

MEMORANDUM

TO: Board of Trustees, Vermont State Colleges Systems

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



DATE: September 20, 2017

SUBJECT: Materials for Board of Trustees Retreat September 27-28, 2017

Attached are the agenda and supporting materials for the upcoming Board retreat Wednesday and Thursday, September 27-28, 2017 at the Lake Morey Resort. A room has been reserved for those indicating they need one. Check in is at 3:00 pm, and check out is at 11:00 am.

We look forward to seeing everyone on Wednesday. Please feel free to get in touch with any questions.

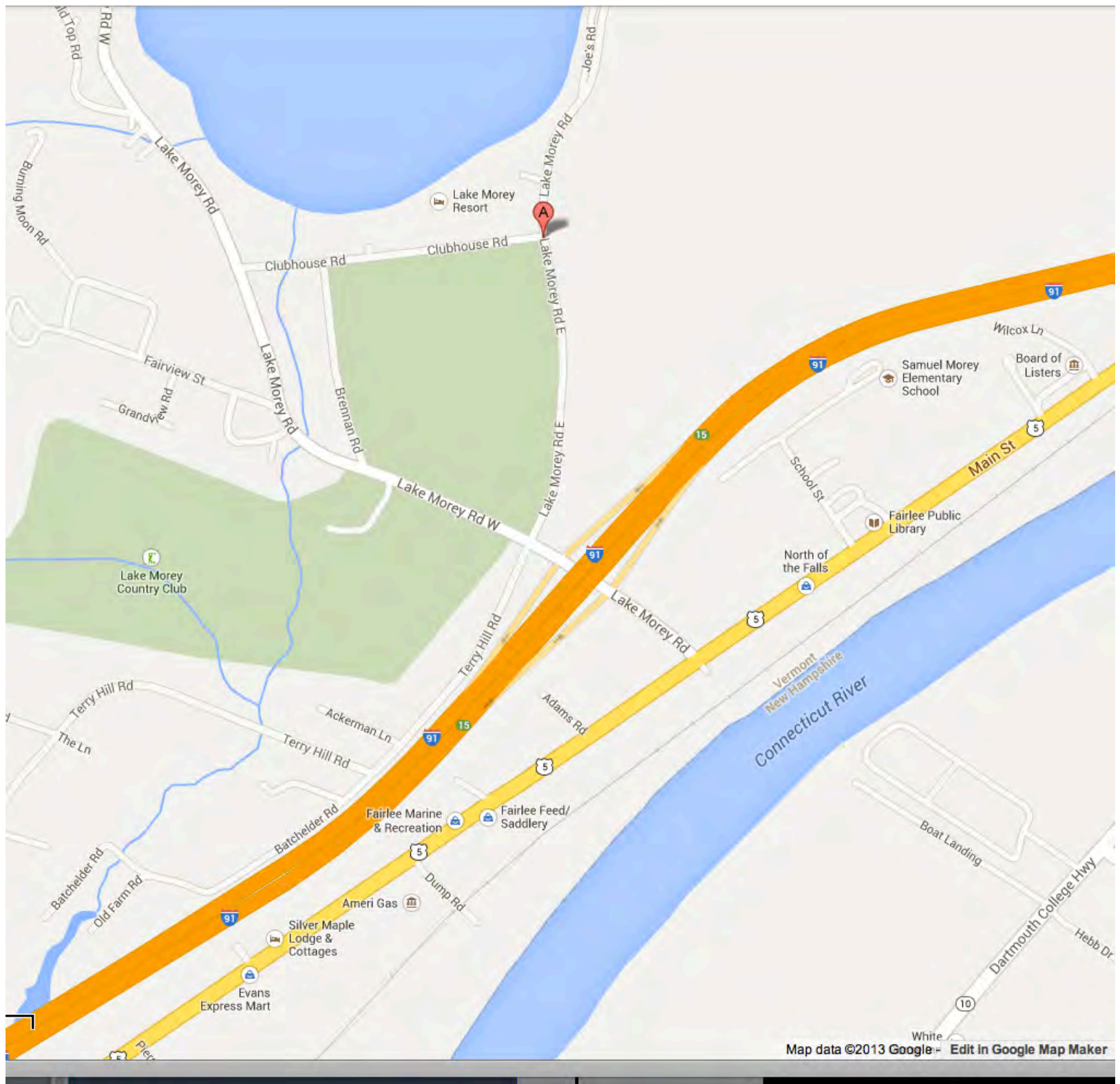
cc: Council of Presidents

Directions to Lake Morey Resort:

From points South: Take I-91 North to Exit 15. Turn left off exit ramp. Take first right (granite Lake Morey Resort sign on corner). Follow the golf course (on left) and take your first left onto Clubhouse Rd. Resort is on the right.

From points North: Take I-89 South to Exit 7 (Berlin/Barre). Take Route 302 East through Barre to Orange. Take Route 25 South to Bradford. Take I-91 South to Exit 15 - Turn right off exit ramp. Take next right (granite Lake Morey Resort sign on corner). Follow the golf course (on left) and take your first left onto Clubhouse Rd. Resort is on the right.

Follow this link to an interactive map: <http://goo.gl/maps/zyZ7y>. Another map is included on the next page. Information about the resort can be found here: <http://www.lakemoreyresort.com>.



Vermont State Colleges Board of Trustees Meeting



CASTLETON UNIVERSITY
COMMUNITY COLLEGE OF VERMONT
JOHNSON STATE COLLEGE
LYNDON STATE COLLEGE
VERMONT TECHNICAL COLLEGE

September 27-28, 2017

*Office of the Chancellor
Montpelier, VT*

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BOARD OF TRUSTEES

Martha O'Connor, Chair
(2/28/21)

Shavonna Bent
(5/30/18)

Janette Bombardier
(2/28/21)

M. Jerome "Jerry" Diamond
(2/28/19)

Rep. Eileen "Lynn" Dickinson
(2/28/20)

J. Churchill Hindes
(2/28/21)

Tim Jerman, Vice Chair
(2/28/18)

Rep. Bill Lippert, Jr.
(2/18/20)

Karen Luneau, Secretary
(2/28/21)

Chris Macfarlane
(2/28/19)

Rep. Jim Masland
(2/28/18)

Linda Milne, Treasurer
(2/28/21)

Michael Pieciak
(2/28/21)

Aly Richards
(2/28/19)

Governor Phil Scott
(*ex officio*)

Board Committees

Audit

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

Education, Personnel & Student Life

Aly Richards, Chair
Jim Masland, Vice-Chair
Shavonna Bent
Janette Bombardier
Lynn Dickinson
Karen Luneau

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
Mike Pieciak

Long Range Planning

Jerry Diamond, Chair
Karen Luneau, Vice Chair
Lynn Dickinson
Church Hindes
Tim Jerman
Aly Richards

Board Meeting Dates

September 28-29, 2016
November 30 - December 1, 2016
March 24-25, 2017
June 21-22, 2017
September 20-21, 2017

Lake Morey Resort, Fairlee, VT
Community College of VT, Montpelier Academic Center
Johnson State College
Castleton University
Lake Morey Resort, Fairlee, VT

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

Chief Financial Officer
General Counsel
Chief Academic Officer
Chief Information Officer
Director of External and Governmental Affairs
System Controller/Senior Director of Financial Operations
Executive Assistant to the Chancellor's Office
Director of Facilities
Director of Human Resources
Director of Institutional Research
Director of Payroll and Benefits

Stephen Wisloski
Sophie Zdatny
Yasmine Ziesler
Kevin Conroy
Tricia Coates
Sheilah Evans
Harriet Johnson
Richard Ethier
Nancy Shaw
Hope Baker-Carr
Tracy Sweet

Vermont State Colleges System

Board of Trustees Retreat September 27-28, 2017 Lake Morey Resort, Fairlee, Vermont

SCHEDULE

Board Retreat, Day 1: Wednesday, September 27 – Waterlot Room

8:30 - 9:30 Arrival, Check-In, Coffee and Muffins

9:30 – 10:30 Dos and Don'ts of High Performing Boards with facilitator Bob Bleimeister.

Robert (Bob) Bleimeister has agreed to facilitate a one hour session on the dos and don'ts of high performing boards. Bob has extensive experience in human resources and business transformation having worked for and consulted with such entities as PricewaterhouseCoopers, the Defense Department, IBM Global Strategies, AIG, Boston University, and Norwich University. He currently lives in Stowe and is a graduate of West Point and Columbia School of Business.

10:30 – Noon Board of Trustees Self-Assessment

Noon - 1:15 Lunch and Informal discussion

1:15 – 2:15 Trustee training on Policy 311 (Non-Discrimination, Harassment & Related Unprofessional Conduct) and Policy 311-A (Sexual Misconduct, Domestic Violence, Dating Violence, Sexual Assault, and Stalking)

2:15 – 3:00 Trustee training on fiduciary responsibilities and Policy 207 (Trustee and Executive Conflict of Interest) and Policy 210 (Employee Conflict of Interest)

3:15 – 4:45 Executive session – Interview with Castleton President Finalist

5:30 Dinner

Board Retreat, Day 2: Thursday, September 28th – Waterlot Room

7:30 – 8:30 Breakfast Buffet

8:30 – 9:30 Probable Executive Session – Personnel Matters

9:30 – 10:30 Unification (JSC + LSC = NVU) one year after Board decision

10:30 - Noon Enrollment and Budget Update

Noon – 1:00 Lunch and Presidents Reports

1:00 -3:30 Board of Trustees Business Meeting

Vermont State Colleges System Board of Trustees Business Meeting

September 28, 2017 at 1:00 pm
Lake Morey Resort, Fairlee, Vermont

AGENDA

1. Approval of June 20, 2017 Meeting Minutes
2. Report of Executive Committee
 - a. Approval of By-law Revisions
3. Report of the Finance & Facilities Committee
4. Report of the EPSL Committee
 - a. Policy 102 New Program Approval: Associate of Science in Criminal Justice, Lyndon State College
 - b. Endorsement of VSCS *Start to Finish* initiative
5. Report of Castleton Presidential Search Committee
 - a. Possible Vote on Recommendation
6. Report of the Audit Committee
7. Legislative Report and Planning
8. Hall of Fame Discussion and Decision
9. Comments from the Public
10. Date of Next Meeting

MATERIALS

- Item 1: June 20, 2017 Meeting Minutes
- Item 2: By-Law Revisions
 - a. Resolution
- Item 3: Report of the EPSL Committee
 - a. Policy 102 New Program Approval
 - b. Endorsement of VSCS Start to Finish Initiative
- Item 4: Annual Reports of the Colleges

Item 1:
June 20, 2017 Meeting Minutes

UNAPPROVED Minutes of the VSC Board of Trustees Meeting held Tuesday, June 20, 2017 at the Office of the Chancellor, Montpelier, VT

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

The Vermont State Colleges Board of Trustees met on Tuesday, June 20, 2017 at the Office of the Chancellor, Montpelier, VT.

Board members present: Tim Jerman (Vice Chair), Jerry Diamond, Lynn Dickinson, Church Hinds, Chris Macfarlane, Karen Luneau, Mike Pieciak, Bill Lippert, Aly Richards (by phone), Martha O'Connor (Chair) (by phone), and Shavonna Bent (by phone)

Presidents: Nolan Atkins, Elaine Collins, Joyce Judy, Pat Moulton, Dave Wolk

Chancellor's Office Staff: Tricia Coates, Director of External & Governmental Affairs
Todd Daloz, Associate General Counsel
Kevin Conroy, Chief Information Officer
Sheilah Evans, System Controller & Senior Director of Financial Operations
Jeb Spaulding, Chancellor
Steve Wisloski, Chief Financial Officer
Sophie Zdatny, General Counsel
Elaine Sopchak, Administrative Director
Harriet Johnson, Executive Assistant to the Chancellor
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Scott Dikeman, Dean of Administration, Castleton University
Laura Jakubowski, Director of Finance, Castleton University
Lisa Cline, Johnson State College, Faculty Federation President
Barbara Flathers, Dean of Students, Johnson State College
Barbara Martin, Dean of Administration, Community College of Vermont
Toby Stewart, Controller,
Lit Tyler, Dean of Administration, Vermont Technical College
Beth Walsh, President, Academic Support, Johnson State College

Vice Chair Jerman called the meeting to order at 12.32 p.m.

1. Consent Agenda

- a. Approval of March 24-25, 2017 Meeting Minutes
- b. Approval of April 3, 2017 Special Meeting Minutes
- c. Approval of May 9, 2017 Special Meeting Minutes

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

Vice Chair Jerman advised the next agenda item would be #5 to take advantage of Trustees participating on the phone.

2. Report of the Meeting of the Nominating Committee

- a. Election of the Chair, Vice Chair, Secretary, and Treasurer of the Board of Trustees
- b. Election of Members of the Audit Committee

Trustee Diamond gave a brief report of the Nominating Committee which met on May 15, 2017 in Williston. The Committee nominated Martha O'Connor as Chair for a 2 year term, Tim Jerman as Vice Chair for a 1 year term; Karen Luneau as Secretary for a 1 year term; and Linda Milne as Treasurer for a 1 year term.

Trustee Jerman moved to vote on the nominations for the Nominating Committee seconded by Trustee Macfarlane. The vote passed unanimously.

1. Personnel Review and Possible Actions: Presidents and Chancellor (possible executive session)

Trustee Luneau made the following motion:

I move that the VSC Board of Trustees enter executive session, pursuant to 1 V.S.A. § 313(a)(3), for the purpose of considering the re-appointment of public employees. Along with the members of the Board present at this meeting, in its discretion, the Committee invites the Chancellor to attend.

Trustee Dickinson seconded. The Board approved the motion unanimously and entered executive session at 1:10 p.m. The Board exited executive session at 1:22 p.m.

Trustee Diamond presented the nominations for the Audit Committee. Linda Milne, Lynn Dickenson, Church Hinds, Karen Luneau, and Mike Pieciak. Trustee Diamond moved, seconded by Lynn Dickenson. The vote passed unanimously.

After the Board exited Executive Session, Trustee Jerman made a motion on the resolution for retention of the Presidents, seconded by Trustee Dickinson. Chancellor Spaulding, on behalf of Trustee MacFarlane, amended President Wolks term to 7/1/17 – 12/31/17. The resolution passed unanimously.

Trustee Diamond made a motion on the resolution for Reappointment of the Chancellor, seconded by Trustee Dickinson. The resolution passed unanimously.

Trustee Lippert expressed the Boards appreciation to the Presidents and the Chancellor for their roles and reappointments.

Trustee Luneau presented and read aloud a resolution honoring departing Vermont State Colleges Administrative Director Elaine Sopchak. The Committee approved the resolution unanimously and thanked her for her service. The resolution will go to full Board for its approval. Ms. Sopchak thanked the Committee.

2. Approval of the FY2018 Board of Trustees Schedule of Meetings

Trustee Jerman moved that the schedule of meetings as presented be approved. Trustee Diamond seconded. This will continue the 2 day board meetings. Trustee Dickinson feels the Hall of Fame is important to continue on an annual basis. Chancellor Spaulding and Chair O'Connor suggested this be discussed at the September meeting. Chair O'Connor will add this item to both the Executive Committee and the Board Meeting. Trustee Diamond asked that the Long Range Planning Committee be held quarterly. Chancellor Spaulding proposed adding a meeting on April 2nd along with the Finance & Facilities meeting. The amended schedule passed unanimously.

3. Report of the Finance & Facilities Committee

Trustee Hindes gave an update of the Finance and Facilities committee meeting including: refinanced the entire system debt that created \$9 M in debt relief over the next 4 years; recommended a balanced budget, the first in 7 years; adopted a tuition increase of 2.9%; began a dialogue with faculty and students what it means to be fossil free; approved sale of property in Randolph; celebrated Lauren Hubbell transition to Vermont Academy; and adopted a special endowment to support choral singing at Johnson.

Trustee Hindes moved the resolution approving the FY18 budget. Trustee Diamond seconded. The motion passed unanimously.

Trustee Hinderes moved the resolution approving the FY19 tuition, fees, room and board. Trustee Diamond seconded. The motion passed unanimously.

Trustee Hinderes moved the resolution approving the consent agenda. Trustee Diamond seconded. The motion passed unanimously.

Trustee Diamond asked to confirm the banking resolution that passed was not the version in the original package but the newer version that was handed out at the meeting.

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

Trustee Richards gave a brief update of the EPSLC meeting and indicated the minutes from the March 24, 2017 meeting could not be voted on due to a lack of a quorum and will be taken up at the August meeting.

5. Report of the Audit Committee

a. Approval of Proposed New Policy 432, Internal Audits

Trustee Dickinson said the Audit Committee met with the Auditors office. Sheilah Evans, System Controller & Senior Director of Financial Operations gave an update on proposed new Policy 432, Internal Audits. The Chair of the Audit Committee requested the Chancellor to follow through with implementation of the policy by next year. Trustee Diamond moved the resolution seconded by Trustee Dickinson. The resolution passed unanimously.

6. Report of the Long Range Planning Committee

a. Reauthorization of Long Range Planning Committee

Trustee Diamond presented an update of the Long Range Planning Committee which is focusing on Vermont State Colleges' strategic plan looking at the future of the Randolph and Williston campus. The Board is scheduled to sunset June 2017, the resolution extends the committee until June 2019. Trustee Diamond moves the resolution seconded by Trustee Dickinson. Chair O'Connor thanked Trustee Diamond for his commitment and work on this Committee. Trustee Jerman seconds that statement. The resolution passed unanimously.

7. Report of the Executive Committee

Chair O'Connor said no other news other than voting on the Chancellor and the Executive Committee.

8. Legislative Update

Chancellor Spaulding indicated Tricia Coates, Director of External and Governmental Affairs is representing VSC at a meeting with Governor Scott and Mayor Weinberger and other state leaders giving their support to the Paris Climate Accord. Chancellor Spaulding added that the legislature is coming back for a couple of days but does not anticipate any change with the VSC appropriation. It was a very successful legislature session for VSC.

9. Other Business

No other business to discuss.

10. Presidents Reports

Presidents reported on campus related news events and their commencement ceremonies.

11. Chancellor's Report

Chancellor Spaulding reported on the new domain name northervermont.edu, and that using the full name helps advertise where you are located. New England Cable Network did a story on Senator Sanders speaking at commencements. The Chancellors highest priority is supporting our leaders and briefly reviewed the college's strategic priorities. He also gave an update on new hires and retiring employees.

12. Report of the VSCSA

Nothing to report.

13. Comments from the Public

No comments from the public.

14. Date of Next Meeting:

Board of Trustees Annual Retreat
Wednesday & Thursday, September 20-21, 2017
Lake Morey Resort, Fairlee, VT

Vice Chair Jerman adjourned the Board meeting at 2:37 p.m.

**Item 2:
By-Laws Revisions and Resolution**

MEMORANDUM

**TO: VSC BOARD OF TRUSTEES
MARTHA O'CONNOR, BOARD CHAIR**

FROM: TODD DALOZ, ASSOCIATE GENERAL COUNSEL

SUBJECT: VSC BY-LAWS REVISION FOR SEPTEMBER 28TH BOARD MEETING

DATE: SEPTEMBER 20, 2017

CC: JEB SPAULDING, CHANCELLOR; SOPHIE ZDATNY, GENERAL COUNSEL

To the Board:

Included with this memo are suggested amendments to the VSC By-laws for the Board to consider at the September retreat. The revisions are mostly minor changes to conform the By-Laws to the Board's current practice and the 2015 statutory changes. Beyond the comments included in the draft, it is worth providing some explanation of the three main recommendations.

First, I recommend harmonizing the By-Laws with the changes the Legislature made to the statute governing Board membership. The recommended changes—largely a recapitulation of the statute—are in Article I.

Second, also in Article I, I recommend the Board elect new trustees at the last regular meeting each year—generally the December meeting. If adopted, the elected trustees would begin their service at the first meeting in the new year, generally the March meeting. This dovetails nicely with the statute (16 V.S.A. § 2172(a)(4)) which requires all Board-elected trustees' terms to expire on March 1. This solution has multiple additional benefits:

- Brings all new trustees in at the same time (e.g., legislatively elected, board elected and gubernatorially appointed);
- Allows new trustees to attend the March meeting (prep for discussion on tuition and budget at the annual meeting in June, election of officers); and
- Ensures that trustees whose terms have expired are not voting on new trustees to replace them (this would happen if new trustees were elected in March).

Related, I'm recommending a change in Article III ("Officers and Staff") to hold officer elections at the first meeting of the year—generally the March meeting. This holds officers over until the new board members begin their terms to provide some continuity. There is some chance that a board officer will rotate off the board

following the December meeting and need to be replaced at the March meeting, but the new officer can be elected at the start of that meeting, if that is the case.

Third, and finally, to conform to current practice, we should change Article II to require “a minimum of four regularly scheduled meetings,” instead of five. There are additional minor changes recommended to this Article, mostly housekeeping.

Beyond that, most of the changes are stylistic, correct errors or would bring the By-Laws into further compliance with governing statutes.

The Board’s Executive Committee reviewed these changes and has recommended them to the Board for approval.

Vermont State Colleges By-Laws¹

Commented [A1]: Adding new update date.

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

Commented [A2]: Style/formatting change to citation

Section 2. Appointment and Election of Trustees; Terms - Pursuant to statute, the Board shall consist of the following 15 trustees: the Governor shall serve as a trustee while in office; five trustees shall be appointed by the Governor to serve four-year terms expiring on March 1; one trustee shall be a student trustee, elected by the Vermont State Colleges Student Association to serve a one-year term expiring on June 1; four trustees shall be members of the General Assembly, elected by a joint session of the Legislature to serve four-year terms expiring on March 1; and four trustees shall be elected by the Board to serve four-year terms expiring on March 1.

Commented [A3]: This section is a recapitulation of the statute; it could be helpful to have the trustee membership information all in one place.

Section 3. Board-Elected Trustees - The Board shall generally elect trustees at the last regular meeting of the calendar year for a term to begin at the next regular meeting of the Board, or March 1, whichever is earlier. Vacancies for any cause shall be filled by the Board, and the term of the person so appointed shall expire on the next following March 1.

Section 4. Resignation and Vacancy - A trustee may resign his or her appointment at any time by delivering written notice of the resignation to the Chair of the Board or to the Chancellor. Unless the notice of resignation specifies a later effective date, the resignation shall take effect immediately. Vacancies for any cause shall be filled as soon as practicable by the appointing authority, pursuant to statute and these By-Laws.

ARTICLE II - MEETINGS

Section 1. Meetings - The Board of Trustees shall hold a minimum of ~~five~~ four 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. ~~At or following~~ 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

Commented [A4]: This means the June meeting.

Commented [A5]: This change would conform to practice.

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, ~~XX/XX/17~~

² Vermont Statutes Annotated Tit. 16, ch. 72 (§§ 2171-2186)-et-seq.

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, except special meetings, which require at least 24 hours notice.

Commented [A6]: The general rule is two days (that's the statutory default unless our By-Laws say otherwise). A shorter minimum notice time will provide greater flexibility when urgent issues arise.

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, but not serve as Chair and Secretary.

Commented [A7]: This is a statutory limitation.

Section 2. Election - The Chair of the Board shall be elected biennially at the ~~annual first regular~~ meeting in the calendar year from among the members of the Board. Officers of the Board shall be elected annually at the ~~annual first regular~~ meeting in the calendar year from among members of the Board. Officers shall hold office for one year and until their successors are elected and qualified. In the event of a vacancy in an office, the Board shall elect, in the same manner the office was originally filled, a replacement to serve out the remainder of the term vacated.

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

Commented [A8]: Just a personal preference—I don't like the "He/She" construction and try to draft to avoid it. This is not artfully done on my part.

Commented [A9]: The Chair is a voting member of the Executive Committee. This change more clearly allows for that practice.

Section 2. Vice-Chair - The Vice-Chair shall perform the duties of the Chair in his/her the Chair's 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 and~~ shall make provisions for annual audits. ~~He/She~~The Treasurer 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~~The Treasurer shall sign in the name of the Corporation such documents and instruments as the Board may direct.

Commented [A10]: Seems redundant—the Treasurer is necessarily an officer who may handle money.

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~~The Chancellor shall be the agent of the Board in implementing its decisions and policies. ~~He/She and~~ shall have general supervision of the academic, financial and business affairs of the Corporation and all other powers accorded ~~to him/her~~the Chancellor under these By-Laws and the Personnel Handbook.

Section 6. Chief Financial Officer - Under the direction of the Chancellor, the Chief Financial Officer shall supervise and direct the financial and business affairs of the Corporation. ~~He/She~~The Chief Financial Officer 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~~The Chief Financial Officer is appointed by, and shall perform such other duties as may be required ~~of him/her~~ by the Chancellor. ~~He/She is appointed by the Chancellor.~~

Commented [A11]: Updating the By-Laws to modern terminology.

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.

Commented [A12]: Because the Chair is a non-voting member of the committee, the existing language would leave only two voting members in a three person committee. This change ensures a minimum of three voting members on each committee.

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., as applicable.

Section 6. Minutes - Minutes shall be kept of all Committee meetings, consistent with the open meetings law.

Commented [A13]: For example, minutes need not be kept during executive session (though they can be and still would be considered exempt from public records).

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.

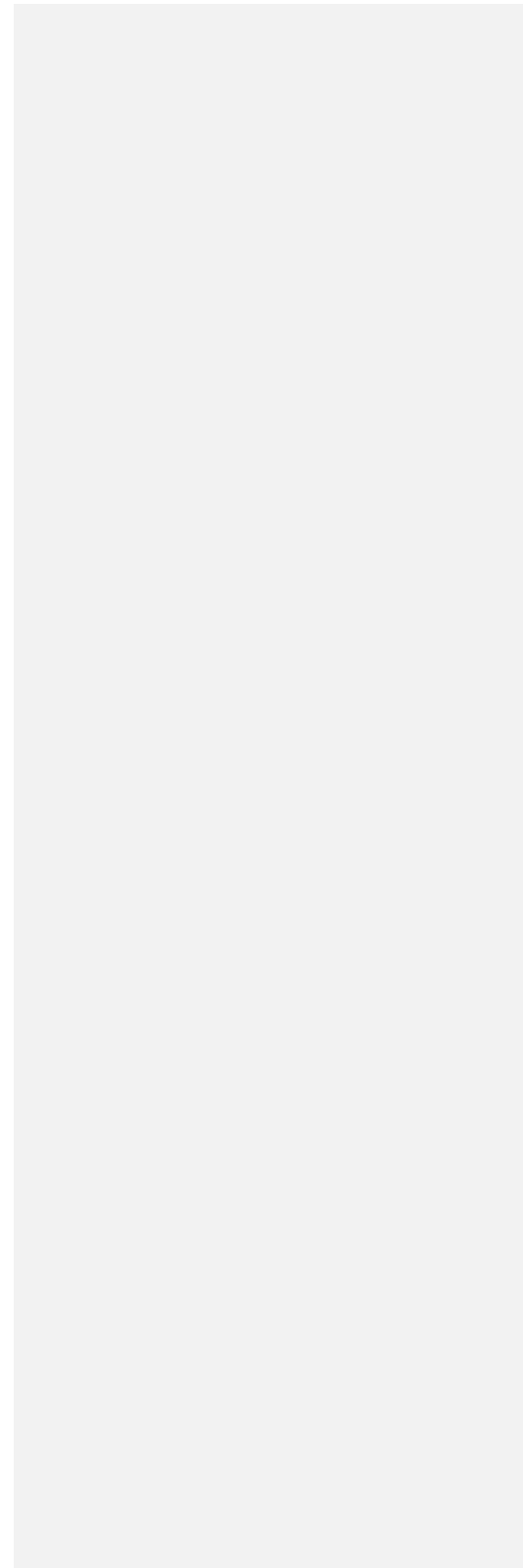
ARTICLE VII - POLICIES AND PROCEDURES MANUAL

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 [the](#) substance of the proposal in the call.



VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Revisions of Vermont State Colleges By-Laws

- WHEREAS, The By-Laws of the Vermont State Colleges are updated as needed, when new legislation requires and to reflect changing Board practices; and
- WHEREAS, Acts 19 and 48 of the 2015 Biennium, relating to the governance of the Vermont State Colleges, require changes to the appointment or election of various groups of trustees; and
- WHEREAS, The By-Laws would benefit from a more precise statement of the timing for member and officer elections; and
- WHEREAS, The Board desires to change its annual meeting schedule to a minimum of four regular meetings; and
- WHEREAS, A number of minor changes to the By-Laws are needed to correct grammatical and other issues; therefore, be it
- RESOLVED, The Board approves the changes outlined in the revised Vermont State Colleges By-Laws as attached.

September 28, 2017

- Item 3:
Report of the EPSL Committee
- a. Policy 102 New Program Approval
 - b. Endorsement of VSCS Start to Finish Initiative

**VERMONT STATE COLLEGES
POLICY 102 NEW PROGRAM PROPOSAL TEMPLATE**

Part I: General Information

1. Institution: Lyndon State College
2. Name of new program: A.S. Criminal Justice
 - a) Individual(s) with responsibility for program development: Dr. Brandon Stroup
 - b) Academic Department(s): Criminal Justice, History, and Global Studies
3. Proposed start date of program: August 2018
4. Title of degree to be conferred (if applicable): A.S. in Criminal Justice
5. Brief description of proposed program (150 words or less):

Lyndon is proposing the establishment of an A.S. in Criminal Justice. We currently offer a major and minor, which are popular, evidenced by the number of admissions inquiries. Establishing an A.S. in Criminal Justice will help with retention as a non negligible number of students have left the Lyndon B.S. Criminal Justice program after their sophomore year fall semester to complete an A.S. at another institution.

The degree will be comprised of 27 credits. Students will take a foundation core of criminal justice, sociology, psychology, criminology, ethics, and law, and electives from the variety of criminal justice electives offered at LSC (including judicial process, corrections, investigations, white collar crime, environmental justice etc.).

Our graduates will work in local, county, state, and federal government agencies, as well as in the private sector, in law enforcement, behavioral analysis, human services, courts, institutional and community-based corrections, victims' services, the juvenile justice system, research, teaching, law, forensics, and a variety of other fields.

Part II: Rationale

1. How the program will strengthen the institution (refer to institutional mission, institutional priorities and existing institutional programs) and how the perceived interest in the program at the institution was determined:

The Lyndon mission statement is: “Lyndon State College prepares every student for personal and professional success through experience-based, high-quality programs in the liberal arts and professional studies.” The A.S. in Criminal Justice is such a program, providing both professional studies and liberal arts courses to students who will be trained to work “in the trenches” within the areas of law enforcement, punishment and corrections, border patrol, social work, behavior analysis, and human services.

This A.S. degree will provide a degree pathway for students who initially engage in our B.S. degree in criminal justice but then decide to pursue an A.S. within the first three semesters. A few of our current students have transferred to Springfield College, Southern Vermont College, and Champlain College to complete their A.S. degree. Offering the A.S. in Criminal Justice will hopefully significantly reduce or eliminate this transfer issue and improve our retention rate. In addition, a number of prospective students inquire about an A.S. in Criminal Justice.

This degree fulfills all general education competencies and Lyndon graduation standards in the areas of critical thinking, writing and oral presentation. It provides an excellent balance between the humanities and the social sciences, focusing on both ethics and theory, as well as an emphasis on methods and perspectives in political science, sociology, anthropology, and history.

The A.S. in Criminal Justice relies on existing courses and offerings in criminal justice, psychology, sociology, history, and political science, thus complementing Lyndon’s already successful Criminal Justice, Human Services, and Social Science programs. All courses within the proposed A.S. degree are already established as required or elective courses for the B.S. degree. Therefore, there is no additional instructional cost for establishing the A.S. degree in Criminal Justice.

2. Specific student, educational and/ or employment need(s) to be addressed, including in-person, hybrid, low-residency, or distance mode(s) of program delivery, and whether these needs are local, state, regional, national or global (attach documentation of need in the form of supporting data from external or internal sources such as professional organizations, feedback from corporate partners, or market research):

Criminal Justice is a program that is gaining popularity around the country. This new degree is of special importance to the Northeast Kingdom where a number of enforcement agencies in the fields of border patrol, state corrections, local police, and game hunting enforcement exist. These agencies are all looking for skilled employees to accommodate their growing needs.

The A.S. in Criminal Justice will be supported with existing resources. Lyndon’s Criminal Justice program presently offers six to seven courses a semester and at least four each summer. Courses are offered in both lecture and online format.

Job outlook in Criminal Justice in the state of Vermont:

Title	Median Salary	Projected Growth (10 Yrs)
Police Officer or Deputy Sheriff	\$42,000	6%
Corrections Officer	\$39,000	stable
Legal Assistants or Paralegals	\$39,600	26%

Source: Vermont Department of Labor, <http://www.vtlmi.info/oic.cfm>

3. How the program will strengthen the System. If the program approximates existing programs within the System, describe why the development of an additional program will serve particular need(s). If it is a distinct program that expands System offerings, please describe what value it offers, any intended collaboration with other VSC colleges or organizations in planning or delivering this program, and, if appropriate, indicate specific benefits to the State of Vermont):

The A.S. in Criminal Justice will serve the State of Vermont by providing additional skilled workers to accommodate the more than 1,200 jobs in the growing field of enforcement and corrections. This program will help to address workforce needs for positions that do not require a B.S. in Criminal Justice.

The Community College of Vermont (CCV) offers an A.S. in Criminal Justice. However, Lyndon and CCV generally serve different student populations and therefore, we don’t anticipate creating competition within the VSCS. In fact, CCV and LSC are presently engaged in discussions to create a pathway for CCV students to complete their B.S. degree in Criminal Justice at Lyndon.

Part III: Program Description

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

Program Goals:

The LSC Criminal Justice program focuses on the relationship between society, culture, and the analysis of criminal behavior. This program allows students to apply this analysis as professionals in the real world. Students benefit from the knowledge and experience of faculty in several different disciplines: sociology, human services, psychology, political science, history, and criminal justice. Students take a broad variety of courses in law enforcement, the criminal justice process, corrections, victim studies, and special topics focusing on contemporary issues and social problems. The degree includes an internship component in which students apply their growing knowledge to help the community. Field experience exposes students to law enforcement, courts, and corrections. Internship placements include juvenile and adult correctional facilities and agencies in St. Johnsbury, court diversion, probation and parole agencies in Caledonia County, public defender's and prosecutor's offices, victim service agencies, human services centers, and the U.S. Border Patrol, only 40 miles from campus.

Criminal justice majors at Lyndon examine the social, culture, psychological, political, and historical impacts of crime and the criminal justice system. They study the culture of deviance, law, factors that can lead to criminality, issues regarding the fairness of the justice system, and misconceptions about crime and the criminal justice system itself. They learn the importance of research and apply social theory to real-life issues of deviance and criminality. Students gain a broad understanding of human behavior and diversity and gain important skills, such as critical thinking, theory-building, communication, and problem solving. Criminal justice graduates work in local, county, state, and federal government agencies, as well as in the private sector, in law enforcement, behavioral analysis, human services, courts, institutional and community-based corrections, victims' services, the juvenile justice system, forensics, and a variety of other fields.

Student Learning Outcomes:

- Students will recognize the roles and challenges faced by the courts, law enforcement, and corrections and their interrelationship within the justice system
- Students will demonstrate an understanding of a sound ethical framework necessary to criminal justice professionalism
- Students will recognize the relationship between research, theory and practice.
- Students will demonstrate an awareness of the myriad of factors contributing to crime and its prevention and intervention.

Career Objectives:

Students graduating with an A.S. in Criminal Justice will be prepared to:

- Obtain full-time employment in the industries of law enforcement, prisons, and the courts as well as in analysis, intervention, and prevention.
- Enter a wide variety of undergraduate programs, if they chose to return to school.

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

This new degree will provide a path for students to finish a degree in criminal justice in two years with vast opportunities in state law enforcement and corrections. It will also attract students to Vermont as it provides a unique balance of humanities, social science theory and praxis, and professional studies in the field of criminal justice. Many programs outside Vermont focus only on the vocational aspects of the program, not the theory, ethics, and criminal analysis perspectives.

This degree fulfills all general education competencies in the areas of critical thinking, writing and oral presentation. It provides an excellent balance between theory and practice, focusing on criminal justice ethics, theory, and methods, as well as various perspectives in political science, sociology, anthropology, and history. The Issues in Criminal Justice course provides students with a variety of current topics such as Terrorism, Drug Culture, and International Crime. Criminal Justice students will consider essential questions and contemporary issues.

3. What peer programs or model curricula served as a basis for the proposal:

We have examined criminal justice programs at CCV and Indiana University of Pennsylvania.

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

Learning outcomes will be assessed through assessments already in place for the criminal justice major. The department will also track the career paths that graduates enter.

5. How the program incorporates current standards and/or emerging directions in the field, and what the program will require to maintain licensure, certification, or accreditation standards with external entities, if any.

The curriculum has been designed to reflect the standards of the Academy of Criminal Justice Sciences, which requires the following:

Table 1: Required Content Areas and Related Topics

Content Area	Related content topics include but are not limited to:
Administration of Justice	Contemporary criminal justice system, major systems of social control and their policies and practices; victimology; juvenile justice; comparative criminal justice
Corrections	History, theory, practice and legal environment, development of correctional philosophy, incarceration, diversions, community-based corrections, treatment of offenders

Criminological Theory	The nature and causes of crime, typologies, offenders, and victims
Law Adjudication	Criminal law, criminal procedures, prosecution, defense, and court procedures and decision-making
Law Enforcement	History, theory, practice and legal environment, police organization, discretion, and subculture
Research and Analytic Methods	Quantitative - including statistics - and qualitative, methods for conducting and analyzing criminal justice research in a manner appropriate for undergraduate students

Ref: http://c.ymcdn.com/sites/www.acjs.org/resource/resmgr/certification/ACJS_Associate_Degree_Standards.pdf

Furthermore, the faculty in the Social Science department will annually review the program in order to maintain and to adjust curricula to ensure a continued level of excellence. The Lyndon Career Services Director tracks graduates as part of her regular duties and will report results to the department chair to help assess placement rates and graduate success.

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

Course Name & Number	Credits	New or Existing?
Criminal Justice Credits: 27 Note: SSC 1040 is recommended for all first year students. Core 12 Credits		
CRJ 1010 - Introduction to Criminal Justice	3	<u>E</u>
CRJ 2050 - Criminology	<u>3</u>	<u>E</u>
CRJ 2170 - Ethics and Professionalism in Criminal Justice	<u>3</u>	<u>E</u>
CRJ 2510 - Criminal Law	<u>3</u>	<u>E</u>
Or POS 3170 - U.S. Constitutional Law	<u>3</u>	<u>E</u>
Criminal Justice System Electives Choose 6 Credits: At least 6 credits of the following, at least three credits at the 3000/4000 level. Advised Term 2nd Year.		
CRJ 2010 - Law Enforcement in America	<u>3</u>	<u>E</u>
CRJ 2020 - American Judicial Process	<u>3</u>	<u>E</u>
CRJ 2150 – Community and Restorative Justice	<u>3</u>	<u>E</u>
CRJ 2160 - Juvenile Justice	<u>3</u>	<u>E</u>
CRJ 3210 - Punishment and Corrections	<u>3</u>	<u>E</u>
CRJ 3220 - International Criminal Justice	<u>3</u>	<u>E</u>
Criminal Justice Issues Electives		

Choose 6 Credits: At least 6 credits of the following, at least three credits at the 3000/4000 level. Advised Term 2nd Year. At least 3 credits must be from a CRJ course.		
CRJ 2220 – Environmental Justice	<u>3</u>	<u>E</u>
CRJ 3070 - Media and Crime	<u>3</u>	<u>E</u>
CRJ 3120 - White Collar Crime	<u>3</u>	<u>E</u>
CRJ 3250 – Terrorism	<u>3</u>	<u>E</u>
CRJ 4710 - Special Topics in Criminal Justice	<u>3</u>	<u>E</u>
HIS 3056 - Race in America	<u>3</u>	<u>E</u>
OR PSY 4180 Exploring Race & Challenging Racism in the US	<u>3</u>	<u>E</u>
PSY 3070 - Abnormal Psychology	<u>3</u>	<u>E</u>
PSY 1130 - Introduction to Substance Abuse	<u>3</u>	<u>E</u>
Criminal Justice Professional Development Electives Choose 3 credits:		
CIS 3110 – Networking	<u>3</u>	<u>E</u>
CIS 4040 – Computer Security	<u>3</u>	<u>E</u>
CRJ 3085 - Research Design and Analysis	<u>3</u>	<u>E</u>
CRJ 3145 – Criminal Justice Administration	<u>3</u>	<u>E</u>
CRJ 3155 – Investigation Science	<u>3</u>	<u>E</u>
CRJ 3165 – GIS Applications in Criminal Justice	<u>3</u>	<u>E</u>
CRJ 4810 - Criminal Justice Internship	<u>1-6</u>	<u>E</u>

7. TOTAL CREDITS in proposed program: _____ 27 _____
8. TOTAL GENERAL EDUCATION CREDITS beyond those in the program: _____ 34 _____
9. TOTAL CREDITS for the degree: _____ 61 _____
10. For associate and baccalaureate degree programs, provide a 2- or 4-year degree map showing intended semester-by-semester sequence of courses including program courses, general education requirements, and electives. For graduate degree programs, describe the intended timeframe and sequence for completion of the degree.

Part IV: Budget Considerations

1. Expenditures for the proposed program: Requires no additional offerings or faculty. Cost should remain static.

	Year One	Year Two
Faculty		
Admin/Other Staff		
Facilities/Equipment		
Library/Other Materials		
Other Costs (e.g. accreditation/licensure expenses)		
TOTAL COSTS:		

2. Revenue/sources to meet new expenditures

	Year One	Year Two
Tuition		
Reallocation		
Other Sources		
TOTAL REVENUES:		

There will be no additional direct expense for this program as it is a subset of our BS degree in Criminal Justice. The students we retain to finish the AS in Criminal Justice will generate additional tuition revenue.

Part V: Enrollment, Marketing and Public Relations Considerations

a. Projected enrollment for new program:

	Year One	Three Years Out
Full-Time	5	20
Part-Time	-	-
In-State	5	15
Out-of-State	0	5

2. Describe how you arrived at these projections:

This is a program that has been of interest among prospective students (according to Admissions) as well as current students. The projections are conservative estimates at best. We assume that this program will be attractive to Vermont students.

3. Describe the marketing strategies for the new program.

As with all our programs, we will develop an information sheet, put the information on the web, and send a mailing to all of the high schools in our recruitment territories (to guidance counselors in the social and behavioral sciences).

4. Competition:

a. In state and region

- i. CCV, Springfield College, Champlain College, College of St. Joseph, Southern Vermont College, Hauser College, Nashua Community College, White Mountain Community College

b. Online

- i. CCV, Springfield College, Southern New Hampshire University

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

This degree will increase enrollment within the Criminal Justice major at LSC. This will be largely accomplished through increased retention of students in the Criminal Justice B.S. program and new students who wish to major in an A.S. in criminal justice and have a residential campus experience.

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

It is possible that the LSC A.S. degree may impact enrollment within the CCV Criminal Justice A.S. program. However, as previously discussed, we anticipate that this impact will be small.

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

rev. 7/21/2016

VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION

Lyndon State College
A.S. Criminal Justice

- WHEREAS, Lyndon State College proposed a A.S. program in Criminal Justice; and
- WHEREAS, Lyndon State College currently offers a B.S. in Criminal Justice and a minor, which are popular as demonstrated by the number of admissions inquiries; and
- WHEREAS, Establishing an A.S. will aid in retention of students who leave Lyndon in their sophomore year to complete an A.S. at other institutions outside the VSC; and
- WHEREAS, The A.S. relies on existing courses from among those already established as required or elective courses for the B.S. degree; and
- WHEREAS, This new degree is of special importance to the Northeast Kingdom, where a number of enforcement agencies are all looking for skilled employees in the fields of border patrol, state corrections, local police, and game hunting enforcement; and
- WHEREAS, In accordance with Policy 102, following the Council of Presidents discussion of the proposal, the Board EPSL committee reviewed it and recommends it to the full Board for approval; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Lyndon State College to offer the A.S. in Criminal Justice.

The Vermont State Colleges System *Start to Finish* Initiative

To achieve measurable progress on VSCS priorities, the Chancellor and Board are initiating ***Start to Finish***, an initiative to align and advance efforts across the system to increase academic success and retention in the first year, on-time completion of a VSCS degree or other credential of value, and progression within the system to further learning.

Why Start to Finish?

One of the six strategic priorities of the VSCS is to improve the retention and graduation rates at our colleges. While retention and graduation rates across the VSCS are comparable to similar institutions nationwide, the board recognizes the growing body of national evidence from “game-changing” strategies that can significantly increase student success, many of which are in some stage of implementation across the system. A related strategic priority adopted by the board is to operate as an even more integrated system that provides expanded student opportunities and supports by improving the technology infrastructure and reducing transferability and course-sharing barriers. Finally, the board recognizes the critical need for the VSCS to contribute to Vermont’s 70x2025 attainment goal and the future social and economic well-being of our state by increasing the number of Vermonters who complete a degree or credential of value.

2017-2018 Strategies

I. Launch individual college messaging and advising campaigns to support students’ increased enrollment intensity and for full-time students, successful completion of 30 credits per year.

Why this strategy? Evidence from other state systems such as the University of Hawai’i have demonstrated that launching a strong messaging and advising campaign nearly doubled the percentage of students taking 15 credits per semester, and at every level of academic preparation, students taking 15 or more credits earned higher GPAs. On-time graduation saves money in the costs of attendance for an additional year and lost wages, typically \$50,000 per extra year or more.¹

- To graduate on time, students must complete at least 30 credits per year. Currently fewer than half of first-time, full-time students in the VSCS do so.
- Making every credit count requires planning and support. This includes taking dual enrollment and AP course exams in high school; maximizing opportunities for prior learning assessment, year-round enrollment, or more intensive block schedules; and

¹ http://www.hawaii.edu/offices/aa/hgi/CCA_15tF_170713.pdf

for students paying full-time tuition, enrolling in at least 15 credits per semester, which is above the 12-credit minimum requirement for federal financial aid.

II. Develop a Chancellor's student success incentives or support scholarship such as an "on-time graduation guarantee," emergency grants, or 30-credit achievement scholarships for students receiving Pell grants.

Why this strategy? Evidence from Indiana's 21st Century scholarship program² as well as successful VSCS TRiO programs demonstrates the effectiveness of small incentive scholarships to support high achievement and address real financial needs in ways designed to foster overall persistence and completion.

III. Improve utilization of institutional research data and technology platforms, particularly "Moodle," the current VSCS learning management system, to leverage real-time data to support student success.

Why this strategy? Evidence from colleges and universities that have implemented the use of predictive analytics combined with targeted academic and financial supports demonstrates the potential to achieve significant gains in retention and graduation rates. Georgia State University, for example, where 80% of its students are first-generation, Pell eligible, non-white, or have unmet financial need, increased its graduation rate 22.6 points over ten years.³

- Early and real-time information is actionable information. When advisors can rely on a technology platform that aggregates weekly attendance and assignment grade information provided by faculty, they can detect early patterns of student struggle that may not be visible to any single faculty or staff member working with that student.

IV. Develop VSC framework for alignment of individual college general education program requirements to support greater transparency for students who may transfer within the system or utilize courses from multiple institutions to catch up or accelerate academic progress.

V. Increase visibility and use of Direct Admissions pathways to guide student course-taking at CCV, including guidance for part-time, prior learning assessment, and Early College students.

Why these strategies? The VSCS has the potential to reduce affordability and transferability barriers students would otherwise face through its shared student information system. Creating transparent, well-defined, and multiple pathways will help students maximize

² http://in.gov/che/files/2016_Full_ScoreCard_Handout_CS6_6-12-17c.pdf

³ <http://www.aplu.org/news-and-media/News/aplu-announces-winners-of-inaugural-project-degree-completion-mvp-award>

prior learning and credits earned within the system, all with the goal of supporting on-time progress to degree completion.

Next Steps

The VSCS Board of Trustees Education, Personnel, and Student Life committee will review progress updates at its regularly scheduled meetings during the 2017-2018 year, including

- An update on college-specific implementation of campaigns to support increased enrollment intensity and 30-credit completion for full-time students;
- An update on the development of a Chancellor's success scholarship;
- New system data and analysis of outcome metrics as described below; and
- A project roadmap for developing robust real-time student success information, including new technologies.

Outcome Metrics

1. First-year academic success and retention within the system, defined as

- A) the percentage of each college's fall first-time full-time students who successfully complete 30 credits (credits earned anywhere within the system and inclusive of dual enrollment or AP credits) by the start of the following fall semester.
- B) the percentage of each college's fall first-time full-time students who successfully complete gateway English and math courses anywhere within the system, inclusive of dual enrollment or AP credits, by the start of the following fall semester
- C) the percentage of first-time college students beginning each fall who are still enrolled the following fall anywhere within the system

First-Year Academic Success

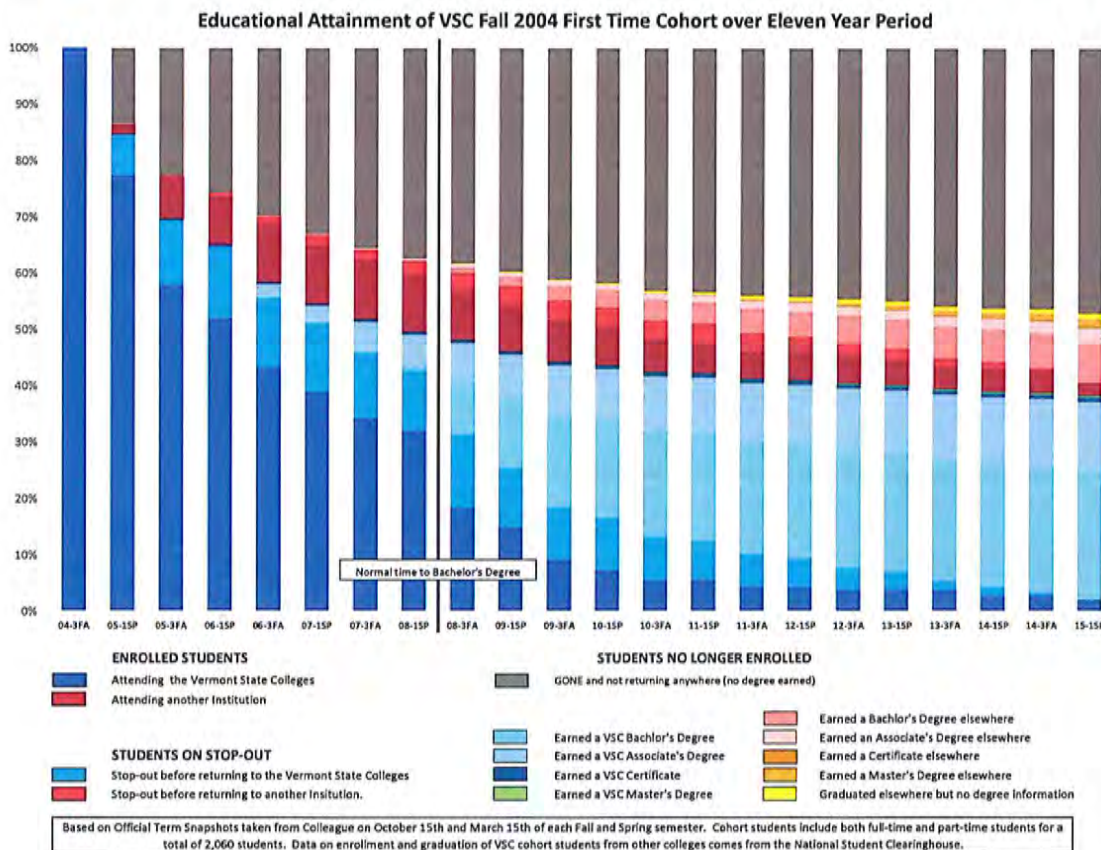
	Students completing 24+ credits	Students completing 30 credits	Students completing gateway English	Students completing gateway math
Castleton	84%	50%	86%	67%
Johnson	71%	39%	51%	45%
Lyndon	74%	34%	58%	50%
VT Tech	78%	46%	68%	63%
CCV*	48%	5%	66%	55%

**In 2015, at CCV this traditional measure of fall-starting "first-year" students (first-time, full-time) represented a cohort of 180 students, at Castleton 445, Johnson 204, Lyndon 267, and Vermont Tech, 212.*

2. **On-time completion of a VSCS degree or other credential of value** will be defined as the percentage of each college's fall first-time full-time students who successfully complete a degree or credential of value, on time (one-year certificates, two-year associates, four-year bachelors), at that college or within the system.
3. **Progression within the system to further learning following first-credential or degree completion** will be defined as the percentage of each college's graduates/credential completers each year who subsequently enroll in a next-level program within the system (for example, of CCV's 2016 AA/AS graduates, X% subsequently enrolled in BA/BS programs Castleton, Y% in NVU, Z% in Vermont Tech).

Data for 2 and 3 to be developed, utilizing information as in this analysis:

A system-level view of retention, completion, and progression: 2004 first time students in VSC, full & part time



Vermont State Colleges System
Board of Trustees Resolution

The Vermont State Colleges System *Start to Finish* Initiative

WHEREAS, one of the six strategic priorities of the VSCS is to improve the retention and graduation rates at our colleges, rates which are currently comparable to similar institutions nationwide, and

WHEREAS, the board recognizes the growing body of national evidence from “game-changing” strategies that can significantly increase student success, many of which are in some stage of implementation across the system, and

WHEREAS, a related strategic priority adopted by the board is to operate as an even more integrated system that provides expanded student opportunities and supports by improving the technology infrastructure and reducing transferability and course-sharing barriers, and

WHEREAS, the board recognizes the critical need for the VSCS to contribute to Vermont’s 70x2025 attainment goal and the future social and economic well-being of our state by increasing the number of Vermonters who complete a degree or credential of value, and

WHEREAS, the board, Chancellor, and presidents have developed the VSCS *Start to Finish* initiative with specific goals and strategies to increase academic success and retention in the first year, on-time completion of a VSCS degree or other credential of value, and progression within the system to further learning;

THEREFORE, BE IT

RESOLVED, that the Board establishes the VSCS *Start to Finish* initiative, and be it further

RESOLVED, that to support action on strategies identified for the initiative in 2017-2018, the Education, Personnel, and Student Life committee will review progress updates at each of its regularly scheduled meetings.

Item 4:
Annual Reports to the Colleges

Community College of Vermont

Castleton University

Johnson State College

Lyndon State College



Report to the BOARD of TRUSTEES

Executive Summary

Dear VSC Board of Trustees,

A major focus of our year at CCV has been continuing to increase access to higher education. Across the College, our systems and practices are aimed at opening our doors to an ever greater number of students, and to better supporting all students as they work toward their academic and career goals. On the following pages, you'll read, in detail, about the progress we have made in advancing our mission.

Preparing Vermonters for the jobs that are here in Vermont remains a top priority for CCV. Our workforce education initiatives are experiencing growth and progress. As of this writing, over 250 people have completed our Certified Production Technician (CPT) class, which provides specific training in the field of manufacturing. We were also pleased to announce a new career pathway this year, the Certified Public Bookkeeper (CPB), which allows students to begin or enhance their careers in accounting. We have 60 students enrolled in the program this fall. Our goal of strengthening Vermont's workforce includes meeting the needs of both employees and employers, and we continue to diversify and strengthen our partnerships throughout the business community.

We are seeing an increasing number of Vermont high school students finding their way to CCV. In the last year, participation in Dual Enrollment increased 18%, and 112 students completed Early College in spring 2017. CCV's redesigned Introduction to College and Careers (ICC) class is a comprehensive approach to introducing Vermont's high school sophomores, juniors, and seniors to higher education and career planning. More than 50% of the participants in ICC and Early College are first generation students. We continue to host Access Days at middle schools across the state, which introduce students to the college experience and environment. 675 students participated in 23 of these events last year.

CCV is also expanding access in other exciting ways. In collaboration with

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- Dual Enrollment & Secondary Education Initiatives
- Institutional Research

Vermont Tech, we are integrating the use of telepresence classrooms, which allow us to offer more courses at more of our centers. We have worked with the entire VSCS to launch Direct Admissions, which provide CCV students with clear pathways to bachelor's degree programs. We continue to honor and encourage veterans and military personnel by offering specialized support and resources. We are designing new programs and revising existing programs to enhance relevancy and efficacy.

We look forward to the next twelve months with confidence. We remain committed to fortifying the breadth of opportunity that has long defined CCV as an institution at which all are welcome, and all can benefit.


Joyce Judy
President

Student Affairs

Cultivating student leaders, supporting students' success, and helping students develop into confident, professional, and employable graduates continues to be a focus at CCV.

Last year CCV proudly hosted its fifth Leadership Scholarship luncheon. President Joyce Judy awarded thirteen students \$1,000 scholarships in recognition of demonstrated leadership in their academic centers, classrooms, or communities through service learning, volunteer work, and involvement in student life at CCV. Since the program's inception, CCV has awarded \$65,000 in Leadership Scholarships.

In 2016-17, CCV expanded its Peer Academic Mentor Program by embedding student leaders into 62 course sections. The program, which is a component of our retention strategy, aims to help students feel connected, develop strategies and behaviors for success, and persist through academic challenges. When asked to reflect on some of the positive impacts of having a peer mentor in class, one faculty shared that his peer mentor, "helped students gain confidence in their abilities and made it easier for them to seek assistance when they weren't sure about an assignment or how to do something. [The peer mentor] gave personal examples of ways she overcame common hurdles, like [intimidation] when speaking up in class, time management, and use of e-tutoring, TLT, and Moodle. She encouraged individuals to reach out to her for help with key assignments and put a personal face on our learning services."

At their summer retreat, Man Up peer academic mentors crafted a mission statement that defines what peer mentoring means to Man Up participants: Provide help and assistance when needed, with an emphasis on providing the tools and skills necessary for college while striving for new growth and learning. Following the July retreat, Man Up participants past, present, and future attended a barbecue. Sixteen students attended, including at least one student from each of the cohorts was in attendance.

In July 2017, members of CCV's TRIO team attended the nationally renowned On Course Workshop I where they explored learner-centered strategies that improve student success and retention. Members of the team will be developing a success course for GEAR Up and TRIO SSS students which integrates proven On Course strategies.

Last spring CCV chartered a chapter of Phi Theta Kappa, an academic honor society for two-year colleges. Phi Theta Kappa (PTK) is recognized as the official honor society for community colleges by the American Association of Community Colleges. To be eligible for PTK, degree-seeking students must have earned at least 12 credits at CCV and have a minimum 3.70 cumulative GPA. Since the establishment of CCV's charter, the College has inducted 246 students to its chapter. We have 209 current members and 37 alumni members. CCV student Bryant Garrow was selected as a 2017 Phi Theta Kappa (PTK) New Century Scholar for achieving Vermont's highest score in a nationwide Community College Academic Team competition. Garrow was honored at PTK's President's Breakfast in New Orleans, Louisiana in April, and

will be awarded the \$2,000 scholarship in the fall of 2017. Garrow, who completed classes at CCV's Rutland campus in 2016, now studies at Castleton University, where he is pursuing a degree in Environmental Studies.

Last year, 29 CCV students cultivated cultural competencies while studying abroad. In the fall, students enrolled in the Travel Writing study abroad course explored Scottish culture, especially its history, literature and music. During the ten-day tour, students visited cities founded in the Middle Ages, kirks and castles, and the spectacular hills and glens of the Highlands. In the spring, Current Environmental Issues students learned about song bird migration between Vermont and Costa Rica, took a rain forest canopy tour in Costa Rica, and investigated Costa Rica's world-renowned conservation practices. Since offering study abroad at CCV, over 350 students have traveled abroad to experience different cultures through CCV's experiential learning program.

Admissions and Enrollment Services

A key initiative for CCV this year was launching a college-wide text messaging system, which staff across the college are using to support students. The system includes automated response messaging designed to guide prospective students through the financial aid application process, allowing them to get assistance at any time.

Another key accomplishment for the past year was the launching of the VSCS Direct Admissions program. CCV staff worked with colleagues across the system to develop this program, which gives CCV students clear pathways to guaranteed transfer admissions within the VSCS. Each pathway not only leads to an associate degree but also ensures that every credit completed at CCV will apply directly to the bachelor's degree at the destination college. There are currently 36 degree programs with more in the works.

CCV, along with the other VSCS institutions, has begun using a new transcript processing service. This service, Parchment, allows students to order their transcripts more easily. It also allows CCV to process them more efficiently, resulting in better service, quicker turnaround, and fewer resources dedicated to transcript fulfillment.

The college's loan default rate, which measures the percentage of students that default within three years post-CCV, continues to decrease thanks to the work of our counselors and a third party vendor with whom we have contracted to reach out to these students. The default rate for the 2015 cohort (which closes in September), is projected to fall around 16%. This is a steep drop from the 23.1% it was in 2012.

Our Administrative Technology group has developed new tools for staff to help them work more efficiently with students and find up-to-date procedural, policy and report details more easily.

Personnel

CCV continues to use Interview Exchange, a web-based applicant tracking system, to efficiently recruit, hire, and onboard faculty, staff, and students. In 2016-2017, Interview Exchange was used to recruit for 210 full- and part-time job openings, resulting in 1139 applicants, and 6,981 people viewing job openings. Interview Exchange supports the collection of voluntary information regarding the diversity of the applicant pool. This enables CCV to analyze its outreach to diverse candidates as we strive to enrich the experience for our increasingly diverse student body.

College Council, one of CCV's three governing bodies, is composed of administrative and academic staff who address issues of policy and procedure relevant to the work of CCV staff. The council convenes each month at a CCV academic center to discuss ongoing projects and identify new directions. Current initiatives include improvement of college-wide communications for professional development and wellness for staff.

Academic Affairs

As part of the College's commitment to student success, CCV faculty are required to evaluate students at the mid- and end-point of each semester. Last year, Academic Council reviewed the process and forms for these evaluations, collecting feedback from students, faculty, and academic staff, with the goal of improving both effectiveness and efficiency. Recommended changes resulting from this project will be implemented in fall 2017. The new process includes a faculty narrative evaluation for each student describing strengths, mastery of course objectives, and recommendations for improvement. Evaluation forms include links to resources to support faculty in writing the narratives: course learning objectives, competencies for college-level skills, Habits of Success, and CCV student support services. Faculty and students will receive email reminders to complete and read the narratives.

Efficient transfer for CCV graduates is another student success priority. CCV continues to work with VSCS partners to develop seamless 2+2 pathways describing transfer from CCV associate degrees into VSCS bachelor programs. Direct Admissions allows students to enroll in both their CCV associate degree and VSCS bachelor degree at the same time. There are currently 36 pathways supporting Direct Admissions and more are in development. Likewise, CCV is building pathway agreements with institutions outside the VSCS and has developed an additional 25 pathways with more to come.

Efficiency and effectiveness of program delivery was also a goal this year, as evidenced by the roll-out of our revised Design & Media Studies program. The program combines features of our previous degrees in Multimedia Communications, Graphic Design, and Visual Arts, and allows students to declare a focus area within Design & Media Studies while building a more versatile skillset. Student response has been positive with some students opting to change from their previous degree into Design & Media Studies.

Finally, two programs, Early Childhood Education and STEM Studies, have grown significantly over the last three years. STEM Studies was developed in fall 2014 to serve students interested in entry-level positions in STEM-related fields and/or transfer into STEM bachelor degree programs. The program has grown from 122 students in fall 2014 to 176 students in fall 2016. Early Childhood Education is a long-standing program at CCV and has grown from 249 students in fall 2014 to 294 students in fall 2016. Many of the students in the ECE program are already employed in childcare fields and are working toward career advancement. For both programs, CCV has been developing articulation agreements with four-year partner schools, building community relationships, and increasing course offerings to support student interest and enrollment trends.

Finance

The College continues to experience sound financial health, maintaining its high standards in financial management, enabling the College to meet its mission of providing affordable, statewide access to higher education, and helping students succeed in achieving their educational goals. Revenue sources remain in stable proportion, with tuition and fees representing approximately 80% of the College's revenue. Twenty-five percent of revenue support was received from governmental grants (state and federal) and contracts, while 13% of revenues were received from appropriation by the State of Vermont. Expenses remain distributed similarly to previous years, at one third operations, one third instruction, and the last third academic and student support. Approximately 75% of all unrestricted expenses fund employee compensation. The year-end financial report, audited and consolidated into the VSCS financial statements, will address the specific financial results.

Highlights of the year include:

- We made major investments in telepresence technology in our classrooms to increase access for students across the College. The College continues to use technology to creatively enhance services and reduce operating costs (communication, energy management, reduced travel).

- We received a major grant from the VT Department of Children to create and manage a professional development system for early childhood and after school professionals.
- Our workforce education activities continue to increase, providing non-tuition based revenue, expanding opportunities for Vermonters to enrich their skills, and bring more students into the College. FY 2018 will be the final year of funding from the TAACCCT IV grant. CCV also continues to receive generous support from the Vermont Community Foundation and other local donors who sponsor programs that contribute to student access and success.

Facilities

CCV continues to take great pride in and responsibility for its facilities. Through planning and prioritization, and with modest assistance from the Vermont capital improvement program, CCV has been able to keep pace with repairs and replacements throughout its twelve academic centers. Examples of projects that were undertaken this past year include carpet replacement in multiple locations, window treatments, internal and external painting, outside building repairs, programmatic changes in classroom facilities and office enhancements.

Additionally, CCV-St. Albans' 25-year-old air conditioning system, along with the control systems, was upgraded and replaced. This will enable greater control of the building's climate, both in the center and remotely. We anticipate greater energy efficiency.

Equipping academic centers with telepresence classrooms continues with additions in the Winooski, Newport, St. Johnsbury, and Rutland centers. These telepresence classrooms allow multi-center locational distribution of teaching and classroom participation, and have been developed to increase access to education opportunities for students throughout Vermont.

In addition to programmatic improvements, CCV continues to focus on safety and security in all of our facilities. The CCV Safety Committee has met regularly and continues to advise on practice and protocol for operational and academic safety efforts.

Development

CCV's community of alumni, faculty, staff, and friends provide support through our annual fund, eleven different scholarship funds—including a new endowed fund in honor of Urban & Pauline Bergeron established by the Bergeron Family Foundation, and thirteen Student Assistance Funds (SAF) used to meet compelling and urgent financial needs of students at each CCV location. In the 2016-2017 academic year, CCV awarded \$225,810 in scholarships and grants to 486 students. The overall average award was \$345 with 244 CCV students accessing SAF funds totaling \$37,506.

Foundation grants from the J. Warren and Lois McClure Foundation, the Hoehl Family Foundation, and the Vermont Community Foundation, as well as other major donors, continue to support our work with Vermont high schoolers, veterans, and first generation college students.

CCV has also received funding for the following new initiatives this coming year:

- Provide need-based scholarships to students wishing to pursue CCV's study away/study abroad courses, opening these important learning opportunities to students who would otherwise find participation cost-prohibitive.
- Launch Introduction to College and Careers (ICC), the modular redesign of CCV's Introduction to College Studies course. ICC allows for greater flexibility in catering this pivotal curriculum to younger high schoolers while also supporting juniors and seniors in preparation for taking Dual Enrollment courses.
- Pilot Prison-to-Career Pathways, a partnership with the Department of Corrections to provide career

preparation and college courses for people in prison.

- Assess the potential of a new grant program to help students persist in their college studies by addressing the hidden costs of attendance that derail them.

While foundation grants will remain an important focus for CCV's development efforts, we have been exploring ways to both diversify and increase donations to the college through the use of technology, greater outreach to alumni, and strategic relationships with Vermonters who share our mission of access, success and affordability.

Hartness Library

Information Literacy has become a major focus, as the ready availability of spurious information through social media has turned a spotlight on the importance of discerning good information from bad, and facts from rhetoric. Together with our colleagues at Vermont Tech, the Hartness Librarians at CCV place an emphasis on building and supporting the Information Literacy skills necessary for academic success, as well as for success in the workplace and beyond. Hartness Librarians have led discussions with faculty about how to help students steer their way through an increasingly complex information landscape, how to recognize fake news, and how to evaluate research sources. Hartness librarians have led workshops with science faculty at CCV, focusing on the difficulties students face when evaluating sources of scientific information. We have added guides for students like "Fake News: How to avoid it," and "How to find and use Peer Reviewed sources," and have expanded our collection of readily available reference and background sources. These, along with the single-search box on our website, encourage students to start their search at the library rather than the open web. Through the Vermont Consortium of Academic Libraries, Hartness is also participating in an Information Literacy working group to collaboratively examine and support the Information Literacy needs of Vermonters through K-16, into the workplace, and beyond.

Hartness continues to support faculty in reducing the cost of textbooks by expanding our collection of unlimited user eBooks and consulting with faculty who want to build their courses using Open Educational Resources and subscription resources available through the library, while keeping within Fair Use guidelines. We've expanded our Library In Moodle options to include detailed instructions that help faculty embed specific library materials, such as articles, videos, eBook chapters, and encyclopedia entries.

Learning Technology

CCV has been at work this year to improve its technology infrastructure for both academic and administrative computing. On the academic front, we have been working closely with Vermont Tech to develop videoconference-based instruction, or telepresence classrooms, as they have come to be known. CCV has added to the VSCS-wide telepresence network with classrooms at its Winooski, Rutland, Newport, and St. Johnsbury centers. This fall, CCV is offering three courses on the telepresence network to complement over 300 fully online courses available each semester. Our plan is to expand telepresence offerings to increase access to courses not regularly available at smaller academic centers and to utilize the system for training, meetings, and courses that can be shared among VSCS institutions.

An exciting development in administrative computing has been the rollout of Virtual Desktop Infrastructure (VDI). This system manages software applications from central servers, rather than on individual desktop computers, which are replaced by less expensive and longer-lasting terminals. Applications specific to each user's needs can be delivered and managed centrally, saving time and money on installations and upgrades--especially for a college with 12 locations around the state. A big plus for staff who work and meet at multiple locations is the ability to log onto any CCV VDI terminal and see exactly the same computer desktop and programs that the user sees on his/her own office terminal. VDI has been deployed successfully at three academic centers and other administrative offices, and the continuing rollout will provide this resource to all staff, with a longer-term goal of using VDI for computer labs and other academic computing.

Public Service

CCV endeavors to promote an institutional culture of service. Each year, up to three service awards are given at CCV's graduation ceremony: the student service award, the faculty service award, and the community service award. During CCV's 2016 Staff Development Day, 134 staff engaged in over two hours of service in Washington County. Staff cleaned debris along the Winooski River, cleared brush from the Wrightsville Beach Disc Golf Beach, prepared the North Branch Nature Center barn for renovation, painted, and constructed butterfly houses.

The College offers a multitude of service-learning courses across all disciplines and promotes community service opportunities on CCV's Facebook page and student portal. Research tells us that service-learning makes course content more relevant, allows students to apply newly learned knowledge in a hands-on setting, and increases retention. Nearly 700 CCV students engaged in approximately 5,000 hours of academic service as part of their coursework. Service projects ranged from singular activities to complex projects that spanned an entire semester.

The Power of Food in Literature, Culture & Film students planned and organized a community meal in Rutland. As part of their study in American Government and Politics, students were asked to volunteer for a local, state, or national campaign of their choosing and keep a journal of their activities and reflections. Forest Ecology students analyzed a patch of woods in Springfield and shared what they learned with a 5th grade class.

Service-learning not only deepens learning, it also empowers our students and helps them realize they can contribute to their communities. Using Independent Sector's national model to assess the value of volunteer time, we estimate that CCV's 20,500 service hours made an economic contribution of nearly \$475,000 to the economy in 2016-17.

Workforce Development

The workforce efforts at Community College of Vermont have been focused on meeting industry needs while providing Vermonters with both career and academic pathways.

Our Certified Production Technician (CPT) program has seen great success statewide. To date, over 250 Vermonters have participated in CPT classes, with nearly 600 industry certifications earned. Our business partnerships have grown significantly due to this program, with dedicated courses and trainings happening statewide both at CCV centers and on location at local manufacturers. These exciting business partnerships include relationships with Super Thin Saws, MSI, Global Foundries, and General Electric, along with Twincraft Skincare and other smaller companies. With the CPT, CCV is able to upskill both incumbent workers and Vermonters who aspire to enter into the manufacturing field.

Our focus on training a successful Vermont workforce also extends to the healthcare sector. CCV offers trainings and programs both to incumbent workers, such as our Customer Service in a Healthcare Environment training at Springfield Hospital, and to aspiring workers, like our College to Career Program at Brattleboro Memorial Hospital. The College to Career Program packages five college-level courses into one semester, and was developed according to the needs of the business. BMH hired 8 students out of the first cohort, each of whom began work immediately upon finishing the 15 weeks of classes.

Our newest project, which aligns college-level learning with industry credentials, is our Certified Public Bookkeeper (CPB) program. Students earn 4 industry certifications and 8 college credits in one semester. There are 60 students enrolled in the program this fall.

Veterans Services

Our specialized, individualized service to veterans and military-connected students would not be possible

without our two Veteran & Military Resource Advisors, Kyle Aines and Marty McMahon, who are veterans themselves. They serve student veterans in all 12 CCV centers, cultivating strong one-on-one relationships. Their areas of expertise include academic advising, veterans' federal education benefit programs, and developing strategies for supporting veterans who may have a difficult time adjusting to college.

Community engagement is also an essential element of Kyle and Marty's work. Marty has been working with a Vermont service dog provider to help our student veterans' access service animals. He is also working with the Vermont Humanities Council to run a book discussion group for veterans in the Northeast Kingdom. Kyle is coordinating stays at the Warrior Connection residential retreat in Dummerston for several of our combat veterans, which will provide an opportunity for them to experience a safe space for healing. In these creative ways, our veterans' advisors are helping veterans make valuable connections within the community.

This year our graduating class included 45 veterans and military-connected students, spanning ages 18 to over 60, from many different ethnic backgrounds, serving from as little as four months to 20 years in locations across the country and around the globe. These graduates have served as military police, medics, band members, mechanics, cooks, and soldiers who earned a Bronze Star or a Purple Heart. We are deeply proud to be a part of their lives.

Dual Enrollment & Secondary Education Initiatives

In response to the changing needs of students and schools resulting from Flexible Pathways legislation, CCV's Introduction to College Studies course was re-designed to offer more customization. The new Introduction to College and Careers can be offered in high schools or CCV centers for 26 to 50 hours of contact time with a menu of up to 10 different curricular modules determined by the needs of the students. The program serves between 50-60% first generation students from over 75 schools, and increases the likelihood that students will matriculate into college by 17% above the statewide college-going rate.

This year, we continued to expand our work of partnering with middle schools. We delivered 23 Middle School Access Days, bussing students to CCV centers to attend mini-classes, meet with college students and staff, and experience first-hand what a college environment is like. Over 675 students participated from schools around the state, and we expect to expand Access Days again next year.

Through the Vermont Dual Enrollment program, we experienced further growth in the number of secondary students attending CCV. Participation increased 18%, to 1,682 vouchers this year. Of those participating, 502 were eligible for free and reduced lunch and 636 were first generation students. We also increased the number of Early College students, from 64 last year to 112 completers in spring of 2017. The cohort represents students from 44 high schools, and 56% of the students are first generation. Over the last two years, 25% of CCV's Early College students matriculated at CCV and 42% matriculated within the VSC. We're excited to have accepted 128 early college students for fall of 2017.

Institutional Research

Community College of Vermont is mid-way through a strategic planning effort that will identify institutional priorities for the next five years. College President Joyce Judy named Dean of Students Heather Weinstein and Institutional Research and Planning Director Laura Massell to serve as planning co-chairs. The co-chairs, together with a 10-person Strategic Planning Committee (SPC)*, composed of CCV staff and faculty, have accomplished the following since first convening in February:

- Researched Vermont demographic, labor market, workforce, economic, and education trends to set the context for the development of the plan, including interviews with area experts
- Reviewed data supporting outcomes of the current set of strategic priorities
- Conducted visioning exercises with CCV President's Council and the Planning Committee

- Engaged the College community in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis— a widely-used planning tool to gather and synthesize input for organization planning and improvement. The Committee hosted 13 SWOT sessions across the college, with broad representation by CCV staff, faculty, students, and external community partners (including representatives from business, government, communication, education, and social agencies).

The information collected was fresh, insightful, and constructive. Over the summer, the Strategic Planning Committee met with President's Council and agreed on a strategic planning framework that articulates a vision for CCV and outlines a limited set of strategic priorities to help us achieve our vision. Currently, the committee is working to identify the specific strategies and initiatives we will undertake to accomplish each of our priorities. In early fall, the SPC will share the draft of the priorities and strategies with the CCV community. In addition to gathering feedback, the committee will engage stakeholders in a process to identify key performance indicators to measure and track performance.

***CCV Strategic Planning Committee Members**

Jennifer Alberico, Coordinator of Academic Services

Sarah Corrow, Assistant Director of Academic Technology

Melissa DeBlois , Director of Office of Prior Learning Assessment

Ryan Dulude, Assistant Director of Financial Aid

Shawn Kerivan, Faculty

Tiffany Keune, Associate Dean for Workforce Education

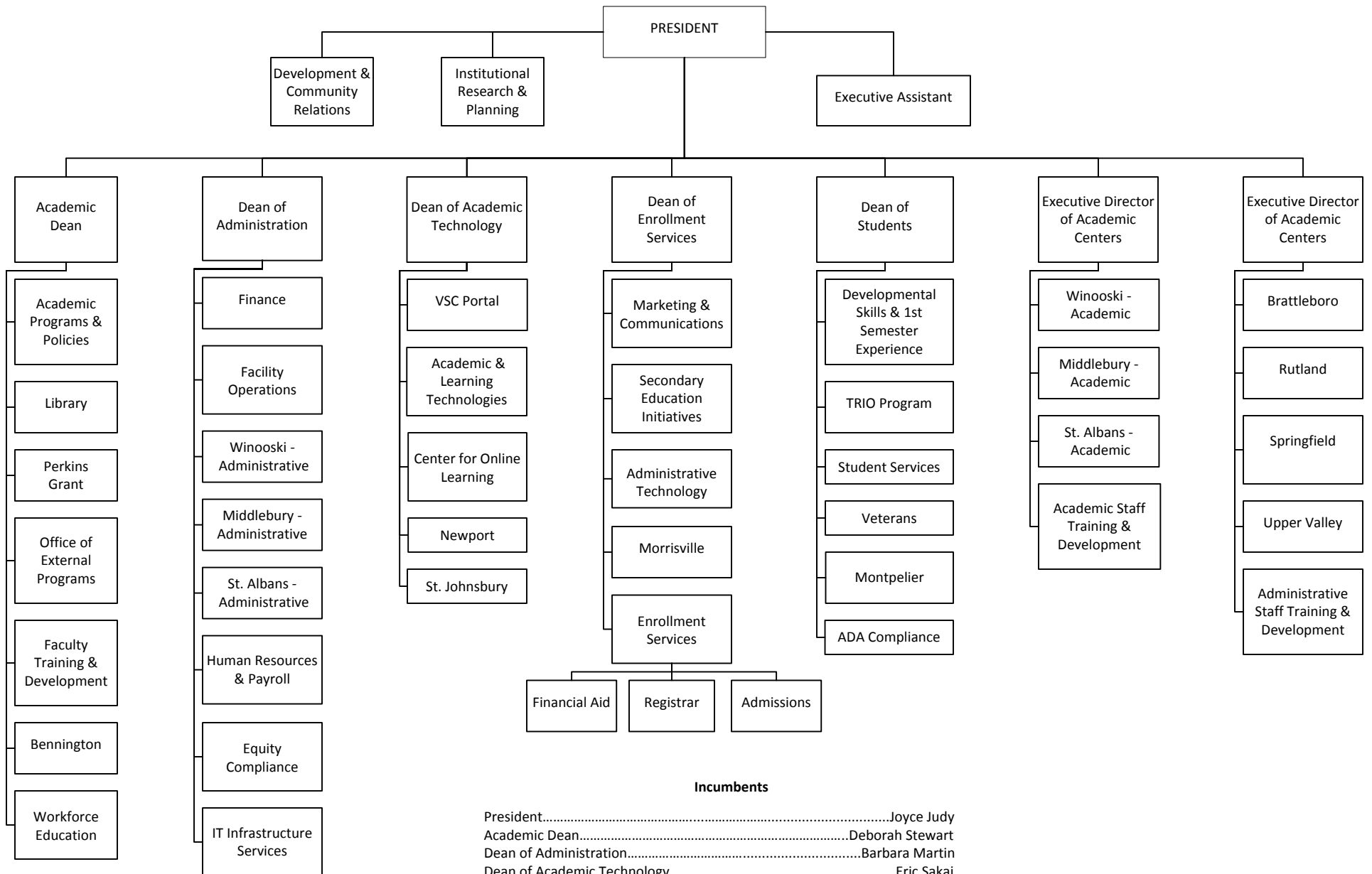
Laura Massell, Institutional Research and Planning Director, Co-chair

Melanie Meyer, Faculty

Adam Warrington, Admission Director

Heather Weinstein, Dean of Students, Co-Chair

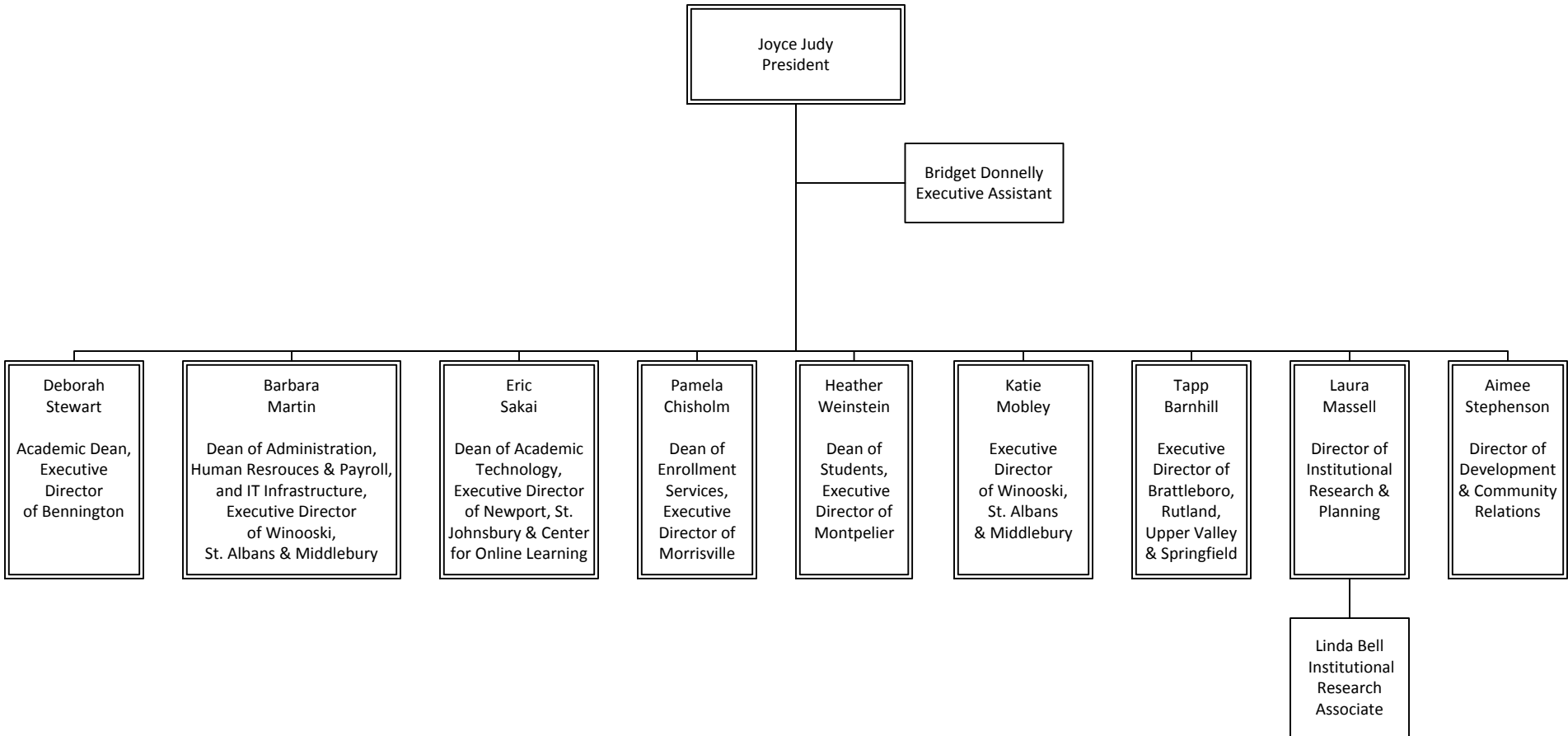
Community College of Vermont
2017 Organizational Chart

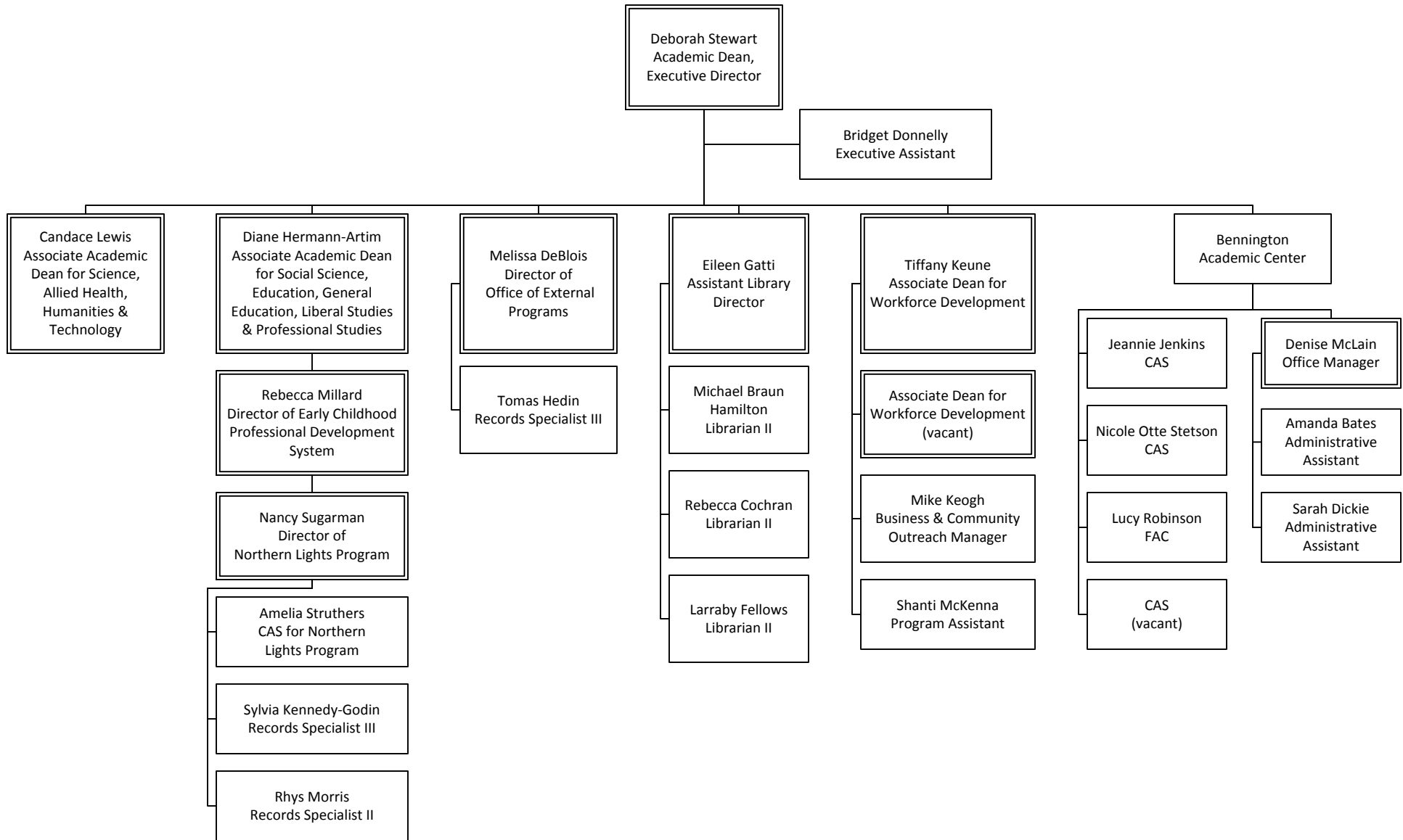


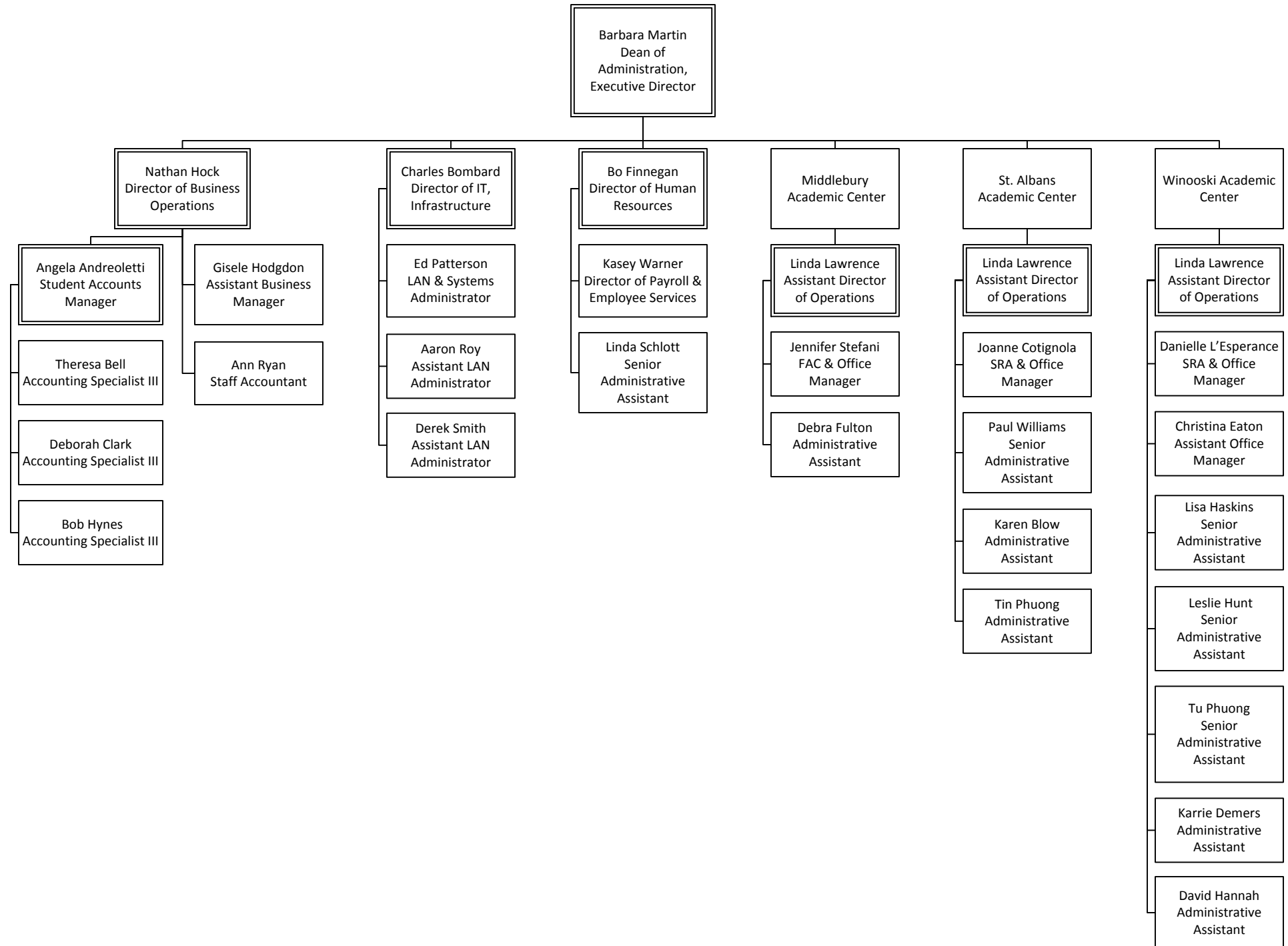
Incumbents

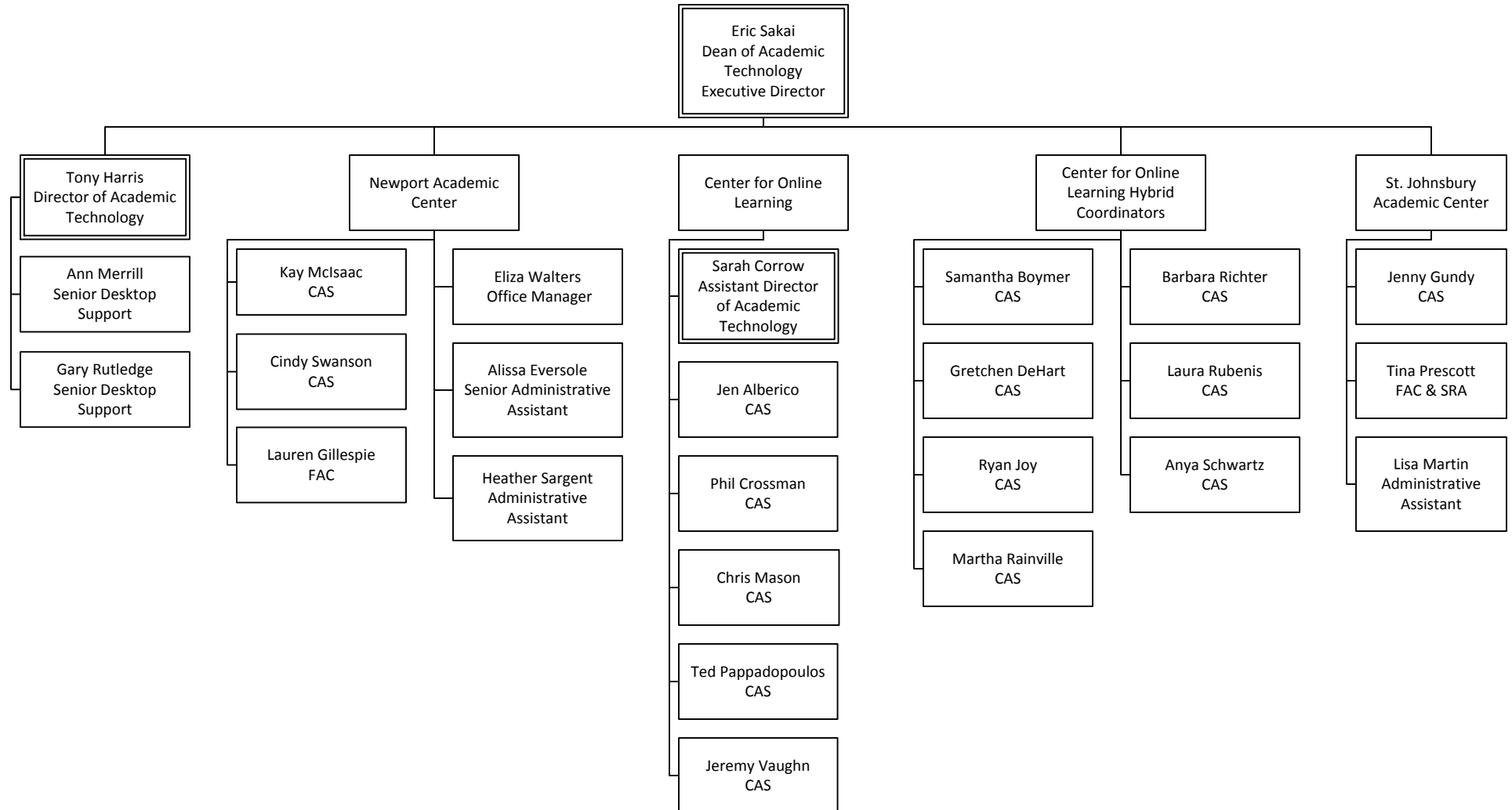
President.....Joyce Judy
 Academic Dean.....Deborah Stewart
 Dean of Administration.....Barbara Martin
 Dean of Academic Technology.....Eric Sakai
 Dean of Enrollment Services.....Pamela Chisholm
 Dean of Students.....Heather Weinstein
 Executive Director of Academic Centers.....Katie Mobley
 Executive Director of Academic Centers.....Tapp Barnhill
 Director of Institutional Research & Planning.....Laura Massell
 Director of Development & Community Relations.....Aimee Stephenson
 Executive Assistant.....Bridget Donnelly

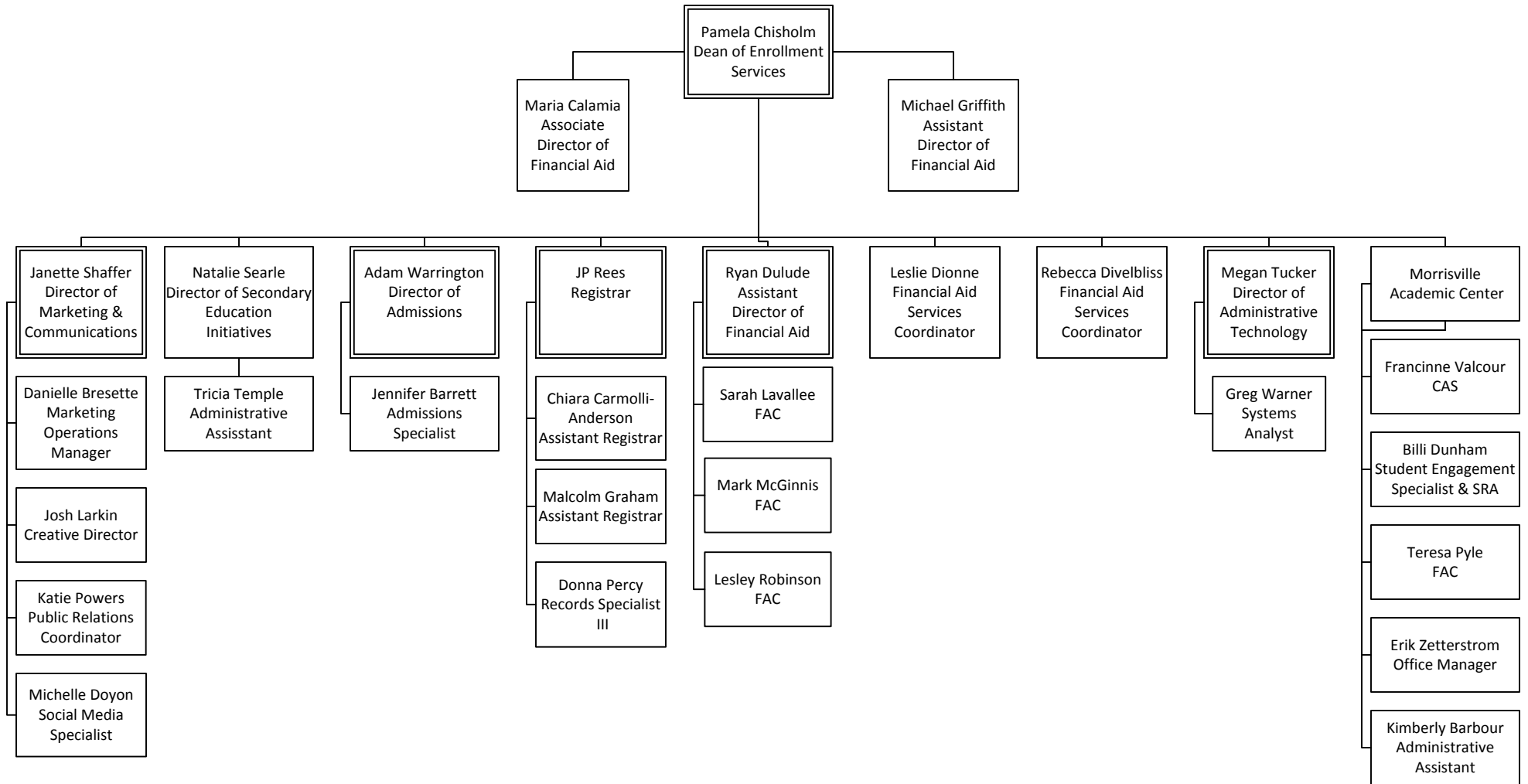
Community College of Vermont
2017 Presidential Chart

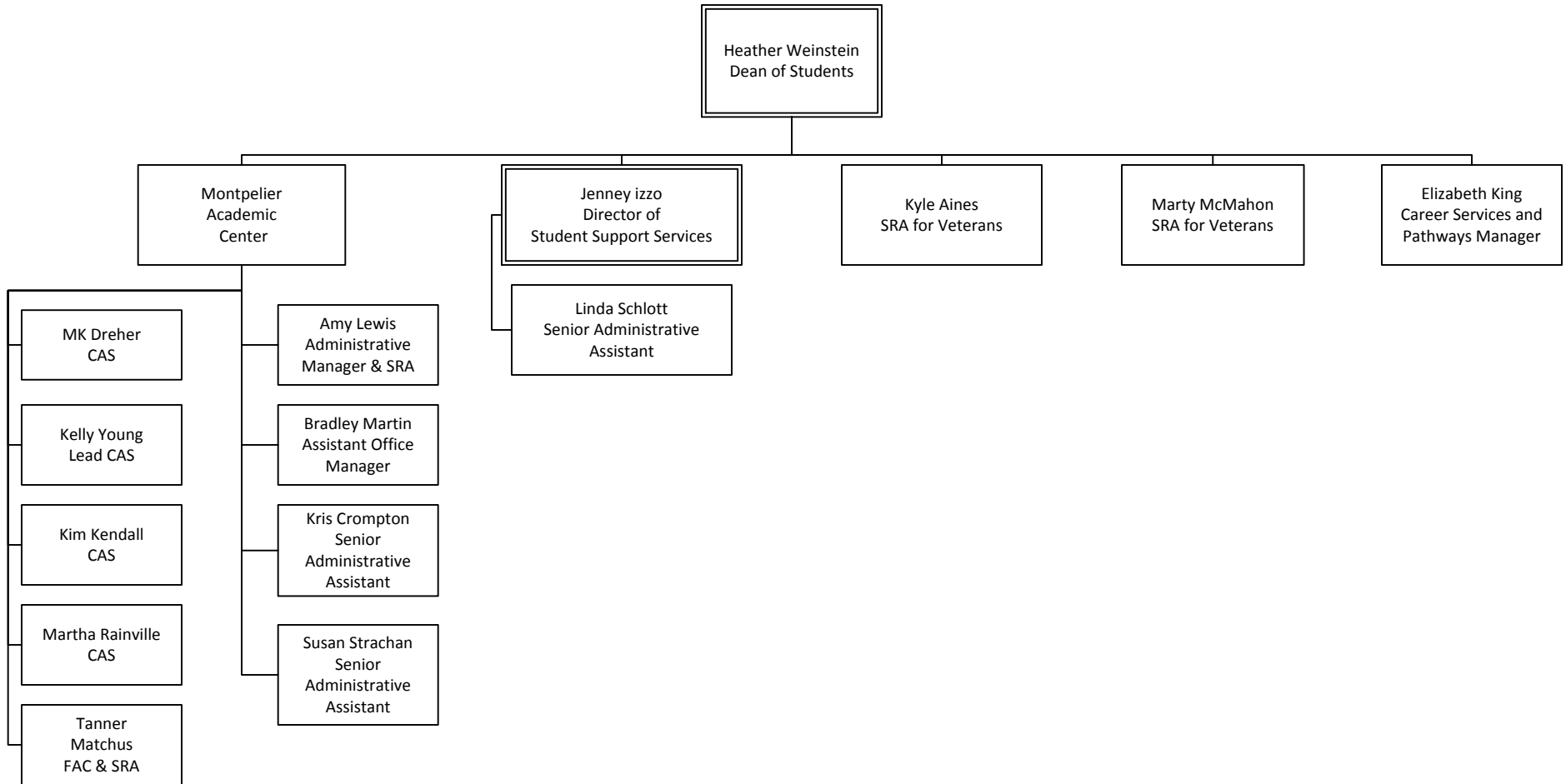


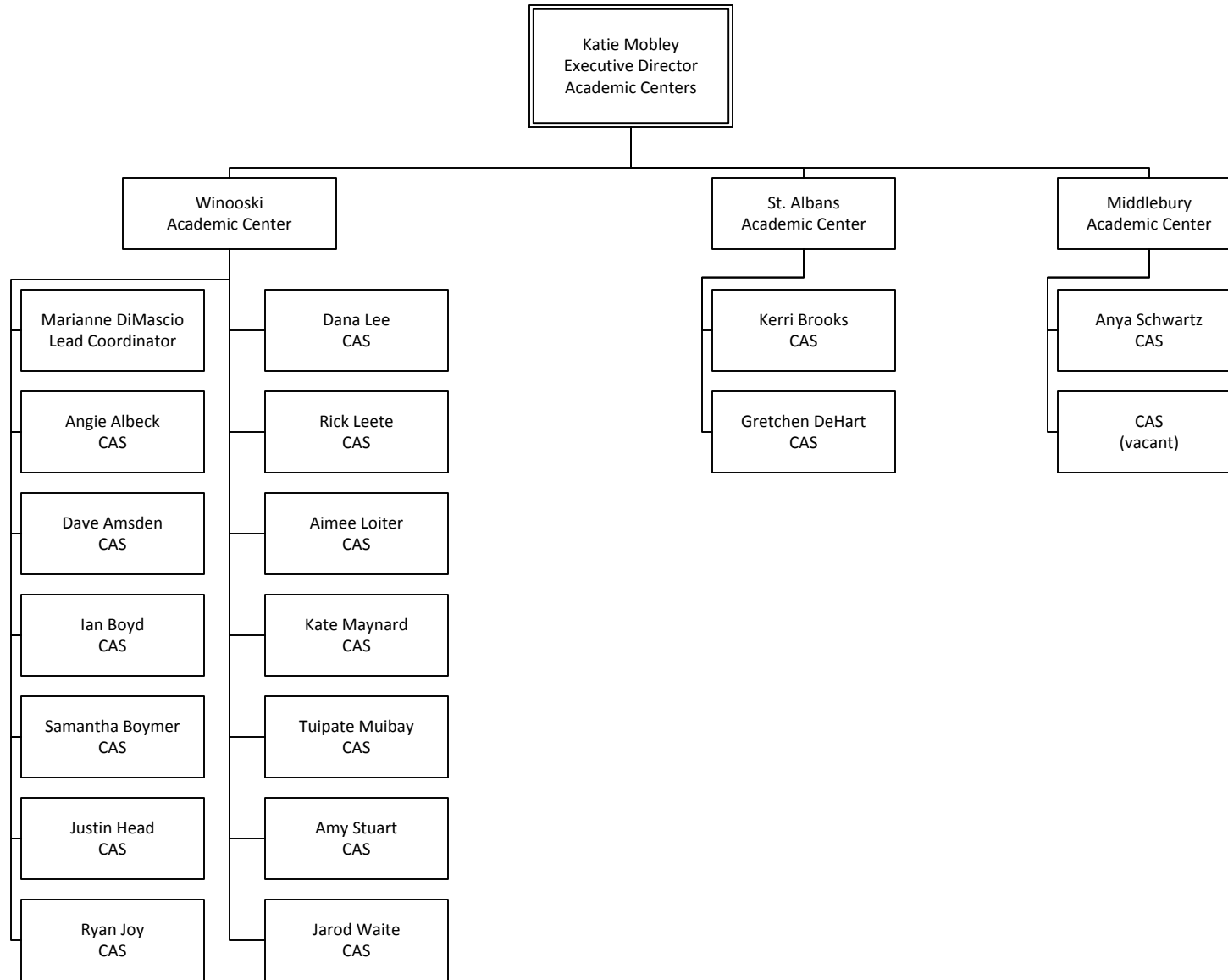


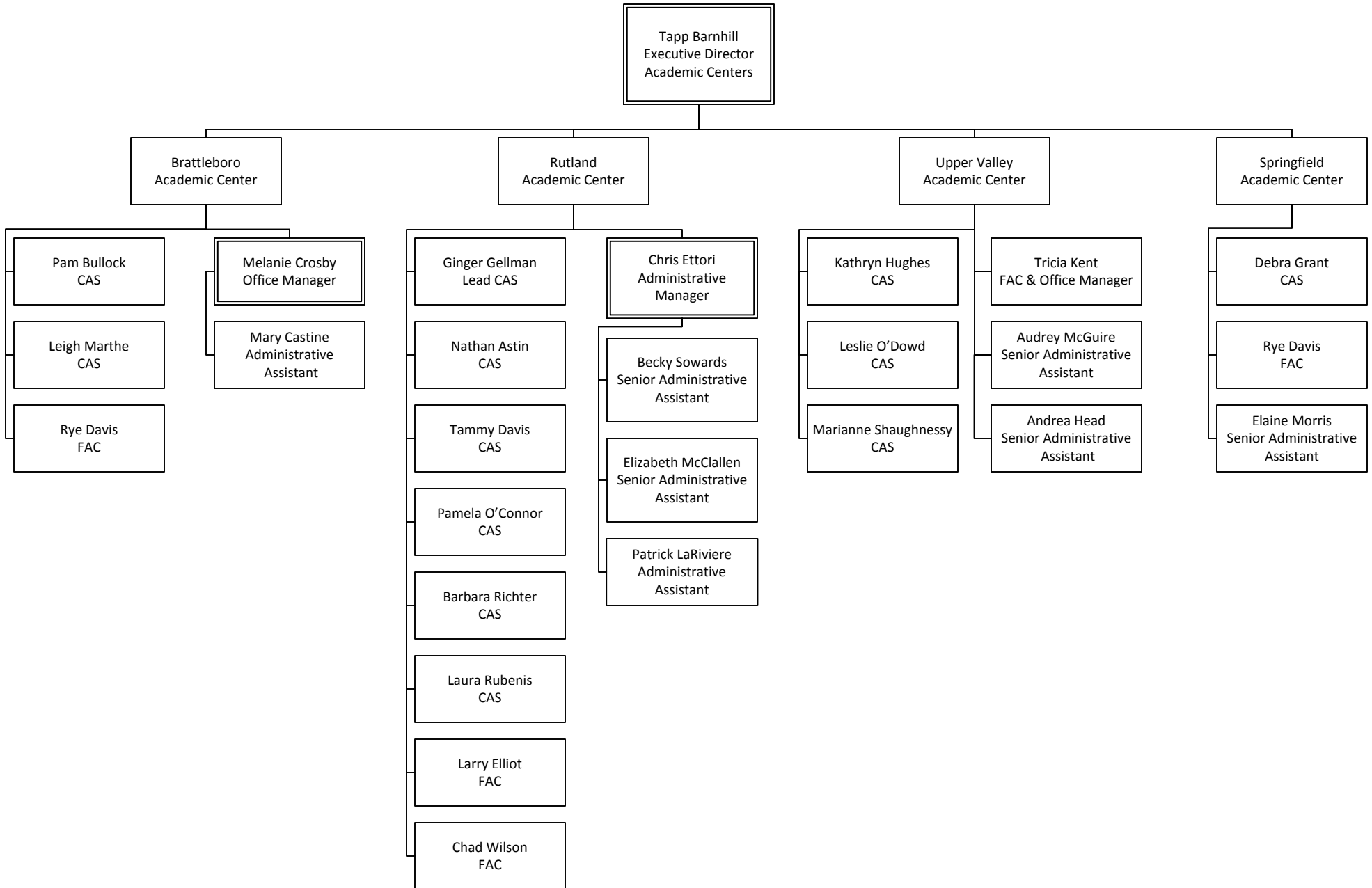














Castleton

UNIVERSITY



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**“We do not build ourselves
up by tearing others down.
We accept and respect
individual differences.
We do not tolerate hate or
hateful behavior.**

We choose love.”

DAVE WOLK, PRESIDENT

"In the past month, we have witnessed events in this country that do not represent the accepting and respectful culture that we have developed at Castleton. Sadly, if not tragically, there are those in national leadership positions, among others, who have chosen hate over love. They have chosen to dismiss racism, homophobia, anti-Semitism, and other forms of hatred in ways we have not seen before. Clearly, there is a simmering rage that at times seems to be tolerated or ignored by those in leadership positions.

At Castleton, we do not choose to ignore or tolerate.

We choose love.

We are part of an academy that encourages free speech, but we are also responsible for the values that we hold dear. We do not build ourselves up by tearing others down. We accept and respect individual differences. We do not tolerate hate or hateful behavior. We learn to live next to and live with people who might look or think differently, but with the full knowledge that we are all one family."



Introduction

CHOOSING LOVE, CHOOSING RESILIENCY

On Thursday, August 31 Castleton University officially opened the 2017-18 academic year with Fall Convocation as a standing room only crowd of more than 500 students, faculty, alumni, and staff members joined President Dave Wolk for his annual State of the University address in Casella Theater.

President Wolk welcomed the packed theater back to campus for the beginning of his 32nd and final semester at Castleton, urging all in attendance to "choose love."

Before Wolk was able to begin, he paused to soak it all in - "Wow! I wish you had my view. Seeing all of the students, faculty, staff, and alumni. It really is a beautiful thing."

"We are and will always remain the small university with the big heart, with high expectations for students and staff, the University that helps students to transform themselves, the university that, with the help of its students, is transforming itself. And the university that has transformed me," said Wolk.

Wolk reiterated last year's message of a campus that welcomes with "Open Arms," highlighting that point with a powerful reading of all 41 countries represented by Castleton's 102 international students.

The theme of a welcoming community was brought to the fore as Wolk addressed recent events that were "ignored and tolerated" by national leaders. Wolk continued, "at Castleton we do not ignore and tolerate. We choose love."

After recognizing new faculty and staff hires, the Castleton Alumni Association honored David Stebbins '07 with the annual Outstanding Alumni Award and Gabrielle Tamasi '12 with the Outstanding Young Alumni Award, before Wolk named senior multi-disciplinary studies major Tegan Waite the Commuter of the Semester.

Wolk's address highlighted recent University projects, expansions, and partnerships. He shared news of Castleton's recent campus expansions and renovations, investments in new and innovate programs and services in Rutland, and the development of new and attractive undergraduate programs, such as Graphic Design.

"Our future demands that we continue to be entrepreneurial and innovative in our approach to our beloved university, and that is what we are doing on and off campus as we solidify our financial stability for future growth," said Wolk.

Other exciting announcements included the recent completion of Castleton's second downtown Rutland residence hall located in the Gryphon Building, the continued partnership between Castleton and the Rutland Economic Development Corporation, and becoming a tobacco-free campus as of August 1.

Wolk concluded his remarks with a poignant, heartfelt message to all in attendance.

"In my sixteen years I have been but a passenger on this journey together as we have transformed lives, just as we have been transformed ourselves. You have transformed me since 2001, and I will forever be grateful. Welcome back to the small university with a big heart. Thank you, I love you, and keep smiling."

READ PRESIDENT WOLK'S FULL ADDRESS:
WWW.CASTLETON.EDU/CONVOCATION





Academic Affairs

TRIO EARNS EMERITUS STATUS

Castleton professors Bob Gershon, John Gillen and Bob Johnson each earned the title of Professor of Humanities Emeritus by the Vermont State Colleges Board of Trustees this past spring.

Professor Emeritus status is the highest academic rank awarded to select faculty members after long and distinguished service to the University and its students.

PROFESSOR BOB GERSHON (PICTURED ABOVE)
Bob Gershon served as a full time professor of Communication for 40 years, before announcing his retirement at the end of the 2017 academic year.

Gershon was instrumental in creating the Communication department, and has served as the department's esteemed chair for many years. During that time, he developed and taught a wide variety of courses on video, television, and other forms of media. Widely known for his dedication to students, Gershon placed his charges in hundreds of internships, and his alums have gone on to pursue

impressive careers in local and national radio and television, including ABC, CNN, ESPN, and Fox.

Throughout his teaching career, Gershon has been active in the Faculty Federation, served on innumerable campus and system-wide committees, was elected president of the Faculty Assembly several times, and was deservedly named a VSC Faculty Fellow. Before his departure at the end of the academic year, he proved instrumental in shaping the new Graphic Design program that launched this fall.



PROFESSOR JOHN GILLEN (PICTURED BELOW, LEFT)
With over 45 years of service to the University, Gillen served as a faculty member in the English department for nearly half a century, from 1970 until his retirement in 2015.

Throughout the years Gillen became known as a dedicated and enthusiastic professor who helped shape the undergraduate curriculum and experience at Castleton. He worked as a prime mover behind the FYS (First-Year Seminar) and Soundings programs, as well as created the English department's concentration in World Literature.

Outside of the classroom, Gillen served as chair of the English department, president of the Faculty Assembly, and founding member of the VSC Faculty Federation. Among the many awards bestowed on Gillen over the years are the Outstanding Faculty Award and VSC Faculty Fellow.

PROFESSOR BOB JOHNSON (PICTURED BELOW)
A full time member of the Castleton faculty for over 29 years, Johnson served as a professor of Philosophy, retiring from the University in 2015.

Joining Castleton in 1986, Johnson has been a pillar of the Castleton academic community from the day he arrived. During his time he single-handedly created the Philosophy program, which now includes dozens of courses, a minor, and a Bachelor of Arts degree. Over the decades, he developed a number of interdisciplinary team-taught courses that exemplified the term "integrated learning." In addition Johnson played a leading role on numerous faculty committees and was named VSC Faculty Fellow in 2005.

Johnson continues to display his devotion to Castleton students by creating the Robert Johnson Fellowship, a \$1,000 fellowship bestowed annually on a deserving Philosophy major.



CHILL NAMED FACULTY FELLOW

The Vermont State Colleges Board of Trustees honored Castleton History Professor Adam Chill as the VSC Faculty Fellow for the 2017-18 academic year.

The distinguished fellowship award is given out twice a year and honors tenured faculty who show outstanding accomplishments in teaching and learning.

Chill's win marks the significant milestone of every current History department faculty member having received the VSC Faculty Fellow distinction.

"I'm really honored and humbled to receive this award," said Chill. "While it's certainly great to get this individual recognition of my work, whatever I have achieved at Castleton has been made possible by working with an amazing group of faculty, staff, administrators, and most especially students."

Chill joined the Castleton community as a full time faculty member in 2009. As a historian of Europe and the world, he offers a range of European history courses from classes on Irish history, to the British Empire, and the historical relationship between Europe and the Middle East.

In the past, Chill's bare-knuckle boxing research focused on ways in which boxers, journalists, and others used identity to promote themselves and their sport. Recently, he has become interested in commodities in world history, an enthusiasm kindled by a First Year Seminar course he teaches called Coffee in World History.



To honor his win, Chill will present some of his research at the at the Vermont State Colleges Faculty Fellow celebration this fall.

"I will be presenting some of the findings from my research about bare-knuckle boxing in eighteenth and nineteenth-century Britain and Ireland," he said of his presentation. "Specifically, I look at how national, ethnic, religious, and racial identities were used by various supporters of early boxing to attract interest in their sport."

SCHOLARS CELEBRATION GROWS

Castleton's fifth annual Scholars Celebration showcased the work of more than 70 students across 16 academic disciplines.

Presentation topics included racial bias, discovering antibiotic-producing bacteria in local soil samples, the lives of women artists in history, food insecurity in schools, superheroes in an age of terrorism and issues of rape culture.

VIEW THE PHOTO GALLERY:
WWW.CASTLETON.EDU/SCHOLARS-CELEBRATION

CHINESE SCHOLARS VISIT, GROWING INTERNATIONAL CONNECTION

Eleven visiting Chinese faculty spent the fall semester at Castleton, emerging themselves in the Castleton culture while learning about higher education in the United States.

While on campus the young faculty from Suzhou University and Huai Bei Normal University attended and observed classes on campus in various subjects such as English, Education, Business and the Sciences, and also participated as guest lecturers in select classrooms.

The group enjoyed a gathering at Castleton President Dave Wolk's home to cap their trip, and were honored with certificates of recognition to commemorate their time here. Castleton has now hosted a similar program in each of the last three years, helping to significantly grow the university's reach.

According to Patrick Liu, Director of International Student Recruitment and Enrollment, the program offers a number of benefits to both the Chinese participants and Castleton.

"Through their interaction with the visiting faculty, Castleton community members learn about a culture that is quite different from their own," explained Liu. "The Chinese faculty, in return, expand their view of higher education by observing a Western style of teaching, quite different from that used in China, as well as from being part of daily life on an active American campus. In doing so they also significantly improve their English skills."



BLODGET GOES ABROAD

Creating a cultural exchange of music, Castleton Music Department Chair Sherrill Blodget was selected to participate in the International Conductors Exchange Program (ICEP) through the American Choral Directors Association (ACDA).

Serving as a Conducting Fellow for 2017, Blodget not only hosted a fellow conductor from another country at Castleton, but will in exchange take her musical talents abroad for an extended residency.

Through the program, ACDA hosts conductors from six Central and South American countries who will travel to the United States and attend the National Conference of the American Choral Directors Association in Minneapolis, MN.

In turn, these countries host ICEP Conducting Fellows from the U.S. with residencies lasting approximately 10-14 days.

SINGERS ENJOY NATIONAL SPOTLIGHT

Twelve Castleton University students took their passion for singing from to the Midwest, attending the American Choral Directors Association National Conference in Minneapolis.

In addition to learning from some of the top professionals in the field, four Castleton students were selected to sing as part of the National Collegiate Unity Honor Choir.

"It was a wonderful opportunity to sing in a 176-piece choir of experienced college students from 46 different states," said Castleton student Sam Rodgers. "The diversity and unity felt in the group was incredible. We got a chance to meet people from all over the country studying many different areas, but we all felt the sense of belonging and acceptance."

Four singers from each state were chosen to partake in the experience, which included three separate rehearsals and two live concerts. The Castleton quartet singers included students Sydney Ferguson, Saige King, Eric Korzun and Sam Rodgers.

STUDENT NEWSPAPER LAUDED

Castleton's student run newspaper, *The Spartan*, was selected by the New England Society of News Editors to receive recognition as one of the top college newspapers in the region.

"I honestly can't believe it," said senior co-editor Jadie Dow. "We've always been this good, we just haven't been recognized until now."

To be considered for the award, the *Spartan* staff and editors selected two issues from the 2016-17 academic year to submit for judging.

Chosen as third runner-up for best college newspaper in New England, they were recognized for their achievements on April 20 in Dedham, Massachusetts.

"The *Spartan* is special because it includes everyone, and all the people who participate learn from it. We help build skills, and I think it shows that newspapers aren't dying anytime soon." said Dow.

Over the years student work produced by newspaper staff members has gone on to be published in larger local papers.



GOVERNOR SCOTT SPEAKS TO 230TH GRADUATING CLASS

The second graduating class of Castleton University passed across the stage at its 230th Commencement ceremony on Saturday, bringing to close the 2016-17 academic year. Governor Phil Scott addressed the more than 3,500 guests in attendance and thousands more streaming the ceremony live online. Scott urged the graduates to understand that the best, is yet to come.

"If you never stop listening, learning, exploring, and expanding your comfort zone," said Scott, "Life will indeed get better. Promise yourself you'll never settle, never be afraid to pursue opportunities, and you'll find your passion."

Castleton President Dave Wolk began the proceedings by reflecting on his many years at Castleton and previous Commencement ceremonies, acknowledging his last as Castleton University President.

President Wolk announced the recipients of several distinguished awards. Assistant Professor of Health, Human Movement, and Sport Marybeth Lennox was awarded the Alumni Association Outstanding Faculty Award, which is given annually to a faculty member whose excellence in teaching influences students well beyond graduation. Kathleen Haseltine was honored with the Leonard C. Goldman Distinguished Senior Award, an annual honor given to the graduating senior who has excelled in and out of the classroom, contributed to community service, and served as an example to others. Helen Strom-Olsen, part-time faculty member in Health, Human Movement and Sport, was awarded the Endowed Outstanding Part-Time Faculty Award, which honors one of Castleton's many dedicated, highly competent part-time faculty.



Advancement

SHIELD SOCIETY GROWS FROM THE STRENGTH OF MANY

In the fall of 2015, the Spartan Shield Society launched as the membership-based fundraising arm of Castleton Athletics in a combined effort by the athletic department and the Castleton Fund. A year and half later, the Spartan Shield Society has grown to become not only the fundraising component of Castleton Athletics, but also a promotional, fan-engaging, and student-athlete and alumni resource.

A symbol of teamwork and togetherness, the Spartan Shield Society aims to maximize fundraising capabilities to enhance Castleton’s athletic experience for the more than 700 student-athletes wearing Spartan green today, and the many more that will follow them.

“As a member of the Spartan Shield Society you make it possible for members of Castleton’s 28 NCAA Varsity teams to balance what it means to be both a student and an athlete,” said Assistant Director of the Castleton Fund and Donor Relations Molly DeMellier. “Division III athletics is as demanding as it is rewarding; but a program can only be as strong as the community that supports it.”

A Castleton graduate from the class of 2014, DeMellier returned in the summer of 2016 to oversee the Spartan Shield Society after earning her master’s in public relations and corporate communication at New York University. Apart from her educational background, DeMellier also

brings knowledge of athletics development after serving a two-year graduate assistantship with NYU Athletics’ Violet Booster Club.

Committed to funding Castleton Athletics, the Spartan Shield Society also makes it a priority to cultivate relationships with current student-athletes, alumni, and friends of the university. This includes holding the annual Castleton Classic golf tournament at Rutland Country Club, hosting alumni at athletic events on campus, and highlighting student-athlete and alumni achievements through news and event stories, and most recently.

The Spartan Shield Society also offers a hands-on student internship opportunity in which students are immersed in athletics fundraising, communication, event planning, event management, and marketing.

This past fall, student interns were also given the opportunity to apply those skills to an internationally recognized brand through work with the Special Olympics USA.

In conjunction with the Student Athlete Advisory Committee, the Spartan Shield Society executes many fundraising opportunities with the help of student-athlete volunteers from each of Castleton’s varsity teams.

“By making student-athletes a part of the Shield, every time they put on a Spartan jersey they know it’s a privilege they have earned, but they also come to understand they’re given the opportunity to pursue their passions because of the generosity of those who give to the Shield,” DeMellier said.





PASSING THE TORCH

Castleton alumni John P. Schnorr, Class of 1967, recently presented the University with a gift of patriotic importance, an authentic Olympic Torch. Schnorr carried the torch on July 17, 1984, the day before the Opening Ceremony of the 1984 Olympic Games in Los Angeles.

Schnorr has given Castleton University the honor of displaying the torch to “emulate the goodwill that the games inspire in all who compete or attend, and in all who enjoy the privilege of competing as student athletes.”

The torch is currently on display in the Castleton Athletics awards case located in the lobby of the Spartan Athletic Complex.



ALMUNI GATHER AT ANNUAL GALA

On Saturday, April 22 the Castleton Alumni Association Board of Directors, in partnership with the Castleton Advancement Office, hosted the annual Castleton Alumni Association Spring Gala at the Holiday Inn in Rutland.

The evening of dining, dancing and live music by the Aaron Audet Band served as a mini reunion for alumni and friends of the University of all ages, while raising valuable funds for the Castleton Alumni Association’s Scholarship and Activities Funds.

The Scholarship and Activities Funds support events for students on campus, including the Freshman Welcome and Senior Class Social, as well as fund annual scholarships for up to two Castleton University students each year.

VIEW THE PHOTO GALLERY:
WWW.CASTLETON.EDU/GALA-PHOTOS

TELEVISION STUDIO RECEIVES AUTHENTIC UPGRADE

Taking Communication students a step closer to an authentic newsroom experience in Castleton’s Television Studio located in Leavenworth Hall is the addition of two news desks generously donated by WCAX Channel 3. The gently used desks come straight from the WCAX newsroom floor where prized anchors have shared countless local and national stories.

“It’s obvious that the set pieces are the work of pros so they give us a much more sophisticated look,” said professor Bob Gershon. “I think students will have a bit more sense of purpose and seriousness to be sitting at the same desk that Darren Perron has been behind for years.”

News DeskThe Channel 3 donation included a short stand-up desk as well as a curved news desk, after the station recently invested in a new set for their own use. To give each piece a genuine Castleton feel, the colored areas will be painted 343 green.

With nearly 40 students enrolled in video related classes this semester, Gershon believes that the desks will benefit each and every student learning about video production.

“Students are enthused to have a far better and more professional looking arrangement than we’ve ever had before,” explained Gershon. “Faculty are pleased for the same reasons and just to know we have a good relationship with the premier TV station in the state.”





Student Life

MORE APARTMENTS IN RUTLAND

Castleton University, in a continuing partnership with MKF Properties and Mark Foley, Jr., expanded its housing options in Downtown Rutland to include apartments in the Gryphon Building located at the corner of West Street and Merchants Row. The second floor of the building has been renovated to create ten energy efficient apartments with a capacity for 31 students.

The design and concept of the new apartments mirrors Castleton's Foley Hall which is located directly across the street from the Gryphon Building and currently houses 39 upper-level undergraduate and graduate students from Castleton.

"We're thrilled to offer our students more opportunities to live, learn, and work in Downtown Rutland," said Castleton President Dave Wolk. "Foley Hall has been a success in

every way. We are able to provide our students with Vermont's version of an urban living experience, we are able to better connect our students with downtown internship and job opportunities, and our students can enjoy apartment style living without being disconnected from the university. It is an excellent bridge from the quintessential on-campus experience we provide in Castleton to what lies ahead for our students as they transition to the workforce."

The the grand opening of the apartments was celebrated on September 18 with an open house and tours for the community.

The downtown student housing is the latest in the University's ongoing expansion into Rutland, which already hosts Castleton Downtown, the Castleton Polling Institute, the Castleton Center for Community Engagement, the Spartan Arena, and the soon to be installed, Spartan Dome.

A WORLD OF FACES

Showcasing some of the many faces of diversity at Castleton, international student Zhenqing Wang chose to focus her final project in Digital Photography around sharing the heritage of her friends and classmates. A transfer student from China studying Graphic Design, she digitally placed flags of each participating student's home countries over individual portraits.

Taking a little over two weeks to complete, the final product resulted in a unique digital photograph collection.

"I wanted to let people know that we are part of the collective," said Wang. "With billions of people around the world, how lucky we are to have met in Castleton."

VIEW THE PHOTO GALLERY:
WWW.CASTLETON.EDU/FACES



CASTLETON GOES TOBACCO FREE

Castleton University joined nearly 2,000 colleges and universities across the country in becoming a tobacco free campus August 1.

"The VSC, Castleton University, and the state of Vermont all recognize the health hazards of smoking, secondhand smoke, and other forms of tobacco use," said President Dave Wolk. "We are committed to providing our community with a clean and healthy environment in which to live, work, and study and we are proud to join the many other colleges and universities across the country who have taken this important step."



GENDER INCLUSIVE HOUSING

This fall Castleton began offering gender inclusive housing options, a concept that stems from work by the University's President's Council on Inclusive Excellence.

Allowing residence halls to be a diverse living environment for all students, multiple halls both on and off campus and will feature gender inclusive bathrooms and bedrooms on a designated floor of select dormitory buildings.

"This concept began small but over the past year we have done the research and identified a need for students to have more inclusive living options that meet all students' needs," said Director of Residence Life Michael Robilotto. "Not all students are comfortable being housed based on their gender identity, and this option allows for students to choose roommates regardless of gender."

VETERAN STUDENTS HONORED

Honoring students who served their country, ten undergraduates were inducted into the Castleton chapter of the SALUTE Veterans Honor Society this year.

SALUTE is the only national honor society highlighting the achievements of student veterans. SALUTE membership recognizes their commitment to academic excellence, high principles and superior achievements throughout their lifetimes, and is dedicated to service, academics, leadership, unity, tribute and excellence.

inducted students include:

Ashley Antoniak '20
Robert Bacon '20
Eric Baurle '18
Tina Bennett '18
Mariah Clark '17
Deborah Connors '20
Theodore Gonyaw '20
Nikolaus Houghton '17
Christopher Merrill '20
Kathleen Thompson '17

STUDENTS RECOGNIZED FOR THEIR SUCCESS

On Thursday, May 4 in front of hundreds of their friends, family, peers and colleagues, Castleton students, faculty and staff members were honored for their achievements during the 2016-17 academic year at the Annual Castleton Awards Ceremony. Awards were given out honoring success in academics, athletics, student life and more.

The event culminated with the presentation of the Caroline Woodruff Award, given annually to the individual or individuals who have consistently exemplified Dr. Woodruff's qualities of leadership, creativity, resourcefulness, and dedication to Castleton. The award is the highest honor that a student leader can achieve, and this year was given to Emma Blaiklock.

COMPLETE LIST OF WINNERS:

WWW.CASTLETON.EDU/AWARDS

CASTLETON TO JOIN LITTLE EAST

The Little East Conference (LEC) Presidents Council announced the addition of Castleton University as the league's ninth member, marking the first expansion of conference membership in 20 years.

Castleton University will join the LEC for the 2018-2019 academic year and participate in 18 of the 19 championships offered by the Little East, specifically in baseball, men's and women's basketball, men's and women's cross country, women's field hockey, men's and women's lacrosse, softball, men's and women's soccer, men's and women's tennis, men's and women's indoor and outdoor track and field and women's volleyball.

"We are absolutely delighted to be a member of the Little East Conference and we hope that we can contribute over the coming years to the league's impressive and storied traditions," said Castleton President Dave Wolk. "The Little East aligns well with us both academically and athletically, and we think it's a perfect fit. We look forward to measuring ourselves against some of the finest public colleges and universities in New England. While the other members each more than double our size, we anticipate many years of healthy competition and sportsmanship among our counterparts."

Castleton becomes the first LEC member from Vermont, completing the New England states as the ninth college or university in the conference, joining Eastern Connecticut State University, Keene State College (N.H.), UMass-Boston, UMass-Dartmouth Plymouth State University (N.H.), Rhode Island College, University of Southern Maine, and Western Connecticut State University.

"On behalf of the Presidents Council of the Little East Conference, I am pleased to add Castleton University to our membership effective for the 2018-19 academic year," said Elsa Núñez, President of Eastern Connecticut State University and Chair of the LEC Presidents Council. "Adding another institution to our league enhances our competitiveness, gives us greater Automatic Qualifier flexibility, strengthens our budget and enhances the student-athlete experience."

The 2017-18 academic year will mark the last for Castleton in the North Atlantic Conference (NAC). Castleton has been a member of the NAC since 2001-02, a period of unparalleled success and tremendous growth in Spartan athletics. Castleton won 49 conference titles across 14 different sports during that span while more than doubling its athletic offerings, quintupling the number of student-athletes, and building or renovating every athletic facility on campus.

"For more than a decade we have been investing in our student-athletes with the vision of competing among the very best in the region," said Tyson. "Today is a very rewarding day as we feel as though we've taken a major step towards achieving that vision."

The Little East Conference serves as New England's premier athletic conference for public institutions in the NCAA Division III. Featuring 19 championship sports, the conference and its members are dedicated to an ongoing fulfillment of the Division III mission of passion, responsibility, sportsmanship, and citizenship.



Public Service

CLUB VOLUNTEERS ON SPRING BREAK

Nineteen Castleton students traded in their final break of the academic year for some hard hats, hammers, and building supplies, as members of the Habitat for Humanity Club made the journey to Dekalb County, Georgia as part of an alternative spring break trip.

The volunteer group spent their time working with the local community on various service projects in the area.

“In the past I’ve gone on these trips basically with 19 stranger and left with a whole new family,” said Castleton Habitat Club President Mollie Johnson, “I love it.”

Before arriving at their desired destination, the group made a special stop in Winston-Salem, North Carolina, the location of their 2016 alternative spring break. Club members both past and present had to opportunity to revel

in their prior work, spending the night at the Forsyth County Habitat’s Volunteer Lodge they had helped build nearly 12 months ago.

“I had seen pictures and it looked amazing, but actually being able to walk in and know that we did this was incredible to see,” said Johnson.

Upon arrival in Georgia the group got right to work, helping to build interior walls and supports for a local community homeowner. By the end of their stay students were adding trusses for the roof of the house, nearing its completion.

Although the group battled Mother Nature throughout their travels, experiencing the aftermath of a nearby tornado and putting them several days behind schedule, they were able to complete the project on time before returning to Vermont.

“Hearing the home-owner’s stories was incredibly eye opening and hearing how thankful and how much they truly appreciate the work that we do for them is the most amazing thing ever,” said Johnson. “One of the site managers cried when we left. If that doesn’t show that we had an everlasting impression on them then I don’t know what does.”

Utilizing their work and volunteer hours a little closer to home the Castleton Habitat Club plans to break ground again in April as part of Project Vision in Rutland City. The group will complete the upcoming project working alongside local affiliates such as the Rutland and Bennington County Habitat for Humanity members.

READ MORE ON THEIR BLOG:
WWW.CASTLETON.EDU/HABITAT-CLUB



TAKING THE PLUNGE

Raising more than \$1,500 in necessary funds for a local non-profit, seven Castleton University students recently hit the chilly waters of Lake Champlain in honor of Special Olympics Vermont after participating in the annual Penguin Plunge.

Participating Castleton members included Isaac Ryea, Mikayla Dambrackas, Alex Derosia, Jenna Ray, Cheyanne Borthwick, Briana Hake, and Emily O’Neill.

“I would encourage all Castleton students to take a leap of faith and try the Penguin Plunge for themselves next year. The event benefits a great cause, and is fun for everyone,” said junior Isaac Ryea, who for the past two years has also helped run the Unified Fitness Program, a class on campus for local Special Olympic athletes. “The experience is unlike anything else, it’s a huge rush of adrenaline and just an all around fun time.”

CELEBRATING WOMEN FOR 30 YEARS

Since 1988 Castleton has proudly highlighted the influence of women through the celebration of Women's History Month.

This year, a variety of events from speakers and discussion panels to the annual Equity Bake Sale took a look back on Castleton's own history over the years and also peered into the future of celebrations to come.

The past three decades have seen more than 347 events to celebrate women in history, including 22 bake sales, 30 films, 122 Every Woman Has a Story events, and three poetry readings.

"Any program that endures for 30 years in a constantly changing social environment is worth celebrating," said Associate Dean of Students Victoria Angis. "At Castleton women and men from all political persuasions come together for a month of activities to celebrate the lives and achievements of women, because we believe by doing so we can learn from the past and be inspired for the future."

CASTLETON MARCHES IN WASHINGTON

The Women's March on Washington made history on January 21 as over one million people of all genders, races, religions, and abilities came together to walk and make their voices heard.

"The kind of energy you feel from being surrounded by a million other people who feel very similarly to you and are there for the same reasons is a feeling you can't explain except to say it is both grounding and like flying at the same time," said Emma Blaiklock, a senior Social Work major from Woodstock, Vermont who attended the march in Washington D.C. "I spent the day crying, laughing, singing, yelling, chanting and just watching. The speakers, the people around me and the whole feel of the day was safe, warm and welcoming to everyone."

Blaiklock described the crowd as empowering and passionate about a variety of different causes including climate change, reproductive rights, prisoners rights, Native American disregard, immigration, religious biases, and racial, gender, and sexual orientation inequality.

NURSING STUDENTS PREPARE FOR BRIGADE

Extending their influence and civic-mindedness across international borders, the Castleton University Nursing Department recently created its own medical brigade chapter under the Global Brigades organization and are set to travel to Honduras in early March for their first medical mission.

Tasked with providing sustainable medical and dental care to the local communities, the student led group, accompanied by two faculty and staff advisors, will spend nearly an entire week delivering various healthcare services to more than 1,000 people.

The group will perform the duties of patient intake, data informatics, triage, consultation, gynecology, dental, vision, pharmacy, and dental care for children, while working alongside various medical providers.

"Our mission is to volunteer in under-resourced communities to resolve global health and economic disparities and inspire all involved to collaboratively work towards an equal world," said Staff Assistant Stephanie Cleveland.

CASTLETON EXTENDS REDC CONTRACT

President Dave Wolk and Rutland Economic Development Corporation (REDC) Board President Mark Foley, Jr. announced in September that they had reached a partnership agreement through 2020.

Castleton and REDC have benefited greatly over the last year through this unique collaboration intended to support the growth of new and current business, recruit new talent to the region, and create an innovative entrepreneurial atmosphere that leverages the assets of the area. This partnership allows Castleton and REDC to share resources and connect Castleton students and the alumni base to opportunities throughout the county.

"We're thrilled this one-of-a-kind relationship will continue," said Wolk. "The collaboration has led to a more streamlined approach to all of our experiential learning efforts and has helped us to forge a much deeper bond with Rutland, providing our students with opportunities to transition quickly from the classroom to area businesses for internships and careers. Students come here for an education and quickly realize the region is a great place to live, work, and play after graduation. This partnership creates opportunities for both students and the business community by connecting them to each other."

Castleton Dean of Entrepreneurial Programs, Lyle Jepson, serves as Executive Director for REDC under the partnership agreement and has been a driving force in helping REDC to implement its vision and mission. A clear priority has been supporting the employment needs of area businesses and industry. This requires a committed effort to attract people to move to Rutland County to live and work.

To support these efforts, a collection of hard working business, education, and civic leaders have come together to create the Regional Marketing Initiative. A combined leadership effort on the part of the Rutland Region Chamber of Commerce and REDC, the Initiative has spawned aggressive efforts to promote our region's quality of life and outdoor adventure based assets, which is coming to be known as the Killington Valley campaign. In addition, the Initiative works to promote the fact there are high-skill, high-demand, and high-paying jobs currently available and waiting to be filled.

"Businesses, town residents, government officials, and municipal leaders are coming together like never before to support common goals, strategic economic growth, and prosperity for our citizens," Jepson said. "We live in a special place, one where we value family, community, and careers. We are ready to share these values by inviting people to live, work and play in Rutland County, the gem of Vermont."

Energy and excitement are on display at the newly opened MINT, Rutland's Maker Space, a collaborative effort supported by REDC and many of REDC's member companies. Nearly \$500,000 has flowed through REDC to businesses by way of grants and REDC's revolving loan fund. Opportunities to provide training funds to six area businesses through the Vermont Training Program is currently underway. Castleton and REDC are pleased to be co-location partners with the Rutland Young Professionals, who at more than 200 strong in membership are our region's rising leaders and offer young career-minded individuals an opportunity to connect to social and professional opportunities in the region.



Personnel

EDER NAMED EMPLOYEE OF THE YEAR

At Castleton University's annual Years of Service Ceremony held in December, Chris Eder, co-head coach of the Spartan alpine ski team and admissions-athletics liaison, received the Employee of the Year Award.

On the slopes, Eder led the Spartans to a historic accomplishment, as both the men's and women's alpine ski teams won the United States Collegiate Ski Association (USCSA) Eastern Regional Championships last February in Greenwood, Maine.

Advancing to the USCSA National Championship in Lake Placid, N.Y., the men's team recorded its fifth-straight top-ten finish, ending up sixth in the combined standings, while the women's team finished in the top 10 for the fourth straight year, posting a sixth-place finish, one of the best performances at the national championships in program history.

In addition to his coaching duties, Eder plays a key role in helping his fellow coaches better understand the admissions process as well as informing the admissions officers about the needs of the various Castleton athletic programs.

He meets with numerous prospective student-athletes, not just those interested in alpine skiing, but many possible Spartan student-athletes throughout the department. Eder has been working in college admissions since 1998 and has been with Castleton since 2003.

"We win and lose as a team," said Eder, "This award is about all of us. Everyone here works hard and we do it for our university and our students."

In addition to his award at Castleton, Eder was also recently inducted into the Green Mountain College Athletics Hall of Fame.



OLSON HONORED BY ACS

Recognized for her hard work and dedication to the cause, Castleton Assistant Director of Conferences and Events and Assistant Women's Softball Coach Brigette Olson was recently awarded the Sandra C. Labaree Volunteer Values Award by the American Cancer Society.

The volunteer-based award is the most honored accolade presented by the New England Division and is designed to acknowledge volunteers' remarkable accomplishments in support of the cancer society's mission to save lives and end suffering from cancer.

"I usually don't like being put in the spotlight, so it's very special to receive this award," explained Olson, "I've always had a passion for helping others and seeing them succeed, while sometimes making sacrifices of not putting myself first."

Olson began her volunteer work with the ACS as a liaison in 2012 with the organizations

Conferences and Events Office to help run and manage events. After she finished her first year, she made the decision to become more involved by joined the committee full time.

She currently serves as the logistics chair for the committee, which includes organizing event details and supervision day of operations.

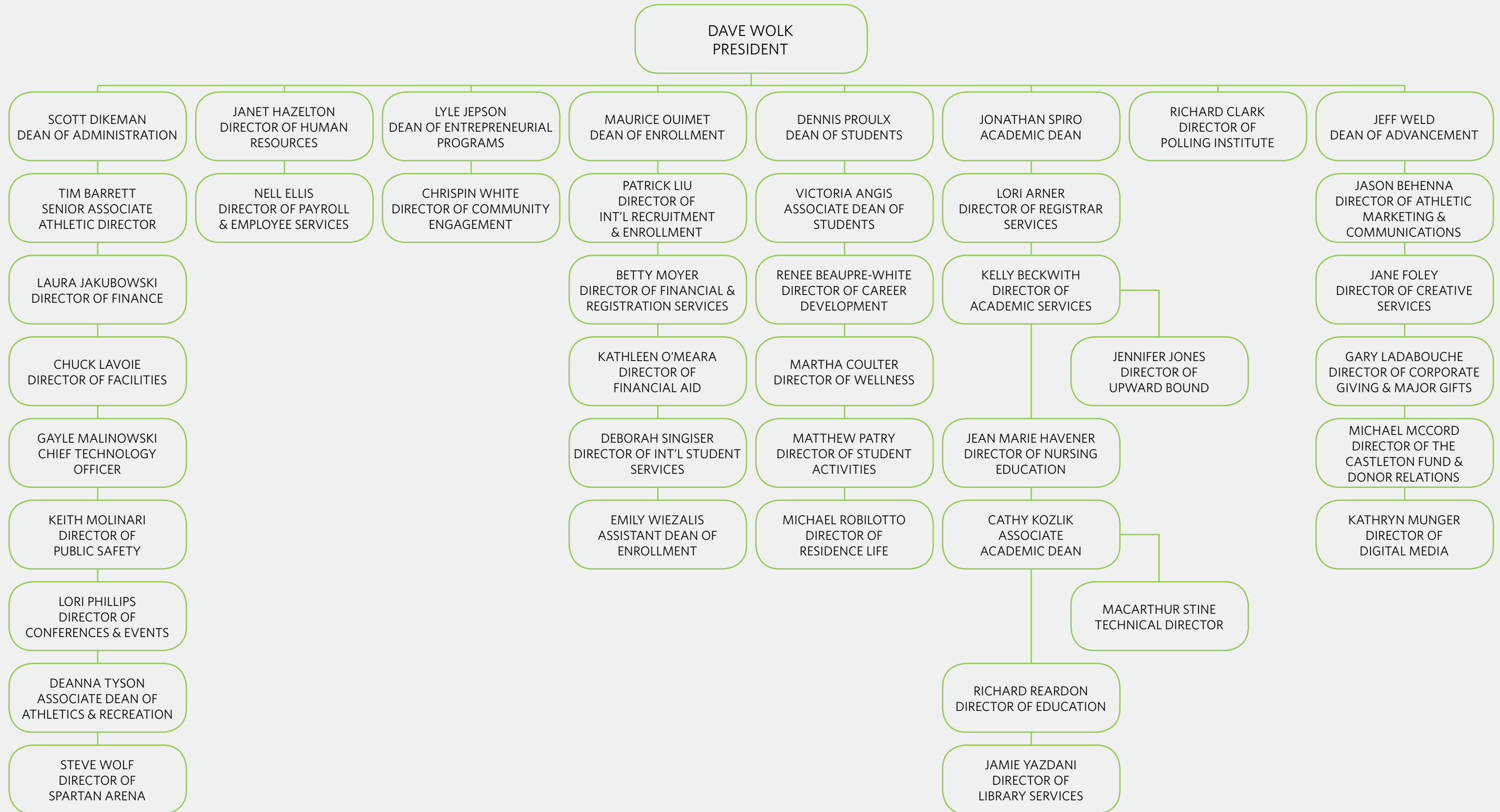
"I tend to try and do way too much all the time for others, but being a part of an event like this every year is special," said Olson, adding that over the years she has had friends diagnosed with various types of cancers, which gives her a personal connection to the cause. "This is my way of giving back to the community."

WOLK ANNOUNCES 16TH YEAR WILL BE HIS LAST AT CASTLETON

Castleton University President Dave Wolk announced at a campus assembly Wednesday that he will step down in December after serving for 16 years as president. Wolk came to the presidency in December of 2001 after intertwined careers in education and government, and 2017 marks his 43rd year in public service. Wolk is the longest serving president in Castleton history by more than four years.

"I have been blessed, more than I deserve, to have had so many leadership opportunities over the last 43 years, and I am especially grateful for the last 16 at Castleton. Moving on at the end of 2017 will indeed be emotionally challenging because I absolutely love our students and staff, I am lucky to be part of this exceptional community, and I bleed green, full of Spartan Pride. I will be a Spartan always and forever."

Organizational Chart







JOHNSON STATE COLLEGE ANNUAL REPORT

to the Board of Trustees, Reflecting on the 2016-17 Academic Year

SEPTEMBER 2017

OVERVIEW

The 2016-17 academic year was a historic one for Johnson State College. In September 2016, the Vermont State Colleges Board of Trustees approved Chancellor Jeb Spaulding's recommendation that Johnson State unify with Lyndon State College to form Northern Vermont University, a single, two-campus institution. The cross-campus effort to make this transition is massive and ongoing, and our accomplishments to date will be detailed separately below. Meanwhile, our Johnson campus community continued to make great strides in providing a high-impact liberal arts education to our students—both on campus and in our distance learning programs.

Our 2016-17 academic year started off strong, with a one percent increase in retention and an incoming class of 460 new students—a nine percent increase from fall 2015. We also saw increases in first-year (2 percent) and transfer (16 percent) students and enrolled 32 Early College students from 16 Vermont high schools. In addition, our new JSC Online program expanded from a degree-completion program to offering five fully online degree programs, available to students in all 50 states and around the world. In spring 2017, we added online courses to our dual-enrollment high school Jump Start program, allowing high school students around the state the opportunity to take Johnson classes without traveling to campus.



Orientation book discussions

As part of our ongoing retention efforts, our First-Year Experience program continued to acclimate our new Badgers to all aspects of college life. Part of this task begins at orientation. In fall 2016, we focused on belonging, community and the ways communities thrive by coming together with our Common Book, *Tribe: On Homecoming and Belonging*, by Sebastian Junger. This theme resonated in many campus events during the year. In particular, our Student Government Association raised funds to erect two new flagpoles on the campus Quad to fly flags that mark our community's commitment to inclusiveness and social justice. On Veterans' Day 2016, our students raised a POW/MIA flag. Later in the month, at a separate event, students raised both a Black Lives Matter and an LGBTQ Pride flag. Additionally, during Earth Week, students raised a Planet Earth flag.

In advance of our 2017 Common Book, *How to Be Black*, by Baratunde Thurston, our campus community spent many hours discussing and learning how to facilitate effectively the complex conversations about race in the United States that the book is sure to create. Faculty and staff attended a fall workshop at Lyndon State to learn more about structural racism in the U.S. and the Diversity Task Force and the Office of First-Year Experience helped compile reading lists to assist our community in guiding students in productive dialogue. Close to 100 students from the Lyndon campus bussed to Johnson on September 18, 2017 to hear Thurston speak at Dibden Center for the Arts, and the fall programming slate at Johnson is focused on diversity.

Faculty and staff continued their work on President Collins' task forces focusing on key college priorities, including Academic Quality; Diversity; Enrollment and Retention; Fundraising; Information Technology; Institutional Effectiveness; and Integrated

A bird's-eye view of JSC's
150th commencement





Marketing. The committees provided summaries of their work to President Collins at the end of the 16-17 academic year.

Our 2017 Commencement was a particular highlight of the 2016-17 year. In addition to being Johnson's 150th commencement ceremony, our community was excited and honored to have Senator Bernie Sanders deliver the keynote speech. The college received local and national media attention for the senator's speech, which focused on the need for our graduates to stay engaged in the social, political and environmental challenges that we face today. 380 students received degrees, with 18 earning associate's degrees; 309 earning bachelor's degrees; and 53 earning master's degrees. In addition, three participants in our College Steps program earned certificates of higher education.

UNIFICATION

In the year since the Board of Trustees approved Chancellor Spaulding's recommendation that Johnson and Lyndon unify into Northern Vermont University, faculty and staff at both campuses have made tremendous progress on this enormous and complex task. As of July 1, 2017, the executive team of **Elaine Collins, Nolan Atkins, Sharron Scott and Jonathan Davis** have assumed leadership of the president's office, academic affairs, administration and student affairs, respectively, for Johnson State and Lyndon State.

Cross-campus committees and offices began work in earnest to begin the transition to Northern Vermont University. Johnson and Lyndon staff, students, faculty, and alumni served on the Unification Advisory Committee, worked as members of the Transition Team, and started work on the new brand and website for NVU. As we continue this transition, working groups are identifying work and processes that must be done to develop functional areas that will best serve our future students.

In May, more than 60 faculty from Lyndon and Johnson met to begin creating the NVU curriculum. This work progressed over the summer and will continue in earnest during this academic year. Faculty have been asked to identify areas of collaboration, innovation and efficiency across the two campuses.

Clyde Stats in the Johnson Academic Support Services Office authored a successful McClure Foundation grant for \$20,000 to fund the Johnson and Lyndon Summer Bridge programs. The program, which functions as an orientation for new first-in-family and low-income students in the days preceding our main campus orientation events, provides team-building activities, skills workshops, and information about financial aid, academic responsibility and financial literacy. Students in both campus



President Collins and Senator Bernie Sanders pose near a Northern Vermont University banner before joining the Commencement 2017 procession.

programs enjoyed a shared culminating event to celebrate their successful participation in the five-day program by enjoying Tuesday Night Live, a live, outdoor music event held weekly in Johnson during the summer.

Additionally, some departments at Johnson and Lyndon are already working closely together. This past summer, Lyndon IT staff worked on the Johnson campus to upgrade technology in a number of areas and **Michael Dente** now oversees IT at both campuses. **Sandy Franz** is the head of Human Resources at Lyndon and Johnson. The student services departments are sharing critical responsibilities. Johnson's **Deneen Russell** is working on refund, Perkins loan, and collections processes for both campuses, and the staff is assisting each other with the phones. JSC's **Robert Gervais**, coordinator of instructional technology, is now serving both the Lyndon and Johnson campuses, and **Keith Kirchner** is now the chemical hygiene officer for both campuses, with expert assistance from new lab technicians. JSC's controller, **Toby Stewart**, has taken on a role that spans both campuses. Lastly, our communications and marketing departments have been working closely together on branding and marketing for NVU since early 2017.

Specific details of the ongoing work of unification is detailed in our regular Unification newsletter (archived at unification.vsc.edu) but some highlights of our many accomplishments and projects in process include:

- The creation of the Northern Vermont University Mission and Vision and campus sub-mission statements
- The submission of the Substantive Change Report for review to NEASC



- The development of a new brand and website for Northern Vermont University, leading to the successful, on-time production of a range of print and digital materials needed for fall admissions recruitment and marketing and the launch of the NorthernVermont.edu microsite in early September
- The development and initial implementation of Slate, the system-wide Customer Relations Management tool our Admissions offices will be using to track applicants from inquiry to enrollment
- The successful application for a \$224,646 Davis Fund for Education grant for curriculum development for NVU.
- The appointment of Nolan Atkins as Provost of Northern Vermont University
- The formation of working groups to begin development of the NVU Strategic Plan
- Massive upgrades and restructuring of information technology infrastructure to unify systems at both colleges

We will continue to keep the board informed of our work on the transition to Northern Vermont University.

ACADEMICS

Johnson's faculty and staff excelled at carrying out our mission to deliver the high-impact liberal arts programs and experiences that earned us recognition from the Council of Public Liberal Arts Colleges (COPLAC) as Vermont's premier public liberal arts institution, through their work in the classroom, the field and beyond. Additional recognition from COPLAC included the designation of the Johnson campus as the host of its summer 2019 conference. Representatives from national and international colleges and universities have been invited to attend.

The college was gratified to learn of our successful approval for reaccreditation by the New England Association of Schools and Colleges (NEASC) after a rigorous, year-long process of reporting and interviewing. Official documentation of reaccreditation was received. Johnson State College received commendations for its clear commitment to transformative liberal arts education, student success through the offering of high-impact experiences, enhanced academic support services, improvement in student retention credited largely to a strong first-year experience program strong employment rates following graduation, options for students provided through our external degree program, and leadership development for students. Johnson was also commended for its designation as a member of COPLAC and open and inclusive governance process.

We added five new tenure-track faculty members to our roster. **Kimberly Donovan** and **Dan Weigel** joined our Behavioral Sciences Department's counseling program. **Leona Jochnowitz**, a specialist in criminal justice, with a focus on restorative justice, also joined our Behavioral Sciences Department. **Audrey Hoffman** joined our Education Department, and **Justin Rito** joined our Performing Arts Department. Additionally, **Jason Eckenroth** took the helm as our Diben Center for the Arts director, and will lead our technical theater program. Detailed biographies are available at jsc.edu.

During 2016-17, Johnson added a fine arts program, two new Outdoor Education concentrations, and a revamped Music Education program to its offerings. As part of a partnership with the Vermont Woodworking School, Johnson matriculated a number of students who had been pursuing academic degrees via VWS's partnership with Burlington College when it closed last year. Those students were able to complete their degrees with Johnson State. In February, Johnson received approval from NEASC to partner with VWS to offer a bachelor of fine arts and an associate's degree in Fine Woodworking and Furniture Design. Additionally, our Outdoor Education program added Program Management and Administration and Therapeutic Wilderness and Adventure Programming to its menu of major concentrations. Finally, the Fine and Performing Arts Department added a four-year B.M.E. degree option for students seeking to become music educators.

High-impact learning doesn't just happen in the classroom or the laboratory. Travel can be a transformative educational tool for students, as well. This year, JSC Advising Director **Sara Kinerson** secured our college membership in the International Student Exchange Program (ISEP), which allows Johnson students to spend a semester or a year at an ISEP member college or university anywhere in the world while paying Johnson tuition. This new program offers a remarkable study away opportunity for Johnson students (who had previously benefitted from JSC's participation in the National Student Exchange program, which enabled students to pay JSC tuition to study at a member college or university in the US, Canada and US territories). It also means that Johnson will be able to host international students as part of the exchange, with the visa documentation being handled by ISEP.

In addition to being committed educators, our faculty members continue to shine in their professional fields as well, bringing their expertise, leadership and creativity to Vermont and beyond. Below are some highlights of 2016-17 JSC faculty accomplishments.

Assistant Education Professor **Hannah Miller** had two publications this semester, one of which is a chapter on the



teaching and learning of climate change, Using Crosscutting Concepts as a Tool for Climate Change and Citizenship Education. The chapter is featured in Teaching and Learning about Climate Change: A Framework for Educators.

Leslie Johnson, an associate professor in the Behavioral Sciences Department received a \$25,000 pilot award from the Vermont Genetics Network to continue her work examining postpartum weight bias.

Along with four former students, Associate Professor of Environmental & Health Sciences **Hans Haverkamp** has published a peer-reviewed original scientific manuscript in the Journal of Applied Physiology. Hans also had his invited review paper on exercise-induced asthma published in the Journal of Clinical Exercise Physiology.

Professor of Environmental & Health Sciences **Elizabeth Dolci** worked with other Vermont professors to conduct a metagenomic investigation of the microbial diversity in a chrysotile asbestos mine pit pond.

Associate Professor in Health Sciences **Amy Welch** presented at the Association for Applied Psychophysiology & Biofeedback annual conference in Chicago, IL. Her presentation titled, Adherence to HRV biofeedback training compared to aerobic exercise was based on Vermont Genetics Network-funded research. Two JSC students co-authored the presentation with Amy: **Christal McCormack '16** and **Sierra Williams '17**.

The Vermont Legislature honored Professor **Bill Doyle** for his 48 years of service as a state senator and named March 7 Bill Doyle Town Meeting Day.

Writing & Literature Professor **Elizabeth Powell's** book of poetry, *Willy Loman's Reckless Daughter or Living Truthfully Under Imaginary Circumstances*, received national attention and acclaim. Additionally, Liz, along with her department colleague **Jensen Beach**, were two of eight nominees for the Vermont Book Award, sponsored by the Vermont College of Fine Arts. Liz's book of poems and Jensen's short story collection, *Swallowed by the Cold*, are up for awards at a September 23 ceremony.

Environmental and Health Sciences Professor **Les Kanat** became a Consumer Peer Grant Reviewer for the Department of Defense US Army Medical Research and Materiel Command Congressionally Directed Medical Research Programs in July 2017. In May 2017, Les was named a National Oceanic and Atmospheric Administration Science Partner working with the Public Libraries Advancing Community Engagement (PLACE) project. The project, supported by the National Science Foundation and the National Oceanic and Atmospheric Administration, was developed to assist communities in

becoming resilient to the impacts of climate change and extreme weather events.

Our faculty's commitment to ensuring high-impact experiences is on full display in the accomplishments of our students. Over the course of the year, Johnson State students participated in hands-on research, performances, presentations and more.

In April 2017, JSC held its first **Student Symposium**. This day-long campus showcase put student research and creative work in the spotlight. During the event, organized by JSC professors **Sharon Twigg** and **Lisa Cline**, students from a range of disciplines shared highlights of their work, from the laboratory and field to visual and performing arts. The day was energizing for students, faculty and staff, and we look forward to repeating the event during 2017-18.

We are also proud of our students for the following accomplishments:

Psychology majors **Leah Foster '17** and **Katherine Powers '17** presented a poster at the Eastern Psychological Association Annual Meeting in Boston, MA in March.

Shayna Bennett '17, a double major in environmental science and mathematics, was accepted to the doctoral program in applied mathematics at the University of California at Merced with a research fellowship.

Katie Bora '16 was hired as a research laboratory technician at the University of Vermont in the Department of Biology.

Shavonna Bent '18 conducted research over the summer at Woods Hole Oceanographic Institute. She received a highly competitive and prestigious REU (Research Experience for Undergraduates) award from the National Science Foundation.

Erika English '16 was accepted to the doctoral program in cell and molecular biology at the University of Vermont.

Shayna Bennett '17, **Heather Murphy '17**, and **Shavonna Bent '18** traveled to Doha, Qatar in November 2016 to present their research at the First World Congress on Undergraduate Research at Qatar University.

Howard Badillo '16, was accepted to the Doctorate of Physical Therapy program at both UVM AND University of New England. He accepted at UVM.

STUDENT AFFAIRS

The JSC Student Affairs Division had a busy and productive year, enhancing campus safety and preparedness, promoting student health, streamlining processes for campus living, and more.



We took our first step toward becoming a tobacco-free campus by designating all but zones on the outer ring of campus as tobacco-free zones. In summer 2018, no tobacco use will be permitted on campus. Associate Dean of Students **Michele Whitmore** secured a grant for \$9,600 from the American Cancer Society and a second grant for \$3,600 from Healthy Lamoille Valley/ Vermont Department of Health to help fund efforts to publicize this campus initiative and fund tobacco cessation support for students.



The JSC Food Pantry (JSCFP) opened its doors this summer. Due to the immediate success of this program (64 students have received over 425 pound of food), the JSCFP will expand its space, produce offerings and hours by relocating to the Wellness Center.

The Wellness Center continued to receive positive community feedback on its services, resources, and support for student mental and emotional wellbeing. Last year, the center served 165 students, 17.4 percent of JSC's undergraduate population. In addition to hosting a range of wellness outreach activities promoting healthy relationships, drug and alcohol abuse prevention, sex-positive education and stress reduction, the center introduced weekly therapy dog visits—a very popular attraction for our students! Looking forward, Wellness Center staff will use data gathered from a survey of faculty attitudes about student substance use and academic success to identify at-risk students and refer them to support services.

STUDENT DEVELOPMENT & LEADERSHIP OPPORTUNITIES

Our students took advantage of a range of development and leadership opportunities last year. Some highlights follow.

- 143 students were inducted into the National Society of Leadership and Success, the first year JSC participated in this program.
- 30 students participated in our Badger Alternative Breaks student service trips focused on:
 - Disaster Relief in New Orleans, LA
 - Poverty & Sustainable Resources in Waco, TX
 - Community Development in Detroit, MI
- During 2016-17, students (and JSC community members) provided over 5,500 service hours, an increase of over 1000 hours from 2015-16.

RESIDENCE LIFE

The Residence Life Office saw a continued high retention rate of upperclassmen in campus housing, which comes with host of benefits for the college and students, including increasing student success and the college's finances. Additionally, Residence Life contributed to the overall campus living experience by implementing a new selection and assignment process for the College Apartments that resulted in record demand (even with a rate increase) and led over 200 events and programs within the residence halls. More 1,200 students attended these events despite our campus having fewer than 500 students living in the residence halls.

Additionally Director of Residence Life **Jeff Bickford** was elected as District Coordinator for Eastern New York and Vermont of the Northeast Association of University and College Housing Officers (NEACUHO) and, along with JSC graduate assistant hall director, **Denisha Arsenault, M.A.** in Counseling, will present at a regional conference in October.

LIBRARY



In 2016-17, JSC's Willey Library served our students, faculty, staff and community members at the highest levels, even while seeing some changes in staff. Faculty Librarian **Joe Fararra** left JSC over the summer of 2017. **Ray Brior** took the helm as acting



library director to lead the staff into the new academic year. Some highlights of the work the staff accomplished during the year include:

- Updating the library's training manual and FAQ book to include information about unification
- Updating the library training Prezi for new and returning students to incorporate information about unification
- Conducting an ongoing inventory of holdings
- Creating new signage to incorporate information about unification
- Creating a comprehensive list of all missing, stolen or lost books since 2012
- Cross training library staff in library specialist duties, including mail processing, checking in government documents, book repair and call number labeling
- Conducting ongoing work modernizing the library's physical collection, especially via targeted deaccessioning of outdated and unused materials
- Greatly increasing the output and following of library's Twitter account (@JSCLibrary)
- Implementing new ILL lending software CLOVER
- Conducting on-site and hybrid course library instruction
- Updating the library's online reference guides and library signage

INFORMATION TECHNOLOGY

Our Information Technology Department had an exceptionally busy year planning and implementing technological infrastructure updates needed to make unification a success. The department's impressive list of accomplishments and projects in progress include:

- Unification of the Johnson and Lyndon wireless systems; faculty, staff and students are now automatically able to access wireless service on either campus; at Johnson, this project also created self-service guest access for visitors to campus. Both campuses realized significant hardware and service savings as a result.
- Fiber optic upgrades at both Johnson and Lyndon, resulting in speed increases for both colleges
- A network switch upgrade at JSC
- Completion of the phone unification project at both campuses allowing Johnson and Lyndon to dial extensions on both campuses by only using 5 digits

- Ongoing work on the Johnson Server Storage Area Network (SAN) and Host Installation with Microsoft Failover Cluster Project
- Initiation of work on a unified Help Desk for both campuses
- Initiation of the nvu.vsc.edu domain project, which will be complete during the summer of 2018

ATHLETICS

Our Athletics Department continued its efforts to provide a positive student athlete experience, offering support and guidance for athletes to achieve success on the playing surface and in the classroom, while contributing in the community. Specific accomplishments for the 2016-17 year include:

- **Academically successful student athletes:** Ten of our 15 varsity programs achieved a GPA of 3.0 or higher. Three Badgers earned the highest accolades at JSC's annual Honors Convocation, with **Rasul Jackson '18** being awarded the 2017 President's Prize and **Brady Rainville '17** and **Nicole Menard '17** earning their four-year degree with a 4.0 career GPA. There were 43 student-athletes who received awards at Honors Convocation.
- **Continued success in retention and graduation:** Retention and graduation rates of student-athletes has continued to be higher than the general population at Johnson. We retained 72 percent of first-year student-athletes, 85 percent of second-to-third-year student-athletes, and 95 percent of third-to-fourth year student-athletes. Our six-year graduation rate for student athletes is at 51 percent compared to 37 percent for the general student body.
- **Leadership:** Our student-athletes served as orientation leaders, resident advisors, and on the Student Government Association. They joined their professors in presenting at national conferences in their academic disciplines. Additionally, JSC student **Austin Walters '19** was nominated by his athletic conference peers to serve as the NAC SAAC President and **Nicole Monick '18** served her first of a three-year term as the NCAA SAAC representative for the NAC and NEAC.
- **Service:** Our student-athletes planned and participated in a range of activities to benefit our wider community.
 - We held three "Kids' Night Out" events, inviting children in the community to spend three hours of fun in the SHAPE facility with our student athletes. Over 100 students participated.
 - SAAC hosted its third Special Olympics basketball



tournament and dance off, where 40 Special Olympic players connected with our student-athletes for a day of fun on the court and dance floor.

- Our varsity teams raised \$300 to donate to SERVE for Thanksgiving baskets to those in need and also donated \$250 to Copley Hospital in support of their 5k fun run to promote wellness in the community.
- Student-athletes collaborated with the Stowe Rotary to help the Rotary run its Octoberfest event. Our students and department staff helped with set up and breakdown of the event.
- Our student-athletes collaborated with other departments on campus to run events during Welcome Week, Alcohol Awareness Week, and Alumni and Family Reunion Weekend.
- JSC student-athletes participated in wellness activities such as the One Love Training, which focused on healthy relationships, and in Sodexo's nutrition "Chopped" cooking contest and nutrition workshop.
- **Success on the playing surface:**
 - JSC's women's tennis team finished a with a 9-4 regular season record and earned the number two seed in the Conference playoffs. The team made it to the semifinal round before bowing out of the tournament.
 - In the second year of our Track and Field program, **Brynn Cairns '18** won the Conference Championship in the Steeplechase event.
- **Facilities upgrades:** The department was able to resurface our aging tennis courts in the summer of 2016 and replaced 15 pieces of aging cardio equipment in our fitness center with new equipment.

ALUMNI & DEVELOPMENT

Generous support from loyal alumni and donors marked the 2016-17 year in development at JSC, a strong signal of the strength of the JSC experience and an unwavering confidence in its future as NVU-Johnson. In FY17, the Alumni and Development Department, under the direction of **Lauren Philie**, raised \$772,690, an increase of 62 percent over FY16. These funds came to the college via 3,674 gifts from 715 donors.

ALUMNI ENGAGEMENT

In addition to being generous, JSC alumni are engaged. Last year, several alumni served on committees, spoke on panels and

represented their fellow alumni in events regarding the upcoming unification with Lyndon State College. Alumni also joined us for fun on campus at our COPLAC celebration in August 2016 and at several gatherings throughout the year, including parties, meals, and gatherings in Las Vegas, Burlington, Washington DC, at SHAPE to cheer on our Badgers basketball teams, and in Waterbury for our annual Minaert Open Golf Tournament, which had 88 participants this year.

The JSC Alumni Office and alumni **Steve Charest '02** (owner) and **Tim Farr '12** (instructor) hosted an evening of networking in October at Petra Cliffs in Burlington. Guests enjoyed complimentary climbing, pizza and drinks, and learned more about the unification between Johnson and Lyndon State Colleges.

The office also hosted a new event this year: "Teachers Teaching Teachers," where alumni working in a variety of roles in the education field returned to campus in May to network with each other and share their words of wisdom with students planning to enter the field. They had a chance to see the renovations to McClelland Hall, shared stories and advice, and answered questions from current JSC students.

Finally, the Alumni and Development Office has been collecting "small world stories" from alumni around the globe. People's stories of the unlikely places they have met fellow alumni—from chartered boats to small airports to foreign countries—are being featured in our monthly alumni e-newsletter.

NAMED SCHOLARSHIP AND ENDOWMENTS

Donors, alumni, and friends of the college established several new named scholarship funds last year, including:

- **The Graduate Studies Fund** to support graduate students participating in conferences, research projects, travel and other opportunities
- **The Resident Assistant Scholarship** to help support one RA for their next year of study with a financial award
- **The James B. Keesling Memorial Veterans Scholarship** to benefit deserving students who are veterans enrolled full-time at JSC in a degree-granting program
- **Return to Glory: JSC Ski Team Campaign** to ensure that Johnson State College has a competitive alpine skiing team for years to come.

FUNDRAISING TASK FORCE RESULTS

In its second year, the Fundraising Task Force raised over \$14,000 by holding fun, fundraising events on campus and launched the



Badger for a Lifetime Campaign, which raised \$54,407 to support the Annual Fund. Campus fundraising opportunities resulted in a 16 percent increase in full-time faculty giving and a 29 percent increase in full-time staff giving. Finally, as part of its charge to seek new opportunities for raising revenue, the task force raised \$2,700 by selling commemorative pint cups and pins and flowers at Commencement.

FACILITIES

Keeping our campus and facilities in excellent shape is an important part of our responsibility to the future of Johnson State (and Northern Vermont University). During 2016-17 we focused our improvements to campus facilities on building infrastructure and safety. Some of the projects that were completed include:

- Sidewalk replacements for all inner campus walkways;
- Fire alarm installation in residence halls; and
- Electrical system upgrades

In addition, our Physical Plant undertook architecture and engineering work to prepare for projects in future years, including window replacements in Dewey Hall (for energy conservation and infrastructure improvements) and campus sidewalk redesign (for safety).

We also completed some campus security upgrades by replacing all Arthur and Martinetti Hall rooms with an online access control system. Upgrades for Governors and Senators Halls are next.

PERSONNEL

During the 2016-2017 academic year JSC saw the retirement of two long-serving full-time faculty members, **Dr. David Fink**, behavioral sciences professor and Masters of Counseling program director, and **Dr. Joseph Farara**, faculty librarian.

In addition to adding five new faculty members (detailed in the Academics section above), we have several new additions in key roles throughout the college including **Michele Feiner**, the JSC disabilities coordinator.

As of July 1, Interim Academic Dean **Sharon Twigg** stepped down from her role and **Nolan Atkins** became Provost of Johnson and Lyndon State Colleges. Sharon is now Johnson's Associate Academic Dean, a shared faculty/administration position. Interim Dean of Students, **Michele Whitmore** also stepped down from her role, and returned to her duties as Johnson's Associate Dean of Students. **Jonathan Davis** is now the Dean of Students at Johnson State and Lyndon State.

Ongoing searches for key roles at this time include two new positions—Dean of Enrollment & Marketing for Northern Vermont University and Director of Facilities for Northern Vermont University. The Dean of Enrollment and Marketing will oversee the Admissions and Marketing functions at both campuses while the Director of Facilities will be responsible for the overall direction and management of facilities infrastructure at both campuses.

BUSINESS AND FINANCE

Johnson State concluded FY2017 with a deficit of approximately \$730,000, which was more than \$400,000 lower than the board-approved budget for the year. Several factors had a positive improvement on the overall budget. These included slightly better than expected enrollment and room participation, strong management of personnel budgets and tight control over expense budgets. We were also fortunate to have a better than usual winter repair season.

Enrollment management efforts implemented in FY2016 had a positive impact on overall student headcount in FY2017. These new strategies allowed the college, for the first time in more than six years, to reverse the trend of declining enrollments. New efforts in online programs, marketing strategies for distance education and the addition of the BFA and AA in Fine Woodworking and Furniture Design all led to a positive outcome.

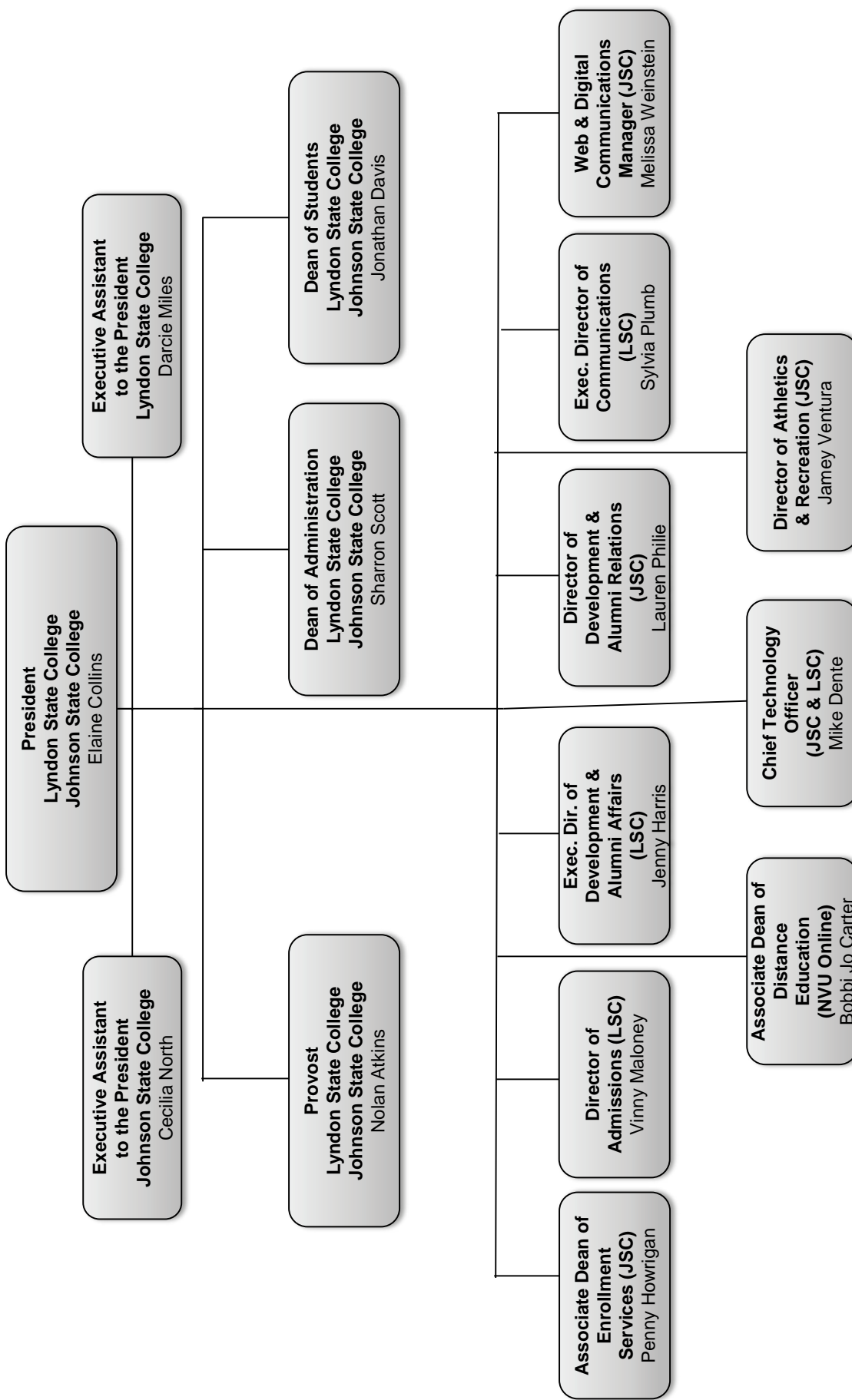
The budget development process for FY2018 was the first that included budgeting for both the Lyndon and Johnson campuses. The board-approved budget includes a deficit of approximately \$550,000 for each campus. Combined, the campuses have more than \$4,000,000 in reserves to cover a projected deficit.

LOOKING AHEAD

While our 2017-18 year will require extensive focus on unification, we will continue to work at the highest levels to fulfill our mission of delivering high-impact, immersive educational opportunities to our students. We look forward to the conversations our diversity-themed fall semester will bring about, to celebrating student academic and creative work at our second Student Symposium next spring, and honoring the remarkable achievements of our graduates at our 151st Commencement ceremony next May—our final commencement as Johnson State College.

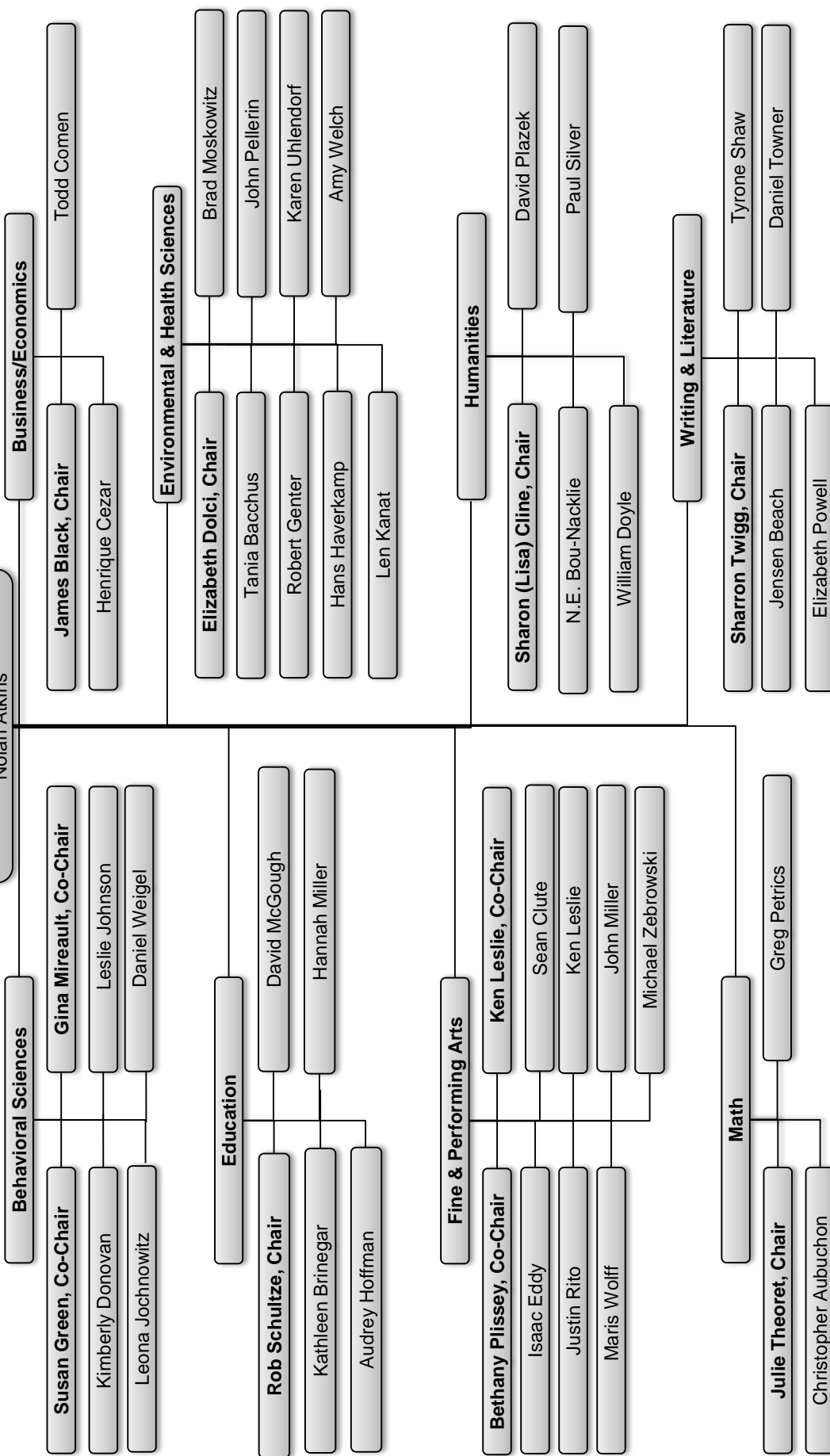


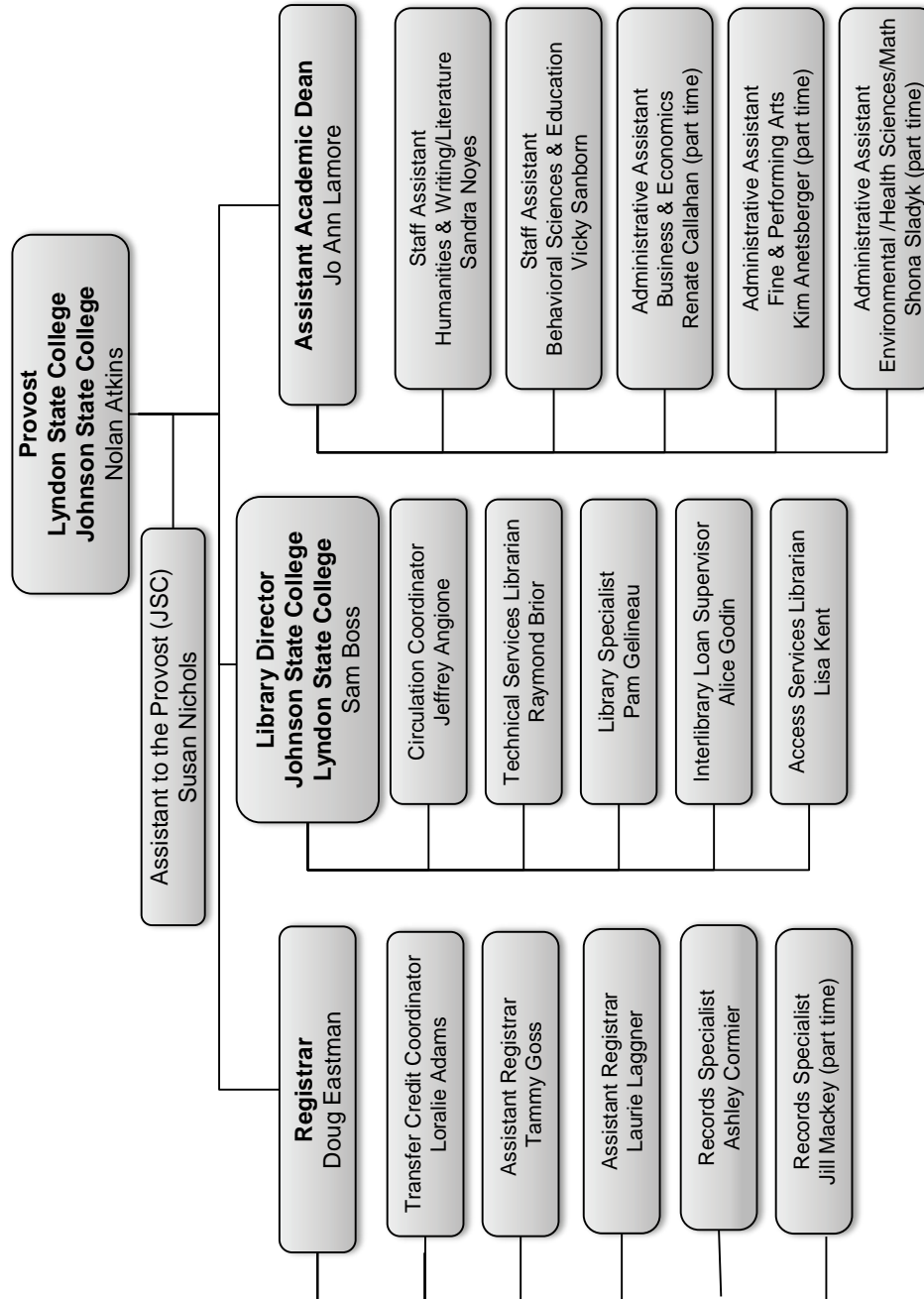
Attachment B – JSC Organization Chart FY18

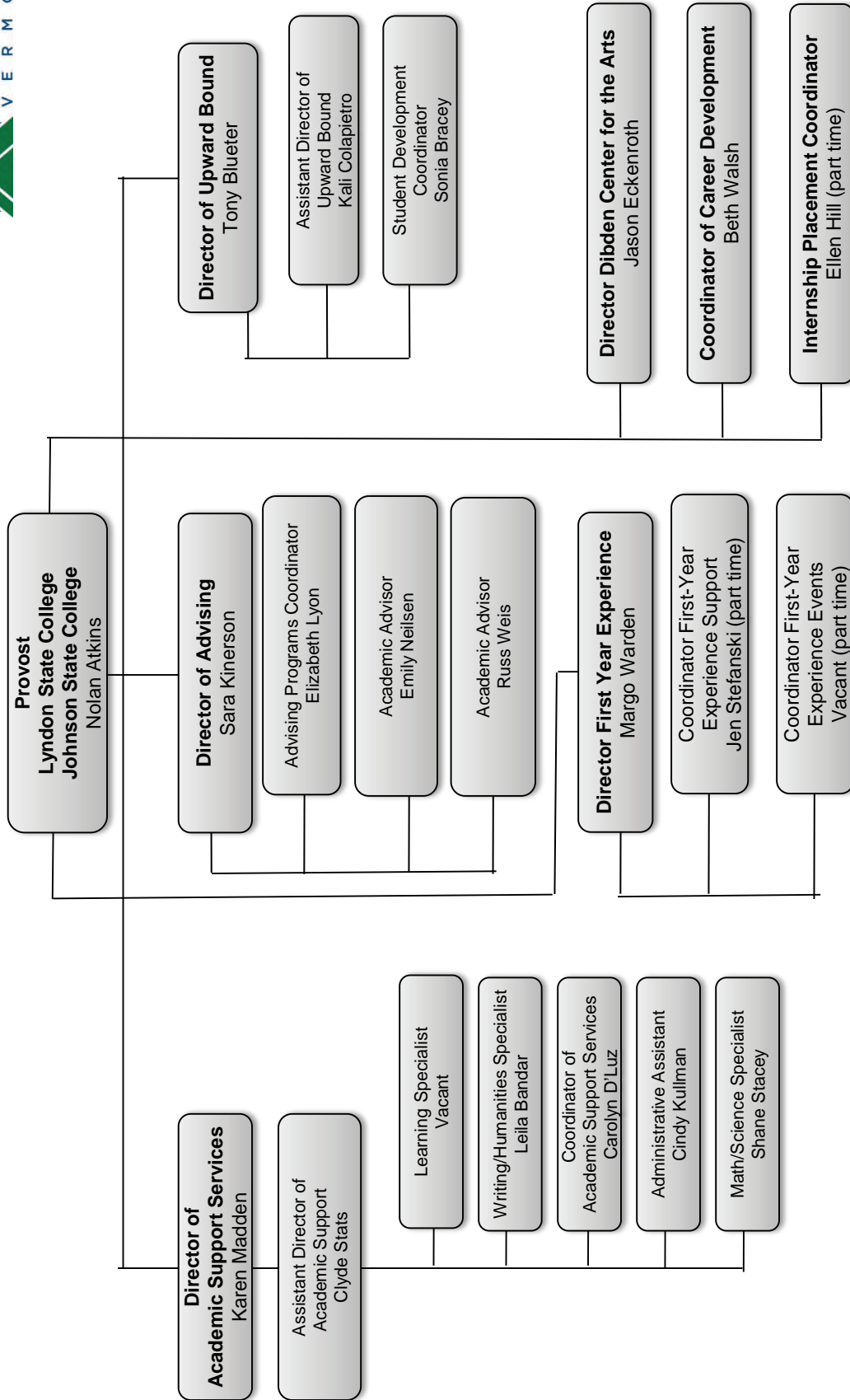


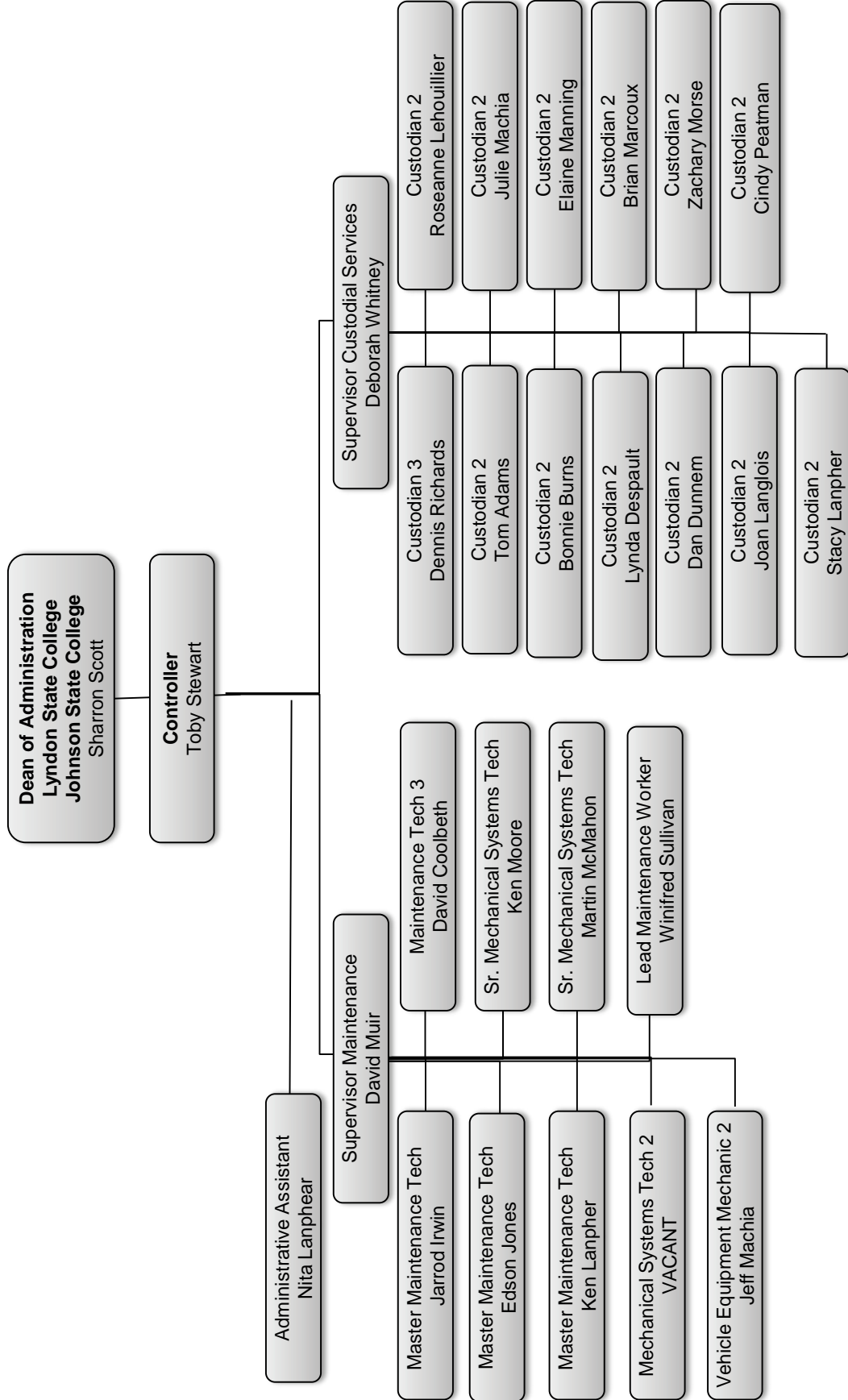


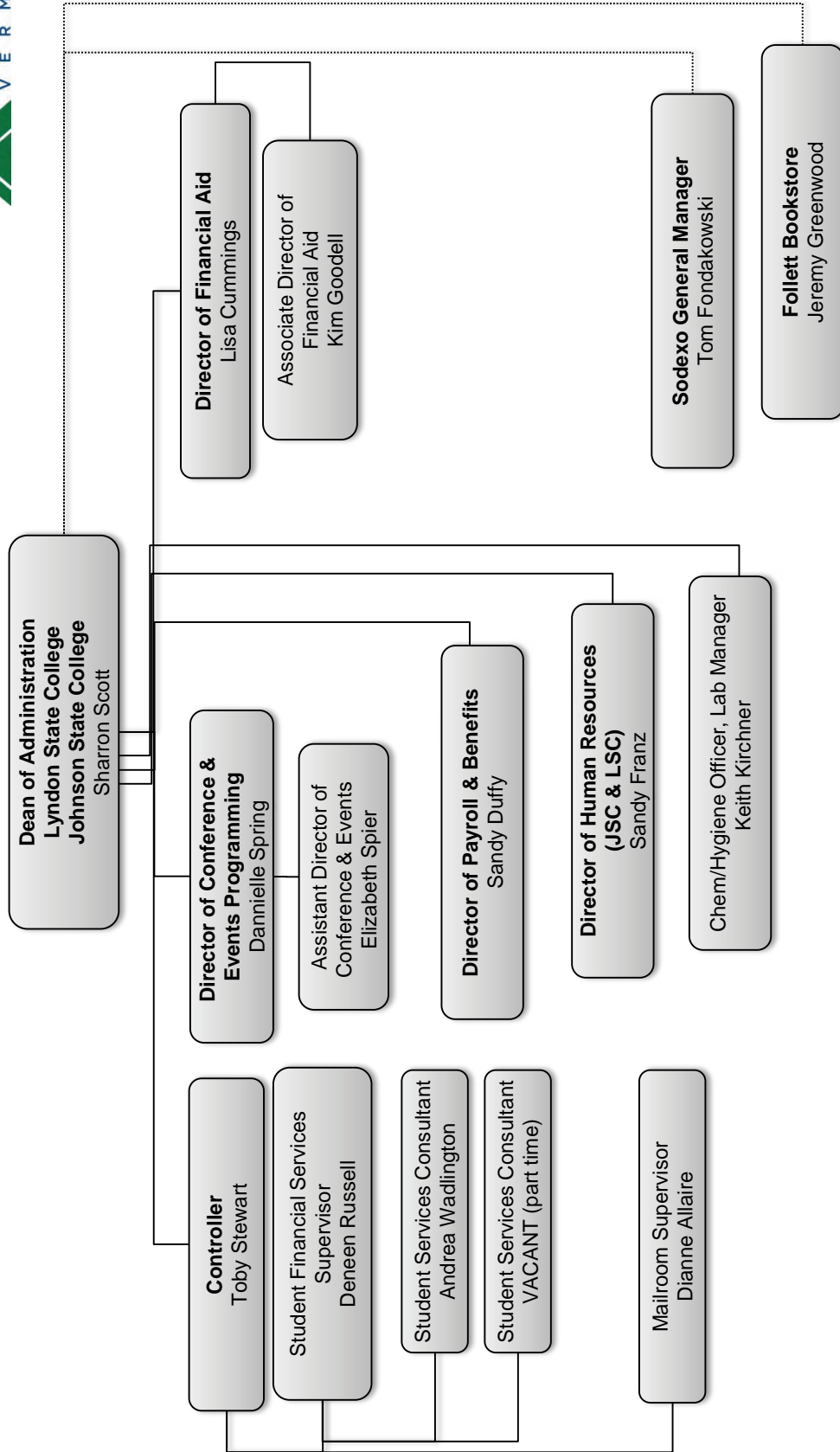
Provost
Lyndon State College
Johnson State College
Nolan Atkins

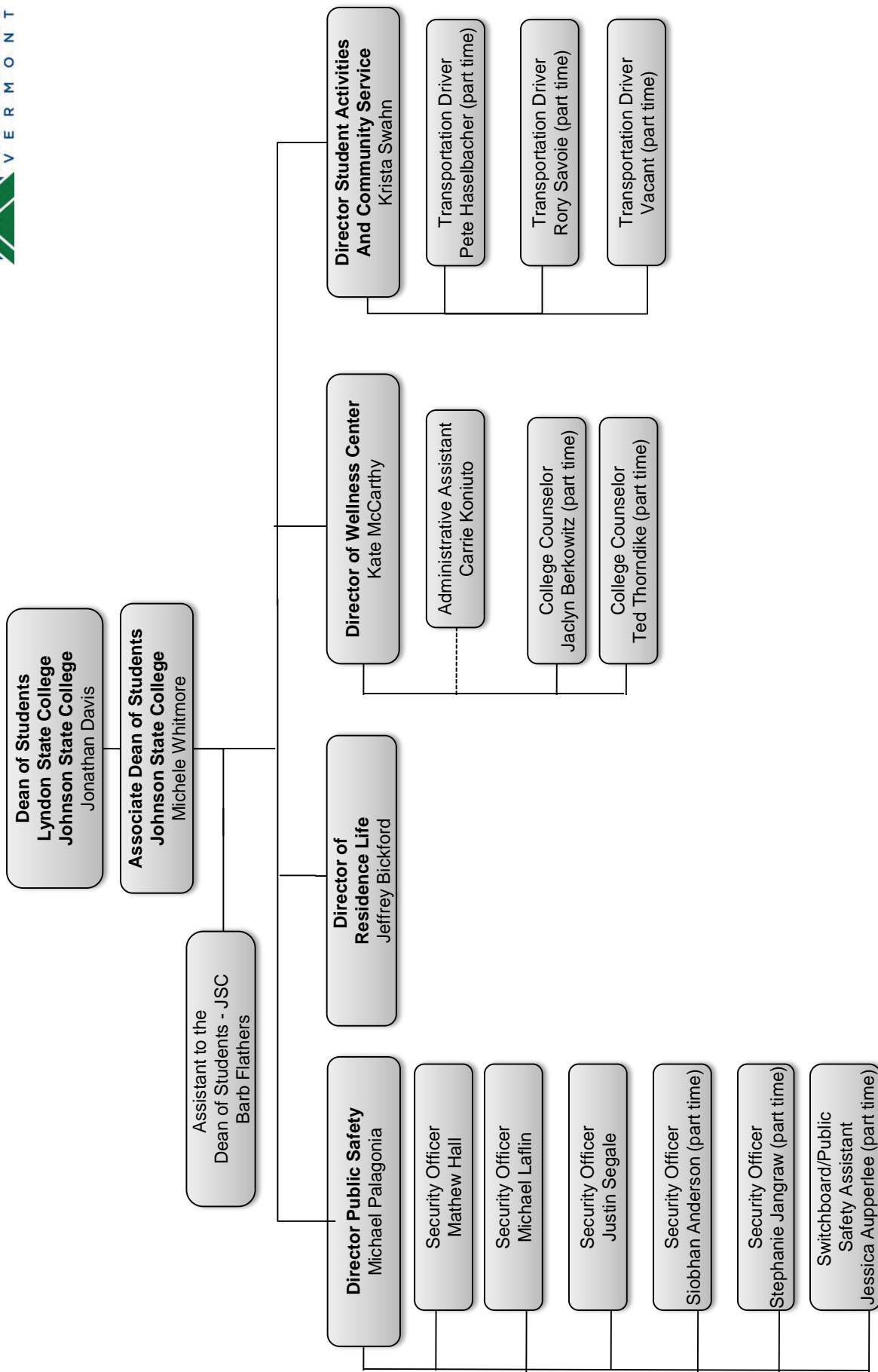


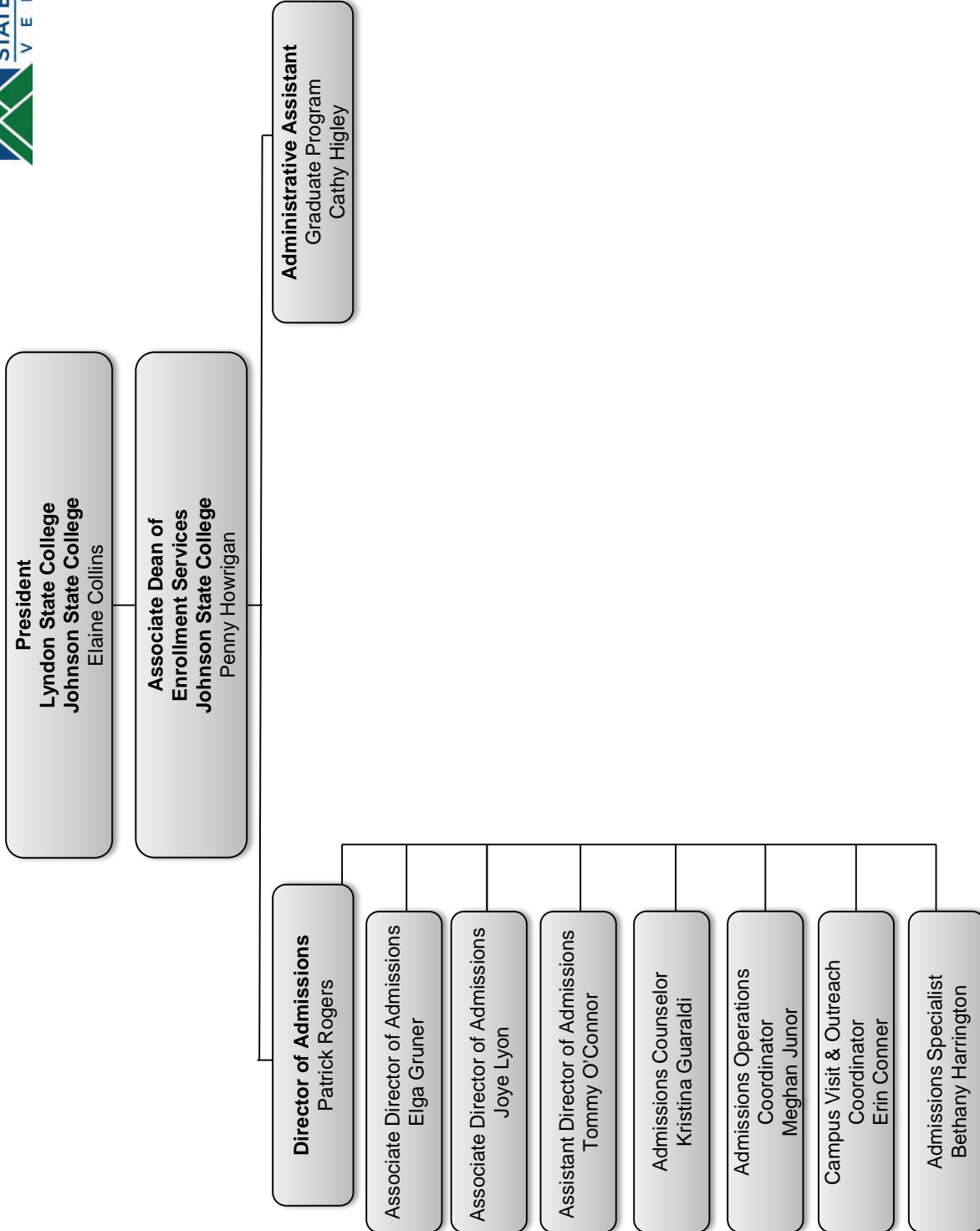


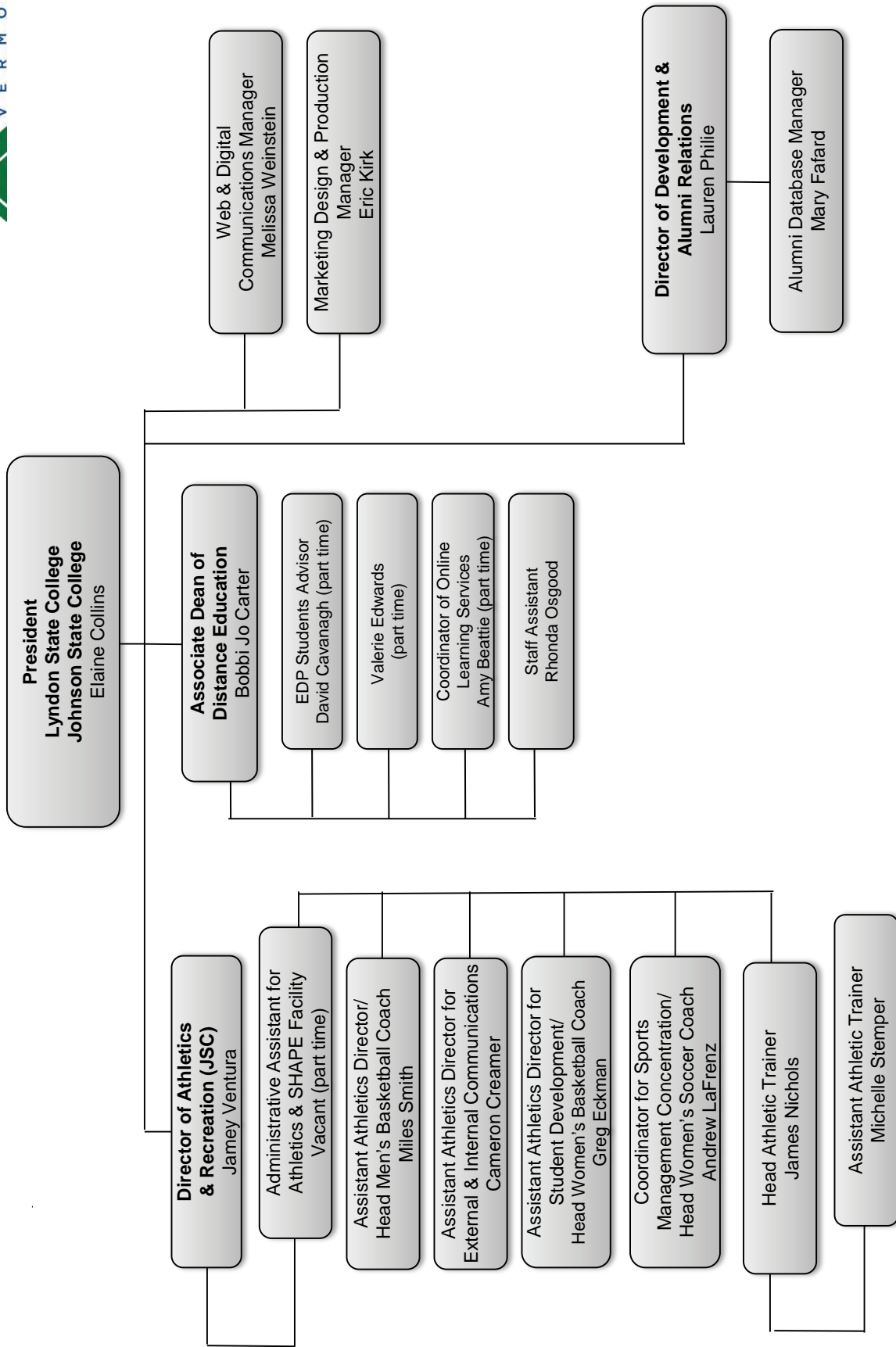












TURN YOUR PASSION INTO A PROFESSION



Annual Report 2017

The President's Annual Report to
the Board of Trustees of the Vermont State Colleges

SEPTEMBER 2017



YEAR OF
awareness
LYNDON STATE COLLEGE

President's Message

NOLAN ATKINS | INTERIM PRESIDENT

It has been a pleasure and a privilege to serve the Lyndon State College community this past year as interim president. I am grateful for the hard work, dedication, commitment, and grit of our dedicated faculty and staff. I am also grateful to the students who make Lyndon a special place. I look forward to the challenging work in the year ahead as we unify with Johnson State College to create Northern Vermont University.

In keeping with our yearly themes the past three years, one of my last actions as interim president was to name 2017-2018 the Year of Awareness. Given all the change and challenges happening on our campus, in our community, on the national political scene, and across the globe, awareness is a necessary precursor to responsible action. We all will be called to action this coming year, whether for unification as we become Northern Vermont University, or to build inclusion and respect on our campuses, raise awareness about climate change, or take on any number of issues that impact our lives.

What follows is a summary of the accomplishments that the Lyndon community has realized this past year.

\$1 Million Adjustment Steering Committee

The FY17 board-approved budget included a \$1.9 million deficit for Lyndon. To reduce this deficit, the College created the \$1 Million Adjustment Steering Committee in July 2016 to identify expense reductions and revenue generation to reduce the deficit by \$1 million. The committee met through the fall semester. As a result of the committee's hard work and the support and belt-tightening of the Lyndon community, we successfully netted a \$1 million reduction in the FY17 deficit.

Year-Round Course Offerings

To keep students on track earning at least 15 credits per semester, Lyndon made a commitment to increase course offerings outside the traditional academic year. We now offer a three-week winter term that extends from early to mid-January, and we have increased our offerings during the summer terms. We included a healthy number of courses that meet general education requirements during those terms.

New Bachelor's and Master's Degrees

Two new degrees offer Lyndon students new opportunities to make an impact in the world. [Climate Change Science](#), taught by faculty in the Atmospheric and Natural Sciences departments, will prepare students for the growing career opportunities that use climate change research to solve problems in the economic, energy, social, municipal, and policy-related arenas.

A master's in [Clinical Mental Health Counseling](#) will help meet the very high demand for licensed mental health counselors in the Northeast Kingdom and throughout Vermont. Faculty at Lyndon and Johnson are working together to identify ways to collaborate since this degree is offered on both campuses.

Lyndon Learning Collaborative

The Lyndon Learning Collaborative (LLC), now called the Early College collaboration between Lyndon Institute and Lyndon State College, is in its third year. There are 20 Lyndon Institute students enrolled in the program this fall. Lyndon Institute students in this program finish their first year of college while seniors at LI and matriculate at Lyndon State as a sophomore.

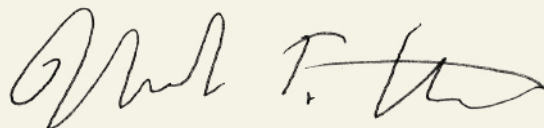
New Faculty in Atmospheric Sciences

We are pleased to welcome Dr. Ari Preston to the Atmospheric Sciences Department for a one-year visiting appointment. Dr. Preston recently earned his doctorate from Florida State University. His dissertation addressed the impact of land-falling tropical cyclones on upper atmospheric chemistry. In addition, Dr. David Siuta will join the Atmospheric Sciences department as a research scientist. Dr. Siuta was a post-doctoral research fellow at the University of British Columbia. He will work with Dr. Jason Shafer on the impact of heavy snow events on power outages. This research is funded by the Vermont Low Income Trust for Electricity.

Future Priorities as Provost

On July 1, 2017, I became Provost of Lyndon and Johnson. My top three priorities this year are: (1) getting to know the Johnson community, (2) developing the first NVU strategic plan, and (3) working with faculty to create the NVU curriculum. Work is well underway with all three priorities.

Thank you for the opportunity to lead Lyndon as its interim president. I am excited about the opportunities we are creating for our students and the economic vitality of the Northern Tier as we become Northern Vermont University.

A handwritten signature in black ink, appearing to read "Ari Preston", is positioned below the text. The signature is fluid and cursive, with a long horizontal stroke at the end.

Academics

Academic Affairs

NOLAN ATKINS | ACADEMIC DEAN | THOM ANDERSON | ASSOC. ACADEMIC DEAN

Creation of the Northern Vermont University curriculum is the focus of much of the work within Academic Affairs. Two aspects are important to highlight.

With the generous support of the Davis Educational Foundation Grant for \$224,646 awarded in early 2017, faculty from the Johnson and Lyndon campuses are creating a new core curriculum with the development of the NVU General Education Program. To date, the working group has identified the goals, outcomes, and guiding question for the new core: "How can I make a positive impact in the world?" Two different models for the core structure will be discussed by faculty in September. Lyndon faculty assemblies plan to vote on the outcomes and model during the fall semester. The new program will be implemented in fall 2018, just in time for the first incoming NVU class.

Faculty on both campuses have engaged in conversations to create the NVU curriculum. They are identifying areas of collaboration, creating new innovative programming, and looking for efficiencies. A parallel effort is underway to examine department and degree program performance from a data-driven perspective. The data sets will complement the faculty's work and help inform decisions about programs and curriculum.

Center for Professional Studies

ANN NYGARD | DIRECTOR OF THE CENTER FOR PROFESSIONAL STUDIES

Professionals have new opportunities to advance their careers thanks to Lyndon's [Center for Professional Studies](#) (CPS). The Center offers non-degree education such as certificate, diploma, and licensure programs to professionals and those working to increase skills, catch up with technology, excel in their careers, advance to new positions, and enhance their communities. Classes are offered through traditional classroom learning and online platforms. CPS serves adults looking for industry-recognized credentials, working professionals wanting to upgrade their skills, and Lyndon students looking to earn industry-recognized credentials and their degree simultaneously. Career improvement offerings range from boot camps for QuickBooks and Adobe Photoshop to GIS, project management, and hospitality management.

Lyndon is now a Pearson VUE and Professional Assessment Network testing facility. This maximizes use of the testing center offering more than 300 certificate exams. Pearson VUE is the leading provider of global computer-based testing solutions for information technologies, academic, government, and professional testing programs. The USDA recently awarded Lyndon a Rural Development RDBG grant for \$47,000 for a branding initiative for CPS in partnership with the Vermont Department of Labor and Northern Vermont Area Health Education Centers. Hospitality trainings have been undertaken with Killington Resort, Hermitage Club, Jay Peak Resort, Burke Mountain Resort, Hotel at Essex, Courtyard Burlington Harbor, Hotel Vermont, and others. The Lyndon Adventure Program and CPS are also collaborating on adventure certifications for outdoor professionals. CPS had great success with the American Mountain Guides Association Single Pitch instructor class and assessment taught by Mountain Recreation Management Assistant Professor Ben Mirkin.

In 2016-2017, CPS held 20 classes, served 216 students, and tested 101 students. The testing center opened on April 24.





New Academic Programs

Lyndon has developed two new academic degrees, one bachelor's and one master's.

Climate Change Science Degree

The new [Climate Change Science](#) bachelor's degree is designed to empower students with the training and skills necessary to be part of the climate change solution. The degree is one of its kind in the Northeast and one of just a few in the nation.

The interdisciplinary degree between the Atmospheric Sciences and Natural Sciences departments covers general science, meteorology, and climatology. Students will take a variety of electives to learn how the science can be applied and to develop effective communication skills to help bridge the gap between scientists and non-scientists.

One stand-out feature of the program is the opportunity for undergraduate students to conduct climate change research funded with external grants. This research is highly relevant to government and business initiatives, including climate policy, energy development, renewable energy, environmental impacts, climate change adaptation/mitigation, public outreach and communication, climate risk management, and urban and natural resource planning.

Master's Degree: Clinical Mental Health Counseling

A new master's degree in [Mental Health Counseling](#) combines rigorous coursework and 700 hours in practicums and internships to prepare students for the challenges of work as a clinical mental health counselor. Graduates will be prepared to work with individuals, families, and groups in settings such as hospitals, schools, community mental health agencies, social service organizations, private practices, and more. Lyndon's program will develop the skills and training students need to meet the educational requirements for licensure as a clinical mental health counselor in Vermont.

LEAP AmeriCorps

ROSE REYNOLDS | PROGRAM DIRECTOR, LYNDON ECONOMIC OPPORTUNITY AMERICORPS PROGRAM

The Lyndon Economic opportunity AmeriCorps Program (LEAP) is a state AmeriCorps program funded through the Corporation of National and Community Service (CNCS), and SerVermont, Vermont's State Service Commission. Over the 2016-2017 program year, 38 LEAP members served at 11 nonprofit host sites in the Northeast Kingdom. LEAP members collectively gave 31,850 hours of service and delivered more than 1,000 unique educational programs to youth in the region. These AmeriCorps members delivered educational programming to local youth in early literacy projects, science based education, outdoor education, and college preparation.

The sites served included: the NorthWoods Stewardship Center, Green Mountain Farm-to-School, Lyndon Upward Bound, the Old Stone House Museum, St. Johnsbury Athenaeum, LTS Kingdom Afterschool Program, the Cobleigh Public Library, Essex County Natural Resources Conservation District, the Fairbanks Museum and Planetarium, Coutts Moriarty/Siskin Ecological Adventures, and UVM Extension.

Partnerships with Learning Institutions

Lyndon @ NECC

KRISTIN HUNT | SITE DIRECTOR, LYNDON STATE COLLEGE AT NORTHERN ESSEX COMMUNITY COLLEGE

Lyndon at NECC completed its first academic year with enrolled students. In addition to coursework, these students participated in extracurricular activities, including serving as Lyndon student ambassadors at events at NECC. A group travelled to Lyndon in February to participate in the Student Leadership Conference planned and hosted by Lyndon.





The first graduates of the Information Technology program are expected this spring. Nine students took at least one course, with eight of those actively pursuing a degree. Two graphic design students left, so Lyndon at NECC had an 80 percent retention rate. Two to three students will graduate in Information Technology this spring, and there was very modest growth this fall with the addition of four students into the program.

Recently NECC completed the renovation of a beautiful space on campus that will house the Lyndon partnership, including office space and classrooms. On September 7, 2017, Provost Nolan Atkins and Jenny Harris, executive director of development and alumni affairs, joined NECC President Lane Glenn, Regis President Antoinette Hays, and Lawrence, Massachusetts Mayor Daniel Rivera to celebrate the newly renovated space for bachelor degree completion programs at NECC. The new space offers bright, well-equipped classrooms with stunning views of the city and cutting-edge Mac and PC labs.

Lyndon and Lyndon Institute THE LYNDON LEARNING COLLABORATIVE

The Lyndon Learning Collaborative (LLC)—an innovative early college program—continued its success during its second year (2016-2017) with seven out of 11 Lyndon Institute students matriculating to the College for fall 2017. There are 20 LI students enrolled in the program this fall, the highest participation in the program to date.

LLC students take one academic year of approved coursework, offered both at Lyndon Institute and on the Lyndon campus. Upon graduation from Lyndon Institute and successful completion of the College curriculum, LLC students are eligible to be awarded 24 to 36 hours of college credits. The program provides an opportunity for LLC students to earn a full year of college credits while satisfying the requirements for graduation from Lyndon Institute. Participation is free of charge to the students. If they don't matriculate at Lyndon, the students must pay for the credits to transfer.

The program substantially lowers the cost of college for students by reducing the college years from four to three when a student matriculates at Lyndon. The two institutions have renewed the agreement for another academic year.

Childhood Education Program Meets Vermont Labor Force Needs

[Lyndon's innovative early childhood education program](#) is addressing a demand for licensed Vermont educators and helping teachers meet new requirements to keep their jobs. The program, launched last fall, was developed to allow teachers with an associate's degree in early childhood education from Community College of Vermont to transition directly to Lyndon to earn a Bachelor of Science degree and meet state licensure requirements.

This option makes it easier for them to meet criteria established by Vermont's Act 166. The act, a universal pre-kindergarten measure implemented in 2016, requires early childhood educators to have a bachelor's degree in early childhood education and a teaching license. The requirements have posed challenges for many educators unable to finish a degree program and earn licensure while they work full time.

This is the first such program in the Vermont State Colleges System and Vermont's only hybrid online early childhood education program. Lyndon's program is the only one that allows Vermonters to meet the student-teaching requirement through work in their current job. Seven members of the first cohort will graduate in 2018. Thirteen students entered the program this fall, and three students are taking courses for professional development.



Faculty and Student Research, Publications, Travel, and Activities

Lyndon is widely known for offering real-world experiences to students. Here is a small sample of student/faculty research projects during 2016–17.

Research: Winter Weather Impacts on the Electric Grid (Professor Jason Shafer). Dr. Jay Shafer is directing a research project with support from the Vermont Low Income Trust for Electricity (VLITE), now in its fourth year, focusing on winter weather impacts on the electric grid. This project aims to bring the best science to help society become more resilient around extreme winter weather. The work is among the first in the country to produce power outage forecasts prior to major winter storms. Professor Shafer is exploring the potential of commercializing this forecasting science.

Lyndon will continue to work closely with VELCO's Vermont Weather Analytics Center and Vermont distribution utilities. Results from this research will support Vermont's Comprehensive Energy Plan by improving outage restoration time and stakeholder decision making around potentially high-impact weather situations. This support will help make Lyndon a national leader connecting snow and ice to electric utility risks.

Despite advances in weather prediction, there is still a major gap in connecting skillful high-resolution weather forecasts to electric grid impacts. Vermont's cold season provides significant threats to electric infrastructure: the wet snow storm of December 10, 2014 produced around 5,000 repair jobs statewide costing approximately \$20 million dollars in restoration, while the December 21, 2013 ice storm produced approximately 700 repair jobs, leaving thousands without power for days during arctic cold. Although meteorologists can accurately anticipate the conditions that may produce wet snow and ice loading days ahead broadly across Vermont, there is still a significant gap in determining the potential severity and geographic distribution of snow and ice outages across the complex terrain. This work will continue to improve these prediction gaps and have broad positive societal benefits.

Research: Resiliency in the Lake Champlain Basin (Assistant Professor Janel Hanrahan). Professor Janel Hanrahan is conducting research on an EPSCoR-funded project that aims to study and promote resiliency in the Lake Champlain Basin. This five-year project supports scientists and stakeholders who are developing models to examine the impacts of extreme storms on infrastructure, environmental health, and drinking water surrounding Lake Champlain.

Hanrahan is working with the Climate Modeling Team to downscale dynamically climate model data under future climate change scenarios. She supervised two undergraduate research interns during summer 2017, one from the



University of Alabama and one from Lyndon. During this time, she and the students investigated various model settings to inform the identification of an optimal configuration, which will be used for long-term simulations.

The students presented their work during weekly team meetings and more formally at Johnson State College, Plymouth State University, and Dartmouth College. One student is continuing this work as part of his senior thesis and plans to present it at the American Meteorological Society annual meeting in January. Both interns will present at the annual Basin Resilience to Extreme Events Symposium in March. Hanrahan plans to hire undergraduate students to continue this work over the next three summers.

Research: Climatology of Shortwave Radiation in the Northeastern US (Assistant Professor Janel Hanrahan). In addition to the EPSCoR work, Professor Hanrahan recently completed a project funded by the Vermont Low Income Trust for Electricity (VLITE). With the assistance of six Lyndon Atmospheric Sciences students over three years, she developed a climatology of shortwave radiation in the Northeastern US. They determined that increasing cloud cover associated with climate change is decreasing regional shortwave radiation, thus potentially having a negative impact on solar energy production. Over the period of funding, this work was presented by four students at the annual American Meteorological Society meeting and at the Northeastern Storm Conference. One student continued this work as her senior thesis project. [Key results were recently accepted for publication in the peer-reviewed Journal of Applied Meteorology and Climatology.](#)

Travels and Conferences: History (Professor of History Alexandre Strokanov). Professor of History Alexandre Strokanov had a busy year of conference presentations, travel with students, and publishing. His education tours included trips with combinations of Lyndon State, Johnson State, and Vermont Technical College students as well as students from CCV. They made educational journeys to Russia, Switzerland, Italy, France, Ireland, England, Wales, and Norway.

Professor Strokanov also lectured in the United States,

Russia, and China on a variety of topics, including a lecture at Lyndon in September 2016 on why Donald Trump was going to win the presidential election. Other topics included an academic debate on the globalization or Americanization in Russia, the concept of American exceptionalism through the prism of Dostoevsky's *Crime and Punishment* in Beijing, and the state of Russian studies in the US in Nanjing, China.

Publications: Underground Polygamy Movements (Professor of Sociology Janet Bennion).

Professor of Sociology Janet Bennion publishes and presents frequently on polygamy topics. In July 2016, Professor Bennion presented "Law, Media, and Polygamy," at the Polygamy Debates sponsored by the Radcliffe Institute at Harvard University. More recently, Professor Bennion published a chapter in a new book about underground polygamy movements, "La Criminalisation de la polygamie a L'egard des Mormons." The book was published by the University de Sherbrooke.

Research: Gerrymandering (Professor of Mathematics Jim Bozeman).

With US politics more partisan than ever, renewed attention is being focused on how electoral districts are created. Gerrymandering, manipulating districts for political advantage, is drawing increased scrutiny nationally.

Lyndon Professor of Mathematics Jim Bozeman has done research with students for more than a decade on how math can detect and minimize gerrymandering. Generally, elongated, jagged, or otherwise oddly shaped districts are more likely to have been gerrymandered, as compared to "nicely shaped" districts. He and his students created mathematical formulas that assign numerical values between zero and one to district shapes, using a computer algorithm. The closer to zero the value is, the odder the shape, and the more likely it was gerrymandered. The closer to one the value is, the "nicer" the shape, and the less likely it was gerrymandered.

The US Supreme Court might eventually intervene to prohibit gerrymandering, including a method like this in its deliberations. Bozeman served as Mathematics and Computer Science Department chair until his retirement last year. He is now a Lyndon adjunct and continues his gerrymandering research.

Students March in Washington and Bring Climate Change Science to Local Schools.

Lyndon's Climate Change Communications Group got politically active this spring by attending both the Youth Climate Rally in Montpelier and the People's Climate March in Washington, DC. Professor Hanrahan traveled with 24 Atmospheric Sciences students to the nation's capital to march with 200,000 protestors and raise awareness of the changes undertaking planet Earth.

The group of students also visited Newark Street School, Burke Town School, and Danville Middle School this past spring to talk about climate change and their research on the subject.

Climate Consensus Website Launched.

The Atmospheric Sciences Department launched a new website to both educate and activate on climate change. The department hopes the new site will raise awareness of its new degree. [TheClimateConsensus](#) provides a platform for students, scientists, and organizations to produce and distribute clear, engaging data visualizations, informed discussions, and research findings surrounding anthropogenic climate change. Social media sites, including Facebook and Twitter, leverage the content and create discussion on this important topic. Students play an active role in creating content for the site.

Music Business and Industry Students Release First Record.

Music Business and Industry students have formed their own record label, ENEEKAY Records. This spring the label released their first E.P., the Mangroves's *The Grand Scheme*, a three-song album recorded at Guilford Sound in Southern Vermont with Grammy Award-Winning MBI Professor Brian Warwick leading the student production team. Students created a marketing plan and promotional materials and set up distribution for the release. MBI student Karl Sargent said, "Learning how to be a member of a record label and doing meaningful work that directly affects the success of the band is what made this class enjoyable and eye opening."

Mountain Recreation Management Students Travel to the Tetons.

Mountain Recreation Management students spent two weeks in the Grand Tetons for an immersive course on avalanche training, outdoor education, and leadership. The five students and professor Ben Mirkin joined Jake Urban, alum and Jackson Hole Outdoor Leadership Institute owner in Jackson Hole. Urban is one of the top avalanche instructors in the country.

The students prepared the previous semester with weekly meetings to plan all aspects of the course, including meals and routes using digital mapping programs to identify ski terrain in the areas they would visit. The course began with several days of avalanche education while skiing the classic backcountry lines of Teton National Park. The classroom time reinforced the field-based learning by integrating technology to gain greater understanding of avalanche terrain and snowpack.





Student Affairs

JONATHAN DAVIS | DEAN OF STUDENTS

Residential and Student Life

ERIN ROSSETTI | DIRECTOR OF STUDENT LIFE

Lyndon welcomed new professional and student staff to Residential Life this summer. These staff members took part in a wide range of training and professional development opportunities before the students arrived for the fall semester. Together, the professional staff trained the Resident Assistant staff of 20 and prepared the residence halls for students. Throughout the year they will provide outside-of-the-classroom learning opportunities, uphold College policy, and maintain safe and healthy living environments for Lyndon students. At mid-August, capacity in the residence halls was around 85 percent with plans in place to increase revenue in those open spaces with room buyout options and a commuter housing offering.

Student Activities and Leadership Center

The Student Government Association has been working to ready clubs and organizations for the year and find new ways to listen and respond to the voice of the students. Hot topics include unification, the smoking policy change, the Student Government budget, and club allocations for the year. SGA also helped organize the annual Student Involvement Fair for all students held September 1. At the event, students learned about and signed up for involvement opportunities both on and off campus.

Student Activities was hard at work over the summer preparing for Welcome Week events, commuter student events, van trips to local attractions, movie nights, and a Red Sox trip planned with Johnson. They are looking forward to attending the annual NACA (National Association of Campus Activities) Northeast conference with Johnson in November where they will be able to meet national acts, book for

the next semester and academic year, and participate in educational sessions related to campus activities and leadership.

First Year Experience

First Year Experience had a successful summer orientation season with four SOAR sessions. Lyndon began the year with Fall Kick-Off weekend events for new students and provided a Welcome Week full of activities both on and off campus for all students. This year the College will reintroduce a first-year seminar class (INT1040) for those students whose majors do not provide an introduction to college type seminar. Peer Leaders are assigned to each of those classes, providing another layer of support for first-year students. On September 18, all students in the INT1040 class and any other first-year students who wish to attend will travel to Johnson for keynote speaker Baratunde Thurston—the author of the common read book *How to Be Black*, which both colleges have read.

Student Leadership Conference

The annual Student Leadership Conference was held at Lyndon on February 4. This annual free summit is open to students, faculty, and staff at all Vermont colleges, private or public. The daylong conference is organized by Lyndon's Department of Student Life. The only event of its kind in Vermont, the conference draws about 150 students from around the state offering opportunities to connect with other students, faculty, and staff and learn how to build leadership skills.

Los Angeles magician Kayla Drescher gave the keynote talk, and the conference included presentations on effective leadership in a college setting, social justice, and other topics. Attendees network with other students, explore their leadership style and potential, and take that knowledge and energy back to their home campus. The event began in 2008 as a leadership conference for student resident assistants in the Vermont State Colleges System, and it expanded to include students from any college in Vermont.



Northern Vermont University

Student Life professionals on both Johnson and Lyndon campuses have been strengthening their relationships and knowledge of each other’s policies and procedures in an effort to make strategic and well-informed steps towards unification. Lyndon started this academic year with a Residential Life training retreat on the Johnson campus where staff trained together on common themes and discussed opportunities for collaboration.

Commencement Address by Senator Bernie Sanders

Senator Sanders’ keynote address at Lyndon’s 105th commencement came the day after his appearance at Johnson’s commencement. As Lyndon and Johnson continue the unification process to transition to Northern Vermont University, the colleges seek opportunities to share in meaningful, beneficial programs even before the two campuses officially become one university. Sanders’ commencement speeches symbolically marked the kick-off of the transition of the two colleges to Northern Vermont University. Moving forward, the two campuses will continue the tradition of hosting their own commencement speakers in coming years as part of maintaining their two distinct cultures.



Athletics

CHRIS UMMER | DIRECTOR OF ATHLETICS

The 2016-2017 athletic season marked Lyndon’s seventh year as an active Division III member of the National Collegiate Athletic Association (NCAA) and its eighth year in the North Atlantic Conference (NAC).



Six Lyndon teams advanced to at least the semifinals for North Atlantic Conference play: volleyball, men’s basketball, men’s lacrosse, baseball, and men’s and women’s cross country.



Both the men’s lacrosse team and baseball team set school records for the number of wins in a season with 10 and 22 respectively. Sixteen Lyndon student-athletes were selected to North Atlantic All-Conference Teams. The North Atlantic Conference selected 27 Lyndon student-athletes for its All-Academic Teams. Coach Tom White was named North Atlantic Conference Coach of the Year. The U.S. Track and Field and Cross Country Coaches Association (USTFCCCA) named the women’s team an All-Academic Team for the sixth time in seven years.

New Athletic Staff hires for 2017-2018:

- Megan Barnes, head athletic trainer
- Hayden Bunnell, head men’s and women’s track and field coach
- Katy Ebner, head women’s soccer coach
- Chantal Jean, assistant athletic trainer
- David Pasiak, sports information director and head men’s basketball coach



Veteran's Summit

The fifth annual NEK Veteran's Summit, the only such event in Vermont, was held on March 11 at Lyndon. The summit draws hundreds of veterans of all eras, their families, and veteran-service organizations to strengthen the support network in Vermont and northern New Hampshire. It is part of a weekend-long salute to veterans that included the fourth annual Ian Muller Rail Jam and free lift tickets at Burke Mountain. Presenters included a keynote address on mental health issues by Lynn Rolf III, program director of Veterans of Foreign Wars, and a talk by Alfred Montoya, director of the Department of Veterans Affairs at the White River Junction Medical Center. Breakout sessions centered on topics such as veterans who are students, women, or homeless; mental health awareness; employment opportunities; book groups; and service clubs.

Lyndon graduate and combat veteran John Hojek of Chicago, who founded Gold Star Roses, attended the summit. His organization gives roses grown by veterans to families who lost a family member in combat. The event included the Mobile Vet Center—with counseling and information resources for combat veterans, VA services for homeless veterans, and more than 50 exhibitors from veteran-service organizations. The summit is sponsored by the Lyndon Veterans Association, with the cooperation of the Lyndon Veteran Student Support Committee and veteran-service organizations. Lyndon, with a veterans' park, veterans' resource room, and range of financial assistance for student-veterans, is recognized as a Military Friendly® school.

The event is funded by donations and a grant from the Vermont Veterans Fund, a program of the Vermont Office of Veterans Affairs.





Personnel

SANDY FRANZ '79 & '99 | DIRECTOR OF HUMAN RESOURCES

Nine staff and administrators came on board during FY17 and the fall of 2017. Lyndon also welcomed one new full-time faculty member this fall, several positions were reclassified and/or existing employees took on new roles, three long-time employees—representing 85 years of service to the College—retired, and Lyndon welcomed President Elaine Collins and Dean of Administration Sharron Scott.

New staff and administrators:

- Megan Barnes, head athletic trainer
- Damon Cawley, content specialist/social media coordinator
- Sayer Dion-Smyczek, laboratory technician
- Alyssa Estus, assistant director of student life
- Danielle Hume, LEAP (AmeriCorps) program coordinator
- Chantal Jean, assistant athletic trainer
- Stefanie Lingenfelter, coordinator, graduate program in mental health counseling
- David Pasiak, sports information director/men's basketball coach
- Tom Weineck, senior desktop support technician

New faculty:

- Aaron (Ari) Preston, assistant professor, atmospheric sciences

Reclassifications/new roles:

- Nolan Atkins, provost, Lyndon State and Johnson State and then NVU
- Patty Cross, staff assistant to the director of physical plant
- Jonathan Davis, dean of students, Lyndon State and Johnson State and then NVU
- Lori Drew, coordinator of academic support services
- Denise Moses, coordinator of academic success resources
- Rose Reynolds, LEAP (AmeriCorps) director

Retirements:

- James Bozeman, professor, mathematics (32 years)
- Theresa Conant, chemical hygiene officer (24 years)
- Linda Metzke, professor, education/graduate education (29 years)

Administration

Facilities

SHARRON SCOTT | DEAN OF ADMINISTRATION

Improvements to campus facilities during 2016-2017 focused on building infrastructure and safety: fire alarm upgrades in residence halls, restroom renovations in Wheelock Hall, Activities Building window replacement, storm water improvements, and SHAPE dehumidification.

In addition, the Physical Plant department undertook architecture and engineering work to prepare for projects in future years, including trenching and electrical upgrades at the Stonehenge Residence Halls and Lower Vail Parking Lot improvements.

Finance

SHARRON SCOTT | DEAN OF ADMINISTRATION

Lyndon concluded FY17 with a deficit of approximately \$200,000 or more than \$1.6 million better than the board approved budget for the year. Numerous factors played into the positive improvement on the overall budget including—unification related savings, personnel actions, holding open positions, a 5 percent reduction in supplies and services expenses across all departments, and additional revenue-generating activities.

The budget development process for FY18 was the first that included budgeting for both the Lyndon and Johnson campuses. The Lyndon budget anticipates a 7 percent decline in overall enrollment across the College based on persistence and enrollment trends. The resulting budget for FY18 anticipates a deficit of approximately \$550,000 for each campus. Combined, the Lyndon and Johnson campuses have more than \$4 million in reserves to cover a projected deficit.

Development

JENNY HARRIS '79 & '17 | EXECUTIVE DIRECTOR OF DEVELOPMENT AND ALUMNI AFFAIRS

In a year of transition, continued budget limitations, and a reduced two-person office, Lyndon was pleased that annual giving remained steady, and the College surpassed the goal of \$410,000 by raising \$589,164. The funds raised were made up of 1,526 gifts from 1,021 donors, just slightly down from FY16. The breakdown of FY17 funds raised follows:

Cash	\$397,564
Gifts-in-kind	\$47,545
Subtotal	\$445,109
Pledges	\$79,055
Planned Gift Pledges	\$65,000
Total	\$589,164

Endowment gifts and strong earnings helped reach the goal to surpass \$5 million total LSC Endowments in 2016. Lyndon reached another milestone with 100% of the LSC Foundation board of directors supporting the Early Promise Scholarship in FY17, six of them giving \$2,500. In May 2017, four Early Promise Scholars graduated from Lyndon with bachelor's degrees. For the 2017-2018 academic year, seven new Early Promise Scholarships were awarded each at \$2,500 and renewable for four years. Lyndon continues to support 20 existing Early Promise Scholars.



Alumni Affairs hosted alumni socials in Littleton, New Hampshire and Wells River, Vermont as well as two in Florida—including the second annual alumni and parent gathering at a Lyndon baseball spring training game. The first Lyndon and Johnson combined alumni social was held in Washington, DC. In November Lyndon hosted two alumni basketball game events, one at UVM and one at Lyndon.

Currently, Lyndon is developing an alumni speaker series, launching a redesigned alumni website, and preparing for Homecoming and Family Weekend on September 22 – 24.

Library and Information **The Samuel Read Hall Library**

SAM BOSS | LIBRARY DIRECTOR

During the 2016-2017 academic year, the Samuel Read Hall Library remained on a course of growth and advancement. The library has continued to be responsive to the needs of the Lyndon community for spaces and resources for study, teaching, collaboration, and leisure, and in the years to come, the library will continue to provide leadership in this area.

In August 2016, carpet was reinstalled, shelves were relocated, and furnishings were moved back into the area that was evacuated after the flood the previous July. The “Beneath the Surface” event series throughout the year focused on understanding and support, and the Chinese Spring Festival Celebration was a hit with students.

While print circulation was lower than in the past, our print books are still in high demand representing 42 percent of items borrowed. Info Desk staff fielded 522 quick reference, research, directional, and IT questions during the year. March is our busiest month. The average monthly gate count is 7,852 visitors with March 2017 recording 11,478 visits or 12.18 percent of the yearly 94,221 individuals who entered the library.

The Information Literacy Education Program and other resource sharing plans made great strides this year. Integrated Research and Writing, a new faculty/librarian team-taught course, focuses on research methods, information literacy concepts, and academic writing. The library partnered with eight faculty members from six departments on embedded librarian projects as part of the intensive instruction program that aligns a librarian with a faculty member for the duration of a course. Information literacy instruction courses drew 29 faculty members from 11 academic departments and Lyndon Institute. The library was also pleased to offer faculty new resource tools for Moodle uniting the library’s resources and website with the Moodle environment. Finally, Lyndon began to leverage access to e-book collections by partnering with faculty on selecting unlimited-user editions as either replacements or supplements to traditional textbooks.

Information Technology

MIKE DENTE '99 | CHIEF TECHNOLOGY OFFICER

Information Technology

Our Information Technology Department had an exceptionally busy year planning and implementing technological infrastructure updates needed to make unification a success. The department’s impressive list of accomplishments and projects in progress include:

- Unification of the Johnson and Lyndon wireless systems; faculty, staff, and students are now automatically able to access wireless service on either campus; at Johnson, this project also created self-service guest access for visitors to campus. Both campuses realized significant hardware and service savings as a result;
- Fiber optic upgrades at both Johnson and Lyndon, resulting in speed increases for both colleges;





- A network switch upgrade at Johnson;
- Completion of the phone unification project at both campuses allowing Johnson and Lyndon to dial extensions on both campuses by only using 5 digits;
- Ongoing work on the Johnson Server Storage Area Network (SAN) and Host Installation with Microsoft Failover Cluster Project;
- Initiation of work on a unified Help Desk for both campuses; and
- Initiation of the nvu.vsc.edu domain project, which will be complete during the summer of 2018.

Unification

In the year since the Board of Trustees approved Chancellor Spaulding's recommendation that Johnson and Lyndon unify into Northern Vermont University, faculty and staff at both campuses have made tremendous progress on this enormous and complex task. As of July 1, 2017, the executive team of Elaine Collins, Nolan Atkins, Sharron Scott, and Jonathan Davis have assumed leadership of the president's office, academic affairs, administration, and student affairs, respectively, for Johnson State and Lyndon State.

Cross-campus committees and offices began work in earnest to begin the transition to Northern Vermont University. Johnson and Lyndon staff, students, faculty, and alumni served on the Unification Advisory Committee, worked as members of the Transition Team, and started work on the new brand and website for NVU. As we continue this transition, working groups are identifying work and processes that must be done to develop functional areas that will best serve our future students.

In May, more than 60 faculty from Lyndon and Johnson met to begin creating the NVU curriculum. This work progressed over the summer and will continue in earnest during this academic year. Faculty have been asked to identify areas of collaboration, innovation, and efficiency across the two campuses.

Clyde Stats in the Johnson Academic Support Services Office successfully authored a McClure Foundation grant for \$20,000 to fund the Johnson and Lyndon Summer Bridge programs. The program, which functions as an orientation for first-in-family and low-income students before the main fall new student orientation, provided team-building activities, skills workshops, and information about financial aid, academic responsibility, and financial literacy. Students in both campus programs enjoyed a shared culminating event to celebrate their successful participation in the five-day program by enjoying Tuesday Night Live, a live, outdoor music event held weekly in Johnson.

Additionally, some departments at Johnson and Lyndon are already working closely together. This past summer, Lyndon IT staff worked on the Johnson campus to upgrade technology in a number of areas, and Michael Dente now oversees IT at both campuses. Sandy Franz is the head of Human Resources at Lyndon and Johnson. The student services departments are sharing critical responsibilities. Johnson's Deneen Russell is working on refund, Perkins loan, and collections processes for both campuses, and the staff is assisting each other with the phones. JSC's Robert Gervais, coordinator of instructional technology, is now serving both the Lyndon and Johnson campuses, and Keith Kirchner is now the chemical hygiene officer for both campuses, with expert assistance from new lab technicians. JSC's controller, Toby Stewart, has taken on a role that spans both campuses. Lastly, our communications and marketing departments have been working closely together on branding and marketing for NVU since early 2017.

Specific details of the ongoing work of unification is detailed in our regular Unification newsletter (archived at unification.vsc.edu), but some highlights of our many accomplishments and projects in process include:

- The creation of the Northern Vermont University Mission and Vision and campus sub-mission statements;
- The submission of the Substantive Change Report for review to NEASC;
- The development of a new brand and website for Northern Vermont University, leading to the successful, on-time production of a range of print and digital materials needed for fall admissions recruitment and marketing and the launch of the NorthernVermont.edu microsite in early September;
- The development and initial implementation of Slate, the system-wide Customer Relations Management tool our Admissions offices will be using to track applicants from inquiry to enrollment;

- The successful application for a \$224,646 Davis Fund for Education grant for curriculum development for NVU;
- The appointment of Nolan Atkins as provost of Northern Vermont University;
- The formation of working groups to begin development of the NVU Strategic plan; and
- Massive upgrades and restructuring of information technology infrastructure to unify systems at both colleges.

We will continue to keep the board informed of our work on the transition to Northern Vermont University.

Northern Vermont UNIVERSITY

Above all else,
A HAVEN OF HIGHER LEARNING.

94% JOB PLACEMENT
College graduates earn an average of \$1.2 million more over their lifetime.

An **ELEVATED** sense of place.
What brings us North goes beyond four walls or even two campuses—it journeys out into an entire region packed with endless possibilities for exploration and growth.

Northern Vermont UNIVERSITY

UP HERE,
knowledge knows no bounds.

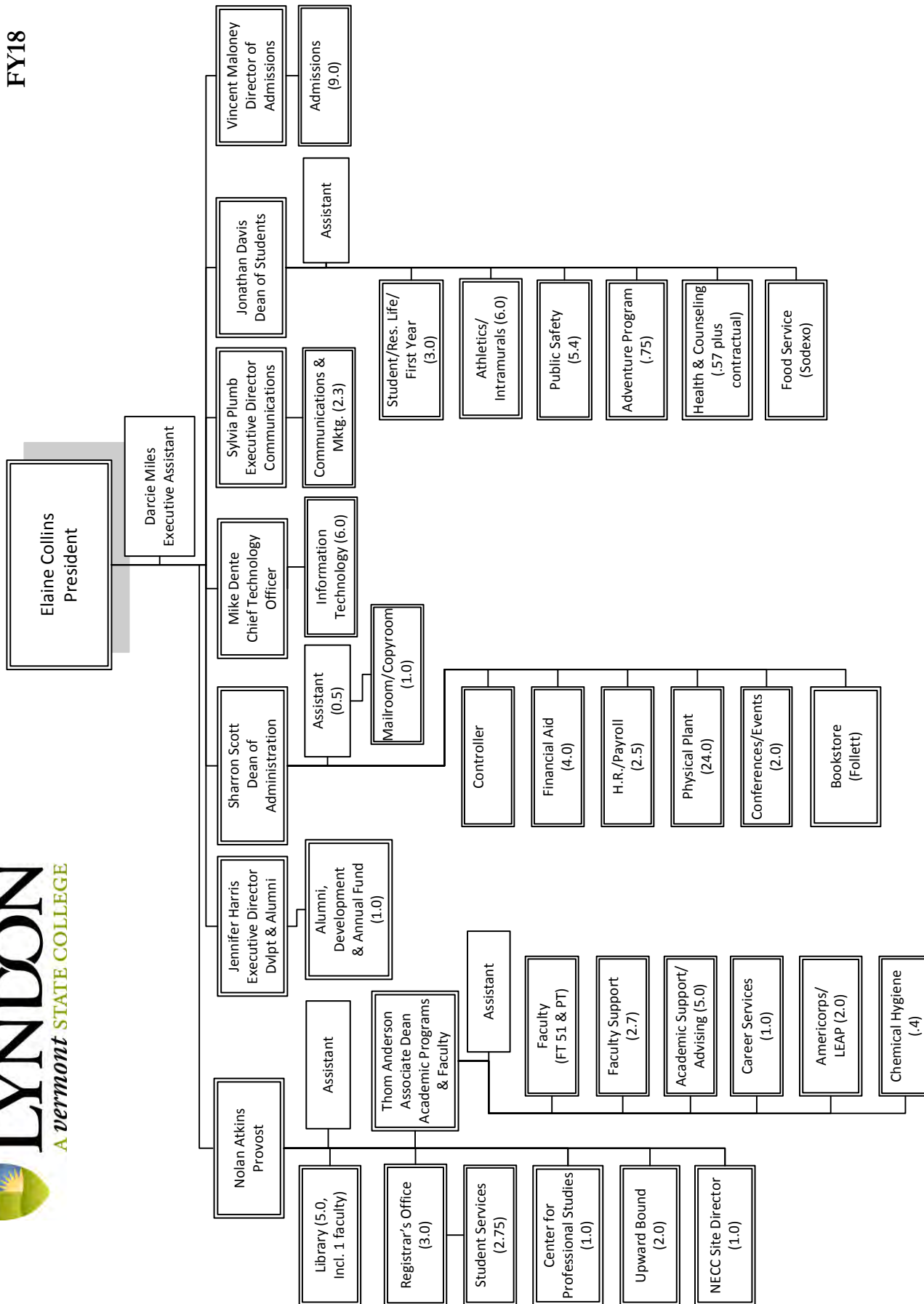
- One university, two unique, vibrant campuses at Johnson and Lyndon
- Nationally recognized professional programs
- Vermont's premier public liberal arts institution
- High-impact education: internships, research, cultural literacy, civic engagement, study away, service learning, and more
- Award-winning adult degree-completion programs, with online, off-campus, and weekend-only classes
- Five fully online degree programs
- Hands-on, experiential learning
- Outstanding 94% job and graduate school placement
- Access to premier skiing, mountain biking, hiking, cycling, and snowmobiling

DO NORTH
NorthernVermont.edu



FY18

Organizational Chart



VERMONT TECH



PRESIDENT'S ANNUAL REPORT

A report for the Vermont State Colleges Board of Trustees | September 2017

INTRODUCTION



Of course, we couldn't see our strategic plans through without some support. Thankfully, Vermont Tech has been the recipient of several major grants so far this year. **Most notably a grant from the U.S. Department of Labor for the Strengthening Working Families Initiative**, aimed at increasing educational opportunities for working parents. The college also received increased appropriations from the State compared to previous years. **This demonstrates the State Government's confidence in the State Colleges System to educate Vermonters.**

Another **wonderful year** has passed, as they tend to do, and it is my pleasure to tell you about all the wonderful things Vermont Tech has accomplished.

I am honored to be writing to you as the **first female president of the college**, and I am thrilled to have made that transition from my position as Interim President. It is my sincere hope that my tenure as President will be long-lived, and filled with new opportunities for our college and its students. **I see this position as the capstone of a fruitful career.** A career in which all the stepping stones I have taken have provided me with unique lenses with which to view the challenges and opportunities that face Vermont Tech.

I want to see this college grow and evolve, while remaining loyal to our Vermont roots. Appointing Allan Rodgers as Interim Dean of Academic Affairs and Strategic Planning was a step in this direction. By looking at our history of institutional priorities and prior strategic plans we can better plan for the future, and that's just what we'll do.

Our finances have **improved** in the past year with **fiscal year 2017 ending in an operating surplus after three years of operating losses.** We are not out of the woods with accumulated debt and drained financial reserves. But 2017 shows us what a good enrollment year can do to help us recover financially.

I have learned a lot in the time that I have been here. Our students hail from all walks of life, and as wonderful as it is to see where they come from, it's where they are going that excites me the most. Almost half of Vermont Tech students are the first in their families to go to college, and while some have parental support, others do not. Some of our students are even parents themselves. Having to juggle employment,

child care, and classes is no easy task and I commend them for it.

I have also learned about the power of the Vermont Tech network. All of our incredible faculty and staff are dedicated to enriching the lives of every student we serve. Together with our community and employer partners, our employees have shown their genuine interest in furthering the lives of our students, and the college as a whole.

I have now been at Vermont Tech for a year, and I am seeing some positive changes that work alongside our enduring values.

I am proud to say the Class of 2016 saw a 100% placement rate. That means that every graduate surveyed was either working in their field or continuing their education. **Now that is a good return on investment!** Vermont Tech also ranked the fifth in Vermont for highest average salary and the third lowest debt after graduating.

Our students and graduates are changing the world every day. Whether they're building a solar hot water heater for an orphanage in Tanzania, leading the design and dedication of a new veterans' lounge, participating in political discussion, or succeeding in the SkillsUSA challenges, they never cease to amaze me.

This college is transformative. A degree from Vermont Tech signals to the world that you are capable, qualified, and proficient. I am confident that together, we will confront challenges head-on, create strategic plans for the future, and continue Vermont Tech's reputation for greatness.

Small college. Big outcomes.

STUDENTS & STUDENT LIFE



Enrollment

As of September 1, 2017, our **incoming class is 660 students**. This class size is 14 students smaller than a year ago, however the incoming class size is still larger than previous years. **Several majors saw significant incoming enrollment increases including Mechanical Engineering Technology, Renewable Energy, and Computer and Software Engineering.** The Vermont Academy of Science and Technology (VAST) program enrolled their second largest class ever with **58 students**. **Veterinary Technology** continued with their third year of expanded enrollment with a full incoming class of 36 students. **Dental Hygiene** achieved a waitlist status as well as some nursing sites.

As of September 1st, the overall headcount at Vermont Tech is behind last year. We currently have a 1,528 headcount versus 1,560 a year ago. **The 2017 headcount is greater than the September 1st, 2015 headcount of 1,474.**

There were several major enrollment initiatives that were put in place this past year. All three played a positive role in our incoming enrollment.

LOCATION FOR INCOMING DEGREE STUDENTS (ASSOCIATE IN NURSING EXCLUDED):

Location	2017	2016	2015	2014	2013	2012
Bennington	22	27	27	23	26	26
Brattleboro	29	27	23	30	16	20
Lyndon	17	9	18	9	17	18
Middlebury		9		8		
Newport	9	9	9	11	8	14
Online	25	34	18	19	10	
Randolph	333	315	333	301	326	354
Springfield	7	8	9	8	9	7
St. Albans	8	9	9	9	8	9
Williston	157	179	147	165	136	180
White River Jct.	14	9	9	9	9	8
Total	621	635	602	592	565	636

IN THE NEWS:

[NEW! Admissions Video](#) | YouTube

[WVTC Official Over the Hill: The College Radio Station Celebrates its 50th](#) | vtc.edu

[All Things Vermont](#) | vtc.edu

Vertical Marketing

The software engineering and computer/IT majors were selected for the inaugural vertical marketing campaign. Vertical Marketing was a multi-prong initiative to reach out-of-state students through direct mail and digital advertising featuring an annual scholarship, paired with a dedicated Admissions counselor to assist students and families through the enrollment process. We received over 73 additional applications from the initiative, of which 10 students enrolled this fall.

Transfer Housing Scholarship

This scholarship allowed a transfer student with 12 credits or more and a 2.00 GPA or higher to have their room fee waived (while still paying board costs). It was available to both in-state and out-of-state students. There were 44 students who received the housing scholarship.

Competition Scholarships

We started offering scholarships to various competition winners and camp participants throughout the state. A sampling includes US First Robotics, FBLA, DECA, Governor's Institute, Rosie's Girls, Vermont Tech's Bridge Building, and SkillsUSA. SkillsUSA had the highest impact on enrollment. There were over 500 Vermonters who participated in state skills competitions. Professor Chris Gray, a mechanical engineering technology faculty, started a collegiate-level chapter which will help with attracting students to Vermont Tech. Rhode Island and New Hampshire have been working with the college to sponsor their competitions. There were 14 students who activated their scholarships and enrolled this fall.

Marketing

The Vermont Tech marketing strategy was a **three-pronged approach**. A concentration of the strategy was focused on **raising awareness of the college** among prospective students and their influencers in the state and region. Another key strategy was a **targeted vertical marketing campaign in support of the college's computer IT and software engineering bachelor degree programs**. The third component was **developing content across all of the majors to be delivered across many platforms**.

The awareness campaign featured current students to highlight the college's **high placement rates, its close-knit community, applied learning and success at launching first-generation students**. The plan utilized television and cable advertising, radio underwriting, a robust social media footprint, and print and digital advertising with special foci on engineering technology programs with Vermont's use of Naviance in the vast majority of high schools and placements in STEM-focused media.

Building on the previous year's video projects, two new videos were

completed. One featured student life at the college and the other provided an overview that Admissions will use at events for prospective students.

The vertical marketing campaign featured the college's software engineering program, offered an annual scholarship and targeted out-of-state students who might not otherwise consider Vermont Tech. The campaign utilized digital advertising, a website landing page with an intake form, direct mail letters to prospective students and a follow-up letter to their parents, and benefited from a dedicated Admissions counselor.

The content-development projects focused on student stories and career content across all programs. This content was used in social media, on each major's webpage, on the website's homepage rotating slideshow and in a three-part email sequence to prospective students.

The overall metrics that the marketing funnel achieved were a 9% increase in web sessions, 10% increase in inquiries and 6% increase in applications compared to the previous year.

Tobacco and Smoke-Free Initiatives

In accordance with the policy passed by the Vermont State Colleges Board of Trustees, **Vermont Tech will become a tobacco and smoke-free college on**

July 1, 2018. The college received a **\$5,000 grant** from the Truth Initiative to help with implementation around this initiative. A committee at the college worked on a plan for communications and events to be implemented in the coming year.



Veterans Lounge

On April 26, 2017, a new Veterans Lounge was **dedicated in honor of three fallen soldiers** who were students of Vermont Tech. **Adam Muller, Jamie Gray and Kevin Sheehan** had graduated from **Automotive Technology, Mechanical Engineering Technology and Civil Engineering Technology programs respectively**. The dedication was attended by their families and friends, members of the Vermont Tech community and area service members. The Veterans Club planned the event after working diligently with the Administration to create the new space in the **Conant** building on the Randolph Center campus. The dedication featured an honor guard, an introduction by President Moulton and speeches about

each former student by a teacher, friend or family member.

IN THE NEWS:

[Vermont Tech Dedicates Lounge to Fallen Veterans](#) | WPTZ



Residence Life

Randolph Center Campus

New events this year for the Randolph campus included a late-summer trip to **Hampton Beach**, attending a **Boston Red Sox game** with Williston, and organizing a Family Day at Homecoming Weekend to help celebrate **Vermont Tech's 150th anniversary**. In the second semester, popular new activities included a screening of **Star Wars Rogue One**, a trip to the **ice castles** in Lincoln, N.H., archery tag, and Build-a-Bear in the library. Ongoing traditions such as Nightmare New England, karaoke, the Winter Ball, Winter Carnival, Boston Bruins, late night breakfast, and **annual cruise on Lake Champlain** rounded out the year.



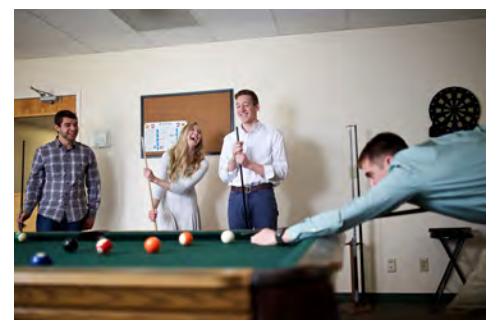
Welcome Back!

Mary Kathryn Juskiewicz returned to Vermont Technical College as the **Director of Residence Life and Title IX Coordinator**. Mary Kathryn had worked for Vermont Tech for 15 years and left for a stint at MIT in Cambridge, MA. She was happy to return to Vermont Tech, saying, "MIT was a terrific experience and I'm happy to bring all that I learned back to this school I love."

Williston Campus

The Vermont Tech Williston campus had its **highest recorded number of residential students on campus** since housing has been available to students on site for the second year in a row. Williston Hall was at **maximum capacity**, which allowed the college to continue to work with a community partner, Riverside in the Village, in leasing apartments off-campus to provide the most amount of students with college-sponsored housing. Through this partnership, Residence Life accommodated **10 students with this off-campus opportunity** just down the road from the Williston campus.

The Class of 2016 Senior Gift supported getting more **water bottle filling stations** around campus, which resulted in having two more installed on campus. After last year's renovation to the 200 Student Game Room, the space has become a place where more students go to unwind during free time or between classes. With this uptick in student usage, the Class of 2017 has decided to have a **multi-game arcade machine** brought into the game room to add another fun option for students. With all of these changes and additions, we are looking forward to the opportunity for more student involvement in making decisions on campus through Student Council, as they have been the driving force for all these new changes around campus.





Athletics

The Vermont Tech Athletic Department has made strides moving forward under the direction of Hilary Linehan, in her second year as Director of Athletics.

The Dressage Team, which has been a Club sport for the past several years, made the transition over to the Athletic Department as a varsity sport. Our **Athletic Booster Club raised over \$6,000 in its first year**, and with those funds the department purchased a much-needed shooting machine. The Booster Club is expected to continue to grow, with the goal of raising **\$10,000 to renovate the team locker rooms** over the next two years.

The Athletic Department also hosted a **new annual athletics awards dinner** to honor national, conference, and Athletic Department achievements, as well as team and Athletic Department-specific awards in front of their peers, family and friends. This event saw over **90% participation** by our student-athletes. The Athletic Department staff was honored to be able to recognize so many outstanding achievements by our student-athletes.

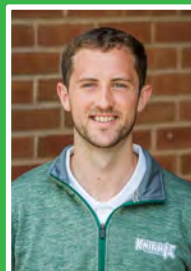
Our coaches are expecting a **high percentage of returning student-athletes** this year, and are looking forward to building on last year's success and continuing the positive momentum into the future. Recruiting of new student-athletes continues to grow as our head coach positions are stable. We are greatly looking forward to the next year!



AWARDS

Our Vermont Tech athletic teams had successful seasons, with all teams who competed in the conference season successfully completing their seasons with **winning conference records**, and **winning the Yankee Small College Conference Championships in women's Cross Country**.

- 4** | USCAA All-American awards
YSCC All-Conference Awards
- 3** | USCAA Academic All-American awards
- 9** | YSCC Academic All-Conference awards



Knights Men's Basketball coach **Alex Tyrrell** received the Yankee Small College Conference **Coach of the Year** award at the Conference Awards Banquet during the season ending conference tournament.

This award is voted on by all coaches within the conference and was a surprise win for coach Tyrrell.

The 2016-17 season was Alex's second as **head coach at Vermont Tech**, after two years as a grad assistant coach at Iowa Lakes Community College. **Alex also played at Vermont Tech for 3 seasons, scoring 1,186 points and graduated with a degree in Business Technology & Management in 2013.**

Our top female cross country runner, **Rebecca Broadbent**, a **Diversified Agriculture** major, is the one to beat and is working toward a **third Conference Championship** and a **third All-American performance** in her final season of competition for Vermont Tech.



Career Development Center

The Career Development Center at Vermont Tech **helps prepare students for career success**. Current students can receive help finding a summer job or internship. Alums can also use the career center resources to connect with employers. Career Services offers a number of resources to help students find the right job.

RESUME AND COVER LETTER ASSISTANCE

Students can attend a **resume workshop** and also receive individual help to make sure their resume and cover letter are professional and eye catching.

INTERVIEW SKILLS

Students can attend **mock interviews** to practice their interview skills. Several professors do mock interviews in their classroom, which the career center helps with.

ON-CAMPUS INTERVIEWS

Employers will go to Vermont Tech campuses to conduct **interviews during the spring semester**. This is an excellent opportunity to have an interview without the usual process of sending a cover letter and resume and then waiting and hoping for an interview.

ONLINE JOB BOARD

The Vermont Tech **online job board is free for students, alumni, and employers** to use. The direct web address is: **www.collegecentral.com/vtc**. Students and alums can create an account to search jobs posted to Vermont Tech. **Search for jobs posted exclusively to Vermont Tech** or search the Jobs Central® national job board and the Intern Central® national internship board.

CAREER FAIR

This event, staged as a trade show, brought employers together with students to discuss their companies, products and career opportunities. It was a chance for employers and students to network and explore possibilities with each other. **This year's fair was a huge success with 98 exhibitors**, including GW Plastics, Global Foundries, and Whiting-Turner Contracting. Many of the employers are represented by **Vermont Tech alums**. This was the second year in a row with a **sold-out venue**. The drastic rise in employer exhibitors demonstrates the growing demand for Vermont Tech graduates, not only in the state, but around the region as well. The Career Fair gave students and employers a chance to begin relationships before graduation. In lieu of a fall fair, Vermont Tech invited individual employers to campus this fall for presentations and information sessions.

PERSONNEL

Faculty Promotions and Tenure

PROMOTED TO RANK OF PROFESSOR:

John Diebold, Civil & Environmental Engineering Technology

Mary Findley, English

Matthew Gallagher, Electrical/Electromechanical Engineering Technology & Computer Engineering Technology

Jason LaCroix, Mathematics

Andrew Myrick, Construction Management

PROMOTED TO RANK OF ASSOCIATE PROFESSOR:

Robert Palmer, Automotive Technology

New Full-Time Faculty

Bethany Crowley, Nursing

Dr. Leslie Damon, Computer Information Systems

Dr. Thomas Hecimovich, Veterinary Technology

Dr. Ross Lieb-Lappen, Science

Cynthia McCormack, Nursing

New Administrative Staff

ACADEMIC AFFAIRS

Cassandra Holbrook, Assistant to the Academic Dean

ADMINISTRATION

Sarah Billings-Berg, Associate Dean of Nursing (new position with the college); **Kelly-Rue Riso**, Director of Human Resources (new position with the college); **Allan Rodgers**, Dean of Academic Affairs and Strategic Planning (new interim position with the college); **Dave Rubin**, Associate Dean of Administration; **Shelly Russ**, Registrar (new position with the college).

ADMISSIONS

Steven Airoidi, Assistant Director of Secondary Education Initiatives; **Paul Winters**, Assistant Director of Admissions/IT Recruitment Specialist.

CEWD

Julia Goldstein, Project Manager; **Jamie Stone**, Project Manager-SWFI.

DENTAL THERPY

Dr. Cheyanne Warren, Director of Dental Therapy

FACILITIES

William Crossman, Director of the Digester

HARTNESS LIBRARY

Steven Prochet, Library I

MARKETING

Savannah Simonds, Marketing Coordinator

SHAPE

Leah Gifford, SHAPE Facility Manager/Intramurals Coordinator

VMEC

Jonathon Bates, Professional Manufacturing & Growth Advisor

Faculty Retirements

Louise Maynard, Mechanical Engineering Technology

Al Robitaille, Civil & Environmental Engineering Technology

Dr. Amy St. Denis, Veterinary Technology

Dr. Carroll Stokes, Science

Staff Retirements

ADMINISTRATION

Pamela Ankuda, Director of Human Resources

NURSING

Cynthia Martindill, Associate Dean of Nursing

ACADEMIC AFFAIRS

New Programs

Vermont Tech launched three new certificates and one new degree program in the 2016-17 academic year.



The Diesel Technology Certificate

program allows students to begin a successful career in the **heavy-duty diesel service** industry without taking additional math, science, English, and general education courses. Upon completion of the certificate, students can earn an associate degree in Vermont Tech's Diesel Power Technology degree program with **one additional year of study**. Students choosing the certificate pathway share most of the diesel courses taken by students in their first year of the Associate in Applied Science degree program.



The Forestry Certificate

is a **two-semester program** where students learn how to use a chainsaw, operate a sawmill, about timber harvesting equipment/methods, and gain the technical forestry skills needed to conduct a forest timber inventory. The certificate gives students hands-on learning opportunities and skills needed to work as a **technician under a licensed forester**. The Forestry Certificate is ideal for students looking for a concentration in Forestry studies. Due to a recent change in licensing regulations, educational requirements for the Vermont Forestry license now require an associate degree in Forestry. **Vermont Tech is currently pursuing an expansion of its certificate program to accommodate these regulatory changes**. On our current timeline, we anticipate a fall 2018 launch of the associate degree program.



Cybersecurity

has been added to Vermont Tech's increasing list of **post-graduate certificates** offered by the Computer and Information Systems (CIS) department. These certificates are designed for students who have **already completed a degree**, either at Vermont Tech or elsewhere, and who are seeking to expand their skillset in a new domain. Cybersecurity is an **Advanced Certificate** that requires students to have earned a bachelor's degree from an accredited institution or two years working in the field of Network Security. The certificate requires a minimum of 18 CIS credits, including six courses focusing on Cybersecurity topics. Unique to this certificate is that it is taught **totally online**, making the program available to the largest possible audience in Vermont and the region.



The Business Department initiated a new degree in **Entrepreneurship**. Entrepreneurs play a critical role in economic development. When a young business takes off, they add jobs and increase productivity. The Entrepreneurship program **focuses on the teaching of skills and cultivation of talents that students will need to start businesses, identify opportunities, manage risks and innovate in the course of their careers**. By increasing the availability of entrepreneurial training at Vermont Tech, we will capitalize on Vermont's entrepreneurial spirit and promote job growth. Entrepreneurship degree options include a 60-credit AAS degree, 120-credit BS degree and a "Plus 2" degree-completion program.



Commencements

On May 20th and 21st 507 graduates from **47 programs moved their tassels and became the Vermont Tech class of 2017**. This was the 151st Commencement, and the first ceremonies with President Patricia Moulton at the helm. She spoke to the crowd about the value of a Vermont Tech degree, and her hopes for all graduates to become “great humans.”

“A degree from Vermont Tech signals to the world that you are capable, qualified and proficient. That you have mastered many skills. Yes, you are new in your chosen career, but you know what you need to excel because you have already practiced it in the lab or clinic,” said President Moulton to the graduates.

The **three ceremonies** were held on the President’s lawn with perfect weather, sunny but cool for the entire weekend. Staff, faculty, and students came together to make sure that the events ran smoothly by distributing programs, ushering, transporting our guests, and ensuring the safety of all in attendance.

A new program made a bold impact with nine students graduating with a Bachelor of Science in Manufacturing Engineering Technology.

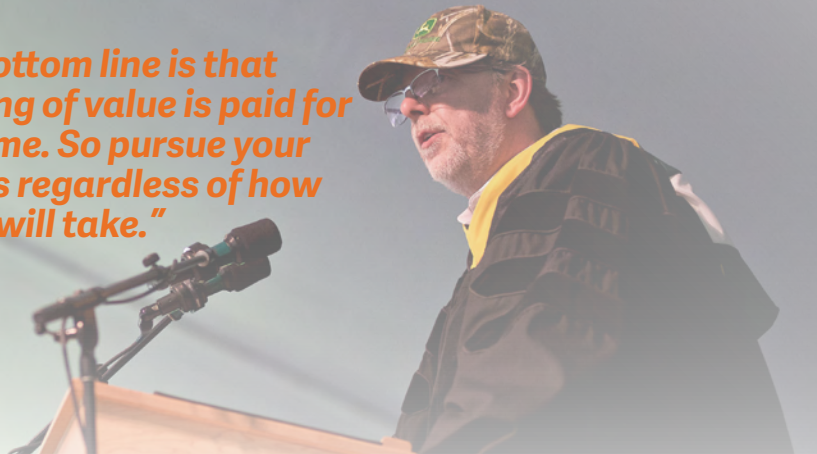
The Commencement speaker, **Dennis Grimmard**, received his **Associate of Engineering in Mechanical Engineering Technology from Vermont Tech in 1977**. He has since received his bachelor’s degree and completed his graduate work to receive his Ph.D. at the University of Michigan. Dr. Grimmard spoke to the students about hard work and determination being keys to success.

“The bottom line is that anything of value is paid for with time. So pursue your dreams regardless of how long it will take.”

In a funny turn of events, Dr. Grimmard paused during his speech to cast aside his traditional regalia in favor of the unofficial Vermont Tech uniform, a **John Deere camouflage hat**.

Later in June, **five commencement ceremonies for our Practical Nursing** students were held around the state with **138 professional nurses** received their certificates.

“The bottom line is that anything of value is paid for with time. So pursue your dreams regardless of how long it will take.”



100% OF VERMONT TECH STUDENTS GET A JOB OR CONTINUE THEIR EDUCATION IN THEIR FIELD.

Based on the 2016 Job Outcome Survey, Vermont Tech’s students achieved success at a uniquely high level. Vermont Tech conducted its 6-Month Job Outcome survey for the class of 2016 in October. Out of the total 575 graduates, 477 students responded to the survey, giving an 83% response rate. **The results of the survey reported that the overall placement rate in advanced education or employment of Vermont Tech’s Class of 2016 was 100%.** The percentage of graduates employed within their field is 96% as well.

The rigorous lab-intensive education Vermont Tech offers

extensive opportunities for students to apply their skills and gain practical knowledge both on and off-campus. As a result, companies like Vertek, Whiting-Turner Contracting, Keurig Green Mountain, MyWebGrocer, GW Plastics, Global Foundries, Logic Supply, and AllEarth Renewables hired graduates from Vermont Tech. **Vermont Tech is deeply invested in the success of their students, both academically and professionally.**

ON THE WEBSITE:

[Placement Rates By Major](#) | vtc.edu



U.S. News & World Report

Vermont Tech was ranked **15th among the Best North Regional Colleges for 2017** in the annual best college rankings published by U.S. News & World Report. In the public college category, Vermont Tech ranked **8th in the North region, making it one of the top 15 public colleges in the north for the fifth year in a row.** The college also ranked **7th in the North region among the Best Colleges for Veterans.** Vermont Tech was one of just two Vermont schools to rank in the Veteran's, best northern regional colleges and best public college categories. The ranking represented a **move up another nine places** in the regional college category after ascending 12 places the previous year in the same category.

In addition to the U.S. News & World Report ranking, the college also ranked **5th in the state for highest salaries of its graduates,** following three other private Vermont institutions and the University of Vermont according to the U.S. Department of Education's **College Scorecard.** The return on investment of a Vermont Tech degree is especially substantial when compared with the average annual cost and average debt of graduates among the top five institutions in the state.

Institute for Applied Agriculture and Food Systems

In the past year the Institute for Applied Agriculture and Food Systems has experienced many transitions. After the full close-out of the grant, **the Institute is now operated by a single individual, Molly Willard.** The Institute has remained a presence for the college as a unit of **Continuing Education and Workforce Development.**

Trainings that were developed under the grant and proved to be successful continued to be offered. Those trainings ranged from **Craft Distilling** and **Sensory Evaluation of Cheese** to **Welding** and **Meat Cutting.** The Institute collaborated with partners to offer workforce-driven agricultural-based trainings. With a grant from the Department of Labor Workforce Education & Training Fund (WETF) for Meat Cutting, the Institute partnered with the Mad River Food Hub and Shaw's to offer four different meat-cutting trainings. Other new partnerships this year were with NRCS and King Arthur Flour to offer a four-day farm system training to NRCS employees and 2-day food-based courses with King Arthur in collaboration with Norwich Creamery. The Institute continues to work with **Norwich Creamery** to offer value-added dairy trainings such as our Essential Principles of Cheese Making Training.



The Institute took on managing the **Forestry Certificate** and shepherding the development of a new **Forestry Associate Degree program.** New trainings that support this industry were offered, including the Game of Logging, Level I-III. Success of these trainings led to the development of new **Arc View GIS trainings.** The Institute worked closely with the Agriculture Department on collaborative efforts to enhance the existing Diversified Agriculture degree and to create training and certificate programs. The Institute also worked to secure funding opportunities for ag-based initiatives and visionary planning.



VERMONT TECH

CONTINUING EDUCATION & WORKFORCE DEVELOPMENT

at a glance

MISSION *The Office of Continuing Education & Workforce Development provides accessible, career-focused education for life-long success.*



\$4 million grant from U.S. DOL for Advanced Manufacturing Training

OVER **3,000** PEOPLE SERVED/YEAR

APPRENTICESHIP

529 STUDENTS

129 GRADUATES

34 CLASSES STATEWIDE



HIGH SCHOOL STUDENTS ENROLLED

Over **50** courses offered to employers:

- General Electric
- GW Plastics
- GS Precision
- CVMC
- FUJI
- Homeland Security
- NCH



Vermont Training Program & Workforce Education and Training Fund support for solar, meatcutting, and paramedicine certifications



CAREER & TECHNICAL TEACHER EDUCATION PROGRAM

47 teachers enrolled and successful accreditation review

PARTNERSHIPS WITH



PLUS 102 employers attended our career fair!



STUDENTS ENROLLED IN SUMMER SESSION, AEROCAMP AND CODER CAMP

FINANCE & DEVELOPMENT

Fiscal Year 2017



Vermont Tech closed the FY17 budget year realizing an operating **surplus of just over \$150,000**. Due

to a procedural rule in the Board of Trustees budgeting policy, the college will show a \$1.2M surplus at the September board meeting at which time they will approve the **transfer of \$1M into strategic reserves to fund critical deferred maintenance, campus expansion planning for Williston, Randolph farm capital planning, and IT and server equipment needs**. This is the **first year of being in the black** and we recognize the hard work of everyone to constrain expenses and expand enrollments to increase revenue that resulted in this positive balance.

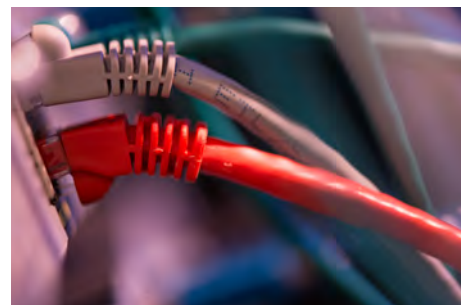
RESOURCE DEVELOPMENT

Cash gifts in FY17 were a total of **\$126,026.16**. Some of the larger gifts included:

- **\$20,000** from the Jack & Dorothy Kupferburg Family Foundation
- **\$15,000** from the Vermont Community Foundation's Innovations & Collaborations fund for the Mobile Manufacturing Technology Lab
- **\$9,745** from the Vermont Women's Fund for the Girls' Coder Camp in the summer on the Williston campus
- **\$7,500** from Milton CAT to support Diesel Technology
- **\$5,000** payment on a pledge from the Ruth & Peter Metz Family Foundation
- **\$5,000** from the Agnes M. Lindsay Trust for the Dental Therapy program
- **\$5,000** from Craig & Leslie Damon

Gifts in Kind for FY17 equaled a total value of **\$100,866.28**.

- **3 vehicles** to Automotive Technology
- **2 horses** to Equine Studies
- **LED lights, electronic equipment & components, computer parts**
- **Dog food, and an Abaxis Hematology & Chemistry Analyzer** to Veterinary Tech



Scholarship Dinner

All scholarship sponsors and student recipients were invited to the **21st Annual Scholarship Dinner** held on October 27th, 2016. This gala event recognized and honored individuals and corporations who have **sponsored scholarships for Vermont Tech students** over the years. The dinner and networking event brought both sponsors and students together for an opportunity to meet and build connections. Three student speakers, **Elizete Clem**, Practical Nursing; **Katie Colligan**, Diesel Power Technology;



and **Morgan Easton**, Architectural & Building Engineering Technology and Sustainable Design, each shared their inspirational story of their educational path and how they came to be a Vermont Tech student.

Jimi Grant Scholarship

The Jimi Grant Memorial Scholarship serves **disadvantaged students studying engineering technology** at Vermont Tech, given to past students of Chittenden County high schools. It was administered independently until September of 2016 when the corpus of \$183,415.88 was moved to Vermont Tech.

Employer Partner Program

Many companies provide internships for our students while others provide scholarship funds. This year, the **Development Office formalized the process**. Adapted for each program, participating companies would interview underclass students

in the spring semester for hiring through the summer, then provide those students with a scholarship (usually \$1,000 or \$2,000) for the next academic year. This can be repeated each year the student attends Vermont Tech, with the

hope for a job offer from the supporting company upon graduation.

This model has been presented to companies such as DEW Construction Corp., GW Plastics, Neagley & Chase, PC Construction, SymQuest, Whiting-Turner, FW Webb, and more, for implementation in spring of 2018.



FACILITIES

Campus Updates

This summer, Vermont Tech took steps to beautify, improve, and increase the safety of our Williston and Randolph Center campuses. Ted Manazir, the Director of Facilities, and his team worked very hard to see these projects through.

Students at the Williston campus will enjoy a **brand new physics lab**, and a **newly-renovated mechanical engineering technology (MEC) lab**. The MEC lab renovations were made possible by a grant from the U.S. Department of Labor's Strengthening Working Families Initiative (SWFI). These updates will increase the capacity of our engineering technology programs in Williston.

The Randolph Center campus saw **many facilities updates**, including roof repair at Judd Hall, new carpeting in Clarke Hall and Langevin, adding ventilation in the Welding Lab, an entrance upgrade to Morey Hall, updated windows for Nutting Hall, safer paddock locks at the farm, new pool and shower tile in SHAPE, and general pavement repair across campus.



Northeast Dental Mobile Clinic

Vermont Tech is committed to providing a hands-on technical education to as many career-minded Vermonters as possible. In July, **Northeast Delta Dental awarded Vermont Tech a \$63,000 grant to expand the Dental hygiene program**, currently offered at the Williston campus.

The grant will be put towards the purchase of **dental equipment and a large van which will function as a mobile dental hygienists' clinic**. Dental Hygiene students will have the chance to learn on the road, performing cleanings and assessments at schools and senior communities across Vermont.

"Delta Dental Plan of Vermont is pleased to support the Vermont Technical College's Dental Hygiene program's

expansion as they strive to serve patients throughout the State. **We are proud to invest in the dental workforce and our hope is that these future dental hygienists choose to practice in Vermont after graduation,**" said Kathleen B. Walker, Treasurer of the Northeast Delta Dental Foundation.



Conferences & Events

In addition to summer events (conferences and camps), Conference & Events Services **supported all major campus events throughout the year.** The Randolph Center mid-state location was ideal for many large groups hosting important days of learning. Working with Sodexo and

our Facilities Department, the college provided reasonably priced meeting spaces, with great food and exceptional customer service.

It's a great place to meet!

Summer 2017 saw the return of **Girl's State, Governor's Institute of Vermont in Entrepreneurship, Rosie's Girls, VT Voltage Soccer Campus, and the addition of**

the VTrans/CEWD National Summer Transportation Institute (NSTI) Camp, and the DREAM Mentoring Camp.



LIBRARY/ INFORMATION SYSTEMS

Hartness Library

Hartness librarians continued to focus on **information literacy** at the Colleges and throughout the State. Hartness Library's Director and Assistant Director led a **Vermont Consortium of Academic Libraries (VCAL) Information Literacy committee** which explored supporting the information literacy education of Vermonters from K-16, into the workplace, and beyond. Working with colleagues from school and public libraries, the **group promoted information literacy to the public and stakeholders in education.** Evaluation of information sources was in the news this year and Hartness responded by launching a **guide about avoiding fake news and a guide to using peer-reviewed sources in research.** We continued to encourage students to start their search for authoritative sources at the library.

Hartness houses the College archives and, in honor of Vermont Tech's 150th anniversary, curated a gallery exhibit **Our History, RSNS-VSA-VATI-VTC: 150 Years of**

Innovation highlighting the College's history from its origins as Orange County Grammar School in 1806 to the present. To celebrate Vermont Tech Day at the Statehouse last April, Hartness Archives provided a **mobile version of the exhibit** at the celebration for legislators, alumni and others to explore our history.

Hartness Library launched a poster marketing campaign last fall which featured anatomical themes and highlighted **Hartness Library's 24/7 accessibility with the tagline "any device, any time."** Spearheaded by the Hartness marketing committee, the posters were distributed around all Vermont Tech campuses and CCV academic centers.

Refer to **Hartness Library at a Glance 2016** for more details about our major initiatives and usage statistics for 2016.

Information Technology

In addition to normal software upgrades, the college also upgraded our college-owned machines from **Windows 7 to Windows 10** this summer. This involved a lot of testing and training of staff during the transition to reduce the amount of stress this adds to the start of the semester.

Vermont Tech **combined its computer lab purchases with CCV** this year and shipped all of the computers from both schools to one location. This allowed both colleges to get **better pricing** and save on shipping.

Computers used in full-time staff offices are also being upgraded with solid state drives. This will **greatly improve the speed** at which many programs run and allow more use out of machines that would otherwise have to be replaced.

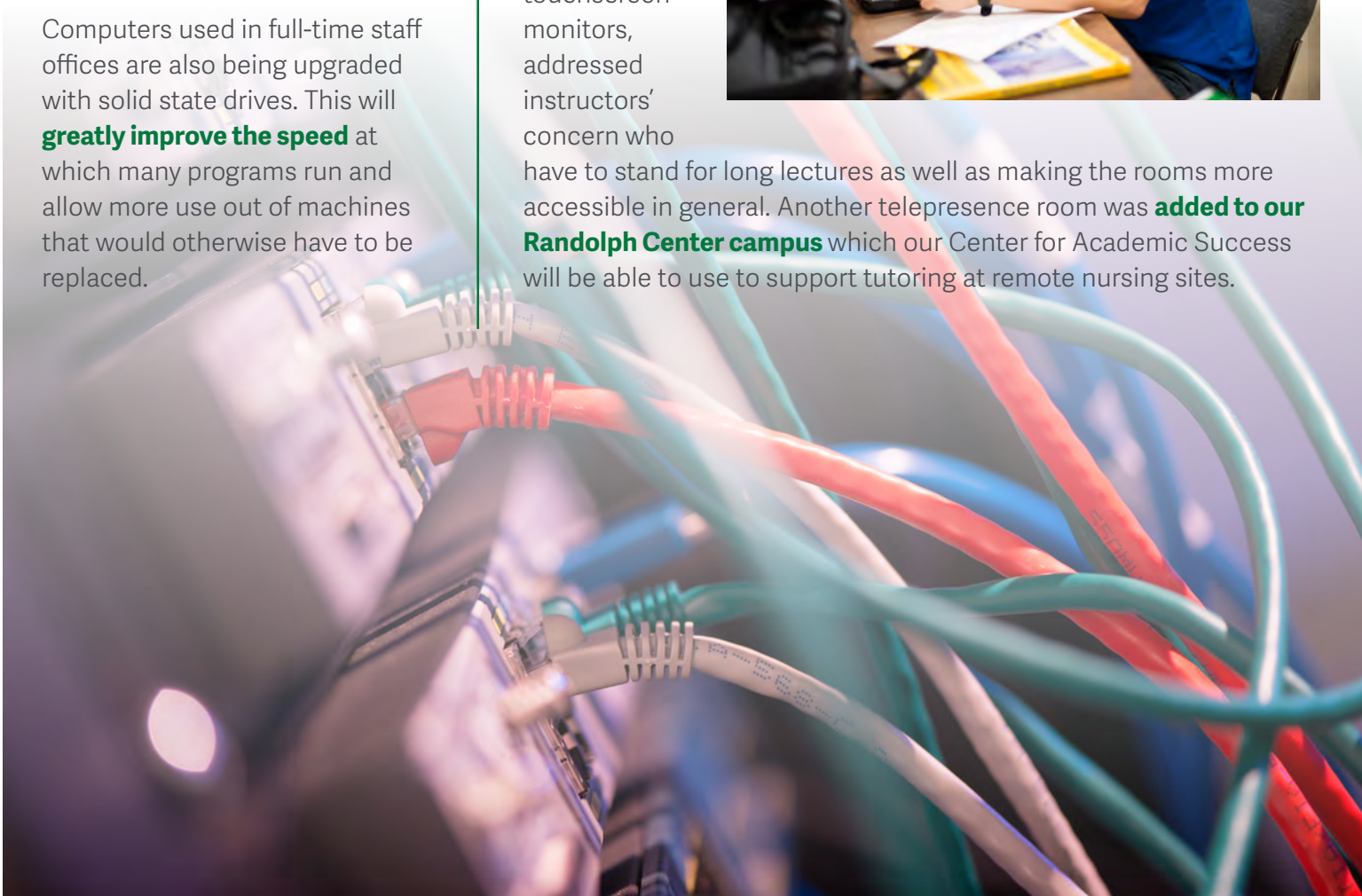
Distance Education Technology

The **demand for telepresence continued to grow**. Several new classes were taught between campuses in fall and the Respiratory Therapy program will be able to expand to CCV's Wilder campus by using this technology.

The technology setups also continued to evolve. IT staff added **touch screen monitors to all of the telepresence rooms** this summer. The new monitors mirror the touchscreen TVs on the wall and allow an instructor to teach while facing their class. This also makes it easier for the instructor to keep remote rooms within their line of sight.

Adjustable-height desks were also added to each room. This, in conjunction with the touchscreen monitors, addressed instructors' concern who

have to stand for long lectures as well as making the rooms more accessible in general. Another telepresence room was **added to our Randolph Center campus** which our Center for Academic Success will be able to use to support tutoring at remote nursing sites.



PUBLIC SERVICE/ SPECIAL ACTIVITIES

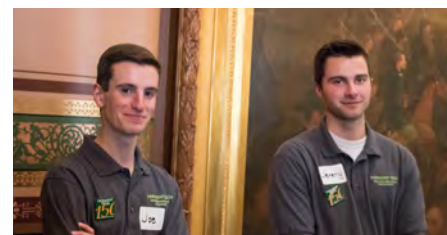
Vermont Tech Day at the Statehouse

On April 13th, **Robert Starr**, a **Vermont State Senator and Vermont Tech alum**, submitted a proclamation at the House declaring April 13th as **Vermont Tech Day**. Faculty, staff, and students gathered at the State House to meet with community members and state legislators to promote the excellent work the college has accomplished over the past 150 years.

Students from the **Professional Pilot Technology**, **Fire Science**, and **Software Engineering Technology** programs displayed their semester projects, and did a wonderful job representing their programs. Three graduates were asked to speak about what they accomplished after Vermont Tech. **Jay Fayette**, who was also named to the **Vermont State Colleges System Hall of Fame**, spoke about how his time at Vermont Tech gave him a newfound appreciation for learning. "That was the point where I said 'you know, I really can do it.'" Jay spent a year in the discontinued pre-tech program and went on to receive his **Associate Degree in Civil Engineering Technology**. He is now the Vice President of PC Construction.

Current student **Morgan Easton** also spoke to the crowd, giving a more contemporary view of life at Vermont Tech. Then Interim President Patricia Moulton shared her hopes for the future, and offered inspiration for the year to come.

The day was wrapped up with a special sesquicentennial cake.



IN THE NEWS:

[Vermont Legislature Proclaims April 13 as Vermont Tech Day](#) | The Herald

Bernie Sanders Visits Randolph Center Campus

Vermont Tech was honored to be the site for a visit by **U.S. Senator Bernie Sanders** this past March. The free event was open to the public and **hundreds of Sanders' constituents came to hear him deliver his stump speech.** Senator Sanders spoke on the dangers of wealth inequality, the benefits of free education, and addressed concerns about healthcare.



Interim President Patricia Moulton said, **"Senator Sanders is a great advocate for higher education attainment.** At a time when Vermont is looking to

increase our high school graduates continuation rates to 70 percent by 2025, Senator Sanders can play a key role in highlighting the value of advanced education. **We're grateful he's coming to Vermont Tech to engage with our students in this open forum."**

Senator Sanders has also been a supporter of Vermont Tech with his backing of **renewable energy projects on the college campus and his enthusiasm for our consistently high placement rate.**

increase our high school graduates continuation rates to 70 percent by 2025, Senator Sanders can play a key role in highlighting the value of advanced education. **We're grateful he's coming to Vermont Tech to engage with our students in this open forum."**



IN THE NEWS:

[Sanders Finds 'Silver Lining'](#) | Valley News

[All Things Vermont](#) | vtc.edu

Tanzanian Senior Project

In mid-June, **four Vermont Tech students and their professor** journeyed to **Arusha, Tanzania** to install a water heater for the LOHADA Camp Joshua Christian School. The school is located in one of the poorest slums of Arusha. 140 disadvantaged youth ages 7-15 currently reside there and about 60 more commute in for the English-taught day school.

Chris Sabatino, Jarek Hammerl, Cory Dalsimer, and Drew Gough, spent their spring semester building and improving a **passive solar hot water tank for their capstone project**. They worked closely with **Professor Emeritus Ken Vandermark** of the Electrical Engineering Technology Department, who is also on the LOHADA Board of Directors. This was the student's first trip to Tanzania and Ken's fourth. The children at Camp Joshua call him Babu Ken, which means Grandfather Ken in Swahili. Chris, Jarek, Cory, and Drew were all very excited for this opportunity to travel, learn, teach, and most of all to help a lot of people in need.

The heater gave LOHADA children and staff new access to cooking and bathing water. The water tank requires **ZERO** electricity. Instead it uses trapped solar heat, cycled through copper pipes and a water mixer to raise the water temperature to about 140 degrees Fahrenheit. The organization formerly relied on burning wood for their water-heating needs.



Students Chris, Drew, Jarek, and Cory pose for a quick photo with Ken (center) at the airport.



Assembly was tricky!



Students Chris, Jarek, and Drew gather with some of the kiddos.

"With a thermosiphon system, the idea is to draw from it throughout the day and not just all at once," says Jarek. "As Chris showed in our calculations, we allowed for a little extra just in case the efficiency wasn't what we thought it was or the daylight wasn't how we think it is."

The team faced challenges finding the proper fittings in Tanzania. **The design was changed and the new thermosiphon required a decent amount of assembly.**

"For the **first time in their lives**, some of these kids were able to wash in warm water," remarked Professor Vandermark. Jarek said, "I really like working with things. Thinking through something, drawing it out, talking with the guys, and really getting to see it built it a dream come true."

For more information on the Tanzanian Charity LOHODA, visit <http://lohada.org/>

11001011001110 CODER CAMP *for girls* 11001011001110

As part of the college's **continued efforts to introduce more women and girls to STEM**, Vermont Tech designated this year's Coder Camp **for girls only**. Faculty members **Craig Damon** and **Joan Spasyk** taught the campers, with support from Vermont Tech students **Sarah Ferland**, **John Candido**, and **Ty Johnson**.

Seventeen young ladies, aged 11-16, came from all over Vermont to attend the Coder Camp for Girls on the Williston Campus. The camp is a **week-long program** that focuses on software development, logic games, team-building, and leadership.

The campers were taught to program using **SCRATCH**, an intuitive language created by MIT. Campers had several days to work on

personal coding projects, which then presented to their parents and guests on Friday. One coder was **so enthusiastic about coding** that Professor Damon worked with her **one-on-one to teach her more** intensive and complicated coding languages.

Based on information collected in after-action surveys, Vermont Tech will follow up with girls who expressed interested in future learning opportunities with the college. This will take the form of a **mentorship program for the 2017-2018 school year**. Current Vermont Tech female students and alumnae will be paired with campers to offer them suggestions and advice about classes, college, and careers related to computer sciences. Additionally, over **55% of campers expressed interest in returning to Coder Camp for Girls if a second level or advanced coder camp is introduced**.

One camper, Grace, said, "I liked the openness of the camp, the ability to code, play a game or go outside. **It's great the amount of support we get from counselors and from each other.**"

And camper Sophie remarked, "I liked the way we were able to pursue personal projects, while learning a lot about coding. **It kept me far more interested in my work.**"

Thanks to the generous support of the **Vermont Women's Fund**, Vermont Tech was able to offer financial aid to students who requested financial assistance. **Seven campers in total received scholarship funding**, either in the form of a full or partial scholarship.



Bridge Building 3.0

What's more fun than building a Popsicle stick bridge? **Crushing it, of course!** The annual Bridge Building Competition is a chance for middle and high school students to **build their own model bridges** and test them on the Gordonator, Vermont Tech's own bridge-crushing press.

On March 30, the high school competition was held in Judd Hall on the Randolph Center campus. Tensions were high, and the room was a buzz of activity as **33 high school teams** from around the state had been preparing for this day. Countless boxes of Popsicle sticks, packages of dental floss, and tubes of glue went into creating these unique and surprisingly strong bridges. At 8 AM Thursday morning,



the teams arrived at Judd Hall carefully cradling their bridges, their days of hard work all leading to this moment where their engineering skills would be tested.

The award for **Largest Actual Load** went to team number four from **Hartford High School** with a bridge that could hold an astonishing **617 pounds before breaking**. The team, **Troy Potter**, **Eric Zietz Jr.**, **Parker Strawbridge**, and **Matthew Lucke**, also took home three other awards for **Aesthetics and Originality of Design**, **Presentation and Team Spirit**, and **Structural Efficiency**. For their efforts, these future engineers each received **\$2,500 scholarships to Vermont Tech**.

On April 13, the middle school teams got their turn on the Gordonator. Team number 32 from **People's Academy** created a bridge that could withstand a whopping **1,089 pounds** of pressure. They were the second team to present their bridge and they crushed the competition, literally. Their bridge was so strong that the **pressure gauge maxed out and had to be swapped for a one with a higher range**.

It was wonderful to see these middle and high school students so enthused about engineering. The winners all displayed strong passion for STEM and outstanding aptitude for teamwork, and it would be an honor to see them return to Vermont Tech as college students.

The Bridge Building Competition has been a **Vermont Tech tradition for three years** and is a wonderful way to get young people interested in STEM.

IN THE NEWS:

[Bridge Building Competition](http://vtc.edu) | vtc.edu



National Summer Transportation Institute Camp

Middle and high school students from across Vermont attended the **National Summer Transportation Institute (NSTI)** and got to experience a summer camp like no other. This camp is generously **sponsored by VTrans** and the **Federal Highway Administration** making it **free for all participants**. This was the first year NSTI was held at Vermont Tech.

The program provides students with **hands-on exploration of systems and trends** that we've come to rely on. Interactive labs, field trips and guest speakers were key to engage the students as they **explored the diversity of the transportation industry**.

On the first day, the campers participated in the quintessential egg drop with a twist. The challenge was to create a functional, but safe, vehicle for three to four eggs out of cardboard, Styrofoam, and duct tape. The campers, and the eggs, learned about the importance of **seat belts and crumple zones**. Other activities included building critter road crossings, and experimenting with erosion. The campers also got to **drive excavators, fly Cessna airplanes, and learn about GIS mapping**.

IN THE NEWS:

[Shaping STEM: Transportation](#)

[Campers Discover New Paths](#) | WPTZ

During the completion ceremony it was announced that **all NSTI campers would receive a \$1,000 scholarship to Vermont Tech**. Hopefully these campers will redeem their scholarship and continue to explore STEM or transportation fields at Vermont Tech.

**WOMEN
CAN DO!**
a conference promoting
STEM & Trades careers

Women Can Do! Conference

On October 13, 2016, nearly **500 high school girls** swarmed the Vermont Tech Randolph Center campus to participate in the **18th annual conference organized by Vermont Works for Women**. In addition to hosting the conference, Vermont Tech provides many of the **70 workshops, led by Vermont Tech faculty from across majors**. Vermont Works for Women's goal for the annual conference is to give girls a **hands-on experience with STEM and trade careers, aligned seamlessly with Vermont Tech's applied-learning instructional methods**.

Senatory Leahy's Women Economic Opportunity Conference

2016 marked the **20th anniversary of the annual Women's Economic Opportunity Conference** and the occasion was celebrated with a renowned national figure in keynote speaker U.S. Attorney General, Loretta E. Lynch. Her comments to the crowd included, "The prosperity and well-being of America is increasingly tied to the prosperity and well-being of Vermont women. In fact, we are the bedrock of the economy." The conference brought hundreds of women from across the state to the Randolph Center campus on June 4, 2016. They partook in more than two dozen workshops designed to support women at all stages of their professional and personal development.



SPECIAL COMMENTS/PLANS

Strengthening Working Families Initiative

The Strengthening Working Families Initiative (SWFI) is a **\$4M U.S. Department of Labor grant that was awarded to Vermont Tech in 2016**. Since the award, the project has gone from concept to implementation.

SWFI has teamed up with training providers, colleges, and support services statewide to give **parents and guardians the no-cost training, skills, and assistance they need** to be successful in the classroom and on the job.

A pathway of training has been developed for the manufacturing sector. No matter where participants enter the pathway, there is a training for them. To build this pathway, SWFI has formalized partnerships with **Vermont Adult Learning** and the **Community College of Vermont**. In addition, Vermont Tech Electrical Engineering Technology and Manufacturing Engineering Technology faculty have developed **apprenticeship curriculum** that will align math and technical concepts.

To provide wrap-around support services, SWFI has formalized partnership with **Working Bridges** to provide resource coordination and has hired a **Childcare Community Specialist**. The Childcare Community Specialist is hosted at the Vermont Child Development Division accelerating access to the childcare community.

Recruitment has begun and **classes will begin in the fall of 2017**.



Who's eligible?

- Custodial parents who are 17 years of age and older (This includes: married parents, single parents, parents with partial custody, actively parenting step-parents, grandparents with custody, guardians, and/or foster parents)
- Custodial parents who have at least one child under the age of 13 (If a child has a disability they can be older)

Senior Leadership Membership Changes

At the start of the new calendar year, Interim President Moulton added union members from the **Supervisory Unit (SUP)** and **Professional Administrative and Technical Unit (PAT)** organizations to the **Senior Leadership Team**, expanding the team's representation. **Travis Allen, Senior Mechanical Systems Technician**, is the team's SUP member. **Jessica Van Deren, Assistant Dean of Admissions**, is the PAT representative. Both new members were welcomed to the Leadership Team on January 23, 2017.



