


**MEMORANDUM**

TO: Vermont State Colleges Board of Trustees  
Rep. Lynn Dickinson, Chair  
Megan Cluver, Vice-Chair  
Betsy Ide Bloomer  
Janette Bombardier  
Rep. David Durfee  
Bob Flint  
Shirley Jefferson  
Karen Luneau, Secretary  
Rep. Jim Masland  
Rep. Marc Mihaly  
Jason Musal  
David Silverman, Treasurer  
Shawn Tester  
Gov. Phil Scott  
Sue Zeller

FROM: Elizabeth Mauch, Chancellor 

DATE: August 5, 2024

SUBJECT: Board of Trustees Meeting August 12, 2024

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The Board of Trustees is scheduled to meet on Monday, August 12<sup>th</sup>, 2:30 p.m. (or immediately following the conclusion of the EPSL Committee Meeting, whichever is later) via Zoom.

In preparation for the committee's discussion, in the accompanying materials please find the Board of Trustees meeting minutes of June 10, 2024 and the proposed 2024-2025 Board of Trustees schedule. Following public comment and approval of the June 10, 2024 minutes, the Board will review the proposed board schedule for fiscal year 2024-2025. The Board will then hear a report from the Executive Committee, vote on updated policies, receive Annual Board Trainings, receive an update on the enterprise resource planning project, and receive reports from Presidents Judy and Bergh. The board will then enter executive session to discuss public employees, labor relations, and to receive confidential attorney-client communications pursuant to 1 V.S.A. § 313 (a)(3). No formal or binding action shall be taken in executive session, and none is expected following the executive session.

Following the executive session, the meeting will adjourn.

**Note:** Please be advised that the board has fifteen members. The quorum to start the meeting and to take any action is eight members of the committee.

The board assistant may be reached at (802) 224-3021 for any questions.

Cc:

VSCS Board of Trustees  
Council of Presidents

Academic Deans  
HR Council

Business Affairs Council  
Student Affairs Council

**Vermont State Colleges Board of Trustees Meeting**  
**Zoom Meeting<sup>1</sup>/YouTube Stream<sup>2</sup>**  
**Monday, August 12<sup>th</sup>, 2024 at 2:30 p.m.**

**AGENDA (Rev 08-09-24)**

1. Call to order
2. Comments from the public
3. Approval of June 10, 2024 Minutes
4. Review proposed 2024-2025 board schedule
5. Executive Session to receive confidential attorney-client communications.
6. Report from the Executive Committee
7. Report from the EPSL Committee
  - a. Motion/vote on Policy 101, Program Review and Continuous Improvement Process
  - b. Motion/vote on Policy 106, General Education
  - c. Motion/vote on Policy 109, Annual Review of Existing Academic Programs
  - d. Motion/vote on Policy 301, Determination of In-State Residency for Tuition Purposes
  - e. Motion/vote on Policy 311, Prevention of Discrimination
  - f. Motion/vote on Policy 311-A, Prevention of Sexual Misconduct
8. Report from the DEI Committee
9. Enterprise Resource Planning (ERP) Project Update
10. Report from the Presidents
11. Additional business
12. Executive Session to discuss public employees, labor relations, and to receive confidential attorney-client communications.
13. Adjourn

The Board Retreat is scheduled to be held in person at Lake Morey, Fairlee, VT  
on Monday, September 16 and Tuesday, September 17, 2024

<sup>1</sup> Note: To make a comment you must be logged into the live session at <https://www.vsc.edu/botzoom>. Please test your microphone and camera before logging into the session.

**Minutes of the VSCS Board of Trustees Meeting held Monday, June 10, 2024, at 1:00 p.m.  
at Judd Hall, Vermont State University-Randolph, Randolph, 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, June 10, 2024, at the Vermont State University-Randolph campus.

Board members present: Lynn Dickinson (Chair), Megan Cluver (Vice Chair), Karen Luneau (Secretary), Betsy Bloomer, Janette Bombardier, David Durfee, Bob Flint, Shirley Jefferson, Jim Masland (2:00pm), Marc Mihaly, Jason Musal, Shawn Tester, Sue Zeller

Absent: David Silverman

Chancellor: Beth Mauch

Presidents: David Bergh, Interim President, Vermont State University  
Joyce Judy, President, Community College of Vermont

Other Attendees:

Kathy Armstrong	Nolan Atkins
Kelley Beckwith	Mary Brodsky
Kellie Campbell	Keith Carara
Rich Clark	Patrick Connolly
Glenn Evans	Barb Flathers
Wilson Garland	Siobhan Judkins-Anderson
Nicole Mace	Maurice Ouimet
Katie Mobley	Brady Rainville
DeMetris Reed	Sharron Scott
Kathryn Santiago	Deborah Stewart
Mike Stevens	Drake Turner
Toby Stewart	Kasey Warner
Beth Walsh	Yasmine Ziesler
Amelia Vlahogiannis	

1. Call to order: Chair Dickinson called the meeting to order at 1:04 p.m. The Board issued a warm welcome to new student trustee, Jason Musal from VTSU-Castleton.
2. Comments from the public

Beth Walsh extended a thank you to both Bill Lippert and Perry Ragouzis for their excellent service to the Board. Beth also lauded the addition of faculty/staff liaisons to the BOT Committees and advocated for approval of fair and equitable contracts for faculty and staff.

Rich Clark cited low morale and felt the community was pulling in different directions instead of pulling together. He reported there would be a letter from the student chapter of the NAACP related to the Chief Diversity officer position. Asking for the DEISJ position to report directly to the President instead of the Vice-President.

Patrick Connolly spoke to wage disparity between the lowest paid and highest paid employees. He reiterated the feeling of low morale on campuses and wondered if there was a way to measure staff retention and posed the query “How can we make it on the Vermont Business Journal’s ‘Best Places to Work in Vermont’ list?”

Keith Carrara shared student concerns about clubs not having the needed resources to “be vibrant” again and the feeling that faculty and staff have been “stripped away” and, in some cases, replaced with someone that doesn’t know the campuses.

Brady Rainville spoke to advocating for a strong and fair contract for all faculty and staff. Staff and faculty are investments that lead to student retention. Brady also thanked Beth Welsh for her service as President of the UP-PAT/SUP unit.

Amelia Vlahogiannis shared that morale was low and students were concerned about the longevity of the institution. Amelia also asked that a strategy and plan be implemented to foster more interaction on the campuses between BOT, faculty, staff and students.

Siobhan Anderson-Judkins also shared concerns about students’ fears regarding the longevity of the institution and is heartbroken to see students feel that they aren’t cared for. She thanked the Board for being on the Randolph campus in person.

Public Comment ended at 1:18 p.m.

3. Approval of Minutes – April 15, 2024

**Trustee Zeller moved and Trustee Jefferson seconded the motion to approve the April 15, 2024 minutes. The motion was approved unanimously.**

4. Resolutions Honoring the Service of Former Trustees

- a. Motion/vote on Resolution 2024-005 honoring the service of Bill Lippert found on page 15 of the packet.

**Chair Dickinson moved and Trustee Durfee seconded the motion to approve Resolution 2024-005 Honoring the Service of Bill Lippert. The motion was approved unanimously.**

- b. Motion/vote on Resolution 2024-006 honoring the service of Perry Ragouzis which can be found on page 17 of the packet.

**Chair Dickinson moved and Trustee Zeller seconded the motion to approve Resolution 2024-006 Honoring the Service of Perry Ragouzis. The motion was approved unanimously.**

5. Presentation on the Center for Agriculture and Food Entrepreneurship (CAFÉ) program

Chair Dickinson introduced Glenn Evans, Executive Director for the Center for Agriculture and Food Entrepreneurship (CAFÉ) program, and DeMetris Reed, CAFÉ Meat Facility Director at Vermont State University, who shared an overview and action update on the CAFÉ Program with the Trustees. The presentation and highlights can be found [here](#).

6. Report from Finance and Facilities Committee

Finance & Facilities Vice Chair Shawn Tester provided a report from the May 20, 2024, F&F meeting stating that the committee reviewed and approved for recommendation to the full board the System Annual Operating Budget and the Annual Banking and Investment Resolution. Additionally, they received an update on current year financial performance, a governmental affairs update, and an update on the Enterprise Resource Planning Project.

- a. Motion/vote on Resolution 2024-003 VSCS annual operating budget. Trustee Tester noted that this budget represents a \$10.35 million budget deficit for FY25. The F&F Committee unanimously recommends this motion. The budget materials are found on pages 19-35 of the packet, and the budget resolution can be found on page 36 of the packet.

**Trustee Tester moved and Trustee Zeller seconded the motion that the board approve Resolution 2024-003: Vermont State Colleges System Annual Operating Budget. The motion was approved unanimously.**

- a. Motion/vote on Resolution 2024-004: Banking and Investment. This resolution is a housekeeping activity that is required annually. Resolution may be found on page 38 of the packet.

**Trustee Tester moved and Trustee Zeller seconded the motion to approve Resolution 2024-004, Banking and Investment. The motion was approved unanimously.**

7. Report from Education, Personnel and Student Life Committee

Trustee Cluver provided a report from the May 20 committee meeting, which included an update on Student Activities at Vermont State University from Kelley Beckwith and heard from Sarah Chambers and Jen Garrett-Ostermiller on the Learning Technologies Student Experience at the University.

Trustee Cluver shared that the Committee received an overview of VSC Policy 109: Annual Enrollment and Cost Effectiveness Review of Existing Academic Programs from Yasmine Ziesler and heard additional details about the process from Debby Stewart and Nolan Atkins. The Committee had robust discussion about guided pathways, workforce needs, and the review of new programs. The Committee looks forward to future revisions to the policy that clarify the board's goals and better describes key metrics for evaluation of programs at both CCV and VTSU. Trustee Cluver recommended that everyone attend the next EPSL meeting.

#### 8. Report from Audit and Risk Management Committee

Trustee Zeller reported that the Audit & Risk Management Committee met on May 6, 2024. At this meeting the Committee reviewed the results of the FY24 Internal Audit on stipends and one-time payments. Additionally, the committee heard from Zach Laflash from Withum about this year's financial and single audit schedule. Trustee Zeller reported that the committee received an update on progress regarding the single audit findings from FY23.

#### 9. Report from the Executive Committee

Chair Dickinson reported that the Executive Committee met on June 5, 2024, and the entire meeting was met in Executive Session and was informational only. That information will be shared with the full board in executive session today.

#### 10. Report from Nominating Committee

Trustee Bombardier reported that the committee met on May 6 and June 10 to identify nominees for Vermont State College Officers and Audit & Risk Management Committee members. Trustee Bombardier noted that Chair Dickinson's term as Chair of the Board extends through June 30, 2025, and therefore the position of chair would not be nominated during this annual meeting.

- a. Motion/vote on recommended slate of officers: Megan Cluver to the position of vice-chair, Karen Luneau to the position of secretary, and David Silverman to the position of treasurer.

**Trustee Bombardier moved and Trustee Zeller seconded the motion to elect Vice Chair Megan Cluver, Treasurer David Silverman and Secretary Karen Luneau. The motion was approved unanimously.**

- b. Motion/vote on recommended slate of Audit & Risk Management Committee members.

**Trustee Bombardier moved and Trustee Jefferson seconded the motion to elect Sue Zeller, David Durfee, Bob Flint, David Silverman and Shawn Tester to serve as members of the Audit and Risk Management Committee. The motion was approved unanimously.**

#### 11. Motion to Approve Resolution 2024-007 Committee Liaisons

Discussion was held regarding the role of staff and faculty liaisons on committees. The resolution can be found on pages 42-43 of the packet.

**Trustee Masland moved and Trustee Mihaly seconded the motion to approve Resolution 2024-007 Committee Liaisons. The motion was approved unanimously.**

#### 12. Board of Trustees Calendar for FY 25

Discussion was held regarding finding the right balance between the convenience of zoom access and the value of in-person meetings, as well as the difficulty of in-person meetings during the legislative session. The proposed calendar was revised to include only the meetings for the remainder of calendar year 2024. The Chancellor will review and expects to bring an updated

proposal for January – June 2025 calendar to the Board meeting in August 2024. The calendar for July – December 2024 can be found on page 45 of the packet.

**Trustee Dickinson moved and Trustee Zeller seconded the motion to approve the Board Calendar for the remaining BOT and Committee dates of 2024. The motion was approved unanimously.**

**13. Motion to Approve Resolution 2024-008 Enterprise Resource Planning (ERP) Request for Proposal Schedule**

Chair Dickinson invited Kellie Campbell to provide an overview of the ERP RFP schedule. Kellie indicated that a lot of internal work has been happening to get to RFP. This work has been structured using the governance process approved in the fall which is inclusive of the executive steering committee: six members from CCV and six members from VTSU. The objective is to have the RFP go out to bid by the end of summer. ERP is expected to create process improvement and alignment with HR, Finance, and Student platforms. Kellie shared that the BOT would be updated through the summer, and they hope to be ready for a full Board vote at the October 28 meeting. The resolution is available on pages 47-48 of the packet, and the presentation can be viewed [here](#).

**Trustee Cluver moved and Trustee Zeller seconded the motion to approve Resolution 2024-008 Enterprise Resource Planning (ERP) Request for Proposal Schedule. The motion was approved unanimously.**

**14. Chancellor Update**

- a. Kellie Campbell reported on the new social media policy which can be found on pages 50-52 of the packet. Kellie noted that social media is increasingly common in the workplace and can create significant impact on organizational and professional reputations. The VSCS has developed this policy to help social media posters (students, faculty, and staff) properly portray, promote, and protect its institutions and to assist VSCS entities in creating and managing their social media accounts.
- b. Chancellor Mauch shared that her team is in negotiations with three bargaining units discussing competitive wages and sustainable benefits among other topics. The OC Leadership team, CCV Leadership team, and VTSU Leadership team will be participating in a retreat on June 11 to discuss long term objectives which can be divided into two primary categories: Student-centered (affordability and access) and institutionally centered (revenue and enrollment). Other objectives include removal of nonacademic, nonfinancial barriers to student success, fostering a system-wide culture of collaboration and service, branding, and facilities.
- c. Drake Turner supplied a Governmental Affairs update reporting that the May 11<sup>th</sup> session ended on a positive note. The Chancellor has had the opportunity to build relationships with legislative leaders, testify to key committees in the House and Senate, and share updates on transformation and exciting news from CCV and VTSU. Committees receiving testimony from VSC this session included the House and Senate agriculture, appropriations, education, and institutions committees, and the House Health Care and Economic Development Committees.



Drake noted a supportive legislature and that the FY25 budget contains the following VSC appropriations. Base appropriation of approximately \$50.94m which reflects an approximately \$2.94m increase to the base appropriation, Bridge funding of \$10m, and \$1m to support CCV's Vermont Tuition Advantage Program. The budget also includes language adjusting the VSC's structural deficit reduction requirement. For the remaining two years of our five-year transformation period, the VSC is expected to reduce the structural deficit by \$3.5m per year instead of \$5m. Drake shared that there are several legislative retirements this year including the Chairs of the Senate Appropriations and Senate Education Committees who have been major champions of the VSC.

- d. Kathryn Santiago shared information regarding the plan for Board Training and Compliance and related schedule (found [here](#).)

#### 15. Report from the Presidents

- a. President Judy reported that CCV is starting a new strategic planning process. She offered a handout that you can read [here](#). Mission, vision, and values are all still the same. Strategic Pillars of priority are new to reflect and align with the VSC strategic priorities. In making sure their work is supportive of the VSC System, they held both internal and external focus groups. These priorities were designed to serve as “guardrails” for things that need to be paid attention to. The goal is to take the strategic pillars of priorities and create annual goals and measurable objectives. Looking at facilities, they are asking hard questions regarding future needs. Two leases were up for renewal this year: one in Middlebury and one in Bennington. They were able to let the Middlebury lease lapse and partner with the Vermont Community Foundation to co-lease in their building. At the CCV Bennington location they will be giving up the vast majority of the second floor. These two adjustments will save \$108k a year. President Judy passed out a book written about CCV by Doug Willem from Middlebury, VT.
- b. President Bergh spoke with the board about his pleasure regarding the successful completion of Vermont State University's first year. He shared that the momentum is real and VTSU ended the academic year in a good place on many fronts. Students made incredible progress in adopting an entirely new leadership model, shared governance structure, and constitution. Faculty made great progress working with Provost Atkins advancing curricular and policy updates. They had productive and positive conversations at the end of the semester around master planning and the future of the physical campuses. Commencements were amazing - one more to go this weekend for Practical Nursing. Enrollment numbers look very hopeful, and they will be looking to put structures in place to build on this momentum moving forward. They will continue to work on strengthening the transformation work and strengthening the model of VTSU. VTSU is also doing strategic planning work in conjunction with CCV and the Chancellor's Office. President Bergh envisions moving away from an austerity mindset and into a growth and innovation mindset. There is a NECHE focus visit October 27 – 30, 2024 as part of the follow-up to accreditation. The strategic plan work slated for this summer will directly feed into and help drive that visit.

## 16. Additional Business

There was no other business.

## 17. Executive Session

**At 3:51 p.m. Trustee Dickinson moved and Trustee Jefferson seconded that the VSCS Board of Trustees enter executive session pursuant to 1 V.S.A. § 313(a)(1)(F) to receive confidential attorney-client communications, pursuant to 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, because premature general public knowledge of these discussions would place VSC at a substantial disadvantage, it is appropriate for the Committee to enter executive session.**

**Along with the members of the Board present at this meeting, in its discretion, the Board invites the VSC Chancellor, the President of Community College of Vermont, the President of Vermont State University, the VSC Chief Financial and Operating Officer, the VSC Director of External and Governmental Affairs, and the VSC Associate General Counsel, to attend.**

The Board exited executive session at 4:46 p.m. and took no action.

Chair Dickinson adjourned the meeting at 4:46 p.m.

## Board and Committee Meetings for 2024-2025

Date	Location	BOT	Audit	F&F	EPSL	DEI	NOM
Monday, August 12, 2024	Zoom	√			√		
Monday, September 16, 2024	Lake Morey	√					
Tuesday, September 17, 2024	Lake Morey	√		√			
Monday, October 28, 2024	Johnson	√	√		√	√	
Monday, December 9, 2024	Zoom						√
Monday, February 10, 2025	Zoom		√	√	√	√	
Monday, April 14, 2025	CCV Montp	√		√			
Monday, May 12, 2025	Zoom		√	√	√	√	
Monday, June 2, 2025	Zoom						√
Monday, June 16, 2025	VTSU-Castleton	√					

## Manual of Policy and Procedures



Title	Number
<b>PROGRAM REVIEW AND CONTINUOUS IMPROVEMENT PROCESS</b>	<b>101</b>
	Date
	2/21/13

### Purpose

Consistent with its mission, the Vermont State Colleges system (VSC) is dedicated to providing academic programs that are of high quality and remain current. Towards that end, the VSC Board of Trustees adopts this policy in order to ensure that VSC colleges-institutions regularly engage in practices designed to foster the continuous improvement of programs. Through the procedures outlined in this policy, faculty involved in delivering VSC academic programs periodically, systematically, and collaboratively review evidence regarding their effectiveness in achieving desired student learning outcomes, and commit to making the changes needed to ensure continuous program improvement.

Thus the Board of Trustees charges the colleges with, and establishes guidelines for, the regular review and continuous improvement of academic programs. This policy applies to Title IV-eligible certificates, associate, baccalaureate, and graduate degree programs. Generally, four to six disciplines will be reviewed annually, establishing a five-year review cycle for all programs.

In adopting this policy, the Board affirms that the responsibility for program improvement rests ultimately with the college-institution President, who may at his/her discretion utilize additional procedures in order to improve the quality of one or more academic programs.

This policy is designed to complement Policy 109: Annual Enrollment Review.

### Academic Program Review: Policy and Procedures

#### Standards

The VSC Board of Trustees has adopted the following standards for high-quality programs. The purpose of Academic Program Review will be to determine the extent to which degree programs:

1. assist in meeting regional, state, and/or student needs;
2. integrate liberal, professional, and career study;
3. maintain currency;
4. achieve defined student learning outcomes as demonstrated through valid and reliable assessment processes;
5. utilize effective strategies for continuous improvement; and
6. help students prepare for life after graduation.

#### Schedule and Processes for Review

1. In December the spring of each year, the Council of Presidents (COP) will recommend to the Board of Trustees' Education, Personnel, and Student Life Committee (EPSL) the programs/disciplines to be reviewed during the following year, how these programs should be clustered for review, and the report template and data metrics to be used. COP or its

**Commented [YZ1]:** This is a substantive addition to the policy to reflect expansion in certificate offerings.

designees will also provide an orientation for program report lead writers.

2. During the report-writing year, program report leads will assemble information; draft report and future 5-year improvement plan; gather feedback from program faculty and external partners; and finalize the PReCIP report for review by the institution Chief Academic Officer (CAO) and approval by the President.

3. In the fall following the completion of the report, the institution CAOs will work together to convene program cluster review committees to review reports. The VSC will assess programs clustered by discipline on a system-wide bases to determine (1) how well they meet the Board's standards for high-quality programs (listed above), (2) how the programs might be strengthened by specific improvement measures, and (3) if and how collaboration across colleges might benefit the programs and their students. New programs in their first three years are ordinarily exempt from review, although a president may choose to have new programs reviewed. Review committees will summarize the results and improvement recommendations to COP; COP will report the results of the process to EPSL.

4. Programs that are nationally accredited as well as those approved by the State of Vermont's Results Oriented Program Approval (ROPA) process are required, as a condition of continued accreditation, regularly to engage in program outcome assessment and continuous improvement processes. For this reason, these programs will be exempt from completing a separate PReCIP report in step 2 above. CAOs will direct program cluster review committees to include the self-studies and/or follow-up reports received from accrediting associations in their consideration and summary report to COP and EPSL.

5. General education programs will complete PReCIP reports following a specific template that incorporates assessment of shared VSC general education categories and core competencies.

### Three Approaches to Review

The VSC Board of Trustees provides colleges and their programs three ways to meet the Board's standards for regular review and continuous improvement of academic programs. Option 1 involves preparing a program "self-study" document with ten specific components. Option 2 permits representatives of VSC programs in a given discipline cluster to work together to design a customized approach to the self-study. Option 3 is provided for programs that are nationally accredited or approved through Vermont's Results Oriented Program Approval (ROPA) process.

VSC will assess programs clustered by discipline on a system-wide basis to determine (1) how well they meet the Board's standards for high-quality programs (listed above), (2) how the programs might be strengthened by specific program improvement measures, and (3) if and how collaboration across colleges might benefit the programs and their students. New programs in their first three years are ordinarily exempt from review, although a president may choose to have new programs reviewed.

In the spring semester of the year when a program is scheduled for PReCIP review, the Academic Dean will meet with senior majors, using a structured interview protocol, and will

**Commented [YZ2]:** This is a substantive addition to the policy which reflects the recent work to establish shared VSC general education categories and ongoing work by a joint CCV-VTSU working group.

**Commented [ZYL3]:** The proposed "Schedule and Process" steps added above represents a streamlined version of the remainder of the existing policy below. The existing policy details three separate approaches, one of which has never been utilized (Option 2) since the policy was adopted, and one of which (Option 3) is incorporated above in paragraph 4.

prepare a written report of this interview, which shall be submitted to the program head and to the President.

#### **Option 1 and Option 2: Preparatory phase**

VSC requires all programs not formally accredited by a national accrediting association to participate periodically in one of the Academic Program Review processes detailed below.

- 1) In May of each year, normally in conjunction with the VSC Academic Retreat, faculty from programs scheduled for review in the following year will be invited to attend a special meeting to launch the Academic Program Review process. At this meeting:
  - a) The VSC chief academic officer will explain:
    - i) the Academic Program Review process, including the option to add custom-designed questions;
    - ii) the recommended timeline and campus process for preparing a program self-study;
    - iii) data that will be generated by VSC as well as those that are to be collected by the program/college; and
    - iv) resources that are available to assist those involved in program review and program assessment processes.
  - b) Programs in each cluster will determine whether they want to design a customized approach to the self-study. If all programs in a cluster choose to pursue the customized approach, representatives of those programs must collaboratively decide how they will organize to conduct this process and the deadlines they will set for their work. (See description of Option 2 starting on the bottom of page 3.)
  - c) Each cluster of programs, meeting with the academic dean who has been assigned to chair the review committee for that cluster, will discuss and generate ideas for potential outside members of review committees.

#### **Option 1: The standard system-wide review process**

- 1) During the year of the review, each program shall prepare a self-study that contains the following components:
  - a) a brief description of the program;
  - b) an analysis of curricular coherence and currency as well as pedagogical development;
  - c) an analysis of educational outcomes based on clearly defined student learning outcomes for the major and a comprehensive program assessment plan;
  - d) a description of regular processes designed to ensure continuous improvement of the program;
  - e) a description of the program's efforts to help prepare students for life after graduation;
  - f) longitudinal enrollment, retention, and graduation data, and a description of strategies to improve retention and graduation rates as well as, if appropriate, any plans to increase enrollment;
  - g) a review of job placement and/or continuing education trends among recent graduates;
  - h) commentary on the Academic Dean's report of his/her meeting with senior majors;
  - i) an analysis of program strengths and weaknesses; and
  - j) a plan that details program improvement strategies and any other anticipated changes.

2. By June 30<sup>th</sup>, the Presidents shall submit to the Chancellor the self-study that has been

**Commented [ZYL4]:** Note: detailed requirements for the self-study will be established annually via the report template (see paragraph 1. under "Schedule and Process for Review above).

prepared for each program under Option 1 review.

3. ~~By June 30<sup>th</sup>, the Council of Academic Deans (CAD) will establish committees to review the program self-studies. Generally, each committee will consist of five to eight individuals, including VSC faculty and administrators and at least two members external to the VSC.~~
  4. ~~Before September 30<sup>th</sup>, each committee will meet to review self-studies and by November 1<sup>st</sup>, submit an analysis of the self-studies to the Chancellor, college Presidents, and program heads. These reports will include recommendations for strengthening programs and any recommendations for program collaboration across colleges.~~
  5. ~~A program may comment on the review committee report in writing to the Chancellor.~~
  6. ~~Prior to the December EPSL meeting, COP will review all committee reports, along with any written comments submitted by programs. At this time, COP will also prepare a brief written response to the program committee report regarding how successfully programs under review employ continuous improvement strategies to meet the Board of Trustees' standards for high-quality programs, as well as how these continuous improvement strategies meet the specific college's needs, and inter-program collaboration.~~
- ~~At the December EPS Committee meeting, the CAD, COP and EPSL Committee members will discuss the continuous improvement strategies recommended for the programs under review. EPSL Committee members will acknowledge the reports and written responses of COP and will submit them to the Board of Trustees.~~

**Commented [ZYL5]:** Note: VSC-external perspectives (e.g. from employers and faculty directing competitor programs) will also be included in self-studies per the directions in the report template established annually by COP.

### **Option 2: Self-designed review process-**

Programs pursuing Option 2 must by November 1<sup>st</sup>, collectively submit to CAD a plan that specifies how, through a customized process and report template, each program in the cluster will be reviewed to ensure that it is of high quality and remains current.

- 1) Besides its unique elements, the plan for the customized process must include the following elements:
  - a) a system-wide review committee process;
  - b) recommendations regarding the proposed outside membership of the review committee;
  - c) guidelines for individual program self-studies that include but are not limited to:
    - i) an analysis of educational outcomes based on clearly defined student learning outcomes for the major and a comprehensive program assessment plan;
    - ii) commentary on the Academic Dean's report of his/her meeting with senior majors;
    - iii) an analysis of program strengths and weaknesses; and
    - iv) a plan that details program improvement strategies and any other anticipated changes.
- 2) By December 1<sup>st</sup>, CAD will submit to the COP any plans for a customized review that it would endorse.
- 3) By January 2<sup>nd</sup>, the VSC chief academic officer will inform the programs that have submitted a plan for review under Option 2 whether that plan was approved by COP, whether COP determined that additions or changes to the plan are required, or whether COP was unwilling to approve the customized review proposed.
- 3) By June 30<sup>th</sup>, the Presidents shall submit to the Chancellor the self-study that has been prepared for each program under Option 2 review.
- 4) By June 30<sup>th</sup>, CAD will establish committees to review the program self-studies. Generally, each committee will consist of five to eight individuals, including VSC faculty and administrators and at least two members external to the VSC.
- 5) Before September 30<sup>th</sup>, each committee will meet to review self-studies and by November 1<sup>st</sup>, submit an analysis of the self-studies to the Chancellor, college Presidents, and program heads. These reports will include recommendations for strengthening programs and any recommendations for program collaboration across colleges.
- 6) A program may comment on the review committee report in writing to the Chancellor
- 7) Prior to the December EPSL meeting, COP will review all committee reports, along with any written comments submitted by programs. At this time, COP will also prepare a brief written response to the program committee members regarding how successfully programs under review employ continuous improvement strategies to meet the Board of Trustees' standards for high quality programs, as well as how those continuous improvement strategies meet the specific college's needs, and inter-program collaboration.



~~8) Before the December Board of Trustees meeting, EPSL will review all committee reports and the written responses of COP.~~

~~9) At the December EPSL Committee meeting, CAD, COP and EPSL Committee members will have an opportunity to discuss the continuous improvement strategies recommended for the programs under review.~~

### **Option 3: Process and timeline for accredited programs**

Programs that are nationally accredited as well as those approved by the State of Vermont's Results Oriented Program Approval (ROPA) process are required, as a condition of continued accreditation, regularly to engage in program outcome assessment and continuous improvement processes. Accredited programs that have undergone accreditation reviews since the last PReCIP review are reviewed by COP and by EPSL through procedures detailed below. An accredited program that has not undergone an accreditation review since the last PReCIP review must prepare a self-study under the procedures of either Option 1 or Option 2 above.

~~1) By June 30<sup>th</sup>, Presidents of colleges with accredited or ROPA-approved programs scheduled for review shall submit to the Chancellor all reports pertaining to these programs that have been received from accrediting associations—or, in the case of ROPA-approved programs, from the Vermont Department of Education—since the last VSC review. Program self-studies prepared for accreditation reviews need not be submitted to the Chancellor.~~

~~2) In the year during which an accredited program is scheduled for PReCIP review, the Academic Dean will meet with senior majors, using a structured interview protocol, and will prepare a written report of this interview, which shall be submitted to the program head and to the President.~~

~~3) Documents received from the accrediting association as well as the dean's report on an interview with senior majors shall be conveyed to the Chancellor under a memo from the President, which may clarify or respond to conclusions addressed in these documents.~~

~~4) COP will review all accreditation and ROPA-related reports prior to their submission to EPSL, and will report to the program review committees how successfully accredited programs under review employ continuous improvement strategies to meet Board of Trustees' standards for high-quality programs.~~

~~5) In December before the Board of Trustees meeting, EPSL will review all accreditation reports and the related recommendations of COP, and will submit a resolution to the full Board of Trustees regarding the status of continuous improvement efforts in accredited programs under review.~~

**Commented [ZYL6]:** See paragraph 4. in revised process above incorporating all programs with external accreditation.



## Manual of Policy and Procedures

Title <b>PROGRAM REVIEW AND CONTINUOUS IMPROVEMENT PROCESS</b>	Number <b>101</b>	Page <b>1 of 3</b>
	Date <b>August 12, 2024</b>	

### Purpose

Consistent with its mission, the Vermont State Colleges system (VSC) is dedicated to providing academic programs that are of high quality and remain current. Towards that end, the VSC Board of Trustees adopts this policy in order to ensure that VSC institutions regularly engage in practices designed to foster the continuous improvement of programs. Through the procedures outlined in this policy, faculty involved in delivering VSC academic programs periodically, systematically, and collaboratively review evidence regarding their effectiveness in achieving desired student learning outcomes and commit to making the changes needed to ensure continuous program improvement.

Thus the Board of Trustees charges the colleges with, and establishes guidelines for, the regular review and continuous improvement of academic programs. This policy applies to Title IV-eligible certificates, associate, baccalaureate, and graduate degree programs. Generally, four to six disciplines will be reviewed annually, establishing a five-year review cycle for all programs.

In adopting this policy, the Board affirms that the responsibility for program improvement rests ultimately with the institution President, who may at his/her discretion utilize additional procedures in order to improve the quality of one or more academic programs.

This policy is designed to complement Policy 109: Annual Enrollment Review.

### Academic Program Review: Policy and Procedures

#### Standards

The VSC Board of Trustees has adopted the following standards for high-quality programs. The purpose of Academic Program Review will be to determine the extent to which degree programs:

1. assist in meeting regional, state, and/or student needs;
2. integrate liberal, professional, and career study;
3. maintain currency;
4. achieve defined student learning outcomes as demonstrated through valid and reliable assessment processes;
5. utilize effective strategies for continuous improvement; and

6. help students prepare for life after graduation.

### **Schedule and Process for Review**

1. In the spring of each year, the Council of Presidents (COP) will recommend to the Board of Trustees' Education, Personnel, and Student Life Committee (EPSL) the programs/disciplines to be reviewed during the following year, how these programs should be clustered for review, and the report template and data metrics to be used. COP or its designees will also provide an orientation for program report lead writers.
2. During the report-writing year, program report leads will assemble information; draft report and future 5-year improvement plan; gather feedback from program faculty and external partners; and finalize the PReCIP report for review by the institution Chief Academic Officer (CAO) and approval by the President.
3. In the fall following the completion of the report, the institution CAOs will work together to convene program cluster review committees to review reports. The VSC will assess programs clustered by discipline on a system-wide bases to determine (1) how well they meet the Board's standards for high-quality programs (listed above), (2) how the programs might be strengthened by specific improvement measures, and (3) if and how collaboration across colleges might benefit the programs and their students. New programs in their first three years are ordinarily exempt from review, although a president may choose to have new programs reviewed. Review committees will summarize the results and improvement recommendations to COP; COP will report the results of the process to EPSL.
4. Programs that are nationally accredited as well as those approved by the State of Vermont's Results Oriented Program Approval (ROPA) process are required, as a condition of continued accreditation, regularly to engage in program outcome assessment and continuous improvement processes. For this reason, these programs will be exempt from completing a separate PReCIP report in step 2 above. CAOs will direct program cluster review committees to include the self-studies and/or follow-up reports received from accrediting associations in their consideration and summary report to COP and EPSL.
5. General education programs will complete PReCIP reports following a specific template that incorporates assessment of shared VSC general education categories and core competencies.
6. Each year EPSL will review the summary results and recommendations from COP and report on its review to the Board.
7. Each year following completion of a PReCIP report, programs will implement annual activities per the approved continuous improvement plan. Records of and data collected through these activities will serve as the primary sources of information to be used for the preparation of the next 5-year PReCIP report.

Signed by:
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Chancellor

Date	Version	Revision	Approved By
3-22-02	Review and Approval of Existing Academic Programs	Adopted	VSCS Board of Trustees
2-21-2013	Program Review and Continuous Improvement Process	Revised	VSCS Board of Trustees
8-12-2024	Program Review and Continuous Improvement Process	Revised	VSCS Board of Trustees



## Manual of Policies and Procedures

Title  <b>POLICY ON DETERMINATION OF IN-STATE RESIDENCY FOR TUITION PURPOSES</b>	Number <b>301</b>	Page <b>1 of 4</b>
	Date <b><u>8/12/2024</u><del>6/16/22</del></b>	

### PURPOSE

The Vermont State Colleges charges different tuition rates to in- and out-of-state students. Therefore, criteria and procedures to determine in-state residency for tuition purposes are required. The Vermont State Colleges does not discriminate against or exclude a person based solely on the person's immigration status if such person would otherwise qualify for and meet requirements for Vermont residency for in-state tuition purposes.

### STATEMENT OF POLICY

The following requirements must be met by a student prior to being granted resident status for the purpose of tuition and other VSC charges:

- 1) The student shall be domiciled in Vermont, said domicile having been continuous for one year immediately prior to the date of enrollment. Domicile shall mean a person's true, fixed and permanent home, to which ~~they~~he/she intends to return when absent. Domicile shall not be dependent upon a person's marital status. Although domicile may have been established, a student is presumed to be an out-of-state resident for tuition purposes if ~~they~~he-or-she moved to Vermont or continues residence in Vermont for the purpose of attending a Vermont institution of higher learning or qualifying for resident status for tuition purposes. Such presumption is rebuttable.
- 2) The student must demonstrate such attachment to the community as would be typical of a permanent resident of ~~their~~his/her age and education. The ~~Institution's~~College's chief admissions officer shall consider in the determination of residency for tuition purposes, among other factors: voter registration, property ownership, payment of income and property taxes, automobile registration and driver's license.
- 3) Receipt of significant financial support from the student's family will create a rebuttable presumption that the student's residence is with ~~their~~his/her family. A student who has

not reached the age of eighteen shall be presumed to hold the residence of ~~their~~his or her parents or legal guardian. The presumption shall be rebuttable.

- 4) A student who moves into Vermont within one year of enrollment shall be presumed to have moved to Vermont for the purposes of attending a Vermont institution of higher learning and qualifying for resident status for tuition purposes. This presumption shall be rebuttable.
- 5) A student who is eligible for tuition purposes to enroll as a resident student in another state shall not be enrolled as a "Vermont Resident." The inability to enroll as a resident student in another state does not by itself establish residency in Vermont for tuition purposes. Additionally, a domicile or residency classification assigned by a public or private authority neither qualifies nor disqualifies a student for in-state residency status at a member Institution~~College~~. However, such classification may be taken into consideration by the chief admissions officer.
- 6) Notwithstanding paragraphs 1-5, a student shall be considered a resident for in-state tuition purposes at the start of the next semester or academic period where:
  - a. The student, in accordance with 16 V.S.A. § 2185, is a member of the Armed Forces of the United States on active duty who is transferred to Vermont for duty other than for the purpose of education; or
  - b. The student is eligible for in-state tuition and fees, as of August 1, 2021, because the student:
    - i. is a veteran who lives in Vermont (regardless of the student's formal state of residence) and enrolls in a member Institution~~College~~;
    - ii. is anyone using a veteran's transferred benefits, who lives in Vermont (regardless of the student's formal state of residence) and enrolls in a member Institution~~College~~;
    - iii. is anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship, who lives in Vermont (regardless of the student's formal state of residence);
    - iv. is anyone using a veteran's transferred benefits, who lives in Vermont (regardless of the student's formal state of residence) while the transferor is a member of the uniformed services serving on active duty;
    - v. as of March 1, 2019, is anyone using educational assistance under 38 U.S.C. §§ 3100-3122 (Chapter 31, Training and Rehabilitation for Veterans with Service-Connected Disabilities); or
    - vi. as of August 1, 2022, is anyone using benefits for dependents and survivors under 38 U.S.C. §§ 3500-3566 (Chapter 35).

- 7) Notwithstanding paragraphs 1-5, a student shall be considered a resident for in-state tuition purposes as of June 1, 2022 where, in accordance with 16 V.S.A. § 2185 the student:
- a. qualifies as a refugee pursuant to 8 U.S.C. 1101(a)(42); or
  - b. is granted parole to enter the United States pursuant to 8 U.S.C. 1182(d)(5);
  - c. is issued a special immigrant visa pursuant to the Afghan Allies Protection Act of 2009, as amended.
- 8) Notwithstanding paragraphs 1-5, a student shall be considered a resident for in-state tuition purposes if:
- a. After January 1, 2015, the student has earned:
    - i. a high school diploma; or
    - ii. a secondary school equivalency certificate based on successful completion of General Education Development tests;and
  - b. At the time the student earned a diploma or certificate under subsection (a), the primary legal residence of the student, or the student's parent(s) or guardian(s) if the student was under age 18, was in Vermont; and
  - c. The student is and remains domiciled in Vermont at the time the student enrolls at the Vermont State Colleges. Domicile shall mean a person's true, fixed and permanent home, to which ~~they~~he/she intends to return when absent. Domicile shall not be dependent upon a person's marital status.

Eligibility for in-state tuition under this paragraph shall not necessarily constitute in-state residency for any other purpose within or outside the VSC system.

- 9) Notwithstanding paragraphs 1-5, a student shall be considered a resident for in-state tuition purposes if required by any federal or Vermont law.<sup>1</sup>
- 10) A student enrolling at the Vermont State Colleges shall be classified by the ~~Institution's~~College's chief admissions officer as a resident or non-resident for tuition purposes. The decision by the officer shall be based upon information furnished by the student and other relevant information. The officer is authorized to require such written documents, affidavits, verifications or other evidence as ~~they~~he/she deems necessary.
- 11) The burden of proof shall, in all cases, rest upon the student claiming to be a Vermont resident for tuition purposes by clear and convincing evidence.
- 12) Changes in residency status for tuition purposes shall become effective for the semester following the date of reclassification.
- 13) A student with resident status for tuition purposes will lose that status if ~~they~~he/she, at any time, fails to meet the above requirements.

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<sup>1</sup> Including but not limited to U.S. Public Law 118-42 (Section 209(b)(1)(E) of Title II of Division G of the Consolidated Appropriations Act of 2024) and Vermont Act No. 136 (2024) (An act related to new American educational grant opportunities).

- 14) The decision of the ~~Institution's~~College's chief admissions officer on the classification of a student as a resident or non-resident for tuition purposes may be appealed in writing to the ~~Institution's~~College's Dean of Administration. Further appeal of a classification of a student's residency for tuition purposes may be made in writing to the Office of the Chancellor. The decision of the Office of the Chancellor shall be final.
- 15) An applicant for admission or enrollment may obtain a determination of residency status for tuition purposes in accordance with the above criteria and procedures in advance of admission or enrollment.

Signed by:

~~Sophie Zdatny~~Elizabeth Mauch, Chancellor

Date	Version	Revision	Approved By
08/07/1981	1.0	Adopted	VSCS Board of Trustees
10/20/2006	2.0	Update	VSCS Board of Trustees
10/25/2007	3.0	Update	VSCS Board of Trustees
02/19/2015	4.0	Update	VSCS Board of Trustees
06/11/2015	5.0	Update	VSCS Board of Trustees
03/25/2017	6.0	Update	VSCS Board of Trustees
03/24/2018	7.0	Update	VSCS Board of Trustees
02/25/2019	8.0	Update	VSCS Board of Trustees
08/04/2021	9.0	Update	VSCS Board of Trustees
06/16/2022	10.0	Update	VSCS Board of Trustees
<u>08/12/2024</u>	<u>11.0</u>	<u>Update</u>	<u>VSCS Board of Trustees</u>





## Manual of Policies and Procedures

Title  <b>POLICY ON DETERMINATION OF IN-STATE RESIDENCY FOR TUITION PURPOSES</b>	Number <b>301</b>	Page <b>1 of 4</b>
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- 2) The student must demonstrate such attachment to the community as would be typical of a permanent resident of their age and education. The Institution's chief admissions officer shall consider in the determination of residency for tuition purposes, among other factors: voter registration, property ownership, payment of income and property taxes, automobile registration and driver's license.
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Elizabeth Mauch, Chancellor

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