

March 28, 2020

MEMORANDUM

TO: Board of Trustees, Vermont State Colleges System

FROM: J. Churchill Hindes, Chair
Jeb Spaulding, Chancellor



SUBJECT: Materials for Board of Trustees Meeting March 28, 2020 at the Chancellor's Office, Montpelier, Vermont

Attached are the agenda and supporting materials for the upcoming regular Board meeting, Saturday, March 28th. We look forward to a productive meeting.

Saturday's meeting will take place via teleconference only. We will begin at 1:00 p.m. with a truncated business portion of the meeting including an update on the VSC current response to the COVID-19 situation. Our Board of Trustees will likely enter into executive session by 2:00 p.m. Materials for the Committee and Board meetings are available for viewing now.


Cc: VSC Board of Trustees
Council of Presidents
Academic Deans
Business Affairs Council
Student Affairs Council



Vermont State Colleges Board of Trustees Meeting



March 28, 2020



BOARD OF TRUSTEES

J. Churchill Hindes, Chair
(2/28/21)

Janette Bombardier
(2/28/21)

Megan Cluver
(3/1/23)

Rep. Eileen “Lynn” Dickinson, Vice Chair
(3/1/24)

Margaret “Peg” Flory
(3/1/23)

Rep. Dylan Giambatista
(3/1/22)

Isabel “Izzy” Gogarty
(5/30/20)

Adam Grinold
(3/1/23)

Rep. Bill Lippert, Jr.
(3/1/24)

Karen Luneau, Secretary
(2/28/21)

Jim Masland
(2/28/22)

Linda Milne, Treasurer
(2/28/21)

Michael Pieciak
(2/28/21)

David Silverman
(2/23/22)

Governor Phil Scott
(ex officio)

Board Committees

Audit

Linda Milne, Chair
Lynn Dickinson, Vice-Chair
Megan Cluver
Karen Luneau
David Silverman

Education, Personnel & Student Life

Jim Masland, Chair
Karen Luneau, Vice Chair
Janette Bombardier
Megan Cluver
Peg Flory
Izzy Gogarty

Executive

Church Hindes, Chair
Lynn Dickinson, VC
Karen Luneau
Linda Milne

Finance & Facilities

Church Hindes, Chair
David Silverman, Vice Chair
Lynn Dickinson
Peg Flory
Adam Grinold
Linda Milne
Michael Pieciak

Long Range Planning

Michael Pieciak, Chair
Janette Bombardier, Vice Chair
Megan Cluver
Lynn Dickinson
Dylan Giambatista
Adam Grinold
Bill Lippert
Karen Luneau

Board Meeting Dates

June 19-20, 2019
September 17-18, 2019
December 2, 2019

Castleton University
Lake Morey Resort
Northern Vermont University-Lyndon

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

Chief Financial Officer
General Counsel
Associate General Counsel
Chief Academic Officer
Chief Information Officer
Director of External and Governmental Affairs
System Controller/Senior Director of Financial Operations
Administrative Director
Director of Facilities
Director of Human Resources

Stephen Wisloski
Sophie Zdatny
Todd Daloz
Yasmine Ziesler
Kevin Conroy
Tricia Coates
Sheilah Evans
Jen Porrier
Richard Ethier
Nancy Shaw

Vermont State Colleges Board of Trustees Regular Meeting
Conference Room 101, Chancellor's Office
Saturday, March 28, 2020

AGENDA

1:00 PM - Board of Trustees Business Meeting

1. Approval of Minutes:
 - a. March 12, 2020 Special Meeting
 - b. December 2, 2019 Meeting
 - c. January 06, 2020 Special Meeting

2. Report and Action of the Nominating Committee
 - a. Recommendation of Officers: Vice-Chair: Lynn Dickinson
Secretary: Megan Cluver
Treasurer: David Silverman
 - b. Recommendation of Chair: Churchill Hinds

 - c. Recommendation of Five Trustees to the Audit Committee: Linda Milne, Chair,
David Silverman, Vice Chair, Lynn Dickinson, Karen Luneau, Megan Cluver

 - d. Recommendation of three Trustees to the Nominating Committee: Lynn
Dickinson, Chair, Janette Bombardier, Bill Lippert, Adam Grinold as guest and
possible addition.

3. COVID-19 Update from Chancellor's Office and Presidents

4. Approvals of Grants, Endowments, Scholarships
 - a. CCV, Endowment for Life Gap Grants
 - b. VTC Rodgers Nursing Scholarship
 - c. VTC Rodgers Electrical Engineering Technology Scholarship
 - d. CCV: Renewal of Early Childhood Professional Development System Grant
 - e. VTC Approval to liquidate IBM quasi-endowment

5. Possible Executive Session

6. Other Business

MEETING MATERIALS

Item 1: Approval of Minutes from previous Board meetings

- a. March 12, 2020 Special Meeting Minutes
- b. January 6, 2020 Special Meeting Minutes
- c. December 2, 2019 Meeting Minutes

Item 2: Finance and Facilities Committee Approval Items

- a. CCV Endowment for Life Gap Grants
- b. VTC Rodgers Nursing Scholarship
- c. VTC Rodgers Electrical Engineering Technology Scholarship
- d. CCV Renewal of Early Childhood Professional Development System Grant
- e. VTC Liquidation of IBM Quasi-Endowment

Item 1: Approval of Meeting Minutes

- a. March 12, 2020 Meeting Minutes
- b. January 6, 2020 Meeting Minutes
- c. December 2, 2019 Meeting Minutes

Minutes of the VSCS Board of Trustees Special Meeting held Thursday, March 12, 2020 via telephone – UNAPPROVED

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

The Vermont State Colleges Board of Trustees met on Thursday, March 12, 2020, via conference call.

Board members present via phone: Churchill Hinds (Chair), Lynn Dickinson, Peg Flory, Dylan Giambatista, Izzy Gogarty, Adam Grinold, Karen Luneau, Jim Masland, David Silverman

Absent: Megan Cluver, Bill Lippert, Linda Milne, Michael Pieciak

Presidents via phone: Elaine Collins, Joyce Judy, Pat Moulton, Karen Scolforo

Chancellor's Office Staff: Jeb Spaulding, Chancellor
 Kevin Conroy, Chief Information Officer
 Todd Daloz, Associate General Counsel
 Jen Porrier, Administrative Director
 Steve Wisloski, Chief Financial Officer
 Sophie Zdatny, General Counsel
 Yasmine Ziesler, Chief Academic Officer

From the Colleges via phone: Ana Gaillat, Dean of Academic Affairs, Vermont Technical College
 Janet Hazelton, Director of Human Resources, Castleton University
 Laura Jakubowski, Chief Budget & Finance Officer, Castleton University
 James Lambert, Associate Dean of Advancement, Castleton University
 Karen Madden, Director of Academic Support Services, Northern Vermont University
 Gayle Malinowski, Chief Technical Officer, Castleton University
 Maurice Ouimet, Dean of Enrollment, Castleton University
 Andy Pallito, Dean of Administration, Community College of Vermont
 Dennis Proulx, Dean of Students, Castleton University
 Sharron Scott, Dean of Administration, Northern Vermont University
 Jonathan Spiro, Chief Academic Officer, Castleton University
 Littleton Tyler, Dean of Administration, Vermont Technical College
 Beth Walsh, Director of Career Development, Northern Vermont University

From the Public via phone: Anne Allen, Reporter, VT Digger
 Cyndi Miller, American Federation of Teachers, Vermont
 Anne Nixon, Reporter, Caledonian Record

Chair Hinds called the meeting to order at 4:02 p.m.

1. Chair Hinde asked for a roll call of attendees on the phone.
2. Update on VSCS current response to COVID-19

Chancellor Spaulding indicated that this meeting is informational and does not require Board action. The meeting is to provide an update from the Chancellor's office on behalf of the Vermont State Colleges regarding the current situation with COVID-19. The Chancellor and Presidents have authority under the bylaws to make the operational decisions necessary during this situation. The VSCS has been very vigilant at keeping their campuses informed as things develop. The VSCS is adhering to the guidance of the Vermont Department of Health and currently has no identified cases of COVID-19 on any campuses. Given the rapidly changing environment, however, it became prudent to take some level of action on each of the campuses and therefore, the determination was made to have students from the residential campuses return home at week's end (March 15, 2020) and for courses to transition to remote delivery continuing through at least Friday, April 3, 2020. Go [here](#) for the Chancellor's update. Each Institution's President will follow up with their own communications as each campus has their own individual needs. The continuing focus will be on the education of the students while ensuring health and safety.

3. Public Comment

Anne Allen from VTDigger asks how many students this affects. Chancellor Spaulding replied that there are students who are already taking their degree completely online already but that the number of those impacted is likely in excess of 5,000. Amy Nixon from the Caledonian Record inquired if the Chancellor's communication was available to the public and was informed that it is available on www.vsc.edu.

Trustee Dickinson moved that the VSC Board of Trustees enter executive session, pursuant to 1 V.S.A. § 313(a)(1)(F) (confidential attorney-client communications) and 1 V.S.A. § 313(a)(1)(B) (labor relations agreements with employees), and because premature general public knowledge of these discussions would place VSC at a substantial disadvantage, it is appropriate for the Committee to enter executive session. Along with the members of the Board present at this meeting, in its discretion, the Board invited the Chancellor, the members of the Council of Presidents, and the Presidents' identified designees to attend. The Board did not take any action during executive session. Trustee Luneau seconded the motion and it passed unanimously.

Without objection, the Board exited executive session at 5:10 p.m. and took no action.

Chair Hinde adjourned the meeting at 5:10 p.m.

Minutes of the VSCS Special Joint Board of Trustees and Finance and Facilities Committee held Monday, January 6, 2020, held via conference call - UNAPPROVED

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

The Vermont State Colleges Board of Trustees and the Finance and Facilities Committee met on Monday, January 6, 2020, via conference call.

Committee members present: Churchill Hindes (Chair, via phone), David Silverman (Vice Chair, via phone), Lynn Dickinson (via phone), Peg Flory (via phone), Adam Grinold (via phone), Linda Milne (via phone), Mike Pieciak (via phone)

Trustees present: Janette Bombardier (via phone), Megan Cluver (via phone), Dylan Giambatista (via phone), Izzy Gogarty (via phone), Karen Luneau (via phone)

Absent: Bill Lippert, Jim Masland

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Karen Scolforo

Chancellor's Office Staff: Jeb Spaulding, Chancellor
Jen Porrier, Administrative Director
Steve Wisloski, Chief Financial Officer
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Andy Pallito, Dean of Administration, Community College of Vermont
Sharron Scott, Dean of Administration, Northern Vermont University

A quorum of the Committee and the Board being present, Chair Hindes called the meeting to order at 3:02 p.m.

1. Review of proposed debt refinancing

Chief Financial Officer Steve Wisloski gave an overview of the proposed debt refinance of the Vermont State Colleges System's Series 2010B Bonds. The 2010B Bonds were issued in December 2010 in the amount of \$30,265,000, of which \$27,645,000 remains outstanding. The 2010B Bonds will be refinanced via the sale of approximately \$28.8 million of Series 2020A Bonds through the Vermont Bond Bank. In addition to repaying the remaining principal on the 2010B Bonds, the Series 2020A Bonds will pay for \$940,000 of interest due on July 1, 2020, and bond issuance costs of approximately \$370,000. The interest savings for the transaction will be allocated to the Colleges in proportion to the amounts borrowed under the 2010B Bonds; these percentages are approximately 11% for CCV, 38% for Castleton, 23% for NVU and 28% for Vermont Tech. Further in depth information can be found in the meeting materials.

2. Approval of Authorizing resolution and bond resolution

Trustee Pieciak moved and Trustee Dickinson seconded that the Vermont State Colleges System Finance and Facilities Committee, jointly with the Board of Trustees approve both the Authorizing Resolution and the Bond Resolution dated January 6, 2020, in the form as provided to the Finance and Facilities Committee and the Board of Trustees in advance of this meeting, authorizing the sale of the Vermont State Colleges General Obligation Refunding Bond, Series 2020A, for the purpose of refunding the System's Revenue Bonds, 2010 Series B (Federally Taxable – Build America Bonds), and paying related issuance costs, as detailed in those resolutions. The motion was approved unanimously and the resolutions adopted accordingly.

3. Other business

Vermont Technical College President Pat Moulton spoke about the Craig and Leslie Damon Endowment to be named the Promising Programmers Scholarship Fund. This is a scholarship for returning undergraduate students in the CSE or CPE programs at VTC.

Trustee Silverman moved and Trustee Pieciak seconded that the Vermont State Colleges System Finance and Facilities Committee, jointly with the Board of Trustees approve the Promising Programmers Scholarship Fund. The motion was approved unanimously.

4. Comments from the public

There were no comments.

5. Adjourn

Chair Hindes adjourned the meeting at 3:35 p.m.

Minutes of the VSCS Board of Trustees Meeting held Monday, December 2, 2019 at the Moore Community Room at Northern Vermont University-Lyndon, Lyndonville, Vermont – UNAPPROVED

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

The Vermont State Colleges Board of Trustees met on Monday, December 2, 2019, at Northern Vermont University-Lyndon, Lyndonville, Vermont.

Board members present: Churchill Hindes (Chair), Megan Cluver, Lynn Dickinson, Peg Flory (via phone), Dylan Giambatista (via phone), Izzy Gogarty (via phone), Adam Grinold (via phone), Bill Lippert (via phone), Karen Luneau, Jim Masland, Linda Milne, Mike Pieciak, David Silverman

Absent: Janette Bombardier, Governor Phil Scott

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Karen Scolforo

Chancellor's Office Staff: Jeb Spaulding, Chancellor
Tricia Coates, Director of External and Governmental Affairs
Todd Daloz, Associate General Counsel
Sheilah Evans, Sr. Director of Financial Operations, System Controller
Patroklos Karantinos, Director of Institutional Research
Jen Porrier, Administrative Director
Steve Wisloski, Chief Financial Officer
Sophie Zdatny, General Counsel
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Nolan Atkins, Provost, Northern Vermont University
Denver Bodette, Student, Northern Vermont University
Carl Brandon, Faculty, Vermont Technical College
Bailey Cummings, Student, Northern Vermont University
Jonathan Davis, Dean of Students, Northern Vermont University
Michael Dente, Chief Technical Officer, Northern Vermont University
Cameron Fehnel, Student, Northern Vermont University
Michael Fox, Dean of Enrollment, Northern Vermont University
Jennifer Harris, Executive Director of Development & Alumni, Northern Vermont University
Leah Hollenberger, Development & External Relations Officer, Northern Vermont University
Adrienne Hutchin, Student, Northern Vermont University
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University
Robin Jarvie, Student, Northern Vermont University
Elijah Jundio, Student, Northern Vermont University
Jason Kaiser, Faculty, Northern Vermont University
Alison Lathrop, Faculty, Northern Vermont University
Tom Leiper, Campus Chair VSER, Northern Vermont University
Dave Mallett, Student, Northern Vermont University

Tom Mauhs-Pugh, Provost, Castleton University
Darcie Miles, Executive Assistant to the President, Northern Vermont University
William Miller-Brown, Student, Northern Vermont University
Sandy Noyes, VSCSF Unit Chair, Northern Vermont University
Maurice Ouimet, Dean of Enrollment, Castleton University
Sylvia Plumb, Director of Marketing and Communications, Northern Vermont University
Erin Rossetti, Director of Student Life, Northern Vermont University
Sarah Roy, Assistant Director of Admissions, Northern Vermont University
Sharron Scott, Dean of Administration, Northern Vermont University
Jason Shafer, Faculty, Northern Vermont University
Michael Stevens, Director of Facilities, Northern Vermont University
Toby Stewart, Controller, Northern Vermont University
Brandon Stroup, Student, Northern Vermont University
Littleton Tyler, Dean of Administration, Vermont Technical College
Jamey Ventura, Associate Dean of Athletics, Northern Vermont University
Nedah Warstler, Campus Visit Coordinator, Northern Vermont University
Caitlin Wilkins, Residential/Student Life, Northern Vermont University

From the Public:

Lola Duffort, Reporter, VtDigger
Amy Ash Nixon, Reporter, Caledonia Record

Chair Hinde called the meeting to order at 1:02 p.m.

Presentation on the State of the University
by Northern Vermont University President Elaine Collins

NVU President Elaine Collins gave a brief presentation on updates and progress NVU has seen over the past year.

1. Approval of the minutes of the September 17-18, 2019 Retreat and Board Meeting

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

2. Report of the Audit Committee:
Review and approval of the FY 2019 Draft Audited Financial Statements.

Trustee Milne reminded the Board that the Audit committee met on October 21, 2019 with the auditors, O'Connor and Drew, to review the FY2019 Audited Financial Statement.

Trustee Milne moved and Trustee Dickinson seconded the approval of Resolution 2019-009 Acceptance of the FY2019 Audited Financial Statements and Uniform Guidance Single Audit Report. The resolution passed unanimously.

Chancellor Spaulding reminded the Board that the decision to compile the financial reports at the System level was made in an effort to reduce overall cost.

3. Report of the Finance & Facilities Committee:
 - a. Faith A. Smith Memorial Scholarship Fund
 - b. Holly Grace Cannon Memorial Scholarship Fund
 - c. NVU-Lyndon Senior Class Scholarship Endowment Fund
 - d. Capital Projects list
 - e. CCV's Carry Over request

Trustee Silverman reviewed the three Scholarship Funds discussed and approved at the December 2, 2019 committee meeting.

Trustee Silverman moved and Trustee Pieciak seconded the motion to approve the Faith A. Smith Memorial Scholarship Fund, the Holly Grace Cannon Memorial Scholarship Fund and the NVU-Lyndon Senior Class Scholarship Endowment Fund. The motion was approved unanimously.

Mr. Wisloski briefly discussed the list of capital projects proposed for inclusion in the System's FY2021 Capital Bill request to the State. This list identifies \$4 million in projects, or \$2 million in FY2020 and \$2 million in FY2021.

Trustee Silverman moved and Trustee Masland seconded the motion to approve the FY 2021 Capital Projects list. The motion was approved unanimously.

Trustee Silverman reviewed the request from CCV to carry over funds for specific purposes as outlined in the memo from CCV President Judy on page 139 in the meeting materials.

Trustee Silverman moved and Trustee Pieciak seconded the motion to approve the Carry Over funds request from Community College of Vermont. The motion was approved unanimously.

4. Report of the Education, Personnel, and Student Life Committee
 - a. Approval of new programs
 - b. Approval of Policy 316

Trustee Masland reviewed the six programs presented for approval as reviewed in the October 21, 2019 and December 2, 2019 EPSL Committee meetings.

Trustee Masland moved and Trustee Luneau seconded the motion to approve the CU A.S. in Occupational Therapy Assistant, CU A.S. in Physical Therapy Assistant, CU M.S. in Nursing, VTC B.S. in Interdisciplinary Studies, NVU B.A. in Professional Writing, Editing and Publishing, and NVU B.A. in Collaborative Performance Studies programs. The motion passed unanimously.

General Counsel Sophie Zdatny reviewed Policy 316: Protection of Minors and Mandatory Reporting of Child Abuse and Neglect. This policy sets forth reporting requirements and obligations.

Trustee Masland moved and Trustee Dickinson seconded the motion to approve Policy 316: Protection of Minors and Mandatory Reporting of Child Abuse and Neglect. The motion was approved unanimously.

5. Report of the Long Range Planning Committee
 - a. Approval of the plan by LRPC (per 10/28/19 memo from the Chancellor)
 - b. Update presentation by the Presidents

Trustee Pieciak gave a broad overview of the steps taken by the LRPC to date. Chancellor Spaulding gave a more detailed review of the history of the “Serving Students by Securing the Future of the Vermont State Colleges System” work and reviewed the memo from the Chancellor sent on October 28, 2019 (included in meeting materials).

Trustee Pieciak moved and Trustee Luneau seconded the motion to approve the plan of LRPC as laid out in the October 28, 2019 memo from the chancellor. The motion was approved unanimously.

Chancellor Spaulding shared a draft document of Guiding Principles for Action intended to provide the VSCS Board of Trustees a framework to evaluate the action steps planned by member institution and guide any related decisions of the Board (this document can be found at www.VSC.edu). The Presidents then gave their updates to the Board. Vermont Technical College President Moulton shared that VTC has its 10-year accreditation review by NECHE in October 2020 and preparation for that is underway. President Moulton then described the ways VTC is working to address the 6 priorities outlined in the Chancellor’s memo. VTC has established three task forces: Facilities; Academics; Student Experience/Retention. These task forces consist of faculty, staff and students and will develop plans to address the challenges and priorities. (See Attachment A for VTC report to the Board of Trustees). Castleton University President Scolforo stated that CU had identified three phases to address the white paper challenges: formation of response teams; assessment of progress; production of final report. President Scolforo then shared some initial ideas resulting from the extensive response teams meeting. (See Attachment B for CU report to the Board of Trustees). Community College of Vermont President Judy stated that the challenges outlined in the Chancellor’s memo line up with CCV’s strategic plan pillars and she shared some of the work CCV is already doing to address these challenges. These initiatives include lowering the course cancellation target, budgeting to avoid accruing deferred maintenance costs, and launching the Flex program which is a competency-based, self-paced program that allows for multiple registration entry points. (See Attachment C for CCV report to the Board of Trustees). Northern Vermont University President Collins stated that NVU is employing its existing working groups to execute the research and action planning necessary to address the challenges outlined by the Chancellor’s memo. President Collins shared that NVU has a Strategic Plan Innovation Team that is focusing on focusing on growth initiatives and that the greatest growth has been seen in graduate and online education and they anticipate that the creation and launch of three new BA and BS programs will increase this growth. NVU is additionally continuing to work on unification strategies and aligning infrastructure to support the initiatives. (See Attachment D for NVU report to the Board of Trustees).

Chair Hinderes thanked the Presidents and looks forward to the next check in at the March 28, 2020 Board Meeting.

6. Report of the Executive Committee

Chair Hinds shared that the Executive Committee met on November 21, 2019 to begin work relating to the LRPC charge of reviewing services, staffing, expenses and location of the Chancellor's office. The Committee framed the general phases of its review as understanding the status quo, considering possible changes and reaching conclusions, including recommendations for change or further review. The Committee intends to explore the following initial areas of interest: Chancellor's office operations and service, annual spending and the number of employees, operational efficiencies, current location and related costs, how things might differ if "starting over," and structural changes for the VSC system to recommend for further review.

7. Legislative Report

Director of External & Governmental Affairs, Tricia Coates shared a list of issues the VSCS is paying attention to in the coming legislative session. VSCS is renewing their request for an increase in the annual appropriation to bring VSCS appropriation up to the New England national average and the VSCS capital appropriation request remains at \$2 million. VSCS is looking for continued support for dual enrollment, the non-degree grant program and Early College program. VSCS will be filing its final reports alongside UVM on retention and financial efficiencies collaboration.

8. Comments from the Public

Sandy Noyes, Unit Chair for VSC Staff Federation shared that the VSCSF and VSEA has a petition circulating for more funding for the VSCS and they currently have over 800 signatures.

NVU Faculty member Alison Lathrop read a statement from Linda Olson, Interim President of the VSC Faculty Federation (see Attachment E).

VTC Faculty member Carl Brandon shared some statistics comparing 1980 and 2018 from the Sourcebook on VSC.edu website (see Attachment F). He urged the Board not to ignore these numbers.

Chancellor Spaulding responded briefly stating that NVU Online brings in more students and therefore more revenue which expands opportunities for NVU. Chancellor Spaulding also stated that the Chancellor's office exists to serve the campuses with centralized administration to avoid redundancy.

9. Other business

There was no other business.

Chair Hinds adjourned at 4:10 p.m.

Attachment A

MEMORANDUM

TO: VSC Board of Trustees
 FROM: Patricia Moulton, President, Vermont Technical College
 DATE: December 2, 2019
 SUBJECT: Securing the Future of Vermont Technical College

Thank you for the opportunity to update you on the work we are doing at Vermont Tech to “Serve Vermont Students by Securing the Future of the Vermont State Colleges.” We are working to address the challenges outlined in the White Paper prepared by the Long Range Planning Committee addressing the 6 priorities which should ensure:

- Consistent positive operating results
- Sustainable campus configurations with realistic enrollment and revenue projections.
- Increased opportunities for non-traditional students.
- Improved affordability for students.
- Improved retention and graduation rates.
- Increased system collaborations.

Vermont Tech will undergo its 10 year accreditation review by the New England Commission of Higher Education on October 25-28, 2020. These next several months are a critical time for the college to prepare a well done self-study for submission next August. This is the top priority for faculty and staff. Recognizing the importance of this work, some of the work needed to progress on some of these priorities will commence in earnest after the accreditation visit. Having said that, we are progressing very well in a number of areas. Below is a summary of preliminary discussions.

Vermont Tech has established three task forces:

- Facilities
- Academics
- Student Experience/Retention.

These task forces consisting of faculty, staff and students will develop plans to address the challenges and priorities. In addition, we are updating our Strategic Plan and incorporating the work of the Task Forces. Specifically, the following work is underway.

Consistent positive operating results:

- ✓ Enrollment:
 - Vermont Tech exceeded fall 2019 projected enrollment targets by 1.7%. We projected a -1% decline and achieved a +.7% or just under 1% increase.
 - Our strategic plan projects a 5% decrease in enrollment by 2023 due to demographics. Annual budget projections will assume decline while our marketing and admissions efforts will continue to grow enrollment.
 - We are bolstered by the recent finding that Vermont Tech ranks #1 in Vermont for ROI!
 - We will continue to project revenues conservatively and expenses liberally using a 0% increase in state appropriations, a 4% increase in salaries and benefits, and a maximum of a 3% tuition increase.

- We are expanding the capacity of our nursing sites in St. Albans, Randolph Center, and Central Vermont and recently in Rutland.
- We will examine opportunities to expand other allied health programs to our distant sites.
- We are working on articulations agreements with certain CTE's.
- Our Strategic Plans calls for increasing our strategic reserves to \$2million by 2023.
- We are seeking to sell certain facilities as described below in an effort to focus on our core competency of education and workforce development.

Sustainable campus configurations and realistic enrollment projections:

- ✓ Enrollment: Please see above.
- ✓ Campus configuration:
 - ✓ We are in need of expanding in Williston. The goal is to seek public private partnerships to facilitate expansion on that campus.
 - The following is in process:
 - We will end our lease of commercial space in the 700 building this May and convert that space to a classroom/meeting room.
 - We are working with White and Burke to prepare a conceptual plan and RFP for a public/private partnership to build a new mixed use building on .83 acres we own that fronts on US Route 2.
 - The Chancellor is contracting with White and Burke to conduct an Asset Management Assessment of both the Williston and Randolph Center campuses.
 - We are working to obtain a “right of first offer” with the owners of the Rack Warehouse and Creative Sound buildings located on land we own and lease to them.
 - We are evaluating short and long term residence needs in Williston with an eye toward a possible renovation of the first floor of the 700 building in to dorm rooms. This is a possible private donation and naming opportunity.
 - ✓ We are in need of shrinking our space in Randolph Center. The goal is to sell certain properties and convert others to profit centers for the college.
 - We will commence a Master Planning process for our Randolph Center campus this spring, 2020.
 - Examine long term classroom, lab, office and other space needs.
 - Develop a plan for renovating dorms and consolidating operations. Including evaluating housing needs in Randolph Center for a possible public/private partnership to rehabilitate Old Dorm in to apartments for both student and public rental. As well as possible renovation of a second dorm in to office and conference space.
 - Also included is restructuring plan for the Agriculture program to include a sustainable farm operations plans. To be completed by summer 2020.
 - We are dedicating capital funds for bathroom renovations in Keenan Hall starting in the summer of 2021.
 - We are in the process of selling, leasing or decommissioning the Anaerobic Digester on the Randolph campus. An RFP to interested parties is awaiting final review by the Chancellor's Office.

- We are in the process of selling the Enterprise Center on Route 66 in Randolph. An RFP to realtors is going out shortly.
- We are working on selling the “green house” in Norwich.
- We are working on selling the Norwich Farm. This is delayed by litigation.
- We have closed the nursing site in Springfield.
- We are developing the Vermont Additive Manufacturing Collaborative to expand the capabilities of our manufacturing lab and creating an Additive Manufacturing Center of Excellence at Vermont Tech. Goals include a public/private partnership with manufacturers to obtain graduates educated in additive manufacturing, provide incumbent worker training in additive design and manufacturing and a fee for service opportunity for Vermont Manufacturers to do prototyping and small batch production in our labs.

Increased opportunities for non-traditional students:

- ✓ The goal is to open our degree programs to non-traditional students through different modalities, low residency opportunities, decentralizing delivery, telepresence and other opportunities.
 - We are investigating offering degree programs at CTE centers around the state. A preliminary report is due the Legislature December 2019. If feasible, we may pilot up to two programs spring 2021 or fall 2021. The final legislative study including an evaluation of the pilots is due to the Legislature on 1/21.
 - Our strategic plan calls for 5 new programs available for non-traditional students by 2023. This work will begin in earnest post our accreditation visit.
 - We are continuing to grow our Employer Partners through our Continuing Education and Workforce Development Division and with our Degree programs.
 - We are creating a Bachelor Degree in Independent Studies to enable future CTE teachers in our CTTEEP program and apprenticeship participants to obtain degrees. This enhances their earning power. These students are already working adults.
 - Expand apprenticeship opportunities with Vermont Employers.
 - We are developing new cohorts of nurses with specific employers. Including partnerships with hospitals and long term care facilities we teach at the place of work making it accessible for non-traditional students.

Improved affordability for students:

- ✓ The goal is to lower the cost of attending Vermont Tech, offering additional assistance and find faster pathways for students.
 - We are using Open Educational Resources now expanding new opportunities each semester.
 - Expanding our employer partners which provide scholarships and paid summer internships.
 - Investigating VEMO financing opportunities for appropriate majors.
 - We have a committee examining scholarships to determine our optimal amount and investigate new opportunities.
 - We are examining residential requirements and options to waive these requirements.
 - We are investigating offering degree programs at CTE centers around the state. A preliminary report is due the Legislature December 2019. If feasible, we may pilot up to two programs spring 2021 or fall 2021. The final legislative study including an evaluation of the pilots is due to the Legislature on 1/21.
 - Explore the option of an accelerated degree program through the development of a three-semester calendar.

- Increase certifications for National Guard members and other military personnel.
- Formalize transfer credits for prior learning of military personnel. Add assessment of prior learning in a more systematic way.
- We are in the process of hiring an Instructional Technologist to work with Faculty to develop new modalities and delivery options.

Improve retention and graduation rates:

- ✓ The goal is to retain and graduate as many students as possible. We are working on specific benchmarks.
 - Optimizing orientation for all students including enhancing on-line orientation.
 - Offering “Tech Trek” fall 2020. A 3 day out door experience after the one day orientation and before classes start.
 - Enhance our Diversity, Equity and Inclusion efforts. Discussing a “bias response team” on both campuses.
 - Implementing AVISO. We have a working group in place including early adopters.
 - Research and better understand how other consortium models might support us. Specifically, for students who get off track on their degree pathway.
 - Embed Industry Recognized Credentials in existing degree programs.
 - Examine an expanded “first year” experience for students. Possible 1 credit course.
 - Pursuing a Title III grant to assist with retention work.
 - Examining our transfer process and how we can be more transfer friendly.
 - Evaluating growing athletic programs. We are seeing improved retention rates for athletes.

Increased system collaborations:

- ✓ The goal is to partner, when and where possible, with other institutions in the system.
 - Continue to grow collaborations with CCV. More joint workforce development partnerships i.e. CVMC, BMH.
 - Develop articulation agreement with CCV. Including detailed evaluation of real or perceived barriers to transfer of credits. Examine additional pre or co-requisite opportunities.
 - Offer classroom and other space to sister colleges in Randolph Center and as space allows in Williston.
 - Evaluate co-locating with CCV and others where possible.
 - Evaluate a move of the Bennington nursing site to The Mill.
 - Consider a shared CHO for the system.

Summary:

Work is still in the early stages. There are additional ideas to what is listed here being discussed at the Task Force meetings. All three Task Forces have met at least once and meet bi-weekly to monthly to make progress. New ideas are being generated. As their work and the work of outside consultant’s progresses, we will keep the LRPC and Board apprised.

Attachment B

CASTLETON UNIVERSITY STRATEGIC INITIATIVES



CASTLETON UNIVERSITY ENROLLMENT | FY 18-20

	UG NEW STUDENTS	UG FULL TIME TOTAL ENROLLMENT	FTE TOTAL ENROLLMENT	HEADCOUNT
FY 2018	531	1653	1845	2143
FY 2019	650	1727	1902	2193
FY 2020	729	1802	1980	2419

CASTLETON APPROACH TO ADDRESSING WHITE PAPER CHALLENGES: INITIAL DISCUSSIONS

THREE PHASES

- Phase I:** Formation of Response Team and External Advisory Boards; Identification of Action Steps, Benchmarks, Metrics and Time-lines
- Phase II:** Assessment of Progress, Alignment with Strategic Pillars and Campus Master Plans
- Phase III:** Production of Final Report with Appendices, e.g. Facilities Master Plan, Internal and External Communication, Progress Report on Launched Initiatives, Charted Enrollment, Retention, and Expense Trajectory

WHITE PAPER RESPONSE TEAM | First meeting held November 12, 2019

STAFF	FACULTY	SENIOR LEADERS
Raphael Okutoro	Ed Dansereau	Karen M. Scolforo
Victoria Angis	Trish van der Spuy	Thomas Mauhs-Pugh
Deanna Tyson	Bonnie Hanley	Maurice Ouimet
Billie Langlois	Christopher Boettcher	Laura Jakubowski
Emily Wiezalis	Andre Fleche	Janet Hazelton
Sarah Chambers	Gail Regan	James Lambert
Erica Machia	Phil Whitman	Dennis Proulx
	Jill Markowski	Gayle Malinowski

RUTLAND ADVISORY BOARD | First meeting held November 13, 2019

Mark Foley Jr.
Steve Costello
Larry Cupoli
Tyler Richardson
Mary Moran

Fred Bagley
Mary Cohen
Brian Collamore
Joe Kraus
David Allaire

Joyce Judy
Cheryl Hooker
Kim Rupe

VSCS SECURE THE FUTURE

GUIDING PRINCIPLES FOR ACTION

1. Action steps should be good for students, the University community and good for Vermont
2. Action steps should be practical
3. Internal and external stakeholders should recognize action steps as feasible
4. Action steps should provide meaningful and durable financial benefits

GENERAL PARAMETERS:

1. Reports should project ahead at least three years (FY21, FY22, RY23)
2. Where applicable, reports should include consideration of collaborations within the system and the full resources and capabilities of the system
3. Where applicable, reports should seek to reduce administrative overhead and prioritize resources for teaching, coaching, and learning

CONSISTENT POSITIVE OPERATING RESULTS

1. New Program Development
 - a. FY19 : 21 new programs + 2 additional locations
 - b. FY20 : MSN, 3-yr BSHA/RRMC Co-op, CJ update, CU/CCV expanded partnership, online/hybrid expansion
 - c. FY21 : MSW CU/NVU partnership, OTA, expanded Bennington programming, CU/NVU AS off ramps, CU/Equinox Co-op, CU/Okemo Co-op
 - d. FY22 : PTA
 - e. FY23 :
2. Retention & Graduation
 - a. Title III
 - b. AS CU/NVU
3. Addressing Institution Scholarships
4. Financial Aid Optimization (EAB)
5. Fundraising

SUSTAINABLE CAMPUS CONFIGURATIONS WITH REALISTIC ENROLLMENT & REVENUE PROJECTIONS

1. Responsible budgeting
2. Serving adult learners
 - a. Schedules and locations

- b. Affordability
- c. Partnerships
3. Customized curriculum
4. Filling beds (90+% capacity)

INCREASED OPPORTUNITIES FOR NON-TRADITIONAL STUDENTS

1. Evening/weekend hybrid schedules (Rutland, Bennington, Castleton)
2. CU/CCV partnerships; CU/NVU partnerships
3. Creating stronger pathways between institutions
4. Partner with VSC Office of Prior Learning Assessment and CCV to build a degree completion pathway for working adults.
5. Serving regional businesses/employers
6. New professional studies degree for working adults
7. Strong completion programs
8. Stacking credentials
9. Exploration of badges for differentiation and skills-building
10. Expand Center for Schools model to other industries
11. Expanded Veterans Services

IMPROVED AFFORDABILITY FOR STUDENTS

1. CU/CCV partnership
2. Regional business/employer hybrid 3-yr Co-op w/ customized curriculum
3. CU/CCV, CU/VTC, and CU/NVU 3 + 2, 3 + 1 programs (psych, mental health, bus., etc.)
4. Customizable working-adult pathway (credit for L.E., acceptance of older credits, clear target)
5. Extended summer programming, improves affordability and moves towards full utilization of campus resources

IMPROVED RETENTION AND GRADUATION RATES

1. Title III Grant initiatives over the next 5 years
2. Reverse transfer/A.S. off ramps CU/NVU
3. Textbook program (OERs/subscription x student x semester)
4. Timing of course offerings and access to system courses
5. General education reform/soundings
6. Friendlier transferability

INCREASED SYSTEM COLLABORATIONS

1. CU/NVU MSW and others
2. CU/NVU A.S. off ramp degrees
3. Faculty online certification? LMS training? Aviso? Instructional design?
4. Improvements in centralization efforts?
5. Faculty sharing, courses sharing, resources sharing

Attachment C

CCV'S RESPONSE TO SECURE THE FUTURE

CONSISTENT POSITIVE OPERATING RESULTS

Lead Responsibility: President's Council

- Enacting a multiyear strategic reduction of debt payment utilizing carryforward funds.
- Ensuring no deferred maintenance costs on our buildings.
- Planning for a course cancellation target of 12% by Fall 2020.

(CCV's Strategic Pillar IV – Increase Organizational Capacity and Sustainability)

SUSTAINABLE CAMPUS CONFIGURATIONS CONSISTENT WITH REALISTIC ENROLLMENT AND REVENUE PROJECTIONS

Lead Responsibility: Dean of Administration Andy Pallito and Dean of Enrollment and Community Relations Katie Mobley

- Relocating the CCV-St. Albans academic center to downtown, in collaboration with Vermont Tech, Northwestern Medical Center, and the City of St. Albans.
- Developing an updated enrollment plan by Spring 2020, focusing on our target populations of high school students, workforce participants, adults, and short-term non-returners.

(CCV's Strategic Pillar III – Engage the Community and Cultivate Partnerships)

INCREASED OPPORTUNITIES FOR NON-TRADITIONAL STUDENTS

Lead Responsibility: Adult Student Task Force Chair Melissa DeBlois and Associate Academic Dean of Workforce Tiffany Keune

- Increasing both accelerated online and on-ground course offerings.
- Enhancing and expanding certificate offerings that provide stackable pathways into degree programs, transfer, and careers.
- Launching the Flex program, a competency-based, self-paced program that allows for multiple registration entry points.

(CCV's Strategic Pillar I – Create Pathways and Programs for Academic and Career Success)

IMPROVED AFFORDABILITY FOR STUDENTS

Lead Responsibility: Director of Financial Aid Ryan Dulude, Associate Academic Dean of Workforce Tiffany Keune, Director of Development Aimee Stephenson

- Utilizing CCV's 50th anniversary to build an endowment supporting the Life and Loan Gap program.
- Supporting scholarships for Prior Learning Assessment and subsequent course enrollments through a \$50,000 gift from the McClure Foundation in recognition of CCV's 50th anniversary.
- Implementing OER and Low-cost/No-cost textbook initiative.
- Developing "earn while you learn" apprenticeships in medical assisting, pharmacy technician, and manufacturing production technician.
- Expanding ETES (Education and Training Evaluation Service) evaluations to include the VTLEAD training program for the Center for Achievement in Public Service for State of Vermont employees.

(CCV's Strategic Pillar I – Create Pathways and Programs for Academic and Career Success)

IMPROVED RETENTION AND GRADUATION RATES

Lead Responsibility: Academic Dean Debby Stewart and Dean of Student Affairs and Strategic Initiatives Heather Weinstein

- Developing academic roadmaps for students that outline recommended course sequences by semester.
- Implementing a college-wide coaching and success model through a partnership with InsideTrack.
- Applying Aviso software to implement student-centered and data-driven retention strategies.

(CCV's Strategic Pillar IV – Increase Organizational Capacity and Sustainability)

INCREASED SYSTEM COLLABORATIONS

Lead Responsibility: President Joyce Judy and Academic Dean Debby Stewart

- Establishing seamless and student-friendly articulation agreements with all VSCS institutions.
- Effectively implementing Direct Admissions pathways for students with clear academic course maps.

(CCV's Strategic Pillar III – Engage the Community and Cultivate Partnerships)

To read CCV's full Strategic Plan, visit ccv.edu/strategicplan

The Community College of Vermont supports and challenges all students in meeting their educational goals through an abiding commitment to access, affordability, and student success.

Attachment D

WORKING GROUPS/PROCESS

Northern Vermont University aligns the organization’s functional activities to set goals through the university’s strategic plan. These results incorporate outcomes identified by the Long Range Planning Committee as part of the Securing the Future of the VSCS project.

The university is employing its existing working groups to execute the research and action planning necessary to complete its final report by the June 2020 board meeting. Critical working groups focused on these initiatives include the Strategic Planning Innovation Team, Faculty Assemblies, President’s Leadership Team, and the Executive Team as well as key stakeholders from both within and outside of the university.

ACTION STEPS AND PROGRESS

Consistent Positive Operating Results

Action Step	Status
Expand online programs/offerings	In progress
Market summer offerings 5 months early and increase online offerings	In progress
Recruit internationally	In progress
Standardize development practices	In progress
Identify and develop alternative revenue streams	In progress
Launch revised graduate program in media instruction	December 2019
Create and launch three BA/BS programs	Creation in progress
Develop annual budget using Budget Review Committee	In progress

Sustainable Campus Configuration

Action Step	Status
Buildings actively evaluated for sale, rental, demolition, or closure	In progress

Increased Opportunities for Non-Traditional Students

Action Step	Status
Offer commuter housing for hybrid courses, short programs of study, and poor weather conditions	Under consideration
Identify in-demand certificates	In progress
Expand offerings of noncredit-bearing certificates	In progress
Develop credit-bearing certificates	In progress

Improved Affordability for Students

Action Step	Status
Develop policy to accept AA/AS for BA/BS general education	Under consideration by faculty
Complete development of direct admissions pathways with CCV	In progress
Develop additional direct admissions pathways with other New England Community Colleges	In progress
Accelerate use of open educational resources	In progress
Expand Lyndon Learning Collaborative to offer an AA/AS	Under consideration
Develop three-year BA/BS degree plans for most programs	Planned, Spring 2020

Improved Retention and Graduation Rates

Action Step	Status
Identify the “best fit” students for NVU	In progress
Pet-friendly housing pilot program	Implemented Fall 2020
Develop best practice first-year programming	In place
Offer housing 365 days a year	Under consideration
Deploy Aviso	Pending OCIT implementation

RECOMMENDED BENCHMARKS

Consistent Positive Operating Results

Financial

- On target with NECHE budgets to 30% negative variance. For FY21: deficit between \$1.76 and \$2.27. FY22, deficit between \$1.18 and \$1.53. FY23 balanced budget.

Enrollment

- 75% to 115% increase in online new starts between FY21 and FY23
- -10% to 15% change in campus based new starts between FY21 and FY23
- 2% to 10% increase in new graduate new starts between FY21 and FY23

Non-Traditional Terms

- \$80K to \$150K increase in summer revenue during Summer 2020
- \$20K to \$50K increase in winter-term revenue during Winter 2020

Programs

- 10 students enrolled in media instruction program Spring 2020
- Launched three new degree programs for Fall 2020
- Planned for revision or archival of low enrolled programs (<25 headcount) by end of Fall 2019
- Four new degrees launched by NVU Online by Fall 2020

CPS

- Net revenue between \$150K and \$350K FY2021

Sustainable Campus Configuration

Campus footprint

- Number of buildings sold, rented, demolished, or closed

Increased Opportunities for Non-Traditional Students

Certificates:

- Market analysis completed by Fall 2020

Expand noncredit-bearing certificates:

- 2-3 additional noncredit bearing certificates offered Spring 2020
- 3-5 additional noncredit-bearing certificates offered FY2021

Credit-bearing certificates:

- 2-3 credit bearing certificates offered by Spring 2021

Improved Affordability for Students

Accelerated Degrees:

- 20% of all undergraduate degree programs have three-year option by Fall 2020
- 40% of all undergraduate degree programs have three-year option by Fall 2021

Stackable Credentials:

- Three new certificates available by Fall 2020

AA/AS Gen Ed

- Implemented in Spring 2020

Direct Admissions

- Developed and published with CCV all fully online programs by end of Fall 2019
- Developed and published with CCV all remaining programs by end of Spring 2020

Open Source

- 25% to 40% of all NVU faculty using open educational resources by Fall 2020

Articulation Agreements

- Three additional articulation agreements created by Fall 2020

Improved Retention and Graduation Rates

Advising

- Aviso implemented Spring 2020

Identify Best Fit Students

- Completed institutional research by Spring 2020, Implemented for Fall recruiting

Pet friendly housing

- Piloted Spring 2020

First-Year Programming

- Best-practice based programming implemented Fall 2020



Attachment E

A statement from Federation President Linda Olson:

The VSC Faculty Federation is concerned that the NVU administration is using state appropriations to support NVU on-line, an entity that is using out-of-state non-bargaining unit labor and is marketed to out of state students, while at the same time seeking further cuts from campus programs in both schedule offerings and curriculum for the upcoming year. Since the VT state appropriation for higher ed ranks dead last in the nation, using that money to support a program which does not directly benefit Vermonters as employees, campus students, or the broader communities in which those employees and students reside, is deeply troubling.

The Federation would also like to express its deepest concern that at a time when all the campuses are being asked to tighten their belts, full time faculty positions are down over 25% system wide, and staff/maintenance bargaining units are experiencing similar or greater cuts, - the Chancellor's Office budget went up 41.7% and its staff was increased 21% since 2012. It is unacceptable that the only non-revenue generating office in the VSC appears to have little to no checks on how it chooses to spend its appropriation.

Attachment F

Year	FTE Student	State Appr.	State Appr/FTE Student	VSC Budget	VSC Budget/FTE Stu	Faculty	Budget/State Appr/FTE Student	
1980	4821	\$7,825,000	\$1,623	\$30,500,000	\$6,326	250	3.9	26%
1990								
2000								
2010								
2018	6638	\$30,319,000	\$4,567	\$185,186,000	\$27,898	208	6.1	16%
Increase over 1980	38%	287%	181%	507%	341%	-17%	57%	-36%
1980 in 2018 \$s		\$16,017,775	\$3,323	\$62,433,500	\$12,950			
205%								
Inflation adj incr		189%	137%	297%	215%			


Item 2:

Finance & Facilities Committee Approval Items

- a. CCV Endowment for Life Gap Grants
- b. VTC Rodgers Nursing Scholarship
- c. VTC Rodgers Electrical Engineering Technology Scholarship
- d. CCV Renewal of Early Childhood Professional Development System Grant
- e. VTC Liquidation of IBM Quasi-Endowment

MEMORANDUM

TO: VSCS Board of Trustees

FROM: Steve Wisloski 

DATE: March 26, 2020

SUBJ: Finance & Facilities Committee Approval Items for
Board of Trustees Meeting on March 28, 2020

The Finance and Facilities Committee convened on February 3, 2020 and voted to submit the following items for approval of the full Board of Trustees at its March 28 meeting:

1. Endowment for Life Gap Grants (Community College of Vermont)
2. Rodgers Nursing Scholarship (Vermont Technical College)
3. Rodgers Electrical Engineering Technology Scholarship (Vermont Technical College)

The following two items were to be reviewed at the Finance and Facilities Committee meeting previously scheduled for March 28, but are instead submitted for approval contemporaneously by both the Committee and the Board of Trustees:

4. Renewal of Early Childhood Professional Development System Grant
(Community College of Vermont)
5. Liquidation of IBM Quasi-Endowment (Vermont Technical College)

Materials related to each of these items are attached for your review. Should you have any questions regarding these materials or any other matter, please contact me at stephen.wisloski@vsc.edu or (802) 224-3022. Thank you.

Attachments

cc: Council of Presidents and Business Affairs Council

Attachment 1:
Endowment for Life Gap Grants
(Community College of Vermont)



March 28, 2020

PO BOX 489

MONTPELIER, VT 05601-0489

T 802-828-2800 F 802-828-2805

January 9, 2020

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

Dear Chancellor Spaulding:

It is my privilege to present our request to establish a new endowment at the Community College of Vermont (CCV) in honor of our 50th anniversary. This important milestone marks a half-century of connecting Vermonters to opportunity. As Vermont's second largest college, we have served more than 150,000 students since the early 1970s. Today, we are proud to continue forging our path, making a college education possible for all who have the desire to learn.

This endowment is made possible by a generous gift of \$85,778.49 we have received from an anonymous donor who has expressed their wishes to create an endowment for the purpose of supporting Life Gap Grants, which help students struggling with emergent needs that threaten their ability to continue in their studies at CCV.

CCV students are often the first in their families to attend college. Eighty percent work full- or part-time while going to school, and yet, they often struggle financially to make ends meet. They take classes while raising families, working one or more jobs, and worrying about their basic needs for food, transportation and childcare. For these financially fragile students, even a minor unexpected expense can mean the difference between continuing in their studies and dropping out. For many, getting ahead in life isn't simply a matter of hard work. These students don't drop out because of poor grades or lack of motivation. Rather, it's life's unexpected twists – a worn out tire, a sick child, an empty pantry – that derail them from their academic progress.

This is when a Life Gap Grant is crucial. Financial aid counselors at each of CCV's 12 academic centers throughout the state award Life Gap Grants to address the costs that interfere with a student's ability to stay in school. Life Gap Grants are awarded on an ad hoc, as-needed basis when counselors learn about student needs. Awards are generally \$250 or less and help students bridge challenging situations that threaten their ability to continue with their classes.

In recent years, the growing need for this kind of support has increased. To ensure Life Gap Grants are available to help future generations of Vermont students, we seek approval from the Vermont State Colleges Board of Trustees to establish the Endowment for Life Gap Grants in honor of CCV's 50th anniversary.

Most sincerely,

A handwritten signature in blue ink that reads "Joyce Judy".

Joyce Judy
President

enc: VSC Policy 412 Form C

**Attachment 2:
Rodgers Nursing Scholarship
(Vermont Technical College)**



Office of the President
PO Box 500
Randolph Center, Vermont 05061

Tel: 802 728 1252
Email: president@vtc.edu

January 14, 2020

Jeb Spaulding, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601-0007

Dear Chancellor Spaulding,

I am pleased to send to you the New Funding Source Document required for establishing an endowment in the amount of \$21,000, to be named the Rodgers Nursing Scholarship.

The endowment is funded with \$21,000 donated by Al and Peggy Rodgers of Jericho, Vermont. They are donating an additional \$1,000 to award to students next fall while the endowment matures, and may be making further contributions to the fund.

I request that the Vermont State College's Board of Trustees accept these gifts and approve the establishment of the Rodgers Nursing Scholarship Fund.

Sincerely,

A handwritten signature in cursive script that reads "Pat Moulton".

Patricia Moulton
President

VERMONT TECH

- NEW FUNDING SOURCE DOCUMENT - ENDOWMENTS ONLY

Vermont Technical College

(College Name)

Submit to Chancellor's Office for all activities based upon a new funding source.
Place copy in front of any applicable master file.

1) Name of endowment: (type in all CAP'S)

RODGERS NURSING SCHOLARSHIP

2) Granting agency/donor/other funding source: (Attach supporting Documentation)

Allan and Peggy Rodgers, 22 Tyler Place, Jericho, VT 05465

3) Purpose of endowment: (Attach supporting Documentation)

Support returning 2nd year students in Associated Degree in Nursing (ADN) program.

4) Proper accounting fund:

Regular Endowment

Term Endowment

5) General Ledger Activity Code(s): (as proposed or assigned)

052-58039-00000-22337-000

6a) Date Endowment Reach Endowment Status:

ASAP

7) Reporting requirements: (format/to whom/frequency/other)

Annual reports of fund balance and scholarship recipients to Allen & Peg Rodgers

8a) Funding amount:

\$21,000

8b) One-time - OR

Ongoing funding (indicate timeframe:)

Without specifying an amount or timeframe, the donors stated their intention to continue funding the scholarship.

9a) Is principal use allowed:
(w/Board OK?)

Not intended

9b) If yes, is replenishment of principal allowed or required:

10) If investment proceeds generated, indicate intended disposition:

Per Board Approved Spending Procedure

Fully expend for program as prescribed

Increase principal for inflation and expend remainder

All Investment earnings added for ___ years before expending for endowment purposes begins

Other (describe:)

11) President:



12) Date to Ch's Ofc:

January 9, 2020

13) Date Board Approved:

Please read the following and fill out accordingly. If there are specific qualifications that you do not see on this form but would like to include in your scholarship, please contact Curtis Ostler at (802) 728-1258 or curtis.ostler@vtc.edu.

Note: The more generalized you are in filling out this form, the more it will allow for a greater pool of student applicants.

Scholarship Information

1. Name of Scholarship: **Rodgers Associate Degree in Nursing Scholarship**
2. Granting Agency/Donor/Other funding source: **Peggy Rodgers**
3. Contact Information: **Peggy Rodgers, 802-899-2028 ; 22 Tyler Place, Jericho, VT 05465**
4. Amount of donation: **\$21,000 to endow the scholarship; \$1,000 for the first year distribution; additional contributions later**
5. Amount of scholarship: **Applicable endowment earnings, up to \$1,000 per year per student**
 1 Disbursement _____ Fall semester only _____ Spring semester only
 2 Disbursements **X Both Fall and Spring semesters**
6. Please indicate whether this will be a one time or annual award. **Endowed**

Criteria for Applicants

1. Applicants must be Vermont residents: **X Yes** _____ No
2. Applicants may be residents of other New England states? _____ Yes _____ No
3. Scholarship should apply to: **Returning Student in the two-year degree program**
 If returning student, specify class level: **X Sophomore** _____ Junior _____ Senior _____ All
4. Should scholarship be awarded for a specific major? **X Yes** _____ No
 If yes, which major: **Associate of Nursing (ADN)**
5. Scholarship to be based on: _____ Financial Need _____ Academic Standing (merit; GPA)
X Both _____ Either / or
6. Minimum GPA requirement for selection? **X Yes** _____ No
 If yes, what is the minimum: **2.5**
7. Many sponsors require the applicant to write a one paragraph summary, outlining overall education and professional goals. Would you like to require the same? _____ Yes _____ No
8. Would you like applicants to write a brief explanation of:
 Why they chose their particular major? _____ Yes _____ No
 Have they had any recent experience in the field? _____ Yes _____ No
 Did they participate in any clubs or organization affiliated with this field? _____ Yes _____ No
9. We anticipate that some of the students will be adults returning to school after having worked a number of years. Would you be interested in establishing a scholarship specifically for non-traditional students?
 _____ Yes _____ No
 If yes, please describe: _____

Office Use Only

**Attachment 3:
Rodgers Electrical Engineering Technology Scholarship
(Vermont Technical College)**

VERMONT TECH

Office of the President
PO Box 500
Randolph Center, Vermont 05061

Tel: 802 728 1252
Email: president@vtc.edu

January 14, 2020

Jeb Spaulding, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601-0007

Dear Chancellor Spaulding,

I am pleased to send to you the New Funding Source Document required for establishing an endowment in the amount of \$25,000, to be named the Rodgers Electrical Engineering Technology Scholarship.

The endowment is funded with \$25,000 donated by Al and Peggy Rodgers of Jericho, Vermont. They are donating an additional \$1,000 to award to students next fall while the endowment matures, and may be making further contributions to the fund.

I request that the Vermont State College's Board of Trustees accept these gifts and approve the establishment of the Rodgers Electrical Engineering Technology Scholarship Fund.

Sincerely,



Patricia Moulton
President

VERMONT TECH

- NEW FUNDING SOURCE DOCUMENT - ENDOWMENTS ONLY

Vermont Technical College

(College Name)

Submit to Chancellor's Office for all activities based upon a new funding source.
Place copy in front of any applicable master file.

1) Name of endowment: (type in all CAP'S)

RODGERS ELECTRICAL ENGINEERING TECHNOLOGY SCHOLARSHIP

2) Granting agency/donor/other funding source: (Attach supporting Documentation)

Allan and Peggy Rodgers, 22 Tyler Place, Jericho, VT 05465

3) Purpose of endowment: (Attach supporting Documentation)

Support 1st and 2nd year students in the two-year Associate of Engineering in Electrical Engineering Technology (AE EET) program.

4) Proper accounting fund:

Regular Endowment

Term Endowment

5) General Ledger Activity Code(s): (as proposed or assigned)

052-58039-00000-22337-000

6a) Date Endowment Reach Endowment Status:

ASAP

7) Reporting requirements: (format/to whom/frequency/other)

Annual reports of fund balance and scholarship recipients to Allen & Peg Rodgers

8a) Funding amount:

\$25,000

8b) One-time - OR

Ongoing funding (indicate timeframe:)

Without specifying an amount or timeframe, the donors stated their intention to continue funding the scholarship.

9a) Is principal use allowed:
(w/Board OK?)

Not intended

9b) If yes, is replenishment of principal allowed or required:

10) If investment proceeds generated, indicate intended disposition:

Per Board Approved Spending Procedure

Fully expend for program as prescribed

Increase principal for inflation and expend remainder

All Investment earnings added for ___ years before expending for endowment purposes begins

Other (describe:)

11) President:



12) Date to Ch's Ofc:

January 9, 2020

13) Date Board Approved:

Please read the following and fill out accordingly. If there are specific qualifications that you do not see on this form but would like to include in your scholarship, please contact Curtis Ostler at (802) 728-1258 or curtis.ostler@vtc.edu.

Note: The more generalized you are in filling out this form, the more it will allow for a greater pool of student applicants.

Scholarship Information

1. Name of Scholarship: **Rodgers Electrical Engineering Technology Scholarship**
2. Granting Agency/Donor/Other funding source: **Allan Rodgers**
3. Contact Information: **Allan Rodgers, 802-899-2028 alrodgers46@gmail.com; 22 Tyler Place, Jericho, VT 05465**
4. Amount of donation: **\$25,000 to endow the scholarship, \$1,000 to start scholarship first year; additional contributions later**
5. Amount of scholarship: **Applicable Endowment Earnings, up to \$1,000 per year per student**
 1 Disbursement Fall semester only Spring semester only
 2 Disbursements **Both Fall and Spring semesters**
6. Please indicate whether this will be a one time or annual award. One time **Endowed**

Criteria for Applicants

1. Applicants must be Vermont residents: **Yes** No
2. Applicants may be residents of other New England states? Yes No
3. Scholarship should apply to: **1st Year Student and Returning Sophomore for a two year degree**
 If returning student, specify class level: **Sophomore** Junior Senior All
4. Should scholarship be awarded for a specific major? **Yes** No
 If yes, which major: **Associate of Engineering in Electrical Engineering Technology (AE EET)**
5. Scholarship to be based on: Financial Need Academic Standing (merit; GPA)
 Both Either / or
6. Minimum GPA requirement for selection? **Yes** No
 If yes, what is the minimum: **2.5**
7. Many sponsors require the applicant to write a one paragraph summary, outlining overall education and professional goals. Would you like to require the same? Yes No
8. Would you like applicants to write a brief explanation of:
 Why they chose their particular major? Yes No
 Have they had any recent experience in the field? Yes No
 Did they participate in any clubs or organization affiliated with this field? Yes No
9. We anticipate that some of the students will be adults returning to school after having worked a number of years. Would you be interested in establishing a scholarship specifically for non-traditional students?
 Yes No
 If yes, please describe: _____

Office Use Only

**Attachment 4:
Renewal of Early Childhood
Professional Development System Grant
(Community College of Vermont)**



March 28, 2020

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January 28, 2020

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

Dear Chancellor Spaulding:

The attached AB form is for the Early Childhood Professional Development System grant through Agency of Human Services/Department of Children and Families/Child Development Division (AHS/DCF/CDD) to Community College of Vermont. This is an annual award and supports all staffing and activities related to Northern Lights at CCV. The AB form is a draft for "up to \$1,365,000" with start date on or after "July 1, 2020".

CDD grant awards for Northern Lights are typically finalized in late May or June each year. CCD asked CCV for an estimated budget for FY21 in fall 2019. The numbers on the AB form reflect these estimates. The final contract has not been drafted. We anticipate contract amount to be between \$1,288,776 (contract amount for FY20) and \$1,364,358 (proposed FY21 budget amount). Proposed FY21 budget includes cushion for possible changes in benefits costs in the event of staff changes.

CDD is exploring a possible change in grant award start and end dates. There is a possibility grant cycle will change from July to June to cycle of October to September. When we contacted CDD earlier this week to see if final decision had been made on grant cycle. CDD indicated final decision has not been made, but grant is likely to remain July to June. If grant cycle changes to October to September, CDD would amend the FY20 grant to extend and increase funds for an additional three months.

Most sincerely,

Joyce Judy
President

enc: VSC Policy 408 Form A & B

Vermont State Colleges Grant Proposal Budget Analysis

Form A & B

College: Community College of Vermont

Grant Title: Early Childhood Professional Development System

Grant Agency: AHS/DCF/CDD

Project Director: Becky Millard

Purpose of Grant: Renewal of grant to support staffing and operational costs for Northern Lights at CCV. Northern Lights at CCV supports the development and growth of individuals in early childhood and afterschool professions in Vermont, including career advising, professional development trainings, state registry support, outreach, and early childhood system oversight.

Grant Period: Beginning on of after 7/1/2020 to Ending one year later: 6/30/2021 or after

Review Period: 1 Multi-Yr** / Cumulative Grant Amt: Not to exceed \$1,365,000
 **(please enter number of years covered)

Proposed Funding	1st Yr		2nd Yr		3rd Yr	
	Grant	College	Grant	College	Grant	College
Direct Costs	\$ 1,087,096.18	-----	-----	-----	-----	-----
Salaries & Wages	\$ 659,581.96					
Employee Benefits	\$ 323,439.22					
Operations	\$ 63,350.00					
Travel	\$ 33,725.00					
Equipment & Supplies	\$ 7,000.00					
Library Acquisitions						
Other: Books						
Total Direct	\$ 1,087,096.18	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Costs*	\$ 277,261.44					
Total Budget	\$ 1,364,357.62	\$ -	\$ -	\$ -	\$ -	\$ -

*(In-Kind & Other costs for space, utilities, maintenance, administrative support, etc.)

What is(are) the sources of College Funding?

What continuing cost obligations does Granting Agency require/expect?

What Continuing cost obligations does the College intend/see likely?

Business Officer Review by: Andy Pallito Date: 28-Jan-20

Programmatic Review by: Deborah Stewart Date: 28-Jan-20

Presidential Review by: Joyce Judy Date: 28-Jan-20

Full required documentation is being submitted, including all appropriate assurances regarding Civil Rights, People with Disabilities, Sex Discrimination, Human Subjects, Laboratory Animals, etc.

Attachment 5:
Liquidation of IBM Quasi-Endowment
(Vermont Technical College)

MEMORANDUM

TO: Steve Wisloski, Chief Financial Officer
VSCS

FROM: Pat Moulton, President 
Vermont Technical College

DATE: March 25, 2020

SUBJECT: Request to move quasi-endowment.

Vermont Technical College respectfully requests the VSCS Board of Trustees approve a transfer from current quasi-endowment to our strategic reserves. We request the so called “IBM endowment” be transferred in its entirety to strategic reserves.

Those most familiar with the history of this quasi-endowment have long since left the college and the system. However, we know Vermont Tech had a robust education and training relationship with IBM in the 1990’s and in to the early part of the 21st century. Somewhere around 1996-199 then President Robert Clarke set up this quasi-endowment to retain profits from the IBM relationship. The original intent was to conduct facility upgrades or other work for IBM related needs at Williston. Programs for IBM continued to grow at Williston as a result of the contracts with IBM. The college netted profits from that relationship which created this fund. As the IBM activity slowed down, other programs grew at Williston and this endowment grew from its investments versus additional revenue. This was not a donation or other gift from an outside source. It resulted from revenue from activities.

The restriction to quasi was an internal request and decision of the Board at that time. We have now decided a better use of these funds is the strategic reserves for the college. While there are needs in Williston, we feel reserves is the most prudent move for the college at this time.

I hope this assists the Board with approval of our request.