

TO: Committee members: Megan Cluver, Chair; Betsy Ide Bloomer, Vice Chair; Gwen Bailey Rowe; Janette Bombardier; Shirley Jefferson; John Kascenska; Amelia Vlahogiannis

Committee Liaisons: Joan Richmond-Hall (VTSU faculty), Sebastion Lury (VTSU staff); Katherine Penberthy (CCV faculty); Erin Wetherell (CCV staff)

FROM: Yasmine Ziesler, Special Assistant to the Chancellor

RE: VSC Board of Trustees Education, Personnel & Student Life Committee Meeting, May 4, 2026

DATE: April 29, 2026

The VSC Board of Trustees Education, Personnel & Student Life Committee (EPSL) is scheduled to hold a meeting on Monday, May 4, 2026 at 10:00am virtually at vsc.edu/botzoom.

The focus of the EPSL meeting will be on its annual responsibility for reviewing the results of the academic program review and continuous improvement process per [Policy 101](#). This year is the first time EPSL will be reviewing results since the system transformation and launch of Vermont State University. The proposed procedural update to the language of Policy 101 reflects adjustments CCV and VTSU have already made internally in support of program reviews in the new system configuration. Final summaries of each institution's review for EPSL's consideration are included in the materials, and the full self-study reports for each program are included as a final appendix.

Also on the agenda as action items are a nomination for VSC Faculty Fellow in accordance with the collective bargaining agreement with the VSC Faculty Federation and a recommendation for Faculty Emeritus status.

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

Cc: Education, Personnel & Student Life Committee Liaisons
Vermont Department of Libraries
VSC Board of Trustees
VSC Presidents

**Vermont State Colleges Board of Trustees
Education, Personnel, & Student Life Committee Meeting
Monday, May 4, 2026 at 10:00 a.m.
Live session: vsc.edu/botzoom | Stream: vsc.edu/live**

AGENDA

1. Call to Order
2. Public Comment¹
3. Approval of February 16, 2026 minutes
4. Policy 101 Program Review and Continuous Improvement Process
 - a. Policy 101 Process Overview and Summary Reports on 2024-2025 Cycle Programs
 - b. Proposed Procedural Updates to Policy 101
5. Recommendation for Faculty Emeritus status
6. Recommendation for VSC Faculty Fellow
7. Other Business
8. Adjourn

MATERIALS

1. February 16, 2026 minutes
2. Policy 101 Overview
3. CCV and VTSU Summary Reports on 2024-2025 Review Cycle
4. Proposed Procedural Updates to Policy 101
5. VTSU Faculty Emeritus Recommendation and Resolution 2026-004
6. VSC Faculty Fellow Recommendation
7. Appendix: PReCIP Self Studies for 2024-2025 Review Cycle

¹ Sign up to make a public comment at vsc.edu/signup. You must be present in the meeting or logged in to the live session at vsc.edu/botzoom to make a comment.

Minutes of the VSC Board of Trustees Joint Meeting of Education, Personnel, & Student Life Committee (EPSL) and Finance & Facilities Committee (F&F) meeting held Monday, February 16, 2026 at 10:30 a.m. virtually at vsc.edu/botzoom. – UNAPPROVED

Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.

The VSC Board of Trustees Education, Personnel & Student Life (EPSL) and Finance & Facilities (F&F) Committees held a joint meeting on Monday, February 16, 2026 at 10:30 a.m. virtually at vsc.edu/botzoom.

Attendance

EPSL Committee Members: Megan Cluver (Chair), Betsy Ide Bloomer (Vice Chair), Gwen Bailey-Rowe, Janette Bombardier, Shirley Jefferson, Amelia Vlahogiannis

Absent EPSL Members: Jim Masland

EPSL Liaisons: Joan Richmond-Hall (VTSU faculty), Sebastion Lury (VTSU staff), Katherine Penberthy (CCV faculty), Erin Wetherell (CCV staff)

F&F Committee Members: David Silverman (Chair), Marc Mihaly (Vice Chair, 11:28), Lynn Dickinson, David Durfee (11:15), Bob Flint, Sue Zeller (11:12)

Absent F&F Members: Coleen Bruyette,

F&F Liaisons: Rick Arend (CCV faculty, 11:10), Marybeth Lennox-Levins (VTSU faculty), Ryan Dulude (CCV staff)

Absent F&F Liaisons: (VTSU staff, vacant)

Chancellor: Elizabeth Mauch

Presidents: David Bergh, VTSU
Joyce Judy, CCV

Other Attendees: Nolan Atkins, VTSU Provost
Kelley Beckwith, VTSU Vice President of Student Success (11:31)
Mary Brodsky, Dean of People and Culture
Kayla Dewey, Executive Assistant, Board of Trustees
Jason Kaiser, IT Support
David Kupferman, VTSU Dean
Candace Lewis, CCV Dean
Sebastion Lury, VTSU Student Success Advisor
Nicole Mace, Dean of Administration
Michael Marceau, VTSU Professor
Jason Mann, Essential Strategies Group

David McGough, VTSU Dean
Katie Mobley, CCV Dean of Enrollment
Maurice Ouimet, VP for Admissions and Enrollment (11:26)
Greg Petrics, VTSU Professor
Hannah Reid, VTSU AVP of Communications (11:35)
Kathryn Santiago, Associate General Counsel
Sharron Scott, Chief Financial and Operating Officer
Ashley Stackowitz, VTSU Counselor
Toby Stewart, Controller
Brandon Stroup, VTSU Professor
Patty Turley, General Counsel
Littleton Tyler, VTSU AVP Finance (11:29)
Meg Walz, IT Support
Wilson Garland, Chief Information Officer
Yasmine Ziesler, Special Assistant to the Chancellor

1. Call to Order

EPSL Chair Cluver called the joint meeting to order at 10:34 a.m. and asked General Counsel Patty Turley to explain the joint meeting approach. Members from both committees are present and participating in the full meeting, however when it comes to committee action items, EPSL members will vote on EPSL items, and F&F will vote on F&F items.

2. Public Comment

Dr. Brandon Stroup, co-coordinator of the criminal justice program and restorative justice degree, expressed concerns that the university had not established the restorative justice degree as planned. Dr. Stroup was asked to send additional comments in writing.

3. Education, Personnel, & Student Life Committee Agenda Action and Review Items
a. Approval of October 27, 2025 minutes

Trustee Bloomer moved and Trustee Bombardier seconded the motion to approve the minutes of October 27, 2025. The motion was approved unanimously.

b. Policy 109 Timeline Update

Chair Cluver invited the liaisons to share their perspective on how the system could best support students moving across VTSU and CCV to complete their learning goals.

Professor Penberthy offered her perspective as a CCV faculty member and chair of the social sciences committee. She shared that certificates and associates degrees are designed and re-evaluated each year to make credentials easily stackable and folded into other degree programs at VSC's and other institutions. CCV's model is very flexible which allows it to adjust courses to meet students' needs and program requirements.

Professor Richmond-Hall proposed that the institutions work more closely together to develop a more intentional, holistic process of course development to ensure pathway options are clear and built with consideration for terminal degrees. She also asked that the committee consider how the

revenue model may need to be adjusted, and to consider how to maintain connection with students as more of their course work has moved online.

Chair Cluver invited Chancellor Mauch to review the proposed updates to the Policy 109 Timeline. Chancellor Mauch recommended an update to reflect an adjustment to the timeline for Policy 109 reports. That adjusted timeline would result in the institutions submitting their reports to the Chancellor by September of each year, with EPSL's review of the reports and Chancellor's recommendations taking place in October.

Trustee Cluver moved and Trustee Bloomer seconded the motion to recommend to the board for approval the revisions to Policy 109 to reflect the updated timeline. The motion was approved unanimously.

c. Policy 109 Reports and Recommendations

Chair Cluver invited Chancellor Mauch to present her review and recommendations. Chancellor Mauch reported that Community College of Vermont and Vermont State University submitted program data and summary reports to her office. Those submissions included enrollment trends, program viability indicators, and identification of programs recommended for closure, replacement, archiving, or consolidation.

First, she recommended that the board affirm the actions CCV has described in its report, which included:

- The Digital Media Production program be replaced by Digital Filmmaking to streamline curriculum in anticipation of a Fall 2026 start; closely monitor this enrollment.
- Archive the Web Development program (will not appear in the 2026–2027 catalog); retain any courses necessary to support CCV's Information Technology degree.

Second, at Vermont State University, she recommended that the board affirm that the Environmental Science program be consolidated to the Castleton campus. While this is still working its way through the faculty governance process at VTSU, Environmental Science was previously identified on the list of Policy 109 recommendations submitted by Provost Atkins.

She noted a broader concern articulated in VTSU's report that the average class size at Vermont State University hovers below 14 students, which is not viable in the long term, and additional work is needed to address it. Accordingly, as part of the next cycle of Policy 109 review, Chancellor Mauch recommended that VTSU examine other potential program consolidations and recommendations, including programs that may fall outside a strict Policy 109 trigger including when enrollment does not meet thresholds when considered campus by campus.

Chair Cluver recommended that the Chancellor consider filling the vacant role of Chief Academic Officer at the Chancellor's office to support this work.

Trustee Cluver moved and Trustee Bombardier seconded the motion to recommend to the board for approval the draft resolution accepting the Policy 109 reports and Chancellor's recommendations. The motion was approved unanimously.

d. VTSU Program Updates

Chair Cluver invited VTSU Provost Atkins to provide the committee with an update on Agriculture and Restorative Justice programs.

Provost Atkins shared that the Center for Agricultural and Food Entrepreneurship had developed three new certificate programs which are designed to be taken fully online and should be available by the fall. He reported that VTSU was actively recruiting students for the Restorative Justice program. Interest in the program had been below targets, that they were considering adjustments to modality and marketing strategies, and he responded to inquiries.

4. Other Business

There was no other business.

5. Executive Session

At 11:27 a.m. Chair Cluver moved and Chair Jefferson seconded the motion for the VSC EPSL and F&F Committees enter executive session, pursuant to 1 V.S.A. § 313(a)(2) to discuss real estate options, and 1 V.S.A. § 313(a)(3) to discuss employment of a public employee and 1 V.S.A. § 313(a)(6) to discuss records which are exempt from the public records act. Along with the members of the Board present at the meeting, in its discretion, the Board invited the following to attend the executive session: the VSC Chancellor, the CCV and VTSU Presidents, the VSC Chief Financial and Operating Officer, the VSC General Counsel, and Jason Mann. The Motion was approved unanimously.

The committees exited executive session at 12:39 p.m. and took no action.

6. Finance & Facilities Committee Agenda Action & Review Items

a. Approval of November 3, 2025 minutes

Trustee Dickinson moved and Trustee Flint seconded the motion to approve the minutes of November 3, 2025. The motion was approved unanimously.

b. Review & Recommend Endowments

Chair Silverman invited the presidents to give a brief overview of the endowment proposals for their institutions.

President Judy shared that CCV had a surplus in audited funds from the FY25 budget and would like to preserve the surplus as an endowment as opposed to spending it as one time money. She proposes to establish a Presidential Endowment for Student Success.

President Bergh shared two requests to establish new endowments at VTSU. The David Muther Lacy Fund is funded by his family to benefit undergraduate archaeology students at VTSU, and the Tom Rutkowski Spartan Way Scholarship is funded by Professor Rutkowski and his family to support business students who contribute to the Castleton community. President Bergh also described proposed amendments to three existing endowments with approval from the donors' families to expand and clarify eligibility requirements, given the changes in campus and program structures at VTSU. These include the Churchill Family Fund Endowment, the Susan Cornelius Gallagher Scholarship in Psychology endowment, and the Cola H. Hudson Scholarship Fund.

Trustee Dickinson moved and Trustee Zeller seconded the motion to recommend to the board for approval the three new endowments (CCV Presidential Endowment for Student Success, David Muther Lacy Fund, and Tom Rutkowski Spartan Way Scholarship) and three amended endowments (Churchill Family Fund, Susan Cornelius Gallagher Scholarship in Psychology, and Cola H. Hudgson Scholarship Fund). The motion was approved unanimously.

c. Review & Recommend Procurement Policy 429

Chair Silverman introduced the proposed replacement of Policy 429. In June, the Vermont State Colleges will implement the first modules of Workday, including Finance and Human Capital Management, bringing significant changes to our business policies, procedures, and practices, most notably in how purchasing is handled. The proposed new purchasing policy reflects these changes and will also replace Policies 424, 425, and 427. He invited Chief Financial and Operating Officer Sharron Scott to provide a brief overview of the changes

Ms. Scott presented proposed changes to the systemwide procurement policy which will utilize purchase orders to add more central oversight to the purchasing process, and she responded to questions from the trustees.

Trustee Silverman moved and Trustee Zeller seconded the motion to recommend to the board for approval the revised procurement policy. The motion was approved unanimously.

d. Review Second Quarter System-wide Operating Performance

Chair Silverman introduced the topic by sharing that the System picture is overall positive, projecting a \$1.1 million favorable net variance relative to the fiscal year budget. He invited CFO Scott to walk the committee through the details.

Ms. Scott reviewed the details, which include VTSU mitigating revenue shortfalls through expense reductions and CCV exceeding tuition projections. VTSU revenues were reported down \$7.1 million, primarily from enrollment and residential participation though that shortfall was fully offset through bridge funding, expense reductions across personnel, scholarships, and operations. She also reported that CCV was exceeding tuition and fee revenue and projecting a surplus despite some cost pressures.

e. FY2027 First Pass Budget

Chair Silverman turned to the initial pass of the FY27 budget. He thanked the presidents and leadership teams at Vermont State University and the Community College of Vermont for the significant work on their budgets under challenging conditions. Chair Silverman invited CFO Scott to walk the committee through the assumptions, drivers, and projected range of outcomes in more detail. Ms. Scott described the early budget as reflecting continued progress in the system transformation, while also acknowledging the persistent structural pressures and uncertainty facing public higher education nationally and in Vermont. Ms. Scott shared the overview of current budget forecast estimates using ranges and led a brief discussion on the budget process.

f. Review and Discuss VTSU winter safety protocols

Chair Silverman asked President Bergh to share information regarding VTSU winter safety protocols, following concerns voiced at a previous Board meeting.

President Bergh described that at most campuses, snow removal and winter maintenance is a responsibility coordinated between Public Safety, Campus Operations, and the Office of Environmental Safety. The Williston campus utilizes an external vendor which responds to requests from campus operations. President Bergh encouraged campus community members to report problems as they occur, while noting that it has been a particularly high maintenance winter season.

7. Adjourn

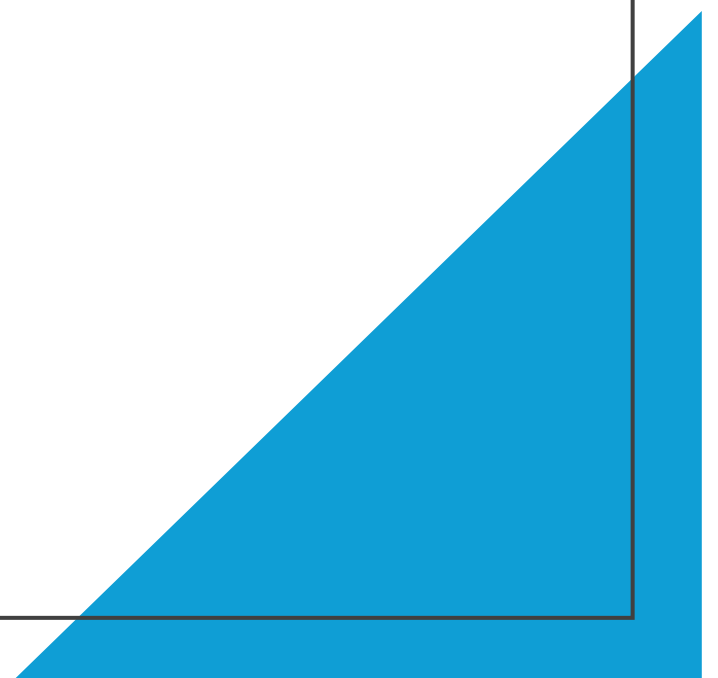
Chair Silverman adjourned the joint committee meeting at 1:25 p.m.

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Overview of Policy 101: Program Review and Continuous Improvement Process (PReCIP)

Education, Personnel, and Student Life Committee

May 4, 2026



VSC Board Standards for High-Quality Programs

From [VSC Policy 101](#):

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.

Policy 101 and Policy 109 are Complementary

Policy 101 (PReCIP): 5-Year Improvement Cycle	Policy 109: Annual Review of All Programs
Student success metrics	Enrollment & program changes
Learning outcomes assessment	Cost effectiveness
Continuous improvement planning	Workforce alignment
Faculty and external partner feedback	New program monitoring

PReCIP 5-Year Cycle

Program Self-Studies
(or specialized
accreditation process)

- What do student success and learning outcomes data show?
- What is the feedback from program faculty and external partners?
- What is the program's next 5-year improvement plan?

Report Review* for EPSL

- How well do programs meet Board standards for high quality?
- How can programs be improved?
- How would students benefit from additional program collaborations?

Program Improvements
(Years 2-5)

- Implementation of program improvement recommendations.
- Annual learning outcome data collection and evaluation.

*Proposed procedural update to Policy 101 reflects transformed system and report review process

Self studies cycle 2024-2025 (Reports and summary for EPSL today)

Psychology & Human Services

CCV: Behavioral Science (embedded certificate in Human Services)

VTSU: Human Services AS, Applied Psychology & Human Services BS

VTSU: Forensic Psychology

VTSU: Psychological Science, Psychology Online BA

VTSU: Social Work (externally accredited)

VTSU Graduate Division Programs Cluster

Counseling MA

Clinical Mental Health MS

Leadership Studies

Social Sciences

VTSU: Anthropology, Archaeology & Geography

VTSU: Criminal Justice

VTSU: History

VTSU: Political Science

VTSU: Sociology

Programs currently writing self studies (2025-2026 cycle)

Healthcare Professions

VTSU: Paramedicine Certificate

VTSU: AS Dental Hygiene*, DH Online Degree
Completion

VTSU: Radiologic Science

VTSU: Respiratory Therapy*

VTSU: Veterinary Technology*

Nursing (all*)

VTSU: Nursing PN, AS

VTSU: Nursing Online BSN Degree Completion

VTSU: Nursing BSN

VTSU: Nursing MS

Health & Exercise Sciences Cluster

CCV: Health Science (with embedded certificates
in Allied Health Preparation, Clinical Medical
Assisting, Community Health, Medical Billing
and Coding, Pharmacy Technician)

VTSU: Exercise Science

VTSU: Health Science

VTSU: Holistic Health

VTSU: M.S. Athletic Training*

VTSU: M.S. Athletic Leadership

*Externally accredited programs

Next cycle of programs to write self-studies (2026-2027)

Business

CCV: Accounting (embedded certificate in Bookkeeping)

CCV: Business (embedded certificates in Funeral Director, Digital Marketing, Entrepreneurship, HR Management, Leadership Skills, Project Management)

CCV: Professional Studies

VTSU: Applied Business Degree Completion / Professional Studies

VTSU: Business

VTSU: Music Business & Industry

VTSU: Sport Management

VTSU: MBA

Education Cluster (VTSU programs ROPA-accredited except as noted **)

CCV: Early Childhood Education (embedded certificates in Afterschool, Childcare, ECE Administration)

VTSU: Early Childhood & Special Education

VTSU: Early Childhood Ed (birth-5) Degree Completion

VTSU: Health Education

VTSU: Inclusive Adolescent Education

VTSU: Inclusive Childhood Education

VTSU: Music Education

VTSU: Physical Education

VTSU: M.Ed., M.S. and M.A. Education

Adventure Education and Mountain Resort Cluster

VTSU: OELT - Adventure Education

VTSU: Mountain Resort Management

VTSU: Resort & Hospitality Management



Policy 101 Summary Report to EPSL

Submitted by: Candace Lewis, Dean of Academic Affairs

April 14, 2026

[Introduction and Context](#)

In June of 2025, CCV completed a review of the A.S. in Behavioral Sciences as required by Policy 101. This report provides an overview of the findings and assessment of the program based on the VSCS Board of Trustees standards for high-quality programs.

The Behavioral Science degree program at the Community College of Vermont provides students with foundational knowledge in the behavioral sciences and human services with courses in ethics, research methods, and social justice and public policy. Overall, the program review provides evidence of healthy enrollment patterns, strong industry partnerships to inform program improvement, and a maturing system of program outcome assessment and continuous improvement.

Key Enrollment, Retention, and Completion Findings:

- Enrollment grew during the review period from 298 students in Fall 2020 to 371 students in Fall 2024, making the program among one of CCV's highest enrolled programs.
- Retention rates for Behavioral Science degree students are consistent with college-wide averages with 47% of students who entered the program in Fall 2023 completing their program or returning the following fall, as compared to 48% returning college-wide.
- Fall 2020-Fall 2024, Behavioral Science A.S. program completion rates were lower (5%) than all CCV students (8%), an expected finding given that the program was first introduced in Fall 2019 and many students pursue part-time study.

[Meeting the Board's standards for high-quality programs](#)

[Meet regional, state, and/or student needs](#)

Students who graduate from CCV's Behavioral Science A.S. program are prepared to enter careers in a variety of community settings including human services agencies, mental health organizations, and criminal justice fields or to pursue bachelor's degrees at other institutions including our many 2+2 transfer partners. Students in the program may elect to complete the Community Health, Human Services, or new Justice Studies certificate, which all stack seamlessly into the degree.

[Integrate liberal, professional, and career study](#)

CCV programs consist of a robust 33-credit general education program, core program requirements, and electives. The A.S. in Behavioral Sciences also requires students to complete a field experience course to provide additional career preparation. See below for data related to supervisor feedback from these placement experiences.

[Maintain currency](#)

Each CCV curriculum committee uses workforce survey and advisory board structures to maintain program currency and identify opportunities for programmatic improvements or expansions. The Social Sciences and Professions committee has effectively maintained currency for its programming utilizing these industry

partnerships. For example, advisory feedback spurred the creation of the Human Services certificate. Further feedback from advisory members has stressed the importance of hands-on learning and applied experiences.

Student learning outcome assessment processes

The Social Science and Professions Curriculum Committee has developed program outcome assessment strategies for all program outcomes associated with the degree. The program is assessed through:

- Common assignments and rubrics to evaluate student artifacts in introductory and capstone courses.
- Supervisor evaluations and feedback from work-based learning and field placements in INT-2860: Professional Field Experience.

Utilize effective strategies for continuous improvement

As stated above, the committee has effectively used strategies for continuous improvement based on its work with industry partners. Additionally, the committee has developed a robust system of program outcome assessment to identify and act on areas for improvement. For example, course-based assessment in the capstone revealed student learning gaps in analysis and application of research and data. In convening faculty, the committee was able to identify opportunities for scaffolding student learning. Resulting changes increased student learning from 70% of students meeting expectations for the outcome in Spring 2024 to 100% of students meeting expectations for this outcome in Fall 2025.

Help students prepare for life after graduation

Findings from supervisor evaluations from INT-2860 (Fall 2020-Fall 2024) indicate that 97-100% of students met or exceeded expectations in the areas of presentation, communication, ethical responsibility, and legal responsibility. These results confirm that students are well-prepared for the workplace after graduation. Additionally, graduate survey results provide evidence for student success after graduation.

Survey results of Behavioral Science graduates ($n=30$) found that:

- 65.5% of graduates continued their education after the A.A., including degrees in Psychology, Sociology and Social Work. 100% of students felt the degree prepared them well for transfer.
- 82% of graduates were employed at the time of the survey.
- 89% of Graduates felt the program prepared them for employment.

Specific program improvement measures

The following improvement goals were identified by the committee and are supported by this analysis:

- Increase student success, retention, and program completion rates through templated courses, demographic-specific supports, and clear course planning and delivery.
- Strengthen program outcome assessment through the development of a program assessment manual for faculty.
- Ensure continued alignment of the degree and the associated certificate programs with workforce needs through increased work-based learning and applied learning opportunities for students, and discipline-specific writing curriculum.

Collaboration across institutions

CCV currently maintains fourteen discrete 2+2 pathways from the CCV A.S. in Behavioral Sciences to VTSU programs. These include programs in social work, psychology, sociology, and criminal justice. Additional opportunities for collaboration include the identification of shared coursework, particularly in social science research, which may provide for more seamless transfer.

To: Education, Personnel, and Student Life Committee

From: Nolan Atkins, Vice President of Academic Affairs, Provost



Date: 4 May, 2026

Re: VTSU PreCIP Summary Report for AY2024-2025

Introduction and Context

This report summarizes how the VTSU programs in the AY2024-2025 review cycle meet the Board's standards for high quality, might be strengthened by specific program improvements, and collaboration potential with other institutions. The programs under review include:

Psychology & Human Services Cluster

VTSU: Human Services AS, Applied Psychology & Human Services BS

VTSU: Forensic Psychology

VTSU: Psychological Science, Psychology Online BA

VTSU: Social Work (externally accredited)

Social Sciences Cluster

VTSU: Anthropology, Archaeology & Geography

VTSU: Criminal Justice

VTSU: History

VTSU: Political Science

VTSU: Sociology

Graduate Division Programs Cluster

Counseling MA

Clinical Mental Health MS

Leadership Studies

Many of these programs underwent significant change through the VTSU transformation process. As such many of the programs don't have a full five years of data to report on. Their reports reflected available data since full implementation.

How well the programs meet the Board's standards for high-quality programs

Assist in meeting regional, state, and/or student needs

Consistent with the VTSU mission, students in these programs are placed in community-based internships that often lead to employment opportunities. Several of the programs reported on alumni placements throughout the state and often within the region surrounding the campus where the program is offered. The graduate programs offer relevant licensure pathways, professional advancement, and preparation for career changers.

Integrate liberal, professional, and career study

Six of the nine undergraduate programs have experiential learning, internships, and/or capstone courses that introduce students to career-readiness and related opportunities. All programs have some level of commitment to community engagement and partnerships, some substantively so. The graduate programs have clear professional and career connections in our Vermont communities.

Maintain currency

Six of the nine undergraduate and one of the three graduate programs administer some form of a survey to employers and/or graduates soliciting feedback on the program. Many programs underwent significant revision through the transformation process. As appropriate, programs documented alignment with professional standards, regulatory expectations, and experiential learning requirements.

Achieve defined student learning outcomes as demonstrated through valid and reliable assessment processes

Annual program assessment processes and infrastructure have been implemented that tie directly to Policy 101. Some of the programs do a good job of using the assessment process to make program improvements. Others need to "close the loop" by using assessment data to make program improvements. Assessment of the fully asynchronous VTSU Online programs remains a work in progress.

Utilize effective strategies for continuous improvement

As previously noted, six of the nine undergraduate and one of the three graduate programs solicits feedback from employers and graduates to inform ongoing program improvements. There is opportunity to improve the program assessment process for many of the programs. Programs with mature experiential learning opportunities are measuring their impacts on students' achieving the program outcomes.

Help students prepare for life after graduation

Six of the nine undergraduate programs in this set are very invested in career readiness through internships, capstone courses, and graduate school preparation. The remaining undergraduate programs need additional revision to better prepare students for life after graduation, work that will commence in the next academic year. All the graduate programs demonstrate strong preparation for professional practice, through applied curricula, clinical or experiential placements, licensure preparation, and tracking alumni employment outcomes.

How programs might be strengthened by specific program improvement measures

Three of the undergraduate programs could be strengthened by more focused connection with state workforce needs and alignment with the VTSU mission. This work would start with a revision of the program learning outcomes and integration of applied learning opportunities, community engagement, and career pathways. Evaluation and assessment of the VTSU Online programs will be addressed in the next academic year. At the graduate level, programs should be reviewed to ensure they are compliant with the NECHE standard that requires the level of academic work expected of students is significantly higher than that expected of undergraduates.

If and how collaboration across institutions might benefit the programs and their students.

Eight of the nine undergraduate programs have a 2+2 pathway with CCV, the remaining program noted the importance of developing one. As of mid-April, there were over 90 students who have formally expressed interest in a pathway program with nursing, early childhood education, and psychology seeing the greatest interest. Across the VTSU campuses, the face-to-face plus and online course delivery modalities have and will continue to make some credentials, including certificates, available to students at other campuses. All three graduate programs have articulation agreements with VTSU undergraduate programs.



Manual of Policy and Procedures

Title <b style="text-align: center;">PROGRAM REVIEW AND CONTINUOUS IMPROVEMENT PROCESS	Number <b style="text-align: center;">101	Page <b style="text-align: center;">1 of 3
		Date -

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 institutions 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. .
4. The institution will present its completed PReCIP reports as well as an evaluative summary that describes (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 institutions 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.
5. 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. Institutions will include the self-studies and/or follow-up reports received from accrediting associations in their consideration and summary report to EPSL.
6. General education programs will complete PReCIP reports following a specific template that incorporates assessment of shared VSC general education categories and core competencies.
7. Each year EPSL will review the summary results and recommendations and report on its review to the Board.
8. 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:



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
XX-XX-2026	Program Review and Continuous Improvement Process	Revised	

It is my distinct honor to recommend Dr. Helen Mango for emeritus status at Vermont State University. Throughout her distinguished career as a Professor of Geology and Chemistry, Dr. Mango has exemplified the highest standards of teaching, scholarship, and service to our institution and its students.

Dr. Mango began her tenure on the Castleton campus in 1991, dedicating over three decades to educating and inspiring generations of students. Her commitment to academic excellence is evident in her development of curriculum, assessment tools, and engaging instructional materials. Student evaluations consistently reflect her dedication, clarity, and support, with the vast majority of responses ranking her teaching in the highest category. Dr. Mango's ability to connect with students—whether they were pursuing science as a major or fulfilling general education requirements—has left a lasting impression, as echoed by both student testimonials and faculty observations.

Her record of professional achievement is equally impressive. Dr. Mango has secured sixteen research grants, contributed to twenty-five published articles, and participated as a visiting researcher at Argonne National Laboratory. Her ongoing scholarly work, including a forthcoming book on Vermont geology, demonstrates her enduring passion for advancing knowledge in her field. She is a respected member of multiple professional organizations and has played an important role in facilitating research and professional meetings at the local and regional levels.

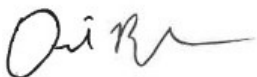
Dr. Mango's service to Vermont State University extends well beyond the classroom. She has held leadership roles within the Faculty Assembly, served on numerous committees, and undertaken impactful outreach to local schools and the broader community. Her mentorship has helped students pursue successful careers in consulting, industry, teaching, and government, as well as advanced study. Her efforts in facilitating the donation of a museum-quality mineral collection further enriched our campus resources.

Even following her retirement in 2023, Dr. Mango has continued to contribute to the university by teaching courses, supporting campus initiatives, and caring for the Castleton campus gardens, exemplifying her enduring commitment to our community. Her legacy is deeply felt, and her influence will continue to shape Vermont State University for years to come.

It is with great respect and admiration that I recommend Dr. Helen Mango for emeritus status. Her exemplary service, dedication to students, and scholarly contributions have elevated Vermont State University and embody the very spirit of our academic community.

Thank you for considering this recommendation.

Sincerely,



David Bergh, Ed.D.
President

VERMONT STATE COLLEGES SYSTEM
BOARD OF TRUSTEES
RESOLUTION 2026-004
Faculty Emeritus Status for Helen Mango

- WHEREAS, Dr. Helen Mango, began her teaching career on the Castleton campus in 1991, receiving early promotion to the rank of Associate Professor in 1996, and served for 32 years as Professor of Geology and Chemistry; and
- WHEREAS, Dr. Mango’s outstanding teaching is evident in the success of her students in finding employment with consulting companies, private industry, K-12 teaching, state and federal agencies, and completion of advanced degrees; and
- WHEREAS, During her career, Dr. Mango received sixteen research grants from a variety of organizations while focusing on faculty-mentored undergraduate research; and
- WHEREAS, Dr. Mango is a longstanding member of five professional organizations, served as a visiting researcher at Argonne National Laboratory, and in addition to publishing research articles and abstracts, she is currently writing a book on the geology of Vermont intended for a general audience; and
- WHEREAS, Since her retirement in 2023, Dr. Mango has continued to teach classes and care for gardens on the Castleton campus; and
- WHEREAS, The Castleton community acknowledges her legacy of excellence, dedication, and passion for education and research; and
- WHEREAS, The recommendation of Dr. Helen Mango for Faculty Emeritus status is in accordance with the criteria set forth in Policy 204; therefore, be it
- RESOLVED, That the Board of Trustees hereby grants Dr. Helen Mango the status of Faculty Emeritus for Vermont State University, in honor of her lifelong commitment to education, scholarship and service.

Approved:

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



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

April 13, 2026

Chancellor Elizabeth Mauch
Vermont State Colleges

Dear Chancellor Mauch,

I am pleased to endorse the nomination of Dr. Alexandre Stokanov, Professor of History and Global Studies, to receive Faculty Fellow recognition for 2026-2027.

Professor Stokanov has demonstrated significant accomplishments in their teaching, research and service. He has also received support from their colleagues, as you will see in the attached materials. He represents the best of VTSU with his commitment to our students and their development as the driving motivator of his efforts. We are fortunate to have him and would be wise to recognize him with this distinction.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "David Bergh", with a stylized flourish at the end.

David Bergh, Ed.D.
President



Dear President Bergh,

3/23/2026

I am pleased to put forward a nomination for the VSC Faculty Fellow Award for the 2026 academic year. Dr. Alexandre Strokanov, Professor of History and Global Studies is an excellent choice to receive this award.

In reviewing Dr. Strokanov, his contributions to the university are numerous. His research has resulted in many publications, and he continuously pushes for faculty opportunity to present their scholarly work, specifically at the Academic Excellence Conference. Receiving the Faculty Fellow Award will allow Dr. Strokanov to progress his research, publish additional work and bring enriching material to the courses he teaches. Dr. Strokanov is also an advocate for VTSU students, teaching on multiple campuses and organizing regular international trips to Europe and Asia. Through his efforts, student experience at VTSU is greatly enhanced allowing international opportunities that students have greatly benefitted from.

For these described reasons and more, I believe that Dr. Alexandre Strokanov should receive a Faculty Fellow Award for the 2026 academic year.

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

Sincerely,

A handwritten signature in black ink that reads "Michelle Sama". The signature is fluid and cursive, with the first name "Michelle" and the last name "Sama" clearly legible.

Dr. Michelle Sama

Faculty Federation Campus Chair for the Randolph Campus

From: Strokanov, Alexandre A. <alexandre.strokanov@vermontstate.edu>
Date: Wednesday, January 28, 2026 at 8:38 AM
To: Atkins, Nolan T. <nolan.atkins@vermontstate.edu>
Subject: Re: Faculty Fellow Nominations

Dear Provost Dr. Nolan Atkins!

Dear colleagues!

I would like to nominate myself for Faculty Fellow Award in Spring 2027 semester.

I have been teaching at VTSU-Lyndon since 2000 and previously had one Faculty Fellow Award only once in 2016.

I would like to use my Faculty Fellow Award this time for two projects that I am pursuing recently.

1. I am working on research in Bakhmeteff Archive that is located in Columbia University. [Bakhmeteff Archive of Russian and East European History & Culture | Columbia University Libraries](#)

I believe that I discovered some unique and previously unnoticed documents about World War II History. I am looking through the files of Russian White Army General A. I. Denikin who lived in the United States and left his archive to Columbia University. A.I. Denikin is one of the most famous Russian emigree after the Civil War and he wrote many books about Russian History in the first half of 20th century. However, I think I was able to find his manuscripts about his vision of history of World War II that was not previously known and never published in any parts of it. I want to visit Columbia University and work in the Rare Book Section of their library where Bakhmeteff Archive is located. I hope to find all pages of this manuscript, decipher some of them, and **first publish an article about it and then explore the possibility of publishing his manuscript as a book with my commentaries**. This is going to be an exciting project that will contribute to my own knowledge and will be very beneficial for my teaching and the university.

2. I was invited to join the team of historians for reading, analysis and comments on the public-school textbooks in history of country Uzbekistan. I am in process of reading 17 history textbooks for all grades and both: World History and Uzbekistan History. I am planning to publish at least a couple of articles in reference journals and participate in the writing of the final evaluation paper of these textbooks that will be submitted to the Uzbekistan Ministry of Education for further improvements of the History textbooks.

During my time of Faculty Fellowship, I am planning to make several trips to New York City and work at Columbia University, as well as to Uzbekistan to work in archives and libraries of that country.

These may research activities will be very beneficial for my teaching several courses, such as HIS 2040 History of Eurasia, HIS 3330 Europe since 1914, HIS 3440 History of Modern Russia, HIS 3550 The World of Islam, HIS 1125 The Ancient World, HIS 1135 The Global History and several others.

It will be beneficial for VTSU because of my intended publications in reference journals and presenting VTSU as an institution of higher education with excellent records of research activities of the faculty members.

Teaching performance.

I am strongly committed to excellence in teaching. I love to teach and consider this job to be a natural part of my life, which makes it full and exciting. In my teaching, I employ various methods and approaches, and I take advantage of the variety of technological opportunities. I have experience teaching on-line (Blackboard, Moodle, Canvas, YuJa, Zoom, Vimeo) and video courses. My teaching performance over the last thirty academic years in the United States was increasingly highly regarded by members of senior administration of several educational institutions, my colleagues, and my students. Since Spring semester 2026 I have been teaching courses in person on three separate campuses: Lyndon, Johnson and Randolph. Additionally, to my regular courses on campuses and FTF+ every semester I am taking students on Academic International tours.

Here is the list of only most recent International Academic tours:

Academic International tours for VTSU students (2023-2024 only).

1. *Academic Tour to Italy, France and Monaco. 30 students. February 2023*
2. *Academic Tour Uzbekistan on the Silk Road. 13 students. October 2023.*
3. *Academic Tour Uzbekistan on the Silk Road. 11 students. April 2024.*
4. *Academic Tour to Republic of Georgia. 6 students. June 2024.*
5. *Academic Tour Uzbekistan on the Silk Road. 9 students. October 2024*
6. *Academic tour Uzbekistan on the Silk Road 9 students. April 2025*

Research activities

My current *research interests* center upon contemporary Eurasian and Russian history, politics, and culture. In 2007 I have published my most recent book *The End of the Russian Revolution on the Edge of Centuries. Comparative Analysis of the Elections to the State Duma in December 1999 and December 2003*. Moscow, “Pashkov Dom Publishing, 2007. 220p. I am the author of 7 books in both English and Russian languages. I also served as the Editor of 6 other books.

I published more than 50 articles in different publications: books, reference journals. My most recent articles were published in Poland (in Polish language), China (in Chinese language) and Russia (in Russian language).

I am regularly presenting at academic conferences around the world. In 2023 I initiated and organized The First Academic Excellence Conferences for Faculty and Students. The conference for Faculty became a tradition and I am planning to organize the Fourth Conference in September 2026 again on Lyndon campus.

Here is the list of only most recent conferences where I presented my research:

2025

The XVII International Symposium “Andric real and virtual”. Spain, Madrid. Computense University of Madrid. October 2-5, 2025. My presentation titled: “Geographic sites, real and virtual in Ivo Andric’s novel “The Bridge on the Drina”. Participation in person.

The Third Annual Vermont State University Academic Excellence Conference. Johnson, VT. September 13, 2025. My presentation is titled: *Prank Journalism or destructive "infotainment". Reaction of social networks and academia*. Participation in person.

XVII International Congress of Slavists. Paris. Sorbonne University. August 25-30, 2025 My presentation titled: *Dialogue of prankers in evaluation of participants of network communication*. Participation in person.

-
2024 The Second Annual Vermont State University Academic Excellence Conference. Castleton, VT. September 14, 2024. My presentation is titled: *Historical Evolution of Image of Main Character in Russian Language Emigree Literature*. Participation in person.

The Second Stylistic Colloquium "Style in the Age of Parallel (Un)Realities". Stylistic Commission of the International Committee of Slavists. Organized by Banja Luka University. Bosnia and Herzegovina. September 6-7, 2024. My presentation is titled: *Stylistic Specificity of Historical Discourse*. Participation in person.

60th Annual Meeting of the Southern Conference of Slavic Studies. Organized by Chapel Hill University, North Carolina. I served as the Chair of the Section "The Language of Scientific Cognition of the World in the Slavic Mass Media". My own presentation is titled: *Massification of Historical Science Terms in Mass Media Texts*. Participation in person.

"Youth of the 21st Century: Science and Education in the Context of Digitalization". International Conferences organized by Moscow Humanitarian-Economics University. Moscow Humanitarian-Economics University, Moscow, Russia. My presentation: *Digital methods in teaching courses in History at Vermont State University*". May 2024. Virtual participation.

VIII International Scientific Conference "Language in the coordinates of mass media". Organized by Saint Petersburg University. I served as the Chair of the Section *Transformation of civilizational identity of society in discourse of mass media*". Virtual participation

-
2023 VTSU Academic Excellence Conference. I served as the Initiator and the Chair of the Organizational Committee. My presentation had the title: *GULAG during World War II*". September 2023. Participation in person.

The IX International conference on Slavic Languages, Literatures and Cultures. In Commemoration of the 130th Anniversary of the birth of Viktor Shklovsky. Organized by National Chengchi University, Taiwan Ministry of Education, Taipei, Taiwan. Participation in person. My presentations:

- *"History of Russia through the prism of the works of Viktor Shklovsky"*
- *"Provocation in Humorous Verbal Art"*

2022

"Lotmans: Family Correspondence of 1940-1946" presentation and the Chairmanship of American Section at the conference "Thinking Worlds" by Yu.M. Lotman: to the 100th anniversary of the birth of Yuri Mikhailovich Lotman." Organized by Institute of

Foreign Languages and the Center of Russian Studies of Nanjing University, **Nanjing, China**. December 17th -18th, 2022

“Without a statute of limitations” presentation at the International Scientific Conference organized by International Research Center for Second World War **Maribor, Slovenia**. October 6th, 2022.

International Review Board Member and presenter at Perm International Forum *“Science and Global Challenges in the 21st century”* Organized by Springer, ITMA, Lecture Notes in Networks and Systems, Perm State National Research University. **Perm, Russia**, October 2022

Chair of the section and key presenter at the “VI International conference *“Language in the coordinates of mass media”* Organized by Saint Petersburg State University. **Saint Petersburg, Russia**, June 30th - July 2nd, 2022

“New formats of teaching history and social sciences during pandemic of COVID-19” Presentation at the Plenary Session of International Research Conference Yaroslavl University International Academy of Business and New Technologies. **Yaroslavl, Russia**, 6th of April 2022.

Visiting professor

In 2025-26 academic year I was invited to teach the course “Geopolitics of Central Asia and Uzbekistan” at the Master program of Samarkand State University. I spent two weeks in Samarkand while teaching this course and received very sincere appreciation for doing it from the students, faculty and administration of Samarkand State University.

Other professional activities

My key experiences also include significant work as political and business consultant. I have sufficient experiences with electoral campaigns in Russia and some other countries of the former Soviet Union. I also led several business missions from the United States to Russia and other Commonwealth of Independent States (CIS) countries. I served as a Vice-President of American Business Center in Chelyabinsk, Russia, 1995-1998

Dr. Alexandre Strokanov, Professor of History and Global Studies,
Absolute Winner of International Contest “Best Professor of Russian Humanities Abroad”
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