He/She shall be the chief administrative officer of the Corporation and shall have all the duties, responsibilities and authority that commonly pertain to that position. He/She shall be the agent of the Board in implementing its decisions and policies. He/She shall have general supervision of the academic and business affairs of the Corporation and all other powers accorded to him/her under these By-Laws and the Personnel Handbook. He/She shall be an *ex officio* and non-voting member of the Board as he/she deems advisable.~~

Section 6. Financial Officer - Under the direction of the Chancellor, the Financial Officer shall supervise and direct the financial and business affairs of the Corporation. He/She shall have general responsibilities for keeping of books of account, preparation of budgets, receiving, depositing, withdrawing of monies, investing of funds, and making payments on contracts. He/She shall perform such other duties as may be required of him/her by the Chancellor. He/She

is appointed by the Chancellor ~~upon approval of the Board.~~

ARTICLE V - ~~COLLEGE-INSTITUTION~~ CHIEF EXECUTIVE OFFICERS

Section 1. President - The President is the ~~Chief~~ ~~chief Executive-executive~~ and ~~Administrative administrative Officer-officer~~ of a member ~~collegeinstitution~~. The responsibility for selection of ~~college-institutional~~ presidents lies with the Board of Trustees after consultation with the Chancellor and representatives of the affected ~~collegeinstitution~~, including faculty, staff and students. The President is directly responsible to the Chancellor for the effective operation of the ~~college-institution~~ within system-wide policies and objectives as approved by the Board of Trustees. The Chancellor exercises direct supervision of the President. The Chancellor shall also make recommendations to the Board, as appropriate, on the compensation, reappointment, non-reappointment, and discharge of the President. After considering the Chancellor's recommendations and its own assessment of the President's performance, final authority in these matters shall rest with the Board. In cases of potential discharge of the President during his/her contract period, the Chancellor has the authority to suspend a President with pay pending Board of Trustees consideration of the matter.

ARTICLE VI – COMMITTEES

Section 1. Establishment of Committees - Committees may be established by resolution of the Board of Trustees, from time to time, as the Board may determine at any regular or special Board meeting.

Section 2. Powers - Each Committee shall have those powers set forth in the resolution establishing the Committee.

Section 3. Membership - No Committee shall have fewer than three (3) members including the Chair of the Board of Trustees. ~~Each~~ Committee member shall be a voting member of the Board of Trustees; provided however, that the Board by resolution may permit others to serve as *ex officio*, non-voting Committee members.

~~Each~~ Committee established by the Board shall have a Chair, who shall be a voting member of the Board of Trustees. The Chair and all other Committee members shall be elected ~~or appointed~~ in the manner set forth in the resolution creating the Committee. In the event of a vacancy of a committee chair or a committee member, the vacancy shall be filled for the remainder of the term vacated in the same manner as the original appointment or election.

Section 4. Quorum - A majority of voting members is required for the conduct of Committee business, but a lesser number may adjourn a meeting. ~~The Chair of the Board shall not be~~

counted in the number required to determine a quorum.

Section 5. Meetings - All Committee meetings shall comply with the provisions of the open meeting law, 1 V.S.A. ~~312310~~, et seq.

Section 6. Minutes - Minutes shall be kept of all Committee meetings.

Section 7. Subcommittees - Unless prohibited by the resolution establishing the Committee, any Committee may establish one or more subcommittees, by majority vote of voting Committee members.

ARTICLE VII - ~~POLICY~~POLICIES AND PROCEDURES MANUAL

Section 1. ~~Policy~~Policies and Procedures Manual - The Chancellor shall publish and distribute, after approval of the Board, a ~~Policy~~Policies and Procedures Manual which shall set forth the official policies ~~and procedures~~ of the Board and procedures adopted by the Chancellor where not inconsistent with the By-Laws.

Section 2. Approval - A Policy ~~and/or Procedure~~ may be approved at any meeting of the Board, ~~provided such are submitted to the members of the Board at the time of the call of the meeting.~~

ARTICLE VIII – AMENDMENTS

Section 1. Amendments - The By-Laws may be amended at any meeting by a majority vote of the Board provided notice is given as to substance of the proposal in the call.



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

Welcome to the Vermont State Colleges Board of Trustees.

The Vermont State Colleges are the gateway to a successful future for Vermonters and the state of Vermont. The work of our system touches every aspect of Vermont life: from agriculture to manufacturing, from business innovation to environmental conservation, from cultural awareness to policymaking. The economic success of every resident and the entire state is tied to the education and the services the Vermont State Colleges provide every day, statewide.

As a trustee, you are part of the leadership team that charts the course of the future of education and economic development in Vermont. You will see the full depth and breadth of the programs our institutions offer, the vast diversity of the students we serve, and the wide array of services our system provides to the state of Vermont. You will be a part of decisions that shape how the system meets the needs of our current students, and how it will change to meet the needs of the future.

Over the course of your tenure as a trustee, you will also work towards solutions to many challenges. Together the Board will navigate the difficult waters of higher education today, addressing issues of funding, accessibility, affordability, and student retention and completion. You will learn a great deal, and you will also teach your fellow Board members many things.

The mission of the Vermont State Colleges was very carefully crafted and clearly says what we are all about:

For the benefit of Vermont, the Vermont State Colleges provide affordable, high quality, student-centered and accessible education, fully integrating professional, liberal, and career study.

On behalf of the entire VSC Board of Trustees, I welcome you and look forward to working together with you for the benefit of Vermont.

Sincerely,

A handwritten signature in cursive script that reads 'Martha H. O'Connor'.

Martha H. O'Connor
Chair, VSC Board of Trustees

Board of Trustees

The Board of Trustees provides leadership and governance at the system level. System policies govern fiscal, academic, student, and personnel matters.

Board Principles & Governance

There are certain clear and accepted principles that govern the Board's conduct of VSC affairs and its relationships. These include the following:

- Board Members are officers of the system with a fiduciary responsibility for the entire system. They represent statewide, rather than regional, political, or personal interests.
- The Board limits its direct action to the development and oversight of policy and finances, and to the hiring and evaluation of its executive officers. The Board does not directly manage the institutions.
- The Board takes action as a board, not as 15 individual trustees. Board members express their views and seek changes within the committees and other structures of the Board, rather than outside the Board process.
- Openness, trust, and honesty are the trademarks of all dealings between Board members, with the officers of the institutions, and with the public.

Trustee Roles & Responsibilities

The Board of Trustees of the Vermont State Colleges is charged with the oversight of the corporation. As the governing board of the system, the Board is the final authority and is held accountable for both the system and the institutions within it.

According to the [Association of Governing Boards of Universities and Colleges](#), highly effective boards:

1. Create a culture of inclusion.
2. Uphold basic fiduciary principles.
3. Cultivate a healthy relationship with the chief executive.
4. Select an effective board chair.
5. Establish an effective governance committee.
6. Delegate appropriate decision-making authority to committees.
7. Consider strategic risk factors.
8. Provide appropriate oversight of academic quality.
9. Develop a renewed commitment to shared governance.
10. Focus on accountability.

System governance documents include:

- VSC enabling statutes ([Title 16 VSA Chapter 72 §2170-2186](#))
- [Corporate By-Laws](#)
- [VSC Policy and Procedures Manual](#)
- Contracts with [full-time faculty](#), [part-time faculty](#), [supervisory staff](#), [professional / administrative / technical staff](#) and [non-exempt staff](#) [VSC Personnel Handbook](#) for non-bargaining unit employees

The Board promulgates policies and the Chancellor adopts procedures to guide institution presidents and other VSC officers in the execution of their respective duties.

The Board also selects the Chancellor, the chief executive officer of the VSC system, and the presidents, the chief operating officers of VSC's five institutions (with advice from the Chancellor).

The presidents, once appointed, report to the Chancellor. When a vacancy occurs in one of the above positions, the Board appoints a committee of trustees to review applications, conduct interviews, and ultimately recommend an appointment to the full Board. This Board committee is assisted by an advisory group made up of appropriate members of the VSC community.

Yearly, the Board conducts its performance review of the Chancellor and hears his/her performance reviews of the college presidents.

Trustee Commitment

The full Board currently meets five times a year; full Board meetings constitute a two-day agenda including an overnight stay. Board committees meet approximately two weeks before full Board meetings. Full Board meetings occur at each of the VSC institutions on a rotating basis. Committee meetings occur at the Chancellor's Office. Board and committee meetings are open to the public and are subject to Vermont Open Meeting Laws ([1 VSA § 312-313](#)).

Trustees are expected to attend Board meetings and meetings of the committee(s) on which they sit. Trustees are also encouraged to attend other committee meetings as personal schedules permit.

In addition to Board and committee meetings, trustees are expected to attend one or two college graduations each year along with other appropriate college events in which they might have interest. The colleges appreciate such visits, which also increase Board members' knowledge of the institutions.

The Board of Trustees is an active body that meets on a regular basis but can also be called to meet more frequently for other reasons, such as a special meeting, ad hoc committee work, or a presidential search. In addition, Board decisions are frequently based on system data and other information provided by Chancellor's Office staff or the institutions. A certain amount of reading and studying information and data is essential to trustees' ability to make educated decisions. Opportunities for Board member professional development in the form of supplemental reading and other educational opportunities outside of the Board meeting cycle are also provided.

General Roles & Responsibilities of Trustees

Annual Tasks

- Selection of external auditor and review of audit reports
- Approval and audit of internal operating and capital budgets
- Establish tuition rates and fees
- Develop request for state appropriations
- Review of existing academic programs under VSC Policy 101
- Review of program enrollment under VSC Policy 109
- Election of Board officers (Chair, Vice-Chair, Secretary, and Treasurer)
- Attend VSC Board of Trustees retreat
- Performance review and reappointment of Chancellor and institution presidents
- Attend institutional commencements

Ongoing Tasks

- System-wide strategic planning
- Policy development, review, and revision
- Review of system performance indicators and benchmarks
- Review of and action on financial and real estate transactions
- Review of and action on new program proposals under VSC Policy 102
- Participation in legislative activities

Intermittent Tasks

- Chancellor selection
- President selection
- Task forces on special topics

Strategic Planning

The VSC undergoes system-wide strategic planning on a regular basis. The rapidly changing landscape of higher education requires flexibility, responsiveness, and innovation to ensure the VSC is meeting the needs of our students and the state of Vermont.

Past strategic planning initiatives

The VSC Board of Trustees launched a comprehensive planning process in the spring of 1999 in order to position the colleges and the entire system for continued growth and efficiency. This process included a complete revision of our mission and vision statements, and the creation of 11 strategic initiatives to strengthen the VSC's finances, academic programs and organizational structure.

By 2004 the VSC had moved toward more theme-based planning, identifying key challenges and setting priorities annually. Each year the system as a whole reviewed the progress made in each area and developed priorities for the coming year.

At its annual retreat in 2006 the Board of Trustees set five strategic priorities:

- Affirm the VSC's essential role in the economic and social vitality of Vermont.
- Ensure the long-term financial sustainability of the system.
- Strengthen student recruitment and retention.
- Attract and retain highly effective employees.
- Ensure effective and efficient business practices.

These priorities were set after review of current and emerging issues and trends affecting higher education, consideration of the individual institutions' priorities, and analysis of Vermont's critical issues and needs, particularly in relation to education and workforce development. Three themes of ongoing importance to the VSC were identified: access, affordability, and accountability.

A five-year plan developed in 2008 by the Board during the next strategic planning cycle identified five strategic goals:

- Realize the full potential of the system to support the intellectual, economic and social vitality of the State.
- Enhance student access and success through high quality programs and services.
- Ensure the long-term financial viability and sustainability of the system.
- Attract, support, and retain highly effective employees.
- Support the well-being of individuals and local communities through five strong colleges.

Five priorities were established in support of those goals: access and affordability; academic quality and success; financial strength; economic development; and employee development and support.

In 2013 the Board took a different approach and embarked on a broad strategic inquiry process that engaged a wide array of stakeholders in the VSC, including leadership, students, faculty, staff, parents, workforce partners, and businesses. Multiple focus groups, interviews with dozens of constituents, and survey results from hundreds of Vermonters identified “The Ideal VSC:”

- A unified system that is cooperative and collaborative
- High academic standards and increased academic rigor
- Modern and up-to-date, with
- Great faculty and staff
- Nimble and flexible
- Student centric and focused
- Welcoming and supportive
- User friendly and accessible
- Affordable
- Accessible

The culmination of the strategic inquiry process was the creation of “Six Big Ideas” to guide the future of the VSC:

1. To create a whole VSC system that’s greater than the sum of its parts through the collaboration and cooperation of the individual colleges.
2. Create a more versatile and flexible VSC system that enables students to move through at their own pace, charting their own course of study, and with a level of rigor that matches their abilities and needs.
3. To foster a VSC system that has a place for every student regardless of their resources (financial and/or otherwise), age, background, abilities, or station in life.
4. Integrate the VSC system with external communities and partners – sister colleges, the Legislature, public school system, business community, alumni, VSAC, OEP and others – to create educational and employment opportunities for all Vermont students.
5. Enrich the campus experience to give students a well-rounded/holistic education: mind, body and spirit.
6. Incorporate technology and foster innovation that supports, enables and/or enhances the above.

Strategic planning going forward

Equipped with the direction provided by the “Ideal VSC” and “Six Big Ideas,” the Board is actively engaged in ongoing strategic planning. The Board created a Long Range Planning

Committee tasked with serving as an advisory committee to the Board, Chancellor, and presidents on strategic long term planning in general and on specific proposals to change the governance and/or structure of the system, as well as on alternative approaches for administration and program delivery at a system level. Ongoing discussions regarding student success, interconnectedness between institutions, and innovation will inform the system's future path in a way that ensures the needs of our students and of Vermont are met.

Board of Trustees Committees

The standing committees of the Board are:

- Audit Committee
- Education, Personnel & Student Life (EPSL) Committee
- Executive Committee
- Finance & Facilities Committee
- Long Range Planning Committee
- Nominating Committee

While each committee's deliberations are often conducted informally, they follow Robert's Rules of Order when taking action as a committee. Minutes of the committee meetings are recorded and are archived at the Office of the Chancellor and published [online](#).

Special Task Forces & Committees

In addition to the standing committees, occasionally the Board appoints special ad hoc committees or task forces to deal with specific problems or issues. Membership often includes non-trustees. The kinds of problems and issues that have been studied by VSC task forces in the past include library services, student life, computing services, and basic skills.

Chancellor's Office

Chancellor

The Chancellor is the chief executive officer of the corporation. The Chancellor manages and coordinates the system within policies and guidelines established by the Board of Trustees. Responsibilities of the Chancellor include supervision of fiscal, academic, personnel, and student affairs of the corporation.

The Chancellor also serves as the communication channel between the institutions and the Board of Trustees and represents VSC interests with the governor, state agencies, and the General Assembly.

The Chancellor testifies before gubernatorial and legislative committees and directs others to do so as needed. The presidents work for and report directly to the Chancellor as does the Chancellor's staff. Staff in the Office of the Chancellor consists of several key individuals:

Chief Academic Officer

Serves as staff to the Board Education, Personnel and Student Life Committee. Convenes regular meetings of the deans of academic affairs.

Responsibilities include:

- Oversight of system educational planning process;
- Oversight of academic program review;
- Development of system and institutional academic policy initiatives;
- Oversight of system institutional research;
- Strategic direction and oversight of technology enhanced teaching, learning and student services;
- Liaison for the VSC with other public and private Vermont stakeholders in development of flexible pathways;
- Liaison for the VSC in other state-level planning initiatives.

Chief Financial Officer

Serves as staff to the Board Finance and Facilities Committee and the Audit Committee and convenes regular meetings of the Business Affairs Council, consisting of the deans of administration.

Responsibilities include: planning, direction and supervision of all business, financial and administrative services of the corporation, and development, maintenance, and improvement of VSC facilities.

General Counsel

Serves as counsel to the Board and staff to the Board Audit Committee and Education, Personnel and Student Life Committee. Convenes regular meetings of the Student Affairs Council, consisting of the deans of students.

Responsibilities include:

- Conduct of collective bargaining negotiations;
- System-wide administration of negotiated agreements;
- Supervision of employee grievance process; and
- First-line legal advice on personnel issues, policy development, and implementation and compliance with state and federal laws.

The VSC Institutions

Castleton University, Johnson State College, Lyndon State College, the Community College of Vermont and Vermont Technical College together are the five Vermont State Colleges.

Each institution has a distinctive character and each offers programs to meet the special interests and needs of its students and its region. Together, they offer outstanding opportunities for Vermonters and non-Vermonters to achieve their individual goals.

Organizational Structure

The President is the chief executive and operating officer of each institution. Reporting directly to the Chancellor, the presidents manage their institutions with considerable discretion and autonomy within the bounds of the Board policies and guidelines.

While the system does not impose staffing requirements, each institution typically has the following executive staff positions: academic dean, dean of student affairs, dean of administration, physical plant director, director of human resources, director of admissions, director of financial aid, director of development, and registrar.

About the Vermont State Colleges

The public corporation known as the Vermont State Colleges was created by statute in 1961. The Vermont State Colleges consists of five institutions founded over a span of 200 years.

VSC Institutions

The four-year institutions with liberal arts and pre-professional programs include Castleton University, Johnson State College, and Lyndon State College. They offer degree programs ranging from the associate through the master's level.

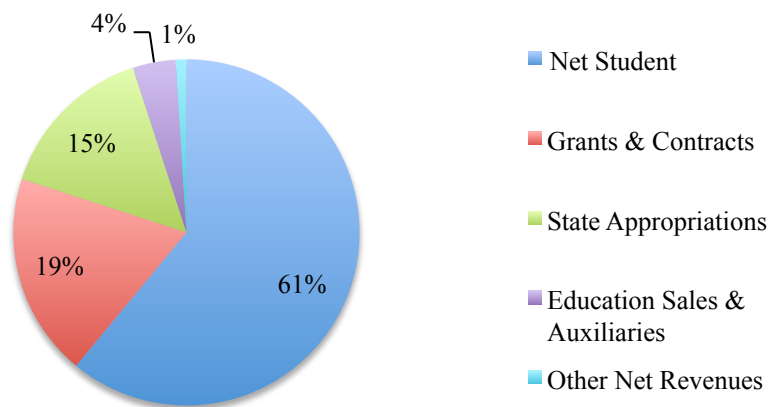
The two-year institutions that offer associate degrees are Community College of Vermont and Vermont Tech. Vermont Tech also has an increasing number of bachelor's degree programs.

Castleton, Johnson, Lyndon and Vermont Tech all started as normal schools between 1787 and 1911 and were under the control of the State Board of Education. The Community College of Vermont, a statewide institution, was founded by executive order of Governor Deane Davis in 1975.

VSC Funding

By statute, the Vermont State Colleges are supported “in whole or in substantial part” by the State of Vermont. The VSC receives funding for operations, allied health programs, the Vermont Manufacturing Extension Center. The appropriation provided by the Vermont General Assembly is approximately 18% of our operating budget.

FY14 Revenue



The legislature can also appropriate one-time funds for special projects, such as workforce development or scholarships for Vermonters. VSC students also benefit from the Vermont Higher Education Endowment, the interest from which is transferred to the VSC (also to UVM and VSAC).

The annual operating appropriation provided by the Vermont General Assembly is approximately 18% of our operating budget. The annual capital appropriation provided by the Vermont General Assembly is approximately \$1 million.

The VSC in the Beginning

From 1961 to 1977 the VSC operated largely as a “loose confederation” of colleges. There was little or no coordination of academic, financial, or personnel activities. Cooperation between the colleges was minimal and there were few system policies. In 1977 the Board of Trustees asserted their leadership over the colleges and created a functioning system. The Board accepted full responsibility for the financial, academic, and personnel activities of the system.

The VSC Today

For decades, the Vermont State Colleges operated under a “top-down” model. The Chancellor’s Office served as central leadership for the system, and the colleges operated within guidelines set from above.

Over time, VSC leaders restructured the system and the function of the central office to enable a sharing of leadership. By cutting staffing and the budget of the central office and working with the presidents to decentralize decision-making, the Chancellor moved the authority back to the colleges. Instead of being “command and control,” the Chancellor’s Office shifted to “support and enhance.”

Most recently, however, the priority is to achieve success as a comprehensive, cohesive, and interconnected system comprised of five distinct institutions. Leadership has evolved into a collaborative relationship that allows for substantial autonomy in partnership with a strong central office that provides essential operational support as well as advocacy and direction at the state level. The Board of Trustees sets policy for the system and the Chancellor adopts system-wide procedures in support of those policies, while each institution operates under the authority of its president and presidential cabinet.

Collaboration and Consolidation

Since 2000, VSC institutions have made working as a system a priority. There are many system-wide planning groups, including:

- Council of Presidents (consisting of the five presidents, the Chancellor, and Chancellor's Office senior staff)
- Academic Deans Council
- Business Affairs Council (Administrative Deans)
- Student Affairs Council (Deans of Students)
- HR Council (Directors of Human Resources)
- IT Council (VSC Chief Information Officer and institutional Chief Technology Officers) Other VSC-wide groups focus on special topics such as general education or employee evaluation on an as needed basis.

Additionally, to conserve resources and operate more efficiently, the system has consolidated the delivery of several administrative functions. Functions are performed better because we have the resources to do the job well one time, rather than spreading every institution's resources too thin.

Areas that have been consolidated include:

- Institutional Research
- Payroll
- Administrative Information Systems
- Information Technology
- Accounts Receivable
- Legal Services

Finally, the VSC is unique in having a single administrative information system across five institutions, including a single course list. By consolidating large amounts of data across multiple systems, we have made business and administration processes more effective and are able to leverage information technology to support institutional priorities and make informed decisions.

Employee Relations

VSC Employees fall into two general categories: unionized or non-unionized. Non-unionized employees include:

- All employees in the Chancellor's Office
- Executive level employees at the four campus-based institutions
- Employees in VSC's outreach programs (e.g. VMEC)
- All CCV employees including faculty
- All faculty in Johnson State's External Degree Program

Unionized employees include:

- [Full-time faculty](#) at Castleton, Johnson, Lyndon and Vermont Tech
- Professional, Administrative and Technical Employees ([PAT](#))
- Supervisory Employees ([SUP](#))
- Represented clerical/maintenance [staff \(VSEA\)](#)
- [Part-time faculty](#) at Castleton, Johnson, Lyndon and Vermont Tech

Non-unionized employees are governed by the [VSC Personnel Handbook](#). Unionized employees are governed by negotiated [Agreements](#), one for each unit (see links above). In addition, the Board of Trustees maintains a [Policies and Procedures Manual](#) applicable to all VSC employees.

5. Discuss start times for Board committee meetings

At its July 23, 2015 meeting the Board approved the attached schedule of meetings for FY16. What remains is to confirm start times for committee meetings.

Vermont State Colleges Board of Trustees
Schedule of Board and Board Committee Meetings for FY2016-FY2017

Approved by the Board of Trustees Thursday, July 23, 2015

***Please note:** These meeting dates and times are subject to change. An official warning will be published prior to each meeting in accordance to VT Open Meeting Law, and the warning will confirm the official date and start time.*

Schedule of Regular Board of Trustees Meetings FY2016-FY2017

Meeting/Date	Time/Place
Board Meeting Thursday, July 23, 2015	10 a.m./Chancellor's Office, Montpelier
Board Retreat Tuesday, September 22, 2015	10 a.m./Lake Morey Resort, Fairlee, VT
Board Meeting Wednesday, September 23, 2015	10 a.m./Lake Morey Resort, Fairlee, VT
Board Meeting Wednesday, December 2, 2015- Thursday, December 3, 2015	3 p.m./Vermont Technical College, Randolph, VT
Board Meeting Friday, February 19, 2016- Saturday, February 20, 2016	3 p.m./Johnson State College
Board Meeting Wednesday, May 25, 2016- Thursday, May 26, 2016	3 p.m./Lyndon State College
Board Meeting Wednesday, July 20, 2016- Thursday, July 21, 2016	3 p.m./Castleton University
Board Retreat Wednesday, September 21, 2016	TBD
Board Meeting Thursday, September 22, 2016	TBD

Schedule of Regular Board of Trustee Committee Meetings FY2016-FY2017

All Committee Meetings will be held at the Chancellor's Office in Montpelier.

Committee Meeting/Date	Time
Audit Committee Meetings	
Wednesday, November 18, 2015	1:00-3:00 p.m.
Wednesday, April 27, 2016	1:00-3:00 p.m.
Education, Personnel and Student Life Committee Meetings	
Wednesday, September 2, 2015	3:00-5:00 p.m.
Wednesday, November 18, 2015	5:00-7:00 p.m.
Wednesday, January 13, 2016	3:00-5:00 p.m.
Wednesday, April 27, 2016	5:00-7:00 p.m.
Wednesday, June 22, 2016	3:00-5:00 p.m.

<u>Committee Meeting/Date</u>	<u>Time</u>
Finance & Facilities Committee Meetings	
Wednesday, September 2, 2015	5:00-7:00 p.m.
Wednesday, November 18, 2015	3:00-5:00 p.m.
Wednesday, January 13, 2016	5:00-7:00 p.m.
Wednesday, April 27, 2016	3:00-5:00 p.m.
Wednesday, June 22, 2016	5:00-7:00 p.m.
Long Range Planning Committee Meetings	
Thursday, October 8, 2015	1:00-3:00 p.m.
Thursday, November 5, 2015	1:00-3:00 p.m.
Thursday, January 7, 2016	1:00-3:00 p.m.
Thursday, February 11, 2016	1:00-3:00 p.m.
Thursday, March 10, 2016	1:00-3:00 p.m.
Thursday, April 7, 2016	1:00-3:00 p.m.
Thursday, May 5, 2016	1:00-3:00 p.m.
Thursday, June 9, 2016	1:00-3:00 p.m.
Executive Committee Meetings	
Monday, August 10, 2015	9:00-11:00 a.m.
Monday, November 9, 2015	1:00-3:00 p.m.
Monday, January 4, 2016	1:00-3:00 p.m.
Monday, April 18, 2016	1:00-3:00 p.m.
Monday, June 13, 2016	1:00-3:00 p.m.

6. Discuss fundraising events

There are no materials for this discussion item.

7. Preliminary conversation on system name change

There are no materials for this discussion item.

8. Board retreat agenda

A draft agenda for the September 22-23 Board Retreat is attached for the Committee's consideration. The Committee will call Dr. Aims McGuiness at this time to discuss the agenda and his participation in the retreat.

Board of Trustees DRAFT Retreat Agenda

Tuesday, September 22		
Time	BOT	COP
9-10	Arrival, Check-in	
10-11:30	Self-Assessment discussion with Aims McGuinness	COP Meeting
11:30-12:30	Legislative forecast & planning	
12:30-2:00	Lunch	
	Presentation: Understanding our students: millennials and adults (Sarah Knapp, Tiffany Keune, Melissa Deblois)	
2:00-5:00	Conversation with Aims McGuinness	
	What are the needs of the state and its regions (workforce, K-12, economic development)? What data does the BOT need to measure how VSC is meeting those needs?	
	How can the VSC & BOT "increase the urgency" and engage all constituents?	
	Develop a clear sense of vision, a set of steps involving reasonable lines of work, engaging all constituents--what 2-3 areas can the VSC collaborate in to allow students to access all system resources? How can the BOT invest funds to make this happen?	
	How can the BOT make "admit to 1, go to 5" happen? How can the VSC be expert at student services in place?	
5:30	Cocktails, dinner	

Wednesday, September 23		
Time	BOT	COP
7:30-8:30	Breakfast	
8:30-10	Discussion on renaming the system	
10-12	College fundraising efforts & how the BOT & OC can assist	
12-1	Lunch	
1-3	Board of Trustees Regular Meeting	

Suggested reading materials:

- Minutes to the 6/25 LRPC meeting (or listen to audio) [Print](#) [Audio](#)
- Compact with the State of VT: Sixty Percent Solution
- ["A Strategic Plan is Just the Beginning" by AGB](#)
- ["5 Bold Predictions for the Future of Higher Education" by Fast Company Magazine](#)
- A list of each college's and the system's mission statements
- ["Cultivating a Culture of Philanthropy" by AGB](#)
- ["Bringing to Life Transformative Ideas: A Blueprint for Trustees" by AGB](#)