

MEMORANDUM

TO: Lynn Dickinson, Chair; Megan Cluver, Vice-Chair; Kamryn Devero; Marc Mihaly, Secretary; David Silverman, Treasurer; Gwen Bailey-Rowe; Betsy Ide Bloomer; Janette Bombardier; Coleen Bruyette; David Durfee; Bob Flint; Shirley Jefferson; John Kascenska; Gov. Phil Scott; Sue Zeller

FROM: Dr. Elizabeth Mauch, Chancellor 

DATE: June 1, 2026

SUBJECT: VSC Board of Trustees Meeting June 8, 2026

The VSC Board of Trustees will meet on Monday, June 8, 2026 at 9:00 a.m. at VTSU Castleton Campus, 49 College Drive, Castleton, VT in the 1787 Room in the Campus Center.

The meeting will begin with public comment, a resolution to honor former trustee, James Masland, a vote to grant faculty emeritus status to Helen Mango, and a vote to establish the VTSU Tribute Scholarship. The board will then take a 15-minute celebratory recess. Following the recess, the board will vote to approve the March 9 minutes, hear updates from the committees and vote on a multitude of recommendations from the committees. The board will go into recess for lunch at 12:00 p.m. After lunch, the board will hear updates on the Online Acceleration Project, from the CCV and VTSU presidents, the chancellor, and on the Workday implementation project. Following any other business, the board will enter executive session to discuss the employment of public officials and facilities. The board will then adjourn.

The board has fifteen members. The quorum to start the meeting and to take any action is eight members of the board. The board assistant may be reached at (802) 224-3021 for any questions.

Cc: VSC Board of Trustees
Council of Presidents
Department of Libraries

**Vermont State Colleges Board of Trustees
Annual Meeting
Monday, June 8, 2026 at 9:00 a.m.
VTSU Castleton, 49 College Drive, Castleton, VT
Campus Center, 1787 Room
Live session: vsc.edu/botzoom | Stream: vsc.edu/live**

AGENDA

1. Call to order
2. Public comment
3. Resolution honoring former trustee James Masland
4. Faculty emeritus status: Helen Mango
5. VTSU Tribute Scholarship

15-minute recess at 9:30 a.m.

1. Vote: March 9, 2026 minutes
2. Committee reports
 - a. Nominating Committee
 - i. Vote: election of board officers
 - ii. Vote: election of Audit & Risk Management Committee members
 - b. Audit & Risk Management Committee
 - i. Written Information Security Program (WISP)
 - c. Diversity, Equity and Inclusion Committee
 - d. Education, Personnel & Student Life Committee
 - i. Updates to policy 101
 - ii. VSC faculty fellow: Dr. Alexandre Strokanov
 - e. Executive Committee
 - i. Vote: FY27 Board of Trustees schedule
 - f. Finance & Facilities Committee
 - i. Vote: Liquidation of the Lyndon Upward Bound Quasi Endowment
 - ii. Vote: Creation of the (1) Cheryl Krull Marsden Scholarship Fund, (2) Lane Family Scholarship Fund, and (3) DeLena Student Expedition Fund

- iii. Vote: Endowment modifications to the (1) Helen Guild Fund, (2) Bill and Susan Blair Future Teacher/Educator Endowment, (3) Edgerton Education Endowment, and (4) Mary Negron Student Emergency Fund
- iv. Vote: Approval of the CCV-Northern Lights Grant
- v. Vote: Resolution 2026-004 Banking & Investment
- vi. Vote: FY27 System-Wide Operating Budget
- 3. Update on the Online Acceleration Project per Resolution 2026-003
- 4. Updates from the CCV and VTSU presidents
- 5. Update from the chancellor
- 6. Workday project update
- 7. Other business

1-hour recess at 12:00 p.m.

- 8. Executive session pursuant to discuss the employment of public officials, facilities, civil litigation, and to receive confidential attorney communications
- 9. Adjourn

MATERIALS

- 1. Resolution Honoring Former Trustee James Masland
- 2. Faculty Emeritus status nomination: Helen Mango
- 3. VTSU Tribute Scholarship
- 4. March 9, 2026 Minutes
- 5. Written Information Security Program
- 6. Policy 101 Revisions
- 7. VSC Faculty Fellow nomination: Dr. Alexandre Strokanov
- 8. Board of Trustees FY27 Schedule
- 9. Liquidation of the Lyndon Upward Bound Quasi Endowment
- 10. Creation of the Cheryl Krull Marsden Scholarship Fund, Lane Family Scholarship Fund, DeLena Student Expedition Fund
- 11. Modifications to the Bill and Susan Blair Future Teacher/Educator Endowment, Edgerton Education Endowment, Mary Negron Student Emergency Fund, and the Helen Guild Fund
- 12. Northern Lights Grant (CCV)
- 13. Resolution 2026-004 Banking & Investment

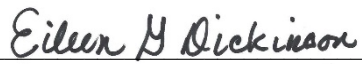
14. FY27 System-Wide Operating Budget

VERMONT STATE COLLEGES SYSTEM
BOARD OF TRUSTEES
RESOLUTION 2026-006
Resolution Honoring the Service of Trustee Jim Masland

- WHEREAS, Jim Masland served fourteen years as a Legislative Trustee for the Vermont State College System from March 1, 2012 to February 28, 2026, with service on the Education, Personnel, and Student Life Committee including as its Vice Chair and Chair and on the Diversity, Equity, and Inclusion Committee; and
- WHEREAS, Jim Masland was educated at Hanover Elementary, Hanover, New Hampshire, Williston Academy in Easthampton, Massachusetts, and Stanford University in Palo Alto, California, where he earned a B.A. and M.S. in Engineering; and
- WHEREAS, Jim moved to Vermont and became a resident of Thetford in 1979, where he and his wife Suzanne raised five daughters and two sons and Jim worked as a School-to-Work/Career coordinator and Upper Valley Habitat for Humanity site supervisor and project manager, connecting with community volunteers of all ages and skills; and
- WHEREAS, Jim's community service and leadership has included serving as a VISTA Volunteer in 1973-74, the Two Rivers Ottauquechee Regional Planning Commission, the Thetford Selectboard, the Vermont League of Cities and Towns, EC Fiber Executive Committee, Green Mountain Economic Development Corporation; and
- WHEREAS, Jim has served as member of the Vermont House of Representatives since 1999, is a member of the House Ways and Means Committee, and was a graduate of the Vermont Leadership Institute Class of 2005; and
- WHEREAS, During his service on the VSC Board of Trustees, Jim has shared with colleagues and staff his abiding common sense, commitment to diversity, equity and inclusion, experience with work-based learning, as well as, for a very modest price, farm-fresh eggs from his chickens; therefore be it
- RESOLVED, The Vermont State College System expresses its sincere appreciation to Jim Masland for the benefit he has brought to the State of Vermont through his service to VSCS, to its colleges and university, to its hundreds of faculty and staff, and most important, to its students.

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

Be it Approved: June 8, 2026



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

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.

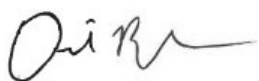
Dr. Mango's service to Vermont State University extends well beyond the classroom. She has held leadership roles within the Faculty Assembly, served on numerous committees, and undertaken impactful outreach to local schools and the broader community. Her mentorship has helped students pursue successful 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



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FUND TERMS TO ESTABLISH THE **VTSU FACULTY & ADMINISTRATOR TRIBUTE SCHOLARSHIP**

BY VERMONT STATE COLLEGES ON BEHALF OF **VERMONT STATE UNIVERSITY (VTSU)**.

Through this document, **VTSU** resolves to establish the **VTSU TRIBUTE SCHOLARSHIP FUND** ("the Fund") in the month of April 2026.

The following terms shall govern the use of the Fund:

1. **FUND HISTORY:** The **VTSU TRIBUTE SCHOLARSHIP FUND** was established by the University in April 2026 to provide a consistent, meaningful, and enduring mechanism for alumni, colleagues, and friends of Vermont State University to recognize employees on the occasion of their departure from the University or their passing through philanthropic gifts made in their honor. By design, the Fund creates a lasting and shared legacy through which honorees remain connected to the university, its students and each other in perpetuity. The Fund reflects the university's commitment to honoring distinguished service in a way that meaningfully connects gifts in recognition of honorees' past contributions to the future of student success.

The Fund has been structured to address the diffusion of tribute gifts across multiple tribute-designated funds, which has historically limited both the individual impact of such gifts and the university's ability to provide a consistent and satisfying stewardship experience to honorees. This aggregated model maximizes scholarship impact, ensures consistency in donor and honoree recognition, and supports a durable, cohort-based experience for honorees.

2. **FUND PURPOSE:** The income from the Fund shall be used to provide scholarship support to students enrolled at Vermont State University, in accordance with university policies and priorities. This Fund is to be the university's standard and preferred vehicle for gifts made in honor of employees, and such gifts are to be directed to and aggregated within this Fund, rather than establishing or contributing to separate tribute-designated funds, except in extraordinary circumstances approved by the university.
3. **AWARD ELIGIBILITY:** Recipients shall be students enrolled at Vermont State University in good academic standing.



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4. **AWARD PREFERENCES:** To support meaningful stewardship of the Fund and recognition of honorees, Office of Institutional Advancement may, at their discretion and in accordance with applicable university policies, recommend the designation of awards to particular recipients whose achievements or experiences may be of special interest to honorees. Such recommendations shall be implemented within the standard award framework and shall not alter established eligibility or selection criteria set by the Office of Financial Aid.
5. **FUND STEWARDSHIP:** The Office of Institutional Advancement shall endeavor to steward the Fund in a manner that reflects and preserves its cohort-based design. Honorees associated with the Fund should be stewarded collectively and in perpetuity, while also receiving individualized recognition for gifts made in their honor within the shared context of the Fund. Such recognition should accurately reflect the full amount of gifts made in honor of each individual, while not altering the manner in which honorees are stewarded as members of the cohort. This includes acknowledgment in university publications, invitations to appropriate stewardship events, and regular reporting on the Fund's performance and scholarship recipients, inclusive of information recognizing each honoree. Communications and stewardship practices should reinforce both the collective impact of the Fund and the ongoing connection between honorees and the students who benefit from it. The Office of Institutional Advancement shall endeavor to recommend a variety of award recipients that ensures equitable representation of students from all VTSU campuses and communities.
6. **ADMINISTRATION OF THE FUND:** The Fund is intended to be managed as an endowment by VTSU in accordance with applicable laws and university policies, which may be amended from time to time. New gifts to the fund shall be added to the principal of the fund to be preserved in perpetuity and only the income generated from the investment of the Fund shall be expended in accordance with this resolution.
7. **ACADEMIC INTEGRITY:** All decisions regarding research or activities supported by the VTSU TRIBUTE SCHOLARSHIP FUND will be made solely at the discretion of VTSU, following its established policies and procedures. Faculty and students involved in research or activities supported by the fund shall not be obligated to communicate with, work for, or provide services to the donors or honorees. The donors' and honorees' access to VTSU personnel will be non-exclusive and limited,



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with no claim to proprietary rights over any physical or intellectual property that may be acquired or created.

8. **OBSOLESCENCE:** If, in the future, the designation of the Fund Purpose is determined to be no longer adequate to satisfy its original intent, the terms may be amended by a vote of the Vermont State Colleges Board of Trustees at the recommendation of the University President and Chancellor.
9. **ENTIRE AGREEMENT AND PRIOR UNDERSTANDINGS:** This Agreement constitutes the entire understanding of the Vermont State Colleges on behalf of Vermont State University with respect to the establishment and administration of the Fund. It supersedes and replaces any prior or contemporaneous agreements, understandings, resolutions, or other written instruments—whether formal or informal—relating to the same subject matter. Any other documents or expressions of intent shall be interpreted in a manner consistent with this Agreement, and shall remain in effect only to the extent that they do not conflict with or are not expressly modified by the terms herein.

Eileen “Lynn” Dickinson
Board Chair
Vermont State Colleges System

Date

Elizabeth Mauch
Chancellor
Vermont State Colleges System

Date

Ernesto Fernández
Director of Institutional Advancement
Vermont State University

Date



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THIS PAGE IS INTENDED FOR VTSU INTERNAL PROCESS TRACKING ONLY AND IS NOT PART OF, NOR AN ADDENDUM TO, THE ATTACHED DOCUMENT(S).

#1 – Reviewed and Approved by General Counsel:

Signature : _____

Name: _____

Date: _____

#2 – Reviewed and Approved by Business Operations:

Signature : _____

Name: _____

Date: _____

#3 – Executed by Institutional Advancement:

Signature : _____

Name: _____

Date: _____

Minutes of the VSC Board of Trustees' Meeting held Monday, March 9, 2026 at 10:00 a.m. 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 met on Monday, March 9, 2026 at 10:00 a.m. at CCV Winooski, 1 Abenaki Way, Winooski, VT, Room 108 and at vsc.edu/botzoom.

Trustees present: Lynn Dickinson (Chair,) Megan Cluver (Vice Chair,) Marc Mihaly (Secretary), David Silverman (Treasurer,) Gwen Bailey-Rowe, Betsy Ide Bloomer, David Durfee, Bob Flint (online, 10:07 a.m.,) Shirley Jefferson (online,) John Kascenska, Amelia Vlahogiannis, Sue Zeller

Absent: Janette Bombardier, Coleen Bruyette, Phil Scott

Chancellor: Elizabeth Mauch

Other Attendees: Nolan Atkins, VTSU Provost
Kelley Beckwith, VTSU VP of Student Success
Jamia Danzy, VTSU Dean of Students
Kayla Dewey, Executive Assistant
Barb Flathers, Manager of President's Office Operations (online)
Kate Henggeler, VTSU student (online)
Jason Kaiser, IT Support (online)
Sherry Kollman, VTSU president candidate finalist
Candace Lewis, CCV Academic Dean
Sebastion Lury, VTSU Student Success Advisor (online)
Jason Mann, Consultant
Katie Mobley, CCV Dean of Enrollment and Community Relations
Maurice Ouimet, VTSU Dean of Enrollment
Hannah Reid, VTSU AVP of Communications
Kathryn Santiago, Associate General Counsel
Sharron Scott, Chief Operating and Financial Officer
Toby Stewart, Controller
Patty Turley, General Counsel
Littleton Tyler, VTSU VP of Business Operations (online)
Beth Walsh, VTSU Director (online)
Heather Weinstein, CCV Dean of Strategic Initiatives & Student Affairs
Paul Yoon, VTSU Chief Culture and Compliance Officer

1. Call to Order

Chair Dickinson called the meeting to order at 10:04 a.m. She welcomed the newly appointed legislative trustees, John Kascenska and David Durfee, as well as the VTSU president candidate

finalist, Dr. Sherry Kollman, and education consultant, Jason Mann.

2. Comments from the Public

Jason Kaiser provided recommendations regarding Policy 429, which relates to contracting for goods and services. He requested that the board consider adding the technology procurement process.

3. Approval of the minutes

Trustee Zeller moved and Trustee Cluver seconded the motion to approve the minutes of January 12, 2026; February 10, 2026; and February 17, 2026. The motion was approved unanimously.

4. Executive session to discuss the appointment of a public employee

At 10:09 a.m. Chair Dickinson moved and Trustee Bloomer seconded the motion for the VSC Board of Trustees to enter executive session, pursuant to 1 V.S.A. § 313(a)(3) to discuss the appointment of a public employee. Along with the members of the Board present, in its discretion, the Board invited the Chancellor and the General Counsel to attend. The motion was approved unanimously.

The board exited executive session at 10:22 a.m.

Trustee Mihaly moved and Trustee Vlahogiannis seconded the motion to appoint Sherry Kollmann as President of Vermont State University effective July 1, 2026. The motion was approved unanimously.

5. Executive Session

At 10:25 a.m. Chair Dickinson moved and Trustee Zeller seconded the motion for the VSC Board of Trustees to 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 and evaluation 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 this meeting, in its discretion, the Board invited the following to attend the executive session: the VSC Chancellor, the CCV and VTSU Presidents, the VTSU president-elect, the VSC Chief Financial and Operating Officer, the VSC General Counsel, and Jason Mann. The motion was approved unanimously.

The board exited executive session at 11:57 a.m.

Chair Dickinson moved and Trustee Vlahogiannis seconded the motion to approve Resolution 2026-003 Authorization of the Online Acceleration Project. The motion was approved unanimously.

The board went into recess at 12:01 p.m. The board exited recess at 1:04 p.m.

At 1:04 p.m. Trustee Cluver moved and Trustee Bloomer seconded the motion for the VSC

Board of Trustees to enter executive session, pursuant to 1 V.S.A. § 313(a)(3) to discuss the evaluation of a public employee. The motion was passed unanimously.

The board exited executive session at 1:49 p.m.

6. Report: Diversity, Equity & Inclusion Committee

Chair Dickinson invited Committee Chair Jefferson to provide the report from the Diversity, Equity, and Inclusion Committee which met on March 2, 2026. She reported that they heard updates from the institutions including that CCV continues to engage with DEI and are leaning into their values of respect for their community and all individuals with their varying backgrounds, cultures and opinions. CCV looks forward to hosting their 23rd International Food Festival on April 30th to celebrate the cultures represented at the college. VTSU reported a recent federal legal decision stating that the federal government cannot withhold funds from institutions that refuse to sign a pledge related to DEI, alleviating pressure on higher education regarding the pledge. New digital accessibility regulations will go into effect in April of this year. In anticipation of these regulations, VTSU is updating websites to meet new standards and supporting academic compliance. VTSU also provided a summary of projects in their Culture and Compliance Office.

7. Report: Education, Personnel, and Student Life Committee

Chair Dickinson invited Committee Chair Cluver to provide the report from the Education, Personnel, and Student Life Committee which met on February 16, 2026.

Chair Cluver reported that the focus of the meeting was on the annual review of all academic programs governed by Policy 109. They heard from our EPSL liaisons about the experiences of students and the faculty supporting them as they move across programs at CCV and VTSU and shared additional written feedback from VTSU faculty.

They heard from the Chancellor about a desired update to the timeline for the Policy 109 annual program review process to align it with the curriculum revision processes at CCV and VTSU. That updated 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.

Finally, they heard from the Chancellor regarding her review and recommendations related to the institutions' completed Policy 109 reports for this year. Those actions were summarized in Resolution 2026-001, which EPSL recommended that the board adopt.

Committee Chair Cluver moved and Trustee Silverman seconded the motion to approve revisions to Policy 109 to reflect the updated timeline and accept Resolution 2026-001. The motion was approved unanimously. * I had these as two separate motions, with Betsy Bloomer seconding the Motion to approve the Resolution. Can you check the recording?

8. Report: Finance & Facilities Committee

Chair Dickinson invited Committee Chair Silverman to provide the report from the Finance & Facilities Committee portion of the joint meeting of EPSL and F&F which met on February 16, 2026.

Chair Silverman reported that the committee reviewed proposals for three new endowments, one at the Community College of Vermont and two at Vermont State University. They also considered three endowment modification requests, all for Vermont State University. After thorough discussion, they voted to recommended all six requests to the board of trustees.

They reviewed the new procurement policy. The goal with this update was to strengthen our internal controls, enhance fiscal oversight, and ensure consistent and compliant purchasing practices across the system, all in coordination with the implementation of the ERP. The new policy consolidates several older policies into one, making it easier to understand. The committee unanimously recommended this new policy to the board for consideration. There was discussion that the procedures associated with the policy are anticipated to address the information technology procurement concerns.

The committee also examined the second quarter system-wide operating performance. Chair Silverman reported a \$1.1 million favorable improvement to budget, resulting in an estimated net operating deficit of \$3.8 million which compared positively to the budgeted \$4.9m deficit.

They also discussed first pass budget for fiscal year 2027. As with previous years, this was an early and conservative look at the upcoming year, meant to help frame conversations moving forward. The first pass budget reflected continued progress in their system-wide transformation but also acknowledged the ongoing challenges in today's higher education marketplace. Currently, the projected deficit range was between \$3 million and \$8.7 million, with a central tendency around \$5 million at this time. They anticipated that subsequent passes, scheduled for April and May, would refine these numbers significantly.

Finally, President Bergh provided an update to the committee on winter safety protocols, a topic raised during public comment at the board meeting prior. The committee spent time discussing this matter with President Bergh to gain a better understanding of the situation and ensure appropriate measures are in place.

Committee Chair Silverman moved and Trustee Zeller seconded the motion to approve the three new endowments (listed below) and three endowment modifications (listed below). The motion passed unanimously.

1. New Endowments:

- a. **Presidential Endowment for Student Success at Community College of Vermont**
- b. **David Muther Lacy Fund at Vermont State University**
- c. **Tom Rutkowski Spartan Way Scholarship at Vermont State University**

2. Endowment Modifications

- a. **Susan Cornelius Gallagher Scholarship in Psychology**
- b. **Churchill Family Fund Endowment**
- c. **Cola H. Hudson Scholarship Fund**

Committee Chair Silverman moved and Trustee Mihaly seconded the motion to approve the revised procurement policy as presented. The motion was passed unanimously.

9. Report: Audit & Risk Management Committee

Chair Dickinson invited Committee Chair Zeller to provide the report from the Audit & Risk Management Committee which met on February 23, 2026. Committee Chair Zeller reported that the committee reviewed the Draft Single Audit for FY2025 with Withum, the external auditors. For the Federal Awards, which are the subject of the Single Audit, the auditor's report was "unmodified" meaning there were no material weaknesses identified. However, a significant deficiency arising from a single audit finding regarding the Written Information Security Plan, or WISP was noted. Although practices align with regulatory requirements, the absence of a formal written plan prompted this finding. The Cyber Security team was actively working to develop the plan and expected completion in the coming months. After thorough discussion and review, the committee voted to accept the Draft Single Audit and recommends adoption of Resolution 2026-002.

Additionally, the committee agreed with management on a proposal to pause the internal audit process for FY26 because of the substantial demands related to the Workday project. With nearly all procedures being rewritten and the old ones retired, the committee agreed that a temporary hiatus was prudent. They also encouraged management to consider outsourcing some or all of the internal audit function for future audits to lessen the burden on internal resources. Trustees discussed the history of internal audits and the impracticality of performing one in the midst of the Workday implementation.

Committee Chair Zeller moved and Trustee Silverman seconded the motion to approve Resolution 2026-002, Acceptance of the FY2025 Single Audit. The motion was passed unanimously.

10. Updates from the CCV and VTSU Presidents

Chair Dickinson invited the CCV and VTSU presidents to provide updates on their institutions in turn. President Judy acknowledged her staff in the room and reported that enrollment was up from last Spring. They received a CDS from Senator Sanders to support expansion of rural healthcare, which will allow CCV to offer allied health certificates in more rural areas of the state. President Judy also invited the board to upcoming events including CCV graduation on June 6, an event celebrating CCV's receipt of the "Best for Vets" award on April 15th 1:00 p.m. at CCV Winooski, and their annual international foods festival, April 30th at 4:00 p.m.

President Bergh acknowledged his staff who were present and reported that early enrollment numbers were indicating positive growth, however it was too early to predict final numbers. He reported a number of projects related to VTSU facilities aimed at building campus vibrancy and making most efficient use of these assets. He listed key projects that VTSU is working on including an on-going NECHE self-study and digital accessibility.

11. Update from the Chancellor

Chair Dickinson invited Chancellor Mauch to provide an update. Chancellor Mauch shared

details on priority projects for 2025-2026, which included digital transformation, workforce innovation and industry alignment, and infrastructure modernization. She also discussed priorities for FY27, which included workforce, infrastructure modernization, and transfer with digital transformation woven throughout.

12. Other business

Chair Dickinson recognized Trustee Vlahogiannis, thanked her for her work and acknowledged that she would be graduating later this year.

13. Adjourn

The board adjourned at 2:44 p.m.

WRITTEN INFORMATION SECURITY PROGRAM

As identified in the 2025 Single Audit, applicable federal regulations, including 2 CFR 200.303 and the Federal Trade Commission Safeguards Rule (16 CFR 314), require institutions participating in Title IV programs to develop, implement, and maintain a comprehensive Written Information Security Program (WISP). This program must include administrative, technical, and physical safeguards appropriate to the sensitivity of institutional data and aligned with federal information security standards.

The audit noted that, while Vermont State Colleges maintains strong information security practices, the absence of a formally documented WISP created a gap in demonstrating compliance. Specifically, without a comprehensive, centralized policy, the institution faced increased risk related to inconsistent application of practices, insufficient documentation for audit purposes, and potential exposure to unauthorized access or data loss.

Management concurred with the audit finding. Over the past two years, information security practices have been strengthened in response to evolving industry standards, insurance requirements, and obligations under the Gramm-Leach-Bliley Act. However, these practices had not been consolidated into a single, formalized program document that could be readily evidenced during the audit process.

The Information Technology team has now completed the development of a formal Written Information Security Program that aligns documented policy with current operational practices and regulatory requirements.

The WISP is presented to the Audit & Risk Management Committee for review and recommendation to the Board of Trustees at its June 8, 2026 meeting.

Written Information Security Program (WISP) for Protection of Protected Information

General

A. Objective of WISP

The objective of the development and implementation of this comprehensive Written Information Security Program (WISP), is to create effective administrative, technical, and physical safeguards for the protection of Protected Information and to comply with the Vermont State Colleges' (the "Institution") obligations with applicable regulations.

The WISP sets forth procedures for evaluating electronic and physical methods of accessing, collecting, storing, using, transmitting, and protecting Protected Information, in alignment with the [VSC Information Sensitivity Policy](#).

For purposes of this WISP, "Protected Information" includes the following, whether in paper, electronic or other form:

1. Social Security number;
2. driver's license number or state-issued identification card number; or
3. credit card holder data.

The [VSC Information Sensitivity Policy](#) includes further examples of Protected Information.

B. Purpose of WISP

The purpose of this WISP is to:

1. ensure the security and confidentiality of Protected Information;
2. protect against threats or hazards to the security or integrity of such information; and
3. protect against unauthorized access to or use of such information in a manner that creates a substantial risk of identity theft or fraud.

C. Scope of WISP

In formulating and implementing this WISP, the intended scope is to do the following:

1. identify reasonably foreseeable internal and external risks to the security, confidentiality, and/or integrity of any electronic, paper or other records containing Protected Information;
2. assess the likelihood and potential damage of these threats, taking into consideration the sensitivity of the Protected Information;
3. evaluate the sufficiency of existing policies, procedures, customer information systems, and other safeguards in place to control risks to Protected Information;
4. design and implement a WISP that puts safeguards in place to minimize those risks, consistent with regulatory requirements; and
5. regularly monitor the effectiveness of those safeguards.

D. Data Security Coordinator

The Vermont State Colleges has designated the Director of Infrastructure and Information Security to be the Data Security Coordinator. That individual may name an alternate designee in writing. They will be responsible for implementing, supervising and maintaining this WISP, including:

1. initial implementation of the WISP;
2. training of the following persons regarding the WISP and Protected Information security:
 - a. all employees;
 - b. independent contractors with access to Protected Information; and
 - c. any other person involved with the Institution who has or will have access to Protected Information;
3. regular testing of the WISP's safeguards, including backup restoration, tabletop exercises, and penetration tests;
4. evaluating the ability of each of the Institution's third-party service providers to implement and maintain appropriate Protected Information security measures for the Protected Information to which the Institution has permitted them access, and requiring such third-party service providers by contract to implement and maintain appropriate Protected Information security measures;
5. reviewing the scope of the Protected Information security measures in the WISP at least annually, or whenever there is a material change in the Institution's business practices that may implicate the security or integrity of records containing Protected Information.

Protections Against Internal Data Security Breach

To combat internal risks to the security, confidentiality, and/or integrity of any electronic, paper or other records containing Protected Information, and evaluating and improving, where necessary, the effectiveness of the current safeguards for limiting such risks, the following measures are mandatory and are effective immediately:

A. Information and Access

1. The amount of Protected Information collected shall be limited to that amount reasonably necessary to accomplish the Institution's legitimate business purposes, or necessary to the Institution to comply with other state or federal regulations.
2. Access to records containing Protected Information shall be limited to those persons who are reasonably required to know such information in order to accomplish the Institution's legitimate business purpose or to enable the Institution to comply with other state or federal regulations.
3. Access to electronic Protected Information shall be restricted to active users and active user accounts only.
4. Access to electronically stored Protected Information shall be electronically limited to those employees having a unique log-in ID with multi-factor authentication enabled.
5. The Institution will maintain a list of critical systems, including the type of data stored and transmitted in each system.
6. Paper or electronic records (including records stored on hard drives or other electronic media) containing Protected Information shall be disposed of only in the following manner:
 - a. paper documents containing Protected Information shall be either redacted, pulverized or shredded so that Protected Information cannot practicably be read or reconstructed; and
 - b. electronic media or other non-paper media containing Protected Information shall be destroyed or erased so that Protected Information cannot practicably be read or reconstructed.

B. Employees

1. A copy of the WISP must be distributed to each employee and/or readily accessible on the Institution's website for each employee to access, including part-time, temporary and contract employees, and the Institution expects all employees to comply with the provisions of the WISP and all other record retention responsibilities.
2. There must be regular training of employees on the detailed provisions of the WISP. The Data Security Coordinator shall organize such training.
3. Employees are prohibited from keeping unsecured files containing Protected Information in their work area when they are not present, or otherwise failing to take reasonable measures to protect the security of Protected Information. All files and other records containing Protected Information must be secured in a manner that protects the security of Protected Information.
4. All employees are required to comply with the provisions of the WISP, and if the security provisions of the WISP are violated by an employee, Human Resources shall implement disciplinary procedures in accordance with the Institution's employee handbook or bargaining agreements.
5. Resigned or terminated employees must return all records containing Protected Information, in any form, that may be in the former employee's possession (including all such information stored on laptops or other portable devices or media, and in files, records, work papers, etc.), together with all other records of the Institution.
6. A resigned or terminated employee's physical and electronic access to Protected Information must be revoked when employment ends. Such resigned or terminated employee shall be required to surrender all keys, IDs or access codes or badges, business cards, and the like, that permit access to the premises or information. Moreover, such terminated employee's remote access to Protected Information (such as internet access, e-mail access, voice-mail access) must be disabled in accordance with the [VSC Password and Access Management Policy](#).
7. Employees are expected to report any suspicious or unauthorized use of Protected Information to the Data Security Coordinator as soon as discovered.

Protections Against External Data Security Breach

To combat external risks to the security, confidentiality, and/or integrity of any electronic, paper or other records containing Protected Information, and evaluating and improving, where necessary, the effectiveness of the current safeguards for limiting such risks, the following measures are effective immediately:

A. Vermont State Colleges' Computers and Electronic Information Systems

1. The wireless network at the Vermont State Colleges' locations shall always be encrypted.
2. All VSC-owned devices used by Institution personnel must be encrypted and password protected.
3. All portable devices used by employees of the Institution to send and receive their college e-mail shall be password protected, and shall be locked when not in use.
4. The Institution's computers and computer system, including any wireless system, shall, at a minimum, and to the extent technically feasible, have the following elements:
 - a. Secure user authentication protocols including:
 - i. control of user IDs and other identifiers;
 - ii. a reasonably secure method of assigning and selecting passwords in accordance with the [VSC Password and Access Management Policy](#);
 - iii. multi-factor authentication required for login to all critical systems and elevated access;
 - iv. restricting access to active users and active user accounts only; and
 - v. blocking access to user identification after multiple unsuccessful attempts to gain access or the limitation placed on access for the particular system.
 - b. Secure access control measures that:
 - i. restrict access to records and files containing Protected Information to those who need such information to perform their job duties; and
 - ii. assign unique identifications plus passwords, which are not vendor supplied default passwords, to each person with computer access, that are reasonably designed to maintain the integrity of the security of the access controls.
 - c. Encryption of all transmitted records and files containing Protected Information that will travel across public networks, and encryption of all data containing Protected Information to be transmitted wirelessly.
 - d. Reasonable monitoring of systems, including logs of users' activity, for unauthorized use of or access to Protected Information;
 - e. Encryption of all Protected Information stored on laptops;
 - f. For Protected Information on a critical system that is connected to the Internet, there must be reasonably up-to-date firewall protection and operating system security patches, reasonably designed to maintain the integrity of the Protected Information.

- g. Reasonably up-to-date versions of system security agent software installed and active at all times, which must include endpoint-protection, and reasonably up-to-date patches and virus definitions, and is set to receive the most current security updates on a regular basis.
- 5. New system and application purchases will be reviewed by the IT security team, risks documented, and added to the critical systems list as applicable. In-house developed systems with Protected Information will be similarly assessed.

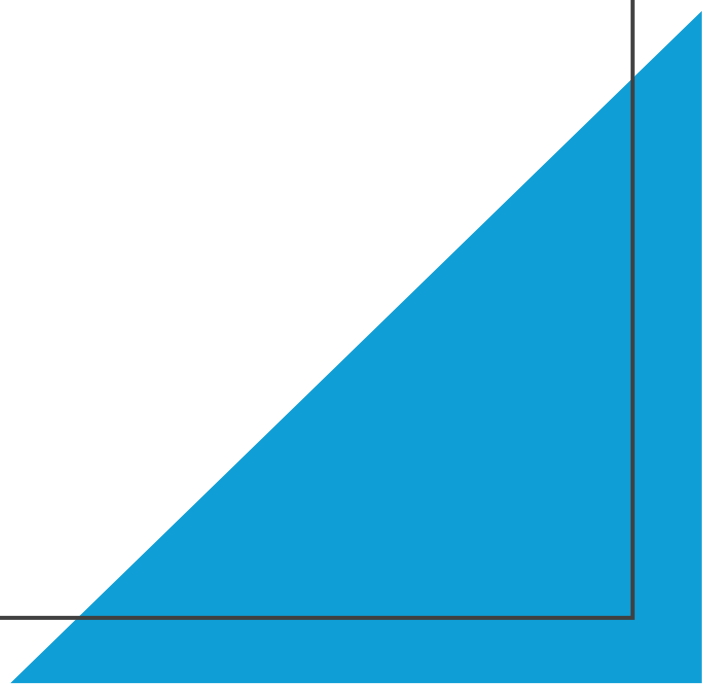
Protected Information Security Breach

- 1. Employees must notify the Data Security Coordinator as well as cybersecurity@vsc.edu immediately in the event of a known or suspected Protected Information security breach or unauthorized use of Protected Information.
- 2. The Institution shall provide notice as soon as practicable and without unreasonable delay when the Institution (a) knows or has reason to know of a Protected Information security breach, or (b) knows or has reason to know that the Protected Information was acquired or used by an unauthorized person or used for an unauthorized purpose. The following notices shall be issued:
 - a. Notice shall be provided to the individual(s) whose information was acquired or otherwise affected by an unauthorized person.
- 3. To the extent required by applicable regulations, notice shall be provided to the state Attorney General and other required regulatory bodies. Such notice shall include the nature of the breach of security or unauthorized acquisition or use, the number affected by such incident at the time of notification, and any steps the Institution has taken or plans to take relating to the incident, or other information required by law or regulation. Whenever there is a Protected Information security breach or unauthorized use of Protected Information, there shall be an immediate mandatory post-incident review of events and actions taken, if any, with a view to determining whether any changes in the Institution's security practices are required to improve the security of Protected Information for which the Institution is responsible.

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

Education, Personnel, and Student Life Committee

May 4, 2026

A large blue right-angled triangle is positioned in the bottom right corner of the slide, with its hypotenuse running from the bottom left towards the top right.

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

Adventure Education and Mountain Resort Cluster

VTSU: OELT - Adventure Education
VTSU: Mountain Resort Management
VTSU: Resort & Hospitality Management

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



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 PROGRAM REVIEW AND CONTINUOUS IMPROVEMENT PROCESS	Number 101	Page 1 of 3
	Date 6-8-2026	

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. 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.
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. Institutions will include the self-studies and/or follow-up reports received from accrediting associations in their consideration and summary report to 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 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:



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
6-8-2026	Program Review and Continuous Improvement Process	Revised	VSCS 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", is positioned above the printed name.

David Bergh, Ed.D.
President

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"
Director of Institute of Russian Language, History and Culture,
Department of Social Sciences,
Vermont State University - Lyndon,
Lyndonville, Vermont 05851
Tel.: 1-802-626-6263



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".

Dr. Michelle Sama

Faculty Federation Campus Chair for the Randolph Campus

Vermont State Colleges Board of Trustees
FY 2027 Meeting Schedule

All meetings conducted remotely unless otherwise noted

Monday, June 8, 2026 Annual Meeting @ VTSU Castleton

9:00 a.m. Board of Trustees Annual Meeting

Monday, August 17, 2026

9:00 a.m. Finance & Facilities Committee

10:30 a.m. Board of Trustees

This is a remote meeting with the option to join in-person at VTSU Williston (201 Lawrence Pl Williston, VT 05495), Room 7130, Williston Hall.

Monday, October 19, 2026

9:00 a.m. Diversity, Equity & Inclusion Committee

10:00 a.m. Education, Personnel & Student Life Committee

Monday, October 26, 2026

9:00 a.m. Audit & Risk Management Committee

Monday & Tuesday, November 2 & 3, 2026 @ a conference venue TBD

Finance & Facilities Committee

Board of Trustees Retreat

Monday, February 1, 2027

10:00 a.m. Diversity, Equity & Inclusion Committee

Monday, February 8, 2027

10:00 a.m. Education, Personnel & Student Life Committee

11:00 a.m. Finance & Facilities Committee

Monday, February 15, 2027

10:00 a.m. Nominating Committee

11:00 a.m. Audit & Risk Management Committee

Monday, February 22, 2027

11:00 a.m. Board of Trustees

This is a remote meeting with the option to join in-person at VTSU Williston (201 Lawrence Pl Williston, VT 05495), Room 7130, Williston Hall.

Monday, April 19, 2027

10:00 a.m. Audit & Risk Management Committee

11:00 a.m. Finance & Facilities Committee

Monday, May 10, 2027

10:00 a.m. Nominating Committee

11:00 a.m. Education, Personnel & Student Life Committee

Monday, May 17, 2027

10:00 a.m. Diversity, Equity & Inclusion Committee

11:00 a.m. Finance & Facilities Committee

Saturday & Sunday in May (dates TBD,) 2027 @ VTSU campuses

VTSU Commencement

Saturday, June 5, 2027 @ Norwich University

CCV Commencement

Monday, June 7, 2027 @ VTSU Randolph

Board of Trustees Annual Meeting

Monday, August 16, 2027

10:00 a.m. Finance & Facilities Committee

11:00 a.m. Board of Trustees

This is a remote meeting with the option to join in-person at VTSU Williston (201 Lawrence Pl Williston, VT 05495), Room 7130, Williston Hall.

Monday, October 4, 2027

10:00 a.m. Diversity, Equity & Inclusion Committee

Monday, October 11, 2027

10:00 a.m. Audit & Risk Management Committee

11:00 a.m. Education, Personnel & Student Life Committee

Monday & Tuesday, November 1 & 2, 2027 @ a conference venue TBD

9:00 a.m. Finance & Facilities Committee

10:00 a.m. Education, Personnel & Student Life Committee

11:00 a.m. Board of Trustees Annual Retreat



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

To: Dr. Elizabeth Mauch, Chancellor
Vermont State Colleges

From: David Bergh, President
Vermont State University

Date: May 5, 2026

Subject: Request for liquidation of the Lyndon Upward Bound Quasi Endowment

I respectfully request that the VSC Board of Trustees approve the transfer of all remaining funds from the Lyndon Upward Bound Quasi-Endowment to the Lyndon Upward Bound operating account.

The Upward Bound Scholarship Quasi-Endowment was established in September 1996 by Dean Bill Laramee, with approval from President Peggy Williams and the VSC Board of Trustees, through a combination of current-use funding sources. As a quasi-endowment, the institution may, at its discretion, access the principal for current use when appropriate. Our records indicate that to preserve this flexibility was the express intention of Dean Laramee and Upward Bound Program Director Bob McCabe at that time.

Recently, current-use funding for Upward Bound has declined, leaving the program underfunded relative to its current level of student participation and in immediate financial need. Therefore, Lyndon Upward Bound Director Rick Williams has formally requested access to these quasi-endowed funds to address this gap.

Consistent with Policy 412, the Board of Trustees has the authority to approve this request. Given current program needs, we believe it is appropriate to liquidate the quasi-endowment and transfer the remaining balance to the Upward Bound operating account.

Sincerely,

A handwritten signature in black ink, appearing to read "David Bergh", is written over a light blue horizontal line.

David Bergh, Ed.D.
President



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

May 5, 2026

Elizabeth Mauch, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Dear Chancellor Mauch,

I am pleased to send you the New Funding Source Document for the establishment of a new endowment at Vermont State University.

The Cheryl Krull Marsden Scholarship Fund, in the amount of \$75,248.73, was established in June 2025 through a distribution from the Estate of Cheryl Krull Marsden, who passed away on January 22, 2024. Cheryl Krull Marsden was a lifelong educator who began her teaching career in Michigan and later taught in Vermont public schools, including Danville, Vermont. This fund honors her life and her commitment to education, children, and rural communities.

This fund will support formal teacher education at Vermont State University by providing scholarship support to students enrolled in education programs, including those participating in student teaching placements serving rural Vermont schools, in memory of Cheryl Krull Marsden. Recipients shall be full-time students enrolled in an education program at Vermont State University, including those participating in student teaching placements. Preference shall be given to students from Caledonia County, Vermont, as well as students participating in teaching placements in rural Vermont schools.

We look forward to the VSC Board of Trustees' approval for the establishment of this new endowment.
Sincerely,

David Bergh, Ed.D.
President

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



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

April 13, 2026

Elizabeth Mauch, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Dear Chancellor Mauch,

I am pleased to send you the New Funding Source Document for the establishment of a new endowment at Vermont State University.

The Lane Family Scholarship Fund, in the amount of \$164,900, was established in June 2025 through an estate gift from the Elizabeth M. Lane Revocable Trust, after Elizabeth Lane passed away on October 17, 2023. Elizabeth was a lifelong resident of Northfield, Vermont. A graduate of Castleton Teachers College, she began her teaching career in Waterbury, later teaching elementary school in Montpelier and Northfield. Known as “Miss Lane” to her students, she was a dedicated and well-loved primary grade teacher, remembered fondly for her commitment to education.

The income from this fund will be used to support students pursuing a career in the teaching profession by providing scholarship assistance to Vermont residents enrolled in education programs at Vermont State University Castleton, in memory of Elizabeth M. Lane and her parents, Earle F. Lane and Dorothy H. Lane. Recipients shall be Vermont residents who demonstrate financial need and are enrolled in, or accepted into, an education program at Vermont State University Castleton leading to a career in teaching.

We look forward to the VSC Board of Trustees’ approval for the establishment of this new endowment.

Sincerely,

David Bergh, Ed.D.
President

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

11) <u>President:</u>	12) <u>Date to Ch's Ofc:</u>	13) <u>Date Board Approved:</u>
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THE LANE FAMILY SCHOLARSHIP FUND

FUND PURPOSE: The income from the Lane Family Scholarship Fund will be used to support students pursuing a career in the teaching profession by providing scholarship assistance to Vermont residents enrolled in education programs at Vermont State University Castleton, in memory of Elizabeth M. Lane and her parents, Earle F. Lane and Dorothy H. Lane.

AWARD ELIGIBILITY: Recipients shall be Vermont residents who demonstrate financial need and are enrolled in, or accepted into, an education program at Vermont State University Castleton leading to a career in teaching.



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

May 5, 2026

Elizabeth Mauch, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Dear Chancellor Mauch,

I am pleased to send you the New Funding Source Document for the establishment of a new endowment at Vermont State University.

The Ryan C. DeLena Student Expedition Fund, in the amount of \$25,000, is established through the generosity and vision of Robert and Mary DeLena, and their son, Ryan C. DeLena, who expressed a desire to support students participating in transformative expedition-based learning experiences at Vermont State University. The Fund is named in honor of Ryan, a member of the Class of 2024 whose educational experience was deeply shaped by immersive, hands-on learning in outdoor and expedition-based programs.

During his time at NVU, Ryan embraced extended expedition experiences that challenged him both physically and mentally, helping him develop strong leadership abilities, technical outdoor skills, and a deep sense of confidence and self-reliance. These experiences were not only central to his academic journey but also instrumental in shaping his personal growth and professional direction. Through expedition-based learning, Ryan cultivated a passion for the outdoors and a commitment to leading and educating others in similar environments.

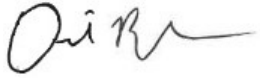
The impact of these experiences continues to influence Ryan's path beyond graduation, as he builds a career rooted in outdoor leadership and experiential education. This Fund reflects both a family's generosity and a shared recognition of the transformative power of expedition-based learning. By supporting student participation in these high-impact experiences, the Fund aims to ensure that financial barriers do not prevent students from accessing opportunities that foster growth, resilience, leadership, and a lifelong connection to the outdoors.

The fund will be used to support student participation in expedition-based learning experiences, including but not limited to travel, program fees, equipment, and other related costs associated with immersive or extended field-based academic experiences. Funds may be applied in a manner that best supports student access to these opportunities, with a preference for larger or more comprehensive expedition experiences.

Recipients shall be matriculated students enrolled at Vermont State University who are participating in expedition-based or field-based learning experiences within outdoor education-related programs, including but not limited to those historically associated with the Outdoor Education, Leadership, and Tourism (OELT) program, at the discretion of appropriate faculty or staff.

We look forward to the VSC Board of Trustees' approval for the establishment of this new endowment.

Sincerely,

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

David Bergh, Ed.D.
President

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

11) <u>President:</u>	12) <u>Date to Ch's Ofc:</u>	13) <u>Date Board Approved:</u>
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THE RYAN C. DELENA STUDENT EXPEDITION FUND

FUND PURPOSE: The income from the Ryan C. DeLena Student Expedition Fund may be used to support student participation in expedition-based learning experiences, including but not limited to travel, program fees, equipment, and other related costs associated with immersive or extended field-based academic experiences. Funds may be applied in a manner that best supports student access to these opportunities, with a preference for larger or more comprehensive expedition experiences.

AWARD ELIGIBILITY: Recipients shall be matriculated students enrolled at Vermont State University who are participating in expedition-based or field-based learning experiences within outdoor education–related programs, including but not limited to those historically associated with the Outdoor Education, Leadership, and Tourism (OELT) program, at the discretion of appropriate faculty or staff.

AWARD PREFERENCES: Preference shall be given to students who demonstrate financial need, particularly where such need would otherwise limit or prevent their ability to participate in expedition-based learning experiences.



In February 2026, the donors restyled the fund as the Negrón Family Student Emergency Fund and expanded eligibility to support all Vermont State University students. The fund will continue to provide emergency assistance at the university's discretion.

We are pleased to present these amendments to the VSC Board of Trustees for their approval.

Sincerely,

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

David Bergh, Ed.D.
President



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

May 5, 2026

Elizabeth Mauch, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Dear Chancellor Mauch,

I am pleased to share the amended terms for the Helen R. Guild Scholarship for Elementary Education at Vermont State University.

The Helen R. Guild Scholarship for Elementary Education, established in 1998 by Jay Hurd and Clara Read in honor of her mother, was created to provide scholarship support to new and returning full-time students at the Lyndon campus who are majoring in Elementary Education.

In March 2026, in furtherance of the donors' original intent and in recognition of evolving academic offerings at Vermont State University, the donors revised the fund to change the field of study from Elementary Education to Atmospheric Sciences. The fund will be restyled as the Helen R. Guild Scholarship and will provide scholarship support to full-time students enrolled in Atmospheric Sciences programs at the Vermont State University's Lyndon campus.

We are pleased to present this amendment to the VSC Board of Trustees for their approval.

Sincerely,

David Bergh, Ed.D.
President

BANKING AND INVESTMENT RESOLUTION

The Vermont State Colleges System's *Banking and Investment Resolution* is typically reviewed and approved annually by the Board of Trustees. Per a recommendation at the 2025 Annual meeting, the banking and investment resolution is being proposed as a bi-annual resolution.

The resolution documents what banking and investment authorities for the corporation have been delegated, and to whom. The resolution is provided to banks and other financial institutions to support the banking and investment transactions of the corporation.

The *Banking and Investment Resolution* on the following page documents the authorities the board as delegated.

While the resolution wording is in necessary legal language, it provides for the following:

1. Empowers the Chancellor and/or Chief Financial Officer to take the following actions:
 - a. Establish and administer bank or other accounts for System operations;
 - b. Perform System cash management and investment activities;
 - c. Secure financing consistent with applicable Board or legislative authority;
 - d. Pledge collateral as may be necessary for certain financing;
 - e. Handle virtually all other aspects relevant to financial matters of the System; and
2. Empowers Institution Presidents and/or Institution Chief Business Officers, however so named, to take the following actions:
 - a. Administer bank or other accounts for Institutional operations; and,
 - b. Perform Institution cash management activities.



April 27, 2026

Elizabeth Mauch, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Greetings Chancellor Mauch:

The Northern Lights program (also referred to as "Northern Lights ECPDS") is funded with a one-year renewable grant to implement the Northern Lights hub of the early childhood professional development system. Northern Lights provides non-credit trainings, career advising, document processing and data verification for early childhood and afterschool professionals in Vermont.

Northern Lights is funded by the State of Vermont, Agency of Human Services, Department for Children and Families, Child Development Division. The federal organization providing primary funding is the US Department of Health and Human Services, Administration for Children and Families, Office of Child Care.

The anticipated funding for FY27 is anticipated at \$1,850,000 to be reimbursed quarterly from July 1, 2026 through June 30, 2027. No matching funds are required, and this grant allows indirect costs to be billed according to our institution's federally-negotiated rate.

Northern Lights has been an important program for CCV since 2005 and is a critical component of the State of Vermont's strategy to enhance and sustain Vermont's early childhood learning system. This is the second year of the grant where the annual award amount is expected to exceed \$1.5m, triggering the need for Board approval under Policy 208.

We look forward to the VSC Board of Trustees' authorization to accept these funds in order to sustain this program.

Sincerely,

A handwritten signature in blue ink that reads "Joyce Judy". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Joyce Judy
President
Community College of Vermont

Bennington
802.447.2361

Middlebury
802.388.3032

Morrisville
802.888.4258

Rutland
802.786.6996

St Johnsbury
802.748.6673

Upper Valley
802.295.8822

Brattleboro
802.254.6370

Montpelier
802.828.4060

Newport
802.334.3387

St Albans
802.524.6541

Springfield
802.885.8360

Winooski
802.654.0505



April 6, 2026

Elizabeth Mauch, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Dear Chancellor Mauch,

I am pleased to share the amended terms for the following endowments at Vermont State University:

- Bill and Susan Blair Future Teacher/Educator Endowment
- Edgerton Education Endowment
- Mary Negron Student Emergency Fund

The Bill and Susan Blair Future Teacher/Educator Endowment, established in 2016 by William and Susan Blair, was created to support rising juniors and seniors at the Lyndon campus majoring in education, with preference for out-of-state students from New Jersey, Delaware, Maryland, or West Virginia.

In February 2026, the donors revised the fund to better reflect current academic offerings and their intent to support out-of-state students. The amended terms remove the education major requirement and expand eligibility to students in any field of study at the Lyndon campus. The fund will be restyled as the Bill and Susan Blair Scholarship Endowment, with preference given to prior recipients, students in teacher education programs, and students from the states noted above. Vermont residents may be considered if no qualified out-of-state candidates are available.

The Edgerton Education Endowment, established in 2003 by Jan Eastman in honor of Phyllis Edgerton Eastman '49 and Marjorie Bowman Edgerton '27, was created to support education majors at the Lyndon campus.

In February 2026, the donor expanded the fund to support education majors across all Vermont State University campuses. The amended terms provide scholarship support to full-time students enrolled in education programs system-wide, with preference given to students from Vermont's Northeast Kingdom.

The Mary Negron Student Emergency Fund, established in 2007 by Albert and Mary Negron, provides financial assistance to students facing unexpected hardships.

VERMONT STATE COLLEGES SYSTEM

BOARD OF TRUSTEES

RESOLUTION 2026-005

Banking and Investment July 1, 2026 - June 30, 2028

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

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

RESOLVED,

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

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

Approved: _____

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

FY2027 SYSTEM-WIDE OPERATING BUDGET

Executive Summary

The **FY2027 Budget 3.0 systemwide operating budget** reflects continued progress toward structural balance, building on the improvements achieved in Budget 2.0 while incorporating updated revenue assumptions, refined expense plans, and clearer visibility into year-over-year changes.

Relative to **Budget 2.0**, the systemwide position has improved modestly, with the projected operating deficit declining by **\$373,000**, from **\$6.07 million to \$5.70 million**. This improvement is driven by **\$2.06 million in additional revenues**, partially offset by **\$1.69 million in incremental expenses**, resulting in a more stable and better-informed baseline as the budget advances towards this final proposal.

At the same time, the budget reflects a meaningful improvement in the operating result at Community College of Vermont, shifting from a **(\$937,000) operating loss in Budget 2.0 to a break-even position** in Budget 3.0 – an improvement of nearly **\$1.0 million**. This shift underscores the impact of targeted revenue gains and disciplined expense management, even as structural challenges persist throughout the system.

Systemwide Financial Overview

Total system revenues are projected at **\$171.5 million**, an increase of **\$2.06 million (1.2%)** compared to Budget 2.0. Total expenses are projected at **\$177.2 million**, increasing by **\$1.69 million (1.0%)**. The resulting **net deficit of \$5.7 million** represents continued progress toward closing the structural gap, though a material shortfall remains.

When compared to the **FY2026 forecast**, the FY2027 budget reflects the absence of significant one-time supports, including approximately **\$3.4 million in state appropriation due to the planned and anticipated loss of bridge funding** and **\$1.2 million in other nonrecurring revenue**, contributing to the year-over-year pressure on the operating position.

Comparison to Budget 2.0

Changes from Budget 2.0 to Budget 3.0 reflect both updated assumptions and strategic adjustments:

- **Revenue (+\$2.06M):**
Growth is driven primarily by **tuition and fee revenue (+\$2.24M, +2.5%)**, reflecting refined enrollment assumptions and improved pricing realization. This increase more than offsets modest declines in auxiliary revenues, including **sales and services (-\$398K)**.
- **Expenses (+\$1.69M):**
Expense increases are concentrated in areas aligned with institutional priorities:
 - **Scholarships (+\$1.22M, +14.5%)**, reinforcing the system's commitment to student access and affordability
 - Offsetting reductions in **services, supplies, and operating costs (-\$638K)**, reflecting continued efficiency efforts and spending discipline

Taken together, these changes produce a **net improvement of \$373K**, while simultaneously advancing a more intentional alignment between resource allocation and strategic priorities.

Entity-Level Highlights

- **Community College of Vermont (CCV):**
Continues to demonstrate relative stability, supported by modest enrollment growth and disciplined cost management.
 - **Vermont State University (VTSU):**
Reflects the largest share of both revenue improvement and expense pressure, consistent with its scale and enrollment sensitivity.
 - **Shared Services:**
Remains structurally balanced, with cost allocations reflecting systemwide service delivery and prior centralization efforts.
 - **Chancellor's Office:**
Maintains a stable and controlled operating profile with no significant variances.
-

One-Time Funds and Structural Context

The FY2027 budget continues to rely on a limited level of **one-time funds** as bridge financing to support operations during ongoing structural adjustment. While these resources provide necessary near-term stability, they do not represent a sustainable long-term solution.

The comparison to FY2026 underscores this dynamic, as prior-year results benefited from nonrecurring funding sources that are not available in FY2027.

Strategic Context and Outlook

The FY2027 budget is developed within a broader context of:

- Ongoing **demographic pressure on traditional enrollment**
- Continued need for **workforce alignment and program relevance**
- Institutional focus on **access, affordability, and student success**

Budget 3.0 reflects a more refined understanding of these pressures and incorporates targeted adjustments accordingly. However, the system remains in a transitional phase, requiring continued vigilance and active management as enrollment data and operational conditions evolve.

Conclusion

The **FY2027 Budget 3.0 proposal** represents a measured step forward—narrowing the deficit, improving the operating position, and strengthening alignment between resources and strategy.

While progress is evident, a **projected \$5.7 million deficit remains**, and structural balance has not yet been achieved. The budget therefore positions the system with greater clarity and discipline heading into final development, while reinforcing the need for continued action to achieve long-term financial sustainability.

Vermont State Colleges System

	FY2026 Budget	FY2026 Forecast	FY2027 Budget 1.0	FY2027 Budget 2.0	FY2027 Budget 3.0
REVENUES					
Tuition and Fees	95,423	90,606	90,093	88,779	91,014
State Appropriation	54,256	59,256	55,846	55,848	55,850
Room and Board	18,813	16,890	17,021	17,238	17,209
Sales and Services	5,479	5,285	5,619	5,489	5,091
Gifts	1,140	788	1,034	1,034	1,034
Other Revenue	1,084	2,517	1,013	1,038	1,287
TOTAL REVENUES	176,195	175,344	170,626	169,425	171,484
EXPENSES					
Salaries and Benefits	105,964	103,469	106,539	105,012	105,430
Retiree Medical Expenses	6,825	6,982	7,071	7,071	7,071
Services, Supplies, Travel	42,108	44,594	41,155	39,175	39,813
Scholarships	9,438	8,361	8,348	8,422	9,643
Utilities	7,746	7,583	7,701	7,558	7,941
Other Expenses	3,387	3,674	3,162	3,162	3,162
Debt Service	7,727	7,728	7,772	7,772	7,722
Shared Services	-	102	(1)	(1)	(218)
Other Transfers	(4,091)	(6,809)	(4,533)	(4,758)	(5,465)
<i>Other Transfers-one time</i>	-	2,200	-	-	-
Strategic Initiatives (3%)	1,011	1,011	1,041	1,041	1,041
Economic Stabilization (2%)	1,011	1,011	1,041	1,041	1,041
TOTAL EXPENSES	181,126	179,906	179,295	175,496	177,182
	-	-	-	-	-
NET REVENUES/(DEFICIT)	(4,931)	(4,562)	(8,670)	(6,071)	(5,697)

	Community College of Vermont				
	FY2026 Budget	FY2026 Forecast	FY2027 Budget 1.0	FY2027 Budget 2.0	FY2027 Budget 3.0
REVENUES					
Tuition and Fees	22,187	22,973	21,544	21,626	22,308
State Appropriation	10,191	10,191	10,497	10,488	10,488
Room and Board	-	-	-	-	-
Sales and Services	3	2	1	1	1
Gifts	80	80	80	80	80
Other Revenue	430	430	446	448	448
TOTAL REVENUES	32,891	33,678	32,568	32,642	33,324
EXPENSES					
Salaries and Benefits	22,863	22,569	23,978	22,517	22,376
Retiree Medical Expenses	-	-	-	-	-
Services, Supplies, Travel	5,000	5,001	5,053	4,949	4,888
Scholarships	192	192	198	192	192
Utilities	364	364	375	375	375
Other Expenses	-	-	-	-	-
Debt Service	1,663	1,664	1,663	1,663	1,663
Shared Services	4,297	4,297	4,447	4,986	4,986
Other Transfers	(1,489)	(266)	(1,302)	(1,106)	(1,157)
<i>Other Transfers-one time</i>	-	-	-	-	-
Strategic Initiatives (3%)	-	-	-	-	-
Economic Stabilization (2%)	-	-	-	-	-
TOTAL EXPENSES	32,890	33,821	34,412	33,577	33,324
NET REVENUES/(DEFICIT)	1	(143)	(1,844)	(935)	(0)

	Vermont State University				
	FY2026 Budget	FY2026 Forecast	FY2027 Budget 1.0	FY2027 Budget 2.0	FY2027 Budget 3.0
REVENUES					
Tuition and Fees	73,236	67,633	68,549	67,153	68,706
State Appropriation	33,921	33,921	34,847	34,812	34,814
Room and Board	18,813	16,890	17,021	17,238	17,209
Sales and Services	5,476	5,283	5,618	5,488	5,090
Gifts	1,060	708	954	954	954
Other Revenue	654	551	567	590	839
TOTAL REVENUES	133,160	124,986	127,556	126,235	127,612
EXPENSES					
Salaries and Benefits	75,252	73,436	74,423	72,159	72,718
Retiree Medical Expenses	-	-	-	-	-
Services, Supplies, Travel	29,182	28,050	27,904	25,933	26,632
Scholarships	9,244	8,169	8,150	8,230	9,451
Utilities	7,372	7,206	7,315	7,172	7,554
Other Expenses	-	-	-	-	-
Debt Service	6,064	6,064	6,109	6,109	6,059
Shared Services	10,193	10,193	10,550	12,258	12,041
Other Transfers	785	(3,156)	(69)	(490)	(1,147)
<i>Other Transfers-one time</i>	-	-	-	-	-
Strategic Initiatives (3%)	-	-	-	-	-
Economic Stabilization (2%)	-	-	-	-	-
TOTAL EXPENSES	138,092	129,962	134,382	131,371	133,309
NET REVENUES/(DEFICIT)	(4,932)	(4,976)	(6,826)	(5,136)	(5,697)

	Shared Services				
	FY2026 Budget	FY2026 Forecast	FY2027 Budget 1.0	FY2027 Budget 2.0	FY2027 Budget 3.0
REVENUES					
Tuition and Fees	-	-	-	-	-
State Appropriation	6,825	6,825	7,071	7,071	7,071
Room and Board	-	-	-	-	-
Sales and Services	-	-	-	-	-
Gifts	-	-	-	-	-
Other Revenue	-	-	-	-	-
TOTAL REVENUES	6,825	6,825	7,071	7,071	7,071
EXPENSES					
Salaries and Benefits	6,932	6,663	7,175	9,327	9,327
Retiree Medical Expenses	6,825	6,982	7,071	7,071	7,071
Services, Supplies, Travel	7,548	7,548	7,812	7,907	7,907
Scholarships	-	-	-	-	-
Utilities	10	13	11	11	11
Other Expenses	-	-	-	-	-
Debt Service	-	-	-	-	-
Shared Services	(14,490)	(14,388)	(14,998)	(17,245)	(17,245)
Other Transfers	-	-	-	-	-
<i>Other Transfers-one time</i>	-	-	-	-	-
Strategic Initiatives (3%)	-	-	-	-	-
Economic Stabilization (2%)	-	-	-	-	-
TOTAL EXPENSES	6,825	6,818	7,071	7,071	7,071
NET REVENUES/(DEFICIT)	-	7	-	-	-

	Chancellor's Office				
	FY2026 Budget	FY2026 Forecast	FY2027 Budget 1.0	FY2027 Budget 2.0	FY2027 Budget 3.0
REVENUES					
Tuition and Fees	-	-	-	-	-
State Appropriation	3,319	8,319	3,431	3,477	3,477
Room and Board	-	-	-	-	-
Sales and Services	-	-	-	-	-
Gifts	-	-	-	-	-
Other Revenue	-	1,536	-	-	-
TOTAL REVENUES	3,319	9,855	3,431	3,477	3,477
EXPENSES					
Salaries and Benefits	917	801	963	1,009	1,009
Retiree Medical Expenses	-	-	-	-	-
Services, Supplies, Travel	378	3,995	386	386	386
Scholarships	2	-	-	-	-
Utilities	-	-	-	-	-
Other Expenses	3,387	3,674	3,162	3,162	3,162
Debt Service	-	-	-	-	-
Shared Services	-	-	-	-	-
Other Transfers	(3,387)	(3,387)	(3,162)	(3,162)	(3,162)
<i>Other Transfers-one time</i>	-	2,200	-	-	-
Strategic Initiatives (3%)	1,011	1,011	1,041	1,041	1,041
Economic Stabilization (2%)	1,011	1,011	1,041	1,041	1,041
TOTAL EXPENSES	3,319	9,305	3,431	3,477	3,477
NET REVENUES/(DEFICIT)	-	550	-	-	-

Community College of Vermont						Vermont State University					Vermont State Colleges				
	FY26 Forecast	FY27 Budget	Var \$	Var %		FY26 Forecast	FY27 Budget	Var \$	Var %		FY26 Forecast	FY27 Budget	Var \$	Var %	
Student Rev. & Wages (\$millions)															
Net Student Revenue	\$ 22,782	\$ 22,116	\$ (666)	-2.9%	\$	74,508	\$ 74,606	\$ 98	0.1%	\$	97,290	\$ 96,722	\$ (568)	-0.6%	
Annual Employee Wages	\$ 16,347	\$ 16,141	\$ (206)	-1.3%	\$	47,999	\$ 46,353	\$ (1,646)	-3.4%	\$	64,346	\$ 62,494	\$ (1,852)	-2.9%	
Full Paying Equivalent Enrollment															
Annual FPE	3,026	2,979	(48)	-1.6%		3,847	3,798	(50)	-1.3%		6,874	6,776	(98)	-1.4%	
FPE by Term															
Fall	2,374	2,411	36	1.5%		3,950	3,895	(55)	-1.4%		6,325	6,306	(19)	-0.3%	
Spring	2,491	2,265	(226)	-9.1%		3,744	3,700	(44)	-1.2%		6,236	5,965	(270)	-4.3%	
Other	1,187	1,281	94	7.9%				-	0.0%		1,187	1,281	94	7.9%	
FPE by Value Stream															
Vermonters	2,886	2,829	(57)	-2.0%		2,805	2,689	(116)	-4.1%		5,690	5,518	(173)	-3.0%	
Out-of-State	107	106	(2)	-1.5%		1,043	1,103	60	5.8%		1,150	1,209	59	5.1%	
NEBHE & Good Neighbor	33	44	11	32.7%				-	0.0%		33	44	11	32.7%	
Center for Schools	n/a			0.0%		278	278	-	0.0%		278	278	-	0.0%	
	n/a			0.0%				-	0.0%		-	-	-	0.0%	
Room Occupancy															
Annual Occupancy	n/a					1,229	1,240	10	0.9%		1,229	1,240	10	0.9%	
Occupancy by Term															
Fall	n/a					1,307	1,318	11	0.8%		1,307	1,318	11	0.8%	
Spring	n/a					1,151	1,161	10	0.9%		1,151	1,161	10	0.9%	
Other	n/a							-	0.0%		-	-	-	0	