

**Minutes of the Board of Trustees regular meeting Friday, February 12, 2016 –
APPROVED May 26, 2016**

The Vermont State Colleges Board of Trustees conducted a regular meeting Friday, February 12, 2016 in the Stearns Performance Space, Johnson State College, Johnson, Vermont.

The following were present:

Trustees: Jerry Diamond, Lynn Dickinson, Kraig Hannum, Church Hindes, Tim Jerman (Vice Chair), Karen Luneau, Linda Milne, Martha O'Connor (Chair), Aly Richards, Ben Simone

Absent: Bill Lippert, Chris Macfarlane, Jim Masland, Mike Pieciak

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

Office of the Chancellor:

Elaine Sopchak, Executive Assistant to the Chancellor
Jeb Spaulding, Chancellor
Steve Wisloski, Vice President and Chief Financial Officer
Yasmine Ziesler, Chief Academic and Academic Technology Officer

From the Colleges:

Nasser Abdel-Fatah, JSC Student, President, JSC SGA
Dave Bergh, JSC Dean of Students
Avery Bliss, JSC Student, *Basement Medicine* Reporter
Doug Eastman, JSC Registrar
Valerie Edwards, JSC Director, External Degree Program
Joe Farara, JSC Faculty Librarian
Barb Flathers, JSC Assistant to the Dean of Students
Elaine Harvey, JSC Assistant Athletics Director
Nicole Menard, JSC Student
Cecilia North, JSC Executive Assistant to the President
Jo Ann Lamore, JSC Assistant Academic Dean
Sara Kinerson, JSC Director of Advising
Gina Mireault, JSC Professor
James Nichols, JSC Head Athletic Trainer
Lauren Philie, JSC Director of Development & Alumni
Brady Rainville, JSC Student
Josh Reed, JSC Graduate Assistant, Athletics
Dan Regan, JSC Dean of Academic Affairs

Sharron Scott, JSC Dean of Administration
Tyrone Shaw, JSC Associate Professor
Paul Silver, JSC Professor
Miles Smith, JSC Athletics Assistant
Dotty Spoerl, JSC Assistant Chief Technology Officer
Danielle Spring, JSC Director of Conference & Events Services
Toby Stewart, JSC Controller
Julie Theoret, JSC Professor
Sharon Twigg, JSC Professor
Beth Walsh, VSCUP President
Margo Warden, JSC Director, First Year Experience
Michele Whitmore, JSC Associate Dean of Students

From the Public:

Michelle Boomhower, JSC Alumni
David Silverman, JSC Alumni
Greg Stefanski, JSC Alumni

The meeting began at 3 pm. President Collins gave a presentation about Johnson State College which is attached to these minutes. She identified nine strategies the college will employ over the next several years:

- Branding as the Vermont member of the Council of Public Liberal Arts Colleges (COPLAC)
- Accelerated programming
- Online programs
- Residential AA/AS programs
- Strategic alliances
- Competitive tuition
- Financial aid discounting
- Athletics
- Fine & Performing Arts Academy/ Early College

President Collins shared that early results of these strategies are positive, with increases in campus undergraduate applications; Early College applications; gifts to the college; and persistence of learning communities from fall to spring; and decreases in academic dismissals and probations.

Academic Dean Dan Regan shared that JSC aspires to be the premier liberal arts college in Vermont. He highlighted four high impact practices of JSC's academic programs:

- Internships

- Learning communities
- Student research
- First-year experience

Dean of Administration Sharron Scott shared JSC's current and future financial status. The college expects to conclude the fiscal year with an approximate \$975K deficit, which will be covered by strategic reserves. This deficit is due largely to a smaller than expected incoming class and a higher than budgeted number of in-state enrollments. Enrollment in EDP was also smaller than expected. Since FY2012 the college has reduced expenses by approximately \$3.2M; these reductions occurred in wages and benefits, supplies and services, and deferred maintenance. Further major cuts to existing programs will have a negative effect on the quality of academic and educational life at JSC. The college aims to boost enrollment from 920 students in Fall 2015 to 2,078 by Fall 2018, or an estimated FTE enrollment in FY2019 of 1,631. This increase will provide an estimated \$1.5M in new revenue in each next three years. Investment in infrastructure in the immediate future to support accelerated delivery models for online learning will be necessary to jumpstart the External Degree Program. Further strategic investments in student acquisition will also be necessary. As enrollment is rebuilt a portion of revenue must be directed to activities that strengthen enrollment and maintain academic quality, resulting in a return to financial stability over the next three years. The college is working on strategic alliances other VSC colleges, particularly Lyndon State College, that will lower current costs and hold down future expense growth as enrollment rebuilds.

Trustee Jerman asked whether growth in graduate programs will include new programs. President Collins answered the college is anticipating new programs as well as certificate programs for graduate students.

Trustee Jerman asked President Collins to clarify her comments on tuition discounting. President Collins responded that the differential between out-of-state and in-state tuition across the country is collapsing; out-of-state discounting is almost equal to in-state tuition. Competing institutions are discounting up to 65%. JSC needs to be aware of this trend and not price itself outside the market.

Trustee Milne inquired about plans to grow the External Degree Program. President Collins stated that improvements to the performance and speed of current business practices will occur, as well as changes to the length of programs. They plan to continue their strong relationship with CCV and are considering offering EDP to out-of-state students via online offerings.

Trustee Richards inquired whether students in the Early College Program continue on to become JSC students. President Collins answered that JSC has strong academic support services with

emphasis on the transition from high school to college, with the result that half of Early College students stay matriculate at JSC.

Trustee Jerman asked what alternative revenues sources are developing. President Collins answered that the college is working hard on grants. At this time they are also developing non-credit experiences to be offered during summertime.

Trustee Hindes inquired whether President Collins found working with AGB to be a useful collaboration. President Collins stated that Mr. Beyer of AGB provided a glimpse into the nonprofit sector that was helpful, made them aware of competition, and was helpful in sharing strategies to accomplish goals.

Chancellor Spaulding stated that it is remarkable the amount of ideas coming from JSC and how quickly they came together.

Student and Alumni Panel

JSC Dean of Students Dave Bergh moderated a panel of three current JSC students and three JSC alumni to share their experiences while attending JSC and the benefits their JSC education brought to their lives and careers.

Students: Nasser Abdel-Fatah, an Environmental Sciences/Wellness & Alternative Medicine major, is a senior from Randolph, VT.
Nicole Menard, a History/Secondary Education major, is a junior from Milton, VT.
Brady Rainville, a Psychology/Business Management major, is a junior from Danville, VT.

Alumni: Michelle Boomhower ('93) is the VT Agency of Transportation's Director of Policy Planning and Intermodal Development.
David Silverman ('85) is the President of Union Bank.
Greg Stefanski ('06) is the Executive Director of Laraway Youth & Family Services.

The Board adjourned to move to Bentley Hall to view student poster projects. The Board then joined staff, faculty and students for dinner in the Stearns Performance Space. The Board adjourned after dinner to return at 8:45 a.m. on February 13th.