


MEMORANDUM

TO: VSCS Board of Trustees

FROM: Elizabeth Mauch, Chancellor 

DATE: April 12, 2024

SUBJECT: Board of Trustees' Meeting on Monday, April 15, 2024

Trustees:

Materials are now available for the Board meeting scheduled for **1:00 p.m. on Monday, April 15th**. The meeting will be held at the VTSU-Lyndon Campus in the Moore Community Room (formerly ASAC 100) at 1001 College Road, Lyndonville, VT.

Following comments from the public and the approval of the minutes from the Board's January 22nd meeting, the Board will hear a presentation on the VTSU Student Success Initiative.

The presentation will be followed by reports from the recent meetings of: (1) the Finance and Facilities Committee; (2) the Diversity, Equity, and Inclusion Committee; (3) the Education, Personnel and Student Life Committee; (4) the Audit and Risk Management Committee; and (5) the Executive Committee. The Board will be asked to vote on several recommendations from the committees.

The Board will hear an update on the Enterprise Resource Planning Assessment from CIO Kellie Campbell.

The Chancellor will provide an update to the Board, followed by a Government Affairs update, then the Presidents will each provide a brief report to the Board.

The Board will be asked to review and discuss a first pass of the 2024-2025 Board of Trustees meeting calendar in preparation for approval at the annual meeting in June.

Finally, the Board will enter Executive Session to discuss a land transaction.

The meeting will adjourn, after consideration of any additional business.

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

P COMMUTERS AND VISITORS A.K.A. - VAIL Parking lot

TO ADMISSIONS

Observation Deck
Third Floor

ACADEMIC & STUDENT
ACTIVITY CTR (ASAC)

ASAC
100

Admissions
Third Floor

Student Services
Third Floor

THEODORE N.
VAIL CENTER

FITNESS CENTER
& POOL

STANNARD
GYMNASIUM

ALEXANDER
TWILIGHT
THEATRE
(ATT)

RITA L. BOLE CENTER

ATT Lobby

THADDEUS FAIRBANKS
SCIENCE HALL

Vail Museum
Third Floor

Student Center
Second Floor

President's Office
Third Floor

P FACULTY & STAFF

VAIL DRIVE

Dragon Pond

Campus Interior



Burke Mtn Room
Fourth Floor

SAMUEL
READ
HALL
LIBRARY &
ACADEMIC
CENTER
(LAC)

Vermont Room
Second Floor

Veterans Park

STEVENS
DINING
HALL

Fountain
Pond

WHELOCK
HALL

Quimby Gallery

P
WHELOCK
RESIDENTS

RITA L. BOLE
COMPLEX

McGOFF HILL

BAYLEY HALL

ARNOLD HALL

HARVEY
ACADEMIC
CENTER
(HAC)

Bole
Community
Room

P
RITA L. BOLE
COMPLEX &
RESIDENTS

WHITELAW HALL

STONEHENGE
COMPLEX

ROGERS HALL

P
STONEHENGE
COMPLEX

CREVECOEUR HALL

POLAND HALL

LOWER CAMPUS DRIVE

Vermont State Colleges Board of Trustees Meeting
Moore Community Room, (ASAC 100)
VTSU Lyndon Campus, Lyndonville, VT
Monday, April 15, 2024 at 1:00 p.m.

AGENDA

1. Call to order
2. Comments from the public
3. Approval of January 22, 2024 Minutes
4. Presentation: VTSU Student Success Initiative
5. Report from the Finance and Facilities Committee
 - a. Motion to approve Sophie Zdatny Scholarship Endowment
6. Report from the Diversity, Equity, and Inclusion Committee
7. Report from the Education, Personnel, and Student Life Committee
 - a. Motion to approve Faculty Fellow nominations
 - i. Dr. Anne Slonaker
 - ii. Dr. Michael Talbott
8. Report from the Audit and Risk Management Committee
9. Report from the Executive Committee
10. ERP Assessment Update
11. Report from the Chancellor
12. Government Affairs Update
13. Report from the Presidents
14. Review and Discuss: First pass of the 2024-2025 Board of Trustees calendar
15. Executive Session
16. Additional business
17. Adjourn

MEETING MATERIALS

- Item 1: Minutes for Approval
> January 22, 2024
- Item 2: VTSU Student Success Initiative
- Item 3: Sophie Zdatny Scholarship Endowment
- Item 4: VSC Faculty Fellow Nominations
>Dr. Anne Slonaker
>Dr. Michael Talbott
- Item 5: ERP Assessment Update
- Item 6: 2024-2025 Board of Trustees Calendar - Draft

ITEM 1:
January 22, 2024 Meeting Minutes

Minutes of the VSCS Board of Trustees Meeting held Monday, January 22, 2024, 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 22, 2024, via Zoom

Board members present: Lynn Dickinson, Betsy Bloomer, Megan Cluver, David Durfee, Bob Flint, Shirley Jefferson, Bill Lippert, Karen Luneau, Perry Ragouzis, David Silverman, Shawn Tester, Sue Zeller

Absent: Janette Bombardier, Jim Masland

Presidents: David Bergh, Joyce Judy

Chancellor's Office Staff: Beth Mauch, Chancellor
Jen Porrier, Administrative Director
Drake Turner, Director of Governmental & External Affairs
Yasmine Ziesler, Special Assistant to the Chancellor

Shared Services: Donny Bazluke, Network/Security Analyst
Kellie Campbell, Chief Information Officer
Sarah Chambers, Director, Learning Technologies
Helen Linda, Business & Process Analyst
Sarah Potter, Chief Human Resources Officer
Kathryn Santiago, Associate General Counsel
Sharron Scott, Chief Financial & Operating Officer
Toby Stewart, Controller
Patty Turley, General Counsel
Meg Walz, Director, Project Management

From the Colleges: Nolan Atkins, Provost, VTSU
Kelley Beckwith, Vice President, Student Success, VTSU
Mary Droege, Faculty, VTSU
Barb Flathers, Executive Assistant to the President, VTSU
Nicole Mace, Dean of Administration, CCV
Maurice Ouimet, Vice President, Admission & Enrollment, VTSU
Sarah Truckle, Vice President, Business Operations, VTSU

From the Public: Mary Collins
Cathy Printon

1. Vice Chair Cluver called the meeting to order at 1:06 p.m.
2. Public Comment

Mary Collins offered a comment voicing concern about the possible censoring of a comment she made on the VTSU social media pages.

Mary Droege shared her frustration with how Administrative Optimization 2.0 decisions were handled.

Chair Dickinson thanked the commenters and reminded anyone who had further thoughts to share to please email them.

3. Approval of November 13, 2023, November 17, 2023, November 29, 2023 Minutes

Trustee Zeller moved and Trustee Bloomer seconded the motion to approve the November 13, 2023, November 17, 2023, November 29, 2023 meeting minutes. The motion was approved with two abstentions.

4. Report from the Finance & Facilities Committee

Trustee Silverman shared information on the Claire Fisher Heist and Mae Niles Scott Nursing Scholarship Endowment, including that preference, per the trust, shall be given to those students who plan to pursue a nursing career in the Northeast Kingdom. Further information can be found [here](#) on pages 18-20.

Trustee Silverman moved and Trustee Luneau seconded the motion to approve the Claire Fisher Heist and Mae Niles Scott Nursing Scholarship Endowment. The motion was approved unanimously.

Trustee Silverman referenced VTSU's proposed rates for Tuition, Fees, Room, and Board for academic year 2024-2025. He noted the proposal increases tuition and fees by 3.5%, eliminates the separate orientation fee, and eliminates lab fees attached to specific courses. The comprehensive fee and tuition have been adjusted to reflect these changes.

Trustee Silverman moved and Trustee Jefferson seconded the motion to approve Resolution 2023-015: 2024-2025 VTSU Tuition, Fees, Room & Board. The motion was approved unanimously.

Trustee Silverman shared information about the new fee for one-to-one devices (technology) for those students who lack a device. The fee, estimated at \$1,258, split over two semesters in the student's first year with the university, assures that each student has access to the necessary technology to be successful in a hybrid university. Students with documented financial hardship will be eligible to receive a loaner device.

Trustee Silverman moved and Trustee Zeller seconded the motion to approve Resolution 2023-016: 2024-2025 One-to-One Device (Technology) Fee. The motion was approved unanimously.

Trustee Silverman reviewed proposed revisions to policy 403-A, which reduces the strategic initiative reserve from 4% to 2% of the total available general fund appropriation, gives direct control to the Board to use unspent strategic initiatives funds from the prior fiscal year for another purpose, and caps an institution's annual proportional change in appropriation to no more than 1% per year. Details can be found [here](#) on pages 26-28.

Trustee Silverman moved and Trustee Zeller seconded the motion to approve revised Policy 403-A: Allocation of State General and Capital Fund Appropriation. The motion was approved unanimously.

Trustee Silverman concluded by sharing other matters covered at the December 11 committee meeting including (1) a review of the first pass of the FY24 shared services and chancellor's office budgets, (2) an update on the Vermont State University Master Plan, (3) an update on the ERP assessment update, and (4) a brief review of first quarter results.

5. Report from the Diversity, Equity, and Inclusion Committee

Trustee Jefferson provided a report from the January 8th meeting of the DEI committee. The committee welcomed the new VTSU Chief Diversity Officer, Dr. Oyibo Afoaku; they heard an educational presentation from Mary Brodsky, CCV's Dean of People and Culture, entitled "Calling-In vs. Calling-Out" based on the works of Loretta Ross; and Trustee Perry Ragouzis introduced the anticipated formation of a VSC Student Association Diversity and Equity Committee which is expected during Spring 2024.

6. Report from the Education, Personnel and Student Life Committee

Trustee Cluver provided an overview of the January 8th meeting of the EPSL committee which included a CCV-VTSU Transfer Pathways progress update; an update on Vermont State Center for Agriculture and Food Entrepreneurship (CAFÉ); an update on VSC Student Association Constitution revision; an update on VTSU student government, and a brief presentation on AI and pedagogy at CCV and VTSU. VTSU Provost Atkins then provided a summary of the addendum to the new academic program proposal in Restorative Justice, details of which can be found [here](#) on pages 30-64.

Trustee Jefferson moved and Trustee Flint seconded the motion to approve the proposal for a new academic program in Restorative Justice. The motion was approved unanimously.

Trustee Ragouzis shared updates underway at the VSC Student Government Association as it condenses from representing five institutions to two institutions. The group will be sharing a schedule of the VSCSA's meeting times with the Board.

7. Report from the Audit & Risk Management Committee

Trustee Zeller reviewed the recommendation from the January 15th meeting of Audit and Risk Management Committee to hire Withum as the independent auditors for the Vermont State Colleges for Fiscal years 2024 through 2027. A thorough, open, request for proposal process was conducted that resulted in four highly qualified auditing firms. After evaluation of organization structure, audit approach, firm qualifications, and price, it was recommended to

rehire Withum for this work. To maintain independence and integrity in this service, Withum will be changing audit partners from Kieth Goldie to Zach Laflash.

Trustee Zeller moved and Trustee Tester seconded the motion to approve Withum as the Independent Auditors for 2024-2027. The motion was approved unanimously.

8. Approval of revisions to Board of Trustees Handbook

General Counsel Patty Turley reviewed the proposed updates to the Board of Trustees Handbook which can be found [here](#) on pages 66-76. These changes include updated language reflecting the shift from five institutions to two institutions, as well as updated links.

Trustee Zeller moved and Trustee Durfee seconded the motion to approve the revisions to the Board of Trustees Handbook. The motion was approved unanimously.

9. Report from the Presidents

CCV President Joyce Judy shared that today is the first day of spring semester and noted a 3% increase in enrollment from last spring with nearly five thousand students enrolled in 650 classes across the state. Additionally, CCV is running 119 courses in high schools and tech centers – an increase from 92 last spring. President Judy then shared that Katie Mobely, Dean of Enrollment for CCV, Maurice Ouimet, VP of Admissions & Enrollment for VTSU, and Jay Jacobs, UVM’s VP of Enrollment, testified before House Senate and House Education committees, coming together for the first time to speak about higher education in Vermont. Finally, President Judy shared that CCV is about to move into new quarters in the St. Johnsbury Fairbanks Museum’s new annex. The ribbon cutting will be on February 15th and all are invited. Trustee Luneau requested a report from CCV at the next Board meeting regarding the number of high schools participating in dual enrollment and how many high school and tech centers there are in Vermont that are working in cooperation with CCV.

VTSU President David Bergh reported that Administrative Optimization plans are being implemented this semester and Academic Optimization 2.0 has also been finalized and is being implemented and targeted for work over the coming months in preparation for a full Board review in April. Additionally, VTSU is working on a list of institution events and opportunities for trustee engagement at the campuses which should be out shortly.

10. Government Affairs Update

Drake Turner, Director of Governmental and External Affairs, gave a brief report on the first four weeks of the Legislative session. The Chancellor has spent time in the State House over the past two weeks meeting legislators and introducing herself to some key committees. She has also been introduced to the Lieutenant Governor, President Pro Tem of the Senate, and Speaker of the House. Introductory testimony was also provided to the Senate Education and Senate Institutions committees. Upcoming, introductory testimony will be provided to the House Education committee, and the House Appropriations committee in early February. More

testimony to key committees is expected to be scheduled in the coming weeks. The Governor's budget address will be coming in the next day.

11. Report from the Chancellor

Chancellor Beth Mauch shared some background about herself and her extensive experience in higher education. One of her passions in higher education is removing barriers (academic, social/emotional and financial) for students who might not otherwise attend college. Chancellor Mauch expressed her enthusiasm to be working with the VSC on their goal of transforming to ensure access to high quality education for all Vermonters. She closed by mentioning how impressed she is with the support the VSC receives from the Vermont Legislature and looks forward to working with them.

12. Report from the Executive Committee

Chair Dickinson shared that the Executive Committee met on January 16th for an introductory meeting with new Chancellor and concentrated on outlining goals and priorities for the coming year.

13. Nominating Committee appointments

Chair Dickinson described the current slate of Nominating Committee members and asked if other Trustees wanted to serve on the Nominating Committee. Hearing none, Chair Dickinson called for a motion to reappoint the current slate of members to the Nominating Committee.

Trustee Jefferson moved and Trustee Luneau seconded the motion to reappoint Trustee Bombardier, Trustee Dickinson and Trustee Lippert to the Nominating Committee. The motion was approved unanimously.

14. Additional Business

Trustee Silverman requested a follow-up on the possible censorship issue raised during the public comment section of this meeting. President Bergh agreed there would be follow-up.

Chair Dickinson adjourned the meeting at 2:26 p.m.

ITEM 2:
VTSU Student Success Initiative



Student Success Initiative

New Structure | Data Analysis | Work to Date

VSCS Board of Trustees Meeting
-- Monday, April 15, 2024 --

Student Success

University-wide focus in all divisions and departments.



Student Centered

Relationship Based

Holistic Support

Student Success

Advising

- Career Development
- Internships
- International Student Services
- Study Away/Abroad

Student Life

- Residential Life
- Student Government
- Student Activities
- Health & Wellness
- Public Safety

Academic Support

- Tutoring
- Multilingual Student Services
- Educational Opportunity Programs
- Disability Services

Athletics

- Varsity
- Intramurals
- Club Sports
- Fitness
- Recreation



Diversity, Equity, Inclusion, and Social Justice

University-wide Structure

1. Strategy Committee (new)

2. Tactical Team (new)

w/ ad hoc sub-teams as needed

Ex: Retention

Ex: Achievement
Gaps

Ex: VA Financial
Aid

Ex: Student
Emergency Aid

Ex: Probation
Support

3. Campus CARES Teams (existing)

CARES Team (Existing)

FREQUENCY:
Weekly

Purpose:

These campus-based teams proactively address student academic and behavioral concerns by coordinating personalized outreach, identifying behavioral patterns, and collaborating with relevant campus entities.

Responsibilities:

- Focus on student-related issues and barriers to success
- Coordinate personalized outreach for students specifically identified for academic or behavioral concerns.
- Identify patterns in student behaviors on course or campus levels.

Membership:

- Membership for CARES Teams has already been established for each main campus, learning site, and online learners.
- Current representation from Student Life, Health & Wellness, Advising, Athletics, Academic Support and Public Safety. Academic deans or department delegates are consulted for holistic perspectives and collaboration.

Tactical Team (New)

FREQUENCY:

Biweekly

(and as needed for issues
requiring immediate attention)

Purpose:

This committee will support success and remove barriers for all students at all locations and all modalities. It will align priorities, implement programs, conduct assessments, and address persistence challenges through focused collaboration.

Responsibilities:

- Connect strategic priorities to specific student populations to fit each location, modality, or functional area's unique needs and resources.
- Develop and implement programs supporting location, modality, or functional area-specific priorities.
- Conduct assessments linked to location, modality, or functional area initiatives.
- Lead small groups to tackle location, modality or functional area-specific persistence issues.

Membership:

- AVP Advising *
- AVP Academic Support & EOP *
- Dean of Students *
- AVP Athletics *
- AVP Institutional Research*
- AVP Finance & Compliance
- AVP Financial Aid
- Director of Enrollment Operations
- Director of Health & Wellness
- Director of Residence Life and Housing Operations
- University Bursar
- University Registrar
- Faculty representation

*Also on Strategy Committee

Strategy Committee (New)

FREQUENCY:
Monthly

Purpose:

This committee will set comprehensive strategies to enhance the student experience and increase student outcomes by developing, implementing, and evaluating initiatives aligned with the university strategic priorities.

Responsibilities:

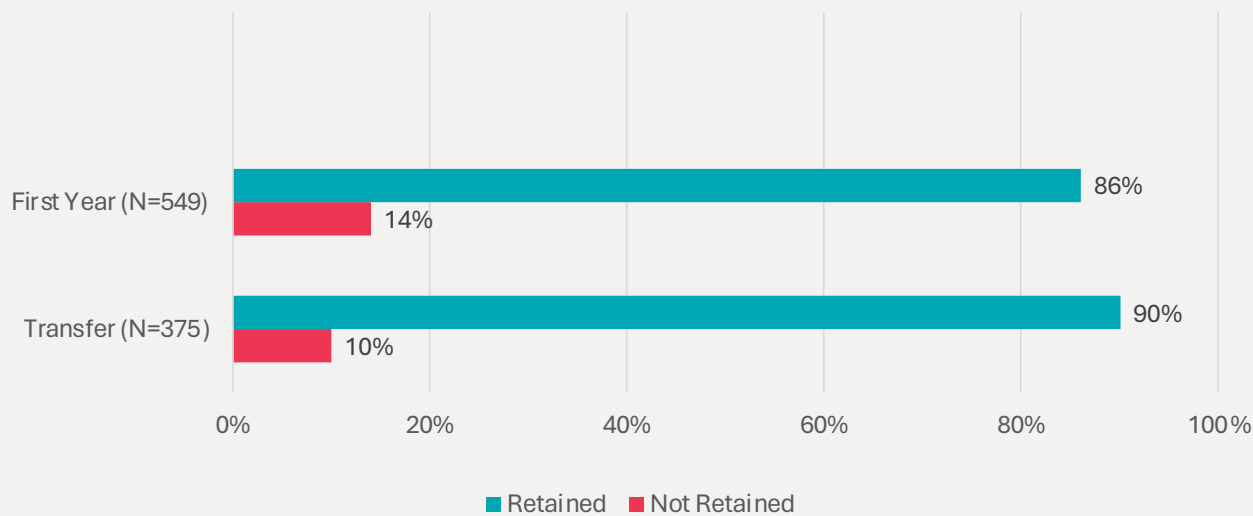
- Develop cohesive strategies for student success for all students, all locations, all modalities. Create and refine long-term plans for student achievement aligned with the institution's mission.
- Identify and prioritize university-wide initiatives to enhance student success.
- Regularly review data, progress, and adjust strategies as needed.
- Oversee the evaluation of initiatives, using data to guide decision-making.

Membership:

- President
- All Vice Presidents: Student Success (Chair), Academic Affairs, Finance, and Enrollment
- AVP Advising & Career Development
- AVP Academic Support & Educ. Opportunity Progs
- AVP Institutional Research
- AVP Athletics
- AVP Online
- Dean of Students
- Academic Deans (2)
- Chief Diversity Officer
- Faculty Leadership

Data Analysis

FALL 2023 TO SPRING 2024 RETENTION



Analysis of exit surveys, advising surveys, and financial aid data showed populations that underperformed:

- Pell-eligible
- First-generation
- Male transfer students
- BIPOC students
- Undeclared students



Work to Date

We're

Together



Helpful

When



Vermont State University

Complete:

- Streamlined and improved new student onboarding – Advising, Admissions, Registration
- Resolved a billing issue
- Addressed testing software challenge
- Approved a Supplemental Instruction Pilot Fall 2024

In Progress: (Tactical Team)

- Communication plan for student services at Williston
- Identifying needs for student transportation support
- Assessing needs and options for a Parent Portal



ITEM 3:
Sophie Zdatny Scholarship Endowment

**MEMORANDUM**

TO: VSCS Finance & Facilities Committee
David Silverman, Chair
Shawn Tester, Vice Chair
Bob Flint
Bill Lippert
Marc Mihaly
Sue Zeller

FROM: Lynn Dickinson, Board Chair

DATE: April 3, 2024

SUBJECT: Endowment Scholarship for Sophie Zdatny

It is with great pleasure that I put forward a request to fund an endowment in the name of Sophie Zdatny, former Chancellor of the Vermont State Colleges. Sophie served as Chancellor of the VSC from 2020 to 2023 leading through a time of tremendous turmoil and change. With its very existence as the higher education backbone of Vermont on the line, throughout her tenure Sophie was a stalwart champion of the system's students, faculty, and staff. She worked tirelessly to forge a sustainable path forward that preserved the critical access and affordability mission of VSCS for our students, in service to our state.

To do this required her to lead the system through unparalleled but unavoidable change with compassion and resolve. Throughout the process, Sophie stayed true to her belief in the value of public higher education and the importance of keeping students at the center of the work, challenging others to build an educational experience that serves their needs now and more importantly into the future.

To honor this commitment, the Board of Trustees, colleagues, partners, and friends have created a scholarship in her name. As designed, this scholarship is a direct testament to Sophie's commitment to Vermont, Vermonters and the value of a public higher education. To that end, this scholarship will promote and support students taking advantage of transfer pathways between Community College of Vermont and Vermont State University.

Eligible students will receive a scholarship in their last term at CCV and in their first year at VTSU. The goal is to support student affordability and accessibility taking advantage of the high value transfer pathways between our two colleges.

The initial funding value of this scholarship is \$35,809.72. Pledge donations in the amount of \$11,040.28 are anticipated over the next three years. Additional donations will be sought to expand this valuable scholarship in the coming months. I am therefore requesting that this scholarship be endowed by the Board of Trustees.

- NEW FUNDING SOURCE DOCUMENT - ENDOWMENTS ONLY

VERMONT STATE COLLEGES

(College Name)

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

1) Name of endowment: (type in all CAPS)

SOPHIE ZDATNY SCHOLARSHIP ENDOWMENT

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

Vermont State Colleges Board of Trustees Members, colleagues, and friends of Chancellor Zdatny

3) Purpose of endowment: (Attach supporting Documentation)

To promote and support students utilizing transfer pathways between Community College of Vermont and Vermont State University.

4) Proper accounting fund:

Regular Endowment Term Endowment

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

67015

6a) Date Endowment Reach Endowment Status:

DECEMBER 2023

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

Report annually to Sophie Zdatny the recipients

8a) Funding amount:

**\$35,809.72 in current donations
\$11,040.28 in pledged donations**

8b) One-time - OR

Ongoing funding (indicate timeframe:)

Pledged donations anticipated between 2024 and 2026

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

Yes

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

Allowed

- NEW FUNDING SOURCE DOCUMENT - ENDOWMENTS ONLY

VERMONT STATE COLLEGES

(College Name)

SOPHIE ZDATNY SCHOLARSHIP ENDOWMENT

10) If investment proceeds generated, indicate intended disposition:

- Per Board Approved Spending Procedure
- Fully expend for program as prescribed
- Increase principal for inflation and expend remainder
- All Investment earnings added for ___ years before expending for endowment purposes begins
- Other (describe:)

11) <u>President:</u> /s Eileen "Lynn" Dickinson Chair Board of Trustees	12) <u>Date to Ch's Ofc:</u>	13) <u>Date Board Approved:</u>
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Version 4/17/2008

ITEM 4:

VSC Faculty Fellow Nominations

>Dr. Anne Slonaker

>Dr. Michael Talbott



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

Tel: 802.728.1252
Email: President@VermontState.edu

February 29, 2024

Chancellor Elizabeth Mauch
Vermont State Colleges

Dear Chancellor Mauch,

I am pleased to endorse the nominations of **Professors Anne Slonaker (Education) and Michael Talbott (Communications)** to receive Faculty Fellow recognition for 2024-2025.

Both of these nominees have demonstrated significant accomplishments in their teaching, research, and service. They also have each received the enthusiastic support of their colleagues, as you will see in the attached materials.

Professors Sloanker and Talbott represent the best of VTSU with their commitment to our students and their development as the driving motivator of their efforts. We are fortunate to have them and would be wise to recognize them with this distinction.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "David Bergh".

David Bergh, Ed.D.
Interim President



David Bergh, Ed.D.
Interim President
Vermont State University
P.O. Box 500
Randolph Center, VT 05061

Dear President Bergh:

It is my pleasure to support the nominations of both Professors Anne Slonaker (Education) and Michael Talbott (Communications) as Faculty Fellows for 2024-2025.

Notably, both of these faculty were enthusiastically nominated by colleagues for these fellowships, as you will see from the enclosed. Based on these nominations, it is clear that both of these faculty members would be exemplary Faculty Fellow, continuing their research and service in their respective fields.

If you should require additional information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Nolan T. Atkins".

Nolan T. Atkins, Ph.D.
Vice President of Academic Affairs, Provost

Enclosures

Nolan T. Atkins, Ph.D.
Vice President of Academic Affairs, Provost
nolan.atkins@vermontstate.edu
1.802.626.6406



Vermont State University

December 14, 2023

Dr. Atkins,

It is with great enthusiasm that I write this letter to nominate Dr. Anne Slonaker as VTSU's 2024-2025 Faculty Fellow. Dr. Slonaker's work in literacy impacts our teacher education program and Vermont policy initiatives. Dr. Slonaker's research encompasses over 20 years of dedication and a recent year-long sabbatical in which she researched literacy practices across the state of Vermont.

Dr. Slonaker's work greatly informs our Education program. Anne teaches literacy courses that span undergraduate early childhood, elementary, and secondary education as well as graduate courses. Even before she engaged in her sabbatical work, Anne's courses on "Disciplinary Literacy" and the "Ill Structured Problem" were well received at National Conferences in English and Special Education. Her knowledge of literacy allows her to develop strong relationships with the community to create meaningful placement opportunities. Recently, Anne and I completed a semester long literacy project with Mettawee Community School (MCS). At MCS, Anne connected with the principal and teachers. Anne utilized her sabbatical research to recognize strong practices while assisting the school in re-thinking the role of curricular changes. Her commitment to the learning needs of pre-service teachers should be commended. In the midst of literacy controversy, Dr. Slonaker presents students with all sides of the debate ensuring that they are prepared to walk into any school, using any curricular program, and teach in a way that reaches all students and centers social justice.

Dr. Slonaker's research also influences the daily strategies that practicing teachers implement and informs Graduate work and thesis projects. As a professor in the graduate program, Anne has guided theses on various literacy related topics like: Kalb's work, "Exploring the Relationship between Oral Fluency, Intrinsic Motivation to Read, and Reading Self-Efficacy for Adolescents in Intervention" and Richer's "The Exploration into Culturally Responsive Pedagogy in Vermont." In Introduction to Educational Research Anne served as a guest lecturer providing guidance on educational research, literacy practices, and qualitative methods. She encourages students to think beyond their current understanding of research and reach into their passions. This, Anne describes through her discourse analysis of a lend a book listserv of Phish participants in the mid 2000s!

Connecting her musical passion to her work is evidence of the ways in which literacy and research are pervasive influences in her life. It is this commitment to the field of literacy that brought me to nominate her as a Faculty Fellow. Anne has been committed to the field of literacy since her undergraduate work. Since then, she pursued a PhD in Curriculum and Instruction with a concentration in Literacy. And, most recently Anne completed a meta-analysis of literacy practice to guide her listening tour of Vermont educators. The current controversy surrounding literacy practices has left educators and administrators fumbling through curricular packages and choosing one side or the other in the great “Reading Wars.” However, Anne transcends the reductive arguments currently plaguing our understanding of literacy by diving deeply into the work and exploring that which our teachers know and understand. She provides students, Education Department faculty, and indeed, anyone interested in listening an understanding of literacy that goes beyond the Science of Reading.

Dr. Anne Slonaker’s depth of literacy knowledge reaches beyond theoretical undertakings in pre-service to the daily practices and interventions in schools. From VTSU to the Statehouse to National service concerning policy work, Anne is a fierce advocate for all Vermont students. For example, she presented twice to the House Education Committee on Vermont’s literacy practices and serves as a Policy Analyst for the state of Vermont through the National Council of Teacher’s English.

Dr. Atkins, I thank you for your consideration of Dr. Anne Slonaker as Faculty Fellow for the 2024-2025 school year. Anne’s commitment and passion to literacy education are an example of that which a Faculty Fellow should embody. Literacy research is her life! Anne is an integral member of our department, our community, and the field of literacy research.

Thank you,



Leigh-Ann L. Brown, PhD
Associate Professor of Special Education
VTSU-Castleton

Dr. Monica McEnery
Vermont State University - Castleton
Education Department
(802) 989-8274
monica.mcenery@vermontstate.edu

December 15, 2023

Dear Dr. Atkins -

I nominate Dr. Anne Slonaker for the role of Faculty Fellow for VTSU, 2024-25. Dr. Slonaker is an instrumental part of the VTSU Education Department and has been a tenured Professor of Education at Castleton for many years. She is the heart of our department and a constant advocate for students, for equitable systems and structures in education, and for effective literacy practices within K-12 classrooms and beyond. She also is a constant support to her colleagues, providing leadership in ways that are both explicit and implicit. Anne served as Chair of our department for several years and has been engaged in the Faculty Federation. She is always present, is one of the best listeners I know, and is a "public intellectual" - one whose research is deep and relevant and who is able to speak and present about it in ways that make sense and feel relevant to her audiences.

Dr. Slonaker is a highly respected member of our campus and broader community, and her previous year-long research initiative, in which she studied literacy practices during a "Literacy Listening Tour" has helped deepen our understanding of literacy as a critical component of learning. Her holistic perspective has been shared with pre-service and practicing teachers and has made a difference to countless educators in the public school environment and, therefore, to countless children. Anne is the epitome of a knowledgeable and compassionate educator.

I have seen Anne connect with undergraduate and graduate students in exceptional ways. They flock to her door so that she may advise them, and she is the first to encourage individuals to pursue their passions. She puts democratic practices at the forefront of her teaching and is supportive in all ways possible.

In addition to her undergraduate teaching responsibilities, meaningful coursework, and deep research, Dr. Slonaker has engaged in graduate thesis support and in community initiatives. I had the privilege of hearing her present about her Literacy Listening Tour at the VTSU Academic Excellence Conference and am continually impressed by the way she leans into controversial issues with a whole heart and deeply thoughtful perspective. Anne is always there when challenges present themselves, and she sees projects and events through to satisfying completion.

Thank you for considering the one and only Dr. Anne Slonaker as VTSU Faculty Fellow. If you have any questions at all, please contact me.

Sincerely,



Dr. Monica McEnery

To: VSC Faculty Fellow Committee

Dear Colleagues,

Please accept this letter of nomination in support of Prof. Michael Talbott as VSC Faculty Fellow for academic year 2024-2025.

It would be difficult indeed to overstate our respect and appreciation for the tireless, selfless, and effective leadership Professor Talbott provides. He combines a thorough, agile, open, and inclusive approach to academic governance with a visionary arc for curriculum development to meet the future demands of institutional success. His contributions to faculty and student success are characterized by thoughtful presence, constant availability, forethought, and conscientious practice in handling academic affairs. His impeccable approach to serving students and faculty alike, and his general completeness and follow through on all matters great and small, serve as a de facto template for administrative effectiveness.

In the classroom, Talbott is famously prepared, forward thinking, and engaging. He is known for drawing students into deeper conversation on topics they might not otherwise encounter, using the medium of foreign and domestic film. His methodology of film analysis is far from passive, requiring students to actively edit feature films to create persuasive presentations in support of their ideas, engaging them in the mechanics of visual narrative and storytelling.

Talbott is active in service to the university, serving as Castleton University, Department of Media & Communication Chair from 2017 to 2023. He was subsequently elected by his colleagues to lead the expanded Arts, Humanities and Communication Department under the new Vermont State University system. Talbott's tenure as departmental lead showcases development of enhanced opportunities for student achievement, matching pace with trends in technology and industry:

- Development of a new sound studio for Castleton Internet Radio, replacing the defunct Castleton radio station

- Creation of new curriculum for podcasting

In consultation with the Rutland Economic Development Corporation, Talbott initiated creation of the Castleton Content Lab, a student-led, student-run creative agency through which students work with regional municipalities, public entities, non-profits, and community organizations to develop public facing graphic design and video content supporting regional revitalization initiatives.

- Principal architect of the Capstone Portfolio Development class, recognized by students as invaluable to their career development and preparedness

His record of institutional service further includes:

- Director, Castleton International Film Series (2015-2020)
- Coordinator, Cinema Studies Program (2014-2023)
- Coordinator, Castleton Honors Academic Program (2017-2023)
- Advisor, Castleton Radio Station (2017-Present)
- Executive Council of the Faculty Assembly (2016, 2020-2023)
- Chair, Faculty Search Committees (2017, 2018, 2019)

Chair, Course Fees Committee (2017)
 Chair, Cultural Affairs Committee (2016-2017)

In service to fellow faculty, Talbott has been an active member and leader in the Vermont State Colleges Faculty Federation. His participation includes:

Grievance Chair (2022-Present)
 Chapter Chair, Castleton (2020-2023)
 Vice-Chapter Chair, Castleton, (2017-2020)
 Delegate, Castleton (2015-2017)

Beyond the University, Talbott has been a leader in regional planning and development through his activities in the Rutland community. He is active in leveraging his connections with regional community entities to realize unique opportunities for town-gown collaboration and student engagement. His efforts have opened doors for student internship and employment with Rutland Economic Development Corporation (REDC), Chamber & Economic Development of the Rutland Region (CEDRR), and the City of Rutland municipal government, among others. Talbott was instrumental in placing a Castleton student in an internship in Vermont State Senator Bernie Sanders' office. His record of public service includes:

Rutland City Board of Aldermen (2020-2023)

- President (2023) – It is notable that Talbott was acting Mayor for the City of Rutland during the flooding crisis of spring 2023.
- Chair, Community and Economic Development Committee (2021-2023)
- Chair, Human Resources Committee (2021-2023)

Rutland Regional Marketing Initiative, Board of Directors (2020-2023)
 Rutland Forward, Co-Director (2021-2023)
 Vermont PBS, Community Council (2018-2020)
 American Federation of Teachers Vermont, Delegate (2016, 2022)
 Vermont Academy of Arts and Sciences, Board of Trustees (2015-2017)
 Burlington Film Society, VT International Film Foundation, Programming Committee (2015-17)
 Harold Grinspoon Jewish Community Grant Israeli Film Series (2019)
 Rutland Jewish Center Israeli Film Series (2017)
 Paramount Theatre, Rutland VT, Film Programming (2015-2018)

Prof. Michael Talbott has served this institution, its students and community selflessly, ceaselessly, and with a distinction that places him among the most deserving of his peers for recognition as VSC Faculty Fellow for Academic Year 2024-25. We hope you will agree and thank you for consideration of our recommendation. Sincerely,

Professor David Blow
 Asst. Professor Sam David-Boyd
 Assoc. Professor William DeForest

*VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION 2024-001*

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 and scholarly and professional activity” by establishing Vermont State Colleges Faculty Fellowships; and
- WHEREAS, The VSC Faculty Fellows committee, comprised of EPSL Committee Chair Megan Cluver, VSC Special Assistant to the Chancellor Yasmine Ziesler, and VSCFF President Chris Reilly, reviewed the nomination received from Vermont State University President Bergh; and
- WHEREAS, The committee recommends that Dr. Anne Slonaker, Professor of Education at Vermont State University be awarded a VSC faculty fellowship for academic year 2024-2025; therefore, be it
- RESOLVED, That Dr. Anne Slonaker, Professor of Education at Vermont State University, be awarded a VSC Faculty Fellowship for the academic year 2024-2025 with all the associated rights and privileges.

Eileen “Lynn” Dickinson, Chair
Vermont State Colleges Board of Trustees
April 15, 2024

*VERMONT STATE COLLEGES
BOARD OF TRUSTEES
RESOLUTION 2024-002*

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 and scholarly and professional activity” by establishing Vermont State Colleges Faculty Fellowships; and
- WHEREAS, The VSC Faculty Fellows committee, comprised of EPSL Committee Chair Megan Cluver, VSC Special Assistant to the Chancellor Yasmine Ziesler, and VSCFF President Chris Reilly, reviewed the nomination received from Vermont State University President Bergh; and
- WHEREAS, The committee recommends that Dr. Michael Talbott, Professor of Communications at Vermont State University be awarded a VSC faculty fellowship for academic year 2024-2025; therefore, be it
- RESOLVED, That Dr. Michael Talbott, Professor of Communications at Vermont State University, be awarded a VSC Faculty Fellowship for the academic year 2024-2025 with all the associated rights and privileges.

Eileen “Lynn” Dickinson, Chair
Vermont State Colleges Board of Trustees
April 15, 2024

ITEM 5:
ERP Assessment Update

ERP Assessment – Board of Trustees Update

April 15, 2024



VSCS Board of Trustees Scope of the ERP Assessment

April 15, 2024

- ERP = Enterprise Resource Planning
 - Software system that helps run our "business" – supports core processes
- Ferrilli conducted an ERP Assessment and is working to develop an ERP Roadmap
- The Assessment is inclusive of systems connected to the ERP
- The Assessment and Market Analysis is in three phases:
 - Phase 1: Current State Assessment - complete
 - Phase 2: ERP Market Analysis - complete
 - Phase 3: ERP Roadmap

Board-Approved Governance

Governance Structure	Responsibility/Function April 15, 2024
<p>SPONSORS Board of Trustees</p>	<p>SPONSOR FUNCTION</p> <ul style="list-style-type: none"> • Final decisions on recommendation • Approval to move to next stage • Removal and support of organizational/budget barriers
<p>STAKEHOLDERS Council of Presidents, CFOO, CIO</p>	<p>STAKEHOLDER FUNCTION</p> <ul style="list-style-type: none"> • Consultation with sponsors regarding recommendation • Removal of functional institutional barriers • Decisions related to internal processes • Engagement and participation with Executive Steering Group Team Lead/Members as needed
<p>EXECUTIVE STEERING GROUP -Delegate a team lead(s) as appropriate -Inclusive of executive-level leadership and broad functional leads</p> <p>MEMBERSHIP: 6 individuals from CCV 6 individuals from VTSU</p>	<p>TEAM LEAD(S) FUNCTION</p> <ul style="list-style-type: none"> • Decisions delegated to the team • Recommendations to bring to stakeholders and sponsors <p>TEAM MEMBERS FUNCTION</p> <ul style="list-style-type: none"> • Full team participation • Communication back to functional/institution teams as needed • Collect input from functional/institution teams

Assessment Report Highlights – Current State

- Challenges
 - Ellucian Colleague is not built to support a system with multiple institutions
 - Complications with cross-enrollment - calendar, financial aid, billing, shared curriculum
 - Exceptional challenges exist with HR/payroll and the use of UKG
 - General challenges with integration of products (Slate, UKG, and others), reporting, and customization
- Timing Considerations
 - UKG is not viable long-term
 - Modern ERP systems are cloud-based

Assessment Report Highlights – Market Analysis

- Suggested we consider ERP options with:
 - Robust functionality specific to higher education
 - Multi-institution capabilities
 - High scalability
- Provided an analysis of specific ERP products based on capability factors
- Presented optional paths forward
- Total cost of ownership estimates were provided

Steering Committee and Stakeholder Recommendation

- Move forward with ERP replacement, beginning with action steps related to readiness:
 - Architecture Assessment – processes, user experience, requirements
 - Preliminary Resource Plan
 - Governance Structure
 - Project Timeline
- Upon completion of those four initial steps, move to budget modeling and Request for Proposal (RFP) development

Recommendation Assumptions

- Current ERP does not meet institutional needs
- Seek a product that will accommodate multiple institutions in one instance to maximize efficiencies
- New solution will offer streamlined and integrated user experience for students and employees
- New system will foster a culture of continuous improvement
- We will be intentional about correcting inaccurate information in current systems before implementing a new product

Recommendation Guardrails

- A single, shared instance of an ERP must provide functionality to support the distinctive functional needs of multiple institutions
- A new ERP must support seamless integration across functional areas, including HR, finance, and the Student Information System
- A new ERP must support seamless integration between other VSC systems that support business needs, including external vendors
- Budgeting and preliminary resource planning must be completed in preplanning phase before moving forward with RFP

Recommendation Risks

- **Resource capacity** of existing staff with subject matter expertise required to implement a new ERP solution
- **Change fatigue** in recognition of the significant pace of transformation on all of the impacted areas
- Risk of replicating existing **data issues** in new ERP system
- **Readiness** for this change is at varying levels across functional areas and institutions
- **Current system sustainability** in a time of rapid market change

Pillars of Readiness

- Clearly documented objectives, goals - "why" clearly documented
- Architecture Assessment (process, user stories, requirements)
- Resource Plan
- Governance Structure
- Change Planning
- Project timeline

ITEM 6:
2024-2025 Board of Trustees Calendar - Draft

Board and Committee Meetings for 2024-2025

Date	Location	BOT	Audit	F&F	EPSL	DEI	NOM
Monday, August 12, 2024	Zoom	√			√		
Monday, August 19, 2024	Zoom			√			
Monday, September 16, 2024	Lake Morey	√					
Tuesday, September 17, 2024	Lake Morey	√					
Monday, October 14, 2024	Zoom		√				
Monday, October 28, 2024	Zoom	√			√	√	
Monday, November 18, 2024	Zoom			√			
Monday, December 16, 2024	Zoom	√					√
Monday, January 6, 2025	Zoom				√	√	
Monday, January 20, 2025	Zoom	√					
Monday, February 10, 2025	Zoom		√	√			
Monday, March 10, 2025	Zoom				√	√	
Monday, April 7, 2025	Zoom			√			
Monday, April 14, 2025	CCV Montp	√					
Monday, May 5, 2025	Zoom				√	√	√
Monday, June 2, 2025	Zoom		√	√			
Monday, June 9, 2025	VTSU-Castleton	√					
Monday, August 25, 2025	Zoom			√	√		
Monday, September 15, 2025	Lake Morey	√					
Tuesday, September 16, 2025	Lake Morey	√					