

February 5, 2016

MEMORANDUM

TO: Board of Trustees, Vermont State Colleges

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



SUBJECT: Materials for Board of Trustees Meeting February 12-13, 2016

Attached are the agenda and supporting materials for the upcoming regular Board meeting, Friday and Saturday, February 12th and 13th. Please note the materials are arranged differently from in the past, with minutes included after each committee's action items.

Friday's Board agenda will focus on Johnson State 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. There will be a student/alumni panel, student presentations, and dinner, followed by a student presentation of the play "Eurydice," which we hope you will choose to attend. A full agenda of Friday's activities is attached. There are also men's and women's basketball games scheduled to start at 1 on Saturday: both are Johnson State Badgers vs Lyndon State Hornets. We encourage you to stay for lunch and enjoy some friendly competition afterwards.

Directions to Johnson State College

To get to Johnson State, take I-89 (north or south) to Exit 10 (Waterbury/Stowe). Go north on Route 100 for 20 miles to Morrisville, then west on Route 15 for 8 miles to Johnson. The Stearns Student Center is building #3 on the campus map that follows this memo. For GPS or Google Maps, use 337 College Hill, Johnson, VT as the address.

You can park in the main parking lot in front of Bentley Hall (#9 on the campus map). Signs on campus will direct you to the Stearns Student Center and the Performance Space.

Rooms are reserved for all trustees at the Sunset Motor Inn, 116 Route 15, Morrisville, about 15 minutes from campus. Here is a link for a map to the Inn: <https://goo.gl/maps/kAaGQs1XnZx>. And here is a map from the Inn to JSC campus: <https://goo.gl/maps/dm4k3ZAnx4w>.

cc: Council of Presidents



Vermont State Colleges Board of Trustees

February 12 & 13, 2016

*Johnson State College
Johnson, 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)

Aly Richards

(2/28/19)

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

Aly Richards

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

Stephen Wisloski

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
Johnson State College
Stearns Performance Space
337 College Hill
Johnson, VT 05656**

February 12 & 13, 2016

AGENDA

Friday, February 12, 2016

- | | |
|----------------|--|
| 2 – 2:50 PM | Voluntary Tours of Johnson State College Campus |
| 3 – 4:15 PM | Johnson State College Update to the Board – Stearns Performance Space |
| 4:15 – 4:50 PM | Student/Alumni Panel and Q & A – Stearns Performance Space |
| 5:00 – 5:40 PM | Student Poster Presentations & Appetizers – Bentley Hall Lobby/Bentley 200 |
| 5:50 – 6:50 PM | Dinner – Stearns Performance Space |
| 7:00 – 9:00 PM | Optional Student Event: Eurydice – Dibden Center for the Arts
(Details about the play here .) |

Overnight: [Sunset Motor Inn](#), 116 VT Rt. 15 West, Morrisville, VT 05661
Map: <https://goo.gl/maps/kAaGQs1XnZx>

Saturday, February 13, 2016

- | | |
|-----------------|---|
| 7 – 8 AM | Board Breakfast at Charlmont Restaurant in Morrisville.
(Van available for transport to campus. Map from the Inn to JSC campus:
https://goo.gl/maps/dm4k3ZAnx4w) |
| 8:45 – 12:00 PM | Board of Trustees Regular Meeting – Stearns Performance Space |
| 12:00 – 1:00 PM | Optional Board Lunch – Hall of Fame Room, SHAPE Fitness Center |
| 1:00 – 5:00 PM | Optional Women’s & Men’s Basketball Games vs. Lyndon State College
– SHAPE Fitness Center |

**Vermont State Colleges Board of Trustees Regular Meeting
Johnson State College, Stearns Performance Space
February 13, 2016**

AGENDA

- A. PRESENTATION 8:45 AM
-
1. Presentation of Final AGB Report with Rick Beyer (*Probable executive session*)
- B. ITEMS FOR DISCUSSION AND ACTION 10:15 AM
-
1. Approval of the Minutes of the December 2nd and 3rd, 2015 Meetings [Page 7](#)
2. Election of Three Board Members to the Nominating Committee [Page 18](#)
3. Report of the Education, Personnel, and Student Life Committee [Page 24](#)
- a. Policy 102 Final Proposal: Castleton University EdD in Leadership
- b. Policy 102 Final Proposal: Johnson State College BA Media Arts
- c. Minutes of the January 13, 2016 EPSL Committee Meeting
4. Report of the Finance & Facilities Committee [Page 31](#)
- a. Establishment of Endowment
- b. Tuition, Fees, Room & Board Rates for the 2016-2017 Academic Year
- c. Minutes of the January 13, 2016 Finance and Facilities Committee Meeting
5. Report of the Long Range Planning Committee [Page 45](#)
- a. Approval of Proposed Strategies to Achieve Board Priorities
- b. Minutes of the January 7, 2016 Long Range Planning Committee Meeting
- C. ITEMS FOR INFORMATION AND DISCUSSION 11:20 AM
-
1. Other Business [Page 57](#)
2. Presidents Reports
3. Report of the VSCSA
4. Hall of Fame Event Update
5. Comments from the Public
6. Date of Next Meeting:
 Wednesday, May 25th – Thursday, May 26th
 Hosted by Lyndon State College

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the December 2nd & 3rd, 2015 Meetings

Unapproved minutes of the Board of Trustees regular meeting Wednesday, December 2, 2015

The Vermont State Colleges Board of Trustees conducted a regular meeting Wednesday, December 2, 2015 at the Langevin House, Vermont Technical College, Randolph, Vermont.

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Kraig Hannum, Church Hindes, Tim Jerman (Vice Chair), Bill Lippert, Karen Luneau, Chris Macfarlane, Jim Masland, Linda Milne, Martha O'Connor (Chair), Mike Pieciak, Ben Simone

Presidents: Elaine Collins, Joyce Judy, Dan Smith

Office of the Chancellor:

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

From the Colleges:

Pam Ankuda, VT Tech Director of Human Resources
Amanda Chaulk, VT Tech Director of Marketing and Communications
Chris Dutton, Director, VT Tech Institute for Applied Agriculture & Food Systems
Michelle Graham, Executive Assistant to President Smith
Maureen Hebert, Director, VT Tech Continuing Education & Workforce Development
Jeff Higgins, Professor & Chair, VT Tech English Department
Cindy Martindill, VT Tech Associate Dean of Nursing
Georgia Mealey, VT Tech senior, Architectural Engineering Program
Carter Mealey, VT Tech graduate, Electromechanical Engineering
Andy Myrick, Full Time Faculty Federation President, VT Tech
Jay Paterson, VT Tech Dean of Students
Phil Petty, VT Tech Academic Dean

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Items for Discussion and Action

Jim Smith, VT Tech Director of IT
Lit Tyler, VT Tech Dean of Administration

From the Public:

Steve Wisloski, Deputy State Treasurer
Steve Zind, Vermont Public Radio
Steven Whitaker

Chair O'Connor called the meeting to order at 3:21 p.m. She announced that at 4:45 p.m. there would be time for brief comments from the public. After the meeting, the Board would recess briefly and reconvene at President Smith's house for a meeting with students, followed by dinner, with no business being conducted. The Board would adjourn at 7:30 p.m. and reconvene the next morning at 8:45 a.m. when the regular meeting will begin.

Professor Jeff Higgins gave a presentation to the Board regarding retention and attrition at VT Tech. His presentation is attached to these minutes.

Associate Dean of Nursing Professor Cindy Martindill presented an overview of the VT Tech Nursing program. Her presentation is attached to these minutes.

President Smith gave an overview of Norwich Farm. The college closed on the open space with the Upper Valley Land Trust and retained 10 acres and the farm infrastructure along Turnpike Road. They have recruited a local farmer as a tenant with 30 head of Holsteins. They have also recruited a cheese entrepreneur partner who is advising on the development of a cheese and dairy lab. In March a short course in cheesemaking will be held on site. Equipment on the farm is funded in part by the TAACCCT grant as well as a Working Lands Enterprise Board grant. Upgrades to the house are planned in the spring to prepare it for student residency by fall 2016. An advisory board for the farm has been meeting for the last year—including former Board chair Mike Audet, Alison Hooper of Vermont Creamery, Diane Bothfeld of the Department of Agriculture, and Sam Lincoln of Lincoln Farm. VT Tech's cheese entrepreneur partner is an industry expert. They are also partnering with local social service agencies. They are also working with Senator Leahy's office to secure a National Institute of Food and Agriculture grant to support beginning farmers. VT Tech held a recent open house with dairy and diversified agriculture students and is working on providing their support needs. The transition from a dairy herd at the Water Street Farm is being explored; there is now a small herd of beef cattle and they are looking at diversifying further.

President Smith also provided an update on the biodigester. Crop land productivity has increased, a result of high nutrient effluent. The productivity of the digester and fields provides

Items for Discussion and Action

learning opportunities on climate change, nutrient management, and carbon reduction in the environment.

The college is aggressively marketing the Norwich Farm experience and a certificate program in dairy management; they hope to see results in fall 2016 enrollment. Unbundling applied dairy has made it accessible to many more students.

The digester is providing a valuable instructional public purpose. VT Tech has received approval for a solid waste management certificate, at they are looking for more grant support. The college fares better running the digester than shutting it down.

President Smith introduced students Georgia Mealey and Carter Mealey, winners of the college's business plan competition. Georgia Mealey is a senior in the Architectural Engineering program, and Carter Mealey is a graduate of the Electromechanical Engineering bachelor's program and is currently taking a course at VT Tech part time. Both students are preparing to compete in the LaunchVT Collegiate Business Pitch Competition. They presented to the Board their plan for a standalone, high capacity storage unit that would allow consumers to store entire digital collections of movies and media for low cost.

Chair O'Connor opened the floor to public comment. Audience member Steven Whitaker shared his opinions regarding the end of Vermont Interactive Technologies. He stated that the state colleges and administration are acting in a way that will damage the 25-year investment in VIT. He said the State feels pressure to vacate VIT studios located on VSC property by the end of the year. He referred to the capital bill, which he claimed prohibits this and stipulates that the legislature will determine the ownership of VIT property. He expressed concern that there is no documentation of VIT systems assembled over the years. He stated that the replacement systems being implemented by the VSC do not accommodate the public hearing function of VIT. He requested that the Board learn more about the situation and prohibit the colleges from evicting the five studios. He asked that the Board require the VSC to come back to the table and work with the statewide planning initiative to discuss how to move forward with the state. He stated that he had requested records that show how much the new VSC systems would cost and determined there is no real savings, and there are still unaccounted for costs. He stated that the VSC had three months to provide this information and waited until the last day to do so. Mr. Whitaker stated he is willing to settle pending litigation over this issue if the VSC would to come to the table and develop a new plan to save money and enhance distance learning programs. He shared that he has provided background information on the situation to Trustee Masland. He asked the Board to take action at the next day's meeting to preclude the dismantling of VIT. Chair O'Connor stated that the topic will not be on the warned agenda for December 3rd, but that she will talk to the Chancellor and the presidents and update herself on the topic.

Items for Discussion and Action

Chair O'Connor declared the Board meeting to be in recess at 4:55 p.m., to reconvene after 5 p.m. at President Smith's house for a meeting with students. The Board will adjourn after dinner and return at 8:45 a.m. on December 3rd.

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Unapproved minutes of the Board of Trustees regular meeting Thursday, December 3, 2015

The Vermont State Colleges Board of Trustees conducted a regular meeting Thursday, December 3, 2015 at the Langevin House, Vermont Technical College, Randolph, Vermont.

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Kraig Hannum, Church Hindes, Tim Jerman (Vice Chair), Bill Lippert, Karen Luneau, Chris Macfarlane, Jim Masland, Linda Milne, Martha O'Connor (Chair), 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:

Pam Ankuda, VT Tech Director of Human Resources
Tom Archer, Director, LSC Physical Plant
Amanda Chaulk, VT Tech Director of Marketing and Communications
Patty Cross, LSC Administrative Assistant
Denise Doyon, LSC Housekeeper
Chris Dutton, Director, VT Tech Institute for Applied Agriculture & Food Systems
Lisa Goodwin, LSC Housekeeper
Michelle Graham, Executive Assistant to President Smith
Maureen Hebert, Director, VT Tech Continuing Education & Workforce Development
Jeff Higgins, Professor & Chair, VT Tech English Department
Ted Jacques, LSC Carpenter
Tom Leiper, LSC Plumber
Vicki Martin, LSC Housekeeper
Cindy Martindill, VT Tech Associate Dean of Nursing [Back to Agenda](#)
Georgia Mealey, VT Tech senior, Architectural Engineering Program
Carter Mealey, VT Tech graduate, Electromechanical Engineering

Items for Discussion and Action

Andy Myrick, Full Time Faculty Federation President, VT Tech
Sandra Noyes, VSC/VTC Staff Federation
Jay Paterson, VT Tech Dean of Student Affairs
Dan Peal, LSC Electrician
Phil Petty, VT Tech Academic Dean
Brent Sargent, VT Tech Dean of Program Development & Regional Campuses
Mary Schlesinger, LSC Custodial Supervisor
Deborah Sherwood, LSC Housekeeper
Jim Smith, VT Tech Director of IT
Karen Tatro, VT Tech Facilities Department
Lit Tyler, VT Tech Dean of Administration

From the Public:

Lisa Rathke, Associated Press
Steve Wisloski, Deputy State Treasurer

Guests: Rick Beyer, Association of Governing Boards Institutional Strategies

Chair O'Connor called the meeting to order at 8:45 a.m.

A. PRESENTATION

1. Presentation of Preliminary AGB Report with Rick Beyer

Trustee Jerman moved to enter executive session pursuant to 1 V.S.A. §313(a)(6) as well as 1 V.S.A. §§317(c)(4) and (9) to discuss a public record that is exempt from public inspection and copying. The document in question is protected by deliberative process privilege and because it contains unpatented trade secrets and proprietary information—confidential business records and information—that a commercial concern such as the VSC would make reasonable efforts under the circumstances to keep secret and which give the VSC an opportunity to obtain business advantage over competitors who do not know it. In addition to the Board, the Chancellor, Rick Beyer from AGB, the presidents, Stephen Wisloski, and Tom Robbins and were permitted in executive session. Trustee Macfarlane seconded and the motion was approved unanimously. The Board entered executive session at 8:47 a.m. The Board exited executive session at 10:23 a.m. and took no action. The Board recessed for a short time.

B. ITEMS FOR DISCUSSION AND ACTION

Chair O'Connor called the meeting back to order at 10:39 a.m. Trustee Milne departed the meeting.

3. Approval of the Minutes of the September 22-23, 2015 Retreat and Meeting

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

4. Report of the Audit Committee

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

Trustee Dickinson shared that the auditors gave the VSC a clean review, issues from previous audits have been addressed, and there were no material weaknesses. Trustee Dickinson moved and Trustee Hinds seconded the approval of the draft audited financial statements. The resolution was approved unanimously.

5. Report of the Finance & Facilities Committee

- a. Approval of Finance & Facilities Committee Consent Agenda

Trustee Hinds reviewed the individual items on the consent agenda and moved the resolution. Trustee Diamond seconded the resolution. The resolution was approved unanimously.

- b. Approval of Lyndon State College Renaming Request

Trustee Hinds shared that this renaming request represents the value of an asset not represented on a balance sheet—a campus' heart and soul. President Bertolino shared the community's affection for Mr. Peake and introduced members of the LSC facilities staff who attended the meeting in support of the request. Trustee Hinds moved the resolution and Trustee Lippert seconded. The resolution was approved unanimously.

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

There were no comments on the minutes of the Committee.

6. Report of the Education, Personnel, and Student Life Committee

a. Policy 102 Final Proposal: Lyndon State College BA Early Childhood Education

Trustee Hannum introduced and moved LSC's program proposal. Trustee Pieciak seconded. President Bertolino briefly reviewed the purpose of the new program. The program was approved unanimously.

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

Trustee Hannum introduced and moved VTC's new program proposal. He explained to the Board that this final proposal has been reviewed by the Committee one time, as the Committee and the colleges are adapting to the Board's new schedule. President Smith stated his support for the program. The program was approved unanimously.

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

Trustee Hannum briefly described the items on the consent agenda and moved the resolution. Trustee Masland seconded. The consent agenda was approved unanimously.

Trustee Lippert asked whether newly approved degree programs are announced by press release. President Smith assured the Board that the college has a roll-out plan for the new program. He also expressed appreciation for the rapidity with which the Board addressed approving the program.

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

There were no comments on the minutes of the Committee.

7. Report of the Long Range Planning Committee

a. Approval of Revised VSC Mission and Vision Statements

Trustee Diamond reviewed the activities and discussion at the most recent Committee meeting. The Committee reviewed the mission and vision statements for consistency with the system's current goals and asked Chancellor's Office staff to suggest potential revisions. He noted that there were few revisions needed, which are incorporated in the final draft before the Board at this time.

Items for Discussion and Action

Trustee Diamond also called attention to the draft version of the strategic goals of the system included in the meeting materials, which will be taken up at the next LRPC meeting scheduled for January 7, 2016 and brought to the Board for action at its February meeting. Trustee Diamond moved the resolution and Trustee Jerman seconded. Chair O'Connor acknowledged CAO Ziesler's work on the revised mission and vision statements. Chancellor Spaulding stated that the main revisions centered on emphasizing the comprehensive and interconnected nature of the system. He shared a recent example of this in the new Chancellor's Faculty Advisory Council that he is working with to complete the strategic priorities. The revised mission and vision statements were approved unanimously.

b. Decision on Potential Renaming of the System

Trustee Diamond reminded the Board that this topic began to be considered in July when the Board approved the new name of Castleton University. The Committee discussed whether a new or better name might help the system move forward in a more interconnected way. The Committee developed the following criteria for a new system 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 the VSC and the University of Vermont.
- A new name should be concise, be easy to remember, and lend itself to effective marketing.

The Committee also surveyed the entire faculty and staff of the VSC, as well as the entire student bodies of all five colleges. The overwhelming consensus revealed there was not a single new name that rose to the top. Over half of respondents of both surveys felt the name should stay the same. The Committee therefore recommends to the Board that the name of the Vermont State Colleges should not be changed.

Trustee Luneau clarified that there was not a particular name that was a favorite of the Committee at this time, but that in the future, after the system has completed its efforts at collaboration, renaming could possibly be reconsidered.

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

There were no comments on the minutes of the Committee.

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

Trustee Luneau shared that the Hall of Fame Committee has met several times to plan this event that will celebrate the VSC and the work of the students the system produces, as well as the

Items for Discussion and Action

impact the system has on the state of Vermont. A Hall of Fame celebration will be held March 9, 2016 at the Capital Plaza in Montpelier. She called Board members' attention to information sent to them to assist in the planning of the event. She announced the names of each college's honoree and invited each president to provide a brief background on each honoree. The nominees and background information are attached to these minutes.

Trustee Luneau stated that the nominee for the Board of Trustees Award for Extraordinary Contribution is former Governor Phil Hoff. Chancellor Spaulding stated that the Hall of Fame program is a way to showcase the large impact that Vermont State Colleges graduates have had on the state of Vermont and in some cases the entire country. He then shared the basis for Governor Hoff's nomination, which is attached to these minutes. President Wolk emphasized the appropriateness of Governor Hoff's nomination.

Trustee Luneau read and moved the resolution to approve the slate of Hall of Fame nominees. Trustee Pieciak seconded the motion, which was approved unanimously.

9. Consideration of College Tuition for 2016-2017

Chair O'Connor reminded the Board that Chancellor Spaulding had requested at the November 18, 2015 Finance and Facilities Committee meeting that the Board revisit the tuition issue. She asked the Board to consider the request and asked Finance and Facilities Committee Chair Hinds if his Committee would undertake the request and provide a report to the full Board at its February meeting. Chair Hinds agreed and invited all trustees to attend the meeting.

10. Personnel Matter

Trustee Hinds moved and Trustee Diamond seconded a resolution to honor the service of CFO Thomas Robbins. The resolution was approved unanimously. Board members, presidents, and the Chancellor expressed their appreciation for Mr. Robbins' good work.

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Other Business

President Smith introduced members of the VT Tech team who were present:

Pam Ankuda, VT Tech Director of Human Resources
Amanda Chaulk, VT Tech Director of Marketing and Communications
Chris Dutton, Director, VT Tech Institute for Applied Agriculture & Food Systems
Michelle Graham, Executive Assistant to President Smith
Maureen Hebert, Director, VT Tech Continuing Education & Workforce Development
Jeff Higgins, Professor & Chair, VT Tech English Department
Cindy Martindill, VT Tech Associate Dean of Nursing
Andy Myrick, Full Time Faculty Federation President, VT Tech
Sandra Noyes, VSC/VTC Staff Federation
Jay Paterson, VT Tech Dean of Student Affairs
Phil Petty, VT Tech Academic Dean
Brent Sargent, VT Tech Dean of Program Development & Regional Campuses
Karen Tatro, VT Tech Facilities Department
Lit Tyler, VT Tech Dean of Administration

President Smith also recognized and commended Jim Smith, VT Tech Director of IT, who was unable to attend while he is working with his team on the transition from VIT.

2. Comments from the Public

There were no comments from the public.

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

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

Trustee Jerman moved and Trustee Masland seconded the motion to adjourn at 12:02 p.m.

2. Election of Three Board Members to the Nominating Committee

Article III, Section 2 of the Bylaws of the Vermont State Colleges refers in part to the election of officers as follows:

Section 2. Election - The Chair of the Board shall be elected biennially at the annual meeting from among the members of the Board. Officers of the Board shall be elected annually at the annual meeting from among members of the Board.

Chair O'Connor was elected to office last year and so the office of Chair is not open for reelection this year. The offices of Vice-Chair, Secretary, and Treasurer are open for reelection. The Nominating Committee of the Board is responsible for selecting and presenting a slate of nominees to the Board at its annual meeting for election. In addition, the Nominating Committee presents to the Board a slate of nominees for membership to the Audit Committee.

At this meeting, the first meeting of the calendar year, the Board must elect three members to the Nominating Committee. Before the annual meeting of the Board (in July) this committee will meet and decide upon the necessary nominees.

Copies of the VSC Bylaws and the Nominating Committee Areas of Responsibility are attached for your reference.

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Vermont State Colleges By-Laws¹

ARTICLE I - BOARD OF TRUSTEES

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

ARTICLE II - MEETINGS

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

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

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

ARTICLE III - OFFICERS AND STAFF

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

Section 2. Election - The Chair of the Board shall be elected biennially at the annual meeting from among the members of the Board. Officers of the Board shall be elected annually at the annual meeting from among members of the Board. Officers shall hold office for one year and

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

² Vermont Statutes Annotated 2171 et seq.

until their successors are elected and qualified. In the event of a vacancy in an office, the Board shall elect, in the same manner the office was originally filled, a replacement to serve out the remainder of the term vacated.

Section 3. Staff - The Board shall appoint a Chancellor to serve at the pleasure of the Board unless the terms of service are otherwise designated by the Board.

ARTICLE IV - DUTIES OF OFFICERS AND STAFF

Section 1. Chair - The Chair of the Board shall preside at all meetings of the Board. He/She may call special meetings of the Board when he/she deems it necessary. He/She shall appoint members to committees unless otherwise specified. The Chair of the Board is an *ex officio*, non-voting member of all Committees.

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

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

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

Section 5. Chancellor - The Chancellor of the Corporation shall be the chief administrative officer and shall have all the duties, responsibilities and authority that commonly pertain to that position. He/She shall be the agent of the Board in implementing its decisions and policies. He/She shall have general supervision of the academic and business affairs of the Corporation and all other powers accorded to him/her under these By-Laws and the Personnel Handbook.

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

ARTICLE V - INSTITUTION CHIEF EXECUTIVE OFFICERS

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

ARTICLE VI – COMMITTEES

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

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

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

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

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

Section 5. Meetings - All Committee meetings shall comply with the provisions of the open meeting law, 1 V.S.A. 310, et seq.

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

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

ARTICLE VII - POLICIES AND PROCEDURES MANUAL

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

Section 2. Approval - A Policy may be approved at any meeting of the Board.

ARTICLE VIII – AMENDMENTS

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

Nominating Committee Areas of Responsibility

The Committee shall comprise three members elected annually by the Board at its first meeting of the new calendar year. The Chair of the Committee shall be elected from among its three members by the Board at the first meeting of the new calendar year.

1. Annually, the Committee shall recommend VSC Board officers for election at the annual meeting provided, however, that the Committee shall only recommend nominees for Board Chair in years the Chair is up for election, and shall recommend for election members to chair or serve on the committees to the extent such election is contemplated by the resolution creating the committee.
2. Effective July 15, 2015, the Committee biennially shall recommend to the Board of Trustees members for election at the annual meeting to the office of Chair of the Board.
3. Annually, the Committee shall recommend to the Board of Trustees members for election to the Audit Committee.
4. The Committee shall recommend for election officers, committee chairs, or committee members in the event of a vacancy where the original election called for a recommendation of the Nominating Committee.

In making recommendations for election to an office or position, the Committee may either recommend individual candidates or present competing candidates for the Board's consideration.

4. In 2017 and biennially thereafter, the Committee shall recommend to the Board of Trustees individuals for election to the Board as self-perpetuating members.

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

a. Policy 102 Final Proposal: Castleton University EdD in Leadership

At the January 13, 2016 EPSL Committee meeting, Castleton University presented a final proposal for its first doctoral program, a Doctor of Education Leadership. The program will prepare system-level leaders in American PK-12 education and administrators for senior positions in higher education. The program will build upon Castleton's already established master's degree in leadership, which trains educators for careers as principals and in other school-level administrative positions. This Ed.D. program serves a number of state needs, most notably for high quality school and higher education leaders in Vermont and the region.

The Committee unanimously recommends to the full Board the approval of the program as set forth in the following resolution.

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VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Castleton University
Doctoral Degree in Education Leadership

WHEREAS, Castleton University proposes a Doctor in Education Leadership program;
and

WHEREAS, Castleton University's Ed.D. in Leadership program will prepare system-level leaders in American PK-12 education and administrators for senior positions in higher education, and build upon Castleton's already established master's degree in leadership; and

WHEREAS, Castleton University 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 Castleton University to offer a Doctoral Degree in Education Leadership.

February 13, 2016

b. Policy 102 Final Proposal: Johnson State College BA Media Arts

At the January 13, 2016 EPSL Committee meeting, Johnson State College presented a final proposal for a Bachelor of Arts in Media Arts program. This program complements the existing BFA Media Arts major. It would expose students to the full range of career opportunities through the media arts, without the requirement, which is part of the BFA, of a solo show. A BA in Media Arts allows students to emphasize new media applications and professional skills without abandoning a strong foundation in traditional art techniques and art history. As there is no similar degree program at JSC, the program fills a gap in current educational offerings.

The Committee unanimously recommends to the full Board the approval of the program as set forth in the following resolution.

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VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Johnson State College
Bachelor's of Arts Degree in Media Arts

- WHEREAS, Johnson State College proposes a Bachelor's of Arts Degree in Media Arts; and
- WHEREAS, Johnson State College's BA in Media Arts program fills a gap in current educational offerings and will allow students to emphasize new media applications and professional skills without abandoning a strong foundation in traditional art techniques and art history; and
- WHEREAS, Johnson 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 Johnson State College to offer a Bachelor's of Arts Degree in Media Arts.

February 13, 2016

c. Minutes of the January 13, 2016 EPSL Committee Meeting

**Unapproved minutes of the Education, Personnel, and Student Life Committee meeting
Wednesday, January 13, 2016**

The Vermont State Colleges Board of Trustees Education, Personnel, and Student Life Committee met on January 13, 2016 at the Chancellor's Office in Montpelier.

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

Absent: Martha O'Connor

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

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

From the Colleges: Tony Pepper, CU Academic Dean
Jay Paterson, VTC Dean of Student Affairs
Sharon Twigg, Professor, Johnson State College
Beth Walsh, Coordinator of Career Development, Johnson State College
Andy Myrick, Faculty Federation President, Vermont Tech

Chair Hannum called the meeting to order at 1:05 p.m. The Committee approved agenda additions of discussion campus tobacco policies, the ongoing safety audit of VSC campuses, and possible revisions to Policy 102.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the November 18, 2015 Meeting

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

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2. Policy 102 Final Proposal: Johnson State College BA Media Arts

Trustee Masland moved and Trustee Pieciak seconded the resolution. President Collins introduced Professor Sharon Twigg, who provided the Committee with background on the proposed program. Chancellor Spaulding inquired whether this program duplicates any programs offered at the other state colleges. Professor Twigg answered that there are other media programs within the VSC, but this new program has more emphasis on art history and new media arts. Trustee Hinds inquired whether this new program involved the Vermont Studio Center. President Collins answered that this program is not affiliated with the Center but the college still is. The Committee approved the resolution unanimously.

3. Policy 102 Final Proposal: Castleton University EdD in Leadership

Trustee Masland moved and Trustee Pieciak seconded the resolution. Castleton University Academic Dean Tony Peffer stated that this is Castleton's first doctoral program and represents the transition to a comprehensive master's institution. This program is very different from UVM's Ed.D. While that program is cohort based, Castleton's has multiple entry points. In addition, UVM's program is entirely face-to-face, whereas Castleton's program is a hybrid with short term residencies and online components. There are two tracks: PK-12 for superintendents and other leaders, and a higher education track. The Committee approved the resolution with the exception of Trustee Luneau, who abstained.

B. ITEMS FOR INFORMATION AND DISCUSSION

Chancellor Spaulding asked the Committee for its thoughts about whether the colleges should go tobacco free. Commissioner of Health Dr. Harry Chen met with him recently to discuss the topic. Chancellor Spaulding suggested that members of the VSC Student Government Association should meet with the Committee and the Commissioner's team to discuss the topic as a group. Trustee Simone stated he has met with all the SGA representatives and their reaction is mixed. There is concern about the impact on students of going tobacco free. He inquired how the transition would take place, how long it would take, and whether there would be cessation assistance. Trustee Dickinson inquired whether smoking bans exist currently; Chancellor Spaulding replied that current VSC policy prohibits smoking indoors. A new ban would prevent smoking on the grounds. Trustee Luneau noted the Committee would need to discuss enforcement and the resources it would take. Chair Hannum suggested reviewing UVM's program, how it was implemented, and how it is enforced. He asked for the discussion to be included on the April Committee agenda.

Items for Discussion and Action

Chair Hannum reintroduced a discussion of Policy 102, *Approval of New Degrees and Majors*. Currently the policy allows for two separate Committee reviews of a program proposal before sending it to the full Board for approval. CAO Ziesler stated that the policy area in need of attention is step two, the preliminary proposal. Having a single, full program proposal would allow the colleges to be more entrepreneurial and move more swiftly to create new programs. President Collins suggested the Committee consider two areas to strengthen in the policy in terms of decision making: program desirability can be more thoroughly addressed by considering not only how it can benefit the state (which is already in the policy), but also how it can benefit a region or particular target group/locale. The second area to consider is the potential hidden costs associated with certification, accreditation, or endorsements for the proposed programs. Chancellor Spaulding expressed appreciation for the Committee's willingness to allow program approval to occur more quickly than in the past. Chair Hannum directed CAO Ziesler to review Policy 102, to consider President Collins' suggestions and concerns about program duplication, and bring suggested revisions to the next Committee meeting.

General Counsel Bill Reedy provided an update on school safety issues. The Chancellor's Office is developing a new system-wide policy on safety; each institution would have more detailed practices and procedures consistent with the policy. A draft policy will come before the Board in the near future for its consideration and approval. Because of concerns about school safety, the Chancellor's Office has engaged Margolis Healy & Associates to perform an audit of all VSC facilities and safety practices, including the Chancellor's Office. Chancellor Spaulding stated that depending on the cost and scope of improvements needed as a result of the audit, there may be a need for additional funding. Trustee Dickinson stated that the House Institutions Committee had engaged Margolis Healy last year for a similar study. VT Tech Professor Andy Myrick thanked Mr. Reedy for initiating the audit and suggested that the VSC campuses are not at the level of preparedness that the state government complex is.

Chair Hannum adjourned the meeting at 1:53 p.m.

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4. Report of the Finance & Facilities Committee

a. Establishment of Endowment

At its January 13, 2016 meeting the Finance and Facilities Committee reviewed Vermont Tech's request to establish the Warren E. Preston Dairy Management Scholarship with the purpose of supporting Dairy Farm Management students. The Committee unanimously recommends to the full Board the approval of the endowment as set forth in the following resolution.

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VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Establishment of Endowment

- WHEREAS, Policy 412 requires Board of Trustees approval for all new endowment and quasi-endowment funds before being established and receiving investments; and
- WHEREAS, Vermont Technical College, has submitted the following proposal to establish a new endowment; and
- WHEREAS, The VSC Finance & Facilities Committee has appropriately reviewed the current endowment proposal and recommends it to the full Board; therefore, be it
- RESOLVED, That the Vermont State Colleges Board of Trustees hereby establishes the following new endowment titled, in the amount, and for the specific purpose as indicated:
- Vermont Technical College: Warren E. Preston Dairy Management Scholarship in the amount of \$15,432.87 for a Vermont resident pursuing a Dairy Farm Management degree and planning to remain in Vermont as a farmer.

February 13, 2016

b. Tuition, Fees, Room & Board Rates for the 2016-2017 Academic Year

At its January 13, 2016 meeting the Finance and Facilities Committee reviewed and discussed the Chancellor's recommendation for tuition rates for the 2016-2017 academic year. Background materials for the discussion can be found in the [meeting materials](#) for this Committee meeting. Details of the discussion can be found in the [minutes of the meeting](#), following this agenda item.

By a vote of four in favor and three against, the Committee recommends to the full Board the proposed tuition rates as set forth in the following resolution and attached spreadsheet.

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VERMONT STATE COLLEGES

BOARD OF TRUSTEES

RESOLUTION

Tuition, Fees, Room & Board Rates for the 2016-2017 Academic Year

- WHEREAS, Students, their families, and the colleges all require and deserve timely and accurate information to plan for 2016-2017 academic college costs and budgets; and
- WHEREAS, The Finance and Facilities Committee has reviewed student tuition, fees, room and board information presented for the Vermont State Colleges, has discussed the 2016-2017 Academic Year rate request by VSC management, and endorses the approval of the proposed rates to the full Board; therefore be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges establishes for the 2016-2017 Academic Year the following tuitions, fees, room and board rates.

February 13, 2016

VERMONT STATE COLLEGES
Tuition, Fees, Room & Board Rates for FY2017

1/13/16

TUITIONS:**UNDERGRADUATE TUITION**

	FY2017	\$ Change	% Change	FY2016	\$ Change	% Change	FY2015
COMMUNITY COLLEGE OF VERMONT							
Per-Credit Hour Rate:							
Vermonters	253	7	2.85%	246	7	2.93%	239
Non-Vermonters	506	14	2.85%	492	14	2.93%	478
NEBHE (150% Vermonters rate)	380	10	2.70%	370	11	3.06%	359
International (Non Vermonters rate)	506	14	2.85%	492	14	2.93%	478
CASTLETON UNIVERSITY							
Full time rate:							
Vermonters	10,248	0	0.00%	10,248	480	4.91%	9,768
Non-Vermonters	25,656	0	0.00%	25,656	1,224	5.01%	24,432
NEBHE (150% Vermonters rate)	15,408	0	0.00%	15,408	744	5.07%	14,664
International (150% Vermonters rate)	15,408	0	0.00%	15,408	744	5.07%	14,664
Per-Credit Hour Rate							
Vermonters	427	0	0.00%	427	20	4.91%	407
Non-Vermonters	1,069	0	0.00%	1,069	51	5.01%	1,018
NEBHE (150% Vermonters rate)	642	0	0.00%	642	31	5.07%	611
International (150% Vermonters rate)	642	0	0.00%	642	31	5.07%	611
Summer Sessions							
Vermonters	427	0	0.00%	427	20	4.91%	407
Non-Vermonters (150% Vermonters rate)	642	0	0.00%	642	31	5.07%	611
NEBHE (150% Vermonters rate)	642	0	0.00%	642	31	5.07%	611
International (150% Vermonters rate)	642	0	0.00%	642	31	5.07%	611
Nursing:							
Full time rate:							
Vermonters	13,320	0	0.00%	13,320	624	4.91%	12,696
Non-Vermonters	28,728	0	0.00%	28,728	1,368	5.00%	27,360
NEBHE (150% Vermonters rate)	20,016	0	0.00%	20,016	960	5.04%	19,056
International (150% Vermonters rate)	20,016	0	0.00%	20,016	960	5.04%	19,056
Per-Credit Hour Rate							
Vermonters	555	0	0.00%	555	26	4.91%	529
Non-Vermonters	1,197	0	0.00%	1,197	57	5.00%	1,140
NEBHE (150% Vermonters rate)	834	0	0.00%	834	40	5.04%	794
International (150% Vermonters rate)	834	0	0.00%	834	40	5.04%	794
Summer Sessions							
Vermonters	555	0	0.00%	555	26	4.91%	529
Non-Vermonters (150% Vermonters rate)	834	0	0.00%	834	40	5.04%	794
NEBHE (150% Vermonters rate)	834	0	0.00%	834	40	5.04%	794
International (150% Vermonters rate)	834	0	0.00%	834	40	5.04%	794
JOHNSON STATE COLLEGE							
Full time rate:							
Vermonters	10,224	240	2.40%	9,984	384	4.00%	9,600
Non-Vermonters	22,680	0	0.00%	22,680	1,080	5.00%	21,600
NEBHE (150% Vermonters rate)	15,336	360	2.40%	14,976	576	4.00%	14,400
International (Non Vermonters rate)	22,680	0	0.00%	22,680	1,080	5.00%	21,600
Per-Credit Hour Rate							
Vermonters	426	10	2.40%	416	16	4.00%	400
Non-Vermonters	945	0	0.00%	945	45	5.00%	900
NEBHE (150% Vermonters rate)	639	15	2.40%	624	24	4.00%	600
International (Non Vermonters rate)	945	0	0.00%	945	45	5.00%	900
Summer Sessions							
Vermonters	426	10	2.40%	416	16	4.00%	400
Non-Vermonters (150% Vermonters rate)	639	15	2.40%	624	24	4.00%	600
NEBHE (150% Vermonters rate)	639	15	2.40%	624	24	4.00%	600
International (150% Vermonters rate)	639	15	2.40%	624	24	4.00%	600

LYNDON STATE COLLEGE**Full time rate:**

Vermont	10,224	240	2.40%	9,984	288	2.97%	9,696
Non-Vermont	21,912	528	2.47%	21,384	624	3.01%	20,760
NEBHE (150% Vermont rate)	15,336	360	2.40%	14,976	432	2.97%	14,544
International (Non Vermont rate)	21,912	528	2.47%	21,384	624	3.01%	20,760

Per-Credit Hour Rate

Vermont	426	10	2.40%	416	12	2.97%	404
Non-Vermont	913	22	2.47%	891	26	3.01%	865
NEBHE (150% Vermont rate)	639	15	2.40%	624	18	2.97%	606
International (Non Vermont rate)	913	22	2.47%	891	26	3.01%	865

Summer Sessions

Vermont	426	10	2.40%	416	12	2.97%	404
Non-Vermont (150% Vermont rate)	639	15	2.40%	624	18	2.97%	606
NEBHE (150% Vermont rate)	639	15	2.40%	624	18	2.97%	606
International (150% Vermont rate)	639	15	2.40%	624	18	2.97%	606

VERMONT TECHNICAL COLLEGE**Full time rate:**

Vermont	12,960	504	4.05%	12,456	600	5.06%	11,856
Non-Vermont	24,792	960	4.03%	23,832	1,128	4.97%	22,704
NEBHE (150% Vermont rate)	19,440	768	4.11%	18,672	888	4.99%	17,784
International (Non Vermont rate)	28,488	4,656	19.54%	23,832	1,128	4.97%	22,704

Rates for Part-Time & Extra Credits over 12

Vermont	540	21	4.05%	519	25	5.06%	494
Non-Vermont	1,033	40	4.03%	993	47	4.97%	946
NEBHE (150% Vermont rate)	810	32	4.11%	778	37	4.99%	741
International (Non Vermont rate)	1,187	194	19.54%	993	47	4.97%	946

Summer Sessions

Vermont	540	21	4.05%	519	25	5.06%	494
Non-Vermont (150% Vermont rate)	810	32	4.11%	778	37	4.99%	741
NEBHE (150% Vermont rate)	810	32	4.11%	778	37	4.99%	741
International (Non Vermont rate)	1,187	194	19.54%	993	47	4.97%	946

Dental Hygiene:**Full time rate:**

Vermont	16,224	624	4.00%	15,600	744	5.01%	14,856
Non-Vermont	25,392	984	4.03%	24,408	1,152	4.95%	23,256
NEBHE	24,336	5,016	25.96%	19,320	912	4.95%	18,408
International (Non Vermont rate)	29,088	4,680	19.17%	24,408	1,152	4.95%	23,256

Per-Credit Hour Rate

Vermont	676	26	4.00%	650	31	5.01%	619
Non-Vermont	1,058	41	4.03%	1,017	48	4.95%	969
NEBHE	1,014	209	25.96%	805	38	4.95%	767
International (Non Vermont rate)	1,212	195	19.17%	1,017	48	4.95%	969

Summer Sessions

Vermont	676	26	4.00%	650	31	5.01%	619
Non-Vermont	1,014	209	25.96%	805	38	4.95%	767
NEBHE	1,014	209	25.96%	805	38	4.95%	767
International (Non Vermont rate)	1,212	195	19.17%	1,017	48	4.95%	969

Nursing:**Full time rate:**

Vermont	13,608	528	4.04%	13,080	624	5.01%	12,456
Non-Vermont	28,728	4,320	17.70%	24,408	1,152	4.95%	23,256
NEBHE	20,424	1,104	5.71%	19,320	912	4.95%	18,408
International (Non Vermont rate)	32,424	8,016	32.84%	24,408	1,152	4.95%	23,256

Per-Credit Hour Rate

Vermont	567	22	4.04%	545	26	5.01%	519
Non-Vermont	1,197	180	17.70%	1,017	48	4.95%	969
NEBHE	851	46	5.71%	805	38	4.95%	767
International (Non Vermont rate)	1,351	334	32.84%	1,017	48	4.95%	969

Summer Sessions

Vermont	567	22	4.04%	545	26	5.01%	519
Non-Vermont	851	46	5.71%	805	38	4.95%	767
NEBHE	851	46	5.71%	805	38	4.95%	767
International (Non Vermont rate)	1,351	334	32.84%	1,017	48	4.95%	969

Online:**Full Time Rate:**

All Students	12,960
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Per-Credit Hour Rate

All Students	540
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GRADUATE TUITION

	FY2017	\$ Change	% Change	FY2016	\$ Change	% Change	FY2015
CASTLETON UNIVERSITY							
Full time rate (up to 12 credits):							
Vermont	9,900	0	0.00%	9,900	0	0.00%	9,900
Non-Vermont	14,400	0	0.00%	14,400	0	0.00%	14,400
Rates for Part-Time & Extra Credits over 12							
Vermont	550	0	0.00%	550	0	0.00%	550
Non-Vermont	800	0	0.00%	800	0	0.00%	800
Summer Sessions							
Vermont	550	0	0.00%	550	0	0.00%	550
Non-Vermont	800	0	0.00%	800	0	0.00%	800
JOHNSON STATE COLLEGE							
Full time rate (up to 12 credits):							
Vermont	13,200	312	2.42%	12,888	624	5.09%	12,264
Non-Vermont	19,200	(8,592)	-30.92%	27,792	1,320	4.99%	26,472
Rates for Part-Time & Extra Credits over 12							
Vermont	550	13	2.42%	537	26	5.09%	511
Non-Vermont	800	(358)	-30.92%	1,158	55	4.99%	1,103
Summer Sessions							
Vermont	550	13	2.42%	537	26	5.09%	511
Non-Vermont (150% Vermont rate)	825	20	2.48%	805	38	4.95%	767
LYNDON STATE COLLEGE							
Full time rate (up to 12 credits):							
Vermont	12,984	312	2.46%	12,672	600	4.97%	12,072
Non-Vermont	27,312	0	0.00%	27,312	1,296	4.98%	26,016
NEBHE (150% Vermont rate)	19,488	456	2.40%	19,032	912	5.03%	18,120
International (Non Vermont rate)	27,312	0	0.00%	27,312	1,296	4.98%	26,016
Rates for Part-Time & Extra Credits over 12							
Vermont	541	13	2.46%	528	25	4.97%	503
Non-Vermont	1,138	0	0.00%	1,138	54	4.98%	1,084
NEBHE (150% Vermont rate)	812	19	2.40%	793	38	5.03%	755
International (Non Vermont rate)	1,138	0	0.00%	1,138	54	4.98%	1,084
Summer Sessions							
Vermont	541	13	2.46%	528	25	4.97%	503
Non-Vermont (150% Vermont rate)	812	19	2.40%	793	38	5.03%	755
NEBHE (150% Vermont rate)	812	19	2.40%	793	38	5.03%	755
International (150% Vermont rate)	812	19	2.40%	793	38	5.03%	755
VERMONT TECHNICAL COLLEGE							
Full time rate (up to 12 credits):							
Vermont	16,200	n/a	n/a	n/a	n/a	n/a	n/a
Non-Vermont	30,990	n/a	n/a	n/a	n/a	n/a	n/a
NEBHE (150% Vermont rate)	24,300	n/a	n/a	n/a	n/a	n/a	n/a
International (Non Vermont rate)	35,615	n/a	n/a	n/a	n/a	n/a	n/a
Rates for Part-Time & Extra Credits over 12							
Vermont	675	n/a	n/a	n/a	n/a	n/a	n/a
Non-Vermont	1,291	n/a	n/a	n/a	n/a	n/a	n/a
NEBHE (150% Vermont rate)	1,013	n/a	n/a	n/a	n/a	n/a	n/a
International (Non Vermont rate)	1,484	n/a	n/a	n/a	n/a	n/a	n/a
Summer Sessions							
Vermont	675	n/a	n/a	n/a	n/a	n/a	n/a
Non-Vermont (150% Vermont rate)	1,013	n/a	n/a	n/a	n/a	n/a	n/a
NEBHE (150% Vermont rate)	1,013	n/a	n/a	n/a	n/a	n/a	n/a
International (150% Vermont rate)	1,013	n/a	n/a	n/a	n/a	n/a	n/a

**VERMONT STATE COLLEGES
FEES, ROOM and BOARD RATES**

	<u>FY2017</u>	<u>\$ Change</u>	<u>% Change</u>	<u>FY2016</u>	<u>\$ Change</u>	<u>% Change</u>	<u>FY2015</u>
INDIVIDUAL SERVICE FEES							
<u>Set by Board</u>							
Application	49	1	2.08% all	48	1	2.13% all	47
Graduation	95	3	3.26% all	92	3	3.37% all	89
Late Registration	62	2	3.33% all	60	2	3.45% all	58
Student Activity Fee	270	8	3.05% /yr	262	8	3.15% /yr	254
Change of Program or Course (after normal drop/add period)	24	1	4.35% all	23	1	4.55% all	22
CSC Facilities Fee	796	24	3.11% /yr	772	22	2.93% /yr	750
JSC Facilities Fee	796	24	3.11% /yr	772	22	2.93% /yr	750
LSC Facilities Fee	796	24	3.11% /yr	772	22	2.93% /yr	750
VTC Facilities Fee	796	24	3.11% /yr	772	22	2.93% /yr	750
<u>Set by Colleges</u>							
Orientation/Basic Skills Testing/Assessment							
Course Fees							
Partial Payment							
Penalty Fees							
							(can be adjusted for inflation as necessary)
ROOM RATES:							
Double Room	5,948	174	3.01% /yr	5,774	169	3.01% /yr	5,606
Premium for a Single Room	1,586	46	2.99% /yr	1,540	46	3.08% /yr	1,494
Reduction for Tripling	(608)	(19)	3.22% /yr	(590)	(17)	2.96% /yr	(574)
Single Room Suite	8,286	243	3.02% /yr	8,044	234	3.00% /yr	7,810
BOARD RATES:							
Gold Plan/unlimited meals with \$100/yr in DB	4,040	118	3.01% /yr	3,922	114	2.99% /yr	3,808
Base plan/12 meals/wk with \$150/yr in DB	3,890	114	3.02% /yr	3,776	110	3.00% /yr	3,666
8 meals/wk with \$220/yr in DB	3,740	111	3.06% /yr	3,630	106	3.01% /yr	3,524

c. Minutes of the January 13, 2016 Finance and Facilities Committee Meeting

Unapproved minutes of the Finance & Facilities Committee meeting Wednesday, January 13, 2016

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 January 13, 2016 at the Chancellor's Office in Montpelier.

Committee members present: Jerry Diamond, Church Hindes (Chair), Tim Jerman, Bill Lippert, Chris Macfarlane (Vice-Chair), Linda Milne, Martha O'Connor (by phone), Aly Richards

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

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

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

From the Colleges: Amanda Chaulk, VT Tech Director of Marketing
Dwight Cross, VT Tech Director of Admissions
Loren Loomis Hubbell, LSC Dean of Administration
Barbara Martin, CCV Dean of Administration
Andy Myrick, VTC, VSCFF
Sharron Scott, JSC Dean of Administration
Lit Tyler, VTC Dean of Administration
Beth Walsh, JSC, VSCUP

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Items for Discussion and Action

Chair Hindes called the meeting to order at 2:05 p.m. He welcomed newly appointed Trustee Aly Richards, and new VSC Chief Financial Officer Steve Wisloski. The agenda was rearranged so Item B.1. would be the last item of business.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the December 2, 2015 Finance & Facilities Committee Special Meeting

Trustee Milne moved and Trustee Diamond seconded the minutes. The minutes were approved unanimously.

2. Establishment of Endowment

Trustee Diamond moved and Trustees Milne seconded the resolution. The Committee approved the resolution unanimously.

B. ITEMS FOR INFORMATION, DISCUSSION, AND POSSIBLE ACTION

1. FY2017 Tuition Discussion

This item was moved to the end of the agenda.

2. Legislative Update

Director of External & Governmental Affairs Tricia Coates informed the Committee that January 20th will be VSC legislative day at the State House. On January 27th the Chancellor will give testimony before the House Appropriations Committee. At his State of the State address the Governor proposed an initiative to support college degree completion for first generation Vermont students in two parts:

- In the Step Up program young working age adults would attend CCV and obtain a Governor's Career Readiness Certificate. Students would receive advising and support as well, and upon completion of the program would be eligible to take five free courses.
 - A support and incentive payment for both the VSC and UVM for every first generation Vermonter who graduates. Each institution would receive a set amount of funds per first generation graduate to be directed to student support.
-

Items for Discussion and Action

Currently Ms. Coates is watching 49 bills of interest to VSC in the State House. She also informed the Committee about two new information documents being prepared by the Chancellor's Office: the annual VSC impact statement and performance indicators.

3. Update on Ongoing VSC Construction

VSC Director of Facilities Dick Ethier updated the Committee on current construction projects around VSC campuses, including solar projects. At Trustee Masland's request Mr. Ethier explained the VSC is purchasing kilowatt hours from solar projects. The solar credits for the CCV and VTC projects will remain with the solar developers. The LSC project is negotiating for the solar credits at this time.

4. Review Capital Projects Report

This agenda item was not discussed.

C. ITEMS FOR INFORMATION ONLY

1. Monthly Grant Activity Report

This agenda item was not discussed.

Chancellor Spaulding provided the Committee with an update on the planning for the VSC Hall of Fame event. Trustee Masland suggested in the future the system also recognize students who persist to get degrees after long time.

1. FY2017 Tuition Discussion

The Committee returned to the topic of Item B1. Chair Hinderes reminded the Committee that the Board requested at its December meeting that they review and discuss the potential for a 2017 tuition increase and bring it a report of its consideration to the full Board at its February meeting. He suggested the Committee consider this item alongside several additional important conversations: results of the first half and projections for the second half of the current fiscal year; the adoption of the 2017 budget; the setting of 2018 tuition; and the facilities needs of the colleges.

Items for Discussion and Action

To accommodate the work ahead, the next Finance & Facilities Committee meeting is scheduled for April 27th. There will need to be another meeting of the Committee before then which Chancellor's Office staff will coordinate.

Chancellor Spaulding emphasized that, when it comes to tuition levels, it would be sensible to consider each institution on its own—each college's situation is different. He reviewed his 2017 tuition recommendations to the Committee:

0% increase for Castleton University, 3% for CCV, 2.5% for Johnson State and Lyndon State, and 4% for Vermont Tech.

Chief Financial Officer Steve Wisloski reviewed the data included in the meeting materials:

- *VSC enrollment and Vermont population trends* Mr. Wisloski noted the decline in college-age students currently in Vermont, and that it is projected to continue to decline for the next several years. President Bertolino reminded the Committee that a decline in enrollment in one year is a problem that persists for 4-5 years and can be compounded by large graduating classes; even if entering enrollment grows substantially, large graduating classes can hold overall growth flat.
 - *FY2017 budget deficit projections* Chair Hinde stated that state appropriations, enrollment, and tuition revenue are three revenue sources which, if adjusted positively, would make a difference in projected deficits. Obligated contractual expenses and non-contractual obligations are costs that can also affect projections. Trustee Diamond noted that additional "other revenue" sources can also affect projections positively. Chair Hinde stated that the chart will be updated with projections for the second half of FY2016 when they become available.
 - *Projected impact on loan covenants* Mr. Wisloski reviewed the projections of the impact a 0% tuition increase on the loan covenant calculation that must be represented annually to TD Bank. In FY2015 net income was -\$10.3M, reflected in a coverage ratio of 1.48 to 1. The requirement under the covenant is a ratio of 1 to 1. The addition of a \$7.4M deficit coupled with a 0% increase for the five colleges would result in a ratio of 0.76, which would be inconsistent with the loan covenant. Trustee Diamond stated the situation may be more a noncompliance risk than a default and requested clarification of what the VSC's covenants actually state. Trustee Jerman asked for clarification of the key terms and their implications.
 - *Dollar impacts on students and revenue* Mr. Wisloski shared the incremental cost to students of a projected tuition increase. Trustee Macfarlane noted that these amounts compound over time having a significant impact on students. Trustee Milne added the figures do not include increases in room board, books and other costs. Trustee Simone noted that a 0% increase in FY2017 would likely result in a significantly higher tuition increase in FY2018 that would have a negative impact on students. Trustee Macfarlane noted the impact of an increase is
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Items for Discussion and Action

particularly significant for first generation and low income students. Trustee Hannum stated that the cost is significant initially but the end result of obtaining a degree is far more positive.

- *The number of additional student enrollments needed to balance a 0% tuition increase* Mr. Wisloski explained that the figures for CCV represent additional course enrollments, compared to the additional number of in-state students for the other colleges. The chart on the top of page 15 assumes the adoption of tuition increases, which would lower the number of enrollments needed from 592 to 440. The tuition rate for JSC is blended whereas LSC's increase would be across the board. Trustee Lippert clarified that if increases were adopted the system would still have a deficit given the current assumptions. President Bertolino stated that LSC would still have an enrollment gap if it gained 77 students because it will graduate a large class. He acknowledged Castleton University's success with auxiliary revenues and reminded the Committee that the other colleges are working very hard to add to their auxiliary revenues as well, but each college's situation is quite different.
- *Average net annual cost of attendance* Chief Academic Officer Yasmine Ziesler reviewed the new national scorecard from the United States Department of Education on the net in-state expense of attending college. The figures in the chart are net of other kinds of aid except loans. Mr. Wisloski pointed out that LSC and JSC both have a relatively low cost of attendance and that Castleton, CCV, and VTC are very competitive with other similar institutions. Trustee Richards suggested considering scholarships, for when working correctly a scholarship system does help low income students. Trustee Milne noted that sticker price can be a barrier for low income families. President Judy stated that CCV emphasizes working closely with middle school and high school students and those for whom traditional marketing doesn't work. This work of relationship building is labor intensive and expensive. Trustee Richards suggested this data identifies two ideas for long term policy changes: pursuing a discussion with VSAC on ways to address sticker shock; and aggressively pursuing the population of high school graduates who do not continue on to college.

Chancellor Spaulding invited the Committee to request any additional meaningful information they or the Board might need to consider the question. He informed the Committee that the information about the system he has now is significantly different from what he had a year ago. He and the Board now know the projected deficits are significant, and better appreciate that it takes a while to resolve them. Unknowns last January included how much enrollment would change, what the level of state support would be, and how much belt tightening has occurred on the campuses. It was acknowledged that there have been significant cuts in staff and expenses in recent years. All better understand now that each individual college's financial picture is different, as are their needs. The recommended increases for each college are based on each college's particular situation. Given the value of a college degree, tuition increases in the long run should not put students in a negative position; however, continued cuts will affect our

Items for Discussion and Action

colleges' quality. The Chancellor's Office contracted with AGB on the topic of increasing revenue. It will take time to achieve improved revenue and will require investment by the Board to improve competitiveness. Chancellor Spaulding stated he cannot in good faith not follow through with the recommendation he is making to the Board. Trustee Milne stated that, in her opinion, the information had not changed significantly in the last year.

Trustee Lippert moved and Trustee Jerman seconded a motion to recommend to the Board the resolution *Tuition, Fees, Room & Board Rates for the 2016-2017 Academic Year*. The Committee continued to discuss the resolution. Trustee Simone left the meeting.

Committee members and other trustees engaged in an extended wide-ranging discussion of the merits and particulars of the Chancellor's recommendation.

Trustee Macfarlane requested the vote be recorded. Results:

In favor: Trustees Lippert, Jerman, Richards, Hindes

Against: Trustees Milne, Diamond, Macfarlane

The meeting adjourned at 4:35 p.m.

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5. Report of the Long Range Planning Committee

a. Approval of Proposed Strategies to Achieve Board Priorities

At its January 7, 2016 meeting, the Long Range Planning Committee approved a motion to adopt and recommend to Board of Trustees the “Six Priorities to Support the Mission of the Vermont State Colleges,” including any final revisions provided by the Chancellor’s Office. This final version is attached for the Board’s consideration and approval.

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Six Priorities to Support the 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.

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

*Strategy 1.a. Provide effective leadership and advocacy, with partners, on the urgent need to increase postsecondary affordability and attainment **while sustaining program quality.***

Strategy 1.b. Expand strategies (e.g. Introduction to College Studies, dual enrollment, “try a major” events) targeted at current populations of high school students who are not continuing with postsecondary education.

Strategy 1.c. Expand existing and create additional flexible academic pathways into and through our degree programs, including providing meaningful certificates and associate degrees.

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

Strategy 2.a. Implement degree maps to create clear curriculum paths to graduation.

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

Strategy 2.c. Develop multiple delivery models for degree completion, including online, connected classrooms, and flexible schedule options.

Strategy 2.d. Continue to increase comprehensive and strategic approaches to student support services.

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

*Strategy 3.a. Create a positive brand at the VSC system level that supports the unique characteristics of each college **and is rooted in the sustained quality of the academic experience.***

Strategy 3.b. Continue to improve technological and physical infrastructure.

Strategy 3.c. Enhance relationships with school counselors statewide.

Strategy 3.d. Establish VSC celebration and support of academic excellence (e.g. VSC Hall of Fame).

4) Serve well more working age Vermonters.

Strategy 4.a. Improve and expand flexible and online delivery of programs across the VSC to increase number of degree programs available to students statewide.

Strategy 4.b. Work with employers on needs assessment and flexibility of delivery.

Strategy 4.c. Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.

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

Strategy 5.a. In addition to maximizing productive collaboration and integration across the entire system, develop strategic alliances between Johnson and Lyndon State Colleges, as well as Vermont Technical College and Community College of Vermont, intended to complement and/or supplement their individual strengths and weaknesses.

Strategy 5.b (Also 4c.) 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 ensure institutional stability and explore financial incentives that support collaboration and system interconnectedness.

Strategy 5.c. Reduce transferability and course-sharing barriers to expand the diversity of student academic and co-curricular learning opportunities.

6) Increase state financial support and other supplemental revenues.

Strategy 6.a. More effectively advocate for state support.

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

Strategy 6.c. Collaborate on shared fundraising resources.

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Six Priorities to Support the Mission of the Vermont State Colleges

- 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, At its December 3, 2015 meeting the Board approved revised mission and vision statements to better reflect this new direction; and
- WHEREAS, The Long Range Planning Committee identified six strategic priorities to support the mission of the VSC system; and
- WHEREAS, Chancellor's Office staff, presidents, faculty, and staff contributed to the development of specific strategies to accomplish these priorities; and
- WHEREAS, The Long Range Planning Committee recommends the attached Six Priorities to Support the Mission of the Vermont State Colleges; therefore, be it
- RESOLVED, That the Board of Trustees hereby adopts the Six Priorities to Support the Mission of the Vermont State Colleges as attached.

February 13, 2016

b. Minutes of the January 7, 2016 Long Range Planning Committee Meeting

Unapproved minutes of the Long Range Planning Committee meeting Thursday, January 7, 2016

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, January 7, 2016 at the Office of the Chancellor in Montpelier, Vermont.

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

Absent: Kraig Hannum

From the Chancellor's Office: Tricia Coates, Director of Governmental & External Affairs
Dianne Pollak, Chief Information Officer
Bill Reedy, General Counsel
Nancy Shaw, Director of Human Resources
Elaine Sopchak, Executive Assistant to the Chancellor
Jeb Spaulding, Chancellor
Steve Wisloski, Incoming Chief Financial Officer
Yasmine Ziesler, Chief Academic & Academic Technology Officer

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

From the Colleges: Scott Dikeman, Castleton University Dean of Administration
Loren Loomis Hubbell, LSC Dean of Administration
Barbara Martin, CCV Dean of Administration
Lit Tyler, VT Tech Dean of Administration
Sharron Scott, JSC Dean of Administration

Chair Diamond called the meeting to order at 9:35 a.m.

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A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the November 5, 2015 Meeting

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

B. ITEMS FOR INFORMATION AND DISCUSSION

5. Review of proposed strategies to achieve the following Board-approved priorities:

- a. Increase the continuation rate of high school students on to postsecondary education.
- b. Improve the retention and graduation rates at our colleges and university.
- c. Become a more attractive destination for Vermont high school graduates.
- d. Serve well more working age Vermonters.
- e. Operate as a more integrated system to expand student opportunities and achieve operational efficiencies.
- f. Increase State financial support and other supplemental revenues.

Chancellor Spaulding provided the background of the process leading to the development of the strategies recommended to the Board. CAO Ziesler explained the rationale for the recommendations: they reflect areas of clear consensus and good thinking among faculty and staff; they are priorities where individual colleges have strategies to contribute; and they are priorities that contribute to systemness. The recommendations include actions in progress as well as aspirational strategies. VT Tech President Smith requested that all of the strategies, particularly numbers 1 and 3 emphasize quality and the investments necessary to sustain quality. Trustee Luneau recommended working more closely with high schools by using their facilities and teaching college level courses at high schools. President Judy reminded the Committee that there are many dual enrollment courses being offered in high schools throughout the state.

Trustee Dickinson shared that she is hearing concerns about the cost of developing ILPs (Individual Learning Plans, as set forth in Act 77) for students who will eventually take dual enrollment courses. She reminded the Committee that VSC institutions educate many teachers and high quality programs are necessary to ensure these teachers can properly teach students to prepare them to get to college, particularly in STEM subjects.

Chancellor Spaulding suggested any further suggestions be submitted within the next week. The Committee would then review them one more time, and then recommend them to the Board for adoption in February. He also recommended that the Board review the strategic priorities at annual retreats, using them as benchmarks to assess progress. Trustee Luneau requested that

Items for Discussion and Action

progress on achieving the priorities be reported regularly at meeting. Chancellor Spaulding stated that over time he will report back to the Committee what action steps have been taken to fulfill the strategies; it is a priority-setting document to guide the Chancellor's Office and colleges in their everyday work. Trustee Hindes clarified that the Committee should not approve individual action steps.

Chair Diamond proposed a motion that the Committee adopt and recommend to Board of Trustees the strategic priorities outlined pursuant to the goals, including future edits regarding quality. Trustee Luneau moved as such and Trustee Jerman seconded. Trustee Hindes emphasized that the strategies will evolve. The Committee approved the motion unanimously.

6. Presidents present strategic analysis of future facilities needs and whether the existing facilities are well matched to meet the changing needs of student bodies and changing teaching methodologies.

Castleton University President Dave Wolk stated that what he will report goes beyond deferred maintenance and usual equipment needs. The University has both on- and off-campus facilities needs. In Rutland they are looking at student housing options, as there are many recent entrepreneurial ventures with Castleton Downtown and the Rutland Economic Development Corporation. This is also due to the tuition freeze; they must make up for lost revenue by expanding enrollment and the entrepreneurial ventures and so will need student housing downtown. They are considering moving the virtual hospital downtown or elsewhere in Rutland. Spartan Dome is bogged down in the permitting process and may need to locate it elsewhere. President Wolk summarized that there are four Rutland-based, off-campus future considerations: housing, expansion of existing areas, virtual hospital, Spartan dome.

On campus, Castleton is in need of new science labs and a renovation to the science department. In recent years they have added a chemistry major, a lecture hall, and a greenhouse. Now there is a need for lab upgrades. These upgrades would result in relocating other departments. President Wolk estimated the cost of these projects to be approximately \$3.6M. They are currently increasing outreach for support but it is difficult to fund bricks and mortar projects. They are planning to renovate Wright House. They are also planning a significant interior renovation of the fine arts center. Castleton raised ~\$1.1M in 2004 to refurbish the theater and some of the fine arts center, but the music, theater, and visual arts departments need both attention and relocation. The cost of this renovation is estimated to be between \$1-2M.

President Wolk stated that Castleton and CCV are holding conversations regarding more collaboration. Trustee Hindes asked whether upgrades to smart classrooms are included in current funding. President Wolk answered that those kinds of upgrades are included as ongoing equipment costs.

Items for Discussion and Action

Chancellor Spaulding reminded the Committee of the projected population decreases as outlined in the meeting materials. President Wolk stated that the undergrad population will grow a little but needed growth has to occur at the graduate level. These programs not expensive to run; they are hybrid programs with brief residencies and online instruction which does not tax facilities. The colleges must also focus on competition. Trustee Luneau noted that out of state online institutions are offering graduate programs in Vermont. President Wolk reminded the Committee that the Castleton Center for Schools is in every county of Vermont. Chancellor Spaulding pointed out other VSC colleges are expanding to out of state venues as well, like Lyndon State's new program with Northern Essex Community College in Massachusetts.

President Smith reminded the Committee of VT Tech's recent investments to replace VIT with alternate modalities, some done in tandem with other VSC schools, and some with tech centers. There are VT Tech classrooms across the state. This reflects an approximately \$400K investment by the college over the last eight months. A 500kw solar installation is currently breaking ground that will bring the campus close to net zero. In the near term they are completing a strategic investment in advanced manufacturing. They have received \$420K in commitments toward the necessary match to obtain an additional \$500K from the state.

Recent audits to the chemistry lab in Randolph reveal risk and needed improvements. Residential Capacity in Williston is oversubscribed, driven by aviation and nursing programs. They are considering a mixed use residential/office building on Route 2, which would open up space in the existing classrooms. Currently the college uses alternative housing for 20 students. They also need to upgrade science labs in Williston.

In Randolph investment needs to be made in student living spaces, improving bathrooms, floors, and making the dorms more attractive to students. VT Tech's nursing simulators are reaching the end of their useful life of five years. Replacing the current simulators would cost \$450K; upgrading to newer models would cost \$770K (both over time). There is a revenue possibility in engaging employers to send staff to practice on VT Tech's simulators. They would like to expand the vet tech space into space previously used by VIT. The diesel/auto tech program enrollment is ticking up; they have reduced leased space by 1/3 and are exploring how to bring the program entirely back on campus. A low cost high strategy opportunity they are pursuing is improving a 600-acre recreation trail by adding fitness stations and additional trails working with construction management students.

Chair Diamond mentioned the low summer usage of the Williston campus, and the effect of summer courses at CCV on the campus, and noted that the Williston campus seems poised for great growth. He asked if President Smith has given any thought to a redesign of campus or relocation to a better facility. President Smith replied that this would require a \$15-20M commitment, and that it could be built into a strategic planning process. It seems more realistic to

Items for Discussion and Action

gradually build the mixed use building and over time improve the current building. Trustee Hindes stated he would like to look at VTC 2025, and understand what the program and capacity needs would be for that campus by then. He suggested that the nursing labs could be leased out for private use.

CCV President Joyce Judy stated that the college owns four and leases eight locations. Over time CCV went from evening spaces to daytime spaces as student needs changed. Thirty percent of courses are online, and the college needs always to be nimble and responsive. For that purpose CCV currently has 5-year leases as opposed to 10-year. The four owned buildings are in relatively good shape and there is no deferred maintenance due to disciplined saving. CCV's need is for virtual spaces, both academic and administrative.

With approximately 300 classes online every semester, online is CCV's largest growth area. CCV's IT system is also the VSC system's IT. Faculty and student expectations are that the technology offered is always cutting edge. The learning management platform must be cutting edge; it is an extremely competitive arena. One edge CCV benefits from is very small course sizes. The current data management system is very clunky. It must be quicker and more intuitive. It is difficult to register online, and video capture for faculty is difficult. This is a very expensive area but one that must be investigated. CCV's recent investment of \$100K in voiceover IP allowed CCV this year to cut phone expense by 50%. Moving to virtual desktops has also lowered costs. Chancellor Spaulding stated that system level IT is strengthening but it is going to require a team effort. The Chancellor's Office will complete an IT strategic plan by the end of this year. President Judy added another niche for CCV is that students mostly take a combination of online and onsite courses because they prefer the personal contact other online programs don't offer.

Johnson State College President Elaine Collins displayed images of needed capital improvements and stated these projects are based in four assumptions. The first assumption is to identify the arts as a strength of Johnson State; this is an assumption also supported by the recent report from AGB. The second assumption is the college will make its brand more overt, particularly in the on-campus experience. The third assumption is the college will address innovations in teaching and learning. The fourth assumption is that the college will create foreground spaces with revenue generating potential. Future projects focus on Mineart Athletic Fields, Willey Library, Dibden Center for Arts, and McClellan Hall. It will be important to ensure all campus spaces are connected.

Items for Discussion and Action

Dibden is a state performing arts space but has had no renovations in decades. It has only one classroom and needs an addition. Proposed renovations include: HVAC system, lighting, seating, restrooms. An addition would include a black box theater, ensemble room, more practice rooms, dance practice rooms, and a path from Dibden to McClellan to further connect the campus. The estimated cost for this project is \$7M.

McClellan Hall is the most utilized space on campus. It has not been renovated since the 1940s. There is no collaborative space. They would renovate for more openness, clear entry, and space conducive to modern instruction. They are considering adding a facility as an extension of the counseling program potentially to offer counseling services to the surrounding county; this would also provide training for students. Estimated cost of this project is \$2-3M.

Plans for Willey Library are based on the fact that being a learning and information commons is the new direction of libraries. Renovations to Willey Library would bring it into alignment with modern pedagogy. The JSC brand is that it is the premier place to study and learn—Willey Library will be the academic hub of the campus. Projected cost for this renovation is \$750K-\$1.1M.

The Mineart Athletic Field is currently an open field. Athletics is an important way to recruit and retain students. Incoming students want something that at least looks like their high school environment. This project would be a revenue generating space as there is nothing like it in Lamoille County. Projected improvement cost is \$4-5M.

In addition, Johnson State is in the process of building group of donors to establish a ski feature for the college.

Lyndon State College President Joe Bertolino stated that the college has a facilities master plan and would be glad to share it with the group. LSC's curriculum is rooted in a liberal arts core with experiential education and professional studies components, and facilities needs reflect that. Also, the residential component is extremely important because 46% of students are out of state. Of those, 25% are in a specialized program.

LSC's most urgent facilities challenge has to do with technology. The lack of interactive technology limits interaction across multiple locations and limits outreach to nontraditional students. LSC needs an IT structure that is more student friendly and competitive.

President Bertolino stated on campus there is a lack of defined entry and a true campus center, awkward patterns of circulation, and disjointed academic spaces, in some cases lagging behind in some accreditation standards. Some buildings are at the end of their life cycles of major components. The dining hall needs renovation and expansion to serve students and expand

Items for Discussion and Action

conference services, which would allow for increased conference revenue. Residence halls in general are insufficient, very old buildings.

The college has difficulty competing on athletics. There is no artificial, all-weather turf field in all of the Northeast Kingdom and there is a very big need for it. This is a revenue opportunity.

In summary there is need for improvements to IT infrastructure; more smart classrooms; renovation of the science wing, science labs, and exercise science lab; renovation of the dining hall and existing housing; upgrades to facilities infrastructure: boilers, roofs, electrical—most date to the 1960s-70s. LSC needs a turf field. There is land to expand and space adjacent to buildings that could be used for expansion and renovation.

3. Roundtable discussion with presidents on possible incentives and obstacles to greater collaboration between colleges, consistent with Board-approved vision of one comprehensive and interconnected system comprised of five distinct institutions.
4. Discussion of possibilities for greater coordination between JSC and LSC, as well as between CCV and VT Tech.
 - a. Brainstorm principles to guide future consideration of this topic

These items were discussed together. Chancellor Spaulding introduced the subject by reminding the Committee of the many ways in which the colleges currently collaborate. He emphasized however that in order to move forward in discussions about collaboration the basic financial model of the system must be reviewed. He reminded the Committee that Aims McGuinness and Rick Beyer—both consultants who spoke before Board committees in the past year—recommended that the system increase its sense of urgency. Enrollment and demographic trends also require this. The system must look at potential synergies and strategic alliances between the colleges. He stated there is potential for strong alliances between Johnson State and Lyndon State, and between CCV and VT Tech.

Chair Diamond stated that going forward President Bertolino and President Collins would work with the Chancellor, and President Judy and President Smith would work with the Chancellor over the course of a few months, and would return to the Committee in April or May with an interim report. The Committee would then consider recommending the report to the full Board at its July meeting, or the September retreat at the latest.

Items for Discussion and Action

The following guiding principles for analysis and consideration of options for greater coordination between Johnson State College and Lyndon State College, as well as Community College of Vermont and Vermont Technical College were agreed upon:

- Maintain multiple vibrant campuses, each with its own character and separate academic accreditation by NEASC (New England Association of Schools and Colleges).
- Increase opportunities for access to high quality academic programming.
- Preserve or improve academic and support services for students.
- Provide sustainable financial savings in overall institutional operations.
- Avoid duplication of academic programs, while optimizing access to instruction.
- Create meaningful potential for economies of scale and scope.
- Streamlining administrative services, while maintaining or improving service quality.
- Maintain or enhance involvement and contributions to regional economic and community development.
- Sustainable financial savings will be redeployed to assist in achieving or implementing both institutional and system goals, with attention to how and where savings were generated.
- To the extent that this effort leads to changes or reductions in staff, vendor relationships or similar actions, the VSC as a system and the colleges individually will proceed with deliberate sensitivity, fairness and full respect to contractual and other legal obligations.

Trustee Hinds moved that, in conjunction with the Chancellor, the presidents of Johnson State College and Lyndon State College for their respective colleges, and Vermont Technical College and Community College of Vermont for their respective colleges, jointly prepare multiple proposals for the development of strategic alliances, consistent with agreed upon guiding principles, to be presented to the Long Range Planning Committee for possible consideration by the Board of Trustees at the July Board meeting. Such proposals shall include pros, cons, and considerations for each. The colleges shall furnish the Committee and Board updates on progress at meetings prior to July. For the purposes of this motion, the term “strategic alliance” means consolidation of resources as well as other options consistent with the guiding principles as approved. Trustee Luneau seconded the motion. The motion was passed unanimously.

5. Date of Next Meeting:

Thursday, February 11, 2016
Office of the Chancellor, Montpelier, VT

The meeting was adjourned at 11:56 a.m.

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Items for Information and Discussion

C. ITEMS FOR INFORMATION AND DISCUSSION

1. Other Business
2. Presidents Reports

[Back to Agenda](#)



Castleton University

INTRODUCTION

The second semester and new year have brought exciting events, continued growth, and significant strides in our efforts to achieve the destinations set forth in the Castleton Plan. Our graduate programs continue to grow in number and purpose, our efforts to showcase and enhance community engagement have flourished, and our focus on economic development in Rutland County and beyond took a significant step forward.

As has become our tradition, the campus community celebrated Spring Convocation with a tribute to Dr. Martin Luther King, Jr. and a stirring portrayal of Dr. King's "I Have a Dream" speech by David Mills. We also honored our very first Employee of the Year, and our first duo as Commuter Students of the Semester.

ACADEMIC AFFAIRS

EXPANDING EDUCATION

With the addition of three new graduate programs this fall - Applied Behavior Analysis, Educational Leadership, and School Psychology - Castleton's master's degree offerings now number eleven. The Master of Arts and Certificate of Advanced Studies in School Psychology is the first program of its kind in the state of Vermont, and the others help fill voids in the preparation of educators in the state.

In addition to the growth and prosperity of its own graduate programs, Castleton continues to expand opportunities with outside programs as well. Most recently, Castleton reached an articulation agreement with Vermont Law School. The agreement states that any Castleton University student with a GPA of 3.0 or higher is guaranteed admission into any of the VLS masters programs, as well as guaranteed admission into the VLS JD program to any Castleton student whose GPA and LSAT score equal or exceed the median GPA and LSAT score of the current JD class at VLS.

OVER 500 STUDENTS EARN DISTINCTION

Over 500 Castleton students earned distinction as members of the President's and Dean's Lists for the fall semester of the 2015-16 academic year. To qualify for this honor members of the President's List must maintain full-time status and achieve a grade point average of 4.0, while members of the Dean's List must maintain full-time status and achieve a grade point average of at least 3.5.

[See the full list at castleton.edu/academic-awards](http://castleton.edu/academic-awards)

ADVANCEMENT

REDC PARTNERS WITH CASTLETON

With an eye toward the revitalization of the greater-Rutland County economy, Rutland Economic Development Corp. has adopted a new mission and vision and signed a partnership agreement with the Castleton University Center for Entrepreneurial Programs.

Under the agreement, Lyle Jepson, dean of entrepreneurial programs at Castleton, will lead REDC's operations under a three-year contract between REDC and the University.

"We believe our new vision and mission, along with the partnership with Castleton, will help REDC make major new contributions to the region's economic and social climate over time. When seeking out a collaborative partner for this opportunity, Castleton became an obvious choice with its infrastructure and ability to be an economic and intellectual driver in our community," REDC Board President Mark Foley, Jr. said.

Foley and Jepson said implicit in the new mission is a focus on recruiting people to live and work in Rutland County.

"Job one is to harness Rutland's best attributes and build on the work REDC and others have done and make Rutland a beacon for new businesses and residents - including students graduating from Castleton University, other regional colleges, high schools, and Stafford Technical Center," Jepson said.



Castleton University

PUBLIC SERVICE

COMMUNITY ENGAGEMENT CELEBRATED

Hundreds of students, faculty, and staff members filled the 1787 room of the Campus Center for Castleton Engaged!, a celebration of the many ways Castleton students engage with their communities through coursework, athletics, student activities, and more. Three keynote presentations ranging from engagement in the political process, issues facing educators, and on-campus student philanthropy highlighted the event, while dozens of other student groups showcased various projects and accomplishments.

ETHICS CLASS LEARNS VALUE OF SERVICE

Immersing themselves in the spirit of giving, students from Castleton's News Media Ethics class helped spread holiday cheer to one local household, after adopting a family of three for Christmas. Comprised of a single mother, along with her 7-year-old son and 3-year-old daughter, the trio experienced a holiday season to remember thanks to the student efforts.

The end of the semester project stemmed from an idea put together by Communication Professor Dave Blow. In replacement of his usual assignment focusing on journalism in the community, he chose to put a more intimate feel to the project.

"I wanted to do something on a more personal, non-media level and suggested finding a local family in need to raise money for to provide a great Christmas," said Blow.

The class was able to raise over \$1,400 from students and community members which helped purchase presents, clothes, and pay utility bills. It was the generous nature of people around campus and throughout the community that was truly inspiring to junior Catherine Twing and her classmates.

"We could all use the money for something else, but we chose to help someone in need," said Twing. "That was very powerful to me."

SPECIAL EVENTS

GENO HONORED AT YEARS OF SERVICE

Executive Assistant to the President's Office Rita Geno was honored as the 2015 Outstanding Employee of the Year.

As part of her nomination, Geno was described as reliable, kind hearted, and always willing to lend a hand, and has dedicated nearly 40 years as an exemplary Castleton employee.

STUDENT LIFE

RAICHE TWINS ARE COMMUTERS OF SEMESTER

At Spring Convocation, identical twin sisters and student-athletes Morgan and Taylor Raiche were honored as the 2016 Spring Commuters of the Semester. Traveling to campus from West Rutland, the two were recognized for their dedicated commitments both in the classroom and on the court.

The epitome of true student-athletes, the twins both maintain high GPA's and helped assist the women's basketball team in achieving a winning 11-3 record this season, all while remaining some of the most reliable work study students in the Athletics office. At home, they make time to lend a hand around the house, helping with their four younger siblings.

WRESTLING ADDED TO SPORTS OFFERINGS

Scott Legacy was announced as the inaugural head coach of the Castleton Wrestling program, which will begin varsity competition in the fall of 2016.

Legacy comes to Castleton following a Hall of Fame career as the wrestling coach at Mount Anthony Union High School in Bennington for the past 30 years. The 2014 USA Today National Coach of the Year and New England Wrestling Hall of Fame inductee created a dynasty at Mount Anthony, illustrated by his program's 27 straight State Championships.

The full story was the widest read story in the history of castletonsports.com.

[Read it at castletonsports.com/legacy](http://castletonsports.com/legacy)



President's Report

February 2016

Spring classes have begun at CCV and enrollment for the semester is solid; our numbers have surpassed those of spring 2015 and we're hoping to continue this trend into summer. In the past few months leading up to the start of classes we've also had a number of significant developments that I'd like to share with you.

As some of you may already know, Governor Shumlin has announced a statewide program, tentatively called Move Up 802, which is based on the work CCV has done in Lamoille County with our [Man Up program](#). I outlined the specifics of this CCV program in my last report, so I won't reiterate what was said there. Nonetheless, we at the College were thrilled that the Governor endorsed this program so strongly and also that he recognized two CCV students in his State of the State Address last month. This was a wonderful reaffirmation of the good work that we do when we endeavor to find unique ways to bring education to more Vermonters in diverse areas of the state.

The Move Up 802 program has been designed to target a very specific population: young, first-generation men and women in the state. And while we will continue to work with this group to ensure a higher college-going rate within it, we must not overlook the need to reach students well before they reach college age. Our secondary education initiatives are growing—more and more students enroll in Introduction to College Studies, dual enrollment courses, and Early College programs each year. We have, however, come to believe that we must connect with students even earlier than high school.

During its first three decades CCV primarily served adult-learners. The average age of a CCV student at the time was in their early 30s, and many had never imagined they could attend college let alone earn a degree. About ten years ago the College began to reach out to high-school aged students, and more specifically, first generation and low-income students who didn't believe college was an option for them. The result of this work was the creation of Introduction to College Studies (ICS), a course that allows us to connect with high-school students and give them a taste of college. Our hope was that the class would help students realize that earning a college degree was possible. Last year, more than 500 Vermont high school students enrolled in ICS and the results of this course are impressive: more than 70% of the students enrolling in ICS continue on to college.

While ICS is proving to be an effective strategy for getting more high school students to enroll in college, we are also learning that it is critical to begin building relationships with students even earlier than high school. A few years ago, Kate Hughes, an academic coordinator at our Upper Valley academic center, recognized the potential of reaching students sooner and began organizing Access Days for younger students in schools throughout the Upper Valley. Kate and others at the Upper Valley center have developed what we at the College believe to be a curriculum model that will be successful on a larger scale in getting young students throughout Vermont thinking about and planning for college.

A typical Access Day schedule starts off with icebreakers like college bingo, then transitions into more academic and information-based activities. Students can choose to attend a variety of mock classes taught by CCV faculty; each of these classes run for approximately 50 minutes and are designed to introduce students to the types of courses they can look forward to in college. After mock classes, the students attend a panel session in which they ask questions

of CCV students about their paths to college, how they are paying for their education, and any other questions they might have.

We estimate that each year the Upper Valley center reaches between 300 and 400 students in the middle and early high school-age ranges through the program. We're increasingly beginning to see the rewards of these efforts—Kate has shared with me that she is now seeing more and more students enrolling in ICS and dual enrollment courses who report having attended an Access Day in previous years.

Last fall, using grant funding secured through the Nellie Mae Foundation, we were able to expand this program and offer Access Days in Morrisville, St. Johnsbury, and Newport. These events were well attended and I'm pleased to report that this semester CCV will be offering numerous Access Days at centers around the state.

At CCV, we have been working on a new program within the College to better support and foster leadership qualities within the student body. The new program is called L.E.A.D., or, Learn...Engage...Act...Develop, and it has been structured in such a way as to help students strengthen their resumes, collaborate with fellow students, staff, and faculty, gain confidence, and nurture skills in areas such as creative problem solving, project management, and effective communication.

At the heart of the L.E.A.D. program are a host of opportunities students can engage in at the College. This includes joining the Community of Student Representatives, serving as orientation leaders and peer academic mentors, and completing leadership activities as work-study students. Additionally, as of this spring, students interested in the L.E.A.D. program will also be able to join the Phi Theta Kappa Honor Society, of which CCV is now a member.

In tandem with L.E.A.D., CCV has created a new Leadership Endorsement that students can earn through their participation in L.E.A.D. The endorsement will appear on students' official transcripts and will serve as verification that they've been actively engaged as leaders while at CCV and have participated in leadership training activities during that time. In order to earn the credential, students are required to complete a minimum of 80 hours of approved leadership activities and trainings. Students are also required to track their participation and trainings using careerSpot, the College's new interactive career resources website. Finally, students must submit a portfolio that demonstrates the cultivation of leadership skills and includes reflections on growth, leadership philosophy, and goals.

We're very excited to have the L.E.A.D. program up and running and available to students for the spring semester. Advisors have reported receiving questions from students about how to begin the process of earning the Leadership Endorsement.

I'd like to close by drawing your attention to a recent partnership CCV has embarked on with the Generator, a maker space based in Burlington dedicated to fostering collaboration between engineers, artists, and entrepreneurs. A Vermont donor provided funds for the College to work with Generator on a program designed to help CCV students gain experience in STEM fields. Under the agreement, two CCV instructors will spend time at Generator developing proposals for two courses that, once approved, will be taught on-site at Generator in fall 2016. On February 18, Generator will be holding a mixer for CCV students to visit the space and learn more about the upcoming programs. This is another great opportunity for CCV students to explore aspects of STEM fields in a modern and innovative setting. You can read more about this new partnership and a lot more going on at CCV on [Now](#), our online news magazine.



JOHNSON STATE COLLEGE PRESIDENT'S REPORT

to the Vermont State Colleges Board of Trustees

FEBRUARY 11, 2016



This is an exciting time at Johnson State College. Members of our seven task forces — enrollment and retention, academic quality, institutional effectiveness, information technology, integrated marketing, diversity and fundraising — are hard at work pursuing creative growth strategies and sharpening our institutional identity, highlighting the strengths of JSC's high-impact, liberal arts education. We are pursuing recognition by the Council of Public Liberal Arts Colleges as the state's premier public liberal arts college. Our new programs in Criminal Justice, Sport Management, Pre-Physical Therapy, and Health & Sport Psychology are attracting much interest from prospective students, and our numbers for fall continue to trend upward.

In recognition of our historical alignment with the liberal arts and high-impact educational practices — combined with growing bodies of research identifying this type of education as a priority for today's employers — we are pursuing recognition as Vermont's premier public liberal arts college from the Council of Public Liberal Arts Colleges (COPLAC). To this end, in March we will submit application materials that demonstrate a strong core of coursework in the arts and sciences, undergraduate research experiences, commitment to active citizenship and public service, and vibrant co-curricular opportunities.



Responding to societal demands for skilled professionals in a variety of fields with habits of mind grounded in critical inquiry and integration of knowledge is a goal that we strongly promote. As such, we believe that our blend of career-focused study with the breadth and depth of a liberal arts best prepares graduates for success in a rapidly changing world. This belief is well-documented in the 2015 American Association of Colleges and Universities (AACU) survey of employers by Hart Research Associates that validates our commitment to the liberal arts and affirms the high-impact practices we employ throughout our curriculum. Among the findings:

- Employers overwhelmingly endorse broad learning as the best preparation for long-term success. They believe that broad learning should be an expected part of college for all students, regardless of their chosen major or field of study.
- When hiring recent college graduates, employers place the greatest priority on a demonstrated proficiency in skills and knowledge across majors. Presented with 17 skills and knowledge areas, employers chose written and oral communication skills, teamwork skills, ethical decision-making, critical thinking skills, and the ability to apply knowledge in real-world settings as the most highly valued.
- Employers broadly endorse an emphasis on applied learning, which they believe improves learning and better prepares college students for career success.



REAFFIRMING THE VALUE OF INTERSHIPS

The most recent graduate survey conducted by our Career & Internship Center found that 70 percent of respondents are either currently employed at the site where they completed an internship while at JSC (21 percent), received an offer at their internship site but declined it (24 percent), or reported being employed elsewhere because of the experience they gained through their internship (25 percent). The same survey found that 94 percent of respondents are either employed or continuing their education, and that 84 percent of respondents are now employed in Vermont.



With ongoing support from Union Bank, we have been able to establish a JSC Student Internship Fund that awards grants of \$200 to \$500 to help students cover the expenses associated with these experiences, including transportation to and from work sites.

JSC RECOGNIZED AS LGBTQ FRIENDLY

We are proud to have been recently designated one of the nation's top LGBTQ-friendly colleges in recognition of our inclusive, welcoming and respectful environment for lesbian, gay, bisexual, transgender, queer and questioning people. The recognition comes from the national nonprofit organization Campus Pride Inc., which publishes an online "Campus Pride Index" rating more than 200 U.S. colleges from one to five stars on their "LGBTQ-inclusive policies programs and practices in higher education."

JSC received an overall 3.5 star rating, earning the highest scores for housing and residence life, academic life, student life and campus policies related to LGBTQ issues. Among other things, we have an active LGBTQ student organization on campus, offer gender-neutral housing and restrooms on campus, sponsor educational and cultural programming related to LGBTQ issues, and this year launched a scholarship for transgender students in memory of a JSC alum.

Only two other Vermont colleges, Sterling College and the University of Vermont, are rated LGBTQ friendly by the organization. [The full report for JSC is available here.](#)

JSC STUDENT NAMED NATIONAL SAAC REP



JSC sophomore tennis player **Nicole Monick** has been appointed to the NCAA Division III Student-Athlete Advisory Committee (SAAC). Nicole will represent the North Atlantic Conference (NAC) and the North Eastern Athletic Conference (NEAC) on the committee, which consists of one student-athlete from each pair of conferences in the Div. III SAAC

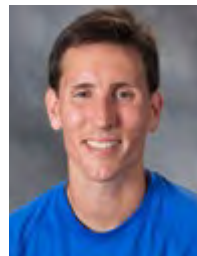
program and at least one student-athlete from an independent Division III school.

Nicole's three-year term began at the close of the January 2016 NCAA Convention in San Antonio, which she attended, and continues through the January 2019 convention. Nicole will be one of 24 NCAA Division III student-athletes (12 male, 12 female) serving on the national committee. SAAC provides insight on the student-athlete experience and offers input on the rules, regulations and policies that affect NCAA student-athletes on campus.

HIGH SCHOOL GREENING SUMMIT AT JSC

The eighth annual summit at JSC brought teams of high school students together in November to present research projects they designed to make their school or local community "greener." This year's summit featured five highly competitive teams from Lamoille Union High School, Enosburg Falls High School, Peoples Academy (Morrisville), North Country Union High School (Newport) and students in the Upward Bound program at Plattsburgh State University. Collectively, the teams were awarded \$4,250 to implement their proposals.

JSC ALUM NAMED A TOP P.E. TEACHER IN U.S.



Brian Godfrey '03 been named one of the top physical education teachers in the nation by the Society of Health & Physical Educators) America, the country's largest membership organization of health and P.E. professionals. Brian is now one of four teachers in the country to be nominated for SHAPE America's National Teacher of the Year.

Brian earned a B.S. degree in health sciences with a concentration in physical education at JSC, where he played on the men's basketball team and also met his future wife. He went on to earn a master's degree in educational leadership and policy study from the University of Vermont. He teaches at Richmond Elementary.

Brian created the Snow Motion Program, which makes skiing and snowboarding accessible to all children, wrote the "Snowboarding in P.E." curriculum for Burton Snowboards, and is helping to introduce snowboarding to P.E. classes around Vermont. He also is a strong advocate for integrating technology into P.E. classes.

FACULTY, STAFF & STUDENT HIGHLIGHTS

Former "Blue Man" **Isaac Eddy**, who joined JSC's Fine & Performing Arts Department this year, presented an 18-minute TED Talk this fall along with six other "thought leaders, intellectuals and innovators" in Manchester, Vt., as part of TEDxBattenkill.



His talk, "Extinction of Vulnerability: From Creative Opportunity to a Personal Exit Strategy," touches on his life as a member of the Blue Man Group and retirement after 12 years to pursue a career in teaching, now at JSC, and what we lose by connecting through social media only with those whose views we share. It is a thought-provoking talk that is well worth watching, which you can do here: <https://www.youtube.com/watch?v=9nRQaELvD-Q>



Patrick Rogers, newly named director of admissions at JSC, has received the 2015 Jerry E. Flanagan Service Award from the Consortium of Vermont Colleges. The annual award — the highest honor bestowed by the statewide organization of professional staff from 20 colleges and the Vermont Student Assistance Corp. — is given annually to a CVC member “who has shown exemplary leadership within the field of college admissions counseling in Vermont and has gone above and beyond in service for the Consortium.”

Patrick started as an admissions counselor at JSC in August 2005 after earning his B.A. in business with an A.A. in technical theater here. He steadily moved up the ranks, first becoming assistant director, then associate director and, in 2012, senior associate director. This December, he was appointed to the newly created position of director. He is a longtime advisor to JSC’s men’s and women’s rugby clubs and recently became advisor to the hockey club as well.

Environmental & Health Sciences **senior Melissa Segall**, who interned with **Dr. Tania Bacchus** (Environmental & Health Sciences) last summer, presented part of their summer research at the American Geophysical Union (AGU) meeting in San Francisco in December 2015 and at the American Meteorological Society (AMS) meeting in New Orleans in January 2016. Melissa is the lead author of the presentations, and Dr. Bacchus is coauthor. The two attended these conferences with funding from Vermont EPSCoR, which is covering the associated costs of attendance.

Environmental & Health Sciences **senior Nasser Abdel-Fatah’s** abstract, “Detailed Analysis of Climate Trends from the Northern Tier of Vermont from 2000-2014,” has been accepted for the Northeastern Geological Society of America meeting in Albany, N.Y., in March. He is one of Dr. Bacchus’ summer 2015 research assistants as well.

Rob Schulze (Education) will present on the topic of charter schools at the Council for Exceptional Children Expo this April in St. Louis. Rob is an assistant professor of special education at JSC.

Leslie Kanat (Environmental & Health Sciences) and his wife have been selected to participate in the 2016 Vermont Leadership Series, which trains people to advocate for those with disabilities.

Research by Dr. **Gina Mireault** (Behavioral Sciences), leader of JSC’s “laughing babies” project, was featured on the front page of the Nov. 23, 2015, *Wall Street Journal* with other top research in the field. [You can read the article here.](#)

As a result of other projects in the arctic, **Ken Leslie** (Fine Arts) was invited by the Ilulissat Art Museum in Greenland to exhibit his work and spend three weeks there as a visiting artist. While there, he led painting and bookmaking workshops for local

artists, and produced new works that will be on exhibition at JSC’s Julian Scott Gallery in March. Ilulissat is the largest city in northwest Greenland, situated on the mouth of the Icefjord, which produces more icebergs than any other glacier in the northern hemisphere.

An article by **Amy Welch** (Environmental & Health Sciences), “Web-Based Behavioral Intervention Increases Maternal Exercise but Does Not Prevent Excessive Gestational Weight Gain in Previously Sedentary Women,” appears in the Nov. 2015 online issue of the *Journal of Physical Activity and Health*. Dr. Welch is an associate professor of health sciences at JSC.

Elizabeth Powell (Writing & Literature), recently received two major national recognitions for her poetry. She won the 2015 Robert Dana-Anhinga Prize for Poetry for her second book of poetry, *Willy Loman’s Reckless Daughter: Living Truthfully under Imaginary Circumstances*. The award came from Florida-based Anhinga Press, one of the nation’s premier poetry presses, which will publish Powell’s book in 2016. In addition, poet Anna Maria Hong featured Powell’s title poem from that book, “Willy Loman’s Reckless Daughter: A Story in Couplets,” in a Nov. 20 Best American Poetry Series blog post titled “The Sonnet, Three Journals, and Four Graces.”



A series of paintings by **Joseph Salerno** (Fine Arts) is on exhibit at the Vermont Studio Center in Johnson through Feb. 6. The show features 100 small paintings titled “Dark Woods” that Salerno created on site by the woods near his home in Johnson. A review in the Jan. 20 issue of *Seven Days* concluded, “Salerno...said of the ‘Dark Woods’ series, ‘This group just took over.

I thought there was something magic in [them].’ For the viewer, these paintings may well have the same effect.”

Under the direction of **Amy May** (Fine Arts), JSC’s 21st annual ceramics “Throw-a-Thon” and holiday ceramics sale was a tremendous success. All proceeds benefit the nonprofit [Operation Smile](#), which provides free surgeries for children with cleft lips or palates in more than 60 countries. With generous support by the JSC community, and a matching donation, JSC donated the cost of seven surgeries this year, bringing the total number of surgeries donated by JSC to 47.

B.F.A. Studio Arts major **Ian Loller** spent 12 days visiting 48 locations in Lamoille County with his GoPro camera, documenting the county’s covered bridges, waterfalls and other sites, which he has compiled along with historical narration in a video blog for his class in Advanced Documentary Digital & Social Media, taught by **John Miller** (Fine Arts). You can [view one of his video blog entries here.](#)



The President's Report

FEBRUARY 12-13, 2016 | LYNDON STATE COLLEGE

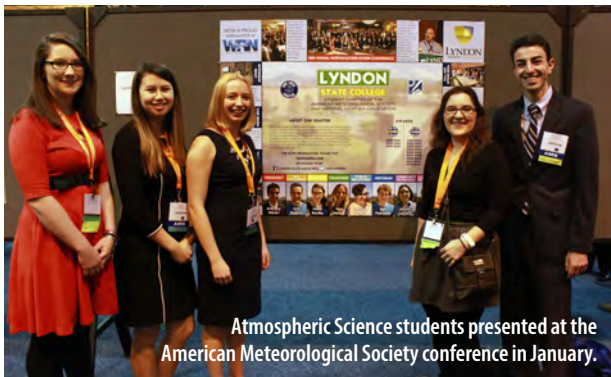


The Lyndon State Adventure Program traveled to Maine's Acadia National Park to explore the park's wonders through kayaking, climbing, hiking, and more.

Early Childhood Education Degree and Licensure Program on Track for Fall 2016

A new bachelor's degree/licensure program will give early childhood education professionals the opportunity to complete their degree and/or licensure swiftly while working full-time. The new program, which will appeal to non-traditional students, will 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 licensed teachers in Vermont to add an early childhood endorsement. The new initiative is on target to begin fall 2016 pending NEASC and ROPA approval.

Atmospheric Sciences Wins Award and Presents at National Conference



Atmospheric Science students presented at the American Meteorological Society conference in January.

The New England Board of Higher Education (NEBHE) will present Lyndon's Atmospheric Sciences program with the 2016 NEBHE Vermont State Merit Award at a ceremony March 4 in Boston.

Each year, NEBHE presents State Merit Awards to honor the innovative work of organizations, institutions, or individuals in each New England state.

In January, eleven ATM students attended the 96th Annual American Meteorological Society (AMS) conference in New Orleans. This is the largest conference put on by AMS, with over 3,000 attendees primarily from the atmospheric sciences. Several LSC students presented their research, and LSC's student chapter of the American Meteorological Society won the award for best poster among student chapters present at the meeting.

Student Retention, Support Services

Academic Support and Advising Resources are working to enhance services to students and increase retention.

LSC has begun implementing assistance with FAFSA and other forms of aid for financially at-risk students and piloting online and alternate forms of tutoring to better serve commuter students. Outreach to students who are not yet on academic probation who had a low GPA semester is also underway.

Mountain Recreation Baja Expedition

Over winter break, five Mountain Recreation Management students led by assistant professor Ben Rush traveled to Baja, Mexico on a thirty-day trip featuring kayaking, hiking, camping, and the exploration of the culture and language of one of the most beautiful countries in the world. More than an expedition, it was also a team-building experience complete with the physical and emotional challenges that come with travel.

Hospitality and Tourism Certificate Program

Designed to meet the needs of resorts throughout the Northeast, Lyndon's new Hospitality and Tourism Management Certification program launches in March. The program, created by the Center for Rural Entrepreneurship, will offer a broad range of certifications in management, marketing, and operations of services.

The certificate program will help position employees as leaders and role models with desired skills and provide resort employers with the workforce they need. LyndonState.edu/Workforce

The President's Report

FEBRUARY 12-13, 2016 | LYNDON STATE COLLEGE



Chinese journalism students got some hands-on experience at Lyndon's News7's newly upgraded studios.

News from Electronic Journalism

Chinese Journalism Students Explore EJA

Lyndon hosted ten journalism students from Xi'an International Studies University in China for three weeks in January and early February. The students, chosen on the basis of interest and English ability, attended classes in the Electronic Journalism Arts program and shadowed student photographers and a reporter at the Vermont Center for Community Journalism. The greatest value of the program lies in the opportunity for the students to experience the hands-on daily production of News7 and NewsLINC. Student-produced newscasts are rare in Chinese academia.

EJA Nationally Ranked Third Year in Row

LSC's Electronic Journalism Arts Department was once again on the list of Top 25 journalism education programs in the US. The 2015 survey was distributed to news professionals and members of the Radio Television Digital News Association.

Since 2013, Lyndon has been the smallest and one of the least expensive schools on this prestigious list. Other colleges include Arizona State University, Boston University, the Columbia and Northwestern Graduate Schools, University of Florida, NYU, and Syracuse University.

Institutional Advancement Team Inspired by CASE Conference

Lyndon's Institutional Advancement staff joined nearly 900 professionals at the CASE (Council for Advancement and Support of Education) District I Conference in Boston, Massachusetts in January. The conference featured sessions on advancement services, alumni relations, development, marketing and communications, and more. The IA staff is eager to start putting the knowledge gained at the conference to work here at Lyndon.

Athletic Trainer Conference Focuses Opportunities for Exercise Science Students

Six students from the Exercise Science program attended the Eastern Athletic Trainers' Association (EATA) conference in Boston at the beginning of January. The students made valuable professional and graduate school connections and attended informative and inspiring educational seminars. The conference also gave the LSC students an opportunity to hear about new research that is beginning to enter the sport clinician field.

One student mentioned that he "had no idea how many options there were in the athletic training world—everything from being a high school athletic trainer to helping perform surgery, and they even do research. This weekend provided some redirection on my career path and the possibilities of it too."

In the Library

The staff of the Samuel Read Library has been hard at work. They recently rolled out a new website and resource discovery platform. They have nearly exceeded their goal of fifty information literacy tutorials, and held a number of activities with their partners in the Learning Commons and from other campus units. Visit the new site at Library.LyndonState.edu

The 2016 Veterans Summit—March 12

The fourth-annual Northeast Kingdom Veterans Summit will take place at Lyndon on March 12. The summit brings together veterans, their families, and veteran service organizations to build relationships, strengthen connections, and enhance the regional support network. There will be breakout sessions for veterans and their families throughout the day. The Mobile Vet Center will be available throughout the summit and more than fifty Veteran Service Organizations will have information booths. Registration is free.

The Third Annual Ian Muller Rail Jam will be at Q Burke on March 12. All proceeds go to the annual Ian Muller Memorial Scholarship, a \$1,000 scholarship to an LSC student veteran.

LyndonState.edu/VeteransSummit



Lyndon Athletics

The Men's and Women's Cross Country Teams have been named All-Academic Teams by the USTFCCA for the fifth year. Eleven Lyndon student-athletes were named to the Fall NAC All-Academic Teams. First-year Gabriel Torres was named NAC Rookie of the Week for men's basketball in November.

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Spring Enrollments

Thanks to the hard work of the admissions team and many others in the college community, we are pleased that more than eighty incoming students this spring semester, which pushes our full time equivalent and student headcount ahead of where they were a year ago at this time. This includes 55 Vermonters, students from 11 other states and seven international students, representing Ukraine, China, Saudi Arabia and Australia.

Commencement 2016 — May 21-22

Spring 2016 commencement is right around the corner and our Commencement Committee is hard at work with the planning. Consistent with our intentions when we moved graduation ceremonies back onto the Randolph campus a year ago, we will be alternating Saturday and Sunday ceremonies. The schedule of events for this spring is to hold the Allied Health commencement on Saturday and the remaining programs will hold their events on Sunday, split between morning and afternoon ceremonies.

Gender Equity Project

On February 3, 2016, the college held a press conference to announce an additional initiative as part of our successful partnership with Vermont Works for Women. In many technical, engineering and applied science professions, there continues to be a dramatic gender imbalance. This is reflected in programs at VTC as well, where we see substantially higher numbers of male students than female ones. This strategy identifies five programs, software and IT, mechanical and manufacturing engineering technology, construction management and civil and environmental engineering technology, and sets recruitment targets, establishes strategies for mentoring and peer support in order to increase the number of women in these programs and professions.

Employee Satisfaction Survey Results

The results of a recent employee satisfaction survey, the college's first since 2011, are positive. With nearly 40 percent participation among college employees, the survey suggests that 95 percent of respondents agree or strongly agree that they understand how their work contributes to the overall mission and goals of the college. Ninety seven percent of employees agree or strongly agree with the statement, "I am proud of the work that I do." According to the survey, the college's greatest strengths included dedicated and caring faculty and staff, commitment to students, sense of community, great programs, and quality of education and outcomes (i.e. placement rates).

Randolph Area Community Scholarship

The college and the leadership of the Randolph area school system, led by Superintendent Brent Kay, have agreed to jointly fund a Randolph Area Community Scholarship that would

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support the enrollment of students from Braintree, Brookfield and Randolph who graduate from Randolph Union High School. The scholarship will start in the fall of 2016.

PC Construction Scholar

Ari Goldstein, a bachelor's student in construction management, has been named as the college's first PC Construction Scholar. As part of the college's expanding portfolio of employer partnerships, PC Construction is supporting a scholarship and internship opportunities for Vermont Tech students.

Global Foundries

As part of their new partnership with the state of Vermont, Global Foundries in Essex has committed to hiring a minimum of four interns from the programs of Electrical Engineering Technology, Manufacturing Engineering Technology, Electromechanical Engineering Technology, Mechanical Engineering Technology or Fire Science.

Solar Tracker Project

The solar tracker project has begun construction in the lower field in Randolph. AllEarth Renewables was selected last year to develop a 500KW net metering project that allows the college to continue its initiatives in renewable energy. By modeling the experience of many Vermont communities, our continued efforts on these fronts will position Randolph Center as the epicenter of the energy, agriculture and environmental engineering economies of Vermont. The project will offset the energy consumption of the college, expand our generating capacity, and provide revenue and training opportunities. More than a half dozen [VTC alums and students](#) were engaged in the manufacturing and installation of the trackers.

Generator Partnership

We recently raised a financial commitment from Tom and Mary Evslin that provides Vermont Tech students with membership in the Generator maker space in downtown Burlington for the next two years. Gary Shores, head of the Williston campus Maker Club, and Professor Michael Marceau, have agreed to be the lead points of contact for the college partnership. To view the space and the equipment they have to offer, visit their website at <https://generatorvt.com>.

Electrical, Mechanical and Manufacturing Engineering Lab Project

The college has an additional opportunity in support of the advanced manufacturing industry and workforce in Vermont. In addition to the initial investment of \$1,000,000 last summer, the state has committed \$500,000 more if the college raises \$500,000 to match. We have raised and accounted for \$450,000 of that match and are well on our way to seeing Phase II come to reality. Support has come from across the state: Some highlights: the Bob and Cynthia Hoehl Foundation, GW Plastics, People's United Bank, Northfield Savings Bank, Superior Technical Ceramics in Franklin County, Redstone Commercial Group, GS Precision in Brattleboro,.

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General Education Innovation

The college has developed the first of two General Education courses as part of our NEASC self-study initiatives. The first course, *Self, Career and Culture* (INT 1005) began this spring with six faculty instructors teaching seven sections with 143 students. Initial feedback from students and faculty is very positive, with one faculty quoted as say, “there’s a lot going on under those Carhart hats,” when engaging with her students in the classroom.

Items for Information and Discussion

3. Report of the VSCSA
4. Hall of Fame Event Update
5. Comments from the Public
6. Date of Next Meeting:

Wednesday, May 25th – Thursday, May 26th
Hosted by Lyndon State College

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