


## MEMORANDUM

TO: VSCS Board of Trustees

FROM: Sophie Zdatny, Chancellor 

DATE: September 14, 2022

SUBJECT: Board of Trustees' Retreat and Meeting on September 20-21, 2022

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Trustees:

The materials for the upcoming Board Retreat at Lake Morey Resort in Fairlee, Vermont are now available. The meetings will be held in person in the Waterlot Room.

As shown on the attached agenda, the Board retreat will kick off at 9:00 a.m. on Tuesday, with the first of four sessions. The four sessions are:

- VSC Finances
- Workforce Development
- Transformation Update
- Board Self-Assessment

The Board will hold a regular Board meeting on Wednesday, commencing at 9:30 a.m. Following public comment and approval of the minutes, the Board will receive a report from the Finance and Facilities Committee. There are three action items for which approval is sought.

This will be followed by a report from the Education, Personnel and Student Life Committee and oral reports from each of the Presidents. The Presidents would welcome questions from the trustees and an opportunity to discuss their respective institutions.

In lieu of a formal training on a trustee's fiduciary duty and responsibility to avoid conflicts of interest, the next agenda item is framed as a discussion so that trustees can ask questions and engage in a conversation about their role and responsibilities.

The Board will go into executive session to discuss labor relations agreements with employees, pending civil litigation, and confidential attorney-client communications. The Board is expected to take action upon exiting the executive session. Following any additional business, the meeting will adjourn.

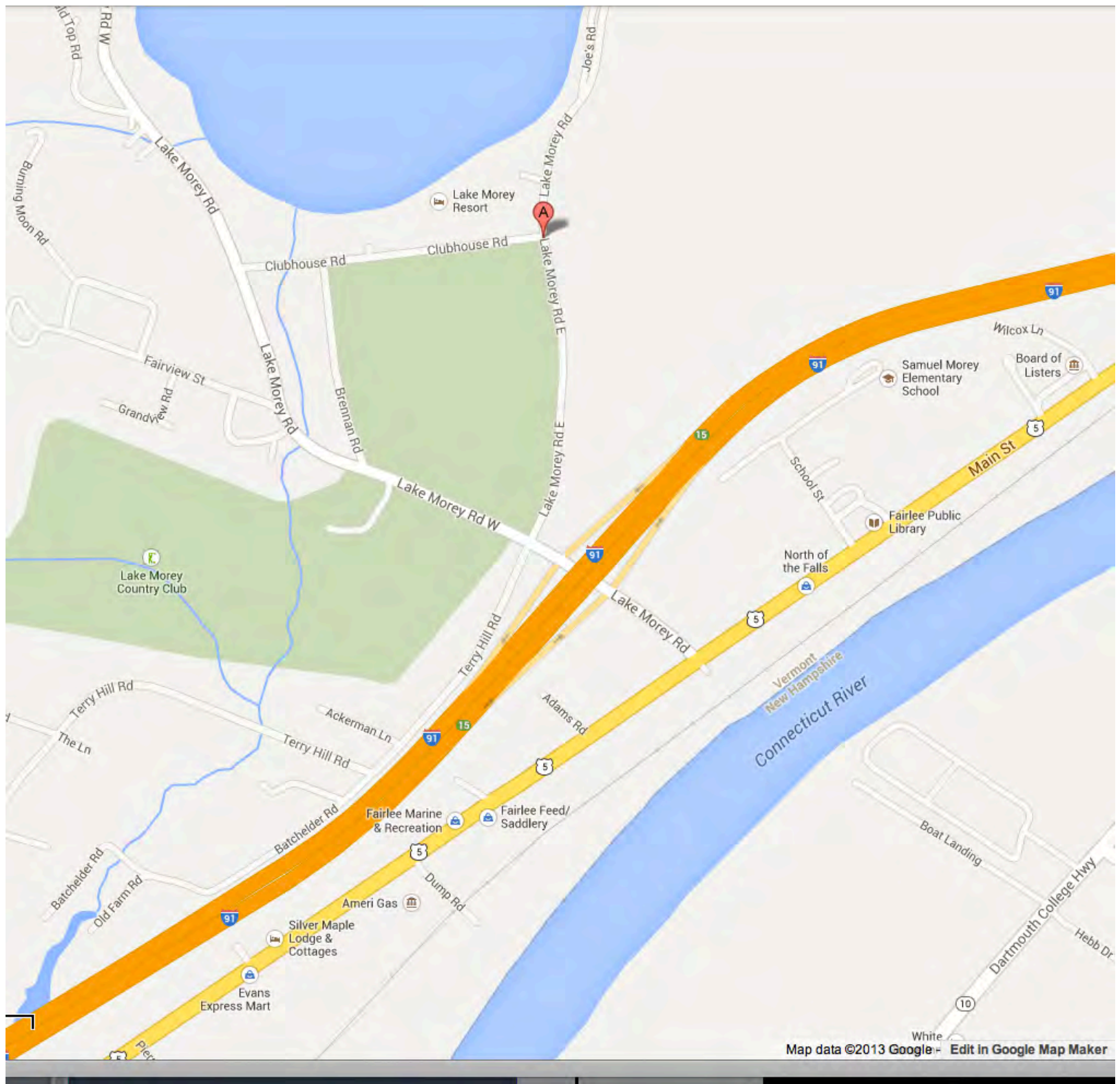
Cc: Council of Presidents  
Academic Deans  
Business Affairs Council  
Student Affairs Council

Directions to Lake Morey Resort:

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

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

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



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# Vermont State Colleges Board of Trustees Meeting



September 20-21, 2022

*Lake Morey Resort  
Fairlee, VT*

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## **BOARD OF TRUSTEES**

**Lynn Dickinson, Chair**

(3/1/24)

**Janette Bombardier**

(2/28/25)

**Megan Cluver, Vice Chair**

(2/28/23)

**Rep. David Durfee**

(2/28/26)

**Adam Grinold**

(2/28/23)

**Shirley Jefferson**

(2/28/25)

**Rep. Bill Lippert**

(2/28/24)

**Karen Luneau, Secretary**

(2/28/25)

**Jim Masland**

(2/28/26)

**Mary Moran**

(2/28/23)

**Perry Ragouzis**

5/30/23

**David Silverman, Treasurer**

(2/28/26)

**Shawn Tester**

(2/28/25)

**Sue Zeller**

(2/28/25)

**Governor Phil Scott**

(*ex officio*)

### **Board Committees**

#### **Audit**

Sue Zeller, Chair

David Silverman, Vice-Chair

David Durfee

Mary Moran

Shawn Tester

#### **Education, Personnel & Student Life**

Megan Cluver, Chair

Karen Luneau, Vice Chair

Janette Bombardier

David Durfee

Shirley Jefferson

Mary Moran

Perry Ragouzis

#### **Executive**

Lynn Dickinson, Chair

Megan Cluver, VC

Karen Luneau, Secretary

David Silverman, Treas.

#### **Finance & Facilities**

David Silverman, Chair

Adam Grinold, Vice Chair

Lynn Dickinson

Bill Lippert

Jim Masland

Shawn Tester

Sue Zeller

#### **DEI**

Shirley Jefferson, Chair

David Durfee

Bill Lippert

Karen Luneau

Jim Masland

Mary Moran

Perry Ragouzis

#### **Nominating**

Adam Grinold, Chair

Janette Bombardier

Lynn Dickinson (*ex officio*)

Bill Lippert

#### **Investment Sub-Com**

David Durfee

David Silverman

Sue Zeller

### **VSC Chancellor's Office**

**Sophie Zdatny, Chancellor**

Chief Information Officer

Director of Information Systems

Director of External & Governmental Affairs

Executive Director Workforce Development

Administrative Director

Chief Human Resources Officer

Associate General Counsel

Chief Financial and Operating Officer

General Counsel

Chief Academic Officer

**Kellie Campbell**

**Doug Eastman**

**Katherine Levasseur**

**Pat Moulton**

**Jen Porrier**

**Sarah Potter**

**Kathryn Santiago**

**Sharron Scott**

**Patty Turley**

**Yasmine Ziesler**

**Vermont State Colleges Board of Trustees Retreat  
Wednesday, September 21, 2022 at 9:30 a.m.  
Waterlot Room, Lake Morey Resort, Fairlee, Vermont**

**Agenda**

1. Call to order
2. Public comment
3. Approval of August 3, 2022 Meeting Minutes
4. Report of Finance and Facilities Committee
  - a. Motion/vote on CCV Correctional Post-Secondary Education Initiative
  - b. Motion/vote on Life Insurance Transfer Policy
  - c. Motion/vote on tuition for Vermont State University
5. Report of Education, Personnel and Student Life Committee
6. Reports from the Presidents
7. Discussion of Trustees' Fiduciary Duty and Avoidance of Conflicts of Interest
8. Executive session – action is expected to be taken upon exiting executive session
9. Additional Business
10. Adjourn

**Upcoming Board meetings:**

October 31, 2022 – Zoom

December 5, 2022 – Vermont Tech-Randolph

## MEETING MATERIALS

- Item 1: August 3, 2022 Meeting Minutes
- Item 2: Finance & Facilities Committee
  - a) CCV Correctional Post-Secondary Education Initiative
  - b) Life Insurance Transfer Policy
  - c) Vermont State University tuition setting background



ITEM 1:  
August 3, 2022 Meeting Minutes

**Minutes of the VSCS Board of Trustees Meeting held Wednesday, August 3, 2022, at 1:00 p.m. 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 3, 2022 via Zoom

Board members present: Lynn Dickinson, Megan Cluver (Vice Chair), Janette Bombardier, David Durfee, Adam Grinold, Shirley Jefferson, Bill Lippert, Karen Luneau, Jim Masland (3:11 p.m.), Mary Moran, Perry Ragouzis, David Silverman, Shawn Tester, Sue Zeller

Presidents: Parwinder Grewal, Joyce Judy

Chancellor's Office Staff: Donny Bazluke, Network/Security Analyst  
Kellie Campbell, Chief Information Officer  
Kathrine Levasseur, Director of External and Government Affairs  
Jen Porrier, Administrative Director  
Sarah Potter, Chief Human Resources Officer  
Kathryn Santiago, Associate General Counsel  
Sharron Scott, Chief Financial/Operations Officer  
Mike Stevens, Manager of Transformation Projects & Planning  
Toby Stewart, Controller  
Littleton Tyler, Lead Financial Analyst  
Patty Turley, General Counsel  
Meg Walz, Director, Project Management  
Sophie Zdatny, Chancellor  
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Nolan Atkins, Provost, Northern Vermont University  
Jae Basiliere, Chief Diversity Officer, Northern Vermont University  
Sarah Chambers, Coordinator of Instructional Technology, Castleton University  
Ana Gaillat, Dean of Academic Affairs, Vermont Technical College  
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University  
Karen Madden, Director, Academic Support Services, Northern Vermont University  
Maurice Ouimet, Dean of Enrollment, Castleton University  
Denise Rhodes, Consultant, Finance & Registration Services, Castleton University  
Dave Rubin, Dean of Administration, Vermont Technical College

Dannielle Spring, Chief Budget & Finance Officer, Northern Vermont University  
Beth Walsh, President, VSCUP, Northern Vermont University

1. Chair Dickinson called the meeting to order at 1:00 p.m.

Chair Dickinson welcomed President Parwinder Grewal, as this was his first Board meeting since officially becoming President of Castleton University, Northern Vermont University, and Vermont Technical College, as well as the inaugural President of Vermont State University.

2. Public Comment

Chair Dickinson explained that considering the feedback that has been received, the Board has moved the Public Comment section for Board meetings, including Board Committee meetings, up to the top of the agenda. This will enable attendees to share their feedback with the trustees before the Board takes action. To facilitate public participation in Board meetings Chair Dickinson approved a set of Rules for Public Comment. These can be found [here](#) at pages 4-5 in the meeting materials. These are also posted on the VSC website, along with the Board's meeting schedule.

Beth Walsh expressed appreciation for the increased opportunity to provide comment, the ability to access meeting materials prior the meeting to prepare her comments, and her hopes to be able to provide comments throughout meetings. Ms. Walsh then expressed concern over the phrase "free for all" and asked that it be removed. Chancellor Zdatny clarified that portion came directly from a quote in the Secretary of State's guidance for public meetings. It was agreed that the Rules would be revised to remove this portion of the quoted language.

3. Approval of June 16, 2022 Meeting Minutes

Chair Dickinson noted the need for a correction in the June 16, 2022 minutes under item 3.

**Trustee Lippert moved and Trustee Jefferson seconded the motion to amend the June 16, 2022 minutes as mentioned. The motion was approved unanimously.**

**Trustee Jefferson moved and Trustee Silverman seconded the motion to approve the amended minutes from the June 16, 2022 meeting. The motion was approved unanimously.**

4. Report from the Executive Committee

Chair Dickinson provided an overview of the July 18<sup>th</sup> Executive Committee meeting, where an evaluation of the Chancellor was conducted. The evaluation was very positive and the Chancellor was thanked for her leadership and assembling a strong transformation team. Additionally, the Committee was discussed and agreed that the system should re-join the Association of Governing Boards. This will provide the trustees with additional resources relating to best practices for governing boards.

5. Report from the DEI Committee

a. Motion/Vote on possible name change for DEI Committee

Trustee Jefferson provided a report from the DEI Committee meeting held earlier in the day, including the appointment of Dr. Jae Basiliere as the inaugural Chief Diversity Officer of Vermont State University. The Committee heard from Chief Human Resources Officer Sarah Potter on the incorporation of DEI into the hiring practices for Vermont State University. Dr. Basiliere provided an update from the VSC DEI Transformation Work Group, which seeks to ensure DEI is incorporated into transformation work. The Student Diversity and Inclusion Task Force is looking for new members and new opportunities to expand and connect with the community. Finally, the DEI committee decided to defer a decision on whether to change the name of their committee pending further discussion and exploration.

Chair Dickinson then congratulated Trustee Jefferson on being named the Vice President for Community Engagement and Public Affairs at Vermont Law and Graduate School.

6. Motion/Vote to approve grant from a congressionally directed spending request

Chair Dickinson shared that the Vermont State Colleges was awarded three congressionally directed spending requests. The first request, sponsored by Senator Leahy, provides \$3.7 million in funding over three years to support the system-wide transformation of workforce development, institutional research, and libraries. This is the request for which Board approval is being sought.

The second request, sponsored by Senator Sanders, is for \$4.5 million to support educational opportunities for incarcerated Vermonters and corrections officers through the Community College of Vermont. This will be submitted to the Finance and Facilities Committee for its review before coming to the full Board for approval.

The third request for \$250,000, sponsored by Rep. Welch, is for student support services at NVU-Lyndon. Given the size of the award, this does not need Board approval

**Trustee Zeller moved and Trustee Jefferson seconded the motion to approve receipt of the congressionally directed spending request for workforce development, institutional research, and libraries. The motion was approved unanimously.**

7. Transformation update from the Chancellor

Chancellor Zdatny gave an update on the progress of the ongoing transformation work. The progress since the June 16<sup>th</sup> Board meeting includes the appointment on July 1<sup>st</sup> of Parwinder Grewal as President of CU, NVU and Vermont Tech. He will assume the presidency of the new University next July pending the approval of NECHE. VSCS received formal notice of its acceptance of its substantive change proposal from NECHE and will submit two progress reports in the coming months – the first on September 1<sup>st</sup> and the second in March 2023. NECHE will also conduct a focused evaluation of the new university in Fall 2023. Chancellor Zdatny shared that hiring for the new university is ongoing, with the current focus on filling the leadership positions first. The goal is to have interim leaders in place by August. The Chancellor then went on to provide detailed updates, including information from each of the core transformation teams. Transformation updates can be found [here](#).

8. Discussion with the Presidents regarding presentation of Presidents' Reports to the Board

Chair Dickinson invited the Board and the Presidents to share their thoughts on what kinds of information the trustees would like to receive from the Presidents, and for the Presidents to share how the trustees can show their support for the institutions. Community College of Vermont President Joyce Judy started by asking the Trustees what they find helpful to hear from the Presidents. Several Trustees responded with requests including uplifting stories about students, the risks confronting the institutions, and reports framed around the institutions' strategic priorities and key performance indicators so that the trustees might better understand the bigger picture. President Grewal shared that his reports may evolve over time as transformation progresses, but they will include enrollment reports, reports on new initiatives and reporting on key performance indicators and priorities. Further discussion ensued surrounding the current strategic priorities and the possibility of reevaluating those given the current transformation work. Establishing a standardized format for the reports was also suggested.

9. Annual Board Trainings:

- a. VSC Policy 311, *Non-discrimination and Prevention of Harassment and Related Unprofessional Conduct*
- b. VSC Policy 311-A, *Sexual Harassment, Sexual Exploitation, Domestic Violence, Dating Violence, Sexual Assault, and Stalking*
- c. VSC Policy 316, *Protection of Minors and Mandatory Reporting of Child Abuse and Neglect*

Associate General Counsel Kathryn Santiago and General Counsel Patty Turley presented this annual training to the trustees on Title IX and VSC Policies 311, 311A and 316. These policies cover discrimination, harassment, sexual violence, and the protection of minors. This training is critically important to ensure that trustees are familiar with VSC policies, are aware of their obligation to report any conduct in violation of these policies of which they become aware, and to whom such reports should be made. These materials can be found [here](#).

10. Additional Business

There was no additional business

11. Executive session

**At 3:02 p.m. Trustee Cluver moved that the VSCS Board of Trustees enter executive session pursuant to 1 V.S.A. § 313(a)(3) to discuss the appointment and employment of a public officer. She further moved that the Board enter executive session pursuant to 1 V.S.A. § 313(a)(1)(B) to discuss labor relations agreements with employees because premature general public knowledge would clearly place the public body involved at a substantial disadvantage. Along with the members of the Board present at this meeting, the Board invited the Chancellor, the Chief Financial and Operating Officer, and the General Counsel to attend executive session. Trustee Jefferson seconded the motion and it was approved unanimously.**

The Board exited executive session at 3:35 p.m. and took no action.

Chair Dickinson adjourned the meeting at 3:36 p.m.

ITEM 2a:  
CCV Correctional Post-Secondary Education Initiative

**Solicitation Title**

2022 BJA FY 22 Invited to Apply — Byrne Discretionary  
Community Project Funding/Byrne Discretionary Grants  
Program

**Awarding Agency**

OJP

**Program Office**

BJA

**Application Number**

GRANT13603284

<b>Grant Manager Name</b>	<b>Phone Number</b>	<b>E-mail Address</b>
Geislia Barnes	202-598-7368	Geislia.Barnes@usdoj.gov

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**Project Title**

Correctional Post-Secondary Education Initiative

**Performance Period Start Date**

09/01/2022

**Performance Period End Date**

08/31/2025

**Budget Period Start Date**

09/01/2022

**Budget Period End Date**

08/31/2025

**Project Description**

In 2016, Community College of Vermont (CCV) partnered with Vermont Department of Corrections (VDOC) to explore scope for collaboration. CCV and VDOC have a shared goal to provide VDOC's staff and Vermont's incarcerated population greater access to a college education. In 2017, CCV and VDOC launched a small pilot, offering 12 community college classes to over 100 students in Vermont's Northern State Correctional Facility. The Corrections Post-Secondary Education Initiative

(CPSEI) project seeks to build on the lessons learned as a result of the CCV/VDOC pilot. CPSEI has two primary goals:

- 1) expand access of post-secondary education to persons incarcerated in Vermont's six correctional facilities;
- 2) open access to college programs to VDOC personnel, with the goal of addressing employee recruitment and retention issues, meeting training needs, and forming pipelines for employee advancement.

The proposed Corrections Post-Secondary Education Initiative project provides funding for CCV to assess VDOC needs and programmatic priorities; conduct targeted outreach and recruitment; provide personalized academic and financial aid advising; offer specialized, contracted courses that align with learners' interests and unique needs; fund tuition and supplies for project participants; and deliver learning supports that support college persistence and successful course completion. Additionally, the funding allows for the critically important and deliberate process of relationship-building necessary to identify the best programmatic options for these students and to address the barriers particular to each Vermont prison facility and VDOC staff.

The Corrections Post-Secondary Education Initiative is a three-year project that will ultimately engage 150 VDOC personnel and 600 persons incarcerated in Vermont's correctional facilities.



**Project Budget:**

**Provider:**

**Program:**

**Budget Period:** September 1, 2022 through September 30, 2025

I. REVENUE:	YEAR 1	YEAR 2	YEAR 3	Total
Funding	1,570,199.05	1,401,879.20	1,527,921.74	4,500,000.00
<b>TOTAL REVENUE</b>	<b>1,570,199.05</b>	<b>1,401,879.20</b>	<b>1,527,921.74</b>	<b>4,500,000.00</b>
II. EXPENSES:				
A. PERSONNEL:				
Salaries	291,668.68	290,509.49	300,396.78	882,574.95
Fringe Benefits	201,589.20	203,670.21	213,622.28	618,881.69
<b>TOTAL</b>	<b>493,257.88</b>	<b>494,179.70</b>	<b>514,019.06</b>	<b>1,501,456.64</b>
B. OPERATING EXPENSES DIRECTLY RELATED TO FUNDED ACTIVITIES				
B.1. Travel				
Mileage reimbursement	9,360.00	9,360.00	9,360.00	28,080.00
<b>Subtotal</b>	<b>9,360.00</b>	<b>9,360.00</b>	<b>9,360.00</b>	<b>28,080.00</b>
B.2. Supplies				
Textbooks and Education Supplies	30,000.00	35,000.00	55,000.00	120,000.00
<b>Subtotal</b>	<b>30,000.00</b>	<b>35,000.00</b>	<b>55,000.00</b>	<b>120,000.00</b>
B.3. Construction				
				-
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
B.4. SubAwards Contracts				
Correction Position #1	90,000.00	94,500.00	99,225.00	283,725.00
Correction Position #2	90,000.00	94,500.00	99,225.00	283,725.00
Indirect allocation @30%	54,000.00	56,700.00	59,535.00	170,235.00
<b>Subtotal</b>	<b>234,000.00</b>	<b>245,700.00</b>	<b>257,985.00</b>	<b>737,685.00</b>
B.5. Procurement Contracts				
Laptops for Program Staff	17,493.34			17,493.34
Mobile Video Technology Classroom Units/Maintenance	300,000.00	100,000.00	100,000.00	500,000.00
<b>Subtotal</b>	<b>317,493.34</b>	<b>100,000.00</b>	<b>100,000.00</b>	<b>517,493.34</b>
B.6. Other Direct Cost				
B.6.1. Curriculum Development				
PLA Assessment of VT Corrections Academy	10,000.00			10,000.00
Flex Class Development and Maintenance	66,200.00	35,304.00	30,000.00	131,504.00
Coaching Training for CSAs	10,000.00	10,000.00	10,000.00	30,000.00
<b>Subtotal</b>	<b>86,200.00</b>	<b>45,304.00</b>	<b>40,000.00</b>	<b>171,504.00</b>
B.6.2. Course Offerings				
Contracted Courses, DoC Staff	40,960.00	76,040.00	76,040.00	193,040.00
Contracted Courses, Incarcerated Students	101,760.00	115,800.00	154,400.00	371,960.00
Tuition (gap after Pell, state tuition benefits)	50,000.00	80,000.00	114,887.55	244,887.55
<b>Subtotal</b>	<b>192,720.00</b>	<b>271,840.00</b>	<b>345,327.55</b>	<b>809,887.55</b>
B.6.3. Marketing				
Promo Materials	38,000.00	32,000.00	32,000.00	102,000.00
<b>Subtotal</b>	<b>38,000.00</b>	<b>32,000.00</b>	<b>32,000.00</b>	<b>102,000.00</b>
<b>Other Direct Cost Subtotal</b>	<b>316,920.00</b>	<b>349,144.00</b>	<b>417,327.55</b>	<b>1,083,391.55</b>
<b>OPERATING EXPENSES (B.1. to B.6.)</b>	<b>907,773.34</b>	<b>739,204.00</b>	<b>839,672.55</b>	<b>2,486,649.89</b>
<b>TOTAL DIRECT EXPENSES (A. &amp; B.)</b>	<b>1,401,031.22</b>	<b>1,233,383.70</b>	<b>1,353,691.61</b>	<b>3,988,106.53</b>
C. ADMINISTRATIVE EXPENSES				
Indirect Program Cost Allocations [58% of Salary]	169,167.83	168,495.50	174,230.13	511,893.47
<b>D. TOTAL EXPENSES (Total of A, B and C)</b>	<b>1,570,199.05</b>	<b>1,401,879.20</b>	<b>1,527,921.74</b>	<b>4,500,000.00</b>

**FORM C: INFORMATION ABOUT THE AWARD**

<b>Principal Investigator/Project Initiator (PI)</b>	Heather Weinstein
<b>E-mail Address</b>	heather.weinstein@ccv.edu
<b>Will anybody besides the PI listed above manage the day-to-day grant activities?</b>	Yes
<b>Name of the grant manager (if different from PI)</b>	TBD. CCV will hire a project manager to manage the grant and grant activities.
<b>Email of grant manager (if different from PI)</b>	tbd ***The form is forcing me to check one of the applicable grand fund activities, but the grant is not related to any listed.
<b>Institution</b>	Community College of Vermont
<b>If applicable, please indicate if this grant will fund activities in one of these programs:</b>	VCPI (NVU)
<b>I am:</b>	Staff
<b>Title of Proposal</b>	Correctional Post-Secondary Education Initiative
<b>What type of funding is this?</b>	Federal
<b>Name of Primary Funder</b>	Department of Justice, OJP - Program Office BJA
<b>Is this funding passed through from another source than the funder above? (Example: a state agency passing through federal funds.)</b>	No
<b>CFDA Number</b>	15PBJA-22-GG-00193-BRND
<b>Project Start Date</b>	09/01/22
<b>End Date</b>	08/30/25
<b>List how you'd like this grant titled on the general ledger (limit of 25 characters).</b>	CPSEI

**Which IPEDS category best describes the main focus of this grant? (Choose all that apply.)**

- 1 - Instruction (expenses related to any credit or non-credit instruction done by faculty, including academic, occupational, and vocational instruction; community education; remedial and tutorial instruction)
- 3 - Public Service (activities that provide non-instructional services beneficial to groups external to the organization)
- 5 - Student Services (activities such as admissions; counseling; financial aid administration; student records; athletics, health services; career guidance)

**BUDGET**

**Total Project Cost** 4500000

**Direct Costs** 3988107

**Indirect Costs** 511893

**Are matching funds required for this project?** No

**Will non-employee participants in this project receive compensation paid by this grant? (Example: a participant in a research study)** No

**Upload copy of budget.** <https://www.formstack.com/admin/download/file/13188590233>

**Upload copy of signed grant agreement.** <https://www.formstack.com/admin/download/file/13188590235>

**If applicable, please include any additional details about this award.** This grant is related to Senator Sanders' earmark award to CCV, supporting the expansion of the College's corrections work. I can't find a CFDA #. I see FAW-169317 and GAM-562604

**Approvals**

**Approval Status** Pending

**Approved By**

**Approval Date**

**Comments**

ITEM 2b:  
Life Insurance Transfer Policy

[NorthernVermont.edu](http://NorthernVermont.edu)**Office of the President**

Johnson Campus: 802.635.1240

Lyndon Campus: 802.626.6404

August 16, 2022

Sophie Zdatny, Chancellor  
Vermont State Colleges System  
PO Box 7  
Montpelier, VT 05061

Dear Chancellor Zdatny,

The purpose of this letter is to recommend a transfer of Barbara Fiddler's life insurance policy from Northern Vermont University to the University of Vermont.

Ms. Fiddler has requested a change in ownership of her life insurance policy with an approximate cash value of \$16-\$18,000. The gift originated in the early 2000s and we are the current beneficiary of her policy. Barbara worked at Johnson State College for 3 years but is an alumnus of the University of Vermont and is now serving on the UVM Library board. After several conversations with Ms. Fiddler, we understand her wish to transfer ownership to support the UVM library. We are grateful for the support over the years from Ms. Fiddler and that she still plans to leave us with a \$25,000 gift in her bequest for scholarships to support our students on the Johnson campus.

It is my recommendation that we grant Ms. Fiddler's wishes to transfer ownership of her life insurance policy to UVM. As such, I would like to request that this topic be added to the Board of Trustee's Finance and Facilities Committee meeting agenda on Monday, August 22, 2022 for consideration.

Sincerely,

A handwritten signature in blue ink that reads "P. Grewal".

Parwinder Grewal, Ph.D.  
President

ITEM 2c:  
VTSU Tuition Setting Background

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**VERMONT STATE UNIVERSITY TUITION SETTING**


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During the August 2022 Finance and Facilities meeting Dr. Parwinder Grewal, president of Vermont State University, shared his preliminary thoughts regarding price setting for the FY2024 fiscal year. Dr. Grewal presented three pricing concepts. All models had one common feature – a unified tuition model (varying based on residency status<sup>1</sup> and program level<sup>2</sup>), and establishment of a program fee<sup>3</sup> for programs requiring smaller faculty to staff ratios and/or intense equipment needs. The primary difference between the models was total student cost.

During the retreat, Dr. Grewal and team will share the tuition pricing analysis along with his recommendations. This section of the retreat will be interactive, giving the Board the opportunity to shape the final resolution that will come to the Board during its meeting on September 21, 2022.

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**BACKGROUND STICKER PRICE**


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The “sticker price” of tuition varies widely between institutions.

<b>2022-2023 Tuition</b>	<b>In State</b>			<b>Out-of-State</b>		
	<b>CU</b>	<b>NVU</b>	<b>VTC</b>	<b>CU</b>	<b>NVU</b>	<b>VTC</b>
Undergraduate	11,832	11,592 <sup>4</sup>	14,712	28,800	25,680	28,128
Nursing (BSN, RN) <sup>5</sup>	15,456		15,432	28,800		35,592
Dental Hygiene			18,432			28,824
Nursing LPN - 3 term <sup>6</sup>			21,219			44,814
Para medicine - 3 term			21,219			44,814
Radiologic Science			26,464			52,960
Graduate	11,916	11,106	13,410	11,916	16,488	25,650

As shown above, the undergraduate tuition rate for in-state students enrolled in a two-term academic program requiring standard teaching loads<sup>7</sup> varies from a low of \$11,592 at NVU to a high of \$14,712 at VTC, a variance of nearly 27%. The difference between NVU and CU is significantly smaller at approximately 2%. For out-of-state students, the variance is smaller, with a base undergraduate tuition of \$25,680 at NVU, and a tuition of \$28,800 at CU – a difference of approximately 12.1%.

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<sup>1</sup> Examples of residency status include “in state” (also known as Vermonters) and “out-of-state” (sometimes known as non-Vermonters or future Vermonters). Residency status is assigned according to [VSC Policy 301: Policy on Determination of In State Residency for Tuition Purposes](#).

<sup>2</sup> For the purposes of this analysis, program levels include “graduate” and “undergraduate” programs. These levels are assigned according to the student’s matriculated program. Non-matriculated students (continuing education and workforce) are coded according to the first digit of the course; courses beginning with one, two, three, or four are considered undergraduate courses. All other courses are graduate courses.

<sup>3</sup> For example, it is more costly to run a nursing program with its 1:9 faculty student ratio, or a specialized technology program, than it is to run a traditional liberal arts program.

<sup>4</sup> NVU’s online program is offered as a “per credit” program using a price of \$355 per credit. Where students in other programs at NVU receive a single price for all credits between 12 and 18, students in the NVU online program pay per credit for all courses.

<sup>5</sup> The BSN and RN programs at VTC and CU are virtually identical in price. However, pricing for out-of-state students differs widely between the two institutions with a 23.6% difference between them.

<sup>6</sup> Two of VTC’s programs operate on a three term academic schedule: Nursing LPN and Para Medicine. Thus, the programs have a higher academic year cost their sister programs in Allied Health. However, on a per semester basis both programs are comparable in price to VTC’s two-term nursing cost.

<sup>7</sup> Sample programs common to VTC, CU, and NVU included in the standard undergraduate rate include Business Management, Entrepreneurship and related fields, Computer Science or related field. Programs unique to VTC included in this rate include all engineering programs, architecture, diesel mechanics, forestry, veterinary technology, etc.

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**FULL-TIME EQUIVALENT ENROLLMENT**


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<b>Full-Time Equivalent</b>	<b>In State</b>			<b>Out-of-State</b>			<b>Total</b>		
	<b>CU</b>	<b>NVU</b>	<b>VTC</b>	<b>CU</b>	<b>NVU</b>	<b>VTC</b>	<b>CU</b>	<b>NVU</b>	<b>VTC</b>
Undergraduate	891	798	544	654	452	99	1,545	1,250	643
Nursing (BSN, RN)	172		173	54		18	225		190
Dental Hygiene			45			19			64
Nursing LPN - 3 term			155			14			169
Para Medicine - 3 term			21			1			22
Radiologic Science			30			1			31
Graduate	63	134	3	47	23		110	157	3
	<u>1,126</u>	<u>932</u>	<u>971</u>	<u>755</u>	<u>475</u>	<u>151</u>	<u>1,881</u>	<u>1,407</u>	<u>1,122</u>

Out-of-state enrollments at VTC is significantly lower than at both NVU and CU. Proportionately, VTC's out-of-state enrollment accounts for 13.4% of its total enrollment, while NVU is comprised of 33.7% out-of-state students, and CU's student body is 40% out-of-state. Sticker price tells a portion of the story – for example, 9.4% of VTC's BN/RN students are from out-of-state while 24% of CU's BSN students are from out-of-state. VTC's nearly \$6,800 higher sticker price for this program (nearly 24% higher) may be less attractive. Additionally, VTC's LPN program typically attracts adult learners who are seeking to learn near their homes and families. This could contribute to lower out-of-state enrollment. Out-of-state enrollments in the very expensive LPN, Para Medicine and Radiologic Science programs is likely causing lower than expected out-of-state enrollment in these programs.

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**TUITION DISCOUNTING**


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In FY2022, Castleton, NVU, and VTC issued a combined \$22M in scholarships, waivers, and institutional aid, for a total discount, assessed against all student revenue, of 21%. However, this combined statistic masks institutional discounting. As discussed at previous Committee meetings, student discounting varies widely from institution to institution. Using FY2022 as an example, VTC's student discount was 10%, NVU's was 23% and CU's was 27%. This level of overall discount, especially at Castleton and NVU, suggests that the sticker price of tuition fees, room, and board may be too high in comparison to market.

**VERMONT STATE**

<b>UNIVERSITY</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023B</b>
Tuition & Fees	91,570	94,705	96,742	86,068	83,321	78,520
<u>Auxiliary Enterprises</u>	<u>23,738</u>	<u>24,126</u>	<u>18,989</u>	<u>12,253</u>	<u>19,410</u>	<u>18,754</u>
<b>Gross Student Revenue</b>	<b>115,309</b>	<b>118,831</b>	<b>115,732</b>	<b>98,321</b>	<b>102,731</b>	<b>97,274</b>
Scholarship Allowance (Waivers)	(3,889)	(4,175)	(4,844)	(3,150)	(2,896)	(2,157)
<u>Scholarships &amp; Fellowships (Aid)</u>	<u>(12,425)</u>	<u>(17,174)</u>	<u>(19,040)</u>	<u>(16,976)</u>	<u>(19,188)</u>	<u>(19,196)</u>
<b>Total Scholarships &amp; Discounts</b>	<b>(16,314)</b>	<b>(21,349)</b>	<b>(23,884)</b>	<b>(20,126)</b>	<b>(22,084)</b>	<b>(21,353)</b>
Student Revenue Net of Discounts	98,994	97,482	91,848	78,195	80,648	75,921
<b>Discount %</b>	<b>14%</b>	<b>18%</b>	<b>21%</b>	<b>20%</b>	<b>21%</b>	<b>22%</b>



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**INSTITUTIONAL AID AWARDING**


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During FY2022, the institutions comprising Vermont State University awarded \$19,187,841 in institution aid<sup>8</sup>. Looking closely at the Scholarships and Fellowships line (institutional aid), the average amount awarded on a full-time equivalent basis varies by program, institution, and residency status.

**Vermont State University Fall '21 Institutional Awards**

CU	FTE	Aid	Aid %	\$ / FTE
In State	1,126.1	\$ 1,313,982	21.0%	\$ 1,167
1. General	891.3	\$ 1,019,188	16.3%	\$ 1,144
3. Nursing (AA, AS, BS, MS	171.7	\$ 282,766	4.5%	\$ 1,647
5. Graduate	63.1	\$ 12,028	0.2%	\$ 191
Out-of-State	755.2	\$ 4,951,297	79.0%	\$ 6,557
1. General	654.1	\$ 4,592,384	73.3%	\$ 7,021
3. Nursing (AA, AS, BS, MS	53.7	\$ 352,663	5.6%	\$ 6,566
5. Graduate	47.3	\$ 6,250	0.1%	\$ 132
<b>Grand Total</b>	<b>1,881.2</b>	<b>\$ 6,265,279</b>	<b>100.0%</b>	<b>\$ 3,330</b>

NVU	FTE	Aid	Aid %	\$ / FTE
In State	932.3	\$ 763,616	37.2%	\$ 819
1. General Undergraduate	634.1	\$ 753,997	36.7%	\$ 1,189
3. Nursing (AA, AS, BS, MS	6.0	\$ 5,876	0.3%	\$ 979
5. Graduate	134.3	\$ 100	0.0%	\$ 1
6. NVU-EDP	157.9	\$ 3,643	0.2%	\$ 23
Out-of-State	475.0	\$ 1,289,473	62.8%	\$ 2,715
1. General Undergraduate	377.5	\$ 1,285,723	62.6%	\$ 3,406
3. Nursing (AA, AS, BS, MS	3.0	\$ 3,750	0.2%	\$ 1,250
5. Graduate	22.7	\$ -	0.0%	\$ -
6. NVU-EDP	71.8	\$ -	0.0%	\$ -
<b>Grand Total</b>	<b>1,407.2</b>	<b>\$ 2,053,089</b>	<b>100.0%</b>	<b>\$ 1,459</b>

VTC	FTE	Aid	Aid %	\$ / FTE
In State	970.9	\$ 411,138	64.9%	\$ 423
1. General Undergraduate	79.7	\$ 24,828	3.9%	\$ 312
2. Institute of Technology	464.6	\$ 252,844	39.9%	\$ 544
3. Nursing (AA, AS, BS, MS	172.5	\$ 85,400	13.5%	\$ 495
4. Other Allied Health	251.5	\$ 48,066	7.6%	\$ 191
5. Graduate	2.7	\$ -	0.0%	\$ -
Out-of-State	151.1	\$ 222,648	35.1%	\$ 1,474
1. General Undergraduate	11.5	\$ 45,154	7.1%	\$ 3,926
2. Institute of Technology	87.4	\$ 166,894	26.3%	\$ 1,909
3. Nursing (AA, AS, BS, MS	17.7	\$ 4,800	0.8%	\$ 272
4. Other Allied Health	34.5	\$ 5,800	0.9%	\$ 168
<b>Grand Total</b>	<b>1,122.0</b>	<b>\$ 633,786</b>	<b>100.0%</b>	<b>\$ 565</b>

<sup>8</sup> Student discounting is comprised of "top line" discounts that are considered a waiver on tuition and thus a direct offset to revenue. Institutional aid is an expense of the institution.

Looking solely at awards to students attending during the fall 2021 semester<sup>9</sup> there are some similarities and many differences in institutional approach to aid. For example, the in state “general undergraduate” category at NVU and CU received virtually identical awards while the out-of-state general undergraduate students at Castleton received more than twice the award of Northern Vermont University Students. Unsurprisingly, the fall awards at VTC are very small for in state students across all categories.

## NET COST OF ATTENDANCE

Expanding the fall 2021 awards, we can estimate the average cost of attendance for tuition and mandatory fees for students enrolled in each the key programs by residency status. As noted below, the net cost of attendance is lowest, after the application of aid, for in state general undergraduates and highest for the allied health programs (several of which are 3 term programs).

FY 2022		Fall FTE	Tuition Revenue	Mandatory Fee Revenue	Scholarship Expense	Avg. T & F / FTE	Avg. Aid / FTE	Avg. T & F net of Aid
<b>VTSU TOTAL</b>	I/S	3,101.0	\$ 38,166,769	\$ 3,260,155	\$ 5,597,259	\$ 13,359	\$ 1,805	\$ 11,554
	1. General Undergraduate	1,605.0	\$ 17,991,554	\$ 1,536,815	\$ 4,033,856	\$ 12,167	\$ 2,513	\$ 9,654
	2. Institute of Technology	464.6	\$ 5,970,331	\$ 509,978	\$ 631,260	\$ 13,949	\$ 1,359	\$ 12,590
	3. Nursing (AA, AS, BS, MS)	350.2	\$ 5,524,824	\$ 471,923	\$ 778,864	\$ 17,123	\$ 2,224	\$ 14,899
	4. Other Allied Health	251.5	\$ 4,272,211	\$ 364,927	\$ 120,003	\$ 18,438	\$ 477	\$ 17,961
	5. Graduate	200.1	\$ 2,337,814	\$ 199,693	\$ 23,666	\$ 12,684	\$ 118	\$ 12,566
	6. NVU-EDP	229.7	\$ 2,070,034	\$ 176,820	\$ 9,610	\$ 9,783	\$ 42	\$ 9,741
	O/S	1,309.5	\$ 33,324,739	\$ 2,846,555	\$ 13,590,582	\$ 27,623	\$ 10,379	\$ 17,244
	1. General Undergraduate	1,043.2	\$ 27,467,118	\$ 2,346,205	\$ 12,439,249	\$ 28,580	\$ 11,925	\$ 16,655
	2. Institute of Technology	87.4	\$ 2,159,810	\$ 184,488	\$ 416,674	\$ 26,818	\$ 4,767	\$ 22,051
	3. Nursing (AA, AS, BS, MS)	74.4	\$ 2,061,563	\$ 176,096	\$ 708,019	\$ 30,086	\$ 9,520	\$ 20,567
	4. Other Allied Health	34.5	\$ 770,072	\$ 65,778	\$ 14,480	\$ 24,228	\$ 420	\$ 23,808
	5. Graduate	70.0	\$ 866,176	\$ 73,988	\$ 12,160	\$ 13,431	\$ 174	\$ 13,257
	<b>VTSU TOTAL</b>	<b>4,410.5</b>	<b>\$ 71,491,508</b>	<b>\$ 6,106,710</b>	<b>\$ 19,187,841</b>	<b>\$ 17,594</b>	<b>\$ 4,351</b>	<b>\$ 13,244</b>

## TUITION SETTING DESIGN PRINCIPLES

A revised tuition-pricing model for Vermont State University is necessary. The team is using the following design principles to review pricing options:

1. Pricing must be **easy for the consumer to understand** and **efficient to implement** within VSCS computer systems
2. Base tuition must be **consistent across all programs and campuses** with a **separate program fees to support differentiation** for programs requiring greater faculty to student contact, and/or equipment needs
3. Discounts must drive student **affordability, enrollment, financial sustainability**, and student **persistence**
4. Any **change in tuition should be more competitive and generate “buzz”** and new enrollments
5. Institutional **aid** and scholarships should be **used strategically to address recruitment and retention**
6. **Out-of-state** pricing should be normalized to **reduce discounting** while generating new student interest and increasing net student revenue
7. Selected pricing model must be **financially viable** and **fiscally sustainable**

<sup>9</sup> Fall awards drive the majority of spending on institutional aid. Roughly, the fall aid spend is approximately 47% of total annual aid spending. Not captured in the fall awards are students enrolling solely for the spring term and summer aid awards.

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## FOUR MODELS

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Annually, the Finance and Facilities Committee reviews the recommendation from management regarding the face value of tuition, certain fees, room, and board for the upcoming academic year. Typically, the recommendations from management have included incremental upward adjustment of the sticker price<sup>10</sup>, and the Committee has left the discounting process up to each individual institution as allowed under Board policy. However, as noted in these materials, scholarship and waivers are a major component of each institution's net revenue, and ultimately the net price each student pays. Thus, having a dramatic impact on *affordability*.

The creation of Vermont State University gives the Board an unprecedented opportunity to influence student *affordability*, *accessibility*, and *institutional financial sustainability* through the creation of new pricing measures. During the retreat on September 20, 2022, President Grewal will present four options for the Board's consideration. The three options include:

1. **Status quo or “null hypothesis” model.** Restructure the tuition model to normalize tuition by residency status and replace the current differentiated tuition with a program fee. The goal of this scenario will be to minimize change to net revenue by making a corresponding reduction to student aid.

The next three scenarios build off the structure of the first model.

2. **Substantial decrease in net cost of attendance for undergraduate Vermonters enrolled in “general” programs.** With this model the net price students pay will be lower than it is today for in state undergraduate students enrolled in “general” programs.
3. **Substantial decrease in net cost of attendance for all undergraduate Vermonters.** With this model the net price students pay will be lower than it is today for all in state undergraduates.
4. **Substantial decrease in net cost of attendance for all students.** With this model all Vermont State University Students will have lower net cost of attendance.

Break-even analysis for options two, three, and four will be shared with two calculation methods: one with no additional cost to bring in new students, and a second estimating the incremental cost needed to educate new students.

During the meeting, we will review financial analyses of the following:

1. Analysis of each theoretical model contemplated above, according to current enrollment patterns, with an estimate of the revenue delta in comparison to current practice; and
2. Break-even analysis describing the required rate of enrollment growth inherent in any such revenue delta.

A formal recommendation and resolution regarding Vermont State University tuition and fees pricing for FY2024 will be provided at the Board meeting.

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<sup>10</sup> The Vermont State Colleges has held tuition flat for all students for FY21, FY22, and FY23. Pro forma financial forecasts assume no increase in tuition through FY2026.