


## MEMORANDUM

TO: VSCS Board of Trustees

FROM: Sophie Zdatny, Chancellor 

DATE: March 22, 2023

SUBJECT: Board of Trustees' Meeting on Saturday, March 25, 2023

---

Trustees:

Materials are now available for the Board meeting scheduled for **9:30 a.m. on Saturday, March 23<sup>rd</sup>**. The meeting will take place in person at CCV-Montpelier at 660 Elm Street.

Following public comment and approval of the minutes from the Board's January 23, 2023 meeting, Natalie Searle and Melissa DeBlois will give a presentation on the continuum of students served at the Community College of Vermont, including its outreach to K-12 students, as well as adults through prior learning assessment. Natalie Searle is CCV's Director of Secondary Education Initiatives. Melissa DeBlois is CCV's Director of Prior Learning Assessment.

Next, the Board will receive reports from recent meetings of: (1) the Finance and Facilities Committee; (2) the Audit Committee; (3) the Education, Personnel and Student Life Committee; and (4) the Executive Committee. In addition to voting on recommendations from the committees, the Board will also be asked to approve a VSC Faculty Fellow nomination.

The meeting will conclude with a legislative update and reports from each of the Presidents.

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

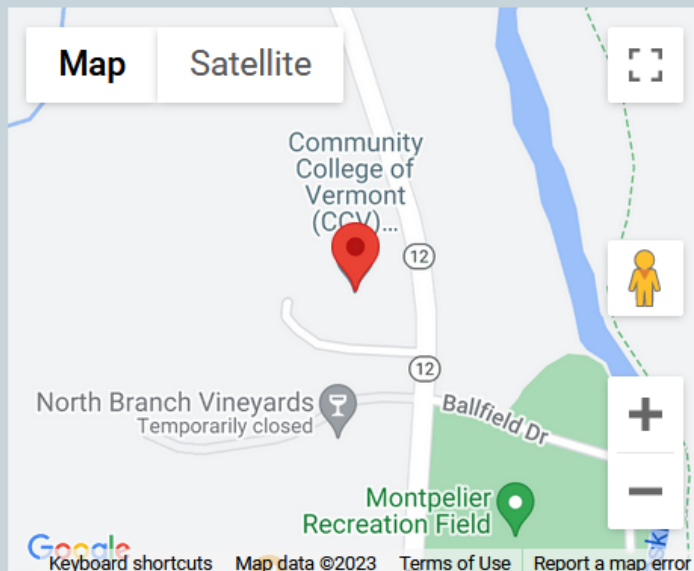
We look forward to seeing you on Saturday at CCV Montpelier Campus. As a reminder, a light breakfast and coffee will be served at 9:00 a.m.

Saturday's meeting will be held in the Great Room (room 113, on the first floor).

When you come into the parking lot, you will see two sets of entry doors. Please use the metal framed doors to access our meeting area for the day.



## Location Information



### ADDRESS

660 Elm Street  
Montpelier, VT 05602  
**Phone:** 802-828-4060  
**Fax:** 802-828-2805

**Vermont State Colleges Board of Trustees Meeting  
Community College of Vermont  
660 Elm Street, Montpelier, VT 05602\***

**Saturday, March 25, 2023 at 9:30 a.m.**

**AGENDA**

1. Call to order
2. Comments from the public – sign-up sheet at the meeting location
3. Approval of Minutes
  - a. January 23, 2023
4. Presentation from the Community College of Vermont on the continuum of students served
5. Report from Finance and Facilities Committee
6. Report from Audit Committee
7. Report from Education, Personnel and Student Life Committee
  - a. Motion/vote to approve Resolution 2022-018: *Northern Vermont University Conferral of Honorary Degree*
8. Report from Executive Committee
  - a. Motion/vote to approve expiration of Resolution 2021-018: *Vaccination Requirement for students at residential colleges*
9. Approval of VSC Faculty Fellow Nomination
10. Legislative Update
11. Presidents' Reports
12. Additional Business
13. Adjourn

Next Board meeting to be held via Zoom on **Monday, April 24, 2023**

\*See map at <https://ccv.edu/find/locations/montpelier/>.

## MEETING MATERIALS

- Item 1: January 23, 2023 Meeting Minutes
- Item 2: Finance & Facilities Update
- Item 3: Audit Update
- Item 4: Resolution 2022-018: *Northern Vermont University Conferral of Honorary Degree*
- Item 5: Resolution 2021-018: *Vaccination Requirements for students at residential colleges*
  
- Item 6: Faculty Fellow Nomination Materials
  - a) Draft Resolution
  - b) President Grewal letter of recommendation
  - c) Cathy Kozlik letter of recommendation
  - d) Chris Boettcher letter of recommendation
  - e) Andrew Alexander C.V.

ITEM 1:  
January 23, 2023 Meeting Minutes

**Minutes of the VSCS Board of Trustees Meeting held Monday, January 23, 2023, 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 Monday, January 23, 2023, via Zoom

Board members present: Lynn Dickinson, Janette Bombardier, Megan Cluver, David Durfee, Adam Grinold (1:20 p.m.), Shirley Jefferson, Karen Luneau, Mary Moran, Perry Ragouzis, David Silverman, Shawn Tester, Sue Zeller

Absent: Bill Lippert, Jim Masland

Presidents: Parwinder Grewal, Joyce Judy

Chancellor's Office Staff: Donny Bazluke, Network/Security Analyst  
 Kellie Campbell, Chief Information Officer  
 Wilson Garland, Director, Transformation Projects  
 Katherine Levasseur, Director of External and Government Affairs  
 Pat Moulton, Executive Director, Workforce Development  
 Jen Porrier, Administrative Director  
 Sarah Potter, Chief Human Resources Officer  
 Kathryn Santiago, Associate General Counsel  
 Sharron Scott, Chief Financial/Operations Officer  
 Toby Stewart, System 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, Vice President of Academic Affairs, Northern Vermont University  
 Jae Basiliere, Chief Diversity Officer, Northern Vermont University  
 Kelley Beckwith, Vice President of Student Success, Castleton University  
 Sarah Chambers, Coordinator of Instructional Technology, Castleton University  
 Lindsey Melo, Assistant Vice President of People & Culture, Vermont State University  
 Maurice Ouimet, Vice President of Admissions, Castleton University

Andy Pallito, Dean of Administration, Community College of Vermont  
Denise Rhodes, Consultant, Finance & Registration Services, Castleton University  
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.
2. Comments from the public

Beth Walsh shared her concerns regarding the use of VSC campuses by organizations who might share unwelcome messages and that. She instead wants to provide a safe space for students, faculty, and staff deserve a safe campus. Chair Dickinson referred Ms. Walsh to the most recent [DEI Committee meeting](#) and the presentation given by President Smolla of Vermont Law and Graduate School. Chancellor Zdatny explained that when allowing outside groups to use their facilities, public institutions of higher education cannot discriminate on the basis of people's viewpoints.

3. Approval of Minutes
  - a. October 31, 2022

**Trustee Zeller moved and Trustee Cluver seconded the motion to approve the October 31, 2022 minutes. The motion was approved unanimously.**

4. Report from Finance & Facilities Committee
  - a. Motion/vote to approve name change of the Family Fund to the Rolf1941 Farm Family Fund
  - b. Motion/vote to approve creation of the Mary Elizabeth Trudeau Baker Nursing Scholarship Endowment
  - c. Motion/vote to approve Policy 403, *System Annual Operating Budget*, and sub-policies 403-A, 403-B, 403-C, and 403-D
  - d. Motion/vote to approve System Carryforward Request

Trustee Silverman asked President Grewal to introduce the two Endowment requests to the committee. Vermont State University President Parwinder Grewal explained that the request to rename the Farm Family Fund to the Rolfe1941 Farm Family Fund is being made at the behest of the Rolfe family because there is another endowment at Vermont Technical College with a similar title.

**Trustee Moran moved and Trustee Zeller seconded the motion to approve the name change of the Family Fund to the Rolfe1941 Farm Family Fund. The motion was approved unanimously.**

President Grewal described the endowment to be titled the Mary Elizabeth Trudeau Baker Nursing Scholarship Endowment as a scholarship that will be awarded to students who are studying nursing through the legacy nursing program that originated at Vermont Tech. Former

President and current Executive Director of Workforce, Pat Moulton, shared additional information about the donor, a former nurse.

**Trustee Moran moved and Trustee Ragouzis seconded the motion to approve the creation of the Mary Elizabeth Trudeau Baker Nursing Scholarship Endowment. The motion was approved unanimously.**

Trustee Silverman shared that the revisions to Policy 403, *System Annual Operating Budget*, is the culmination of a year of work by the Finance and Facilities Committee and the Business Affairs Council. Chief Financial and Operating Officer Sharron Scott presented an overview of the Policy 403 System Annual Operating Budget calculations and those slides can be found [here](#).

**Trustee Silverman moved and Trustee Moran seconded the motion to approve Policy 403, System Annual Operating Budget, and sub-policies 403-A, 403-B, 403-C, and 403-D. The motion was approved unanimously.**

CFOO Scott explained that the system carryforward requests directly support system financial sustainability by moving funds into the newly created Economic Stabilization Fund and the Information Technology Capital Fund. The requests also include the creation of a VSCS Strategic Reserve to fund strategic initiatives. Further information on the System carryforward Requests can be found [here](#) on page 48.

**Trustee Silverman moved and Trustee Tester seconded the motion to approve the System carryforward request. The motion was approved unanimously.**

5. Report from Nominating Committee
  - a. Motion/vote on nomination of Megan Cluver to serve a second term as a Board-elected trustee
  - b. Motion/vote on election of at least three trustees to serve on the Nominating Committee

Trustee Grinold reported that the Nominating Committee recommends Trustee Cluver be elected to serve a second term as a Board-elected trustee.

**Trustee Luneau moved and Trustee Bombardier seconded the motion to approve the appointment of Megan Cluver to serve a second term as a Board-elected trustee. The motion was approved unanimously.**

Chair Dickinson shared that Trustee Grinold will be stepping down as a trustee when his term concludes and will not continue to serve on the Nominating Committee. Trustee Bombardier and Trustee Lippert have agreed to continue to serve and Trustee Moran volunteered to join the Committee.

**Trustee Grinold moved and Trustee Jefferson seconded the motion to elect Trustee Bombardier, Trustee Lippert and Trustee Moran to serve on the Nominating Committee for the 2023-2024 calendar year. The motion was approved unanimously.**

6. Report from Education, Personnel and Student Life Committee
  - a. Motion/vote to approve Resolution 2023-001: *Resolution Honoring the Shared Governance Leadership of Faculty Assemblies*



- b. Motion/vote to approve VSC Policy 107-A, *Posthumous Degrees*
- c. Motion/vote to approve Resolution 2023-003-2: *Establishment of EPSL Committee Liaisons*

Trustee Cluver reported that the EPSL Committee heard an overview of student success from Kelley Beckwith, Vice President for Student Success at Vermont State University. Sarah Potter, Chief Human Resources Officer, shared an update on the vision and goals for Human Resources Shared Services. Nolan Atkins, Vermont State University Provost, reported on academic transformation projects, including the approval of the program array and the general education program.

EPSL brought two resolutions and a new policy to the Board for approval. The first is a Resolution recognizing the work accomplished by the leaders of the Faculty Assemblies.

**Trustee Ragouzis moved and Trustee Moran seconded the motion to approve Resolution 2023-001: Resolution Honoring the Shared Governance Leadership of Faculty Assemblies. The motion was approved unanimously.**

VSC Policy 107-A, *Posthumous Degrees*, a new Board policy, addresses an existing gap in the Board's policies and is consistent with how other Vermont and regional public institutions of higher education address the granting of degrees to deceased students.

**Trustee Moran moved and Trustee Luneau seconded the motion to approve VSC Policy 107-A, Posthumous Degrees. The motion was approved unanimously.**

Resolution 2023-002 reflects the EPSL Committee's interest in hearing additional staff and faculty voices and their perspectives on the Committee's work.

**Trustee Moran moved and Trustee Jefferson seconded the motion to approve Resolution 2023-002: Establishment of EPSL Committee Liaisons. The motion was approved unanimously.**

#### 7. Report from the Diversity, Equity, and Inclusion Committee

Trustee Jefferson reported that the DEI Committee heard a presentation from Vermont Law and Graduate School President Rodney Smolla. He spoke on the intersection between freedom of speech, academic freedom, and DEI on public universities and campuses. That presentation can be viewed [here](#).

#### 8. Government Affairs Update

Katherine Levasseur, Director of External and Governmental Affairs, provided an update on the VSC's budget request for Fiscal Year 2024. Trustees Dickinson, Silverman and Zeller attended the VSC's budget presentation to the administration in the fall and this assisted in conveying the depth and breadth of the transformation work and the value of the VSC to its students and the state. The Governor's recommended budget proposal, as announced on January 20, 2023, included a total of \$78.2 million for the VSC. This was comprised of \$48 million in annual appropriation (an increase of \$2.5 million), \$10 million in one-time funding for capital transformation, \$9 million in one-time bridge funding, and \$10 million in one-time funding to

pilot a two-year tuition reduction at Community College of Vermont for students enrolled in specific programs. The Governor's proposal fulfills the Select Committee's recommended increase to the VSC base appropriation, provides the bridge funding needed for FY24, gives significant funds for Capital transformation, and includes support for a workforce development pilot at CCV.

The FY2023 federal budget was signed into law in December and the VSC received support in the form of Congressionally Directed Spending and Community Projects in this budget. A total of \$8,088,000 was earmarked for the VSC, which includes: \$6.3 million for the nursing program to support infrastructure expansion, \$850,000 to support semiconductor technician apprenticeship in partnership with Global Foundries, \$188,000 to support the full or partial removal of the Glen Brook Dam on the Castleton University campus, and \$750,000 to support energy efficiency renovations of the Alexander Twilight Theater at the NVU-Lyndon campus.

#### 9. Workforce Development Update

Pat Moulton, Executive Director of Workforce Development, shared an update on her work, which includes interfacing with 33 different companies, sectors, and initiatives. Her work covers a wide range including preparation of the USDOL nursing expansion grant and workforce opportunities like the EPSCoR grant with Norwich and UVM. Jayshree Bhat has joined the team as the new Associate Vice President of Workforce, Community and Economic Development for VTSU and will be taking over the supervision and operations of Vermont Tech's CEWD team. Work continues on designing the business processes and operations for VTSU's workforce staff.

The VSC is applying to the US Department of Labor for a \$4.9 million grant over 5 years to educate over 100 existing nurses in Vermont with Master's degrees to meet accreditation standards to be clinical instructors. With additional nursing educators, more nursing students can be added. A marine repair training pilot project is underway in Colchester, in collaboration with the auto program at Vermont Tech.

#### 10. Presidents' Reports

Community College of Vermont President Joyce Judy shared the exciting news that one of its students won a gold medal at the recent university games (FISU) at Lake Placid in the Nordic Combined event.

Spring 2023 enrollment continues to hold steady at CCV as compared with past years, after a significant increase during 2020. There are 427 veteran and military connected students enrolled for the spring. Only 16% of CCV's courses are in person now and the rest are either fully remote or a hybrid combination. This is a continuing trend as accessibility becomes a factor and CCV continues to monitor its physical footprint. The 802 Opportunity program was expanded to enable students whose adjusted gross income is under \$75,000 to attend CCV at no cost. Participation in dual enrollment and concurrent enrollment is robust, with many more in early college. CCV seeks to reach students in 7-12<sup>th</sup> grade. Early college enrollment almost doubled in the current year and 44% of the students this year are 1<sup>st</sup> generation.

Vermont State University President Grewal shared his presidential update in presentation form that can be found [here](#).

#### 11. Transformation Update

Director of Transformation Projects Wilson Garland shared a Transformation Update with the Board that included a summary of progress and core team updates. A copy of the presentation can be found [here](#). Mr. Garland, with the input of CHRO Sarah Potter, Chief Information Officer Kellie Campbell, and CFOO Sharron Scott reviewed their respective areas of the ongoing transformation work.

#### 12. Additional Business

There was no other business.

Chair Dickinson adjourned the meeting at 3:30 p.m.

UNAPPROVED

**ITEM 2:**  
**Finance & Facilities Update**

---

**FEBRUARY 13, 2023: FINANCE & FACILITIES COMMITTEE**

---

The Finance & Facilities Committee met on February 13, 2023. During this meeting the Committee heard comments from the public, discussed the second quarter financial results, reviewed progress on the first pass FY2024 budget, and took action to reaffirm the investment subcommittee.

**2<sup>nd</sup> Quarter Current Year Performance**

Current year progress continues favorable to budget. Revenues are approximately \$12.5M better than budgeted, offset by expenses that are estimated at \$5.8M higher than budget. The net result is a favorable variance of \$6.7M. Improved performance is driven largely by better than budgeted performance at the institutions that will form Vermont State University.

**1<sup>st</sup> Pass Budget for FY2024**

The first pass budget presented at the meeting was close to hitting the budget targets for FY2024. However, a driving concern for Vermont State University is the high degree of variability in enrollment. As shared in the meeting, and in the Finance & Facilities meeting materials, Vermont State University forecasts a variance of up to -20% for incoming new students for the fall term. Given the degree of variability, the first pass budget used an enrollment projection of -10% for incoming students. VTSU is watching these enrollments numbers carefully and is prepared to make additional changes in subsequent passes to the budget as enrollment figures solidify.

**Relaunching the Investment Subcommittee**

The Committee took action to relaunch the Investment Subcommittee. Chair Silverman and Trustee Zeller were appointed to the subcommittee. A date for the first meeting is currently being established.

ITEM 3:  
Audit Update

---

**FEBRUARY 13, 2023: AUDIT & RISK MANAGEMENT COMMITTEE**

---

The Audit & Risk Management Committee met on February 13, 2023. During this meeting the Committee reviewed and approved the Internal Audit Plan for FY2024, and reviewed progress regarding the FY2022 Internal Audit and the Uniform Guidance Single Audit Finding from 2022.

**Internal Audit: Cybersecurity**

The Committee reviewed and approved the *Internal Audit: Cybersecurity* plan as outlined in the Committee materials. The purpose of this audit is to assist management with the assessment of the adequacy of the Vermont State Colleges System's cybersecurity systems. The plan will objectively assess the System's current cybersecurity capabilities and resources, and provide recommendations for investments and improvements that reduce risk. The work is currently underway and a final report will be issued to the Committee at its April meeting.

**Progress Update: Chart of Accounts Internal Audit**

The Chart of Accounts was the focus of the FY2022 internal audit. From this audit a series of recommendations were made to improve the Vermont State College's compliance with best practices for financial accounting and reporting. System Controller Toby Stewart reviewed the system's progress on the recommendations. The majority of the changes are being implemented as part of the revisions to the chart of accounts this summer.

**Progress Update: Uniform Guidance Single Audit**

The Committee reviewed progress on the Uniform Guidance Single Audit finding related to Northern Vermont University's failure to report enrollment status changes. It was reported that Community College of Vermont has been extraordinarily helpful to VTSU during the fall semester. Further progress on this matter will be reported at the April Audit & Risk Management Committee meeting.

ITEM 4:

Resolution 2022-018: *Northern Vermont University Conferral  
of Honorary Degree*



VERMONT STATE COLLEGES SYSTEM  
BOARD OF TRUSTEES  
RESOLUTION 2022-018

Northern Vermont University Conferral of Honorary Degree

- WHEREAS, Claire Diane Laferriere Duke grew up in Central Vermont with a passion for education and a life-long dream to become a teacher; however, with limited funding available, her parents could not afford to send both Claire and her older brother to college so she had to forego her dream of earning a college degree; and
- WHEREAS, Claire Diane Laferriere Duke was committed to work hard to support her six children's diverse paths in education before her own; and
- WHEREAS, Claire Diane Laferriere Duke is recognized for her service in Vermont and in the country, being cited in 14 volumes in the Library of Congress, including Who's Who in American Politics, Who's Who of American Women, and Who's Who in America; and
- WHEREAS, Claire Diane Laferriere Duke contributed greatly both to her community and her nation, not letting her lack of college experience stop her from being a dynamo in many areas, including the real estate world, the political world, and community service; and
- WHEREAS, Claire Diane Laferriere Duke has lived her life with exceptional integrity, the highest moral and ethical character, and intense compassion, serving as role model for many; and,
- WHEREAS, In spite of her many achievements, the one thing in life Claire has regretted is not being able to attend Lyndon State College, where she was issued a personal, hand-written invitation to attend from founding President Ms. Rita Bole because of her high academic standing in high school, but was unable to attend and fulfill her dream of becoming a teacher; and
- WHEREAS, Claire Diane Laferriere Duke, through a lifetime of living by example, has become the greatest teacher many have ever known; and,
- WHEREAS, President Grewal has requested that Claire Diane Laferriere Duke be awarded an honorary degree in accordance with the criteria set forth in Policy 107; therefore, be it
- RESOLVED, That the VSC Board of Trustees authorizes Northern Vermont University to award Claire Diane Laferriere Duke an honorary Doctor of Humane Letters degree at its Commencement ceremony in May of 2023.

Approved: March 25, 2023

\_\_\_\_\_  
Eileen "Lynn" Dickinson, Chair of the Board of Trustees

ITEM 5:

Resolution 2021-018: *Vaccination Requirement for students at residential colleges*

**VERMONT STATE COLLEGES  
EXECUTIVE COMMITTEE  
RESOLUTION NO. 2021-018**

**Endorsing vaccination requirement for students at Castleton University,  
Northern Vermont University and Vermont Technical College**

- WHEREAS, Vermont State Colleges (“VSC”) institutions currently provide programs for over three-thousand students on residential campus across the state; and
- WHEREAS, The U.S. Secretary of Health and Human Services has declared that the spread of SARS-CoV-2 and the resulting disease COVID-19 constitutes a public health emergency; and
- WHEREAS, COVID-19 can cause severe respiratory illness, hospitalization, and death in a subset of individuals infected with the virus; and
- WHEREAS, The COVID-19 Delta variant is substantially more communicable than the original COVID-19 disease, is present in the state of Vermont, and is currently responsible for 83% of the positive COVID-19 cases across the country; and
- WHEREAS, Safe and effective vaccinations are readily available; and
- WHEREAS, While over 83 percent of Vermont residents are vaccinated, less than 50 percent of the U.S. population is vaccinated, and traditional residential college-aged students are less likely to be vaccinated;
- WHEREAS, A significant percentage of VSC students are from an age group that is less likely to be vaccinated, and some come from locations outside Vermont with a lower vaccination rate and a higher positivity rate than the state of Vermont;
- WHEREAS, The Commissioner of the Vermont Department of Health has advised there is a strong public health rationale in support of college policies that seek to maximize vaccination rates of students against COVID-19; therefore be it
- RESOLVED, That the Executive Committee of the Board of Trustees, for the health and safety of all members of our VSC and wider communities, endorses the recommendation that the COVID-19 vaccine be added to the list of vaccinations required of all students planning to attend a VSC residential institution in the Fall 2021 or thereafter.

Approved: July 22, 2021

*Eileen M Dickinson*

---

Eileen "Lynn" Dickinson, Chair of the Board of Trustees

## ITEM 6:

### Faculty Fellow Nomination Materials

- a) Draft Resolution
- b) President Grewal letter of recommendation
- c) Cathy Kozlik letter of recommendation
- d) Chris Boettcher letter of recommendation
- e) Andrew Alexander C.V.

*VERMONT STATE COLLEGES  
BOARD OF TRUSTEES  
RESOLUTION*

*Vermont State Colleges Faculty Fellowship*

---

- WHEREAS, Article 42 of the current Agreement with the Vermont State Colleges Faculty Federation calls for the Board of Trustees to recognize up to two VSC tenured faculty for “outstanding accomplishments in teaching and learning” by establishing Vermont State Colleges Faculty Fellowships; and
- WHEREAS, The VSC Faculty Fellows committee, comprised of EPSL Committee Chair Megan Cluver, VSC Chief Academic Officer Yasmine Ziesler, and VSCFF President Chris Reilly, reviewed the nomination received from President Grewal; and
- WHEREAS, The committee recommends that Andrew Alexander, Professor of English at Castleton University be awarded a VSC faculty fellowship for academic year 2023-2024; therefore, be it
- RESOLVED, That Andrew Alexander, Professor of English at Castleton University, be awarded a VSC Faculty Fellowship for the academic year 2023-2024 with all the associated rights and privileges.

---

Eileen “Lynn” Dickinson, Chair  
Vermont State Colleges Board of Trustees  
March 25, 2023



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

Tel: 802.728.1252  
Email: [President@VermontState.edu](mailto:President@VermontState.edu)

March 10, 2023

Sophie Zdatny, Chancellor  
Vermont State Colleges  
Office of the Chancellor  
P.O. Box 7,  
Montpelier, VT 05601

Dear Chancellor Zdatny,

Castleton University is pleased to put forward one nomination for the VSCS Faculty Fellow award for the 2023 academic year. Dr. Andrew Alexander is a faculty member and department chair of our English Department. Professor Alexander began his career in the English department at Castleton University in 2005. Dr. Alexander holds a Ph.D. in English from The Pennsylvania State University with a specialization in Rhetoric and Composition, Master of Arts in English from The University of Maine with a concentration in Composition Theory and Teaching, and a Bachelor of Arts from Bowdoin College in Brunswick, Maine. Since 2011, Professor Alexander has served as the chair of the Writing Standards committee and has served as the chair of the English department since 2013.

Professor Alexander has proven to be an exemplary faculty member over the past 18 years. His student evaluations, course observations, and letters from the Reappointment, Promotion and Tenure Committee demonstrate his record of excellence in teaching. In addition, Dr. Alexander has been a highly engaged member of the Castleton community. He helped update VSC policies as they relate to Castleton University, contribute and execute several important projects and participate in several committees for: the English department, the culture of academic program assessment, the General Education program, and the Vermont State University transformation as part of several different sub-teams. Furthermore, Dr. Alexander was instrumental to the NECHE accreditation self-study for Castleton University as the lead writer/editor and co-chair of the steering committee that received tremendous acclaim.

For these reasons and more, we believe Dr. Andrew Alexander would be an excellent Faculty Fellow. I am grateful for all of Professor Alexander's contributions to Castleton University and proud to nominate him for his outstanding accomplishments and excellence in teaching. His many contributions are further elaborated in the attached letters from Chief Academic Officer, Cathy Kozlik and Professor of English, Chris Boettcher. For all these reasons, I recommend Professor Alexander for the Faculty Fellow award.

Thank you and please let me know if you need any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "P. Grewal".

Parwinder Grewal, Ph.D.  
Inaugural President



March 25, 2023

# Castleton University

February 1, 2023

Dr. Parwinder Grewal, President  
Vermont State University

Dear Dr. Grewal:

I am pleased to put forward Dr. Andrew Alexander as the Castleton University candidate for this year's VSC Faculty Fellow. Professor Alexander's contributions to his students, the University, and to the entire Vermont State College System make him richly deserving of this award.

English Department professor Chris Boettcher writes in his nomination letter that Professor Alexander is a "mild-mannered standout in any work in which he becomes involved." He also writes that [He] "brings thoughtfulness and steady reasonability to any discussion at any meetings he attends, and when he rises to speak, people listen;" and [Professor Alexander] "is not among those faculty members who take the most visible leads on projects, win prizes for publication, or score the prestigious grant. [He] does his job, engages fully in it, and does it very well." In his closing, Professor Boettcher wrote, "I can't emphasize enough that [Professor Alexander] represents an ideal, dedicated faculty member who approaches his job as it should be approached. For these many reasons and more that you will uncover in a review of his record, I hope you will consider nominating Professor Alexander for the Faculty Fellow award."

Professor Alexander has a demonstrated record of excellence in teaching. He came to Castleton in 2005 and his student evaluations, course observations, and letters from the RPT committee are evidence of his effectiveness in the classroom over the last eighteen plus years. A review of student evaluations shows extensive positive comments, reflective of Professor Alexander's "very supportive" demeanor, his role as an "excellent advisor," his "willingness to help," his timely return of assignments, and the fact that he is "always energetic." Some students have written that they decided to become English majors because of Professor Alexander's course, and others commented that they had dreaded taking a course in English Composition or Effective Speaking but ended up thoroughly enjoying Professor Alexander's class. In a class observation letter, written in December of 2016, then Dean Tony Peffer wrote that the class period "flowed seamlessly from issue to issue" and that the "organization and pacing were superb." As a writing instructor, he works with students at all levels of the university, from the most under-prepared incoming writers to the most accomplished seniors in the English major. In his own self-evaluation letter submitted to his tenure review file, Professor Alexander wrote of his goal to create "a safe (yet challenging) environment," of making a "concerted effort to connect in some meaningful way with every student every semester," and of giving more thought to a "variety of teaching methods."

Professor Alexander has also been instrumental in many high-level University and VSC policy changes and has significantly impacted the shape of the entire academic arena at Castleton. It would be difficult to fully enumerate all the projects in which he has contributed, but below are some highlights that demonstrate his contribution to the English Department, the culture of





# Castleton University

academic program assessment, the NECHE self-study, the General Education program, and the Vermont State University transformation process:

- Professor Alexander has served as the chair of the Writing Standards committee since 2011. In this time-consuming administrative position, he coordinates writing assessment at the university. Every student must write an essay outside of class at least twice during their college study. In this role, Professor Alexander directs ad hoc teams of faculty for two day-long assessment readings every term. In the last year, he led the team to pilot the new writing-intensive Connections Seminar 2, and he has frequently served on the steering committee for Connections Seminar 1. Professor Alexander's most recent contribution in this capacity has been to design the writing curriculum plan for VTSU, which involved significant communication with faculty across the system.
- Since 2013, Professor Alexander has served as chair of the English Department. His performance in this position has been met with impressive organization skills and professionalism. The English department's general education offerings are substantial, and he also oversees all part-time faculty development, including observation and evaluation.
- Professor Alexander has held the university-wide leadership role of Chair of the Chairs committee in the recent past.
- Professor Alexander has, through many contributions over several years, played a significant role in establishing a culture of assessment at Castleton. His involvement, first through membership on Castleton's Program Assessment Committee and next, through service to the VSC Steering Committee for Policy 101 Revision funded through the Davis Foundation, has been invaluable. This overhaul resulted in a new PReCIP assessment process. He continued participating in PReCIP "mini-retreats" held during the summers after the assessment process revision. He served to represent both the steering committee and the faculty's perspective on the new procedure. For a few years following, he served in a role as "PReCIP Faculty Liaison." In this position, he facilitated departments' journey through the new PReCIP procedure, helping them to understand how it was different from Policy 101 Review, but even more important, helping them to see how they could use the process to improve student learning and support substantive curricular revision using data collected through focused assessment.
- In an October 20, 2021 letter written by Provost Tom Mauhs-Pugh, Professor Alexander was commended for his excellent service to Castleton University, praising him for his work as the lead writer/editor and co-chair of the Steering Committee for the NECHE self-study that began its extensive work in October 2019. While he began this work as a co-chair with Dean Peter Kimmel, he was on his own effective May 2020 due to Dr. Kimmel's retirement, leaving Professor Alexander sole and significant responsibility for furthering the work of the self-study. Provost Tom Mauhs-Pugh wrote that "Professor



# Castleton University

Alexander played a lead role in producing an exemplary institutional report that highlights Castleton's strengths without shrinking from enumerating its challenges.”

- Recently, Professor Alexander served on the Libraries sub-team of the VTSU. In his file there is a note written in December 2021 from Chancellor Zdatny and President Spiro, stating their gratefulness for his work on transformation projects, and they write that his “work on the Libraries team has been invaluable to preparing us for our future.”
- Professor Alexander should also be recognized for his VTSU Transformation work as one of the lead members of the General Education sub-team.
- A full list of all the contributions Professor Alexander has made to the University is reflected in his CV.

Professor Andy Alexander exemplifies the excellence in teaching to which our faculty aspire. He has also shown that he effectively and efficiently accomplishes campus- and university-wide work in a variety of capacities for the benefit of students, faculty, and the University. I enthusiastically recommend Professor Andrew Alexander for the VSC Faculty Fellow Award.

Sincerely,

A handwritten signature in black ink that reads 'Cathy Kozlik'.

Cathy Kozlik  
CAO Castleton University



March 25, 2023

# Castleton University

December 20, 2022

To the VSC Faculty Fellow nomination committee:

Please allow me to put forward Professor Andrew Alexander as a candidate for nomination for the upcoming Faculty Fellow award. I write this recommendation simply because I think that Andy is a model member of Castleton's faculty, a mild-mannered standout in any work in which he becomes involved. I think that he is richly deserving of this award, and so I would like to give some suggestions to the committee for the review of his record.

Andy has been a long-time professor and chair of the English Department. He excels in both roles. As a writing instructor, Andy works with students at all levels of the university, from the most under-prepared incoming writers to our most accomplished senior English majors. Over the years, he has volunteered to specialize, regularly teaching writing courses for Honors students, for example, and working with our administrators to support special sections for Early College students. Every fall, Andy teaches a writing-intensive section of our Connections Seminar 1, formerly First-Year Seminar. Having worked with Andy on a number of curricular projects, I can say that he designs his courses in ways that he hopes, and hopes very deeply, will interest and engage his students. A review of Andy's teaching record will no doubt demonstrate that his students find his courses both interesting and valuable.

In the English Department, the custom is for a faculty member to maintain the duties of chair from year-to-year. Denny Shramek ably held the position for decades, and Andy has lived up to this example in his many years as chair. The duties are not insignificant. Taking into account the department's General Education offerings, he coordinates the most courses offered by any single department on campus. He handles all part-time faculty development, including observation and evaluation. Andy also serves, of course, on the Chairs committee, and has held the duties of Chair of Chairs in the recent past. He has the full confidence of his colleagues. A casual conversation with anyone who has worked with Andy on scheduling or otherwise observed his performance as chair will attest to his organization and professionalism.

Andy is the "chair" of the University Writing Standards committee, which is to say that he singlehandedly coordinates writing assessment at the university. This is no small task, as it requires every student to write an essay outside of class at least twice during their college study. He also directs ad hoc teams of faculty for two day-long assessment readings every term. In the last year, he has led the team to pilot the new writing-intensive



March 25, 2023

# Castleton University

Connections Seminar 2, and he has frequently served on the steering committee for Connections Seminar 1. Most recently he served on the Libraries sub-team of the VTSU Transformation and also worked as one of the lead members of the General Education sub-team. Andy designed the writing curriculum plan for VTSU and guided its passage through no small amount of communication with faculty across the system. It is not unusual to see Andy present at any kind of special meeting involving faculty or at student events such as plays or hockey games. It will prove difficult to fully enumerate all of the projects on campus to which Andy has contributed.

Likewise, it is difficult to understate the respect that Andy has earned from his colleagues through many years of service as a Castleton faculty member. I frame his work in this way because Andy is not among those faculty members who take the most visible leads on projects, win prizes for publication, or score the prestigious grant. Andy does his job, engages fully in it, and does it very well. Should Andy attend a meeting when an issue is to be discussed, everyone present knows that he will bring thoughtfulness and steady reasonability to the discussion. When he rises to speak, people listen. I can't emphasize enough that Andy represents an ideal, dedicated faculty member who approaches his job as it should be approached. For these many reasons and more that you will uncover in a review of his record, I hope that you will consider nominating Professor Alexander for the Faculty Fellow award.

Sincerely,

A handwritten signature in cursive script, appearing to read "Christopher Boettcher".

Chris Boettcher  
Professor, English Department  
Castleton University

# Curriculum Vitae

## Andrew L. Alexander

English Department (LV 176) | Castleton University  
 Castleton, VT 05735 | Phone: (802) 468-1276  
 E-mail: andrew.alexander@castleton.edu

### ACADEMIC APPOINTMENTS

Professor of English, Castleton University	2017+
Associate Professor of English, Castleton University	2011-2017
Assistant Professor of English, Castleton State College	2005-2011
Graduate Assistant (English), The Pennsylvania State University	1994-2002
Graduate Assistant (English), The University of Maine, Orono	1993-1994

### EDUCATION

Ph.D. in English, The Pennsylvania State University, University Park, PA, 2005 Specialization in Rhetoric and Composition  
 Dissertation: *A Reading Subject: The Ideas Course in the History of Composition*.  
 Chair: Jack Selzer

M.A. in English, The University of Maine, Orono, ME 1994  
 Concentration in Composition Theory and Teaching

B.A. in English, Bowdoin College, Brunswick, ME, 1989

### COURSES TAUGHT

Castleton University 2005+

*English Composition* (English 1061). First-year writing requirement in which students study and practice the forms of writing most important to academic thought and expression, including those conventions that govern how to report and document the thoughts of others.

*Effective Speaking* (English 1070). Introductory speaking requirement in which students prepare and deliver short speeches. Students practice how to choose, limit, and arrange what they say according to their audience and purpose; how best to address an audience; how to use visual

aids effectively; and how to report and document the thoughts of others.

*Expository and Argumentative Writing* (English 2010). Intermediate writing course primarily concerned with writing that explains or elaborates and writing that persuades. Course serves to extend introductory study of writing with emphasis on the skills of critical thinking and the strategies of persuasion.

*Honors Connections Seminar 2* (CNX 2010). Sophomore reading and writing intensive course emphasizing integrative learning and reading/writing across the curriculum.

*Pedagogy Lab: Expository and Argumentative Writing* (English 2010P). Supplemental one-credit course designed to allow prospective English teachers to study and practice teaching writing.

*Touchstones of Western Literature* (English 2260). Sophomore-level literature survey course sampling biblical, classical, medieval, Renaissance, and modern modes of thought, feeling, and expression.

*Honors Touchstones of Western Literature* (English 2270). Hybrid course combining objectives of both English 1061: English Composition and English 2260: Touchstones of Western Literature, offered to new students with considerable accomplishments in high school.

*Technical and Professional Writing* (English 3060). Advanced writing course that introduces students to the writing demanded of many liberal arts graduates in their work. Students practice drafting, revising, and editing a variety of documents, and the course emphasizes clarity, concision, and correctness as qualities of effective style.

*Writing Non-Fiction* (English 3070). Advanced course in which students practice the art of writing non-fiction that interests and entertains as it informs the reader. Students apply fundamental strategies for writing effective narration and description in autobiographical and non-fiction projects.

*Teaching Writing* (English 3160). Independent tutorial that allows students to learn how to help college students through the process of writing essays by assisting English faculty in teaching and evaluating student writing.

*The English Language: Grammar* (English 3960). Advanced course in which students investigate the systematic nature of English grammar. Students analyze sentence structure, learning to identify, expand, and transform the basic sentence patterns; they study the forms and functions of words, phrases, and clauses; and the course explores the relationship between grammar and rhetoric, particularly by way of cohesion, rhythm, emphasis, and punctuation.

*Special Topics in Writing: Writing With Style* (English 3750). An advanced course that explores the principles of expression most closely associated with achieving clarity, force, and elegance in writing prose. Students analyze and revise the prose of others while also learning to apply

stylistic principles to their own writing to increase their options for purposeful and effective expression.

*Special Topics in Writing: Argumentation* (English 3750). An advanced course in which students study and practice the principles and tools of persuasive writing. Students analyze visual and written texts, while also producing persuasive texts intended to achieve specific purposes on selectively chosen target audiences.

*Integrating Writing into the Program Areas* (Education 4710/6710). Outreach undergraduate and graduate course designed to introduce faculty and staff at the Stafford Technical Center in Rutland to the principles and practices of Writing Across the Curriculum. A professional development opportunity for the students, this course allowed faculty and staff to design and implement writing projects into the entire array of program areas offered at the center.

The Pennsylvania State University

1994-2002

*Teaching Practicum—Technical Writing* (English 602). Co-taught departmental pedagogical practicum for first-time graduate student instructors of upper-division Technical Writing (English 202C). Introduced course theory and principles and presented flexible syllabus and diverse sequences of writing assignments, allowing instructors to tailor departmental standards to individual pedagogical strengths and objectives.

*Advanced Expository Writing* (English 421). Upper-division writing course in which I focused on the theory and practices of rhetoric in the public sphere. As a class we explored the centrality of rhetoric to citizenship and the formation of civic identity through writing. Students worked to develop sophisticated strategies for analyzing and intervening in cultural and political discourses by reading and applying rhetorical theory and engaging different media outlets for public discourse, including national newspapers, periodicals, and the Internet.

*Technical Writing* (English 202C). Upper-division writing course guiding engineering and science students in disciplinary conventions and discourses of the technical and scientific workplace. Course emphasizes the accommodation of complex audiences and rhetorical situations for technical communication, the generic conventions (textual and visual) of technical documents, and the practice of rhetorical principles, all as they apply to workplace situations and student areas of specialization.

*Honors Rhetoric and Composition* (English 30). Advanced first-year course emphasizing rhetorical skills in invention, purpose, audience accommodation, and argumentation. Students analyze and produce rhetorical documents for complex audiences and situations. Course readings include literary non-fiction, contemporary cultural and political arguments in the public sphere, and daily engagement with periodicals such as *The New York Times*.

*Rhetoric and Composition* (English 15). Required first-year course emphasizing rhetorical

production and analysis and the development of rhetorical skills with an emphasis on invention, purpose, audience accommodation, and argumentation strategies.

*Basic Writing* (English 4). Introductory course in rhetoric and composition emphasizing rhetorical skills in analysis and production, critical thinking, invention, audience accommodation, and argumentation strategies.

*Writing Tutorial* (College of Earth and Mineral Sciences). Tutored undergraduate and graduate students in the college and delivered writing lectures to upper-division, writing-intensive classes to supplement instructors' written assignments. Also worked closely with students who were entering the job market, applying to graduate programs, and competing for internships, scholarships, and research grants.

*Writing Tutorial* (English 5). Tutored students from all required composition courses, supplementing in-class instruction and providing one-on-one feedback and guidance throughout the writing process.

## **INSTITUTIONAL & COMMUNITY SERVICE**

### Castleton University

<i>VTSU General Education Sub-Team</i>	2021-2022
<i>English Department Optimization &amp; Merger Committee</i>	2021-2022
<i>VTSU Libraries Sub-Team</i>	2021+
<i>CNXI Steering Committee</i>	2021+
<i>2021 NECHE Self Study Co-Chair &amp; Lead Writer/Editor</i>	2019-2021
<i>VSCS Library Director Search Committee</i>	2020
<i>Connections Seminar 1 Pilot</i>	2020
<i>Connections General Education Program Committee</i>	2018-2021
<i>Pathway Program for International Students Coordinator Search Comm.</i>	2017
<i>Writing Specialist Search Committee</i>	2017
<i>Writing Graduation Standard Coordinator</i>	2016+
<i>Leavenworth Hall Staff Assistant Search Committee</i>	2014, '16
<i>Student Support Network</i>	2015+
<i>English Department Chair</i>	2013+
<i>Chairs Committee</i>	2013+
<i>Open House Facilitator/Presenter</i>	2013+
<i>General Education Program Assessment</i>	2013
<i>Oral Communication Graduation Standard Retreat</i>	2013
<i>PReCIP Faculty Liaison</i>	2012-2015
<i>Faculty Federation Grievance Officer</i>	2011+
<i>VSC Steering Committee for Policy 101 Revision</i>	2010-2012



<i>Student-Faculty Research Grant Awards Committee</i>	2011-2014
<i>New Faculty Advising Workshop</i>	2011
<i>NEASC Self-Study Subcommittee (Standard 4)</i>	2010+
<i>FYS Summer Reading Committee</i>	2010+
<i>English Honors Thesis Committee (Nic Soares)</i>	2009-2010
<i>Executive Council, Member at Large</i>	2009-2012
<i>Vermont Literary Review, Non-Fiction Reviewer</i>	2008+
<i>Faculty Fellow Nominating Committee</i>	2008
<i>Faculty Federation Delegate Assembly</i>	2007-2009
<i>FYS Steering Committee</i>	2007-'10, 12-15
<i>Department of English Faculty Search</i>	2007-2008
<i>C&amp;I Master's Ad Hoc Committee</i>	2007
<i>Program Assessment Committee, (Chair 2007-2010)</i>	2006+
<i>English Department Brown Bag Lunch Series: Talking about Teaching</i>	2006+
<i>Academic Honesty Committee (ad hoc)</i>	2005

### The Pennsylvania State University

<i>Leonhard Center Technical Writing Initiative, (Exchange Committee Chair)</i>	1997-2001
<i>Leonhard Center Technical Writing Initiative (Fellow)</i>	1996-2001
<i>Coordinator, English Graduate Organization Colloquia Speaker Series</i>	1998-99
<i>Composition Assistant</i>	1997-1998
<i>Composition Committee</i>	1998-1999
<i>Assistant to Conference Directors, Penn State Conference on Rhetoric and Composition, "Rhetorical Bodies: Toward a Material Rhetoric"</i>	1997
<i>Research Assistant, Professor Jack Selzer</i>	1996-2002.
<i>English 5 Summer Coordinator, Penn State Writing Center</i>	1996, 1998
<i>Web Coordinator, Penn State Writing Center</i>	1997-1998
<i>Writer, English News, Alumni Newsletter of the Department of English</i>	1997

### PROFESSIONAL DEVELOPMENT

<i>Conference on College Composition and Communication</i>	2011
<i>Style Pedagogy Renewed, Revised, Remixed: New Directions for the Twenty-First Century, CCCC Workshop</i>	2010
<i>New England Education Assessment Network, Dialogue-in-the Disciplines</i>	2010
<i>New England Association for Schools and Colleges Self-Study Workshop</i>	2009
<i>Creating and Revamping Majors in Writing and Rhetoric, CCCC Workshop</i>	2008
<i>New England Education Assessment Network, Fall Forum</i>	2006-2016
<i>Vermont State Colleges Academic Retreat</i>	2005-2020
<i>Castleton Faculty Development Series for Service Learning</i>	2006
<i>Campus Compact Problem-Based Service-Learning Workshop</i>	2005

## PRESENTATIONS

- “Scaffolding Research Assignments” Panel, Castleton University, 2018
- “PReCIP Panel Discussion,” Vermont Technical College, 2013.
- “What College Professors Expect in Essays,” Honors Program Presentation, Castleton State College, 2013.
- “Assessing the Whole of General Education: The Art of ‘Piggybacking’ for Sustainable and Meaningful Assessment,” NEEAN, 2011. Co-presented with Chris Boettcher and Tony Peffer.
- “Participation and Effective Discussion are Learned Behaviors, or Why Effective Discussion Classes May or May Not Be Like Hard-Core Porn,” *One Good Idea Colloquium*, Castleton State College, 2009.
- “Student Author/Student Authority: Helping Students Develop a Taste for Meaningful Feedback,” *Conference on College Composition and Communication*, San Francisco, 2009.
- “Civility: Etiquette of Democracy,” (Co-presenter), Vermont State Colleges Academic Retreat, 2007.
- “Teaching at Castleton,” *New Faculty Orientation*, Castleton State College, 2006.
- “Objectives, Problems and Successes of a Guest-Speaker Program for Technical Writing Classes,” *Conference on College Composition and Communication*, Denver, 2001.
- “The Rhetoric of Ideas: Re-Reading for Writing in the History of Rhetoric,” *Penn State Conference on Rhetoric and Composition*, University Park, 1999.
- “Transmogrification in Nineteenth-Century Rhetorical Instruction: Oral Residue, Literate Ideals, and the 1897 Harvard Report,” *Rhetoric Society of America*, Pittsburgh, 1998.
- “Conversing with the New Critics: Kenneth Burke and John Crowe Ransom,” *Conference on College Composition and Communication*, Chicago, 1998.
- “Peer-Group Style Presentations in Technical Writing Classes,” *Invited Speaker*, Brown Bag Lunch Series, Penn State Department of English, 1998.
- “Unreading/Writing the Ideas Approach in the History of Composition,” *Conference on College Composition and Communication*, Phoenix, 1997.
- “Rhetorical Hermeneutics & Hermeneutical Rhetoric: Atavistic Trajectories in Contemporary Reader-Response Theory,” *Rhetoric Society of America*, Tuscon, 1996.

## AWARDS

- Advanced Study Grant, Castleton State College, 2009-2010.
- Robert Secor Graduate Studies Enhancement Award*, Pennsylvania State University, 1995.
- Wilma Ebbit Award in Rhetoric*, Pennsylvania State University, 1998.
- Travel Grants*, Research and Graduate Studies Office/Dept. of English, 1996, 1997, 1998.