

November 24, 2015

**MEMORANDUM**

**TO:** Board of Trustees, Vermont State Colleges

**FROM:** Martha O'Connor, Chair  
Jeb Spaulding, Chancellor



**SUBJECT:** Materials for Board of Trustees Meeting December 2-3, 2015

Attached are the agenda and supporting materials for the upcoming regular Board meeting, Wednesday and Thursday, December 2<sup>nd</sup> and 3<sup>rd</sup>. Please note the materials are arranged differently from in the past, with minutes included after each committee's action items.

Wednesday's Board agenda will focus on Vermont Technical College. Starting at 2 p.m., time will be spent touring the campus, going into detail on topics specific to the college, and meeting with students.

Last week, the Finance and Facilities Committee decided to hold a special meeting on December 2<sup>nd</sup> at 1 p.m. to review the colleges' financial statements. Those trustees who are not on that Committee are welcome to attend.

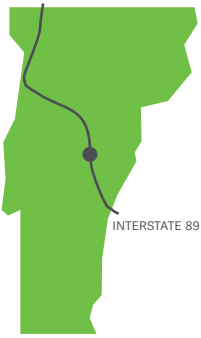
Meetings will be held in Langevin House, 593 Furnace Street, Randolph. A campus map is included. Vermont Tech is located just one mile east of Exit 4 off Interstate 89:

- From the Exit 4 ramp, turn east onto Rt. 66 heading uphill (away from McDonald's).
- Proceed 3/4 mile to intersection at top of hill (cars traveling up the hill have right of way at the intersection).
- To reach the Langevin House, bear left at intersection, then take your first right onto Furnace Street. Continue straight 1/2 mile and turn right.

Rooms are reserved for all trustees at the Three Stallion Inn, 665 Stock Farm Road in Randolph. Here is a link for a map and directions from VT Tech to the Inn:

<https://goo.gl/maps/8tXyh4vAqG62>

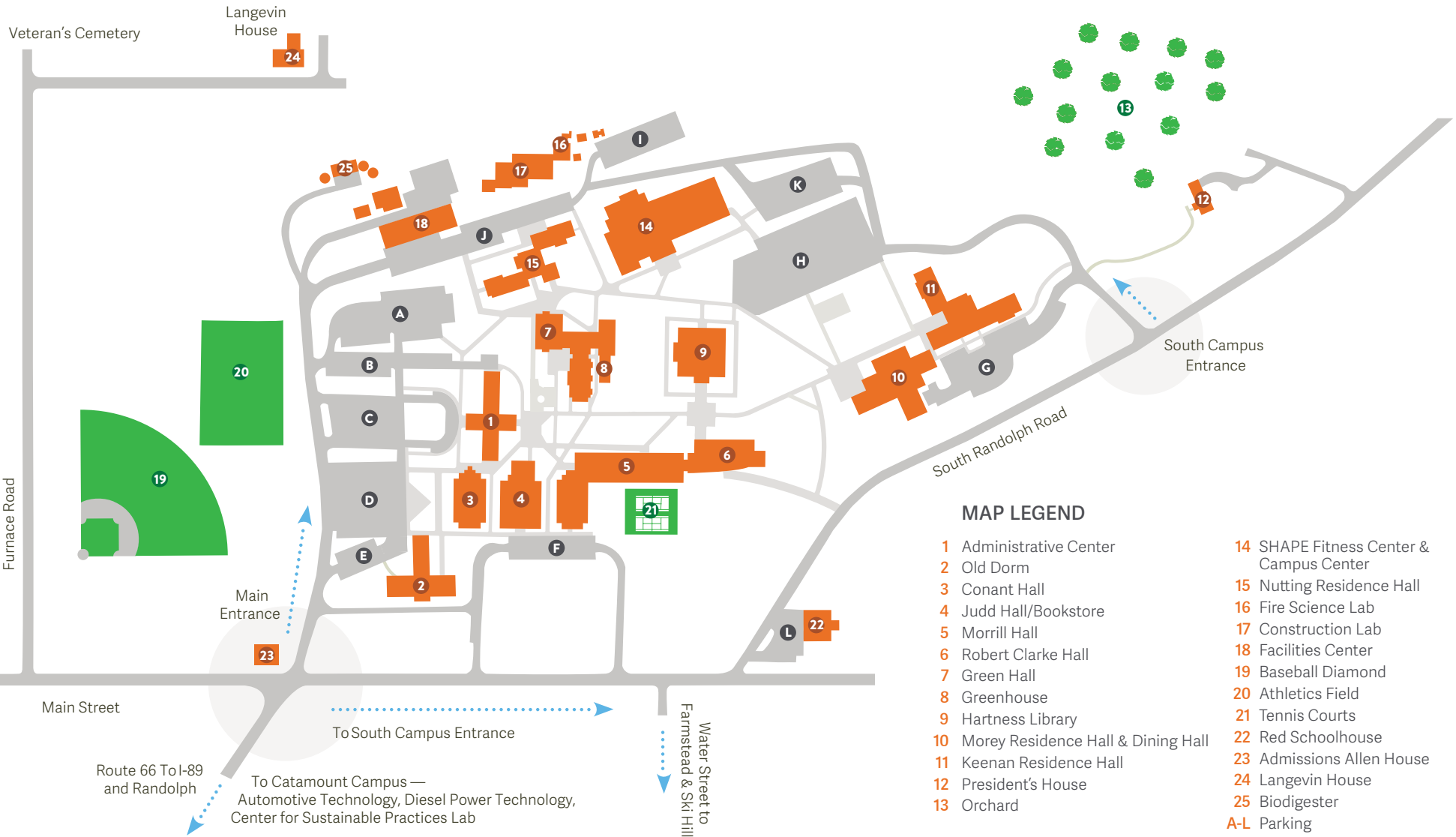
cc: Council of Presidents



# VERMONT TECH

## Randolph Center Campus

124 Admin Drive | Randolph Center, VT 05061  
800.442.8821 | vtc.edu



### MAP LEGEND

- |                                       |   |
|---------------------------------------|---|
| 1 Administrative Center               | 14 SHAPE Fitness Center & Campus Center |
| 2 Old Dorm                            | 15 Nutting Residence Hall               |
| 3 Conant Hall                         | 16 Fire Science Lab                     |
| 4 Judd Hall/Bookstore                 | 17 Construction Lab                     |
| 5 Morrill Hall                        | 18 Facilities Center                    |
| 6 Robert Clarke Hall                  | 19 Baseball Diamond                     |
| 7 Green Hall                          | 20 Athletics Field                      |
| 8 Greenhouse                          | 21 Tennis Courts                        |
| 9 Hartness Library                    | 22 Red Schoolhouse                      |
| 10 Morey Residence Hall & Dining Hall | 23 Admissions Allen House               |
| 11 Keenan Residence Hall              | 24 Langevin House                       |
| 12 President's House                  | 25 Biodigester                          |
| 13 Orchard                            | A-L Parking                             |

**ADMINISTRATIVE CENTER KEY OFFICES:**  
Alumni Relations, Business Office, Financial Aid, Registrar, Public Safety



# Vermont State Colleges Board of Trustees

December 2-3, 2015

*Vermont Technical College  
Randolph Center, Vermont*

## **BOARD OF TRUSTEES**

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

**M. Jerome "Jerry" Diamond**  
(2/28/19)  
**Rep. Eileen "Lynn" Dickinson**  
(2/28/16)  
**Kraig Hannum**  
(2/28/17)  
**J. Churchill Hindes**  
(2/28/21)  
**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, Secretary**  
(2/28/21)  
**Michael Pieciak**  
(2/28/21)  
**Benjamin Simone**  
(5/31/16)  
**Governor Peter Shumlin**  
(*ex officio*)

### **Board Committees**

#### **Audit**

Linda Milne, Chair  
Lynn Dickinson, Vice-Chair  
Church Hindes  
Karen Luneau  
Michael Pieciak

#### **Education, Personnel & Student Life**

Kraig Hannum, Chair  
Jim Masland, Vice-Chair  
Lynn Dickinson  
Karen Luneau  
Mike Pieciak  
Ben Simone

#### **Executive**

Martha O'Connor, Chair  
Tim Jerman, Vice-Chair  
Karen Luneau  
Linda Milne

#### **Finance & Facilities**

Church Hindes, Chair  
Chris Macfarlane, Vice-Chair  
Jerry Diamond  
Tim Jerman  
Bill Lippert  
Linda Milne

#### **Long Range Planning**

Jerry Diamond, Chair  
Karen Luneau, Vice Chair  
Kraig Hannum  
Church Hindes  
Tim Jerman

### **Board Meeting Dates**

September 22-23, 2015  
December 2-3, 2015  
February 12-13, 2016  
May 25-26, 2016  
July 20-21, 2016  
September 21-22, 2016

Lake Morey Resort, Fairlee, VT  
Vermont Technical College – Randolph Campus  
Johnson State College  
Lyndon State College  
Castleton University  
TBD

### **VSC Chancellor's Office** **Jeb Spaulding, Chancellor**

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

**Thomas Robbins**  
**William Reedy**  
**Elaine Sopchak**  
**Yasmine Ziesler**  
**Dianne Pollak**  
**Tricia Coates**  
**Richard Ethier**  
**Nancy Shaw**  
**Hope Baker-Carr**  
**Tracy Sweet**  
**Deborah Robinson**

**Vermont State Colleges Board of Trustees Meeting**

Vermont Technical College  
Langevin House  
593 Furnace Street  
Randolph Center, VT 05061

December 2 - 3, 2015

AGENDA

**December 2, 2015**

- 1 – 2 PM Finance & Facilities Committee Special Meeting to Review Q1 Financials, Langevin House
- 2 – 3 PM Voluntary Tours of Vermont Tech Randolph Center Campus
- 3 – 4:45 PM Vermont Tech Update to the Board, Langevin House
- 5 – 6 PM Student Meeting with Board, President Smith’s House
- 6 – 7:30 PM Dinner at President Smith’s House
- 7 PM Optional Student Event: Money Tree Game Show, Campus/SHAPE Center
- Overnight: Three Stallion Inn, 665 Stock Farm Rd, Randolph, VT 05060

**December 3, 2015**

- 7 – 8 AM Board Breakfast at the Three Stallion Inn
- 8:45 AM – 12:30 PM Board of Trustees Regular Meeting, Langevin House
- 12:30 PM Optional Board Lunch, Morey Dining Hall
- Optional Tours of Vermont Tech Randolph Center Campus

**Vermont State Colleges Board of Trustees Regular Meeting  
December 3, 2015**

**AGENDA**

**A. PRESENTATION**

---

1. Presentation of Preliminary AGB Report with Rick Beyer [Page 7](#)

**B. ITEMS FOR DISCUSSION AND ACTION**

---

1. Approval of the Minutes of the September 22-23, 2015 Retreat and Meeting [Page 8](#)

2. Report of the Audit Committee [Page 20](#)

- a. Review and Approval of FY2015 Draft Audited Financial Statements and A-133 Report
- b. Minutes of the November 18, 2015 Audit Committee Meeting

3. Report of the Finance & Facilities Committee [Page 25](#)

- a. Approval of Finance & Facilities Committee Consent Agenda
- b. Approval of Lyndon State College Renaming Request
- c. Minutes of the November 18, 2015 Finance and Facilities Committee Meeting

4. Report of the Education, Personnel, and Student Life Committee [Page 38](#)

- a. Policy 102 Final Proposal: Lyndon State College BA Early Childhood Education
- b. Policy 102 Final Proposal: Vermont Technical College BS Entrepreneurship
- c. Approval of Education, Personnel, and Student Life Committee Consent Agenda
- d. Minutes of the November 18, 2015 EPSL Committee Meeting

5. Report of the Long Range Planning Committee [Page 70](#)

- a. Approval of Revised VSC Mission and Vision Statements
- b. Decision on Potential Renaming of the System
- c. Minutes of the November 5, 2015 Long Range Planning Committee Meeting

6. Approval of Nominees for VSC Hall of Fame and Event Update [Page 82](#)

7. Consideration of College Tuition for 2016-2017 [Page 83](#)

8. Personnel Matter [Page 84](#)

**B. ITEMS FOR INFORMATION AND DISCUSSION**

---

1. Other Business

2. Comments from the Public

3. Date of Next Meeting: PLEASE NOTE THE DATE CHANGE

*Friday, February 12 – Saturday, February 13, 2016, Johnson State College*

A. PRESENTATION

1. Presentation of Preliminary AGB Report with Rick Beyer

Rick Beyer, Managing Principal at AGB Institutional Strategies, has spent the last several weeks meeting with leadership teams from the four residential colleges—Castleton, Johnson State, Lyndon State, and Vermont Tech. At the Board meeting he will present preliminary findings based on his research. The Board may, if circumstances warrant and they so vote, enter into executive session to discuss this topic.

**B. ITEMS FOR DISCUSSION AND ACTION****1. Approval of the Minutes of the September 22-23, 2015 Retreat and Meeting****Unapproved minutes of the Board of Trustees retreat Wednesday and Thursday, September 22-23, 2015**

The Vermont State Colleges Board of Trustees conducted its annual retreat Tuesday and Wednesday, September 22-23, 2015 at the Lake Morey Resort in Fairlee, Vermont.

The following were present:

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

Presidents: Joe Bertolino, Elaine Collins, Joyce Judy, Dan Smith, Dave Wolk

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  
Yasmine Ziesler, Chief Academic and Academic Technology Officer

From the Colleges:

Dave Bergh, Dean of Students, Johnson State College  
Beth Walsh, President, VSCUP  
Heather Weinstein, Dean of Students, Community College of Vermont

Guests:

Mathew Barewicz, Economic & Labor Market Information Chief, VT Dept. of Labor  
Christine Graham, CPG Enterprises  
Dr. Aims McGuinness, National Center on Higher Education Management Systems

From the Public:

Samantha Montgomery, Field Rep, AFT Vermont

Chair O'Connor called the meeting to order at 9:40 a.m.



### Board of Trustees: Discussion of Board Self-Assessment with Dr. Aims McGuinness

The Board discussed the results of its recent self-assessment survey with Dr. Aims McGuinness.

### Presentation on the Fiduciary Duties of Governing Boards with Trustee Mike Pieciak

Board member Michael Pieciak gave a presentation on fiduciary responsibilities of board members. A copy of his presentation is attached to these minutes.

### Understanding Our Future Students: Post-Millennials & Adults

Johnson State College Dean of Students Dave Bergh and Community College of Vermont Dean of Students Heather Weinstein gave a presentation about the varied needs and expectations of the six primary demographics of students attending the Vermont State Colleges. A copy of this presentation is attached to these minutes.

### Presentation on Vermont Workforce Needs

Mathew Barewicz, Economic & Labor Market Information Chief, VT Department of Labor, gave a presentation on the future needs of the Vermont workforce. A copy of his presentation is attached to these minutes.

### Conversation with Dr. Aims McGuinness

The Board and Dr. McGuinness discussed the goals of the Board, the system, and the state. A copy of his presentation is attached to these minutes.

In particular, one goal must be to enhance the involvements of our institutions in the regions where they are located and enhance the economic development of each region. Dr. McGuinness stated that the VSC has significant challenges and there is no time to waste in addressing them.

Chancellor Spaulding summarized the current situation as follows:

- The number of high school students is going down.
- State support is stagnant.
- The colleges much charge high tuition.

---

## Items for Discussion and Action

---

- The VSC is not different from New England states in these regards.
- Competition for this declining number of students is more intense than ever. Tuition discounting is again at an all time high.

However, he is optimistic because:

- There are many Vermont high school graduates with no plans to go on to postsecondary education, and the VSC can work with partners to improve this number.
- The newly formed Lumina Foundation work group is leading the effort on achieving Vermont's goal of 60% of Vermonters with a postsecondary credential by 2020.
- The success of this effort means some of these graduates will attend Vermont State Colleges. The system will work with partners like VSAC to show that the VSC is more affordable than perceived.
- The returned OPEB funds invested in retention efforts at the colleges are starting to yield positive results.
- The VSC will continue to work on reducing the number of Vermont graduates who leave the state.
- The VSC can become the primary provider of education to the state's adult population.

The Board adjourned the retreat at 5 p.m. to reconvene the next morning. Chair O'Connor reconvened the retreat at 8:45 a.m. September 23, 2015.

### Legislative Agenda Planning

The Board and Chancellor Spaulding discussed plans for the 2016 legislative session. At the request of the Board, Chancellor's Office staff will provide data regarding Vermont students receiving VSAC grants that attend out-of-state colleges.

### Follow-up to Discussion with Dr. McGuinness, and Discussion on Potential Renaming of the System

Board members emphasized the importance of aligning Board goals with those of the Chancellor's Office and the presidents. The Long Range Planning Committee will focus on this at its next meeting.

---

---

---

**Items for Discussion and Action**

---

Chancellor Spaulding outlined a proposed process for renaming the system. He will send an email to all VSC faculty and staff containing the criteria for a new name:

- A new name must include “Vermont,” as this is required in law.
- A new name should reflect the comprehensive, interconnected, and cohesive system we aspire to be.
- A new name should not lead to confusion between us and the University of Vermont.
- A new name should be concise, be easy to remember, and lend itself to effective marketing.

The email will also contain a survey allowing VSC faculty and staff to rank several possible new name options and/or to provide their own suggestions. The Long Range Planning Committee and the Board will review these suggestions, with a final decision by the full Board at its December meeting. Any name change will take effect July 1, 2016.

#### Overview of Institutional Fundraising and Discussion of the Board’s Role in System Fundraising

VSC Director of External & Governmental Affairs Tricia Coates introduced to the Board Christine Graham of CPG Enterprises, a specialist in nonprofit fundraising. Each president gave a brief overview of how fundraising is accomplished at each of the colleges. Ms. Graham reviewed with the Board possible options for fundraising at the system level. Ms. Coates announced that the VSC has been awarded a \$5000 grant to explore system level fundraising, and that Ms. Graham will assist in this exploration.

Chair O’Connor adjourned the retreat at 12 p.m.

---

---

**Unapproved minutes of the Board of Trustees regular meeting Wednesday, September 23, 2015**

*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 23, 2015 at the Lake Morey Resort in Fairlee, Vermont.

The following were present:

Trustees: Lynn Dickinson, Kraig Hannum, Church Hindes, Tim Jerman, Bill Lippert, Karen Luneau, Chris Macfarlane, Jim Masland, Martha O'Connor, Heidi Pelletier, Ben Simone

Absent: Jerry Diamond, Linda Milne, Mike Pieciak

Presidents: Joe Bertolino, Elaine Collins, Joyce Judy, Dan Smith, Dave Wolk

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

Yasmine Ziesler, Chief Academic and Academic Technology Officer

From the Colleges:

Craig Damon, Professor, Vermont Technical College

Andy Myrick, Full Time Faculty Federation President, Vermont Technical College

Beth Walsh, President, VSCUP

From the Public:

Samantha Montgomery, Field Rep, AFT Vermont

Josh O'Gorman, Vermont Press Bureau

Guests: Ann and Scott Gregg, Rutland, VT, parents of Jake Gregg

Chair O'Connor called the meeting to order at 1 p.m.

## Items for Discussion and Action

## A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the July 23, 2015 Board of Trustees Meeting

Trustee Luneau moved and Trustee Jerman seconded the approval of the minutes. The minutes were approved unanimously.

2. Adoption of Policy 211, Whistleblower Policy for Reporting Fraudulent, Illegal or Improper Activities, and Approval of Revisions to Policy 210, Conflict of Interest – Employees

Trustee Hindes moved the resolution and stated that it is recommended for approval by the Finance & Facilities Committee. General Counsel Reedy stated that amendments to existing Policy 210 have removed mention of fraud and abuse, as these topics are now covered in the proposed new Policy 211. Also included for the Board's information is the chancellor's guidance for implementation of the policies. The policy for reporting and methods for handling reports have been in existence since 2006 with the implementation of the EthicsPoint hotline and reporting website. New Policy 211 establishes a consistent and uniform set of procedures for dealing with these reports. These policies are connected to Item 3 below in that references to the "colleges" have been changed to "institutions" in policies 211 and 210; new Policy 503 is more general and applies to all existing VSC policies. Trustee Lippert noted that this item has been discussed in depth at the committee level. Trustee Pelletier seconded the resolution. The resolution passed unanimously.

3. Approval of Policy 503, General Definitions

Trustee Hindes moved and Trustee Macfarlane seconded the resolution. Trustee Hindes stated this new policy broadens the definition of "colleges" to be fully inclusive and applies to all existing policies. The resolution passed unanimously.

4. Endorsement of Grant Proposal

Trustee Hindes moved and Trustee Macfarlane seconded the resolution. Chancellor Spaulding explained that this particular grant surpasses thresholds in Policy 408 and therefore merits Board approval. The resolution passed unanimously.

5. Establishment of Endowment

Ann and Scott Gregg, parents of former Lyndon State College student Jake Gregg, were welcomed by Chair O'Connor and President Bertolino. Trustee Hindes moved to extract the Gregg endowment from the consent agenda. Trustee Hindes moved a separate resolution for the

---

**Items for Discussion and Action**

---

Gregg endowment. Trustee Macfarlane seconded the resolution. The resolution passed unanimously.

Trustee Hinderes moved the amended consent agenda containing only the D'Aleo endowment. Trustee Macfarlane seconded the resolution. The resolution passed unanimously.

6. Approval of Policy 102 Final Proposal for Vermont Technical College Master's Degree in Software Engineering

Trustee Hannum moved and Trustee Luneau seconded the resolution. President Smith acknowledged that this program is on a fast track for approval because it requires a substantive change application to NEASC in October. He reminded the Board that software engineering jobs are a growth area in the state. President Smith introduced Prof. Craig Damon, who described the program as consisting of 17 additional credits (a total of five additional courses); approximately 7-10 FTE students, mostly part time, will start this program and take courses at the Williston campus. He stated that there is no other master's program in software engineering offered in northern New England, and it is the first master's degree to be offered by Vermont Tech. He stated that the program was created in response to workforce needs of the state of Vermont. The resolution passed unanimously.

7. Approval of Revised Board By-Laws

Trustee Jerman moved and Trustee Hannum seconded the resolution. Chair O'Connor stated that these revisions were discussed and endorsed at the last Executive Committee meeting.

Chancellor Spaulding reviewed the changes:

- Adjusting the number of times the Board must meet annually from six to five.
- Updating the term of the Chair from one year to two years, in compliance with S.71, which was signed into law as Act 19 in May and took effect in July.
- More precise definition of committee quorum, and clarifying the Board Chair's role as a committee member.
- Clarification of the Chancellor's role in relation to the Board.

The resolution was approved unanimously.

8. Approval of Revised EPSL Committee Areas of Responsibilities

Trustee Hannum moved and Trustee Masland seconded the resolution. The resolution was approved unanimously.

---

---

---

**Items for Discussion and Action**

---

---

9. Approval of Revised Nominating Committee Areas of Responsibility

Trustee Jerman moved and Trustee Pelletier seconded the resolution. Chancellor Spaulding reminded the Board that the changes are the result of the new Act 19, which allows the Board to select four members beginning in 2017. The resolution passed unanimously.

10. Approval of Revised Trustee Orientation Materials (Formerly Trustee Handbook)

Trustee Jerman moved and Trustee Luneau seconded the revision of the Trustee Orientation Materials. Trustee Macfarlane suggested that staff update the letterhead in the beginning of the document to include Castleton University. The revisions were approved unanimously.

11. Approval of Trustee Stipend & Expense Policy

Trustee Jerman moved and Trustee Pelletier seconded the revisions to the Trustee Stipend & Expense Policy. The revisions were approved unanimously. Stipend payments for FY16 will be made after this Board meeting and every July 1 thereafter.

12. Approval of Potential System Renaming Process

Trustee Jerman moved and Trustee Pelletier seconded the proposed process. The process was approved unanimously.

13. Approval of Hall of Fame Proposal

Trustee Lippert inquired whether the criteria for the at-large award needed to be just for an individual. Trustee Hindes cautioned about competing with the colleges when seeking sponsorships and recommended looking for new sponsors rather than those already working with the colleges. The Board agreed to extend the at-large award criteria to include organizations as well as individuals. Chancellor's Office staff will schedule the next meeting of the Committee in early October.

14. Personnel/Contractual Matters—Possible Executive Session

Trustee Dickinson moved to enter executive session pursuant to 1 V.S.A. §313(a)(1)(D) to discuss the status of a grievance by employees where premature public knowledge would clearly place the Board at a substantial disadvantage. In addition to Board members, Chancellor

---

---

---

**Items for Discussion and Action**

---

Spaulding, General Counsel Reedy, and President Bertolino were asked to attend the executive session.

Trustee Macfarlane seconded the motion and the Board approved the motion unanimously. The Board entered executive session at 1:45 p.m. The Board exited executive session at 2:10 p.m. and took no action.

## B. ITEMS FOR INFORMATION AND DISCUSSION

### 1. Report of the Executive Committee

Nothing was added to this report.

### 2. Report of the Finance & Facilities Committee

Trustee Hinds shared that the Committee discussed individual priorities at its most recent meeting and submitted topics via email. The committee chairs will be meeting with Chair O'Connor and the Chancellor soon to plan the year's meeting topics. The Finance & Facilities Committee will call an additional meeting in late October to review VSC facilities, and receive an update on system debt.

CFO Robbins stated that preliminary yearend operating results are being reviewed. FY15 ended with a \$10.2M deficit, comprised of a \$6.5M OPEB accrual and a \$4M amortization of a gift of software to Vermont Tech. The colleges finished ahead of budget. The S&P comment regarding a reduction in net assets is due to OPEB costs of approximately \$7M per year. College enrollments at the time are: VTC is slightly up; LSC is within budget; JSC enrollment is down for out-of-state and EDP; CCV is level with 2015 but had budgeted for less than that; Castleton's first year student enrollment is up significantly, enrollment is up overall.

Trustee Hinds reminded the Board that the system's bond rating had been downgraded based on enrollment at the time of review and the overall national higher education situation, and unfunded retirement liability. There was discussion of business operations maintaining or improving quality while also saving money.

Chancellor Spaulding updated the Board on the search for external consultants. An RFP was issued to perform a diagnostic review of campus based residential colleges' assumptions, pricing, and areas for generating revenue/efficiencies. The purpose for the review is to help the chancellor and the Board view the colleges' business plans objectively. He received five bids and selected AGB, whose primary consultants have extensive experience as both a college and corporate CEO. CFO Robbins checked AGB's references and found them to be very good. The

---



---

**Items for Discussion and Action**

---

business plan review will be conducted and finished shortly into new year, in time for the VSC budget process.

Chancellor Spaulding requested that the Finance & Facilities Committee consider at a future meeting why the system tends to impose the same tuition decision on its different institutions, particularly in light of the fact that the colleges are very different in their marketing and competition. He shared that he asked Tom Meredith of AGB whether other systems assign tuition rates as a group or individually and learned that some systems break tuition down by type of institution (e.g., research institution versus community college). Smart systems look at each institution individually. He stated that he is interested in exploring the concept, maybe even for this year. President Wolk confirmed that Castleton University will definitely not have a tuition increase next year. The upcoming in-depth review of Vermont Tech may help reveal where their ideal price point is. Chancellor Spaulding stated that he is interested in knowing what the consultants will say regarding the current tuition freeze and also wants the Committee's input on the concept. He said that Vermont Tech is on a positive trajectory, and that an objective consultant will help the Board understand whether a tuition freeze would help or harm. He is hoping to obtain specific information on price point from the consultants. Trustee Hindes agreed that AGB is a good choice for the business plan review. AGB can also help the Board in the development of benchmarks. President Wolk stated that what the other four colleges do will not affect what Castleton will do regarding tuition.

3. Report of the Education, Personnel & Student Life Committee

Trustee Hannum asked President Bertolino to thank Dean Nolan Atkins for his presentation on curriculum redesign. Trustee Lippert requested and General Counsel Reedy provided more information about Taryn Moran, the new trainer/investigator who recently joined the Chancellor's Office. Trustee Dickinson inquired whether the new lab equipment at Vermont Tech funded by the legislature has had an impact. President Smith stated it definitely has; at this time two students have decided to continue their studies at Vermont Tech because of the new lab.

4. Report of the Hall of Fame Planning Committee

Nothing was added to this report.

5. Reports of the College Presidents

Vermont Technical College President Dan Smith stated that the new national college scorecard showed that VT Tech graduates have the fourth highest average salary in Vermont. The college has risen in two different US News & World Report rankings 12 spots and 3 spots respectively.

---

---

**Items for Discussion and Action**

---

The manufacturing labs renovations went very quickly under the direction of Professor Jeremy Cornwall. Vermont Tech's BS in Nursing program has received full accreditation. Enrollment of incoming students is up approximately 5%. October 2<sup>nd</sup> is National Manufacturing Day and legislators have been invited to see the new labs.

Lyndon State College President Joe Bertolino shared that the college held a successful clam bake the past weekend. On October 1<sup>st</sup> he will give the annual state of the college address. 2016 has been designated the Year of Compassion. Enrollment and the budget are on target. First year retention from last year is up by 8%. Over the summer the college built a new Electronic Journalism Arts studio. The Weather Channel has proposed setting up a satellite studio on campus from which students will be able to issue forecasts. The curriculum task force work continues. The college's Exercise Science program has been reaccredited with top marks.

Community College of Vermont President Joycy Jusdy shared that the Agency of Education recently issued a graph of where Vermont high school students are going to college: more than 50% attend a VSC. The national scorecard from CCV's perspective is not representative as it reflects only first-time, full-time students, a very small portion of CCV's students. The numbers of students enrolled in dual enrollment and early college are increasing.

Johnson State College President Elaine Collins reported that the college's new Mapworks software for at risk students is in its third week of implementation. The college is performing an all-freshmen, residential student pilot. They have also submitted a proposal for a governor's institute on restorative justice. The college has purchased a drone to film aerial views of the campus that are viewable on their Facebook page. The NCAA III site is featuring Johnson State in a clip called "Whatever It Takes" that focuses on the leadership aspects of sports.

Castleton University President Dave Wolk did not add anything to the report in the meeting materials.

## 6. Other Business

There was no other business.

## 7. Comments from the Public

Beth Walsh thanked the Board for allowing audience participation. She shared several staff concerns. Some staff wonder what the Castleton University name change will mean for enrollment on other campuses. Staff are invested in inclusivity during the VSC name change process. There is concern over the potential expense of changing the name of the system. In upcoming contract negotiations staff express a wish to maintain benefits and salary levels and

---

---

**Items for Discussion and Action**

---

concern over tuition freeze, limitation of salary compression, and gender equity. Staff appreciated that the need for transparency was respected during the JSC presidential search. VSC staff love their jobs and want to feel valued; they suggest adding staff membership to the newly formed chancellor's faculty advisory council.

Vermont Tech Professor Andy Myrick stated that the Full-time Faculty Federation have scheduled ratification of the new contract for October 15<sup>th</sup>; they will be using electronic polling this time. The Federation also plans to continue the legislative and strategic support program initiated last year called Reclaim the Promise.

Chair O'Connor thanked Beth Walsh and Samantha Montgomery for their attendance at the retreat.

Chancellor Spaulding stated that staff will send the Board a survey about the retreat.

8. Date and Place of Next Board of Trustees Meeting  
Wednesday December 2<sup>nd</sup> – Thursday, December 3<sup>rd</sup>, 2015  
Hosted by Vermont Technical College, Randolph Campus

Trustee Pelletier moved and Trustee Luneau seconded a motion to adjourn. The meeting adjourned at 2:56 p.m.

## 2. Report of the Audit Committee

### a. Review and Approval of FY2015 Draft Audited Financial Statements and A-133 Report

The draft FY2015 Financials and A-133 report were submitted to the State of Vermont in draft form on October 14<sup>th</sup> in order to meet the annual deadline. The Audit Committee reviewed the financials with O'Connor & Drew at its November 18, 2015 meeting. Based on that review, the Committee recommends the following resolution to the full Board for its approval.

The SRECNA (income statement) shows a decrease in net assets during FY2015. Total Operating Revenues were down primarily due to having 465 fewer FTE enrollments compared to FY2014. Offsetting this in Operating Expenses were significant savings in personnel and departmental costs. Net Non-Operating Revenues decreased from FY2014 primarily due to the downturn in the stock market which impacted our endowment and cash investments.

Significant changes in the SNA (balance sheet) include a reduction in Capital Assets of \$6M, as depreciation outstrips new investments in our campuses, and an increase in our post retirement liability of \$6M, bringing that to \$55M. Our unrestricted Net Assets are now at -\$29M, but if that were adjusted by the post retirement amount, it would be a +\$26M. Unrestricted cash and investments (excluding endowment funds and Perkins revolving loan funds) totals \$34.9M as of 6/30/15.

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Acceptance of the FY2015 Audited Financial Statements and A-133 Report

- WHEREAS, The Vermont State Colleges has contracted with O'Connor & Drew to perform its FY2015 financial statements audit, and the auditors have delivered the draft financial statements, A-133 report and Advisory Comments thereon; and
- WHEREAS, The Board's 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 FY2015 Financial Statement Audit Report by O'Connor & Drew.

## Items for Discussion and Action

b. Minutes of the Audit Committee Meeting Wednesday, November 18, 2015

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

The Vermont State Colleges Board of Trustees Audit Committee met on November 18, 2015 at the Chancellor's Office in Montpelier.

Committee members present: Lynn Dickinson (Vice Chair), Church Hindes, Martha O'Connor, Karen Luneau, Linda Milne (Chair), Mike Pieciak

Other Trustees: Chris Macfarlane, Jim Masland

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

Presidents: Dave Wolk, Joyce Judy, Elaine Collins, Joe Bertolino, Dan Smith

From the Chancellor's Office: Tricia Coates, Director of External & Governmental Affairs  
Bill Reedy, General Counsel  
Tom Robbins, Chief Financial Officer  
Deb Robinson, Controller  
Elaine Sopchak, Executive Assistant to the Chancellor  
Jeb Spaulding, Chancellor

From the Colleges: Scott Dikeman, CU Dean of Administration  
Sheilah Evans, LSC Associate Dean of Administration  
Loren Loomis Hubbell, LSC Dean of Administration  
Barbara Martin, CCV Dean of Administration  
Andy Myrick, VTC, VSCFF  
Sandra Noyes, JSC, VSCSF  
Sharron Scott, JSC Dean of Administration  
Lit Tyler, VTC Dean of Administration  
Beth Walsh, JSC, VSCUP

Chair Milne called the meeting to order at 1:05 p.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Minutes of the May 13, 2015 Meeting of the Audit Committee

Trustee Luneau moved and Trustee Hindes seconded the approval of the minutes. The minutes were approved unanimously.

2. Review and Approval of FY2015 Draft Audited Financial Statements and A-133 Report

CFO Robbins stated that overall the audit went smoothly, with no repeat comments. Net assets of the VSC decreased roughly \$10M, due to unfunded OPEB liability, depreciation from a software contribution to VTC, and declining enrollment. Kieth Goldie and Chris Stenmon reviewed the draft audited financial statements with the Committee.

Chair Milne requested that at an upcoming meeting the Committee discuss healthcare costs and preparations for implementation of new aspects of the Affordable Care Act.

The FY2015 A-133 report had no material weaknesses or deficiencies. The manager's report contained only general recommendations. VSC internal controls are very strong.

The federal awards audit performed yielded two compliance findings of low importance. The first finding referred to third party governmental notification of graduation data; the third party utilized did not report data in a timely way. The second finding referred to one CCV student's data not being reported properly. Next year there will be new uniform guidance with a threshold of programs more than \$750K.

Trustee Dickinson moved that the Committee enter executive session to discuss the evaluation of a public official. Trustee Luneau seconded. The Committee voted unanimously to enter executive session at 2:20 p.m.

The Committee exited executive session at 2:38 p.m. Trustee Dickinson moved and Trustee Hindes seconded to approve the resolution to approve the draft audited financial statements. Trustees Luneau and Pieciak were not present in the room. The remaining Committee quorum approved the resolution unanimously.

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

These items were not discussed by the Committee.

Trustee Dickinson moved and Trustee Hindes seconded adjournment. The meeting adjourned at 2:39 p.m.



3. Report of the Finance & Facilities Committee

a. Approval of Finance & Facilities Committee Consent Agenda

At its November 18, 2015 meeting, the Finance & Facilities Committee approved the following agenda items, and recommends them to the full Board for approval as contained in the consent agenda attached. The supporting materials for these agenda items can be found in the materials for the [November 18, 2015 meeting](#).

- Review and Approval of FY2015 Carryover Items
- VTC Graduate Tuition Rate
- Establishment of Endowments: Consent Agenda

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

WHEREAS, The VSC Finance and Facilities Committee met on November 18, 2015 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:

- Review and Approval of FY2015 Carryover Items
- VTC Graduate Tuition Rate
- Establishment of Endowments: Consent Agenda

December 3, 2015

b. Approval of Lyndon State College Renaming Request

At its November 18, 2015 meeting, the Finance and Facilities Committee heard and unanimously approved a request from President Joe Bertolino to rename the college's maintenance facility after recently deceased and much beloved staff member Art Peake. The Committee recommends the renaming to the full Board as set forth in the following resolution.



November 9, 2015

Mr. Jeb Spaulding, Chancellor  
Vermont State Colleges  
PO Box 7  
Montpelier, VT 05601

Dear Chancellor Spaulding,

I am requesting that the Vermont State Colleges Board of Trustees consider naming the maintenance facility at Lyndon State College the **Arthur W. Peake Maintenance Facility**. The College community and I believe the life-long dedication of Art Peake is deserving of this naming.

Art passed away Sunday, May 10, 2015, after a stubborn fight with cancer. He was one of the College's longest serving, and dearly loved members of our community. Art had been a member of our community for more than 42 years. His ability to fix just about anything is legendary. He knew every inch of the campus that is, and the buildings that were. Strong opinions, sound advice, and a wicked sense of humor lurked behind a quiet voice. Whether you saw him behind the wheel plowing, or passed him around campus, there was always a smile, with a wave or greeting.

Art devoted his life to Lyndon. He loved this community, and in turn, all those who knew him loved him back. Art was the 2012 recipient of the Lyndon Faculty and Staff Loyalty Award, which he humbly accepted.

Patty Cross, administrative assistant for the physical plant, shared these thoughts. "I worked with Art for 35 years. The College will never find a more dedicated individual. Where could you find someone who put his own time in to come fill our wood boiler over the weekend? Any time you had a problem, he would drop what he was doing and help. He put his life and soul into this place. His illness put him down, but he fought so hard to try to get back here. He will be missed—more than words can say."

Patty is one of more than 150 faculty and staff voices that support this proposal. Art's colleagues presented a signed request, which includes 150 notes of support; I have attached the document for your perusal. Lyndon's Annual Report to the VSC Board of Trustees is dedicated to Art (page 11).

Naming a building after Art cannot begin to memorialize the impact he had on our physical campus and the community; however, it is one, powerful, thing we can do to preserve and honor his memory. As such, I see it immensely appropriate to name Lyndon State College's maintenance facility in Art's name.

Sincerely,

A handwritten signature in blue ink, appearing to read "Joe Bertolino", with a long horizontal flourish extending to the right.

Joe Bertolino  
President

VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Naming of Maintenance Facility at Lyndon State College

WHEREAS, Employees of Lyndon State College have petitioned President Joe Bertolino to name the campus maintenance facility after Art Peake, one of the college's longest serving and well respected staff members, who recently passed away; and

WHEREAS, Mr. Peake was deeply dedicated to Lyndon State College and made significant contributions to the college, its students, and the community; and

WHEREAS, President Bertolino supports this "immensely appropriate" request of the Lyndon State community; and

WHEREAS, Chancellor Jeb Spaulding, in accordance with VSC Policy 413, *Naming of Campus Facilities and Properties*, has approved the proposed naming of the building as meeting the criteria set forth in the policy, and

WHEREAS, The VSC Board of Trustees' Finance and Facilities Committee has reviewed the proposal and recommends it to the full Board; therefore be it

RESOLVED, that the Lyndon State College maintenance facility be named the Arthur W. Peake Maintenance Facility in honor of Art Peake.

December 3, 2015

## Items for Discussion and Action

c. Minutes of the November 18, 2015 Finance & Facilities Committee Meeting

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

The Vermont State Colleges Board of Trustees Finance and Facilities Committee met on November 18, 2015 at the Chancellor's Office in Montpelier.

Committee members present: Jerry Diamond, Church Hinds (Chair), Bill Lippert, Chris Macfarlane (Vice Chair), Martha O'Connor, Linda Milne

Absent: Tim Jerman

Other Trustees: Lynn Dickinson, Karen Luneau, Jim Masland, Mike Pieciak, Ben Simone

Presidents: Dave Wolk, Joyce Judy, Elaine Collins, Joe Bertolino, Dan Smith

From the Chancellor's Office: Tricia Coates, Director of External & Governmental Affairs  
Dick Ethier, Director of Facilities  
Bill Reedy, General Counsel  
Tom Robbins, Chief Financial Officer  
Deb Robinson, Controller  
Elaine Sopchak, Executive Assistant to the Chancellor  
Jeb Spaulding, Chancellor

From the Colleges: Scott Dikeman, CU Dean of Administration  
Sheilah Evans, LSC Associate Dean of Administration  
Loren Loomis Hubbell, LSC Dean of Administration  
Barbara Martin, CCV Dean of Administration  
Andy Myrick, VTC, VSCFF  
Sandra Noyes, JSC, VSCSF  
Phil Petty, VTC Academic Dean  
Sharron Scott, JSC Dean of Administration  
Lit Tyler, VTC Dean of Administration  
Beth Walsh, JSC, VSCUP

Chair Hinds called the meeting to order at 2:46 p.m. The agenda was rearranged so that under Items for Information and Discussion, the Committee would begin with Items 2 and 3, and return to Item 1.

## A. ITEMS FOR DISCUSSION AND ACTION

### 1. Minutes of the September 2, 2015 Finance & Facilities Committee Meeting

Trustee Diamond moved and Trustee Milne seconded the approval of the September 2, 2015 minutes. Trustee Luneau requested that her name be added to the list of trustees in attendance at that meeting. Trustee Diamond requested that Trustee Macfarlane be identified as Vice Chair of the Committee in the minutes. The minutes were approved as amended unanimously.

### 2. Minutes of the October 29, 2015 Finance & Facilities Committee Special Meeting

Trustee Milne moved and Trustee Macfarlane seconded the approval of the minutes of the October 29, 2015 special meeting of the Committee. Trustee Diamond referred to his comments identified on page 16 of the meeting materials and asked that they be revised to be more descriptive. The minutes will be adjusted to read as follows:

Trustee Diamond asked if each of the presidents would be willing to submit a report to the Long Range Planning Committee containing a strategic analysis of future facilities needs, and whether the existing facilities will meet the needs of changing student bodies and changing teaching methodologies, in time for its January meeting.

Chancellor Spaulding and the college presidents agreed it would be appropriate to include this topic as part of the January Long Range Planning Committee meeting. Chair Hindes noted that such a discussion would also be of interest to the Finance and Facilities Committee. Trustee Diamond requested that the Finance and Facilities Committee members be invited to attend the January 7, 2016 meeting of the Long Range Planning Committee.

The minutes of the October 29, 2015 special meeting as amended were approved unanimously.

### 3. Review and Approval of FY2015 Carryover Items

CFO Robbins referred the Committee to VSC Policy 403 regarding carryover items. The amounts to be carried over are intended to be spent in FY2016. Trustee Diamond moved and Trustee Macfarlane seconded the resolution. The resolution was approved unanimously.

---

**Items for Discussion and Action**

---

**4. VTC Graduate Tuition Rate**

Vermont Tech President Dan Smith reminded the Committee that the Board authorized Vermont Tech to seek NEASC approval for its new MA in Software Engineering. This item is a request to establish graduate level tuition for this new program. The college is basing its graduate tuition rate on that of other VSC colleges. Trustee Lippert inquired about the rationale for graduate tuition being set at 125% of undergraduate tuition. President Smith stated that some contractual requirements regarding credits, and the professional expectations post degree for students in the program are the basis for that rate. Castleton University President Dave Wolk added that market competitiveness is also a factor. General Counsel Reedy clarified that the VSC full time faculty contract requires that in terms of workload each three credit course for graduate programs would be worth four credits, so it does cost more to offer a graduate level course. CFO Robbins also clarified that the rate is based on student residency.

Trustee Macfarlane moved and Trustee Lippert seconded the resolution. The resolution passed unanimously.

**5. Lyndon State College Building Renaming Request**

President Bertolino described the honoree Art Peake and the appropriateness of the request. Trustee Macfarlane moved and Trustee Dickinson seconded the resolution. The resolution passed unanimously.

**6. Establishment of Endowments: Consent Agenda**

Trustee Diamond moved and Trustee Macfarlane seconded the resolution. Each president explained the background of their endowment request. The consent agenda was approved unanimously.

**B. ITEMS FOR INFORMATION AND DISCUSSION**

1. FY2017 Tuition
2. Legislative Update
3. FY2017 Operating Appropriation Discussion

Chancellor Spaulding reminded the Committee that they agreed to discuss Items 2 and 3 together. He stated that the VSC legislative agenda involves both requests for additional funds and possibly reallocating existing funds. Currently the VSC is involved in a legislative study on

---



## Items for Discussion and Action

partnerships with tech centers and workforce development throughout the state. Lyle Jepson, Castleton University's dean of entrepreneurial programs, is representing the VSC in this study. There are no specific recommendations emerging from this group at this time. Another study in which the VSC is participating is being undertaken by the Higher Education Subcommittee of the PreK-16 Council. The study proposes reallocating some funds of both the VSC and UVM based on certain criteria and outcomes. There is agreement that some form of outcomes based funding makes sense, but it is difficult to agree on the details. There is agreement on the importance of conferring degrees to Vermonters; other outcomes are still under discussion.

Chancellor Spaulding stated that the VSC is making case that the state colleges are the extension of Vermont's public education system. Based on this he is seeking to tie the VSC appropriation to that of K-12 to ensure annual, statutory, inflation-based increases. He has filed a level funded appropriations request, as well as the proposed tie-in with the K-12 increase. He is also working with the governor's administration on a proposal targeting recent high school grads that haven't gone onto college.

Trustee Dickinson inquired whether dual enrollment would be discussed in the legislature this year. Chancellor Spaulding answered that legislative involvement would not be necessary this upcoming session. Enrollment in the program continues to increase. Trustee Diamond asked whether the portability of VSAC grants would be discussed. Chancellor Spaulding reminded the Committee that at its annual retreat the Board agreed the VSC should not lead that effort, though the chancellor could state support for limiting portability. Trustee Lippert emphasized the importance and long term nature of awareness building about the VSC in the legislature. He believes bringing a positive presence into the state house for each college and collectively would be effective. Trustee Dickinson agreed and stated the VSC Caucus event held last session was very helpful.

Chancellor Spaulding emphasized that while all the colleges in Vermont offer benefits to the state, the VSC confers degrees to Vermonters like no other college does. The evidence is increasingly clear that the dividing line between the haves and the have-nots is a college education. In order to provide the opportunities for Vermonters to transform their lives and break the negative cycles the state is trying to break, there must be an affordable public higher education system. That is the VSC message. It is unlikely the VSC will receive additional funding this session but having specific proposals that address particular needs will have a better chance at success. Trustee Lippert acknowledged that the legislature is always changing and educating legislators consistently is necessary. Trustee O'Connor reminded all trustees that they can share the message of the VSC; Tricia Coates will provide trustees with talking points.

Chancellor Spaulding said he would like the Board to allow flexibility as plans for appropriations continue to develop, and would like definitive guidance on whether a formal vote from the Board

---

**Items for Discussion and Action**

---

is required for this. General Counsel Reedy will research this question and provide guidance at the December Board meeting.

### FY2017 Tuition

Chair Hinde stated that reopening the discussion of tuition should be undertaken with deliberation and care. He inquired of the Committee what information would be useful to have at the time of this conversation, e.g. the AGB consultant's report. Chancellor Spaulding stated that he plans to ask the Board in December whether they would be willing to consider the tuition question for the next school year afresh and to look at each college separately, on a college-by-college basis, and whether the Board would be willing to entertain modest increases in tuition. He emphasized it is his responsibility to ensure the viability of the colleges. While things are better this year, there is not a lot of room for error. It is unclear whether a tuition freeze will result in higher enrollment.

Trustee Masland stated he is willing to reconsider something of this importance. Trustee Macfarlane asked for clarification on the process. Chancellor Spaulding responded that if the Board is willing to entertain tuition proposals for next year, then the Finance and Facilities Committee would then review the proposed scenarios. He feels it is appropriate for the Board to make a decision whether to entertain new proposals. In addition, he believes it is not strategic to make the same tuition decision for each college. The system is at the point where decreased spending at the colleges is counterproductive. Without an increase in state funding, and with potential enrollment changes, not examining tuition is imprudent. Chair Hinde confirmed that ultimately any decision would be made by the full Board, but the Finance and Facilities Committee would be the place where the concept is vetted. Chancellor Spaulding agreed and added that if the Board does not wish to reconsider tuition, then the presidents need to know that too.

Trustee Macfarlane inquired about the specifics of the proposal. Chancellor Spaulding responded that at this early time there is no particular plan, though it could be in the area of 3%. Vermont Tech in particular is experiencing a positive turnaround and needs to continue on that path. There is no specific proposal at this time, and decisions will be based on president's suggestions. He stated that maintaining tuition freezes will make it very difficult for the colleges to continue making progress. Trustee Macfarlane agreed looking at each college individually is a good idea, but did not agree that bringing the decision to the Board in December is a good idea. Trustee Milne inquired how the institutions have marketed the tuition freeze so far; Chair Hinde requested that information be provided to the Committee. Chair Hinde agreed a discussion with the Board in December makes sense and inquired what would be the next steps for the Committee. Chancellor Spaulding recommended that the Committee convene a special meeting on December 2, 2015 at Vermont Tech prior to the start of the Board meeting.

---

## Items for Discussion and Action

Trustee Diamond stated that putting the proposal before the Board without being vetted fully by the Committee is a break in tradition and governance. He suggested that if the Committee did not approve the recommendation, or if it cannot come to a conclusion, then it should not be brought to the full Board. He is unsure whether empirical data exists in favor or against this approach, and the Committee's expectation was that the tuition freeze would be given a chance to work. Chancellor Spaulding responded that the Board made the final decision on tuition and therefore should be able to choose to reconsider that decision, and task the Finance and Facilities Committee with doing the research and bringing back a specific proposal.

Trustee Masland stated he is not interested in circumventing process but does want to discuss the matter in terms of viability of the colleges. Trustee Lippert reminded the Committee that the Board hired the chancellor to provide leadership and direction, and that the chancellor's bringing this topic for reconsideration merits the Board's serious attention. He agreed that the Committee must be involved in vetting whatever proposal is brought forward. Trustee Lippert did not agree that the decision on the proposal belongs solely to the Committee and not the full Board.

President David Wolk stated that while he plans no tuition increase for Castleton University next year, he has no problem with revisiting the question for other colleges. He also requested that they also consider and make a decision on FY2018 before September 2016. The rules regarding FAFSA submission have changed, and award letters will be sent earlier. Knowing what 2018 tuition will be in 2016 will allow Castleton to market the tuition rate and prepare financial aid packages sooner, giving potential students more information earlier. Chair Hinds stated this timetable is feasible. President Judy stated that knowing the 2018 tuition rate two years in advance would not change CCV's way of marketing as their students do not commit to attending as far in advance. President Bertolino agreed the conversation should be had. Chair Hinds stated the Committee will pencil into its schedule a tuition decision for 2018 in late summer or early fall 2016.

Chancellor Spaulding repeated that he thinks the Board should make a decision whether it wants to reconsider tuition, adding that he does not object to the Finance and Facilities Committee weighing in on the recommendation he plans to make. Chair Hinds asked the Committee whether it wants to be involved in the discussion before the December Board meeting, or would it prefer to have the full Board issue a charge to the Committee in December to take up the matter at that time. Trustee Macfarlane stated he would prefer the Committee have a discussion about the colleges' financial statements before continuing the conversation. Chair O'Connor clarified that in December the Board would be notified of the Chancellor's request, and unless there is a major objection, the Finance and Facilities Committee will take up the discussion. Chancellor Spaulding emphasized that the presidents would benefit from knowing whether the Board will consider a tuition increase or not as early as possible.

---

**Items for Discussion and Action**

---

The Committee agreed that Chancellor Spaulding could present his request to the full Board on December 3<sup>rd</sup>. He also requested that the Committee meet again prior to the Board meeting for the purpose of reviewing the financial statements.

In light of time constraints the Committee decided to hear a brief report from each president on the October 15<sup>th</sup> enrollment figures rather than complete the agenda items.

Vermont Technical College President Dan Smith stated that enrollment is slightly ahead of budget and the college's position one year ago. Enrollment and tuition revenue are expected to be slightly ahead of projections. FY15 closed down approximately \$1.1M but had projected a \$2.4M loss. President Smith stated the college is very proud of that fiscal year performance. FY16 revenue is ahead of projections, but the college will continue to operate at a loss.

Lyndon State College President Joe Bertolino stated that the college started FY15 with a contingency budget; they were able to pare down the budget in FY15 ending with a small surplus which amounted to the \$544K carryover the Committee just approved. They did not have to tap into strategic reserves, and so they are fully funded. Lyndon had budgeted for 355 new students and 801 returning students; they are over that goal by 11 students, but with lower than expected residency. The college projects to meet the shortfall with carryover funds and should break even. Based on FTE enrollment as compared to last year, numbers are down about 100 students.

CCV President Joyce Judy shared that headcount is level with last fall but course placements are down. The college budgeted a 5% decline in enrollment, but enrollment is down only 3%. They are serving many more students in workforce programs that do not appear in the headcount totals because they just started in the last two weeks after the census.

Johnson State College President Elaine Collins shared that the college is approximately 2% under projected enrollment. They ended FY15 with \$127K in carryover funds. Enrollment of out of state, EDP, and graduate students is down. They expect spring retention to increase due to hiring two new advisors. They are seeing strong Vermonter enrollments in undergraduate programs. They are making a strategic change in how the college is providing financial aid, and new programs are adding to summer enrollment. President Collins expects to start seeing results of the college's hard work in the fall. Applications are up 34%, including increases in Vermonters and NEBHE students. The college needs to increase its response rate and make processes faster.

Castleton University President Dave Wolk stated that in FY15 there was a slight decline in enrollment but downsized expenditures lead to ending the year with a \$550K carryover, which is being applied to scholarships. FY16 headcount is up 3%, and overall enrollment is up. Dorms are

---

---

**Items for Discussion and Action**

---

full, and they are looking at alternative housing. FY17 will have a tuition freeze and so the university will enhance entrepreneurial initiatives to account for lost revenue; they also will need to grow in state and out of state enrollment.

The following agenda items were not discussed due to lack of time. Chair Hindes adjourned the meeting at 5 p.m.

4. Review and Discuss Q1 Financials
5. Review and Discuss VSC Debt
6. Follow-up on October 29, 2015 Finance & Facilities Committee Meeting
7. Update on Ongoing VSC Construction
8. Review Capital Projects Report

C. ITEMS FOR INFORMATION ONLY

1. Monthly Grant Activity Report
- 
-

4. Report of the Education, Personnel, and Student Life Committee
  - a. Policy 102 Final Proposal: Lyndon State College BA Early Childhood Education

At the September 2, 2015 EPSL Committee meeting, Lyndon State College presented a preliminary proposal for a bachelor's of science in Elementary Childhood Education. This new program will allow students to complete their BS and/or licensure while continuing to work full-time. While the new licensure program will be aligned to graduates of the CCV Early Childhood AA program, it will also allow students who already hold a bachelor's or associate's degree to complete coursework leading to a Vermont Early Childhood teaching license, as well as allow already working and licensed teachers in Vermont who hold an endorsement in another concentration area to add an early childhood endorsement.

Lyndon State presented its final program proposal at the November 18, 2015 EPSL Committee meeting. The Committee unanimously recommends to the full Board the approval of the program as set forth in the following resolution.

**VERMONT STATE COLLEGES NEW PROGRAM PROPOSAL**

## Final Proposal Form

**Part I: General Information**

1. Institution: **Lyndon State College**
2. Name of new program: **Bachelor of Science in Early Childhood Education**
3. a) Individual(s) with responsibility for program development: **Dr. Eden Haywood-Bird, Assistant Professor, and Dr. Tara Fortner, Assistant Professor and Education Department Chair**
- b) Academic Department(s): **Education**
4. a) Date of Preliminary Proposal: **08/26/2015**
- b) Proposed start date of program: **Fall 2016**
5. Title of degree to be conferred (if applicable): **Bachelor of Science in Early Childhood Education**

**6. Brief description of proposed program (150 words or less):**

This new BS/licensure program will take the non-traditional students' challenges into account throughout coursework, allowing for students to complete their BS and/or licensure swiftly, while being able to continue to work full-time. While the new licensure program will be aligned to graduates of the CCV Early Childhood AA program, the outcome goals for the entire program will be threefold:

1. Provide students who already hold a bachelor's degree a chance to complete coursework leading to a Vermont Early Childhood teaching license.
2. Provide students who already have an associate's degree in Early Childhood to complete a bachelor's degree in early childhood leading to a Vermont Early Childhood teaching license.
3. Provide already working and licensed teachers in Vermont who hold an endorsement in another concentration area the opportunity to add an early childhood endorsement.

**Part II: Rationale**

1. How the program will strengthen the College (refer to institutional mission, institutional priorities and existing institutional programs):
  - This program is reflective of the LSC mission to educate students in an individual and experiential way, while focusing on professional growth and transferable skills. Students in this degree program will have multiple opportunities for rich, course-content related field experiences. Students will be applying what they are learning in their LSC courses directly to working early childhood classrooms.

- This program extends the excellence of the LSC current teacher education program to an underserved and often neglected population of teachers throughout the state of Vermont. Student in this program will be graduates of the CCV Early Childhood AA program and likely have multiple years of practical experience teaching children in childcare birth-age five. Teachers in the birth to age five programs have not had an accessible pathway to a bachelor's degree and teacher licensure. With Act 166 and the Preschool Expansion policy in Vermont, a bachelor's degree for this population is now often required to continue their jobs.
  - This is in line with LSC FLEX, an initiative created to better serve Lyndon State College's non-traditional student population. The course work for this degree will be 90% online and will be offered in an adult-student friendly, fast-track method. Students will be able to continue their employment full-time, while also taking courses full-time. Additionally, this approach will allow LSC to market the program outside the current NEK area, as students will not need to be physically present on the college campus daily to attend courses.
2. Specific educational and/or employment need(s) to be addressed (attach documentation of need):

There is a shortage of early childhood licensed professionals in the state of Vermont needed to implement Act 166, which entitles all Vermont three- and four-year-olds to attend taxpayer funded preschool. Unfortunately, the Vermont Agency of Education does not have current data on the number of ECE teachers currently teaching, or of those teachers who are licensed but not working in the field; however, the anecdotal evidence is convincing. According to a presentation of her research on this topic at the March 2015 Professional Preparation and Development Committee, Susan Titterton shared that, although the data is not in existence, through her multiple consultations with district superintendents she has discovered that there are currently unfilled positions in preschools. With the implementation of Act 166, the supervisory unions are concerned that they will be unable to fill additional needed licensed positions in preschool, as the number of three- and four-year-olds who are newly eligible for preschool begins to grow. An overview of this report is attached. It is also notable that, before Act 166 and the Preschool Expansion project were considered and became state law, preschool and childcare teachers were listed in the *Vermont Department of Labor, 2012-2022 Long Term Occupational Projections* report as both being "high growth" and indicated that there were multiple openings in the State of Vermont (pg. 10). With the influx of children coming into the preschool system, it is easily inferred that the numbers of positions for teachers will be increased in the state. This document is also attached to this proposal.



Additionally, the plight of the current preK teachers who are working full-time and who have obtained the AA degree in Early Childhood Education, but will no longer be qualified for their current positions, has been overlooked. These teachers are experienced professionals who want to continue teaching. To do this, each must obtain a bachelor's degree and state licensure. Currently, there is no easy pathway for these professionals. This degree program will fill that void.

3. How the program will strengthen the System (consider existing programs throughout the VSC, describe any collaboration with other VSC colleges or organizations in planning or delivering this program, indicate specific benefits to the State of Vermont):

This degree will be the first of its kind in the VSC. The method of instruction will be centered on adult students, currently working in the field of early childhood, who are working full-time. Courses will be 90% online, with the 10% being a once-a-semester face-to-face weekend seminar on the LSC campus. This degree will be fully articulated to the CCV Associates of Arts in Early Childhood degree, aligning the coursework directly and seamlessly to a five-semester completion of a BS in Early childhood Education with licensure.

### **Part III: Program Description**

1. Specific program objectives, including career and learning outcomes for students:

As part of their successful program completion, students will:

- obtain a BS in Early Childhood Education and be recommended for licensure as a birth to age-five teacher in the State of Vermont;
- demonstrate competency in developmentally appropriate teaching practices for children birth to age five;
- complete and pass a Level 1 Licensure Portfolio; and
- demonstrate status as a highly qualified teacher in Vermont for birth to age five.

2. How the program will integrate professional, liberal, and career study:

This program includes a large amount of field experience as part of the coursework requirements. Students will demonstrate their competency in both abstract concepts of teaching best practices as well as concrete day-to-day caregiving with children aged birth to five. Also, as required by the Vermont Agency of Education, students must complete at least eight credit hours of upper division liberal studies electives to be qualified for licensure. While the vast majority of the coursework in this degree will be specific to best practices in teaching and childhood development, students will be required to access their liberal arts

content knowledge in the early childhood classes. Students will be crafting and implementing content-based lesson plans for children in many courses, as well as during their semester of student teaching. As an additional requirement, students must also demonstrate Liberal Studies content knowledge by successfully passing all content sections of the Praxis Core test. This is a requirement for both this program as well as for Vermont state licensure. Information on PRAXIS Core can be found here:

<https://www.ets.org/praxis/about/core/content/>

3. How the program will assess its effectiveness in achieving student learning outcomes:

The overall evaluation of student performance will be four-fold. Students will demonstrate competency in this program by progressing through the program on time with at least a C grade, by performing well in field experiences that are linked to graded assessments, and by passing all sections of the PRAXIS Core test, and by passing all sections of the portfolio review. After these criteria are met, the student will be qualified to apply for a Vermont State Early Childhood teaching license.

- i. A defined course sequence will exist so students must take the courses in order, over five semesters at LSC. In doing this, prerequisites for each course are related to the previous semester's sequence of courses. If a student does not pass with at least a C-, the student will have to wait until the course is offered again and retake for a better grade.
  - ii. Students will be required to engage in field work throughout their coursework. Students' grades in the courses with a fieldwork component will be heavily dependent on the students' performance in the fieldwork placements. If a student does not perform well in the fieldwork placement, the student will have to retake the course.
  - iii. Students will need to maintain an overall GPA of 2.5, as well as a GPA in the major of at least 3.0, and have passed all sections of the PRAXIS Core test to begin student teaching.
  - iv. Students must pass all sections of the portfolio assessment, demonstrating their proficiency in all Vermont Core Teaching Standards.
4. Relation of program to external entities, if any (e.g., accreditation agencies, partnership organizations, State agencies):
- This program will be accredited by the Vermont Agency of Education Results Oriented Program, or ROPA. Application to ROPA for a new program and a request for a ROPA visit was sent October 5, 2015.

## 5. Program outline; include brief descriptions of all new courses:

\*\*Students must also take 9 credits of 3000-4000 level Liberal Studies as part of the degree. Students can choose any LS courses at the proper level, so these courses are not included in the list below.

\*\*\*Students will arrive with an AA degree in Early Childhood Education. These transfer courses meet the first two years of the degree program and are not included in this list.

Course Name & Number	Credits	New or Existing?
<p><b>ECH 1030 Introduction to Early Childhood Education (currently listed as EDU 1030)</b>            This course introduces students to the history, philosophy, and the application of child development to the best practices of teaching in the field of Early Childhood Education. Course content includes techniques for observing and recording children in the classroom, communicating with families, addressing learning environment concerns, implementing developmentally appropriate practices, and integrating students with special needs. The role of the teacher in early childhood settings will be examined as well as the importance of culturally responsive teaching in early childhood classrooms. This course requires fieldwork in an ECE classroom.</p>	<u>3</u>	<u>Existing</u>
<p><b>ECH 3830 Early Childhood Techniques (currently listed as EDU 3830)</b>            This course provides students with an opportunity to develop teaching skills for working with young children. The course requires students to integrate theories of child development and pedagogical strategies into their teaching practice. Students assume increasing responsibility for curriculum development, classroom management, and instruction in a single setting. There is a field work component. There is a course fee.</p>	<u>3</u>	<u>Existing</u>
<p><b>ECH 3*** Infant/Toddler Techniques</b>            This course provides students with an opportunity to develop teaching skills for working with children age 0-35 months. The course requires students to integrate theories of child development and pedagogical strategies into their teaching practice. Students assume increasing responsibility for curriculum development, classroom management, and instruction in a single setting. There is a field work component. There is a course fee.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Advanced Early Childhood Development – Birth to age 5</b></p>	<u>3</u>	<u>New</u>

<p>This course examines the development of young children with an emphasis on the physical, cognitive, language, social, and emotional domains and the concept of the whole child. This course requires students to apply child developmental theory to teaching and learning best practices for young children.</p>		
<p><b>ECH 3*** Managing an ECE Classroom for Children Aged 0-5</b>  This course explores developmentally appropriate classroom management techniques for young children. Topics covered include pro-social child development, teaching social skills, managing challenging behaviors, and the social context of classroom management. The role of the classroom environment in managing behavior and promoting pro-social interactions will be explored. There is a field work component. There is a course fee.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Ethical Considerations for Early Childhood Educators</b>  This course provides students with the training necessary to develop skills and knowledge in professional ethics for teachers. Topics explored include the NAEYC Code of Ethical Conduct, how to use professional ethics to guide interactions with families and students, applicable educational laws related to ethical behavior, and the ethics involved in creating a culturally responsive curriculum for students.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Inclusive Teaching for Early Educators</b>  This course explores the methods and best practices for including children with special needs in the typical early childhood classroom. Topics include best practices for inclusion, collaboration with families and other special education team members, and curriculum design that address all learners. Teaching children who are English language learners will also be addressed. There is a field work component. There is a course fee.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Educational Theory for Teachers of Children Aged 0-5</b>  This course explores theories of education which relate directly to children age 0-5. Instruction focuses on learning theories, motivation of young children, effective teaching, and instructional planning from a developmental perspective.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Developmentally Appropriate Programing for Infants and Toddlers</b>  This course introduces developmentally appropriate curriculum planning for children birth to age 35 months. The instruction focuses on play-based planning using the Vermont Early Learning Standards, authentic approaches to child assessment, culturally-responsive planning, and planning activities across all domains. The role of the classroom environment is also explored.</p>	<u>3</u>	<u>New</u>

<p><b>ECH 3*** Developmentally Appropriate Programing for Preschool</b></p> <p>This course introduces developmentally appropriate curriculum planning for children age three to five years. The instruction focuses on planning play-based learning activities using the Vermont Early Learning Standards, authentic approaches to child assessment, culturally-responsive planning, and planning activities across all domains. The role of the classroom environment is also explored. There is a field work component. There is a course fee.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Authentic Assessment of Young Children</b></p> <p>This course explores developmentally appropriate techniques of assessment for young children age birth-5 years. Topics include methods of observation, building a body of evidence that support assessment, using alternative assessments, and making learning visible for both children and families. Students will also explore culturally responsive methods of assessment.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 3*** Using Inquiry for Math and Science with Children Aged 0-5</b></p> <p>This course explores the best practices for teaching math and science to children age 0-5. Topics include effective methods and approaches for teaching math and science, content specific and cross curricular lesson planning, and using standards and assessments to inform teaching pedagogy in the classroom. There is a field work component for this course. There is a course fee.</p>	<u>3</u>	<u>New</u>
<p><b>ECH 4080: Language &amp; Literacy in Early Childhood Classroom (currently listed as EDU 4080)</b></p> <p>This course examines emergent literacy development through the lens of the young child's developmental domains. Instruction will focus on research-based developmentally appropriate strategies for promoting early language and literacy skills There is a field work component for this course. There is a course fee.</p>	<u>3</u>	<u>Existing</u>
<p><b>EDU 4***: Teaching Early Childhood Education</b></p> <p>This course places students in an early childhood classroom for XX weeks. Students gradually increase their involvement, culminating in a period of full-time teaching under the direction of a qualified supervising teacher. The course involves practical application of teaching principles, knowledge, and understanding of young children and their development.</p>	<u>12</u>	<u>New</u>
<p><b>EDU 4250 E Portfolio Development</b></p> <p>This course assists students in developing the e-Portfolio required for licensure. Students take this course concurrently with EDU 4811 and EDU 4730.</p>	<u>1</u>	<u>Existing</u>

<b>EDU 4730 Student Teaching Seminar</b> This course explores research and presents issues in education as related to the student teaching experience. Students take this course concurrently with EDU 4811 and EDU 4250.	<u>2</u>	<u>Existing</u>
--	----------	-----------------

6. TOTAL CREDITS in proposed program: 60 (including 9 credits of upper division liberal studies coursework)

*Note:* Per VSC Policy 101, "baccalaureate degree major requirements normally range up to 50 credits."

#### **Part IV: Budget Considerations**

1. Expenditures for the proposed program:

	<b>Year One</b>	<b>Year Two</b>
<b>Faculty</b>	<b>\$83,565</b>	<b>\$83,635</b>
<b>Admin/Other Staff</b>	<b>\$2,846</b>	<b>\$2931</b>
<b>Facilities/Equipment</b>	\$0	\$0
<b>Library/Other Materials</b>	\$0	\$0
<b>Other Costs</b>	\$0	\$10,000-\$12,500
<b>TOTAL COSTS:</b>	<b>\$86,411</b>	<b>\$96,566 - \$109,066</b>

rev. 3/29/11

2. Revenue/sources to meet new expenditures

	<b>Year One</b>	<b>Year Two</b>
<b>Tuition</b>	\$99,840-\$124,800	\$102,835-\$128,544
<b>Reallocation</b>	\$0	\$0
<b>Other Sources</b>	\$5,600-\$7,000	\$5,600-\$7,000
<b>TOTAL REVENUES:</b>	<b>\$105,440-\$131,800</b>	<b>\$108,435-\$135,544</b>

### **Part V: Enrollment, Marketing and Public Relations Considerations**

#### 1. Projected enrollment for new program:

	<b>Year One</b>	<b>Three Years Out</b>
<b>Full-Time</b>	20-25	30-35
<b>Part-Time</b>	0	0
<b>In-State</b>	20-25	30-35
<b>Out-of-State</b>	0	0

Describe how you arrived at these projections:

These projections are based on the report by Susan Titterton on the preK teacher shortage as well as through conversations with Diane Hermann-Artim, CCV Associate Academic Dean, related to CCV AA ECE degree graduate numbers for the past three years. This program will also require students to attend full-time and, as it is directly related to the CCV ECE AA degree, no out-of-state students are anticipated.

#### 2. Describe the marketing strategies for the new program.

Marketing for the program will be done through the multiple Early Childhood organizations in Vermont. Building Brighter Futures, Vermont Birth to Three, Northern Lights Development, as well as the licensing division of the Vermont Agency of Education are all much invested in this new degree program going forward. With such powerful stakeholders that are also directly linked to the current workforce, word will spread quickly with a press release.

#### 3. Competition:

- a. In state and region: Little competition is anticipated in the region as there are no other CCV-articulated, bachelor's degree programs leading to Vermont State licensure in early childhood programs.
- b. Web-based: There are no accredited programs in Vermont that lead to licensure that are web-based.

4. How the program will impact enrollments in existing programs at the College:

Since this program has an entirely different student demographic than the current LSC ECE BS program, enrollment in the current program is not expected to change.

5. How the program will impact enrollments in existing programs at other VSC colleges:

Ideally, this program will increase enrollment in the CCV ECE AA program as the current preschool teacher workforce begins to increase their education level to meet new requirements. Otherwise, no impact is anticipated.

6. How the program will impact existing and/ or future external relations:

This program is heavily favored by the Vermont Agency of Education, so this will positively impact the relationship with the VSC and the VAOE. Lyndon State College and the VSC will become the primary educator of Vermont's birth to age five teachers. No other impact on relations is anticipated.



VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTION

Lyndon State College  
Bachelor's of Science Degree in Early Childhood Education

WHEREAS, Lyndon State College proposes a Bachelor's of Science Degree in Early Childhood Education; and

WHEREAS, Lyndon State College's BS in Early Childhood Education program will allow students to complete their BS and/or licensure while continuing to work full-time; will allow students who already hold a bachelor's or associate's degree to complete coursework leading to a Vermont Early Childhood teaching license; and will allow already working and licensed teachers in Vermont who hold an endorsement in another concentration area to add an early childhood endorsement; and

WHEREAS, Lyndon State College has developed a budget to deliver the program based on conservative enrollment projections; and

WHEREAS, The Board Education, Personnel, and Student Life Committee reviewed this proposal in accordance with Policy 102 and recommends it to the full Board for approval; therefore, be it

RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer a Bachelor's of Science Degree in Early Childhood Education as of this date, December 3, 2015.

December 3, 2015

b. Policy 102 Final Proposal: Vermont Technical College BS Entrepreneurship

The Business Department of Vermont Tech proposed a new degree program in Entrepreneurship to the EPSL Committee at its November 18, 2015 meeting. The program includes 60 credit AAS option, a 120 credit BS option and a “Plus 2” degree completion option. The Entrepreneurship program will focus on the teaching of skills and cultivation of talents that students need to start businesses, identify opportunities, manage risk, and innovate in the course of their careers.

As colleges adapt to the new Board meeting schedule this year and the continuing need for entrepreneurial and timely program development, Vermont Tech presented its final proposal to EPSL with the Chancellor’s approval for an expedited review process. The Committee unanimously recommends to the full Board the approval of the program as set forth in the following resolution.

**VERMONT STATE COLLEGES NEW PROGRAM PROPOSAL    11/9/15**  
**Policy 102    Final Proposal Form**

**Part I: General Information**

1. Institution:

Vermont Technical College

2. Name of new program:

Entrepreneurship

3. a) Individual(s) with responsibility for program development:

G. Gregory Hughes MBA, JD

Allan S. Rodgers MBA, MEd.

b) Academic Department(s):

Business Technology Management

4. a) Date of Preliminary Proposal:

October 1, 2015

b) Proposed start date of program:

Fall 2016

5. Title of degree to be conferred (if applicable):

Associate of Applied Science (AAS) Entrepreneurship

Bachelor of Science (BS) Entrepreneurship

6. Brief description of proposed program (150 words or less):

The Business Department is proposing a new degree program in Entrepreneurship. There is a proposed 60 credit AAS option, a 120 credit BS option and a "Plus 2" degree completion option. The Entrepreneurship program will focus on the teaching of skills and cultivation of talents that students need to start businesses, identify opportunities, manage risk, and innovate in the course of their careers. Preliminary curriculum maps are available for each of these options.

## **Part II: Rationale**

### **1. How the program will strengthen the College (refer to institutional mission, institutional priorities and existing institutional programs):**

The essence of Vermont Tech's mission is to prepare students for immediate success and productivity in the workforce, for continuing formal education, and for life-long learning. The Entrepreneurship program will prepare students to be successful and productive in the workforce and be life-long learners. For each individual student, this Entrepreneurship program will show them the way to convert their passion for their discipline into opportunities. Students will also learn about transforming ideas into enterprises that add value. Students in all of Vermont Tech programs could benefit from embracing entrepreneurship and focusing on creativity and innovation.

### **2. Specific educational and/ or employment need(s) to be addressed (attach documentation of need):**

#### **Educational needs to be addressed with documentation:**

During the recent economic downturn, many young people saw their parents being laid off and their peers having trouble launching traditional careers. Partly out of necessity, today's students increasingly look to their own talents and "personal brands," not to corporate paychecks, as the basis for a sturdy future. Conventional employment no longer looks as secure as it once did, and entrepreneurship does not look as comparatively risky. Among young people, the word has gone out that those without self-starting skills may be at a permanent disadvantage.

Fifty-one percent of working-age Americans said they saw good opportunities for starting a business in 2014, according to the Global Entrepreneurship Monitor, an annual survey of entrepreneurial activity and attitudes. That is up from 47% in 2013 and is the highest level since the survey began in 1999.

Other surveys also find high interest in entrepreneurship in the United States. A survey by the IC<sup>2</sup> Institute at the University of Texas at Austin found that 46% of 18- to 32-year-olds in the U.S. and 36% of those 34 to 68 said that they were seriously thinking about starting a company. "Coming out from this extended period of economic pressure, there is this increased optimism," said Matthew Kammer-Kerwick, a research scientist at IC<sup>2</sup>. "That sentiment is seen more strongly among the younger entrepreneurs."

Entrepreneurship, a Kauffman Foundation research report found in 2008, "is one of the fastest growing subjects in today's undergraduate curricula." In 1975, colleges and universities in the United States offered a hundred or so formal programs (majors, minors, and certificates) in entrepreneurship. The number had more than quadrupled by 2006, reaching more than 500. The number of entrepreneurship courses offered follows a similar trajectory; studies suggest that college campuses in the United States offered approximately 250 entrepreneurship courses in 1985. By 2008, more than 5,000 entrepreneurship courses were being offered in two-year and four-year institutions. Today, well over 400,000 students a year take courses in the subject.

**Employment needs to be addressed:**

Entrepreneurs play a critical role in economic development. Recent research has confirmed a strong connection between business start-ups and job growth. When a young business takes off, they add jobs and add to productivity growth. By increasing the availability of entrepreneurial training at Vermont Tech, we will capitalize on Vermont's entrepreneurial spirit and help promote job growth throughout the state.

**3. How the program will strengthen the System (consider existing programs throughout the VSC, describe any collaboration with other VSC colleges or organizations in planning or delivering this program, indicate specific benefits to the State of Vermont):****Existing Programs throughout the VSC:**

There are no existing Entrepreneurship degree programs in the VSC. Among competitive institutions, Champlain College has entrepreneurial programs (BYOB and Management/Innovation), but no specific entrepreneurial degree. UVM has no such degree.

**Collaboration with other VSC organizations:**

Vermont Tech would welcome the opportunity to collaborate with other VSC colleges regarding entrepreneurship. There are transformative changes occurring in college education. In addition to training professionals in their respective fields, as we have done for decades, colleges are becoming more and more important to the nation's start-up infrastructure by training a new generation of entrepreneurs. All schools in the VSC should embrace entrepreneurship and focus on creativity and innovation.

Entrepreneurship programs cannot simply switch off after a degree is granted and drop their graduates into the job market. They frequently need to provide support for budding entrepreneurs after graduation in the form of continuing access to advisors, mentors and resources. The Vermont Small Business Development Center, with their statewide network of advisors, will play a vital role in providing the technical assistance that our budding entrepreneurs will need.

**Specific benefits to the State of Vermont:**

On a macro level, the Vermont Tech Entrepreneurship Program will provide a significant rate of return for the State of Vermont. Entrepreneurs play a critical role in economic development. Recent research has confirmed a strong connection between business start-ups and job growth. When a young business takes off, they add jobs and add to productivity growth. Vermont is a very entrepreneurial state. The 2015 rankings in the Kaufman Index of Start-up Activity by State, Vermont ranks 5<sup>th</sup> in the nation. By increasing the availability of entrepreneurial training at Vermont Tech, we will capitalize on Vermont's entrepreneurial spirit and help promote job growth throughout the state.

### **Part III: Program Description**

#### **1. Specific program objectives, including career and learning outcomes for students:**

The Entrepreneurship program has two objectives with corresponding career and learning outcomes for students:

Objective 1:

- Students will be able to recognize a business opportunity that meets their individual needs.

Career and Learning Outcomes:

- Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career.
- Demonstrate the ability to find an attractive market that can be reached economically.

Objective 2:

- Students will demonstrate the understanding of how to launch the individual's entrepreneurial career.

Career and Learning Outcomes:

- Create an appropriate business model.
- Articulate an effective elevator pitch to gain support for the venture.
- Develop a well-presented business plan.

#### **2. How the program will integrate professional, liberal and career study:**

The program will provide a general education foundation in mathematics, science, computer applications, social science as well as written and oral communication. The general education foundation provides essential support for the technical coursework.

For each individual student, Vermont Tech will use entrepreneurship as a way for students to convert their passion for their discipline into opportunities. Students will learn about transforming ideas into enterprises that add value. However, one must remember that in the world of entrepreneurship, "value" can be interpreted as social and/or intellectual as well as economic.

#### **3. How the program will assess its effectiveness in achieving student learning outcomes:**

In order to assure that the goals of our Entrepreneurship program are successfully met, the department engages in the assessment of a variety of competencies. As part of this assurance of learning, the objectives and learning outcomes noted above will be analyzed to ensure that desired outcomes are achieved.

**4. Relation of program to external entities, if any (e.g., accreditation agencies, partnership organizations, State agencies):**

**Relation to external entities:**

Entrepreneurship programs cannot simply switch off after a degree is granted and drop their graduates into the job market. They frequently need to provide support for budding entrepreneurs after graduation in the form of continuing access to advisors, mentors and resources. The Vermont Small Business Development Center, with their statewide network of advisors, will play a vital role in providing the technical assistance that our budding entrepreneurs will need.

## **5. Program outline; include brief descriptions of all new courses:**

### **BUS 1XXX Creativity and Innovation    3 Credits                      New Fall 2016**

This course is a foundational course in the Entrepreneurship major.

Students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation. Topics include: personal thinking preferences, everyday creativity and eliminating mental blocks, creative thinking techniques, idea selection approaches, teaming techniques for creativity, conditions that promote creativity, design for interaction, disruptive technologies, and intellectual property. The course uses fun and hands-on activities to stimulate innovation.

### **BUS 2041 Foundations of Entrepreneurship 3 credits                      New Fall 2015**

BUS 2041 provides the fundamental concepts of entrepreneurship. This course explores the nature, challenges, and rewards of entrepreneurial ventures. Entrepreneurship is approached as a special and unique way of thinking and behaving. Students will evaluate their potential as entrepreneurs and identify ways to strengthen their entrepreneurial skills. Students gain an understanding that entrepreneurship is a predictable and manageable process, applicable to profit, non-profit, and public organizations. Participant activities include entrepreneurial interviews, historical research, and team projects.

### **BUS 3041 Applied Entrepreneurship                      3 credits                      New Spring 2016**

This course applies concepts learned in BUS 2041 to business cases, sample plans, and existing enterprises. The course requires hands-on experiences in an entrepreneurial environment. Students will participate in field work with an existing or new organization engaged in product development or entrepreneurial activities. As part of the fieldwork, students may work individually or in teams to evaluate or assist an entrepreneurial venture in either a profit or non-profit environment. Organizations may be identified by students or through client-based service providers (VT SBDC, VMEC, United Way, VBSR, etc.). Students may also focus on a self-developed or team project to launch a new product or service.

### **BUS 2721 Business Planning Seminar                      3 Credits                      New Spring 2016**

This course will teach students how to estimate the market potential for a business idea. The course will provide students with a realistic experience in the process of preparing a business plan that will attract lenders or investors. Students taking the class are presumed to already have a business idea or a technology to develop. The course will emphasize the importance of market research and the collection of the information necessary to establish the viability and sustainability of your business idea. Students will need to demonstrate that their business idea is market driven. There will be a heavy emphasis on knowing your target market; on analyzing your competition; and on anticipating how the external environment can affect your business. Students will need to demonstrate that their business idea has a convincing competitive advantage. The business plan should describe how all of these factors have been considered in forming your business strategy. Finally,



the strategy must be presented in a complete set of financial projections. During the semester students will be expected to repeatedly defend their ideas with their peers and invited guests. The development and presentation of a sound business plan is the final product.

Note that this class is the designated senior project class for Diversified Agriculture students.

**6. TOTAL CREDITS in proposed program:**

The Entrepreneurship program will have 120 credits for the BS degree and 60 credits for the AAS degree.

*Note:* Per VSC Policy 101, "baccalaureate degree major requirements normally range up to 50 credits."

## **Part IV: Budget Considerations**

### **Background information for budget considerations**

The proposed Entrepreneurship program has evolved from the current Business Technology Management program at Vermont Tech. In fact most classes will include students from both programs. The Business Department has recently revised its curriculum in order to broaden our appeal and increase enrollments. For reasons noted above the Business Department specifically identified entrepreneurs as a new target market. In addition to market surveys conducted internally, an early indicator of interest in entrepreneurship is that nearly thirty students enrolled in the Foundations of Entrepreneurship class first offered this fall on both campuses.

#### **1. Expenditures for the proposed program:**

For reasons noted above there will be no additional fixed expenditures for this program. The majority of courses for the Entrepreneurship program will be offered to business students as well as students from other majors at the same time. The only incremental variable expenses would be the cost of instruction for a full time faculty member teaching an overload or the cost of an adjunct instructor. This would cost approximately \$1,200 per credit.

#### **2. Revenue/sources to meet new expenditures:**

Tuition revenue will be the revenue source to meet new expenditures. Courses offered to Entrepreneurship students will also be available to students of other majors as electives. Some majors will also use Entrepreneurship courses as required classes. For example, the Business Planning Seminar will be the senior project class for students in the Diversified Agriculture Program. The Entrepreneurship program will not have any expensive low-enrolled classes.

## **Part V: Enrollment, Marketing and Public Relations Considerations**

### **1. Projected enrollment for new program:**

There are many pathways into this program. Some students will come to Vermont Tech to major in Entrepreneurship; others will earn their associates degree in another field and stay for the Plus 2 option. Still others may choose to take advantage of our existing Minor in Entrepreneurship. How many of these students will do this and when is impossible to forecast. However, because the Entrepreneurship program is being scheduled coincidentally with classes in the Business program and these classes are also available to students in other majors, all of the Entrepreneurship classes will be well populated.

**Describe how you arrived at these projections:**

As noted above, entrepreneurship is one of the fastest growing subjects in today's undergraduate curricula. In order to determine if there was a local demand for an entrepreneurship program the Business Department did some market research. A 2014 survey of 320 Vermont Tech students from multiple majors indicated that 133 (42%) were interested in a minor in entrepreneurship. While not a direct measure of major intent, this may indicate significant nascent interest among our current typical student populations. Also, an early indicator of interest in entrepreneurship is that nearly thirty students are enrolled in the Foundations of Entrepreneurship class from both campuses first offered this fall of 2015.

**2. Describe the marketing strategies for the new program.**

The target market is made up of millennials and Generation Z. While different in some ways, one thing they have in common is the importance of buzz marketing. They believe each other and the strategy is to influence the opinion leaders who in turn influence their peers. In order to attract students to the Entrepreneurship program at Vermont Tech, faculty members are participating in student events such as Try a Major Day, Women Can DO, and Governor's Institute of Vermont for Entrepreneurship. Some faculty members are also active in various pitch contests and business plan competitions. All of these events give us the opportunity to, in effect, pitch the Entrepreneurship program. The Entrepreneurship program will also benefit from the efforts of the college's marketing efforts.

### **3. Competition:**

#### **a) In state and region**

##### **In state competition**

There is no existing Entrepreneurship degree program in the VSC. Among competitive institutions, Champlain College has entrepreneurial programs (BYOB and Management/Innovation), but no specific entrepreneurial degree. UVM has no such degree.

##### **Regional competition**

Regional schools offering programs in entrepreneurship include the following:

- Babson College
- University of Rochester
- Syracuse University
- College of Wooster

#### **b) Web-based**

Popular Web-based programs in Entrepreneurship include the following:

- ITT Technical Institute
- Kaplan University
- Full Sail University
- Herzing University
- Capella University
- Grand Canyon University
- Southern New Hampshire University
- Walden University

### **4. How the program will impact enrollments in existing programs at the College:**

The goal of entrepreneurship programs is to foster creativity and innovation. All programs at Vermont Tech can benefit by students taking a fresh look at old problems and coming up with creative and innovative solutions to these problems.

### **5. How the program will impact enrollments in existing programs at other VSC colleges:**

All schools in the VSC should embrace entrepreneurship and take advantage of the opportunity to be entrepreneurial themselves. All of the VSC schools can: strengthen their ability to assess opportunities, evaluate needs, create the new, pivot, overcome challenges, and create lasting value campus-wide.

Entrepreneurship can find its way into disciplines not typically associated with the business world. Some campuses have made great strides in encouraging faculty and students in fields such as education, religion, environmental studies, nursing, and women's studies to embrace the idea of entrepreneurship education. Entrepreneurship courses and co-curricular opportunities reached students who might not otherwise have had the opportunity to consider how to apply entrepreneurial problem-solving skills, innovative thinking, and value creation to their particular fields.

For example, at the University of Rochester the Eastman School of Music is creating entrepreneurial musicians. Its New Venture Challenge is a contest to encourage new thinking and innovative ideas in music. Rochester's nursing school also has made entrepreneurship a core part of the program; its Center for Nursing Entrepreneurship trains nurses to be entrepreneurs and innovators in their field and supports innovative ideas.

## **6. How the program will impact existing and/ or future external relations:**

Entrepreneurship education benefits from melding the college with the outside community, and merging school with work (or life). Beyond the first-exposure stage, every stage of entrepreneurship education, at least at its best, requires students to interact with the real world: with team members on and off campus and with networks of advisors, mentors, investors, vendors, and customers in the community.

To see how entrepreneurship education and community building can go hand-in-hand, consider some of the possibilities for Vermont Tech.

### **• Mentorship Networks**

Mentorship networks connect budding entrepreneurs with advisers in the community. The Vermont Small Business Development will be a valuable resource that will help develop these networks. Of course, the result also is to connect business people in the community with young talent—and often also to connect local entrepreneurs and talent with each other.

### **• Social Events**

Pitch contests, idea jams, and other social events are most exciting when they are large, diverse, and visible. Partly for that reason, and partly out of an ethic of community service, many colleges and student organizations open their pitch competitions and the like to the whole community, or large subsets of it (such as students at all VSC colleges). Thus, talent-surfacing exercises become community events, not just college events.

### **• Post-graduation partnerships**

Entrepreneurship programs cannot simply switch off after a degree is granted and drop their graduates into the job market. Nor can they fill the post-graduation gap with an on-campus job placement service, or place students on a ready-made track toward employment. They frequently need to provide support for budding entrepreneurs after graduation in the form of continuing access to advisors, mentors and resources. Again, the VtSBDC with their state-wide network of advisors, can play a vital role in providing the technical assistance that our budding entrepreneurs will need.

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTION

Vermont Technical College  
Bachelor's of Science Degree in Entrepreneurship

- WHEREAS, Vermont Technical College proposes a Bachelor's of Science Degree in Entrepreneurship; and
- WHEREAS, Vermont Technical College's BS in Entrepreneurship program will focus on the teaching of skills and cultivation of talents that students need to start businesses, identify opportunities, manage risk, and innovate in the course of their careers; and
- WHEREAS, Vermont Technical College has developed a budget to deliver the program based on conservative enrollment projections; and
- WHEREAS, Vermont Technical College presented its final proposal for this program with the Chancellor's approval, in light of continuing need for entrepreneurial and timely program development; and
- WHEREAS, The Board Education, Personnel, and Student Life Committee, in accordance with Policy 102 and utilizing an expedited review process, recommends it to the full Board for approval; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Vermont Technical College to offer a Bachelor's of Science Degree in Entrepreneurship as of this date, December 3, 2015.

December 3, 2015

c. Approval of Education, Personnel, and Student Life Committee Consent Agenda

At its November 18, 2015 meeting, the EPSL Committee approved the following agenda items, and recommends them to the full Board for approval as contained in the consent agenda attached. The supporting materials for these agenda items can be found in the materials for [the November 18<sup>th</sup> meeting](#).

- Status of Programs under 2015 Program Review and Continuous Improvement Process (PReCIP)
- Commendation of 2015 PReCIP Process Participants
- Approval of Programs to be Reviewed under 2016 PReCIP Process
- Nomination of Faculty for Emeritus Status

VERMONT STATE COLLEGESBOARD OF TRUSTEESRESOLUTIONEducation, Personnel and Student Life Committee Business: Consent Agenda

WHEREAS, The VSC Education, Personnel and Student Life Committee met on November 18, 2015 to discuss the business items outlined below; and

WHEREAS, The Committee has voted to approve the items outlined below and recommends them to the full Board; therefore, be it

RESOLVED, That the Vermont State Colleges Board of Trustees hereby endorses the approval of the following resolutions:

- Status of Programs under 2015 Program Review and Continuous Improvement Process (PReCIP)
- Commendation of 2015 PReCIP Process Participants
- Approval of Programs to be Reviewed under 2016 PReCIP Process
- Nomination of Faculty for Emeritus Status

December 3, 2015



---

---

**Items for Discussion and Action**

---

---

**d. Minutes of the November 18, 2015 EPSL Committee Meeting**

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

The Vermont State Colleges Board of Trustees Education, Personnel, and Student Life Committee met on November 18, 2015 at the Chancellor's Office in Montpelier.

Committee members present: Lynn Dickinson, Kraig Hannum (Chair), Karen Luneau, Jim Masland, Martha O'Connor, Mike Pieciak, Ben Simone

Presidents: Dave Wolk, Joyce Judy, Elaine Collins, Joe Bertolino, Dan Smith

From the Chancellor's Office: Bill Reedy, General Counsel  
Elaine Sopchak, Executive Assistant to the Chancellor  
Jeb Spaulding, Chancellor  
Yasmine Ziesler, Chief Academic & Academic Technology Officer

From the Colleges: Nolan Atkins, LSC Academic Dean  
Greg Hughes, VTC Professor  
Tony Pepper, CU Academic Dean  
Phil Petty, VTC Academic Dean

Chair Hannum called the meeting to order at 5:08 p.m.

**A. ITEMS FOR DISCUSSION AND ACTION****1. Approval of the Minutes of the September 2, 2015 Meeting**

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

**2. Policy 102 Final Proposal: Lyndon State College BS Early Childhood Education**

Trustee Masland moved and Trustee Pieciak seconded the resolution. LSC Academic Dean Nolan Atkins described the program to the Committee. The program offers a bachelor's of

---

---

science leading to licensure and is intended for non-traditional learners. The Committee approved the program unanimously.

### 3. Policy 102 Final Proposal: Vermont Technical College BS Entrepreneurship

Trustee Luneau moved and Trustee Pieciak seconded the resolution. Chair Hannum stated that typically an initial program proposal is followed by a final proposal. Policy 102 refers to an expedited review process—this is happening as colleges adapt to the new Board schedule. Trustee Masland requested that at some future point a graduate of this program come to the Board and share what they did with their degree. President Smith stated that Vermont Tech has a high percentage of small businesses, and there is a trend of growing entrepreneurial environment in the state. Professor Greg Hughes stated the program resulted from a business department curriculum review that revealed entrepreneurship is highly interesting to students. Last year Vermont Tech had a specialization and a minor in entrepreneurship and saw high enrollment right away. It is a program that all departments can embrace. He recommended embedding an entrepreneurship program throughout the system. The proposal has been expedited so Vermont Tech can start marketing in the spring. There are only three new courses in the program. In the New England area, University of Rochester has a similar program. Also Syracuse and Babson have similar program. UVM changed its MBA program to be a 1-year intensive social entrepreneurship MBA. Champlain College has some courses but not a degree. The LSC Center for Rural Entrepreneurship will be a future partner, and Castleton University has an entrepreneurship program in downtown Rutland.

At this time Trustee Masland departed the meeting. Chancellor Spaulding inquired how the program would be delivered. Professor Hughes responded that it would be available at the Williston and Randolph campuses as online entrepreneurship programs are not as successful when entirely online—key courses will be on the ground. Chancellor Spaulding stated that some Johnson State faculty are interested in embedding some entrepreneurship in their own courses and encouraged the colleges to follow this path. Professor Hughes stated the program could also link with VtSBDC.

Chancellor Spaulding stated to the Committee that there is a need to move faster to approve programs; to deliberate but still make decisions quickly. As well, the colleges must be able to end programs that are not successful in a more timely way. At this time Trustee Luneau departed the meeting.

---

**Items for Discussion and Action**

---

Professor Hughes shared that with no marketing at all, 27 students have signed up for the introductory course in the program. They are not looking to potential employers as these students will work for themselves. It is a warranted risk. The Committee approved the program unanimously.

4. Discussion of Programs under 2015 Program Review and Continuous Improvement Process (PReCIP)

Trustee Pieciak moved and Trustee Simone seconded the resolution. Trustee Dickinson commented that the PReCIP committee reports are very helpful. Dr. Ziesler reviewed the PReCIP process briefly. President Judy shared that the process is comprehensive, reflective, and very valuable to the colleges, even more than the resulting report. It is also very helpful in the reaccreditation process. Trustee Dickinson inquired whether the process allows decision making on whether to pull back or expand programs. President Judy answered that viewed in partnership with the Policy 109 low enrollment reports, those kinds of conversations can be had. Trustee Dickinson inquired whether is a debrief process about programs that are not succeeding. President Smith said that there are, and the most recent example is the process Vermont Tech underwent to revise its equine studies program. The Committee approved the resolution unanimously.

5. Commendation of 2015 PReCIP Process Participants

Trustee Dickinson moved and Trustee Simone seconded the resolution. The Committee approved the resolution unanimously.

6. Approval of Programs to be Reviewed under 2016 PReCIP Process

Chair Hannum handed out a revised list of programs to be reviewed (included in these minutes). Trustee Pieciak moved and Trustee Simone seconded the resolution. The Committee approved the resolution unanimously.

7. Nomination of Faculty for Emeritus Status

Trustee Dickinson moved and Trustee Simone seconded the resolution. President Bertolino introduced the nomination. He and Dean Atkins concurred with the numerous letters of support

---

---

---

**Items for Discussion and Action**

---

---

for the nomination. Professor Moye will receive his formal designation in May when the Board visits Lyndon State. The Committee approved the resolution unanimously.

## B. ITEMS FOR INFORMATION AND DISCUSSION

### 1. Johnson State College: Early Notification for BA in Media Arts

Dr. Collins stated the college is preparing a proposal for a Bachelor of Arts in Media Arts, similar to a BFA but not requiring a final exhibition. The program pair is similar to the currently offered BA /BFA in Studio Arts. More interdisciplinary work is included.

President Wolk shared that Castleton is preparing to propose an Ed.D. in educational leadership with two tracks, PreK-12 and higher education. The program would begin in fall 2017. It would have a summer residency component but would be primarily online.

Also under consideration at Castleton is an MA in athletic training. They already have an existing accredited athletic program but standards are changing and the minimum required degree will be an MA. It may be a 4+1 or a transfer program. They are also preparing a nurse practitioner doctoral program, which is becoming a minimum standard.

Dean Peffer stated that the BA in athletic training will change significantly as well, after the rules change, and will become a pre-licensure program.

Dr. Ziesler confirmed that final proposals for the BA in Media Arts and the Ed.D. in educational leadership are expected to be reviewed at the January EPSL meeting.

### 2. Update from the Chancellor on Safety and Security Evaluation and Planning

General Counsel Reedy shared that staff is looking at developing a systemwide policy on college safety, which should be ready by next EPSL meeting, that would be general in nature and stipulate general requirements and best practices each college will need to meet: for example, threat assessment teams; review of policies and practices on campus; timely warnings of campus emergencies; and emergency crisis teams that meet before, during and after situations.

In addition, the system is contracting with Margolis Healy, a national organization specializing in campus safety, to perform security audits of all VSC sites, including policies, security technology, physical security and access, emergency plans, and training. Margolis Healy will

---

---

---

**Items for Discussion and Action**

---

provide a report and presentation about the state of security on VSC sites. Future discussion of this report may occur in executive session as allowed by open meeting law.

Chancellor Spaulding stated Margolis Healy may come back with recommendations for significant security updates that the legislature might be willing to fund.

Chair Hannum adjourned the meeting at 6:16 p.m.

---

---

5. Report of the Long Range Planning Committee

a. Adoption of Revised VSC Mission and Vision Statements

At its November 5, 2015 meeting, the Long Range Planning Committee discussed revisions to the VSC mission and vision statements. Attached for the Board's consideration are a redlined version of each, and a final revised version of each. The Committee unanimously approved the adoption of the revised mission and vision statements, as set forth in the attached resolution.

The Committee also reviewed six strategic priorities for the system. A draft version of these priorities is attached for the Board's reference. VSC faculty and staff have been surveyed for input, and Chancellor's Office staff are composing a final draft of priorities to be considered by the Committee at its January 7, 2016 meeting.

## Mission of the Vermont State Colleges

For the benefit of Vermont, the Vermont State Colleges system provides affordable, high quality, student-centered, and accessible education, fully integrating professional, liberal, and career study, consistent with student aspirations and regional and state needs.

This integrated education, in conjunction with ~~applied learning experiences~~ experiential learning opportunities, assures that graduates of VSC programs will:

1. Demonstrate competence in communication, research and critical thinking;
2. Practice creative problem-solving both individually and collaboratively;
3. Be engaged, effective, and responsible citizens;
4. Bring to the workplace appropriate skills and an appreciation of work quality and ethics;
5. Embrace the necessity and joy of lifelong learning for personal and professional growth.

The Vermont State Colleges system provides continuing educational ~~also offer numerous~~ opportunities for ~~others individuals~~ to ~~engage in continuous learning to~~ meet their specific goals.

## Vision of the Vermont State Colleges

To realize its mission for the benefit of Vermont:

- The VSC will be known for high quality programs, as measured by the skills, knowledge and contributions of students, graduates and clients.
- VSC system resources – human, financial, technological and physical – will be collaboratively leveraged to achieve our mission and stated goals, and to address agreed-upon priorities.
- The VSC will develop a culture of continuous improvement, supported by college and system assessment systems that measure progress toward stated goals.
- The VSC will be recognized as a great place to work, in terms of what it offers employees as well as what it contributes to local communities.
- The VSC will have comprehensive and timely access to data that inform college and system planning, management and decision making.
- The VSC will maximize the advantages of being a system and minimize bureaucracy to support five strong and unique colleges maintain one comprehensive and interconnected system comprised of five distinct institutions.
- VSC structures and delivery systems will be flexible enough to both anticipate and quickly adapt to shifting internal and external forces.
- VSC services will be delivered when and where students and clients need them.
- The VSC will meet or exceed students' and clients' expectations related to service.

## Mission of the Vermont State Colleges

For the benefit of Vermont, the Vermont State Colleges system provides affordable, high quality, student-centered, and accessible education, fully integrating professional, liberal, and career study, consistent with student aspirations and regional and state needs.

This integrated education, in conjunction with experiential learning opportunities, assures that graduates of VSC programs will:

1. Demonstrate competence in communication, research and critical thinking;
2. Practice creative problem-solving both individually and collaboratively;
3. Be engaged, effective, and responsible citizens;
4. Bring to the workplace appropriate skills and an appreciation of work quality and ethics;
5. Embrace the necessity and joy of lifelong learning for personal and professional growth.

The Vermont State Colleges system provides continuing educational opportunities for individuals to meet their specific goals.

## Vision of the Vermont State Colleges

To realize its mission for the benefit of Vermont:

- The VSC will be known for high quality programs, as measured by the skills, knowledge and contributions of students, graduates and clients.
- VSC system resources – human, financial, technological and physical – will be collaboratively leveraged to achieve our mission and stated goals, and to address agreed-upon priorities.
- The VSC will develop a culture of continuous improvement, supported by college and system assessment systems that measure progress toward stated goals.
- The VSC will be recognized as a great place to work, in terms of what it offers employees as well as what it contributes to local communities.
- The VSC will have comprehensive and timely access to data that inform college and system planning, management and decision making.
- The VSC will maximize the advantages of being a system and minimize bureaucracy to maintain one comprehensive and interconnected system comprised of five distinct institutions.
- VSC structures and delivery systems will be flexible enough to both anticipate and quickly adapt to shifting internal and external forces.
- VSC services will be delivered when and where students and clients need them.
- The VSC will meet or exceed students' and clients' expectations related to service.



VERMONT STATE COLLEGES  
BOARD OF TRUSTEES  
RESOLUTION

Revision of VSC Mission and Vision Statements

- WHEREAS, The current mission and vision statements for the Vermont State Colleges were adopted by the Board in 1999; and
- WHEREAS, The Board of Trustees, at its July 23, 2015 meeting, passed a resolution affirming 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
- WHEREAS, The Long Range Planning Committee recommends revisions to the VSC mission and vision statements to reflect this strategic decision of the Board; therefore, be it
- RESOLVED, That the Board of Trustees hereby adopts the revised mission and vision statements for the Vermont State Colleges system as attached.

December 3, 2015

**Six Priorities to Support the Mission of the Vermont State Colleges:**

*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.*

- 1) Increase the continuation rate of high school students on to postsecondary education.

	Current Status	Lead Responsibility	5-Year Timeline
<i>Strategy 1.a Increase the continuation rate of high school students on to postsecondary education.</i>			
<i>Strategy 1.b Improve the overall reputation of the VSC (branding)</i>			
<i>Strategy 1.c</i>			
<i>Strategy 1.d</i>			

- 2) Improve the retention and graduation rates at our colleges and university.

*Strategy 2.a Implement 4-year degree maps to create clear curriculum paths to graduation.*

*Strategy 2.b Improve access and use of advising technologies*

*Strategy 2.c*

*Strategy 2.d*

- 3) Become a more attractive destination for Vermont high school graduates.

*Strategy 3.a Enhance relationships with school counselors statewide*

*Strategy 3.b Establish VSC celebration and support of academic excellence*

*Strategy 3.c*

*Strategy 3.d*

4) Serve well more working age Vermonters.

*Strategy 4.a Create flexible delivery across the VSC to increase number of degree programs available to students statewide.*

*Strategy 4.b Collaborate within departments to extend student service availability to evening hours.*

*Strategy 4.c*

*Strategy 4.d*

5) Operate as a more integrated system to expand student opportunities and achieve operational efficiencies.

*Strategy 5.a Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.*

*Strategy 5.b Review the financial model of the system to insure institutional stability and explore financial incentives that support collaboration and system interconnectedness.*

*Strategy 5.c*

*Strategy 5.d*

6) Increase State financial support and other supplemental revenues.

*Strategy 6.a Push the argument publicly that public higher education is an extension of necessary public education.*

*Strategy 6.b Increase grant-writing capacity in the system.*

*Strategy 6.c*

*Strategy 6.d*

b. Decision on Potential Renaming of the System

At its July 23, 2015 meeting the Board passed a resolution endorsing the strategic direction to become a more comprehensive, cohesive, interconnected system. Among the many considerations included in this resolution was the directive to consider changing the name of the system to better reflect a new emphasis on systemness.

Chancellor's Office staff sought input from the colleges' marketing directors, and surveyed faculty, staff, and students for their opinions. The results of this research were presented to the Long Range Planning Committee, which, after deliberation, recommends to the full Board that the name of the system should remain Vermont State Colleges.

---



---

 Items for Discussion and Action
 

---

c. Minutes of the November 5, 2015 Long Range Planning Committee Meeting

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

The Vermont State Colleges Board of Trustees Long Range Planning Committee conducted a meeting Thursday, November 5, 2015 at the Office of the Chancellor in Montpelier, Vermont.

Committee members present: Jerry Diamond (Chair), Lynn Dickinson (by phone), Kraig Hannum, Church Hindes, Tim Jerman, Karen Luneau (Vice-Chair), Martha O'Connor

Other Trustees: Jim Masland

From the Chancellor's Office: Elaine Sopchak, Executive Assistant to the Chancellor  
 Jeb Spaulding, Chancellor  
 Yasmine Ziesler, Chief Academic & Academic Technology Officer

College Presidents: Joe Bertolino, Elaine Collins, Joyce Judy, Dan Smith (by phone),  
 Dave Wolk (by phone)

From the Colleges: Tess Conant, VSCUP, Lyndon State College

Chair Diamond called the meeting to order at 1:05 p.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the October 8, 2015 Meeting

Trustee Hannum moved and Trustee Jerman seconded the approval of the minutes. The minutes were approved unanimously.

Roll call vote:

Trustee Diamond	Yes
Trustee Hannum	Yes
Trustee Hindes	Yes
Trustee Jerman	Yes
Trustee Luneau	Yes
Trustee Dickinson	Yes

---



---

---

**Items for Discussion and Action**

---

Trustee O'Connor informed the Committee that Trustee Pelletier has retired from the Board, and Trustee Dickinson was appointed to be a member of this Committee.

**B. ITEMS FOR INFORMATION AND DISCUSSION****1. Revision of VSC Mission, Vision, and Strategic Priorities as well as Metrics to Measure Progress**

Chancellor Spaulding introduced Chief Academic Officer Yasmine Ziesler, who briefly explained the suggested revisions to the mission and vision statements. Trustee Hindes remarked that the limited amount of revisions points to the durability of the mission statement as originally written. Dr. Ziesler stated that the suggested revisions reflect shifts in strategic direction the chancellor and Board have been discussing. Trustee Hannum stated that the sixth item in the vision statement will be the focus of the upcoming work of the Board and the system.

Trustee Jerman made a motion to recommend the revised mission and vision statements to the full Board. Trustee Hannum seconded. The motion was approved unanimously.

Roll call vote:

Trustee Diamond	Yes
Trustee Hannum	Yes
Trustee Hindes	Yes
Trustee Jerman	Yes
Trustee Luneau	Yes
Trustee Dickinson	Yes

Chancellor Spaulding shared an example of the work that will be involved in becoming a more interconnected system, describing the nursing programs offered at both Vermont Tech and Castleton. Vermont Tech's program involves online components, while Castleton's program plans to begin offering online delivery combined with low residency. Both colleges have agreed on ways to move forward. Chair Diamond noted that the Board will want to consider whether these kind of somewhat duplicative programs are acceptable. Chancellor Spaulding noted that varying delivery methods provide a layer of complexity to this conversation. As situations arise we will have to work through them case by case.

Chancellor Spaulding handed out to the Committee newly created marketing pieces that promote the programs offered at all of the colleges and highlight pathways into college for high school students.

---

---

---

**Items for Discussion and Action**

---

Chancellor Spaulding inquired of the presidents whether and how connected classrooms exist at the colleges. Community College of Vermont President Joyce Judy shared that this already happens between CCV's smaller academic centers. It works and is a viable option. She noted that there are also big differences between online courses offered from school to school and suggested that Board members take an online course to experience it. Connected classrooms are not currently in use at Castleton, Johnson State, or Lyndon State. Vermont Tech has invested in a network of interactive classrooms in multiple sites across the state, and they are exploring sharing the investment with Lyndon State. Vermont Tech also has memoranda of understanding with several tech centers. Its nursing program is based on this model. Chancellor Spaulding suggested that running small courses could be more successful if this functionality could be expanded to Castleton, Johnson, and Lyndon.

The Committee discussed the draft of the system's six strategic priorities. Chair Diamond requested that the language of the newly revised mission be included in the document. Chancellor Spaulding stated that faculty and staff were surveyed because it would be valuable to get their input. The challenge now is to distill the many recommendations into two additional strategies per priority. Trustee Hindes suggested that staff bring a final proposed set of priorities and strategies back to the Committee at its January 7, 2016 meeting. He stated it is remarkable how seriously faculty and staff took the survey and provided constructive ideas. Chancellor Spaulding confirmed that staff will present four strategies for each priority in order to begin creating metrics. The Committee generally agreed on the six priorities presented. Trustee Luneau commended staff for the extent of outreach and response. Chair Diamond requested that staff share the survey responses with faculty.

2. Possible Incentives to Encourage and Support System Collaboration
3. Update on Possible Renaming of the VSC and Survey Responses

Chancellor Spaulding informed the Committee that an article containing inaccuracies regarding the renaming process ran in the Rutland Herald, and was picked up and expanded upon by the AP and consequently other media outlets. He appeared on WDEV to correct the inaccuracies, and VPR ran a subsequent report with more clarity.

Trustee Luneau stated she believes it is worthy of the Committee's time to consider a name change. Trustee Masland stated that the suggested names are not appealing; a new name must be something the Board can really support. Trustee Jerman said the Committee needs to closely study the survey answers. Trustee Hannum said he is still considering whether a name change is necessary. Trustee Dickinson agreed that the names suggested are not appealing. Trustee Hindes stated that the discussion is necessary but must end soon and the Board must make a decision. Chair Diamond shared that he preferred the name Vermont State Colleges. He suggested not

---

---

**Items for Discussion and Action**

---

changing the name now and see how other work the Board is undertaking succeeds before making a decision to rename.

Chancellor Spaulding agreed that it is not essential to change the name to work on becoming a stronger system, and that none of the names are very appealing. President Smith observed that feedback received does not make it seem like the conversation needs to continue longer. President Judy emphasized that the identity of our institutions is more important than the identity of the system. Chancellor Spaulding noted that even just having the conversation is an opportunity to bring the VSC to the attention of the public. President Collins asked for clarification whether the conversation is about branding the colleges or branding the system. She asked whether rebranding a system is directly relational to increased retention and completion. The chancellor and several trustees stated it is both. President Bertolino stated that rebranding of the message of the system is far more important than changing the name. He suggested the Committee either leave it alone or make a big statement with a new name, but that they must move on. President Wolk observed that the survey responses don't have a critical mass of people who want to change the name. He noted the term "college" is an inclusive term. Trustee Luneau stated that the timing may not be right, and suggested the conversation about renaming happen at the end of the planning and work the Board is beginning to undertake. Chair Diamond will make a recommendation to the Board on the behalf of the Committee to keep the name of the system the same.

Chair Diamond asked that the agenda for the January 7, 2016 meeting include the topic of incentivizing the colleges to collaborate.

#### 4. Update on AGB Consulting Project

President Bertolino updated the Committee on the ongoing AGB consulting project. Rick Beyer of AGB has visited twice each with Castleton, Johnson, Lyndon, and Vermont Tech, and will return in mid November. The meetings have been unique to the colleges and reflected the identity of each institution and its challenges and opportunities. While the challenges are somewhat similar, the solutions may be unique depending on the populations each college serves and the curricula they provide. The third set of meetings will include initial observations, analysis, and recommendations for each of the colleges. A report specific to each college, and a report for chancellor regarding interconnectedness, will be submitted by the winter holidays. A draft will be completed in November. Rick Beyer can be in Vermont on December 3rd and can review the report with the Board at that time.

---

---



---

**Items for Discussion and Action**

---

5. Other Business
6. Comments from the Public

There was no other business or comments from the public.

Trustee Luneau made a motion to enter executive session pursuant to 1 V.S.A §313(a)(3) to consider the appointment or employment of a public officer with the understanding that no decision on appointment or employment will be made except in open session. Present in the executive session shall be the Committee members, any present Board members not on the Committee, and the Chancellor. Trustee Hindes seconded the motion.

Roll call vote:

Trustee Diamond	Yes
Trustee Hannum	Yes
Trustee Hindes	Yes
Trustee Jerman	Yes
Trustee Luneau	Yes
Trustee Dickinson	Yes

The decision was unanimous. The Committee entered executive session at 2:57 p.m. The Committee exited executive session at 3:25 p.m. and took no further action.

The meeting adjourned at 3:25 p.m.

---

---

6. Approval of Nominees for VSC Hall of Fame and Event Update

The nomination process for recipients of the college and Board of Trustees nominations to the VSC Hall of Fame ended on November 23, 2015. Each college brought forth a nomination, as confirmed by its president. The committee received several nominations for the Board of Trustees Award for Extraordinary Service. The committee will report on its slate of nominations for the inaugural class of the VSC Hall of Fame.

7. Consideration of College Tuition for 2016-2017

At its November 18, 2015 meeting the Finance and Facilities Committee heard a request from Chancellor Spaulding to reconsider tuition for the 2016-2017 academic year. After deliberation the Committee agreed to bring the topic to the full Board for discussion.

8. Personnel Matter

The Board will consider a personnel matter.

**B. ITEMS FOR INFORMATION AND DISCUSSION**

1. Other Business
2. Comments from the Public
3. Date of Next Meeting: PLEASE NOTE THE DATE CHANGE

*Friday, February 12 – Saturday, February 13, 2016, Johnson State College*