

**TO:**

Committee members: Megan Cluver (Chair), Betsy Ide Bloomer (Vice Chair), Kamryn Devero, Gwen Bailey-Rowe, Shirley Jefferson, Rebecca Kapsalis (pending board approval), John Kascenska

Committee Liaisons: Ian Boyd (CCV staff), Sebastian Lury (VTSU staff); Katherine Penberthy (CCV faculty); Joan Richmond-Hall (VTSU faculty)

**FROM:** David Kupferman, Chief Academic Officer 

**RE:** VSC Education, Personnel & Student Life Committee Meeting October 19, 2026

**DATE:** October 12, 2026

---

The VSC Board of Trustees Education, Personnel & Student Life Committee is scheduled to meet Monday, October 19, 2026 at 10:00am at [vsc.edu/botzoom](https://vsc.edu/botzoom).

The committee will start with the call to order, public comment and approval of the May 4, 2026 minutes. The main focus of the EPSL meeting will be on its annual responsibility for reviewing the results of the academic program review per Policy 109. Completed Policy 109 reports with data summaries from CCV and VTSU for EPSL's consideration are included in the materials. The meeting will also consider updates from Human Resources, including pay philosophy and guiding principles for bargaining, updates from VTSU including VTSU Online and the online Education BA pathway, and an update from CCV on health education initiatives. Following other business the committee will adjourn.

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

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

**Vermont State Colleges Board of Trustees  
Education, Personnel, & Student Life Committee Meeting  
Monday, October 19, 2026 at 10:00 a.m.  
Live session: [vsc.edu/botzoom](https://vsc.edu/botzoom) | Stream: [vsc.edu/live](https://vsc.edu/live)**

**AGENDA**

1. Call to Order
2. Public Comment<sup>1</sup>
3. Approval of May 4, 2026 minutes
4. Academic Programs Updates:
  - a. CCV and VTSU updates per October 2025 Policy 109 report
5. Human Resources Updates:
  - a. Pay Philosophy
  - b. Guiding Principles for Bargaining
6. VTSU Academic Updates:
  - a. VTSU Online
  - b. Online Education BA Pathway
7. CCV Academic Update:
  - a. Health Education Initiatives
8. Other Business
9. Adjourn

**MATERIALS**

1. May 4, 2026 minutes
2. CCV Policy 109 Report AY 2025/2026
3. VTSU Policy 109 Report AY 2025/2026

---

<sup>1</sup> Sign up to make a public comment at [vsc.edu/signup](https://vsc.edu/signup). You must be present in the meeting or logged in to the live session at [vsc.edu/botzoom](https://vsc.edu/botzoom) to make a comment.

**Minutes of the VSC Board of Trustees' Education, Personnel & Student Life Committee meeting held Monday, May 4, 2026 at 10:00 a.m. at vsc.edu/botzoom – UNAPPROVED**

The VSC Board of Trustees Education, Personnel & Student Life (EPSL) Committee met on Monday, May 4, 2026 at 10:00 a.m. at vsc.edu/botzoom.

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

Committee members present: Megan Cluver (Chair), Betsy Ide Bloomer (Vice Chair), Janette Bombardier, Shirley Jefferson, John Kascenska

Absent: Gwen Bailey-Rowe, Amelia Vlahogiannis

Other Trustees: David Durfee

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

Chancellor: Elizabeth Mauch

Presidents: David Bergh, VTSU  
Joyce Judy, CCV

Other Attendees: Nolan Atkins, VTSU Provost  
Kelley Beckwith, VTSU Vice President of Student Success  
Mary Brodsky, Dean of People and Culture  
Kayla Dewey, Executive Assistant, Board of Trustees  
Jason Kaiser, IT Support  
David Kupferman, VTSU Dean  
Candace Lewis, CCV Dean  
Maurice Ouimet, VTSU VP for Admissions and Enroll. Services  
Katie Mobley, CCV Dean of Enrollment and Community  
Kathryn Santiago, Associate General Counsel  
Patty Turley, General Counsel  
Heather Weinstein, CCV Dean of Strategic Initiatives  
Yasmine Zieler, Special Assistant to the Chancellor

1. Call to Order

Chair Cluver called the meeting to order at 10:00 a.m.

2. Public Comment

There was no public comment.

3. Approval of February 16, 2026 minutes

**Trustee Jefferson moved and Trustee Bombardier seconded the motion to approve the February 16, 2025 minutes. The motion was approved with four votes to approve and one abstention (Kascenska).**

4. Policy 101 Program Review and Continuous Improvement Process

Chair Cluver invited Special Assistant, Yasmine Ziesler, to give an overview of the Policy 101 process and discuss the summary reports. Dr. Ziesler reviewed the focus and process for Policy 101 since the system transformation and launch of Vermont State University. The committee members and faculty liaisons participated in the discussion which followed. Chair Cluver then described that the proposed procedural updates to Policy 101 are meant to reflect the use of evaluative summaries of the program reviews for consideration by EPSL and then the Board.

**Trustee Jefferson moved and Trustee Bombardier seconded the motion to recommend approval of the Policy 101 updates to the full Board. The motion was approved unanimously.**

5. Recommendation for Faculty Emeritus status

Chair Cluver invited President Bergh to speak to the recommendation of Dr. Helen Mango for Faculty Emeritus status. President Bergh shared that Dr. Mango had served for over three decades as a teacher and in her time secured grants, was widely published, and demonstrated an extensive history of leadership and service at VTSU. He received many letters of support from students, staff, faculty, and community members for Dr. Mango's nomination.

**Trustee Jefferson moved and Trustee Kascenska seconded the motion to recommend to the full board awarding Faculty Emeritus status to Dr. Helen Mango per the draft resolution in the packet. The motion was approved unanimously.**

6. Recommendation for VSC Faculty Fellow

Chair Cluver invited President Bergh to speak to the recommendation of Dr. Alexandre Strokanov for VSC Faculty Fellow. President Bergh shared that Dr. Strokanov was deserving of the recommendation as he has been regularly published, is a well-regarded scholar, has contributed to VTSU, and created well-utilized travel opportunities for students, as further described in the materials.

**Trustee Kascenska moved and Trustee Jefferson seconded the motion to recommend to the full board the approval of Dr. Alexandre Strokanov as a VSC Faculty Fellow for the 2026-2027 academic year. The motion was approved unanimously.**

7. Other Business

There was no other business.

8. Adjourn

Chair Cluver adjourned the meeting at 10:50 a.m.

UNAPPROVED



**To:** Dr. Elizabeth Mauch, Chancellor, Vermont State Colleges System

**From:** Candace Lewis, Dean of Academic Affairs

**RE:** CCV Policy 109 Report

**Date:** September 9, 2026

Below is Community College of Vermont's Policy 109 - Annual Review of Existing Programs report for the 2025-2026 Academic Year. This report is organized into five sections 1) an overview of CCV's approach to program sustainability, 2) new program monitoring, 3) minimum program size, 4) cost effectiveness, and 5) workforce alignment.

### **1. CCV's Approach to Program Sustainability**

CCV faculty and staff work diligently to ensure academic programs are accessible to students across the state, can be completed in a timely manner, and are pedagogically and fiscally sound. The College actively monitors enrollment trends throughout the year as part of its ongoing analysis of program sustainability.

Nearly a decade ago, CCV began shifting its traditional academic programs to a model that focuses on meta-majors designed around career clusters. This approach provides students with both structure and flexibility, allows students to complete short-term stackable certificate programs to meet immediate workforce needs, and creates greater opportunities for the creation of 2+2 Transfer Pathways. The data in Appendix A is organized around these meta-majors and represents the 2025-2026 academic year. Contextual information about degree and certificate programs is included in the Notes section of Appendix A.

### **2. New Program Monitoring**

CCV has not instituted any new degree programs in the last five years. Since 2020, the College has added fourteen new certificate programs. Certificate programs are designed to nest within degree programs and provide focused learning that can be completed within two or three full-time semesters for direct entry into the workforce. The development of new certificate programs is often a result of advisory board or community identified needs. Currently, under the 2026-2027 catalog, the college offers 27 certificate programs and 13 degree programs, including two specialized liberal studies programs.

### 3. Minimum Viable Program Size

CCV does not have any degree programs that fall below the minimum program size outlined in policy. While certificates and embedded associate degrees are exempt from minimum thresholds, CCV pays close attention to enrollment in all programs to ensure adequate course delivery across the state. Program access relies on course formats that meet student needs both in scheduling and in learning preferences. Additionally, alternative course formats provide an avenue for sustainably offering new or smaller programs, decreasing course cancellation, and mitigating the need for independent studies or small group instruction. Nearly all CCV's degree programs (11 out of 13) and certificate programs (25 out of 27) can be completed fully online.

### 4. Cost Effectiveness

Beginning in 2024, CCV developed a method for monitoring the cost-effectiveness of programs using a model based on the class size average (CSA) of core program requirements. Under the CSA model, CCV identified 3-5 core program requirements for each degree and certificate and calculated CSA in those sections across the past academic year (fall, spring, and summer semesters). Programs with a CSA below 12.15 are subject to further review by the relevant curriculum committee.

There is only a single certificate with a CSA below 12.15: Manufacturing.

- **Manufacturing:** The manufacturing certificate was launched in the fall of 2024 based on the success of individual manufacturing courses offered through various workforce partnerships and grants. While enrollment in the certificate has been slow to grow, individual courses within the program have been successfully offered in partnership or through small group guided study. We are successfully offering several manufacturing certificate courses this fall 2026 including our first robotics course. At the start of the semester, fall 2026 manufacturing courses had a combined class size average of 12.67. The College will continue to monitor enrollment and our ability to successfully offer courses in the coming year.

### 5. Workforce Alignment

CCV receives annual funding under the Carl D. Perkins Career and Technical Education Act, which was reauthorized by Congress in 2018 under the Strengthening Career and Technical Education for the 21st Century Act (Perkins V). Perkins V is administered in Vermont by the Agency of Education (AOE) and requires that CCV's career and technical education programs prepare students for high-wage, high-skill, or in-demand occupations. Vermont's definition of these terms was created jointly by AOE and the Department of Labor (DOL):

High-wage Occupation: Occupations paying more than the all-industry, all-ownership median wage for statewide (\$19.10/hr) or a particular region.

In-demand Occupation: Occupations having more than the median number of total (growth plus replacement) annual openings statewide or 24 annual openings in a particular region.

High-skill Occupations: Occupations that require education and training beyond high school (50%+ in Vermont), related work experience, OR long-term on the job training.

Every two years CCV must perform a Comprehensive Local Needs Assessment (CLNA) to determine statewide workforce needs and assess the strengths and challenges of its programs with particular attention to access and equity. All CCV programs, except for Liberal Studies, are considered career and technical education programs and meet workforce alignment criteria. While the Liberal Studies program is not evaluated using the criteria outlined by AOE/DOL under Perkins V, it is the foundation for many of the College's transfer pathways to occupational careers, including pathways to a baccalaureate degree in education and economics.

For the past several years, one of CCV's strategies under Perkins V has been to increase the value of degree and certificate programs by embedding industry-recognized certificates (IRCs) in required coursework. Currently, the College has nine embedded certifications across fields such as bookkeeping, healthcare, and technology. For example, students in CCV programs have the opportunity to take the Clinical Medical Assistant (CCMA) exam, earn the Certified Customer Experience Professional (CCEP) credential, gain four different certifications from the National Association of Certified Public Bookkeepers (NACPB), and take certification exams from CompTIA, AWS, and the Manufacturing Skill Standards Council (MSSC). These credentials bring CCV's programs into greater workforce alignment and provide additional currency and value to students.

## Policy 109 Data Report - 8/7/26

Community College of Vermont

|                                 |                                            |     |     |     | FY: July 1 to June 30                                      |                                                            |                                                            | Class Size<br>Average***                                    | Perkins Eligibility                         |                                                 | Notes                                                                                                                                                                                                                                     |
|---------------------------------|--------------------------------------------|-----|-----|-----|------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| College-Wide Summary            |                                            |     |     |     | Total<br>Degrees &<br>Certificates<br>Awarded<br>2023-2024 | Total<br>Degrees &<br>Certificates<br>Awarded<br>2024-2025 | Total<br>Degrees &<br>Certificates<br>Awarded<br>2025-2026 | AY25-26 CSA<br>CPs/P109 CPR<br>Sections (FA25<br>SP26 SU26) | Aligned with VT<br>Workforce Needs<br>- Y/N | Needs Review<br>per Policy 109<br>Minimum - Y/N |                                                                                                                                                                                                                                           |
| Program Area and Level          |                                            |     |     |     |                                                            |                                                            |                                                            |                                                             |                                             |                                                 |                                                                                                                                                                                                                                           |
| Arts and Communication          |                                            |     |     |     |                                                            |                                                            |                                                            |                                                             |                                             |                                                 |                                                                                                                                                                                                                                           |
| Associate Degree                | Design & Media Studies                     | 109 | 99  | 96  | 29                                                         | 31                                                         | 17                                                         | 15.38                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Content Creation & Digital Media           | 0   | 0   | 2   | 0                                                          | 0                                                          | 0                                                          | 16.30                                                       | Y                                           | N                                               | New program in Fall 2025<br>Program was revised and renamed to Digital Filmmaking<br>for 2026-2027.                                                                                                                                       |
| Certificate                     | Digital Media Production                   | 4   | 3   | 6   | 6                                                          | 1                                                          | 1                                                          | 13.40                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Graphic Design                             | 30  | 14  | 20  | 13                                                         | 14                                                         | 11                                                         | 15.07                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Studio Art                                 | 19  | 25  | 18  | 3                                                          | 3                                                          | 3                                                          | 15.33                                                       | Y                                           | N                                               | Required courses are also popular general education<br>electives making facilitating program sustainability.                                                                                                                              |
| Science and Allied Health       |                                            |     |     |     |                                                            |                                                            |                                                            |                                                             |                                             |                                                 |                                                                                                                                                                                                                                           |
| Associate Degree                | Environmental Science                      | 56  | 64  | 53  | 10                                                         | 20                                                         | 14                                                         | 15.26                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Associate Degree                | STEM Studies                               | 169 | 128 | 127 | 21                                                         | 14                                                         | 14                                                         | 17.67                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Associate Degree                | Health Science                             | 424 | 382 | 391 | 55                                                         | 46                                                         | 36                                                         | 16.42                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Allied Health Preparation                  | 174 | 153 | 165 | 31                                                         | 25                                                         | 32                                                         | 16.77                                                       | Y                                           | N                                               | AHP is now part of several pathways into VTSU programs.                                                                                                                                                                                   |
| Certificate                     | Clinical Medical Assisting                 | 36  | 27  | 27  | 15                                                         | 9                                                          | 9                                                          | 15.60                                                       | Y                                           | N                                               | Starting in Fall 2025, the CMA certificate has been offered<br>in a predictable cohort model increasing overall CSA.                                                                                                                      |
| Certificate                     | Community Health                           | 13  | 12  | 5   | 4                                                          | 4                                                          | 2                                                          | 15.48                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Manufacturing                              | 0   | 0   | 3   | 0                                                          | 0                                                          | 0                                                          | 10.20                                                       | Y                                           | N                                               | New for 2024-2025 catalog year.                                                                                                                                                                                                           |
| Certificate                     | Medical Billing & Coding                   | 66  | 53  | 45  | 21                                                         | 18                                                         | 15                                                         | 15.55                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Pharmacy Technician                        | 10  | 7   | 5   | 2                                                          | 11                                                         | 5                                                          | 16.67                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | STEM Studies                               | 5   | 4   | 5   | 0                                                          | 2                                                          | 0                                                          | 16.48                                                       | Y                                           | N                                               | STEM CT with VTSU pathways                                                                                                                                                                                                                |
| Social Sciences and Professions |                                            |     |     |     |                                                            |                                                            |                                                            |                                                             |                                             |                                                 |                                                                                                                                                                                                                                           |
| Associate Degree                | Behavioral Science                         | 412 | 365 | 353 | 54                                                         | 62                                                         | 72                                                         | 15.70                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Associate Degree                | Early Childhood Education                  | 413 | 394 | 391 | 88                                                         | 78                                                         | 76                                                         | 16.73                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Afterschool & Youth Work                   | 3   | 8   | 6   | 1                                                          | 0                                                          | 0                                                          | 13.75                                                       | Y                                           | N                                               | Certificate developed to support Vermont's afterschool<br>professionals in collaboration with Vermont Afterschool,<br>Inc. Program is currently under review to assess strategies<br>to make the certificate more accessible to students. |
| Certificate                     | Childcare                                  | 42  | 42  | 50  | 33                                                         | 30                                                         | 31                                                         | 16.73                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Certificate                     | Early Childhood Education<br>Administrator | 6   | 9   | 12  | 4                                                          | 7                                                          | 13                                                         | 16.73                                                       | Y                                           | N                                               | Program first offered in Fall 2022. Developed to support<br>Vermont's ECE Program Director Credential.                                                                                                                                    |
| Certificate                     | Human Services                             | 17  | 20  | 27  | 0                                                          | 1                                                          | 6                                                          | 15.62                                                       | Y                                           | N                                               | Program first offered in Fall 2023.                                                                                                                                                                                                       |
| Business                        |                                            |     |     |     |                                                            |                                                            |                                                            |                                                             |                                             |                                                 |                                                                                                                                                                                                                                           |
| Associate Degree                | Accounting                                 | 122 | 127 | 116 | 22                                                         | 30                                                         | 23                                                         | 15.92                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Associate Degree                | Business                                   | 362 | 297 | 281 | 55                                                         | 62                                                         | 57                                                         | 16.54                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |
| Associate Degree                | Professional Studies                       | 37  | 80  | 107 | 11                                                         | 9                                                          | 6                                                          | 15.31                                                       | Y                                           | N                                               |                                                                                                                                                                                                                                           |

|                                                                                                                                                                                                                                                                                                                                                                                        |                                            |      |      |      |     |     |     |       |   |   |  |                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------|------|------|-----|-----|-----|-------|---|---|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                        |                                            |      |      |      |     |     |     |       |   |   |  | Aligned with four NACPB industry recognized credentials and created as a pathway for students to earn NACPB national Certified Public Bookkeeping licensure. Program is currently under review to assess strategies to make the certificate more visible to students. |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Bookkeeping                                | 56   | 33   | 30   | 7   | 18  | 4   | 14.54 | Y | N |  |                                                                                                                                                                                                                                                                       |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Digital Marketing                          | 3    | 6    | 4    | 0   | 1   | 3   | 16.70 | Y | N |  | Program first offered in Fall 2023.                                                                                                                                                                                                                                   |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Entrepreneurship                           | 9    | 9    | 8    | 2   | 1   | 0   | 14.55 | Y | N |  | Program first offered in Fall 2021. It is currently under review and will be discussed with advisory group in 2025.                                                                                                                                                   |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Funeral Director                           | 16   | 14   | 16   | 6   | 5   | 3   | 17.20 | Y | N |  |                                                                                                                                                                                                                                                                       |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Human Resources Management                 | 11   | 9    | 10   | 2   | 0   | 1   | 14.17 | Y | N |  |                                                                                                                                                                                                                                                                       |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Leadership Skills                          | 6    | 4    | 5    | 1   | 3   | 3   | 16.32 | Y | N |  | Program revised and renamed Leadership Skills in 2023-2024.                                                                                                                                                                                                           |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Project Management                         | 0    | 0    | 2    | 0   | 0   | 0   | 18.50 | Y | N |  | New program for 2025-2026 catalog year.                                                                                                                                                                                                                               |
| <b>Technology</b>                                                                                                                                                                                                                                                                                                                                                                      |                                            |      |      |      |     |     |     |       |   |   |  |                                                                                                                                                                                                                                                                       |
| Associate Degree                                                                                                                                                                                                                                                                                                                                                                       | Information Technology                     | 134  | 124  | 126  | 25  | 23  | 29  | 15.92 | Y | N |  |                                                                                                                                                                                                                                                                       |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Cybersecurity & Networking                 | 14   | 12   | 14   | 3   | 5   | 3   | 13.03 | Y | N |  | Revised as Cybersecurity and Networking Certificate in 2023-24.                                                                                                                                                                                                       |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | Data Analytics and Artificial Intelligence | 0    | 6    | 13   | 0   | 0   | 2   | 14.62 |   |   |  | New for 2024-2025 catalog year                                                                                                                                                                                                                                        |
| Certificate                                                                                                                                                                                                                                                                                                                                                                            | IT Support and Service Operation           | 10   | 7    | 5    | 8   | 2   | 1   | 15.06 | Y | N |  |                                                                                                                                                                                                                                                                       |
| <b>General Studies</b>                                                                                                                                                                                                                                                                                                                                                                 |                                            |      |      |      |     |     |     |       |   |   |  |                                                                                                                                                                                                                                                                       |
| Associate Degree                                                                                                                                                                                                                                                                                                                                                                       | Liberal Studies                            | 265  | 285  | 313  | 114 | 90  | 124 | 16.51 | N | N |  |                                                                                                                                                                                                                                                                       |
| Associate Degree                                                                                                                                                                                                                                                                                                                                                                       | Liberal Studies: Global Studies            | 12   | 18   | 15   | 0   | 6   | 4   | 15.26 | N | N |  | Specialization in Global Studies is embedded within the Liberal Studies degree.                                                                                                                                                                                       |
| Associate Degree                                                                                                                                                                                                                                                                                                                                                                       | Undeclared**                               | 122  | 97   | 112  | n/a | n/a | n/a | n/a   |   |   |  |                                                                                                                                                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                                                                                                        | TOTAL                                      | 3187 | 2937 | 2984 | 646 | 631 | 620 |       |   |   |  |                                                                                                                                                                                                                                                                       |
| *** Excludes Fast Forward and Concurrent Enrollment sections and CPs<br>Includes all other sections and CPs regardless of program (e.g. degree, high school, other nondegree)<br>Example: There were no students in Manufacturing yet students in other programs took a CPR for that program<br>Students (Headcount Enrollments) are degree-seeking only - no nondegree or high school |                                            |      |      |      |     |     |     |       |   |   |  |                                                                                                                                                                                                                                                                       |

**To:** Chancellor Elizabeth Mauch

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

**Re:** VTSU Policy 109 Report for Academic Year 2025-2026

**Date:** September 11, 2026

Below is the Vermont State University (VTSU) Policy 109 Annual Review of Existing Programs report for the 2025-2026 Academic Year. This report is organized into five sections; 1) an overview of the supporting data in Appendix A, 2) discussion of new programs, 3) minimum program size, 4) cost effectiveness, and 5) workforce alignment.

1. **Overview of the data in Appendix A:** The requisite VTSU Policy 109 data is found in Appendix A. Table 1 contains the policy data for all VTSU programs including student headcount and number of graduates for the past three years. Efficiency metrics for academic year 2025 include the student to faculty FTE ratio and average class sizes (ACS). The workforce alignment and student demand data was generated by Carnegie Higher Education. The data is organized by school, department, and programs. In some instances, programs have been clustered together because they significantly share courses and faculty who teach within them. A cluster example is Biology, Wildlife and Forest Concentration, and Environmental Science that share a significant number of the courses required in the respective programs. Programs that have been discontinued are not included in Appendix A.

Table 2 contains a list of the programs that have been identified by Policy 109. Reflective of the program array generally, this list contains liberal arts, professionally focused, and technical degree programs.

2. **Discussion of new programs** Several new programs have been recently created within the past five years.
  - a. **Restorative Justice (certificate, AA, BA)** A concerted effort was made to market the bachelor's program to the traditional student market who would engage in the program at the Lyndon campus starting Fall 2026. This effort did not yield enrollment. VTSU is currently reexamining the student demographic, credential type, and modality that will yield enrollment in this program. VTSU received \$500k in state funding in 2023 to develop, offer, and grow this program.
  - b. **Applied Meat Processing and Butchery Arts, Sawmill Operations, and Regenerative Grazing & Livestock Management (certificates):** These certificates were created in support of an EDA grant deliverable to develop an agricultural-related credit-bearing program. They have been approved by the U.S. Department of Education to be eligible for Federal financial aid. Three courses were offered this fall yielding no student enrollment. This is likely attributable to the

timing of final program approval in late spring 2026 and the resulting compressed marketing timeline. The courses will be rescheduled for Spring 2027 accompanied by a robust marketing approach. VTSU will consider future training requests against a broader array of possible credentials, including non-credit bearing microcredentials.

- c. **CyberDefender (certificate):** Development of the CyberDefender certificate is well underway as part of broader program and curriculum revisions within the Computer Science, Mathematics, and Statistics Department. These revisions are designed to strengthen and better integrate cybersecurity education within the department's academic offerings.
- d. **Elementary Education with Special Education Online Pathway (BA):** This online program is part of the Registered Teacher Apprenticeship Program (RTAP), a collaboration between the Vermont Agency of Education, Vermont Department of Labor, and the Community College of Vermont. There are presently 23 students enrolled at VTSU and additional students at CCV who wish to complete this program. Interest in this program is robust.

### 3. Minimum Program Size

The 20 programs (19% of the program array) flagged by the Policy minimum size and credentials awarded criteria are indicated in **Table 2** in Appendix A. There is considerable ongoing work related to this program set and others across the program array and can be categorized as follows.

#### Actions in progress:

- a. **Continued ongoing program revision:** True to the VTSU mission, many programs continue to make revisions ensuring students are learning relevant skills and are doing so with community partners. An example is the Anthropology, Archeology, and Geography program that is partnering with local and regional museums to create project-based learning experiences for students that have a positive impact on the partnering museum. Museum staff may also serve as part-time faculty in the program.
- b. **Tuition differential examination:** A cross-functional team is now examining the tuition structure for programs that have both general and program tuition rates such as our engineering and health-care professions programs. Understanding that cost is a critical barrier to program access, the goal is to identify a tuition model for these programs that helps to increase program access and is fiscally viable for VTSU. The project deliverable is to bring a proposal to the Board at the November Retreat.
- c. **Concerted program marketing:** current and future work is and will focus on concerted marketing of our niche professional programs where enrollments have decreased during the transformation process. VTSU is also establishing robust enrollment management strategies to ensure a seamless student journey from the

time initial interest is expressed through the time they begin their academic experience.

- d. **Campus consolidation:** At the recommendation of the Board, VTSU has examined lower-enrolled programs that are offered at two or more campuses. Early results of this analysis include consolidating the **Writing and Literature program** that is currently offered at Johnson and Castleton to the Castleton campus.
  - e. **Program Consolidation:** The Computer Science, Math, and Statistics department is currently working to consolidate the **Information Technology** and **Software Engineering** programs into one. The newly formed **CyberDefender** certificate program discussed in section 2 will ladder into this consolidated program. Collaboration with professionals across the state will ensure relevance in this ever-changing industry.
4. **Cost Effectiveness:** The metrics VTSU is tracking related to cost effectiveness include the student to faculty FTE ratio and average class size. These data are presented at the program and department level in Table 1. Institutionally, the average class size for AY25-26 was 13.4, unchanged from the prior year. One (7%) of our academic departments had an average class size greater than 15. Nine departments (64%) had average class sizes between 10-15 and four (29%) had values less than 10. The lack of progress in increasing program array efficiency is of concern and will be address through further program array revision, term scheduling improvements, and enrollment growth.
5. **Workforce Alignment:** VTSU worked with the Carnegie Higher Education group to carefully examine workforce alignment locally, regionally, and nationally in addition to student demand for all our programs. Results of the analysis are summarized in the right-most column in Table 1 and show that the overwhelming majority of programs are aligned with Vermont workforce needs and student demand. VTSU is currently exploring other data sets to not only monitor workforce alignment, but also the critical skills that local, regional, and national employers are looking for within a disciplinary area, all to inform ongoing program revision to ensure relevancy.

#### Next steps:

Understanding that the VTSU program array needs to dynamically evolve to meet student demand and workforce needs and be delivered sustainably, President Kollmann has created the Academic Program Stewardship Committee (APSCOM), a cross-functional advisory body that is charged with stewarding the long-term quality, relevance, sustainability, and strategic alignment of VTSU's academic portfolio. One of the critical deliverables of this committee is to develop an Academic Portfolio Management Framework (APMF). The Framework will ensure that ongoing program review is aligned with system academic policies, the mission, vision, and priorities of the institution, is rooted in relevant quantitative and qualitative data, recommends necessary support to enhance program vibrancy, and involves a

diverse array of perspectives when making program recommendations that will range from investment to discontinuation. Our goal is to develop a first draft of the APMF for the November Board meeting with subsequent implementation April 2027.

## Appendix A

**Table 1.** Policy 109 data for the VTSU Program Array in AY25-26.

| Identity            |                                                                                             | Enrollment          |                     |                     | Credentials Awarded |                     |                     | Efficiency                      |                          | VT Workforce & Student Aligned |
|---------------------|---------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------|--------------------------|--------------------------------|
| School/Dept/Program | School / Department / Program Name                                                          | Headcount Fall 2023 | Headcount Fall 2024 | Headcount Fall 2025 | Graduates 2023 2024 | Graduates 2024 2025 | Graduates 2025 2026 | Student:Faculty Ratio Fall 2025 | Avg Class Size Fall 2025 |                                |
| <b>School</b>       | <b>Arts &amp; Communication</b>                                                             | <b>350</b>          | <b>300</b>          | <b>289</b>          | <b>84</b>           | <b>65</b>           | <b>87</b>           | <b>5.0</b>                      |                          |                                |
| <b>Department</b>   | <b>Arts, Media, and Music Industries</b>                                                    | <b>101</b>          | <b>78</b>           | <b>85</b>           | <b>29</b>           | <b>17</b>           | <b>19</b>           | <b>12.0</b>                     |                          |                                |
| Program             | Animation & Illustration                                                                    | 34                  | 22                  | 36                  | 6                   | 5                   | 4                   | 35.3                            |                          | Y                              |
| Program             | Graphic Design                                                                              | 28                  | 24                  | 14                  | 11                  | 6                   | 5                   | 4.5                             |                          | Y                              |
| Program             | Music Business and Industry                                                                 | 39                  | 32                  | 35                  | 12                  | 6                   | 10                  | 11.67                           | 7.50                     | Y                              |
| <b>Department</b>   | <b>Arts, Media, and Music Industries &amp; Communications, Music, Theater and Fine Arts</b> | <b>58</b>           | <b>52</b>           | <b>54</b>           | <b>8</b>            | <b>13</b>           | <b>14</b>           | <b>8.8</b>                      | <b>12.5</b>              |                                |
| Program             | Communications                                                                              | 58                  | 52                  | 54                  | 8                   | 13                  | 14                  | 8.8                             | 12.5                     | Y                              |
| <b>Department</b>   | <b>Communications, Music, Theater and Fine Arts</b>                                         | <b>174</b>          | <b>160</b>          | <b>148</b>          | <b>45</b>           | <b>33</b>           | <b>50</b>           | <b>3.3</b>                      | <b>10.3</b>              |                                |
| Program             | Fine Arts                                                                                   | 29                  | 24                  | 28                  | 7                   | 5                   | 7                   | 1.7                             | 11.5                     | Y                              |
| Program             | Interdisciplinary Arts                                                                      | -                   | -                   | -                   | -                   | -                   | 1                   |                                 |                          | Y                              |
| Program             | Literature, Writing, & Creative Writing                                                     | 42                  | 33                  | 31                  | 11                  | 9                   | 9                   | 1.5                             | 14.3                     | Y                              |
| Program             | Music                                                                                       | 37                  | 35                  | 36                  | 10                  | 5                   | 9                   | 5.81                            | 12.50                    | Y                              |
| Program             | Studio Arts                                                                                 | 39                  | 39                  | 31                  | 13                  | 10                  | 15                  |                                 |                          | Y                              |
| Program             | Theatre Arts                                                                                | 20                  | 20                  | 16                  | 2                   | 4                   | 6                   | 15.3                            |                          | Y                              |
| Program             | Woodworking & FF Design                                                                     | 7                   | 9                   | 6                   | 2                   | -                   | 3                   |                                 | 1.8                      | Y                              |
| <b>School</b>       | <b>Business and Professional Studies</b>                                                    | <b>639</b>          | <b>662</b>          | <b>672</b>          | <b>205</b>          | <b>152</b>          | <b>180</b>          |                                 | <b>11.6</b>              |                                |
| <b>Department</b>   | <b>Business Administration</b>                                                              | <b>522</b>          | <b>570</b>          | <b>586</b>          | <b>162</b>          | <b>133</b>          | <b>156</b>          | <b>18.0</b>                     | <b>14.3</b>              |                                |
| Program             | Business                                                                                    | 430                 | 476                 | 499                 | 128                 | 113                 | 119                 | 18.2                            | 16.3                     | Y                              |
| Program             | Outdoor Ed. & Leadership                                                                    | 46                  | 44                  | 41                  | 19                  | 7                   | 18                  | 10.1                            | 9.3                      | Y                              |
| Program             | Resort & Hospitality Mgmt.                                                                  | 46                  | 50                  | 46                  | 15                  | 13                  | 19                  | 46.0                            | 17.3                     | Y                              |
| <b>Department</b>   | <b>Transportation</b>                                                                       | <b>98</b>           | <b>89</b>           | <b>86</b>           | <b>31</b>           | <b>17</b>           | <b>24</b>           | <b>12.0</b>                     | <b>11.3</b>              |                                |
| Program             | Professional Pilot Technology                                                               | 60                  | 56                  | 59                  | 15                  | 7                   | 14                  | 14.6                            | 15.9                     | Y                              |
| <b>School</b>       | <b>Education, Psychology, and Social Sciences</b>                                           | <b>1,091</b>        | <b>1,123</b>        | <b>1,086</b>        | <b>306</b>          | <b>251</b>          | <b>347</b>          | <b>16.0</b>                     | <b>12.1</b>              |                                |
| <b>Department</b>   | <b>Education</b>                                                                            | <b>247</b>          | <b>257</b>          | <b>250</b>          | <b>77</b>           | <b>71</b>           | <b>85</b>           | <b>14.0</b>                     | <b>13.3</b>              |                                |
| Program             | Early Childhood & Special Education                                                         | 29                  | 32                  | 34                  | 8                   | 6                   | 8                   |                                 |                          | Y                              |

|                   |                                                |              |              |              |            |            |            |             |             |   |
|-------------------|------------------------------------------------|--------------|--------------|--------------|------------|------------|------------|-------------|-------------|---|
| Program           | Early Childhood Education                      | 45           | 51           | 58           | 30         | 19         | 20         |             |             | Y |
| Program           | Secondary Education                            | 32           | 40           | 39           | -          | 1          | 2          |             |             | Y |
| Program           | Educational Leadership                         | 19           | 16           | 10           | 6          | 8          | 7          |             |             | Y |
| Program           | Elementary Education w<br>Special Education    | 55           | 63           | 57           | 11         | 13         | 1          |             |             | Y |
| Program           | Foundations of Education                       | 19           | 17           | 13           | 6          | 7          | 8          |             |             | Y |
| Program           | Learning, Design, and<br>Technology            | 1            | 3            | 1            | -          | 1          | -          |             |             | Y |
| Program           | Special Education                              | 15           | 21           | 20           | 4          | 3          | 9          |             |             | Y |
| <b>Department</b> | <b>Interdisciplinary Academic<br/>Unit</b>     | <b>104</b>   | <b>108</b>   | <b>90</b>    | <b>50</b>  | <b>36</b>  | <b>40</b>  | <b>68.6</b> | <b>11.3</b> |   |
| Program           | Professional Studies                           | 19           | 7            | 8            | 13         | 5          | 2          |             |             | Y |
| Program           | General Studies                                | 17           | 31           | 25           | 7          | 11         | 12         |             |             | Y |
| Program           | Interdisciplinary Studies                      | 68           | 70           | 57           | 30         | 20         | 26         |             |             | Y |
| <b>Department</b> | <b>Interdisciplinary Graduate<br/>Programs</b> | <b>17</b>    | <b>19</b>    | <b>24</b>    | <b>11</b>  | <b>14</b>  | <b>8</b>   | <b>17.2</b> |             |   |
| Program           | Leadership Studies                             | 16           | 19           | 12           | 11         | 11         | 7          | 10.7        |             | Y |
| Program           | Liberal Studies                                | 1            | -            | 12           | -          | 3          | 1          |             |             | Y |
| <b>Department</b> | <b>Psychology</b>                              | <b>500</b>   | <b>519</b>   | <b>520</b>   | <b>106</b> | <b>90</b>  | <b>150</b> | <b>22.4</b> | <b>16.5</b> |   |
| Program           | Clinical Mental Health                         | 248          | 272          | 249          | 34         | 43         | 70         | 32.2        |             | Y |
| Program           | Psychological Science                          | 252          | 247          | 271          | 72         | 47         | 80         | 17.6        | 16.5        | Y |
| <b>Department</b> | <b>Social Sciences</b>                         | <b>223</b>   | <b>220</b>   | <b>202</b>   | <b>62</b>  | <b>40</b>  | <b>64</b>  | <b>7.5</b>  | <b>11.3</b> |   |
| Program           | Anthropology, Archaeology,<br>Geography        | 23           | 19           | 23           | 3          | 5          | 6          | 5.6         | 10.9        | Y |
| Program           | Criminal Justice                               | 87           | 94           | 88           | 18         | 16         | 30         | 14.2        | 13.7        | Y |
| Program           | History                                        | 38           | 33           | 24           | 13         | 8          | 11         | 3.8         | 10.8        | Y |
| Program           | Political Science                              | 34           | 24           | 21           | 13         | 7          | 4          | 9.5         | 9.4         | Y |
| Program           | Social Work                                    | 28           | 37           | 41           | 8          | 4          | 10         | 13.0        | 10.1        | Y |
| Program           | Sociology                                      | 13           | 13           | 5            | 7          | -          | 3          | 1.0         | 12.6        | Y |
| <b>School</b>     | <b>Nursing and Health Sciences</b>             | <b>1,368</b> | <b>1,419</b> | <b>1,346</b> | <b>612</b> | <b>590</b> | <b>636</b> | <b>14.0</b> | <b>11.8</b> |   |
| <b>Department</b> | <b>Health and Exercise Sciences</b>            | <b>536</b>   | <b>537</b>   | <b>465</b>   | <b>114</b> | <b>135</b> | <b>121</b> | <b>16.6</b> | <b>12.9</b> |   |
| Program           | Athletic Leadership                            | 33           | 45           | 33           | 12         | 13         | 15         | 19.0        | 10.5        | Y |
| Program           | Athletic Training                              | 6            | 8            | 6            | 7          | 7          | 5          | 3.0         |             | Y |
| Program           | Exercise Science                               | 115          | 127          | 123          | 23         | 23         | 13         | 24.4        | 13.5        | Y |
| Program           | Health Education                               | 14           | 10           | 4            | 2          | 9          | 2          |             | 11.5        | Y |
| Program           | Health Science                                 | 104          | 85           | 74           | 20         | 21         | 33         | 14.6        | 11.5        | Y |
| Program           | Holistic Health                                | 92           | 119          | 104          | 14         | 19         | 24         | 16.1        | 13.6        | Y |

|                   |                                                                      |            |            |            |            |            |            |             |             |   |
|-------------------|----------------------------------------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|---|
| Program           | Physical Education                                                   | 75         | 57         | 56         | 16         | 19         | 8          | 9.1         | 14.2        | Y |
| Program           | Sport Management                                                     | 97         | 86         | 65         | 20         | 24         | 21         | 42.4        | 15.7        | Y |
| <b>Department</b> | <b>Healthcare Professions</b>                                        | <b>186</b> | <b>188</b> | <b>198</b> | <b>83</b>  | <b>58</b>  | <b>78</b>  | <b>10.0</b> | <b>9.6</b>  |   |
| Program           | Oral Health Sciences                                                 | 81         | 72         | 77         | 46         | 10         | 30         | 8.1         | 8.8         | Y |
| Program           | Paramedicine                                                         | 27         | 11         | 11         | 12         | 17         | 7          | 9.7         | 6.0         | Y |
| Program           | Radiologic Science                                                   | 28         | 36         | 41         | 12         | 15         | 21         | 13.4        | 14.3        | Y |
| Program           | Respiratory Therapy                                                  | 14         | 19         | 16         | 4          | 6          | 9          | 5.3         | 5.0         | Y |
| Program           | Veterinary Technology                                                | 36         | 50         | 53         | 9          | 10         | 11         | 16.7        | 13.7        | Y |
| <b>Department</b> | <b>Nursing</b>                                                       | <b>646</b> | <b>694</b> | <b>683</b> | <b>415</b> | <b>397</b> | <b>437</b> | <b>14.1</b> | <b>14.6</b> |   |
| Program           | Nursing                                                              | 646        | 694        | 683        | 415        | 397        | 437        | 14.1        | 14.6        | Y |
| <b>School</b>     | <b>Science, Technology,<br/>Engineering and Math</b>                 | <b>532</b> | <b>520</b> | <b>436</b> | <b>136</b> | <b>137</b> | <b>147</b> | <b>5.8</b>  | <b>7.5</b>  |   |
| <b>Department</b> | <b>Computer Science and Math</b>                                     | <b>123</b> | <b>114</b> | <b>87</b>  | <b>35</b>  | <b>38</b>  | <b>30</b>  | <b>3.9</b>  | <b>9.2</b>  |   |
| Program           | Computer Science                                                     | 81         | 71         | 49         | 21         | 25         | 17         | 6.9         | 8.0         | Y |
| Program           | Mathematics, Statistics, and<br>Data Science                         | 42         | 43         | 38         | 14         | 13         | 13         | 2.6         | 10.4        | Y |
| <b>Department</b> | <b>Engineering Technology</b>                                        | <b>234</b> | <b>241</b> | <b>202</b> | <b>65</b>  | <b>63</b>  | <b>80</b>  | <b>8.3</b>  | <b>6.0</b>  |   |
| Program           | Architectural Engineering<br>Technology                              | 24         | 27         | 21         | 7          | 5          | 5          | 7.8         | 3.5         | Y |
| Program           | Civil & Environmental<br>Engineering                                 | 13         | 13         | 12         | 7          | 2          | 8          | 4.9         | 4.0         | Y |
| Program           | Construction Management                                              | 38         | 41         | 27         | 9          | 17         | 9          | 8.4         | 6.5         | Y |
| Program           | Electrical Engineering                                               | 63         | 63         | 51         | 15         | 5          | 22         | 6.3         | 7.8         | Y |
| Program           | Mechanical Engineering                                               | 96         | 97         | 91         | 27         | 34         | 36         | 11.0        | 8.4         | Y |
| <b>Department</b> | <b>Natural Sciences</b>                                              | <b>175</b> | <b>165</b> | <b>147</b> | <b>36</b>  | <b>36</b>  | <b>37</b>  | <b>5.2</b>  | <b>9.4</b>  |   |
| Program           | Atmospheric Sciences                                                 | 25         | 21         | 20         | 8          | 6          | 5          | 10.00       | 7.1         | Y |
| Program           | Biology & Wildlife/Forest<br>Conservation &<br>Environmental Science | 150        | 144        | 127        | 28         | 30         | 32         | 4.83        | 11.6        | Y |

**Table 2.** VTSU programs identified in AY25-26 through Policy 109.

| <b>Program</b>                       | <b>Credential</b> |
|--------------------------------------|-------------------|
| Animation & Illustration             | BFA               |
| Anthropology, Archaeology, Geography | BS                |
| Architectural Engineering Technology | AS/BS             |
| Athletic Training                    | MAT               |
| Atmospheric Sciences                 | BS                |
| Civil & Environmental Engineering    | AE                |
| Educational Leadership               | MA                |
| Foundations of Education             | MA                |
| Graphic Design                       | AA/BA             |
| Health Education                     | BS                |
| History                              | BA                |
| Leadership Studies                   | MA                |
| Learning, Design, and Technology     | MEd               |
| Liberal Studies                      | MA                |
| Paramedicine                         | CT                |
| Political Science                    | BA                |
| Respiratory Therapy                  | AS                |
| Sociology                            | BA                |
| Theatre Arts                         | BA                |
| Woodworking & FF Design              | AA/BFA            |

Policy 109 Program Review — Data Workbook

Vermont State University · 2025-2026 refresh · faculty mapped by program name

HOW THIS WORKBOOK FITS TOGETHER

Edit a raw number, or change a faculty group on the Program Mapping tab, and every downstream sheet updates on recalculation.

TAB GUIDE

| Tab                        | Purpose                                                                                                                                                                                | Who edits it                |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| P109 Report                | The main sheet. School > Department > Program Name. Every department in the data gets its own section, and a program name appearing in more than one department gets a row under each. | Read only — formulas        |
| Program Mapping            | Controls which faculty group each of the 91 program names draws from.                                                                                                                  | FACULTY EDIT — column F     |
| Program Summary            | Flat, filterable version of the report: one row per program name.                                                                                                                      | Read only — formulas        |
| Faculty Group Summary      | Faculty FTE and student-to-faculty ratio at the level they are actually valid.                                                                                                         | Read only — formulas        |
| Raw - Program Detail       | 511 program codes: headcount, FTE, graduates, market scores.                                                                                                                           | FACULTY EDIT — blue cells   |
| Raw - Faculty & Class Size | 55 faculty groups: FT/PT faculty FTE and average class size.                                                                                                                           | FACULTY EDIT — blue cells   |
| Below Threshold Review     | Active program codes under 25 headcount or 5 graduates, with space for notes.                                                                                                          | FACULTY EDIT — yellow cells |

THE PROGRAM MAPPING TAB — THE ONE PLACE TO FIX A MAPPING

Column F holds the faculty group a program name should draw its faculty FTE and class size from. It has a drop-down listing every group on the Raw - Faculty & Class Size tab. Clear the cell to leave a program unmapped. Column G tells you the state of each row:

|                               |                                                                                                                                                                                                         |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mapped 1:1                    | One program name, one faculty group. Faculty FTE and ratio appear on the program row.                                                                                                                   |
| Group level — n program names | Several program names share one faculty group. Faculty FTE and ratio are left blank on the individual program rows and reported on the Faculty Group Summary tab, so nothing is counted more than once. |
| No faculty group              | Nothing mapped. Faculty cells stay blank and the row is highlighted amber.                                                                                                                              |
| Group not found               | The text in column F does not match any group name on the faculty tab — usually a typo.                                                                                                                 |

WHERE THE MAPPING STANDS TODAY

| Count            | Situation                                                                                              |
|------------------|--------------------------------------------------------------------------------------------------------|
| 31 program names | All of GL 14101. Mapped to the single "Education" faculty group, reported at group level as you asked. |

7 program names

No faculty group. Highlighted amber: Biology & Wildlife/Forest Conservation, Geology & Environmental Science, Fire Science, School Counseling, School Psychology, Visual Arts, Interdisciplinary Arts.

| COLUMN COLOUR KEY — EACH TOPIC HAS ITS OWN HEADER COLOUR |                                                                                 |
|----------------------------------------------------------|---------------------------------------------------------------------------------|
| Identity                                                 | Program name, GL number, school, department, academic level, program-code count |
| Enrollment                                               | Headcount and student FTE, Fall 2023 to Fall 2025                               |
| Credentials Awarded                                      | Graduates, 2023-24 to 2025-26                                                   |
| Faculty FTE & Mapping                                    | Faculty group, mapping status, and FT / PT / total faculty FTE                  |
| Efficiency                                               | Student-to-faculty ratio and average class size                                 |
| Policy 109 Thresholds                                    | Policy 109 threshold test — under 25 headcount or under 5 graduates             |
| Vermont Market Demand                                    | Vermont market-demand percentiles                                               |

| CELL COLOUR KEY |                                                                                            |
|-----------------|--------------------------------------------------------------------------------------------|
| 1,234           | BLUE TEXT — raw input. Faculty may edit.                                                   |
| 1,234           | BLACK TEXT — a formula on that same tab. Do not type over it.                              |
| 1,234           | GREEN TEXT — a live link to another tab. Do not type over it.                              |
| (blank)         | AMBER FILL — no faculty group mapped. Set one on the Program Mapping tab to fill these in. |
| (blank)         | YELLOW FILL — blank cell for faculty to complete.                                          |

| HOW THE NUMBERS ARE CALCULATED |                                                                                                     |
|--------------------------------|-----------------------------------------------------------------------------------------------------|
| Program-name totals            | Sum of every program code carrying that program name.                                               |
| Total Faculty FTE              | FT + PT for the mapped faculty group.                                                               |
| Student:Faculty Ratio          | Student FTE / total faculty FTE for the same Fall term. Blank where faculty FTE is missing or zero. |
| Average Class Size             | Average of Course Section Enrollments                                                               |
| Below Threshold?               | "Y" where Fall 2025 headcount is under 25 OR 2025-26 graduates are under 5.                         |
| VT percentile columns          | Average of the program-code level Vermont scores (blanks ignored).                                  |

| NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 1. Every department present in the data appears as its own section on the P109 Report, including "Music and Performing Arts" and "Arts, Media, and Music Industries & Communications, Music, Theater and Fine Arts". Seven program names have codes in more than one department (Communications, Fine Arts, Liberal Studies, Music, Music Business and Industry, Performance Arts and Theatre Arts). Each gets a row under every department it appears in, carrying only that department's program codes, so department and school totals add up without counting anything twice. |  |
| 2. Faculty FTE, ratios and class size are mapped to a program NAME, not to a department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
| 3. Headcounts reflect each student's first major only, identified by the Best Program field. Double majors and minors are excluded, so that every student is counted exactly once and no student appears in more than one program.                                                                                                                                                                                                                                                                                                                                                |  |
| 4. Graduate counts reflect first majors only. Double majors and minors are excluded, so that each credential is counted once and no graduate is duplicated across programs.                                                                                                                                                                                                                                                                                                                                                                                                       |  |



## Policy 109 Program Review — Data Report, 2025-2026 Refresh

Vermont State University · School > Department > Program Name. Every figure is a live formula: edit the Raw tabs or the Program Mapping tab and this report follows. Header colours group the columns by topic. Amber program rows have no faculty group mapped — see the Read Me tab.

| Identity     |                                                     | Enrollment          |                     |                     | Credentials Awarded |                     |                     | Efficiency                      |                          | VT Workforce & Student Aligned |
|--------------|-----------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------|--------------------------|--------------------------------|
| Rollup Level | School / Department / Program Name                  | Headcount Fall 2023 | Headcount Fall 2024 | Headcount Fall 2025 | Graduates 2023-2024 | Graduates 2024-2025 | Graduates 2025-2026 | Student:Faculty Ratio Fall 2025 | Avg Class Size Fall 2025 |                                |
| School       | Arts & Communication                                | 350                 | 300                 | 289                 | 84                  | 65                  | 87                  | 5.0                             |                          |                                |
| Department   | Arts, Media, and Music Industries                   | 101                 | 78                  | 85                  | 29                  | 17                  | 19                  | 12.0                            |                          |                                |
| Program      | Animation & Illustration                            | 34                  | 22                  | 36                  | 6                   | 5                   | 4                   | 35.3                            |                          | Y                              |
| Program      | Graphic Design                                      | 28                  | 24                  | 14                  | 11                  | 6                   | 5                   | 4.5                             |                          | Y                              |
| Program      | Music Business and Industry                         | 39                  | 32                  | 35                  | 12                  | 6                   | 10                  | 11.67                           | 7.50                     | Y                              |
| Department   | Arts, Media, and Music Industries & Communications, | 58                  | 52                  | 54                  | 8                   | 13                  | 14                  | 8.8                             | 12.5                     |                                |
| Program      | Communications                                      | 58                  | 52                  | 54                  | 8                   | 13                  | 14                  | 8.8                             | 12.5                     | Y                              |
| Department   | Communications, Music, Theater and Fine Arts        | 174                 | 160                 | 148                 | 45                  | 33                  | 50                  | 3.3                             | 10.3                     |                                |
| Program      | Fine Arts                                           | 29                  | 24                  | 28                  | 7                   | 5                   | 7                   | 1.7                             | 11.5                     | Y                              |
| Program      | Interdisciplinary Arts                              | -                   | -                   | -                   | -                   | -                   | 1                   |                                 |                          | Y                              |
| Program      | Literature, Writing, & Creative Writing             | 42                  | 33                  | 31                  | 11                  | 9                   | 9                   | 1.5                             | 14.3                     | Y                              |
| Program      | Music                                               | 37                  | 35                  | 36                  | 10                  | 5                   | 9                   | 5.81                            | 12.50                    | Y                              |
| Program      | Studio Arts                                         | 39                  | 39                  | 31                  | 13                  | 10                  | 15                  |                                 |                          | Y                              |
| Program      | Theatre Arts                                        | 20                  | 20                  | 16                  | 2                   | 4                   | 6                   | 15.3                            |                          | Y                              |
| Program      | Woodworking & FF Design                             | 7                   | 9                   | 6                   | 2                   | -                   | 3                   |                                 | 1.8                      | Y                              |
| School       | Business and Professional Studies                   | 639                 | 662                 | 672                 | 205                 | 152                 | 180                 |                                 | 11.6                     |                                |
| Department   | Business Administration                             | 522                 | 570                 | 586                 | 162                 | 133                 | 156                 | 18.0                            | 14.3                     |                                |
| Program      | Business                                            | 430                 | 476                 | 499                 | 128                 | 113                 | 119                 | 18.2                            | 16.3                     | Y                              |
| Program      | Outdoor Ed. & Leadership                            | 46                  | 44                  | 41                  | 19                  | 7                   | 18                  | 10.1                            | 9.3                      | Y                              |
| Program      | Resort & Hospitality Mgmt.                          | 46                  | 50                  | 46                  | 15                  | 13                  | 19                  | 46.0                            | 17.3                     | Y                              |
| Department   | Transportation                                      | 98                  | 89                  | 86                  | 31                  | 17                  | 24                  | 12.0                            | 11.3                     |                                |
| Program      | Professional Pilot Technology                       | 60                  | 56                  | 59                  | 15                  | 7                   | 14                  | 14.6                            | 15.9                     | Y                              |
| School       | Education, Psychology, and Social Sciences          | 1,091               | 1,123               | 1,086               | 306                 | 251                 | 347                 | 16.0                            | 12.1                     |                                |
| Department   | Education                                           | 247                 | 257                 | 250                 | 77                  | 71                  | 85                  | 14.0                            | 13.3                     |                                |
| Program      | Early Childhood & Special Education                 | 29                  | 32                  | 34                  | 8                   | 6                   | 8                   |                                 |                          | Y                              |
| Program      | Early Childhood Education                           | 45                  | 51                  | 58                  | 30                  | 19                  | 20                  |                                 |                          | Y                              |
| Program      | Secondary Education                                 | 32                  | 40                  | 39                  | -                   | 1                   | 2                   |                                 |                          | Y                              |
| Program      | Educational Leadership                              | 19                  | 16                  | 10                  | 6                   | 8                   | 7                   |                                 |                          | Y                              |
| Program      | Elementary Education w Special Education            | 55                  | 63                  | 57                  | 11                  | 13                  | 1                   |                                 |                          | Y                              |
| Program      | Foundations of Education                            | 19                  | 17                  | 13                  | 6                   | 7                   | 8                   |                                 |                          | Y                              |
| Program      | Learning, Design, and Technology                    | 1                   | 3                   | 1                   | -                   | 1                   | -                   |                                 |                          | Y                              |
| Program      | Special Education                                   | 15                  | 21                  | 20                  | 4                   | 3                   | 9                   |                                 |                          | Y                              |
| Department   | Interdisciplinary Academic Unit                     | 104                 | 108                 | 90                  | 50                  | 36                  | 40                  | 68.6                            | 11.3                     |                                |
| Program      | Professional Studies                                | 19                  | 7                   | 8                   | 13                  | 5                   | 2                   |                                 |                          | Y                              |

|                   |                                                  |              |              |              |            |            |            |             |             |   |
|-------------------|--------------------------------------------------|--------------|--------------|--------------|------------|------------|------------|-------------|-------------|---|
| Program           | General Studies                                  | 17           | 31           | 25           | 7          | 11         | 12         |             |             | Y |
| Program           | Interdisciplinary Studies                        | 68           | 70           | 57           | 30         | 20         | 26         |             |             | Y |
| <b>Department</b> | <b>Interdisciplinary Graduate Program</b>        | <b>17</b>    | <b>19</b>    | <b>24</b>    | <b>11</b>  | <b>14</b>  | <b>8</b>   | <b>17.2</b> |             |   |
| Program           | Leadership Studies                               | 16           | 19           | 12           | 11         | 11         | 7          | 10.7        |             | Y |
| Program           | Liberal Studies                                  | 1            | -            | 12           | -          | 3          | 1          |             |             | Y |
| <b>Department</b> | <b>Psychology</b>                                | <b>500</b>   | <b>519</b>   | <b>520</b>   | <b>106</b> | <b>90</b>  | <b>150</b> | <b>22.4</b> | <b>16.5</b> |   |
| Program           | Clinical Mental Health                           | 248          | 272          | 249          | 34         | 43         | 70         | 32.2        |             | Y |
| Program           | Psychological Science                            | 252          | 247          | 271          | 72         | 47         | 80         | 17.6        | 16.5        | Y |
| <b>Department</b> | <b>Social Sciences</b>                           | <b>223</b>   | <b>220</b>   | <b>202</b>   | <b>62</b>  | <b>40</b>  | <b>64</b>  | <b>7.5</b>  | <b>11.3</b> |   |
| Program           | Anthropology, Archaeology, Geography             | 23           | 19           | 23           | 3          | 5          | 6          | 5.6         | 10.9        | Y |
| Program           | Criminal Justice                                 | 87           | 94           | 88           | 18         | 16         | 30         | 14.2        | 13.7        | Y |
| Program           | History                                          | 38           | 33           | 24           | 13         | 8          | 11         | 3.8         | 10.8        | Y |
| Program           | Political Science                                | 34           | 24           | 21           | 13         | 7          | 4          | 9.5         | 9.4         | Y |
| Program           | Social Work                                      | 28           | 37           | 41           | 8          | 4          | 10         | 13.0        | 10.1        | Y |
| Program           | Sociology                                        | 13           | 13           | 5            | 7          | -          | 3          | 1.0         | 12.6        | Y |
| <b>School</b>     | <b>Nursing and Health Sciences</b>               | <b>1,368</b> | <b>1,419</b> | <b>1,346</b> | <b>612</b> | <b>590</b> | <b>636</b> | <b>14.0</b> | <b>11.8</b> |   |
| <b>Department</b> | <b>Health and Exercise Sciences</b>              | <b>536</b>   | <b>537</b>   | <b>465</b>   | <b>114</b> | <b>135</b> | <b>121</b> | <b>16.6</b> | <b>12.9</b> |   |
| Program           | Athletic Leadership                              | 33           | 45           | 33           | 12         | 13         | 15         | 19.0        | 10.5        | Y |
| Program           | Athletic Training                                | 6            | 8            | 6            | 7          | 7          | 5          | 3.0         |             | Y |
| Program           | Exercise Science                                 | 115          | 127          | 123          | 23         | 23         | 13         | 24.4        | 13.5        | Y |
| Program           | Health Education                                 | 14           | 10           | 4            | 2          | 9          | 2          |             | 11.5        | Y |
| Program           | Health Science                                   | 104          | 85           | 74           | 20         | 21         | 33         | 14.6        | 11.5        | Y |
| Program           | Holistic Health                                  | 92           | 119          | 104          | 14         | 19         | 24         | 16.1        | 13.6        | Y |
| Program           | Physical Education                               | 75           | 57           | 56           | 16         | 19         | 8          | 9.1         | 14.2        | Y |
| Program           | Sport Management                                 | 97           | 86           | 65           | 20         | 24         | 21         | 42.4        | 15.7        | Y |
| <b>Department</b> | <b>Healthcare Professions</b>                    | <b>186</b>   | <b>188</b>   | <b>198</b>   | <b>83</b>  | <b>58</b>  | <b>78</b>  | <b>10.0</b> | <b>9.6</b>  |   |
| Program           | Oral Health Sciences                             | 81           | 72           | 77           | 46         | 10         | 30         | 8.1         | 8.8         | Y |
| Program           | Paramedicine                                     | 27           | 11           | 11           | 12         | 17         | 7          | 9.7         | 6.0         | Y |
| Program           | Radiologic Science                               | 28           | 36           | 41           | 12         | 15         | 21         | 13.4        | 14.3        | Y |
| Program           | Respiratory Therapy                              | 14           | 19           | 16           | 4          | 6          | 9          | 5.3         | 5.0         | Y |
| Program           | Veterinary Technology                            | 36           | 50           | 53           | 9          | 10         | 11         | 16.7        | 13.7        | Y |
| <b>Department</b> | <b>Nursing</b>                                   | <b>646</b>   | <b>694</b>   | <b>683</b>   | <b>415</b> | <b>397</b> | <b>437</b> | <b>14.1</b> | <b>14.6</b> |   |
| Program           | Nursing                                          | 646          | 694          | 683          | 415        | 397        | 437        | 14.1        | 14.6        | Y |
| <b>School</b>     | <b>Science, Technology, Engineering and Math</b> | <b>532</b>   | <b>520</b>   | <b>436</b>   | <b>136</b> | <b>137</b> | <b>147</b> | <b>5.8</b>  | <b>7.5</b>  |   |
| <b>Department</b> | <b>Computer Science and Math</b>                 | <b>123</b>   | <b>114</b>   | <b>87</b>    | <b>35</b>  | <b>38</b>  | <b>30</b>  | <b>3.9</b>  | <b>9.2</b>  |   |
| Program           | Computer Science                                 | 81           | 71           | 49           | 21         | 25         | 17         | 6.9         | 8.0         | Y |
| Program           | Mathematics, Statistics, and Data Science        | 42           | 43           | 38           | 14         | 13         | 13         | 2.6         | 10.4        | Y |
| <b>Department</b> | <b>Engineering Technology</b>                    | <b>234</b>   | <b>241</b>   | <b>202</b>   | <b>65</b>  | <b>63</b>  | <b>80</b>  | <b>8.3</b>  | <b>6.0</b>  |   |
| Program           | Architectural Engineering Technology             | 24           | 27           | 21           | 7          | 5          | 5          | 7.8         | 3.5         | Y |
| Program           | Civil & Environmental Engineering                | 13           | 13           | 12           | 7          | 2          | 8          | 4.9         | 4.0         | Y |
| Program           | Construction Management                          | 38           | 41           | 27           | 9          | 17         | 9          | 8.4         | 6.5         | Y |
| Program           | Electrical Engineering                           | 63           | 63           | 51           | 15         | 5          | 22         | 6.3         | 7.8         | Y |
| Program           | Mechanical Engineering                           | 96           | 97           | 91           | 27         | 34         | 36         | 11.0        | 8.4         | Y |

| Department | Natural Sciences                                       | 175 | 165 | 147 | 36 | 36 | 37 | 5.2   | 9.4  |   |
|------------|--------------------------------------------------------|-----|-----|-----|----|----|----|-------|------|---|
| Program    | Atmospheric Sciences                                   | 25  | 21  | 20  | 8  | 6  | 5  | 10.00 | 7.1  | Y |
| Program    | Biology & Wildlife/Forest Conservation & Environmental | 150 | 144 | 127 | 28 | 30 | 32 | 4.83  | 11.6 | Y |