


## MEMORANDUM

TO: VSCS Board of Trustees

FROM: Elizabeth Mauch, Chancellor 

DATE: June 6, 2024

SUBJECT: Board of Trustees' Annual Meeting on Monday, June 10, 2024

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Trustees:

Materials are now available for the Board meeting scheduled for **1:00 p.m. on Monday, June 10<sup>th</sup>**. The meeting will be held at the VTSU-Randolph Campus in the Judd Hall gym space at 124 Admin Drive, Randolph, Vermont.

The annual meeting agenda is exceptionally full of both critical presentations and important items up for review and action.

### **Presentations & Updates –**

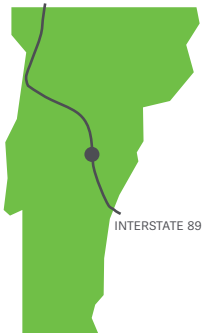
1. Glenn Evans, the Executive Director for the Center for Agriculture & Food Entrepreneurship (CAFÉ) and DeMetris Reed, CAFÉ Meat Facility Director, will offer an overview of the program along with an action update.
2. Reports from the Executive Committee, Nominating Committee, Finance & Facilities Committee; Education, Personnel & Student Life Committee; and Audit & Risk Management Committees, will be offered.
3. Kellie Campbell, Chief Information Officer, will provide an update on the Enterprise Resource Planning (ERP) summer schedule and offer a resolution granting authority to issue a Request for Proposal (RFP) pending completion of the necessary steps.
4. I will offer an update on system-level activities and have members of my team provide you with a government affairs update, a review of the new social media policy, and an overview of the board training and compliance schedule.
5. President Joyce Judy will offer a report on activities at Community College of Vermont highlighting her college's exceptional work on their strategic plan. A more thorough review of this work can be presented at a future committee or Board meeting at the Board's discretion.
6. President Bergh will offer a brief report on activities at Vermont State University.

## Items for Action –

1. The Board is saying farewell to two board members – Bill Lippert and Perry Ragouzis this month. In honor of their service, resolutions have been drafted for your consideration. I am delighted to share that Trustee Lippert will be joining us for the session.
2. Finance & Facilities has two resolutions for your consideration. The first is a resolution to approve the FY25 System Annual Operating Budget and the second is to approve the Annual Banking & Investment Resolution.
3. The Nominating Committee will introduce three motions, the first is to vote on Chair of the Board. The second is to vote on a slate of other Board officers. And the third is to vote on a slate of members for the Audit & Risk Management Committee.
4. I will introduce a resolution to add faculty and staff liaisons to the Finance & Facilities, Audit & Risk Management, and Diversity, Equity & Inclusion Committees. This resolution extends the role of liaison from the EPSL Committee to all primary working committees of the Board of Trustees.
5. The 2024-2025 Board of Trustees Calendar has been included in your packet. During the meeting you will be asked to approve or modify the schedule.
6. Following the presentation on the ERP, you will be asked to consider a resolution approving the creation of a request for proposal. This approval is conditioned upon meeting the terms outlined in the resolution.

At the conclusion of the business portion of the meeting, it is anticipated the Board will enter Executive Session to discuss public employees, real estate, and to receive confidential attorney-client communications. No action is anticipated to take place following the executive session.

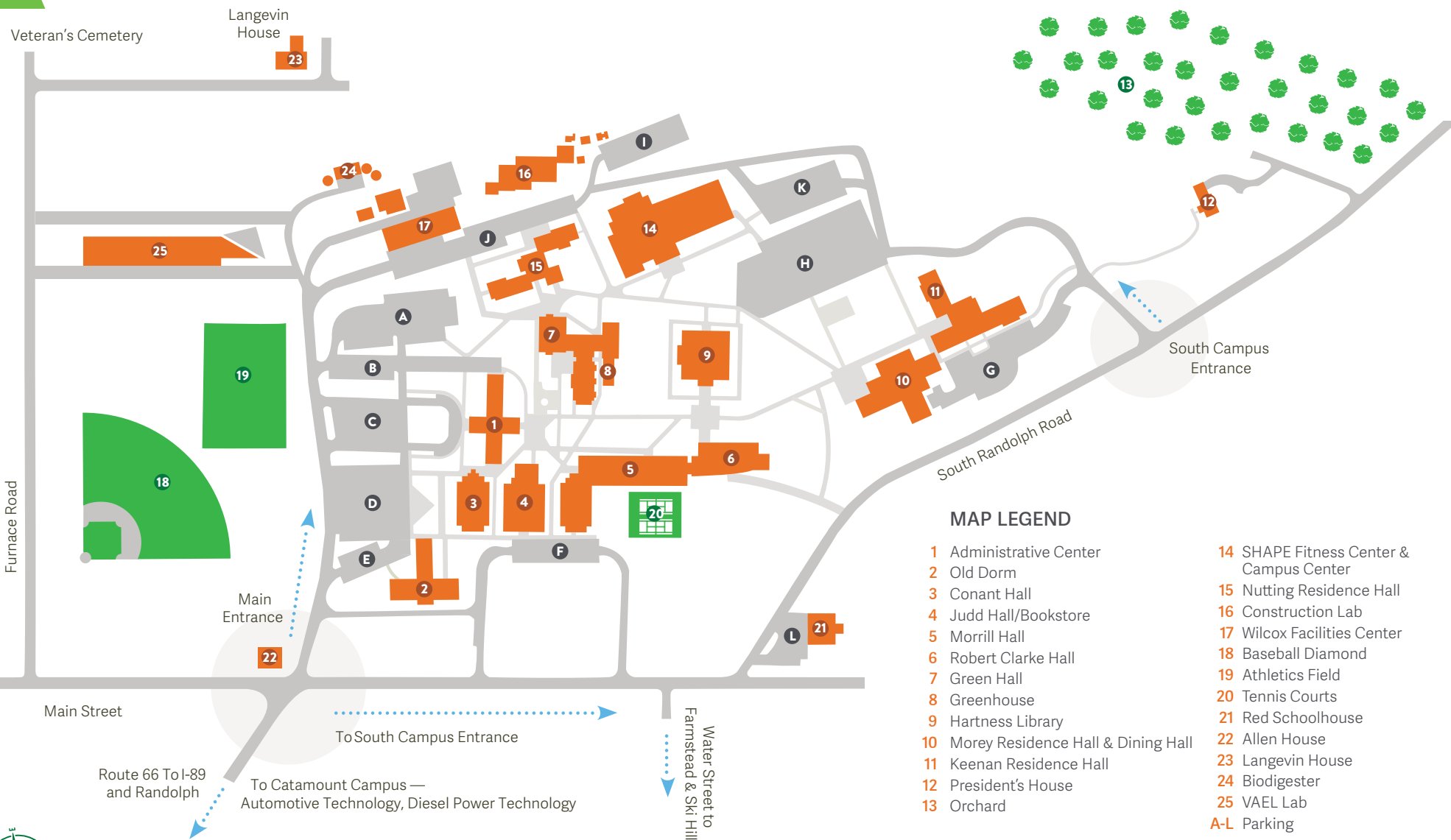
Cc: Council of Presidents  
Academic Deans  
Business Affairs Council  
Student Affairs Council



# VERMONT TECH

## Randolph Center Campus

124 Admin Drive | Randolph Center, VT 05061  
800.442.8821 | vtc.edu



### MAP LEGEND

- |                                       |   |
|---------------------------------------|---|
| 1 Administrative Center               | 14 SHAPE Fitness Center & Campus Center |
| 2 Old Dorm                            | 15 Nutting Residence Hall               |
| 3 Conant Hall                         | 16 Construction Lab                     |
| 4 Judd Hall/Bookstore                 | 17 Wilcox Facilities Center             |
| 5 Morrill Hall                        | 18 Baseball Diamond                     |
| 6 Robert Clarke Hall                  | 19 Athletics Field                      |
| 7 Green Hall                          | 20 Tennis Courts                        |
| 8 Greenhouse                          | 21 Red Schoolhouse                      |
| 9 Hartness Library                    | 22 Allen House                          |
| 10 Morey Residence Hall & Dining Hall | 23 Langevin House                       |
| 11 Keenan Residence Hall              | 24 Biodigester                          |
| 12 President's House                  | 25 VAEL Lab                             |
| 13 Orchard                            | A-L Parking                             |

### ADMINISTRATIVE CENTER KEY OFFICES:

Admissions, Alumni Relations, Financial Aid, Student Accounts, Registrar, President's Office, Public Safety, Lactation/Mother's Lounge



**Vermont State Colleges Board of Trustees Meeting  
Judd Hall, VTSU Randolph Campus, Randolph, VT  
Monday, June 10, 2024 at 1:00 p.m.**

**AGENDA**

1. Call to order
2. Comments from the public
3. Approval of April 15, 2024 Minutes
4. Presentation: Center for Agriculture and Food Entrepreneurship (CAFÉ): An Overview and Action Update
5. Resolutions Honoring the Service of Former Trustees
  - a. Motion to Approve Resolution 2024-005 honoring Bill Lippert
  - b. Motion to Approve Resolution 2024-006 honoring Perry Ragouzis
6. Report from the Finance and Facilities Committee
  - a. Motion to approve Resolution 2024-003: Vermont State Colleges System Annual Operating Budget
  - b. Motion to approve Resolution 2024-004: Annual Banking and Investment
7. Report from the Education, Personnel, and Student Life Committee
8. Report from the Audit and Risk Management Committee
9. Report from the Executive Committee
10. Report from the Nominating Committee
  - a. Vote on Chair of the Board (two-year position): Lynn Dickinson
  - b. Vote on a slate of other Board Officers: Vice Chair Megan Cluver, Secretary Karen Luneau, Treasurer David Silverman
  - c. Vote on slate of members for the Audit and Risk Management Committee: Sue Zeller, David Silverman, David Durfee, Bob Flint, and Shawn Tester
11. Motion to approve resolution 2024-007: Committee Liaisons
12. Review and vote: final version 2024-2025 Board of Trustees calendar
13. Presentation on Enterprise Resource Planning Request for Proposal Schedule
  - a. Motion to Approve Resolution 2024-008: ERP Request for Proposal Schedule
14. Chancellor Update
  - a. Chancellor Report
  - b. Government Affairs Update
  - c. Social Media Policy Update
  - d. Board Training and Compliance Schedule

15. Report from the Presidents
16. Additional business
17. Executive Session to discuss public employees, real estate, and to receive confidential attorney-client communications.
18. Adjourn

## MEETING MATERIALS

- Item 1: Minutes of April 15, 2024
- Item 2: Resolution 2024-005 Honoring Bill Lippert
- Item 3: Resolution 2024-006 Honoring Perry Ragouzis
- Item 4: VSC System Annual Operating Budget
  - A) FY25 System Annual Operating Budget Materials
  - B) Resolution 2024-003 FY25 System Annual Operating Budget
- Item 5: Resolution 2024-004 Annual Banking & Investment Resolution
- Item 6: Resolution 2024-007 Committee Liaisons
- Item 7: 2024-2025 Board of Trustees Calendar
- Item 8: Resolution 2024-008 ERP Request for Proposal Schedule
- Item 9: Social Media Policy

ITEM 1:  
Minutes of April 15, 2024

**Minutes of the VSCS Board of Trustees Meeting held Monday, April 15, 2024, at 1:00 p.m.  
at VTSU Lyndon Campus, Moore Community Room, Lyndonville, VT – 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, April 15, 2024, at VTSU-Lyndon

Board members present: Lynn Dickinson (Chair), Megan Cluver (Vice-Chair), David Durfee, Bob Flint (via Phone), Shirley Jefferson, Karen Luneau, Marc Mihaly, Perry Ragouzis, David Silverman, Shawn Tester, Sue Zeller

Absent: Betsy Bloomer, 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: Kellie Campbell, Chief Information Officer  
Sharron Scott, Chief Financial & Operating Officer  
Wilson Garland (via phone), Director of Transformation Projects  
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  
Terry Dwyer, VSEA Unit Steward, VTSU  
Barb Flathers, Executive Assistant to the President, VTSU  
Jason Kaiser, Learning Spaces Technology Specialist, VTSU  
Nicole Mace, Dean of Administration, CCV  
Maurice Ouimet, Vice President, Admission & Enrollment, VTSU  
Sarah Truckle, Vice President, Business Operations, VTSU  
Beth Walsh, Co-President, VSCUP, VTSU

From the Public: Sophie Zdatny, Former Chancellor, VSC



1. Chair Dickinson called the meeting to order at 1:07 p.m.

Chair Dickinson welcomed new legislative Trustee Marc Mihaly to the Board and asked the Trustees and the rest of the meeting attendees to introduce themselves.

2. Public Comment

Beth Walsh provided a comment sharing that this is her last year as President of the VSC United Professionals Union. She has enjoyed the work and is looking forward to a productive last year as their president and working with the Board .

3. Approval of January 22, 2024 Minutes

**Trustee Zeller moved and Trustee Silverman seconded the motion to approve the January 22, 2024 meeting minutes. The motion was approved unanimously.**

4. Presentation: VTSU Student Success Initiative

Kelley Beckwith, VP of Student Success, shared a presentation on the VTSU Student Success Initiative. That presentation can be found [here](#) on pages 13-23.

5. Report from the Finance & Facilities Committee

Trustee Silverman shared that since the last Board of Trustees meeting, the Finance & Facilities Committee has met twice, on February 12 and on April 5. At the February meeting, the committee reviewed the second quarter financial materials and the first pass of the FY25 budget. They also received an update on the ERP assessment project. At the April meeting, the committee reviewed the second pass of the budget and received a thorough briefing on the ERP assessment and Roadmap. They also reviewed an endowment request.

Chair Dickinson provided information on the Sophie Zdatny Scholarship Endowment, stating that upon the departure of Sophie Zdatny from the position of Chancellor, a Scholarship Endowment was established in her honor. \$36k was raised with an additional \$11k pledged to the scholarship. 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 the two colleges. Further information can be found [here](#) on pages 25-27. Former Chancellor Zdatny spoke to express her appreciation for the establishment of the Endowment.

**Trustee Luneau moved and Trustee Jefferson seconded the motion to approve the Sophie Zdatny Scholarship Endowment. The motion was approved unanimously.**

Chair Silverman continued, stating that the budget is shaping up favorably. At present, the system is within \$500k of hitting its target of \$10 million deficit for FY25. The third and final pass of the budget will come before the committee on May 20 in advance of our Annual Meeting in June. Lastly, the committee received a briefing from Chief Information Officer, Kellie Campbell, on the ERP assessment and Roadmap. The Board will hear more about that later in this meeting.

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

Trustee Jefferson provided a report from the March 11<sup>th</sup> meeting of the DEI committee. At that meeting the committee received an educational presentation from Rodney Smolla, President of Vermont Law and Graduate School, on the United States Supreme Court decision on race-conscious admission programs at colleges and universities. President Smolla is an accomplished litigator and scholar, renowned for his work in constitutional law, civil rights, freedom of speech, and mass media law, particularly matters relating to libel and privacy. Following President Smolla's presentation, the Trustees and staff engaged in a question-and-answer period. The presentation can be found on the VSC YouTube channel at [www.vsc.edu/live](http://www.vsc.edu/live).

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

Trustee Cluver provided an overview of the March 11<sup>th</sup> meeting of the EPSL committee which included an update on student success efforts and student advancement data being tracked at CCV; an update on the development of the VTSU student experience in the areas of career services and academic support and advising; a preliminary overview of anticipated updates to VSC Policy 101 (Program Review & Continuous Improvement Process); and an update on the most recent and anticipated future work on workforce development efforts at CCV and VTSU. Finally, the committee recommended awarding two faculty fellowships for Dr. Anne Slonaker and Dr. Michael Talbott. Further information on their nominations can be found [here](#) on pages 29-35.

**Trustee Ragouzis moved and Trustee Zeller seconded the motion to approve Resolution 2024-001, Faculty Fellowship for Dr. Anne Slonaker. The motion was approved unanimously.**

**Trustee Ragouzis moved and Trustee Zeller seconded the motion to approve Resolution 2024-002, Faculty Fellowship for Dr. Michael Talbott. The motion was approved unanimously.**

8. Report from the Audit & Risk Management Committee

Trustee Zeller reviewed the outcome of the February 12<sup>th</sup> meeting of the Audit & Risk Management Committee. At that meeting the committee reviewed and approved the system's FY24 internal audit. This audit is focused on the payment of stipends and one-time payments and is designed with an eye toward process improvement. The results of the audit will be available at the next regularly scheduled committee meeting. The committee also received an update on the FY23 single audit findings, and finally, there was an executive session where the committee received a briefing on cyber security and GLBA.

9. Report from the Executive Committee

Chair Dickinson shared that the Executive Committee discussed the addition of CCV and VTSU faculty and staff liaisons to all the remaining committees, following the example of EPSL. The committee tasked management with presenting a uniform plan of action for this undertaking. The committee also agreed it would like to see increased training for Trustees and it was agreed that General Counsel would present a plan to the Board at the June 10<sup>th</sup> meeting for future trainings.

## 10. ERP Assessment Update

CIO Kellie Campbell provided an update on the system's Enterprise Resource Planning Assessment project. With the work concluded, the project steering committee and key stakeholders have created a recommendation regarding how to move forward with additional context. The presentation can be found [here](#) on pages 29-48.

## 11. Report from the Chancellor

Chancellor Beth Mauch shared her optimism for the future of the VSC with the Board. She shared her plans to steer VSC towards initiatives that will bolster Vermont's futures and her plans for achieving this. Those plans include: expanding education access for Vermonters of all ages by broadening their education opportunities; investing in infrastructure by increasing investments in facilities to ensure they remain vibrant centers of education that are integral to the economic vitality of our communities; and fostering community partnerships by collaborating with community leaders and building strong business and organizational partnerships to yield mutual benefits for Vermont.

Chancellor Mauch shared some key updates including encouraging news regarding enrollment outlook as robust trends for the upcoming fall semester are observed. Given the recent difficulty nationally for the FAFSA recently, the VSC has undertaken some proactive measures in engaging students to assist with their FAFSAs including working with VSAC and remaining in contact with Senator Sanders' office. With labor negotiations underway, the focus is on striving to offer competitive compensation and sustainable benefits to employees. Diligent preparation is underway for the integration of a new Enterprise Resource Planning system to enhance our operational efficiency. President Bergh has initiated discussions on the infrastructure at VTSU, encouraging participation from both campus and community members, with conversations set to continue into the fall. Chancellor Mauch shared her commitment to visiting centers and campuses across the state with President Judy and President Bergh. She was excited to see some of the early renovations for VTSU's nursing program expansion and was delighted to be able to attend an Access Day at CCV Winooski. The Chancellor stated that the financial reports are encouraging, showing that we are on track to meet our projected budget estimates. She concluded her report by thanking the Board for their support as it fuels the collective mission.

## 12. Government Affairs Update

Drake Turner, Director of Governmental and External Affairs, gave a report as the legislature is in the final weeks of its session. The Chancellor had the opportunity to build relationships with legislative leaders, testifying to key committees in the House and Senate, and sharing updates on transformation and exciting news from CCV and VTSU.

House and Senate committees have heard updates on specific programs like: Nursing expansion and Allied Health Programs, the importance of Early College, the supports offered to homeless students and students exiting the foster system, CCV's Corrections Post-Secondary Education Initiative, and Workforce programming across CCV and VTSU.

With regards to the budget update, the House passed budget contains the following VSC appropriations:

- Base appropriation: \$49.4 million, which reflects a 3% increase.

- Bridge funding: \$10 million dollars, which reflects the recommendations of the Select Committee on the Future of Public Higher Education to offset the expected FY25 deficit.
- \$1 million to support CCV's Vermont Tuition Advantage Program, which offers tuition support to eligible students.

The budget is currently under consideration in the Senate. Several bills are also currently under consideration in the House and Senate that pertain to the VSC, which Ms. Turner will keep the Board apprised of. Finally, there was a Lyndon legislative breakfast earlier today where the Chancellor and President Bergh were able to speak with a group of local legislators and business and community leaders in the Lyndon region to discuss how to continue to partner to ensure vibrancy at VTSU-Lyndon.

### 13. Report from the Presidents

VTSU President David Bergh shared updates from VTSU that included current work on the Master Plan for VTSU. In concert with DumontJanks, a lot of work has been done looking at the facilities and space planning, concluding that there is a commitment to maintaining five vibrant campuses but also utilizing underutilized space and deciding what to do with spaces that might require new uses. Academic planning continues under Provost Atkins with implementation of Optimization 2.0 over the summer and next fall. CCV Pathways work continues to be very successful with seven pathways currently completed and many more in development. Enrollment planning is underway with cautious optimism for significant increases resulting from current implemented strategies. The campus signage project is also almost complete. VTSU is very excited to be approaching their first commencement in May. There will be four ceremonies in two days for the milestone event and President Bergh hoped to see many of the Trustees there.

CCV President Joyce Judy started by offering a data response to a Trustee's question from a previous meeting about secondary education programs at CCV. That information can be found [here](#). President Judy shared information about an event CCV was involved in along with UVM, the McClure Foundation, VSAC, VCF and The Curtis Foundation, featuring Richard Reeves, focusing on closing the opportunity gap of disengaged men and boys. President Judy mentioned CCV's International Food Festival occurring on April 18<sup>th</sup> and the significance of celebrating CCV's international student community. CCV's commencement is June 1<sup>st</sup> on the Norwich campus.

### 14. Review and Discuss: Board of Trustees 2024-2025 calendar

Chair Dickinson asked the Trustees to review the draft calendar in the packet and provide feedback to Jen Porrier if anyone has issues with any proposed dates. This calendar will be finalized at the June 10<sup>th</sup> annual Board meeting.

### 15. Executive Session

**At 3:17pm Chair Cluver moved that the VSC Board of Trustees enter executive session pursuant to 1 V.S.A. § 313(a)(1)(B) to discuss labor relations agreements with employees, 1 V.S.A. § 313(a)(2) to discuss negotiating or securing real estate or lease options, and pursuant to 1 V.S.A. § 313(a)(3) to consider the employment of a public employee, and because premature general public knowledge of these discussions would place VSC at a substantial disadvantage, it was appropriate for the Committee to enter executive session.**

**Along with the members of the Board present at this meeting, the Board invited the Chancellor, the VSC Chief Financial and Operating Officer, the General Counsel, the President of Vermont State University, and the President of Community College of Vermont to attend. Trustee Jefferson seconded the motion, and it was approved unanimously.**

The Board exited executive session at 4:01 p.m. and took no action.

16. Additional Business

There was no additional business.

Chair Dickinson adjourned the meeting at 4:02 p.m.

UNAPPROVED

ITEM 2:  
Resolution 2024-005 Honoring Bill Lippert

VERMONT STATE COLLEGES SYSTEM  
BOARD OF TRUSTEES  
RESOLUTION 2024-005  
Resolution Honoring the Service of Trustee Bill Lippert

- WHEREAS, Bill Lippert served twelve years as a Legislative Trustee for the Vermont State College System from March 1, 2012 to February 29, 2024. During this period, he served on the Finance and Facilities Committee, the Nominating Committee and as Vice Chair of the DEI Committee. He also served on a Presidential Search Committee.
- WHEREAS, Bill Lippert was born in Port Trevorton, Pennsylvania, was educated at Williamsport High School in Williamsport, Pennsylvania, and Earlham College in Richmond, Indiana, graduating in 1972, and
- WHEREAS, Bill moved to Vermont to work at the Counseling Service of Addison County in 1973 and served as Executive Director there from 1984 to 1996, while also obtaining a MA in Counseling Psychology in 1979 from Antioch University New England in Keene, New Hampshire.
- WHEREAS, He founded Samara Foundation of Vermont in 1992 and was employed there from 1997-2007 and then attended the John F. Kennedy School of Government, Harvard University – Senior Executives in State & Local Government.
- WHEREAS, Bill Served on the Boards of VT CARES, Addison County Battered Women’s Project, Founding Board of Outright Vermont, member of Lewis Creek Association and elected Hinesburg Justice of the Peace.
- WHEREAS, Bill was appointed to the Vermont House of Representatives and seated on April 13, 1994. He served on the House Judiciary Committee serving as both Vice Chair and Chair of the Committee. He also served as the Chair of the Judicial Retention Committee, as the Chair of the Administrative Rules Committee, a member of the Corrections and Oversight Committee and a member of the Judicial Rules Committee. During his last four years in the Legislature, he served as the Chair of the Health Committee.
- WHEREAS, During his tenure in the legislature, Bill served on legislative study committees including civil rights enforcement, future corrections policies, Vermont’s mental health system and became a champion of the LGBTQ community in working toward legislation for Civil Unions and the Freedom to Marry Act. As a result of the success in passing this legislation, he married his partner of 21 years, Enrique Peredo, Jr. in September 2009.
- WHEREAS, Bill brought a broad range of professional, community, public service participation and legislative experience to the Board of Trustees of the Vermont State College System during his tenure on the Board; therefore be it
- RESOLVED, The Vermont State College System expresses its sincere appreciation to Bill Lippert for the benefit he has brought to the State of Vermont through his service to VSCS, to its colleges and university, to its hundreds of faculty and staff, and most important, to its students.

Bill, we are honored to have served with you. We wish you the very best.

Be it Approved: June 10, 2024

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Eileen “Lynn” Dickinson, Chair of the Board of Trustees

ITEM 3:

Resolution 2024-006 Honoring Perry Ragousiz



VERMONT STATE COLLEGES SYSTEMBOARD OF TRUSTEESRESOLUTION 2024-006Resolution Honoring the Service of Student Trustee Perry Ragouzis

- WHEREAS, Perry Ragouzis matriculated at Castleton University in Fall of 2020, amidst the COVID-19 global pandemic and an unprecedented moment in the history of Castleton and the Vermont State Colleges system; and
- WHEREAS, Perry has served as the Student Trustee to the VSC Board of Trustees for the past two years, during the planning and launch of Vermont State University; and
- WHEREAS, Perry has been an exceptionally diligent, competent, and thoughtful trustee during his service as a Trustee on the Board and on its Education, Personnel and Student Life and Diversity, Equity and Inclusion Committees; and
- WHEREAS, Perry has led the VSC Student Association through the transition to a two-institution system comprised of CCV and Vermont State University and adoption of a newly revised Constitution; and
- WHEREAS, In addition to his role as Student Trustee, Perry has contributed exceptional effort and leadership to unify and support student government across the campuses of Vermont State University, culminating in the recent successful vote to adopt a new Vermont State University Student Government Association Constitution; and
- WHEREAS, Perry is now a graduate of the Class of 2024 of Vermont State University with a Bachelor of Arts in Political Science; and
- WHEREAS, Perry's accomplishments have been recognized with numerous awards and honors, including most recently the Caroline Woodruff Leadership Award, the Outstanding Senior Alumni Award, and induction into the Pi Gamma Mu Honors Society; and
- WHEREAS, Perry has demonstrated professionalism, preparedness and effective advocacy for his fellow students during his tenure as a Student Trustee; therefore, be it
- RESOLVED, The Vermont State Colleges Board of Trustees expresses its sincere appreciation to Perry Ragouzis for the benefit he has brought to the State of Vermont through his service to the VSC System, its two institutions, hundreds of faculty and staff, and most important, thousands of students.

Perry, we could not be prouder of all that you have achieved or be more grateful for all that you have contributed to the Vermont State Colleges, to your home campus of Castleton, and to Vermont State University. We wish you our very best.

Be it Approved: June 10, 2024

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

**ITEM 4:**

**Resolution 2024-003 VSC System Annual Operating Budget**

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**FY25 SYSTEM-WIDE BUDGET PROPOSAL**


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The budget target for FY25 is a deficit of \$10 million, excluding one-time spending related to the “step-in” for computer system replacement. The proposed FY25 budget is a deficit of \$10.35 million, divided roughly as a deficit of \$350 thousand for Community College of Vermont and \$10 million for Vermont State University. Both Vermont State University and Community College of Vermont have taken steps to tighten up their budget requests for FY25 with CCV showing a net deficit improvement of \$149 thousand since the second pass of the budget.

	FY2024 Budget	FY2024 Forecast	FY2025 Proposal
<b>TOTAL REVENUES</b>	160,646	169,647	167,677
<b>TOTAL EXPENSES</b>	180,105	171,535	178,029
	-	-	-
<b>NET REVENUES/(DEFICIT)</b>	(19,459)	(1,888)	(10,352)

The General Assembly has appropriated \$10 million in bridge funding to support the anticipated deficit for FY25. In the event funds of up to \$350 thousand will be needed to support spending in excess of the allocated \$10 million, the system will use reserve funds.

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**FY25 SYSTEM-WIDE REVENUES**


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System-wide revenues are budgeted at \$167.7 million, approximately \$7 million higher than the FY24 budget, and \$2 million less than the FY24 third quarter forecast. Since the second pass of the budget, the greatest single change in budgeted revenue is related to tuition and fees at Vermont State University. The University anticipates a 7% increase in net student revenue based on a modest rebound in student enrollment. Current data and tracking suggest the University is on target to hit this number; however, they are closely monitoring student enrollments and will continue to take direct action to address variation in enrollment as the summer progresses.

	FY2024 Budget	FY2024 Forecast	FY2025 Proposal
<b>REVENUES</b>			
Tuition and Fees	83,735	87,355	90,970
State Appropriation	49,586	53,595	51,682
Room and Board	20,314	18,529	19,011
Sales and Services	4,549	4,693	4,238
Gifts	1,135	951	1,177
Other Revenue	1,327	2,804	598
<b>TOTAL REVENUES</b>	160,646	169,647	167,677

At the conclusion of the legislative session, the General Assembly increased the Vermont State Colleges base appropriation by 3% plus an additional \$1.5 million to allow the system additional time to meet its structural needs. Therefore, the 3% increase to the base has been included in the System-wide Operating Budget and the \$1.5 million has been set aside for use in a future year.

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**FY25 SYSTEM-WIDE EXPENSES**


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System-wide operating expenses are budgeted at approximately \$2 million lower than the current year budget and \$6.5 million lower than the third quarter forecast. The change in expenses is a \$6 million improvement from the first pass of the budget.

	FY2024 Budget	FY2024 Forecast	FY2025 Proposal
<b>EXPENSES</b>			
Salaries and Benefits	103,869	102,531	103,364
Retiree Medical Expenses	9,294	7,000	7,700
Services, Supplies, Travel	40,654	41,493	40,477
Scholarships	8,133	10,061	9,501
Utilities	8,603	7,297	8,057
Other Expenses	3,795	3,795	3,608
Debt Service	7,865	6,826	8,445
Shared Services	(1)	(94)	(0)
Chancellor's Office	-	-	-
Other Transfers	(4,507)	(428)	(5,083)
<i>Other Transfers-one time</i>	-	(2,184)	-
Strategic Initiatives (3%)	1,440	1,440	980
Economic Stabilization (2%)	960	960	980
<b>TOTAL EXPENSES</b>	<b>180,105</b>	<b>171,535</b>	<b>178,029</b>

Several areas to note within this proposed budget. First, debt service increases in FY25 reflect the first year of principal payments on the 2020 Bonds. This increase has been anticipated throughout the budgeting process and is reflected on the debt service line. Second, a warmer than usual winter lowered the system's use of heating fuels. While this allowed for a favorable FY24 forecast, the institutions have budgeted at more typical volumes. Lastly, recent changes to the appropriation formula reduced the amount budgeted for strategic initiatives. This revised amount is reflected on the strategic initiatives line.

Effective with FY25, the shared services for libraries and human resources are moving from the system office to Community College of Vermont and Vermont State University. Library management will be shared between the colleges jointly. Shared services for human resources will be split between the institutions with Vermont State University overseeing all benefits activities, and Community College of Vermont overseeing the remaining activities. These functions continue to act as shared services, but the budgets and management of the services will occur at CCV and VTSU respectively.

# FY25 System-wide Operating Budget

	Vermont State Colleges System			Community College of Vermont			Vermont State University			Shared Services				Chancellor's Office		
	FY2024 Budget	FY2024 Forecast	FY2025 Proposal	FY2024 Budget	FY2024 Forecast	FY2025 Proposal	FY2024 Budget	FY2024 Forecast	FY2025 Proposal	FY2024 Budget	FY2024 Forecast	FY2025 Budget 2.0	FY2025 Proposal	FY2024 Budget	FY2024 Forecast	FY2025 Proposal
<b>REVENUES</b>																
Tuition and Fees	83,735	87,355	90,970	22,000	22,712	21,899	61,735	64,642	69,072	-	-	-	-	-	1	-
State Appropriation	49,586	53,595	51,682	8,797	9,370	9,769	27,977	30,314	31,104	9,294	7,000	7,700	7,700	3,518	6,911	3,109
Room and Board	20,314	18,529	19,011	-	-	-	20,314	18,529	19,011	-	-	-	-	-	-	-
Sales and Services	4,549	4,693	4,238	1	2	1	4,548	4,691	4,237	-	-	-	-	-	-	-
Gifts	1,135	951	1,177	80	40	80	1,055	908	1,097	-	-	-	-	-	3	-
Other Revenue	1,327	2,804	598	183	183	199	1,144	172	399	-	-	-	-	-	2,449	-
<b>TOTAL REVENUES</b>	<b>160,646</b>	<b>169,647</b>	<b>167,677</b>	<b>31,061</b>	<b>32,308</b>	<b>31,948</b>	<b>116,773</b>	<b>120,975</b>	<b>124,920</b>	<b>9,294</b>	<b>7,000</b>	<b>7,700</b>	<b>7,700</b>	<b>3,518</b>	<b>9,364</b>	<b>3,109</b>
<b>EXPENSES</b>																
Salaries and Benefits	103,869	102,531	103,364	21,353	21,358	22,282	72,470	72,010	73,492	9,203	8,364	7,317	6,796	843	799	793
Retiree Medical Expenses	9,294	7,000	7,700	-	-	-	-	-	-	9,294	7,000	7,700	7,700	-	-	-
Services, Supplies, Travel	40,654	41,493	40,477	4,848	5,716	5,085	26,559	26,475	27,709	8,992	8,956	7,288	7,328	255	346	355
Scholarships	8,133	10,061	9,501	170	170	130	7,963	9,522	9,371	-	-	-	-	-	369	-
Utilities	8,603	7,297	8,057	352	352	321	8,221	6,934	7,723	10	10	10	10	20	1	2
Other Expenses	3,795	3,795	3,608	-	-	-	-	-	-	-	-	-	-	3,795	3,795	3,608
Debt Service	7,865	6,826	8,445	1,561	1,561	1,694	6,304	5,265	6,752	-	-	-	-	-	-	-
Shared Services	(1)	(94)	(0)	5,346	5,346	4,192	11,658	11,658	9,942	(17,005)	(17,098)	(14,615)	(14,134)	-	-	-
Chancellor's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Transfers	(4,507)	(428)	(5,083)	(2,569)	(1,832)	(1,406)	1,040	1,404	(69)	-	-	-	-	(2,978)	(9,348)	(3,608)
<i>Other Transfers-one time</i>	-	(2,184)	-	-	(365)	-	-	(1,819)	-	-	-	-	-	-	-	-
Strategic Initiatives (3%)	1,440	1,440	980	-	-	-	-	-	-	-	-	-	-	1,440	1,440	980
Economic Stabilization (2%)	960	960	980	-	-	-	-	-	-	-	-	-	-	960	960	980
<b>TOTAL EXPENSES</b>	<b>180,105</b>	<b>171,535</b>	<b>178,029</b>	<b>31,061</b>	<b>32,308</b>	<b>32,298</b>	<b>134,215</b>	<b>131,449</b>	<b>134,920</b>	<b>10,494</b>	<b>7,232</b>	<b>7,700</b>	<b>7,700</b>	<b>4,335</b>	<b>546</b>	<b>3,110</b>
<b>NET REVENUES/(DEFICIT)</b>	<b>(19,459)</b>	<b>(1,888)</b>	<b>(10,352)</b>	<b>-</b>	<b>0</b>	<b>(351)</b>	<b>(17,442)</b>	<b>(10,474)</b>	<b>(10,000)</b>	<b>(1,200)</b>	<b>(232)</b>	<b>-</b>	<b>-</b>	<b>(817)</b>	<b>8,818</b>	<b>(1)</b>
<b>ONE-TIME FUNDS</b>																
Carried Over Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Strategic Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other	1,200	-	10,038	-	-	-	-	-	10,038	1,200	-	-	-	-	-	-
<b>TOTAL ONE-TIME FUNDS</b>	<b>1,200</b>	<b>-</b>	<b>10,038</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,038</b>	<b>1,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING RESULT</b>	<b>(18,259)</b>	<b>(1,888)</b>	<b>(314)</b>	<b>-</b>	<b>0</b>	<b>(351)</b>	<b>(17,442)</b>	<b>(10,474)</b>	<b>37</b>	<b>-</b>	<b>(232)</b>	<b>-</b>	<b>-</b>	<b>(817)</b>	<b>8,818</b>	<b>(1)</b>

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## COMMUNITY COLLEGE OF VERMONT

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Our budget is responsive to the nine priorities listed in the CCV Strategic Plan and to the VSC's ongoing transformation. CCV is continuously working towards keeping tuition affordable while meeting ever increasing expenses. CCV is committed to creating opportunities that include philanthropic partners, and securing grants that support our strategic plan initiatives. We are focused on keeping our offerings current and responsive to the changing demands in the workplace by strengthening existing and developing new programs, certificates, and credentials.

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### INVESTMENTS & COST CONTAINMENT

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- What initiatives is your institution investing in during FY25?

The FY25 budget maintains CCV's commitment to access and affordability. As a key access point to the VSC system, we believe we should be taking all measures necessary to increase the affordability of Vermont's only community college. Therefore, this budget does not propose any tuition and fees increases. FY25 is the fifth year in a row that CCV has held tuition and fees level. The increases in the state appropriation in FY25 due to changes to Policy 403A made it possible for CCV to keep tuition level, but unless the appropriation continues to grow, we do not see a way to avoid tuition increases in the future. Given that CCV's tuition is twice the national average for two-year public colleges, that is an outcome we hope to avoid.

FY25 will see continued growth in our efforts to serve underserved populations that struggle to access higher education. CDS (Congressionally Directed Spending) funding allowed us to launch the Corrections Post-Secondary Education Initiative (CPSEI), which provides free college courses for Department of Corrections staff and Vermonters who are incarcerated. In FY25 we hope to obtain authorization to issue Pell Grants to inmates, which will make the program financially sustainable once the grant expires.

Our Workforce team is continuing to work with employers and industry leaders to develop apprenticeship and learn while you earn opportunities that meet the needs of students and employers. We are also launching a college-wide team dedicated to improving access for Vermont's multilingual learners. We have obtained philanthropic funding to establish a Multilingual Program Manager position, established partnerships with external service providers, identified opportunities within existing funding sources (Perkins, e.g.) and formed a multi-disciplinary working group to oversee and coordinate the work. By comprehensively addressing the unique barriers faced by immigrant and refugee learners, CCV seeks to empower these students to achieve their educational and career goals, thereby contributing to their integration into the social fabric of their communities and bolstering the economic prosperity of Vermont.

- **What initiatives is your institution *considering* for cost containment in during FY25?**

CCV continuously calibrates its staffing and facility footprint to respond to changes in student enrollment. CCV's course cancellation policy uses a transparent process for adding and cancelling course sections before a semester starts. This carefully managed process allows the college to maintain a class-size average consistent with our budget projections. Decisions to run or cancel classes are based on several factors, including enrollment in the course section, core course and program requirements for students, alternatives available to students, and the college's overall enrollment. This process allows CCV to manage costs as enrollment fluctuates.

CCV has 12 strategically located centers throughout the state. The College owns 3 centers and rents 9 other locations. In recent years, CCV has shifted from long-term to shorter leases to evaluate and adjust our physical footprint across all 12 centers more regularly. In the past year, we shrunk our physical footprint in Morrisville

and St. Johnsbury. For FY25, we reduced our footprint in Bennington and were invited by the Vermont Community Foundation to move our location to their offices in Middlebury. Both changes will save the College over \$100k per year.

CCV will continue to engage with the Chancellor's Office and Shared Services to achieve efficiencies in a variety of cost centers while also maintaining CCV's ability to be nimble and responsive to evolving educational needs and enrollment fluctuations.

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## REVENUE FORECAST

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CCV's primary sources of revenue are the state appropriation and tuition and fees. Other revenues from grants and gifts do not have a material impact on the budget.

With Vermont's changing demographic projections as well as a 21% decline in enrollment in K-12 in the last eight years, CCV continues to be mindful of these trends as we developed our enrollment projections for the FY 2025 budget. Given Vermont's current population trends, CCV's FY25 budget reflects a 5% decline in enrollment.

- **Pressures / Challenges related to achieving these targets:**

In 2021, in response to recommendations laid out in the *Select Committee on the Future of Public Higher Education in Vermont* report to the Legislature, the Vermont State Colleges System (VSCS) received a historic amount of state funding "to address weakness in student accessibility, success, and affordability at the VSC System and throughout the state." In making its recommendations to the Legislature, the Select Committee noted that "the State of Vermont should ensure that CCV continues to focus on its mission to provide Vermont residents with affordable access points to postsecondary education throughout the State, and to develop and deliver responsive workforce-relevant education and training programs."

CCV has raised concerns over the past two years about how the state appropriation is allocated between the two institutions, particularly given the shift of expenses to CCV through the shared services model. While recent changes to Policy 403A direct more of the appropriation to the institutions, CCV is expected to receive just 21% of the total appropriation in FY25, despite serving 55% of the students in the VSC. Working with the Office of the Chancellor and the Shared Services team, we were able to identify some savings in the Shared Services budget line, but CCV is still responsible for 30% of the expenses of this model, which continues to put significant pressure on CCV's operating budget.

While FY24 saw strong enrollment in CCV programs, we attribute much of that growth to the Vermont Tuition Advantage (VTA) Program and 802 Opportunity Grants. We anticipate very limited funding for VTA for the coming year and believe this poses a risk to enrollment given CCV's relatively high tuition rates.

In addition to the reduction in funds to support VTA, we are closely monitoring a growing trend of unpaid student tuition bills. Between FY2018 and FY2023, CCV saw a 30% increase in the amount of unpaid tuition bills. This is a trend seen across the country and coincides with the cessation of COVID funds that provided tuition assistance and debt forgiveness. CCV has embarked on a comprehensive, college-wide process to address this issue. We anticipate that tuition revenue may decrease slightly as the College initiates procedures intended to reduce the number of unpaid bills.

- **Opportunities**

CCV is committed to creating opportunities that include philanthropic partners, and securing grants that support our strategic plan initiatives. We are focused on keeping our offerings responsive to the changing demands in the workplace by strengthening existing and developing new programs, certificates, and credentials.

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### **EXPENSE FORECAST**

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Faculty and staff represent approximately 70% of CCV's annual expenses. CCV does not have a significant number of vacancies at the time of budget preparation, so the budget reflects actual staffing levels. Like all employers, CCV is under pressure to ensure that we offer a competitive wage and benefit package in order to attract and retain highly qualified personnel. With a staff-to-FTE student ratio of 1:41, reducing staff positions would greatly impact operations and our ability to serve students. Inflationary pressures have added to the cost of services, supplies and travel as well.

CCV is also projecting a significant increase in our bad debt expense in FY25 due to the increase in the amount of unpaid bills in FY23 & 24. We are embarking on a multi-pronged response to this issue, but we do not expect to see immediate decreases. Given how the bad debt calculation works, it is likely we will be contending with unpredictable bad debt expenses for the coming few years.

Working with our partners in Shared Services, we were able to identify several opportunities to reduce expenses in CCV's FY25 shared expenses. We will continue to identify strategies to reduce expenses while ensuring high quality services are delivered to both institutions. We are supportive of the changes to the Libraries and HR models that are being made for FY25, as we believe the institutions will see an improvement in service for less cost.

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### **FY2026 – FY2028 OUTLOOK**

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In the FY24 budget, CCV relied on a \$817k transfer from the Office of the Chancellor to offset the increase in shared services assessed to CCV. In FY25 CCV is budgeting a \$351k deficit due to shared services. CCV's improved position is due to an increase in the amount of the appropriation directed to the institutions as part of the changes made to Policy 403A, along with reductions in CCV's shared services budget. While progress has been made, we have more work to do.

CCV expects the trend of declining enrollment impacting educational institutions statewide to continue to persist. As discussed in the cost containment section, CCV has several tools at its disposal to adapt to declines in enrollment (course cancellation policy, expandable/contractable enrollment/budget model, e.g.), but if the distribution of the state appropriation remains at current levels, and we want to continue to hold CCV's tuition level, these tools alone will not be sufficient to respond to continued declines in enrollment.

Similarly, if Shared Services do not continue to result in efficiency and lower costs for CCV, along with increases in staff compensation to remain competitive in the marketplace, we expect more challenging budget years for the FY26-28 period.



Community College of Vermont			
	FY2024 Budget	FY2024 Forecast	FY2025 Proposal
<b>REVENUES</b>			
Tuition and Fees	22,000	22,712	21,899
State Appropriation	8,797	9,370	9,769
Room and Board	-	-	-
Sales and Services	1	2	1
Gifts	80	40	80
Other Revenue	183	183	199
<b>TOTAL REVENUES</b>	<b>31,061</b>	<b>32,308</b>	<b>31,948</b>
<b>EXPENSES</b>			
Salaries and Benefits	21,353	21,358	22,282
Retiree Medical Expenses	-	-	-
Services, Supplies, Travel	4,848	5,716	5,085
Scholarships	170	170	130
Utilities	352	352	321
Other Expenses	-	-	-
Debt Service	1,561	1,561	1,694
Shared Services	5,346	5,346	4,192
Chancellor's Office	-	-	-
Other Transfers	(2,569)	(1,832)	(1,406)
<i>Other Transfers-one time</i>	-	(365)	-
Strategic Initiatives (3%)	-	-	-
Economic Stabilization (2%)	-	-	-
<b>TOTAL EXPENSES</b>	<b>31,061</b>	<b>32,308</b>	<b>32,298</b>
<b>NET REVENUES/(DEFICIT)</b>	<b>-</b>	<b>0</b>	<b>(351)</b>

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**VERMONT STATE UNIVERSITY**

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**FY2025 OUTLOOK**

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The University's budget proposal requests authority to draw a \$10.0M deficit during FY2025. This deficit will be funded through current year and prior year state-provided bridge funding, and follows VTSU's multi-year plan to financial sustainability, which began with the FY2023 budgetary deficit of \$22.7M, and, if implemented, will continue with deficit targets of \$5.0M and \$0.0M in Fiscal Years 2026 and 2027, respectively.

The two largest variables in this budget—as in any VTSU (Vermont State University) budget—are Student Revenue and Salary and Wages, which comprise 75% of our unrestricted revenue and 58% of our unrestricted expense, respectively. In FY2025, as in past years, tuition rate increases have failed to keep up with anticipated wage and health care increases, representing the single most consistent challenge to achieving long-term balance & sustainability. In other words, under the pressure of out-of-sync inflationary factors, significant budgetary action is required each year to avoid losing ground.

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**ALIGNMENT TO BOARD STRATEGIC PRIORITIES**

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FY2025 budget proposal is based upon a modest tuition rate increase of 3.5%, as approved by the Board of Trustees last fall. Despite rising costs and inflationary rates that outpace tuition rate growth, VTSU has tried to prioritize student affordability, favoring cost containment to close budgetary gaps over passing cost along to students.

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**REVENUE**

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VTSU's budget proposal contemplates a 7% increase in net student revenue increase based on a modest rebound in student enrollment, following post pandemic and transformation lows. Many of our predictive tools have been undermined due to disrupted student registration and enrollment patterns, following untimely changes in the administration of federal student aid. However, our early funnel reports have indicated strong enrollment signals. These budget materials plan for a 3.9% aggregate increase in FTE enrollment. We plan to monitor the admissions funnel closely throughout the rest of the recruitment cycle, recalculating our enrollment projections bi-weekly between now and fall add-drop period, and reacting to new information accordingly.

Student Revenue. VTSU has assumed a 3.9% rebound in overall enrollment. While preliminary funnel data continues to look very promising, VTSU has created a \$1M contingency in the enclosed budgetary materials, to account for and allow flexibility in case the funnel does not convert as expected. Additionally, VTSU plans to implement a 3.5% increase in tuition & fee rates as approved by the Board on January 22<sup>nd</sup>. Our '23-24 incoming class will be discounted at lower rate than graduating class, consistent with our approved financial aid and scholarship strategy; we estimate aggregate scholarship expense of \$9.4M.

Other Revenue. Base appropriation is budgeted as discussed at the December Finance and Facilities meeting and aligned with the Governor's proposed Gov Rec FY25 budget. Additionally, retiree medical expenses have decreased by \$0.8M, in accordance with the latest calculations from the Chancellor's Office—this revenue "offset" will be visible on the Appropriation line.

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**EXPENSE**

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Salary, Wage, & Benefits. Salary, wages, and benefits represent 58% of VTSU's annual unrestricted expense. Workforce levels are set position-by-position based on anticipated staffing for FY2025. The University enters FY2025 with a considerable number of positions under recruitment and anticipates a modest amount of turnover in the coming year; a 2% overall vacancy rate has been assumed.

Non-personnel expenses. At the aggregate level, operational budgets—supplies, services, travel—have been level-funded to FY2024 amounts. Within that framework, the finance team has worked with budget managers to review all individual expenditure lines, looking for efficiencies where possible, and moving funds between lines according to need. VTSU's budget proposal includes the result: an aggregation of thousands of individual lines of budgetary detail, each scrutinized, reviewed, discussed, and reconsidered by the Finance team and our dozens of budget managers over the past two months. Utility expense budgets factor in a 4.3% rate of inflation (based on 3y CPI compound avg) as well as the assumption of increased oil usage of approximately 15%, following the warm winter.

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**FY2026 - FY2028 OUTLOOK**

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VTSU plans to continue improving its budgetary outlook in subsequent years, achieving break-even in FY2027.

On the revenue side, VTSU anticipates two more years of gradual enrollment gains, as we recover from post-pandemic and transformation lows. This, along with modest tuition rate increases, should allow for a 7-8% revenue growth rate. Further, VTSU plans to continue expanding its Nursing Program, filling a vital need for the State of Vermont.

On the expense side, VTSU will need to find \$7M in cost efficiencies over two years. We will be evaluating and implementing cost-saving measures as part of our FY2026 and FY2027 planning.

Vermont State University			
	FY2024	FY2024	FY2025
	Budget	Forecast	Proposal
<b>REVENUES</b>			
Tuition and Fees	61,735	64,642	69,072
State Appropriation	27,977	30,314	31,104
Room and Board	20,314	18,529	19,011
Sales and Services	4,548	4,691	4,237
Gifts	1,055	908	1,097
Other Revenue	1,144	172	399
<b>TOTAL REVENUES</b>	<b>116,773</b>	<b>120,975</b>	<b>124,920</b>
<b>EXPENSES</b>			
Salaries and Benefits	72,470	72,010	73,492
Retiree Medical Expenses	-	-	-
Services, Supplies, Travel	26,559	26,475	27,709
Scholarships	7,963	9,522	9,371
Utilities	8,221	6,934	7,723
Other Expenses	-	-	-
Debt Service	6,304	5,265	6,752
Shared Services	11,658	11,658	9,942
Chancellor's Office	-	-	-
Other Transfers	1,040	1,404	(69)
<i>Other Transfers-one time</i>	-	<i>(1,819)</i>	-
Strategic Initiatives (3%)	-	-	-
Economic Stabilization (2%)	-	-	-
<b>TOTAL EXPENSES</b>	<b>134,215</b>	<b>131,449</b>	<b>134,920</b>
<b>NET REVENUES/(DEFICIT)</b>	<b>(17,442)</b>	<b>(10,474)</b>	<b>(10,000)</b>

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**SHARED SERVICES**

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The FY2025 budget is the second Shared Services budget for the Vermont State Colleges. Created in accordance with the recommendations of the Select Committee on the Future of Public Higher Education in Vermont and many strategic conversations with the Board of Trustees, the Shared Services model is intended to provide high-quality, cost-effective services that meet the needs of the institutions of the Vermont State Colleges. In addition, Shared Services will assist with legal and regulatory compliance, security of the system, and offer equitable services across the institutions and locations.

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**INVESTMENTS & COST CONTAINMENT**

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**Investments**

For FY2025, the primary emphasis for Shared Services is on bringing together the existing, disparate services, previously in existence at the separate institutions. Through this work, specifically in Information Technology, new investments have been identified in regards to equipment replacement, an expanded focus on cybersecurity, and continued investment in the software necessary to operate Community College of Vermont and Vermont State University.

New with this budget, shared services responsibility for Libraries and Human Resources will reside with the institutions rather than the system office. Library services will continue to operate jointly as a unified service, with budget management responsibilities being shared between the two institutions. Human Resources shared services will continue to operate system-wide, with responsibility for Benefits Management and Retirees shifting to oversight at Vermont State University and remaining functions shifting to Community College of Vermont.

**Cost Containment**

A critical goal of the Shared Services division is to provide high quality and consistent services while simultaneously driving down costs. Last year Shared Services worked to identify cost containment measures that were proposed to CCV and VTSU. These measures included creative concepts for holding down cost, especially in Information Technology. These efforts will continue into FY2025.

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**REVENUE FORECAST**

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The Shared Services budget is not a revenue generating division. However, because it manages retiree healthcare costs, the corresponding state appropriation is assigned to this unit. For FY2025, the estimated cost of retiree healthcare is \$7.7M.

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**EXPENSE FORECAST**

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The Shared Services budget holds the expense for all retiree healthcare. The remainder of the budget is comprised of Finance, Legal, and Information Technology. The total budget for Shared Services is \$14.1M, approximately \$2.9M lower than in FY2024. While there have been many cost saving elements introduced into this budget, the key driver for the decrease is reduced retiree medical expenses in addition to the management of Libraries and Human Resources switching to the institutions.

<b>Expense Category</b>	<b>FY25 Budget</b>	<b>FY24 Budget</b>
Wages & Benefits	6,795,867	9,202,830
Supplies & Services	5,416,071	6,042,078
Equipment	1,523,490	1,306,593
Consulting	301,280	387,000
Travel	58,506	56,622
Utilities	10,300	10,000
<b>Grand Total</b>	<b>14,105,514</b>	<b>17,005,123</b>

The largest overall category of spending is wages and benefits, followed by supplies and services, then equipment, and consulting. It is no surprise that wages and benefits is the largest component of spending in Shared Services as higher education is a people-intensive business. The chief driver of the wages and benefits category is the number of full-time, benefits eligible, staff within each unit. Information Technology is the largest unit within Shared Services and therefore has the highest overall cost. The breakdown by service area within wages and benefits category is shown below.

<b>Wages &amp; Benefits</b>	<b>FY25 Budget</b>	<b>FY2024 Budget</b>
Finance	1,342,290	1,353,084
Human Resources	0	673,313
Information Technology	4,993,903	4,576,157
Legal	459,673	421,515
VSC Libraries	0	1,927,644
Workforce Development	0	251,117
<b>Wages &amp; Benefits Total</b>	<b>6,795,867</b>	<b>9,202,830</b>

The supplies and services category is second largest spending category within shared services. As with the wages & benefits category, spending here is directed primarily toward information technology. Information technology supplies include all the software, hardware, and equipment necessary to support the entire system.

<b>Supplies &amp; Services</b>	<b>FY25 Budget</b>	<b>FY2024 Budget</b>
Finance	211,661	230,564
Human Resources	0	9,750
Information Technology	5,050,860	4,963,366
Legal	153,550	154,350
VSC Libraries	0	681,548
Workforce Development	0	2,500
<b>Supplies &amp; Services Total</b>	<b>5,416,071</b>	<b>6,042,078</b>

Equipment is the third largest expense area for Shared Services. The entirety of the equipment budget is consumed by Information Technology.

Consulting, at \$301K is the fourth largest expense area for Shared Services. The budget breakdown for consulting is shown below. Finance budget, at \$201K is 66.8% of the consulting budget. This budget includes the costs for the external auditor and actuarial services that are required for the Uniform Guidance Single Audit and Financial Statement Audit.

Travel is one of the smaller budgeted areas within Shared Services. This budget is used for inter-campus mileage reimbursement, as well as the travel associated with required professional development in each of the key service areas.

The remaining budget category is utilities. \$10,000 is budgeted for Utilities within Shared Services, all of which is used to support the Information Technology Data Center.

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**FY2026 – FY2028 OUTLOOK**

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The Shared Services budget, exclusive of retiree healthcare, is budgeted at \$14.1M or 7.9% of the total budgeted unrestricted expenses for the Vermont State Colleges. As noted earlier, the Shared Services Division will continue to seek creative means to contain costs while maintaining high quality services. These ideas will be presented to the Institutions for their consideration, and implemented where practicable and feasible.

	Shared Services			
	FY2024 Budget	FY2024 Forecast	FY2025 Budget 2.0	FY2025 Proposal
<b>REVENUES</b>				
Tuition and Fees	-	-	-	-
State Appropriation	9,294	7,000	7,700	7,700
Room and Board	-	-	-	-
Sales and Services	-	-	-	-
Gifts	-	-	-	-
Other Revenue	-	-	-	-
<b>TOTAL REVENUES</b>	9,294	7,000	7,700	7,700
<b>EXPENSES</b>				
Salaries and Benefits	9,203	8,364	7,317	6,796
Retiree Medical Expenses	9,294	7,000	7,700	7,700
Services, Supplies, Travel	8,992	8,956	7,288	7,328
Scholarships	-	-	-	-
Utilities	10	10	10	10
Other Expenses	-	-	-	-
Debt Service	-	-	-	-
Shared Services	(17,005)	(17,098)	(14,615)	(14,134)
Chancellor's Office	-	-	-	-
Other Transfers	-	-	-	-
<i>Other Transfers-one time</i>	-	-	-	-
Strategic Initiatives (3%)	-	-	-	-
Economic Stabilization (2%)	-	-	-	-
<b>TOTAL EXPENSES</b>	10,494	7,232	7,700	7,700
<b>NET REVENUES/(DEFICIT)</b>	(1,200)	(232)	-	-



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## CHANCELLOR'S OFFICE BUDGET NARRATIVE

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For the second year, the FY2025 budget for the Chancellor's Office is comprised solely of Corporate Functions, debt service support, and line items for strategic initiatives and economic stabilization. The purpose of the Chancellor's Office is to lead corporate functions of the Vermont State Colleges. These include the chief executive of the corporation, external affairs, board support, and academic affairs. The Chancellor's Office charges are expensed directly against the State Appropriation before allocation.

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## INVESTMENTS & COST CONTAINMENT

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In FY2025, the Chancellor will be investigating a variety of options to control costs both within this division and across the Vermont State Colleges. For example, the incumbent in the role of Chief Academic Officer for the system vacated her position at the end of FY2023 and has been filling this role on a part-time basis. The Chancellor is exploring how best to re-allocate the duties of this position in a cost-effective way.

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## REVENUE FORECAST

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As with Shared Services, the Chancellor's Office is not a revenue generating organization. However, as the Chief Executive for the System, this budget holds the funded reserves for strategic initiatives and economic stabilization. Therefore, an amount of \$1.96M (down from \$2.4M in FY24) is allocated from the state appropriation to cover these charges. In addition, \$1.150M is set aside from the state appropriation to cover the charges related to corporate functions.

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## EXPENSE FORECAST

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The Chancellor's Office budget is comprised of four key service areas: Board Support, Chancellor, External Affairs, and Facilities. Excluding debt support and inter-entity transfers, this budget is distributed across the service areas as follows:

<b>Shared Services Department</b>	<b>FY25 Budget</b>	<b>FY2024 Budget</b>
Board Support	120,522	105,432
Chancellor	635,819	587,048
External Affairs	287,505	304,976
Facilities	105,320	120,820
<b>Grand Total</b>	<b>1,149,165</b>	<b>1,118,275</b>

The Board Support category includes all support for the Board of Trustees including administrative and logistical support, travel, membership in the Association of Governing Boards and related activities. The Chancellor's budget includes the Chancellor and administrative support, as well as academic affairs, the funding for subscriptions and memberships that serve the Vermont State Colleges, and a small amount of funding for consulting and ad hoc projects. External Affairs includes the government affairs and external relations staff along with the travel and consulting necessary to support their work. The facilities budget includes the annual lease for 575 Stone Cutter's Way and associated utilities.

Within these service areas, the wages and benefits category accounts for 69.0% of all expenses. This is not surprising given the labor intensive nature of the work within the corporate functions.

<b>Expense Category</b>	<b>FY25 Budget</b>	<b>FY2024 Budget</b>
Wages & Benefits	792,844	842,954
Supplies & Services	175,571	162,571
Consulting	154,000	72,000
Travel	25,250	20,750
Utilities	1,500	20,000
<b>Grand Total</b>	<b>1,149,165</b>	<b>1,118,275</b>

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### **FY2026 – FY2028 OUTLOOK**

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A well-functioning executive branch of the Vermont State Colleges is vital to its success. However, the Chancellor recognizes the need for the office to be as cost-effective and as efficient as possible and continues to explore ways to trim staffing where practicable and effective without jeopardizing the work of the system.

	<b>Chancellor's Office</b>		
	<b>FY2024 Budget</b>	<b>FY2024 Forecast</b>	<b>FY2025 Proposal</b>
<b>REVENUES</b>			
Tuition and Fees	-	1	-
State Appropriation	3,518	6,911	3,109
Room and Board	-	-	-
Sales and Services	-	-	-
Gifts	-	3	-
Other Revenue	-	2,449	-
<b>TOTAL REVENUES</b>	<b>3,518</b>	<b>9,364</b>	<b>3,109</b>
<b>EXPENSES</b>			
Salaries and Benefits	843	799	793
Retiree Medical Expenses	-	-	-
Services, Supplies, Travel	255	346	355
Scholarships	-	369	-
Utilities	20	1	2
Other Expenses	3,795	3,795	3,608
Debt Service	-	-	-
Shared Services	-	-	-
Chancellor's Office	-	-	-
Other Transfers	(2,978)	(9,348)	(3,608)
<i>Other Transfers-one time</i>	-	-	-
Strategic Initiatives (3%)	1,440	1,440	980
Economic Stabilization (2%)	960	960	980
<b>TOTAL EXPENSES</b>	<b>4,335</b>	<b>546</b>	<b>3,110</b>
<b>NET REVENUES/(DEFICIT)</b>	<b>(817)</b>	<b>8,818</b>	<b>(1)</b>
<b>ONE-TIME FUNDS</b>			
Carried Over Funds	-	-	-
Strategic Reserve	-	-	-
All Other	-	-	-
<b>TOTAL ONE-TIME FUNDS</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL OPERATING RESULT</b>	<b>(817)</b>	<b>8,818</b>	<b>(1)</b>

VERMONT STATE COLLEGES SYSTEMBOARD OF TRUSTEESRESOLUTION 2024-003FY2025 VERMONT STATE COLLEGES SYSTEM ANNUAL OPERATING BUDGET

- WHEREAS, The Finance and Facilities Committee of the Board of Trustees has reviewed the FY2025 budget information presented for the Vermont State Colleges System; and,
- WHEREAS, The Committee has discussed individual aspects of the proposals with the Chancellor, Chief Financial Officer, and Presidents of the individual institutions; and,
- WHEREAS, The Finance and Facility Committee endorses approval of the Chancellor's recommendation by the full board; therefore be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges System hereby approves the System Annual Operating Budget of \$178.029 million, including the projected operating deficit of \$10.352 million, consistent with the attached materials.
- THEREFORE BE IT,

Approved:

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

ITEM 5:

Resolution 2024-004 Annual Banking & Investment Resolution

VERMONT STATE COLLEGES SYSTEMBOARD OF TRUSTEESRESOLUTION 2024-004Banking and Investment

- WHEREAS, The conduct of the business affairs of the Vermont State Colleges System and each of its constituent member Institutions requires the establishment of banking relations and investment of funds; and
- WHEREAS, Selected officials of the System should be empowered to conduct banking and investment affairs in keeping with the organization of System; and
- WHEREAS, The term “bank” throughout this resolution also refers to credit unions and other depository or lending institutions that are licensed by the state of Vermont or the federal government; therefore, be it
- RESOLVED, That the Chancellor and/or Chief Financial Officer are authorized to do the following:
1. Establish accounts with banks and authorized brokers/dealers (safekeeping, trust, checking, savings, money market, time or demand deposit) through which to transact the cash management and investment business of the System, and delegate authority for initiation of related wire transfers;
  2. Borrow money and obtain credit from banks, authorized brokers/dealers, or other lending agencies in conformity with Board of Trustees approved budgets: and execute and deliver notes, draft acceptances, instruments of guaranty, and any other legal obligations of System, therefore, in form satisfactory to the lending agency;
  3. Pledge or assign and deliver, as security for money borrowed or credit obtained, stocks, bonds, bills receivable, accounts, mortgages, merchandise, bills of lading or other shipping documents, warehouse receipts, insurance policies, certificates and any other property held by, or belonging to, this corporation, with full authority to endorse, assign, transfer or guarantee the same in the name of this corporation, except as restricted by Vermont Statute;

4. Discount any bills receivable or any paper held by this corporation, with full authority to endorse the same in the name of this corporation;
5. Withdraw from banks or authorized brokers/dealers and give receipt for, or authorize banks or authorized brokers/dealers to deliver to bearer or to one or more designated persons, all or any documents and securities or other property held by it, whether held as collateral security or for safekeeping or for any other purpose;
6. Invest funds of System in legal investments as established by Board of Trustees policy;
7. Sell or authorize and request banks, or authorized brokers/dealers to purchase or sell, for the account of this corporation, foreign exchange, stocks, bonds, and other securities;
8. Apply for and receive letters of credit, and execute and deliver all necessary or proper documents for that purpose;
9. Execute and deliver all instruments and documents required in connection with any of the foregoing matters, and to affix the seal of this corporation; and, be it further

RESOLVED,

That the President and/or Chief Business Officer, howsoever named (e.g. Vice President of Business Operations, Dean of Administration of each Institution of the System are authorized to do the following:

1. Administer bank or accounts (safekeeping, trust, checking, savings, money market, time or demand deposit) through which to transact the banking business of the Institution in which they are officers.

THEREFORE BE IT,

Approved: \_\_\_\_\_

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

**ITEM 6:**  
**Resolution 2024-007 Committee Liaisons**



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## FACULTY AND STAFF LIAISONS PROPOSAL

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In the fall of 2022 the Educational, Personnel, and Student Life Committee (EPSL) approved the creation of faculty and staff liaison roles. Subsequently approved by the Board of Trustees at its September 2022 board meeting, the liaisons have served as *ex officio* members of the committee since that time. Their input on matters of the committee since that time has been invaluable offering tremendous insight.

We recommend expanding faculty and staff liaisons to the Finance & Facilities, Audit & Risk Management, and Diversity, Equity, & Inclusion committees of the board. A copy of the resolution is shared on the next page for your consideration.

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## PROPOSED STRUCTURE

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1. From the Community College of Vermont and Vermont State University appoint one faculty member and one staff member to Finance & Facilities, Audit, and Diversity, Equity & Inclusion for a total of two faculty and two staff members to each committee.
2. Appointments shall be recommended by the appropriate governance groups at CCV and VTSU and shall be approved by the respective President of each institution.
3. Appointments shall be annual, commencing in July each year. Individuals may be reappointed by the appropriate governance groups.

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## ROLES & RESPONSIBILITIES

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1. Serve as *ex officio* (non-voting) members of each committee.
2. Receive committee materials in advance of the meetings on the same schedule as full voting members.
3. Identify to the Chair of the Committee or Chancellor's designee to the committee of particular interest to faculty or staff for committee consideration. The current Chancellor's designees are the Chief Financial and Operating Officer for Finance & Facilities and Audit & Risk Management, and Associate General Counsel for Diversity, Equity & Inclusion).
4. Attend relevant committee meetings estimated at three per year for Audit & Risk Management, three per year for Diversity, Equity & Inclusion, and six per year for Finance & Facilities.
5. As appropriate to topic, solicit input or feedback from faculty and staff through regular faculty and staff organization and governance mechanisms and represent that input at the appropriate committee meeting.

## VERMONT STATE COLLEGES SYSTEM

## BOARD OF TRUSTEES

## RESOLUTION 2024-007

Establishment of VSCS Board of Trustees Committee Liaisons

WHEREAS, The VSC Board of Trustees' Education, Personnel, and Student Life Committee (EPSL) has had faculty and staff liaisons to the committee since fall 2022; and

WHEREAS, The EPSL committee has found valuable the input of the faculty and staff liaisons; and

WHEREAS, The Board of Trustees believes its work should be directly informed by faculty and staff perspectives, and the EPSL liaisons confirm this approach; and

WHEREAS, The Board of Trustees believes expansion of the liaisons role to the Finance & Facilities (F&F), Diversity, Equity, and Inclusion (DEI), and Audit & Risk Management committees of the Board would offer important perspectives; and

WHEREAS, Staff and faculty participation in governance groups occurs at both the Community College of Vermont (CCV) and Vermont State University (VTSU); and

WHEREAS, The respective governance groups at each VSC institution can provide an appropriate mechanism for liaisons to solicit input for feedback to working committees of the Board of Trustees; therefore be it

RESOLVED, That the VSC Board of Trustees authorizes the establishment of four Committee Liaisons for each committee named in the resolution including one faculty and one staff member from each institution for a total of twelve liaisons across the three committees, pursuant to Article VI, Section 3 of the VSC Bylaws, to serve as *ex officio* non-voting Committee members to serve on an annual appointment; and be it further

RESOLVED, That the roles and responsibilities of Committee Liaisons will include receiving materials and projected topics in advance of committee meetings, attending Committee meetings, identifying to the Committee Chair or Chancellor's designee those topics of particular interest to faculty or staff for committee consideration, and as appropriate to the topic, soliciting input from faculty and staff; and be it further

RESOLVED, That the VSC Board of Trustees directs the Presidents of CCV and VTSU to identify and support the participation of staff and faculty as Committee Liaisons through their respective governance groups; and be it further

RESOLVED, That the VSC Board of Trustees directs the Chancellor or the Chancellor's designee to ensure regular communication with Committee Liaisons on projected committee agenda topics in fulfilment of their role.

THEREFORE BE IT,

Approved:

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

**ITEM 7:**  
**2024-2025 Board of Trustees Calendar**

## 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 27, 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	√					

**ITEM 8:**

**Resolution 2024-008 ERP Request for Proposal Schedule**

VERMONT STATE COLLEGES SYSTEMBOARD OF TRUSTEESRESOLUTION 2024-008ERP Request for Proposal Schedule

- WHEREAS, The Board of Trustees Approved an Enterprise Resource Planning (ERP) Project Implementation Governance process in October 2023 to evaluate replacement of the Vermont State College System’s long-time ERP solution, *Colleague*; and
- WHEREAS, The Finance & Facilities Committee of the Board of Trustees has received updates regarding this effort at each of its regularly scheduled meetings; and
- WHEREAS, The Board of Trustees received an update in April 2024 from the system’s Chief Information Officer regarding progress on the project and endorsed the next steps leading to the development of a request for proposal; and
- WHEREAS, The ERP steering committee has been meeting regularly to conduct the necessary pre-cursor work including documenting institutional processes and requirements, developing resource plans, and budget, and
- WHEREAS, The Vermont State Colleges has set aside \$10 million of funding to support a well-crafted replacement project; therefore, be it
- RESOLVED, That the Board of Trustees directs the Chancellor, or her designee, to develop and issue a request for proposal for replacement of the Vermont State College System’s ERP as long as the following conditions are met:
1. All preparatory steps outlined at the April 2024 Board of Trustees meeting have been completed satisfactorily
  2. The RFP will be consistent with Vermont State Colleges procurement policies
  3. The estimated, all in, cost will be no greater than the allocated budget
  4. The governance process outlined in resolution 2023-013 will be followed
  5. The Board of Trustees will receive an update in advance of contract issuance

THEREFORE BE IT,

Approved: November 13, 2023

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Eileen “Lynn” Dickinson, Chair of the Board of Trustees



**ITEM 9:**  
**Social Media Policy**



VSCS Social Media Policy	Policy ID:	Page:
	<b>671-1</b>	<b>1 of 3</b>
	Version:	Date:
	<b>1</b>	<b>5/30/2024</b>

## 1. Purpose

- 1.1. Social media is increasingly common for university departments, students and employees, and these communication tools can create a significant impact on organizational and professional reputations. The purpose of this policy and its related application process is to ensure that all social media interactions on behalf of the Vermont State Colleges System (VSCS) represent the VSCS's best interests, and that individuals who speak on behalf of the System or one of its member institutions have the authority and approval to do so under the circumstances. This policy applies only to social media accounts and the use of social media accounts created to officially represent the VSCS and its constituent groups, departments, programs, and entities and not to individuals' private social media accounts.

## 2. Scope

- 2.1. This policy applies to all social media accounts created by VSCS employees and agents for the official business purposes of the System, including Vermont State University (VTSU) and Community College of Vermont (CCV) faculty, staff, student employees or students with authorization, and to all VTSU and CCV departments and programs, and this policy applies to the use of those social media accounts by faculty, staff, student employees or students with authorization, and to all VTSU and CCV departments and programs.

## 3. Policy

- 3.1. The Vermont State Colleges System supports the need for a strong presence in the social media realm. The VSCS encourages colleges, departments, programs, groups, and entities to be active in the social space and create social media accounts to build enriching relationships.
- 3.2. VSCS has developed this policy to help social media posters properly portray, promote, and protect its institutions and to assist VSCS entities in creating and managing their social media accounts. The policy also provides suggestions on how to protect personal and professional reputations while using social media. This policy requires that:
  - 3.2.1. All VSCS social media accounts, whether existing or subsequently created, are subject to this policy, and all such VSCS social media accounts must go through the process set forth in this policy for an official review to be officially recognized by VTSU or CCV. This policy applies to all VSCS social media accounts whether they completed this official review process.

- 3.2.2. Officially recognized VSCS social media accounts and web pages will be reviewed and approved through an application process managed by the VTSU and CCV communications. Each social media account will have responsible administrators assigned.
- 3.2.3. Each officially approved account must include a disclaimer statement, in the prescribed form, regarding content and opinions contained on the site.
- 3.2.4. Inappropriate, unauthorized, injurious, inaccurate, and illegal content that does not comply with this policy or the Social Media Terms and Conditions may be removed by VSCS employees identified as account administrators or at the direction of the Social Media Policy Staff.
- 3.2.5. Best practices for social media accounts should be considered.

#### 4. Guidelines for Content/Moderation

- 4.1. At the Vermont State Colleges, we strive to make our social media spaces welcoming and safe for all users to express their opinions. We do not hide or delete comments unless they clearly violate these guidelines. It is important to remember that anger is not, in and of itself, abusive, and that negative content may be part of a productive dialogue. The following guidelines should always be followed while moderating social media accounts representing Vermont State Colleges, Vermont State University, and the Community College of Vermont.
  - 4.1.1. **Threats:** All comments or posts that compromise the safety or security of Vermont State Colleges community members, the public, or public systems must be documented and reported right away. Call 911 immediately if the threat is grave and imminent. Report all incidents to Public Safety, your direct supervisor, and the Marketing and/or Communication departments.
  - 4.1.2. **Illegal Activity:** Document and report any comments that depict, describe, or encourage illegal activity. Report the activity to the Social Media Manager/Digital Marketing Strategist, Public Safety, and your direct supervisor. Call 911 if necessary. Hide the comment until it can be investigated. Do not delete the comment or engage with the user.
  - 4.1.3. **Obscenities:** Comments that contain obscenities should be documented and hidden. If you are unsure about a comment, contact the Social Media Manager/Digital Marketing Strategist for guidance.
  - 4.1.4. **Harassing, intimidating and/or abusive behavior:** Document all comments that may be considered harassing, abusive, bullying, or intimidation. Hide the comments and report them to the Social Media Manager/Digital Marketing Strategist. Consider deleting if the offense is severe.
  - 4.1.5. **Fraudulent activity:** Any comments that seek to steal or hack our accounts, or those of our followers, should be documented and hidden or deleted immediately. Account administrators should be familiar with common phishing, hacking, and scamming tactics. If you are unsure about a comment, contact the Social Media Manager/Digital Marketing Strategist.
  - 4.1.6. **Defamation and false claims:** False statements should be documented and reported to the Social Media Manager/Digital Marketing Strategist. Do not delete or hide these comments without guidance from the Social Media Manager/Digital Marketing Strategist.
  - 4.1.7. **Off-Topic Comments:** Comments not consistent with the subject matter or topical purpose for a specific account are not allowed. Commercial speech and/or solicitations by

a person or entity other than Vermont State University or the Community College of Vermont is not allowed. Promoting a candidate campaigning for an election is not allowed.

4.1.8. **Personal Identification:** Comments that divulge someone else's personal identifying information, non-public contact information, or information protected from disclosure by state or federal law, including but not limited to the Family Education Rights and Privacy Act ("FERPA") is not allowed. These comments should be documented and deleted immediately.

4.1.9. **Copyright Infringement:** Report all violations of intellectual property rights of any other party, such as copyright or trademark infringement to the Social Media Manager/Digital Marketing Strategist. Do not hide or delete the comment unless requested by the Social Media Manager/Digital Marketing Strategist.

## 5. References

- 5.1. [Clemson](#)
- 5.2. [Texas A&M](#)
- 5.3. [Utah State](#)
- 5.4. [UVM](#) (Page 5)
- 5.5. [Virginia Tech](#) (Page 4, Section 2.2.5.1 - the section in italics)
- 5.6. <https://policylibrary.colostate.edu/policy.aspx?id=497>

## 6. Definitions

- 6.1. VSCS – Vermont State Colleges System

## 7. Revisions

Date	Revision	Approval	Signature
5/30/2024	1.0	5/31/2024	