

## MEMORANDUM

TO: VSCS Board of Trustees

FROM: Sophie Zdatny, Chancellor *SZdatny*

DATE: September 17, 2020

SUBJECT: Board of Trustees Regular Meeting on September 19, 2020

---

Trustees:

The materials are now available for the upcoming regular Board meeting scheduled for **1:00 p.m. on Saturday, September 19, 2020**. The meeting will take place via Zoom and will be livestreamed on YouTube. Materials for the Board meeting are available for viewing now.

The primary focus of the meeting will be a discussion on setting priorities for the Vermont State Colleges System, the framework of which is set forth in greater detail in a separate memo. The Finance and Facilities Committee will provide a brief report from their meeting on August 24, 2020 in open session and will then go into executive session to address two real estate matters. The Board will be asked to consider and vote upon two resolutions in executive session.

Next, we will hear reports from each of the Presidents on the successes and achievements of their college or university over the past year. Typically, at the September retreat, the Presidents submit extensive written reports. These require a significant amount of time and effort to compose. Given the challenges of planning for a successful return to campus in the midst of a pandemic, the Presidents have been asked to provide brief oral reports describing the highlights, in lieu of written reports.

I will provide a brief legislative update and will seek your approval for the proposed revised board calendar. We will then take comments from the public before the final agenda item, which will be in executive session, as the Trustees meet with each President, separately, as part of the evaluation process.

Cc: Council of Presidents  
Academic Deans  
Business Affairs Council  
Student Affairs Council

**Vermont State Colleges Board of Trustees Special Meeting**  
**Zoom Meeting/YouTube Stream**  
**Saturday, September 19, 2020**

**REVISED AGENDA**

**1:00 P.M.** – Board of Trustees Meeting

1. Call to order
2. Approval of Minutes
  - a. August 17, 2020
  - b. August 12, 2020
3. Discussion of priorities of VSCS
4. Report of the Finance and Facilities Committee (with anticipated executive session to discuss real estate matters)
5. Annual reports from Presidents
6. Legislative Update from Chancellor
7. Update Board Calendar
8. Additional Business
9. Comments from the Public
10. Evaluation of employees (executive session)
11. Adjourn

- Contact Jen Porrier at [jen.porrier@vsc.edu](mailto:jen.porrier@vsc.edu) for information on how to attend the Zoom Meeting.
- This will also be livestreamed on YouTube at [www.vsc.edu/live](http://www.vsc.edu/live)

**Minutes of the VSCS Board of Trustees Meeting held Monday, August 17, 2020, at 3:00pm  
via ZOOM – 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, August 17, 2020, via ZOOM.

Board members present: Lynn Dickinson (Chair), Megan Cluver, Dylan Giambatista, Adam Grinold (4:23 p.m.) Bill Lippert, Karen Luneau, Linda Milne, Mike Pieciak, David Silverman

Absent: Janette Bombardier, Ryan Cooney, Jim Masland

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Jonathan Spiro (Interim)

Chancellor's Office Staff: Kevin Conroy, Chief Information Officer  
Tom Maguire, Director of Network Services  
Katrina Meigs, System Director of HR and Benefits Administration  
Jen Porrier, Administrative Director  
Sharron Scott, Chief Financial/Operations Officer  
Patty Turley, General Counsel  
Meg Walz, Director, Program Manager  
Sophie Zdatny, Chancellor

From the Colleges: Jim Allen, Hartness Library Director, Vermont Technical College  
Charles Bombard, Director of IT Infrastructure, Community College of Vermont  
Sarah Chambers, Coordinator of Instructional Technology, Castleton University  
Jonathan Davis, Dean of Students, Northern Vermont University  
Mike Dente, Chief Technology Officer, Northern Vermont Education  
Veronica Golden, Cataloger, Hartness Library, Vermont Technical College  
Kim Hannon-Brobst, Coordinator of Remote Access Services, Hartness Library, Vermont Technical College  
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University  
Bonnie Lord, Reference Librarian, Hartness Library, Vermont Technical College  
Karen Madden, Director of Academic Support Services, Northern Vermont University

Sandy Noyes, President, VSC Staff Federation, Northern Vermont University

David Pasiak, Men's Head Basketball Coach, Northern Vermont University

Steven Prochet, Hartness Library, Vermont Technical College

Dennis Proulx, Dean of Students, Castleton University

Mike Stevens, Director of Facilities, Northern Vermont University

Toby Stewart, Dean of Administration, Northern Vermont University

Littleton Tyler, Dean of Administration, Vermont Technical College

Beth Walsh, President, VSCUP, Northern Vermont University

From the Public:

Derek Brouwer, Reporter, Seven Days

Mary Collins, VSC Thrive!

Dana Gray, Executive Editor, The Caledonian Record

Robert Lehmert, Community Member

Chair Dickinson called the meeting to order at 3:04 pm.

#### 1. Review and discuss institutional Restart Plans

Chancellor Sophie Zdatny discussed the difficulty of the rapidly changing environment and conditions under which the institutions are operating now and how that is affecting the institutional restart plans. These plans are considered "living documents" that are constantly being revised and updated with information and guidance from the Vermont Department of Health, Governor Scott, ACCD, and the Centers for Disease Control and Prevention. Chancellor Zdatny then turned it over to the Presidents with the reminder that these plans are still under constant review and subject to revision as the response to the pandemic and the governing guidance evolves.

Vermont Technical College President Pat Moulton shared that VTC will be opening in a hybrid model this fall; all lectures will be done remotely, and students will come in for low residency weeks to do their labs and other practical learning. Classes start on August 24<sup>th</sup>, with no breaks through the semester; students will go home for Thanksgiving and finish the semester remotely. Students will come for approximately three lab weeks total, staggered throughout the semester. Full semester housing has been offered to out of state students and other students with critical housing needs. Every student will have a COVID test before arriving at campus. VTC has had one positive test result and that student is asymptomatic and in isolation. VTC is not requiring testing for faculty and staff at this time but is moving to a self-attestation model for temperature and symptoms through Castle Branch in the coming days. See VTC's full restart plan [here](#) and Health Pledge [here](#).

Northern Vermont University President Elaine Collins shared that NVU has opened in a face to face, hybrid and fully online manner. NVU will also take no breaks until Thanksgiving, and then finish the semester remotely. President Collins then turned it over to Dean of Students Jonathan Davis who shared that NVU has already started checking students in, all of whom have been COVID tested, via drive through testing, and are negative. Every student is provided with PPE if they do not have it – and instructed how to use it. All students are in single rooms, 30 of whom are currently in quarantine. NVU is using a formstack platform with self-attestation to track trends in temperature for students, faculty and staff. See NVU’s full restart plan [here](#) and Health Pledge [here](#).

Community College of Vermont President Joyce Judy shared that CCV will be offering courses in 5 formats; primarily online, synchronous with an online component, flex, accelerated, and hybrid. During the fall semester, CCV’s centers will not be open to the public, only faculty and students with appointments will be allowed. Staff will mostly be working remotely, as they have been since March. CCV has received a waiver for COVID testing from ACCD since they have very few students in centers. Staff who come into a center must do a daily health screening with temperature monitoring. Students who come into centers for labs sign a student health contract and CCV has a very specific plan for those students and classes. CCV’s student health contract can be found [here](#) and their restart plan can be found [here](#).

Castleton University Interim President Jonathan Spiro shared that Castleton will have about 350 students in their residence halls but will be providing instruction remotely this semester. CU tests students on day one and on day seven. CU’s Spartan Pledge can be found [here](#) and their restart plan can be found [here](#).

The trustees and the presidents engaged in a productive discussion about plans for the fall semester and the presidents responded to questions from the public.

Under Other Business, Chancellor Zdatny confirmed that the Board is willing to add a Board of Trustees meeting to the calendar on November 4<sup>th</sup>. Trustee Lippert raised a concern about the timing of the Board retreat scheduled for September given that the Legislature will likely still be in session. Alternative dates will be explored with the trustees.

Chair Dickinson adjourned the meeting at 4:29 p.m.

**Minutes of the VSCS Board of Trustees Meeting held Wednesday, August 12, 2020, at 1:00pm via ZOOM – 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 Wednesday, August 12, 2020, via ZOOM.

Board members present: Churchill Hindes (Chair), Janette Bombardier, Megan Cluver, Ryan Cooney, Lynn Dickinson, Dylan Giambatista, Adam Grinold, Bill Lippert, Karen Luneau, Jim Masland, Linda Milne, Mike Pieciak, David Silverman

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Jonathan Spiro (Interim)

Chancellor's Office Staff: Kevin Conroy, Chief Information Officer  
Jed Hock, Lead Systems Administrator  
Jen Porrier, Administrative Director  
Sharron Scott, Chief Financial/Operations Officer  
Patty Turley, General Counsel  
Meg Walz, Director, Program Manager  
Sophie Zdatny, Chancellor  
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Lori Arner, Director of Registrar Services, Castleton University  
Sarah Billings-Berg, Associate Dean of Nursing, Vermont Technical College  
Sally Caldwell, Faculty, Vermont Technical College  
Jonathan Davis, Dean of Students, Northern Vermont University  
John Diebold, Faculty, Vermont Technical College  
Ana Gaillat, Academic Dean, Vermont Technical College  
Veronica Golden, Cataloger, Hartness Library, Vermont Technical College  
Kim Hannon-Brobst, Coordinator of Remote Access Services, Hartness Library, Vermont Technical College  
Elaine Harvey, Director of Student Engagement and Persistence, Northern Vermont University  
Jeff Higgins, Faculty, Vermont Technical College  
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University  
Tiffany Keune, Associate Dean of Workforce Education, Community College of Vermont  
John Kidder, Faculty, Vermont Technical College  
Andrew Lafrenz, Athletics, Northern Vermont University

Karen Madden, Director of Academic Support Services, Northern Vermont University

Ryan McClure, Online Advisor, Northern Vermont University

Sandy Noyes, President, VSC Staff Federation, Northern Vermont University

Ann Nygard, Director, Center for Professional Studies, Northern Vermont University

Linda Olson, VP Education AFT-VT, Castleton University

Curtis Ostler, Development & Alumni Relations, Vermont Technical College

Maurice Ouimet, Dean of Enrollment, Castleton University

Andy Pallito, Dean of Administration, Community College of Vermont

Greg Petrics, Faculty, Northern Vermont University

Dennis Proulx, Dean of Students, Castleton University

Allan Rodgers, Faculty, Vermont Technical College

Tyrone Shaw, Faculty, Northern Vermont University

Bethany Sprague, Office Manager, Castleton University

Craig Stalnaker, Faculty, Vermont Technical College

Debby Stewart, Academic Dean, Community College of Vermont

Toby Stewart, Dean of Administration, Northern Vermont University

Karen Tetreault, Senior Staff Assistant, Vermont Technical College

Littleton Tyler, Dean of Administration, Vermont Technical College

Beth Walsh, President, VSCUP, Northern Vermont University

Nedah Warstler, Campus Visit Coordinator, Northern Vermont University

Heather Weinstein, Dean of Students, Community College of Vermont

Elizabeth Whooley, Assistant Director of Financial Aid, Vermont Technical College

From the Public:

Steve Cormier, Vermont Radio Group

Libbi Farrow, Reporter, Channel 22/44

Beth Moyer

Amy Nixon, Reporter, Caledonian Record

Jeffrey Nolan, Esq

Jim Page, Ph D.

Carrie Patterson

Chair Hinderes called the meeting to order at 1:04 pm.

1. Executive Session:

**At 1:11 p.m. Trustee Dickinson moved that the VSC Board of Trustees enter executive session, pursuant to 1 V.S.A. § 313(a)(3) to discuss the appointment of a public official. The motion stated that the Board would make any final decision regarding any such public officer in an open meeting and would explain the reasons for this final decision during the open meeting. Along with the members of the Board present at the meeting, the Board invited the Chancellor to attend. Trustee Grinold seconded the motion and it passed unanimously.**

The Board exited Executive session at 1:19 p.m.

**Trustee Grinold moved, in light of Chair Hinderes' resignation as Chair of the Board, that Lynn Dickinson, the current Vice Chair, be elected to serve as Chair. Trustee Grinold further moved that Megan Cluver, the current Secretary, be elected to serve as Vice Chair. Finally, Trustee Grinold moved that Trustee Lunau be elected to serve as Secretary. Trustee Pieciak seconded the motion and it passed unanimously.**

Chair Dickinson and Trustee Pieciak thanked Outgoing Chair Hinderes for his service.

2. Approval of Minutes of July 6, 2020 Board Meeting

**Trustee Masland moved and Trustee Grinold seconded the approval of the minutes of July 6, 2020. The minutes were approved unanimously.**

3. Review, Discuss and Approve revisions to Policy 311 and Policy 311-A, following presentation by Jeffrey Nolan, Esq. on the new Title IX regulations

Chancellor Zdatny explained that the deadline to enact the new Title IX regulations rolled out by the Trump administration is August 14, 2020. The Chancellor introduced Jeffrey Nolan, Esq., a nationally-recognized expert on Title IX, who redrafted VSC Policies 311-A and 311 to comply with the new regulations. Attorney Nolan gave a presentation summarizing the new regulations and outlined the changes to VSC Policy 311-A, *Sexual Harassment, Sexual Exploitation, Domestic Violence, Dating Violence, Sexual Assault, and Stalking*, and to VSC Policy 311, *Non-discrimination and Prevention of Harassment and Related Unprofessional Conduct*. This presentation is included in the materials packet.

**Trustee Masland moved and Trustee Silverman seconded the motion to approve the revisions to Policy 311 and Policy 311-A. The motion was approved unanimously.**

4. Report of Finance and Facilities Committee

- a. Approve revision to total anticipated funding for CCV's Early Childhood Professional Development System Grant
- b. Review, Discuss and Approve revisions to Policy 403: System Annual Operating Budget and Policy 429: Policy on Contracting for Goods and Services
- c. Executive Session (Land Transactions)



Trustee Silverman gave a brief description of the revisions to the total anticipated funding for CCV's early childhood professional development system grant.

**Trustee Silverman moved and Trustee Grinold seconded the motion to approve the revision to total anticipated funding for CCV's Early Childhood Professional Development System Grant. The motion was approved unanimously.**

Trustee Silverman briefly reviewed the revisions to Policy 403, 407 and 429.

**Trustee Silverman moved and Trustee Milne seconded the motion to approve Resolution 2020-014: Establishing a System-Wide Budget. The Resolution passed unanimously.**

#### Executive Session

**At 3:57 p.m. Trustee Cluver moved that the VSC Board of Trustees enter executive session pursuant to 1 V.S.A. § 313(a)(2) to discuss negotiating or securing real estate purchase or lease options. The motion stated that the Board may, as appropriate and permitted by law, take action regarding real estate during this executive session. Along with the members of the Board present at the meeting, the Board invited the Chancellor, the President of Vermont Technical College, Dean of Administration of Vermont Technical College, the VSC Chief Financial Officer/Chief Operating Officer, and the VSC General Counsel to attend the executive session. Trustee Silverman seconded the motion and it passed unanimously.**

The Board exited Executive session at 4:12p.m.

5. Report of the Long Range Planning Committee
  - a. Presentation by James Page, Ph D.
  - b. Report on Initial Recommendations of the *VSCS Forward* Task Force

James Page reviewed the report he wrote for the Joint Fiscal Office on June 9, 2020 and discussed his recommendations stemming from those assessments and summaries.

Chancellor Zdatny gave a brief introduction to the *VSCS Forward* Task Force and the work that it has undertaken. Chief Academic Officer Yasmine Ziesler gave a report that included stakeholder survey results, the Task Force's original charges and recommendations, and potential ideas for improving affordability for students. The Task Force survey gathered over 2400 responses from both internal and external stakeholders with questions focused on priorities, strengths and opportunities. Dr. Ziesler went on to share survey respondents' priorities ranking, workforce preparation perceptions and school counselor perceptions. The Task Force's report and recommendations can be found [here](#).

**Trustee Luneau moved, based on the report and recommendations of the VSCS Forward Task Force, that the Board direct the Chancellor to take the following actions: 1) Create a combined Castleton-Northern Vermont University academic affairs group to develop clear evaluation criteria for review of duplicate and low-enrolled programs, including drafting a proposal for consolidation, increased investment, and/or closure, with consideration being given to prioritize student access to programs through different delivery models (with the work to be completed by October 1, 2020); 2) Charge the Community College of Vermont**

**and Vermont Technical College jointly to review data and develop a plan for shared operations and opportunities to expand program offerings in co-located spaces (with the work to be completed by October 1, 2020); 3) Charge the Chief Academic Officer, in coordination with the faculty chairs of each institution's general education curriculum committee, to develop a single general education program core that is available to students in person and online; and 4) Charge the Chief Academic Officer, in coordination with the VSCS registrars and Business Affairs Council, to provide options for students to have flexible access to course offerings from all system institutions across the state, including a structure that allows all students, including students in rural parts of the state to take courses online or at telepresence locations. Trustee Luneau finally moved that the Chancellor provide a progress report to the Board at its meeting in September on these items. Trustee Silverman seconded. The motion was approved unanimously.**

6. Discussion: adding Board of Trustees Meeting Dates for 2020-2021

Chancellor Zdatny discussed the need for additional check-ins with the Board and the suggestion was made to add a meeting on November 4, 2020.

7. Review and Approval of Restart Plans

This item was briefly discussed and tabled for further discussion at a special board meeting to be scheduled within the next few days.

8. Other Business

No other business was presented.

9. Public Comment

Tyrone Shaw requested that the Board speak carefully about suggesting any campuses are slated for closure and to advocate effectively for sustainable public funding. Linda Olson questioned whether the VSCS Forward Task Force was referring to consolidation of administrative functions, as well as academic, as cuts have already been made to faculty and professional staff.

Chair Dickinson adjourned the meeting at 4:50 pm.

## MEMORANDUM

TO: VSCS Board of Trustees

FROM: Sophie Zdatny, Chancellor *SZdatny*

CC: Presidents  
Sharron Scott, CFO/COO  
Yasmine Ziesler, Chief Academic Officer

DATE: September 16, 2020

SUBJECT: VSCS Strategic Priorities

---

One of the key agenda items at the upcoming Board meeting scheduled for 1:00 p.m. on Saturday, September 19, 2020, will be the discussion on the VSCS's strategic priorities as part of the system's work in transforming itself. These priorities will serve to articulate the VSCS's role in providing public postsecondary education in Vermont. To facilitate the discussion, I am providing the following for your review and consideration prior to Saturday's Board meeting.

### What are strategic priorities?

When combined, the Board's strategic priorities should articulate the core of the VSCS's mission in the most positive and practical way possible. Each priority should be defined in terms of student or state success and the priorities should be worthy of the Board's undivided attention.<sup>1</sup>

### What are examples of strategic priorities?

A list of strategic priorities as articulated by other systems is attached, under Resources, at the end of this memo, along with links to their websites. These are well worth reviewing – particularly those for Pennsylvania and Wisconsin, both of whom have undergone (and are continuing to undergo) significant system-wide transformations.

For example, the **University of Maine System** has the following four strategic priorities:

- Advancing Workforce Readiness and Economic Development
- Increasing Maine Educational Attainment

---

<sup>1</sup> The VSCS undertook a strategic planning exercise five years ago (2015-2016) and the Board approved six strategic priorities. See <https://www.vsc.edu/board-of-trustees/strategic-planning/>.

- Aligning Academic Programs and Innovation to Drive Student Success and Employer Responsiveness
- Maintaining Competitiveness and Sustainability to Meet Critical State Needs

Under each priority is an explanation as to what that priority means in more concrete terms. For example, the second priority (Increasing Maine Educational Attainment) is further explained as:

UMS must expand access to the benefits of higher education in Maine. While Maine performs well in graduating students from high school, it lags behind much of the United States in post-secondary educational attainment. A worsening skills gap that stymies employers seeking to add new workers or replace retirees haunts our economy. There are a number of underserved populations UMS must draw on to increase attainment, including a greater percentage of high school graduates, adults – especially those with some post-secondary experience but no degree – historically underserved groups, veterans, new Mainers, which together comprise a “hidden workforce” that can be brought forward to compete successfully in the new economy. UMS must increase its commitment to serving all these populations across the early childhood to retirement continuum, but it must focus especially on adult learners and reducing the cost of credential or degree attainment.

The Maine System then identifies actions that will be taken to meet the strategic priority. Coming up with the action steps or initiatives to realize the Board’s priorities will be the next step in the process, along with identifying relevant Key Performance Indicators that will be used to determine the success of the strategy.

It is the role of the Board to identify the strategic priorities, typically no more than 4-6. It is the role of the Chancellor and Presidents to develop and recommend strategies to achieve the priorities. The Board will need to approve and periodically review the strategies identified by the Chancellor and Presidents.

## **Proposed Discussion Framework**

The VSC Mission reads:

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

This captures the essence of the VSCS and leads to the conclusion that the VSCS exists for the benefit: (a) of its students and (b) the state. Success, then, should be measured by **student** and **state** success in terms of four priority categories:

1. Affordability;
2. Accessibility, including not just proximity but also active institutional engagement with every student to ensure that he or she has the best opportunity to complete his or her educational goals;
3. Quality of programs and services;
4. Relevance, understood both in terms of relevance to student interests and to employer/state needs.

The Board will identify the strategic priorities arising from these categories and will define success outcomes for each priority in ways that are clear and measurable (Key Performance Indicators). The Board should further commit to achieving these outcomes acting as a “fully integrated” system<sup>2</sup> that achieves financial stability in a responsible and sustainable way.<sup>3</sup>

### **Board Exercise**

Following an initial presentation by the Chancellor, each trustee will enter one of three Zoom breakout rooms. The following categories will be discussed in each breakout room:

1. **Affordability and cost-effectiveness** – facilitator CFO/COO Sharron Scott
2. **Accessibility** – facilitator Chancellor Sophie Zdatny
3. **Quality and relevance of academic programs** – facilitator Chief Academic Officer Yasmine Ziesler

For each category, the trustees will be asked to consider:

1. What does the category mean for the VSCS?
2. What would count as success in the category? (Success for students and success for Vermont.)

---

<sup>2</sup> Work has already begun to transition to a more fully-integrated system. Several administrative functions have already been consolidated (such as accounts payable, accounting, and payroll) and others are under consideration, including at CCV and VTC. The Board has already charged the Chancellor to move forward with a number of integrations on the academic side, including elimination of duplicate programs, development of a single general education program core (in person and online), and development of a plan to provide flexible access to students of course offerings from all system institutions across the state.

<sup>3</sup> The Board will need to decide how to define what financial stability in a responsible and sustainable way means. One way would be via an annual system budget that shows an aggregate surplus adequate to fund operations and required investments, supplemented by an internally generated multi-year financial analysis and periodic review of the four core financial ratios (Primary Reserve, Net Operating Revenues, Return on Net Position, and Viability). The Board has already approved transitioning to an annual system budget for FY2022.

3. How would success in the category best be measured? (*i.e.* What are the best KPIs?)<sup>4</sup>

The discussions will be public and meeting attendees may join the breakout room of their choosing. The breakout room discussions will not be livestreamed.

The discussion in each breakout room will take no more than half an hour, after which everyone will return to the main Zoom meeting room. A designated trustee from each room will then report back to the rest of the Board as to what was discussed in their room and the trustees will engage in a general discussion about strategic priorities.

### **Next Steps**

Each group of trustees will continue to work with their facilitator on refining their proposed strategic priorities and related KPIs after the meeting in their groups. These will be collected and then submitted to the full board for its consideration and approval at the next Board meeting.<sup>5</sup>

At the Board's next meeting, it is anticipated that the Board will charge the Chancellor, in consultation with the Presidents, to present to the Board at its next full Board meeting,<sup>6</sup> a set of prioritized strategies and initiatives consonant with the Board's agreed-upon priorities for FY2021 and, where appropriate, for subsequent years. This report should also include a timetable for completing and fully populating the relevant KPIs, with particular attention being given to the work being carried out by the Legislative Select Committee.

## **RESOURCES**

### **Priorities as articulated by other systems**

**U Maine System:** <https://www.maine.edu/board-of-trustees/wp-content/uploads/sites/12/2019/10/Final-Declaration-of-Strategic-Priorities-as-of-12-18-18.pdf>

- Advancing Workforce Readiness and Economic Development
- Increasing Maine Educational Attainment
- Aligning Academic Programs and Innovation to Drive Student Success and Employer Responsiveness
- Maintaining Competitiveness and Sustainability to Meet Critical State Needs

**Pennsylvania State System:** <https://www.passhe.edu/SystemRedesign/Pages/Process.aspx>

- Ensuring student success

---

<sup>4</sup> The goal is to identify the right set of metrics at this point, not the actual numbers.

<sup>5</sup> Currently planned for October 16, 2020.

<sup>6</sup> Currently planned for November 16, 2020.

- Leveraging university strengths
- Transforming the governance/leadership structure

**University of Wisconsin System:** <https://www.wisconsin.edu/2020FWD/report-card/>

- Increase the enrollment and success of individuals in all educational experiences throughout their lifetimes.
- Grow a more creative and engaging educational experience so all learners can compete and succeed in a global environment.
- Further expand the Wisconsin Idea to address the state's greatest needs and help Wisconsin businesses and communities become more successful.
- Vigorously pursue transparent, efficient, and effective operational practices.

**University of Alaska System:** <https://www.alaska.edu/bor/accountability/index.php>

- Contribute to Alaska's economic development.
- Provide Alaska's skilled workforce.
- Grow our world class research.
- Increase degree attainment.
- Operate more cost effectively.

**Minnesota State Colleges & Universities:**

<https://www.minnstate.edu/system/chancellor/index.html>

- The Success of our Students particularly those who learn differently from students in previous generations
- Our Commitment to Diversity, Equity, and Inclusion as we respond to a demographic shift and welcome an increasing number of students from populations traditionally underserved by higher education
- The Programmatic and Financial Sustainability of campuses as our colleges and universities respond to new budget realities

**University System of Georgia**

[https://www.usg.edu/strategic\\_plan/](https://www.usg.edu/strategic_plan/)

- Student Success - We will increase degree completion through high quality and lifelong academic options, focused learning and elimination of barriers to access and success for all Georgians.
- Responsible Stewardship - We will ensure affordability for students by containing costs and optimizing efficiency across the system.
- Economic Competitiveness - We will advance Georgia through investing in world-class research and equipping students with marketable skills, knowledge and experience.
- Community Impact - We will work with our communities to improve quality of life.

## **Vermont's Legislative Select Committee - charge**

“The Committee shall study the structure of the current VSC system and build on previous studies and white papers in this area, including the ongoing work and work products of the VSCS Forward Task Force, the NVU Strong Advisory Committee, and the VTC Transition Advisory Task Force. The Select Committee shall also offer recommendations on how to increase affordability for students, access, retention, attainment, relevance, and fiscal sustainability, including the following issues:

- (1) the financial sustainability of the VSC system and its impact on institutional capacity to innovate and meet State goals and learners' needs, including a comparison of higher education programs, delivery models, tuition, tuition-reduction and tuition-free programs, and structures in other states;
- (2) the current organizational structure of VSC and its ability to promote student success;
- (3) the alignment of the VSC system and workforce development goals, policy frameworks, and partnerships between businesses and institutions of higher education that are designed to meet the needs of employers and promote the public value of education; and
- (4) collaboration with the University of Vermont to move Vermont toward meeting the concepts in subdivision (3) of this subsection (e).”

Here is a link to the Legislative Select Committee's website:

<https://ljfo.vermont.gov/committees-and-studies/select-committee-on-the-future-of-public-higher-education-in-ve>

Here is a link to NCHEMS proposal, which described the work it will be undertaking for the Legislative Select Committee:

<https://ljfo.vermont.gov/assets/Subjects/Higher-Education/46b2798dfb/NCHEMS-Response-to-VT-Legislative-JFO-RFP-Providing-an-Analysis-of-Public-Higher-Education-in-VT.pdf>



## Finance and Facilities

Provide an update from the August 24, 2020 meeting at which campus reopening activities were discussed, a legislative update was provided, an update on FY2021 Budget creation, and a review and discussion of the new system-wide budgeting process for FY2022 was discussed.

During the meeting the Board will be asked to approve an extension to the FY2021 VSCS Transitional Budget from September 30, 2020 to October 31, 2020. This extension will give time for the legislative process to complete before finalizing the system budget.

Lastly, the Board will consider land transactions in executive session.

## Items for Review and Action

1. August 24, 2020 Finance and Facilities Meeting Update
2. **Review** and **approve** resolution to extend the first quarter transitional budget through October 31, 2020. Resolution 2020-008, adopted at the June 18, 2020 meeting of the Board of Trustees, established a transitional budget. This budget, providing spending authority for the Vermont State Colleges through September 30, 2020, was established at 25% of the “Best/Middle Likely” scenario on page 7 of the State Treasurer’s report. Due to the deliberative process of the Vermont State Legislature, it is necessary to extend this Transitional Budget through October 31, 2020 in an amount equivalent to 33.3% of the “Best/Middle Likely” Scenario, or \$60.6M.
3. **Executive session** to discuss land transactions. It is possible that action may occur during this session.

VERMONT STATE COLLEGES SYSTEMBOARD OF TRUSTEESRESOLUTION 2020-016FY2021 Vermont State Colleges System Revised Transitional Budget

- WHEREAS, Vermont State Colleges System Policy 403, System Annual Operating Budget, “prescribes the development, adoption, and subsequent administration of the Annual Operating Budget for the System as a whole, and for the individual Institutions and Chancellor’s Office;” and
- WHEREAS, The System Annual Operating Budget serves as the primary financial plan for the System and Institutions for a given fiscal year from July 1 through the following June 30; and
- WHEREAS, Resolution 2020-008 approved a Transitional Budget equivalent to 25%, or \$45.5M, of the “Best/Middle Likely Scenario” as shown on page 7 of the State Treasurer’s Report; and
- WHEREAS, The primary non-operating revenue input driver to the Vermont State Colleges budget is the State Appropriation; and
- WHEREAS, Due to the combination of the COVID-19, demographics, and structural issues, the Vermont State Colleges is facing an unprecedented budget shortfall; and
- WHEREAS, The General Assembly, is considering “bridge” funding during FY2021 of \$40.3 million including \$5 million general fund bridge funding from the first quarter transitional budget, \$7.5 million in bridge funding from Coronavirus Relief Funds (CRF), and \$4 million in carryover from the Vermont State College’s FY2020 performance, and other funds; and
- WHEREAS, As of mid-September the deliberative process is not expected to conclude prior to the September Board Meeting of the Vermont State Colleges; and

WHEREAS, Budget preparation for FY2021 is dependent upon legislative action relative to the state appropriation; therefore, be it

RESOLVED, That, for the sole purpose of providing spending authority after the conclusion of the FY2020 System Annual Operating Budget on June 30, and notwithstanding any provisions of VSCS Policy 403 to the contrary, the Board of Trustees of the Vermont State Colleges System hereby approves a FY2021 Transitional Four Month Budget of \$60.6 million for the period from July 1 through October 31, 2020, which amount represents 33.3% of the total expenses in the “Best/Middle Likely” scenario on page 7 of the State Treasurer’s report, attached for reference; and be it further

RESOLVED, That the Chancellor and Presidents intend, under the guidance and advice of the Finance and Facilities Committee, to develop a full year FY2021 System Annual Operating Budget, which shall supersede the Transitional Four Month Budget, to present to the Finance and Facilities Committee for approval at its meeting in October with approval by the Board of Trustees at the next regularly scheduled meeting.

Approved: September 19, 2020

---

Lynn Dickinson, Chair of the Board of Trustees

Board and Committee Meetings for 2020-2021

| Date                                 | Location | BOT | Audit | F&F | EPSL | LRPC |
|--------------------------------------|----------|-----|-------|-----|------|------|
| Thursday, July 23, 2020              | Zoom     |     |       | √   | √    | √    |
| Wednesday, August 12, 2020           | Zoom     | √   |       |     |      |      |
| Monday, August 24, 2020              | Zoom     |     |       | √   |      |      |
| Saturday, September 19, 2020         | Zoom     | √   |       |     |      |      |
| *Friday, October 16, 2020            | Zoom     | √   |       |     |      |      |
| (changed date)Thurs October 29, 2020 | Zoom     |     | √     | √   | √    | √    |
| *Monday, November 16, 2020           | Zoom     | √   |       |     |      |      |
| Monday, December 7, 2020             | Zoom     | √   |       | √   |      |      |
| Monday, February 1, 2021             | TBD      |     | √     | √   | √    | √    |
| Saturday, March 27, 2021             | TBD      | √   |       | √   |      |      |
| Monday, April 19, 2021               | TBD      |     | √     | √   |      |      |
| Monday May 24, 2021                  | TBD      |     |       | √   | √    | √    |
| Wednesday PM June 17, 2021           | TBD      | √   |       |     |      |      |
| Thursday, June 18, 2021              | TBD      | √   |       |     |      |      |
| Monday, August 23, 2021              | TBD      |     |       | √   |      |      |
| Monday, September 20, 2021           | TBD      | √   |       |     |      |      |
| Tuesday, September 21, 2021          | TBD      | √   |       |     |      |      |
| Monday, October 25, 2021             | TBD      |     | √     | √   | √    | √    |
| Monday, December 6, 2021             | TBD      | √   |       |     | √    |      |
| *added meetings                      |          |     |       |     |      |      |
| **Subject to revision                |          |     |       |     |      |      |