

Idea Category	NVU Strong! Your shared ideas for bringing NVU into the future. Thank you!
Academics	<p>One thing with collaboration: I had been touring schools with VSAC since 7th grade and ended up choosing my home as Lyndon. A huge reason was Lyndon came to me. A rep came to my technical school and was doing acceptance on the spot and they sat one on with me, read over my letter, and accepted me. If you are not doing this, we need to! Onsite acceptance days are cool, but even cooler when they come to you! I was also an ambassador and it is a way we got many students! I would also suggest getting in touch with middle schools along with high schools to see if they are doing any programs around the year. The two years after I graduated I was invited to talk at my MIDDLE SCHOOL for furthering education! I was ecstatic to see that these middle schools had ideas of what they wanted to do, but didn't know paths and a lot were lost as it seems the towns have a "you are not going to go anywhere being from a small town" attitude. We need to turn that around and encourage reaching out to alumni in the areas to talk at these schools as well as the professors. Setting up workshops and creating things to bring you to the future students! We can't wait for students to come to us, we need to start by going to them, give them hope, and reinstall a future. Our students have stories let them tell them. If we can't get students, create videos of testimonies--personal ones like we have been hearing to show to the kids and then have professors do some workshops. Please feel free to contact me if you need volunteers for helping organize.</p>
Academics	<p>We have had a great television studies and radio broadcasting for many years. Yet we have yet to develop more in the way of traditional and new age journalism such as podcasting and developing it successfully and news and magazines in print and online. The Critic when I was there as its Entertainment editor was a great experience and I always wanted a chance to expand on that but was limited mostly on time since it was my last semester but also on opportunities to learn more about it as well as internships available in the area and beyond. I would love to see more curriculum offered around that for those attending in person and online. I think it would NVU Lyndon's media curriculum full circle.</p>
Academics	<p>When I have had to do retooling, not reorganization, exercises at work I focus on what is the secret sauce that we have and how can we maximize that. I know you like to focus on the University as a safe place and as an entry point for first generation college students, admirable and needed aspects but in a way, your secret sauce is right outside your windows every day. Both NVU campuses are some of the most uniquely positioned in the country, you sit in a landscape of beauty and adventure tourism that many colleges would die for. Embrace that! Your outdoor alumni are numerous and successful and already positioned in close proximity. Expand and focus on strengthening your outdoor, recreation, and tourism offerings and increase your partnerships with the outdoor community.</p>
Academics	<p>Outreach recruitment efforts using social media and other media. Offer Online degree programs, emphasize assistance with financial aid: federal grants, work study programs. Lobby the State Legislature and Governor to invest at least 50% of the budget in the Vermont State College System; enlist alumni, parents, students, community leaders in this effort.</p>
Academics	<p>During this restructuring process, the State should look at those academic institutions that presently and historically demonstrate the ability to educate and stay solvent. Two that come to mind and there must be others are; Saint Johnsbury Academy and Green Mountain Technical Career Center at Lamoille Union. These learning institutions seem to be funded and have a reputation of providing quality education that equips students to become the next generation of Vermonters who are practicing the education they received in the state they received their education. Perhaps the curriculum offerings should be geared toward supporting Vermonters and the skills they need to make a living in Vermont. Putting food on the table, a roof over a families head in a little, mostly rural state needs skills and an education that fits that economy. Vermont needs the trades as much as the technology. Vermont's agricultural opportunities are not sufficiently addressed in our college courses. I think paying people to come to work in Vermont misses the mark. Vermont should shift that funding to education curriculums that teach students skills that equip them to make a living in Vermont's unique economy. Identify Vermont's unique opportunities for making a living and educate the next generation to make a life in Vermont.</p>
Academics	<p>Who, besides the student benefits from their education, their employer. What if a move to have business and industry pay for tuition through a fund of some sort collected either by the State or Federal government that would at the very least support a student's associate's degree.</p>

Academics	I'm a graduate student in the counseling program and I think more use could be made of NVU's graduate programs. For example, why not use graduate student teaching assistants to teach entry level undergraduate courses? Graduate students could receive funding toward their schooling and you would still save on the cost of instruction.
Academics	Now that so much educational activity at all levels is being done online, perhaps the NVU system could develop programs for educators to expand their skills and programs for this type of education/learning. Parents of young children, teachers at all levels, educational assistants, etc. could benefit from better skills, understanding which kinds of programs, lesson plans, visual elements, etc. succeed in reaching the goals of a traditional classroom online. This could be a way of enriching the educational community and bring financial security to the NVU system.
Academics	I suspect many steps will need to be undertaken nearly simultaneously. Here are a few that come to mind, some quite modest, as possibly deserving of action. Data and reportage: A detailed cost (direct and indirect) - revenue analysis, if it doesn't already exist, is immediately necessary for all programs. This would provide a workable replacement for the much - maligned and flawed, but indispensable, Appendix D from the previous VSC Policy 101.) In such an analysis, General Education should be treated as a program. The analysis should be one source of information for decisions about program sustainability, relocation, curtailment, or shuttering. New data indicators should be developed that take into account a wider range of students than the federal cohort, and that measure the true success or failure of NVU in seeing students through to their goals. An institution's story is told, partly, in numbers, and traditional indicators distort and underplay NVU successes. Students and programs: Vigorous efforts should be continued (or made) to increase the percentage of Vermont high school graduates who go on to college. It should be easy to set a target increase, if one doesn't exist already, and to determine the resulting revenue gain, if the percentage increase is achieved and NVU gets its share of additional college-goers. Continued emphasis should be placed on attracting, and expanding the number of, Early College students, all the while recognizing this as a sensitive issue for area high schools. Retention gains are key, starting in the critical first year, but continuing throughout NVU students' undergraduate careers. Reimagining the content, delivery, and staffing (only by the best teachers) of gateway courses is key to early student success and retention. Using Title III funds, a partnership with the Gardner Institute should address gateway courses. Career education for all students should be reimagined and begun as soon as they begin at NVU. Governance and funding: Obviously there continues to be a need to advocate for rebalancing PK-12 vs post-secondary funding. The same is true of UVM vs. VSCS funding. While structural (and other) changes are needed at NVU and other VSCS institutions, the same is true of the chancellor's office. I can find no compelling reason, at this critical fiscal juncture, to support a chancellor for such a small system or a system chief academic officer. The office of the chancellor could be greatly reduced, probably limited to serving financial, technological, and legal support functions. The Council of Presidents could select one of their own to represent them, as could the provosts, following the model of faculty's electing a peer as chair for a specific term. This would necessitate a new, or at least newly invigorated, BOT serving a vigorous advocacy function. It may be time to spark reconsideration of the issue of VSAC portability.
Academics	It seems to me that NVU is well placed to create new courses that combine science with community involvement, either through service learning or community-centered science projects. Such courses would build additional community support as well as educating students. NSF is a good source for funding pilot or full-blown projects.
Academics	1.) Collaborate with VTHITEC which are VT and NH businesses that provide training for prospective employees to be directly hired into their companies like DHMC. Job training has included information technology, Medical Assistant, underwriting in auto dealerships. Check them out! We need many more training opportunities that feed our employers. Make NVU Lyndon/Johnson/VTC educational sites for those training programs. 2.) Offer Associate degree options for current bachelor degree programs so students will return that have started and recruit new students we can get in and out in 4 semesters. They may matriculate into 4 year programs. 3.) CCV in St. Johnsbury needs to be integrated into NVU campus. Close the CCV building in St. Johnsbury. 4.) Decentralize VSC in Montpelier and spread those positions back into the college campuses. Shut that building down. Shut down Newport CCV and provide increased RCT transportation and shut that building down. 5.) Go to trimester, low residency options with whatever majors are possible.

	<p>6.) Eliminate general education credit requirements and work toward 3 year bachelor programs.</p> <p>7.) Collaborate with the state and community to use space year around for hosting athletic, academic, tourism. Cultural, music and artisan events. We use to do Elderhostel for example. Our campus should be making money when we aren't in session.</p>
Academics	<p>1.) Eliminate low-enrollment programs. 2.) Slim down or dissolve the chancellor's office. 3.) Raise funds. My thought is to have an online auction open to public. Items would be donations from the greater Lyndon/Johnson communities. 4.) Offer early retirement for staff/ faculty that are at or within 5 years of retirement. 5.) My personal opinion: a. Johnson campus should focus on/ expand PreK-12 Education, the Arts: Music, Language, Visual, and Mental Health programs. We should try to bring back the Physical Education program again. b. Lyndon campus should focus on/ expand Atmospheric Science, MBI, and Criminal Justice programs. 6.) Invite alumni and parent ambassadors to recruit at college fairs/ events across the US. 7.) Expand recruitment travel frequency and territory. 8.) Aggressive marketing on programs that are unique within our institution, such as: Atmospheric Science at Lyndon, NVU online, WAM program at NVU-Johnson, Outdoor Education Programs. 9. Move nearby CCV campuses to the NVU-Lyndon/ NVU-Johnson/ VTC Randolph campuses. 10. Lowering in-state tuition, if only by a small amount, will make the programs tremendously attractive! 11.) Offer an MBA program at NVU, as none of the VSC campuses offer it yet. We have an excellent B.S. in Administration program, which students could transition from. 12.) Offer more certificate programs- with easy access for adults without big, expensive, long-term commitments. Some certificates could include Non-Profit Management, Data Management, Project Management, Small Business Management. See full document: https://drive.google.com/open?id=1SNbJelX2Lxd1OQGErdEWzfgkixMY-tEw</p>
Academics	<p>Let's work to make explicit - in our Mission, our Vision, and our work - the value of a liberal arts education - specifically, a practical liberal arts education. Students and their families are eager to understand the path from college to employment. There is a fair amount of misinformation regarding the value of a liberal arts education. We need to create, own, and live a narrative that includes: A liberal arts education at NVU has practical value; experiential /practical liberal arts at NVU prepares our students to engage in the world and in the world of work; at NVU we unite the rigor of traditional liberal arts with volunteer opportunities, internships, faculty guided research and other ECE opportunities; at NVU we teach our students to think in ways that strongly align with preparing them for specific types of jobs/careers; and NVU our liberal arts will promote personal growth and professional opportunities. We can do this without compromising all that is creative, empowering, and grounding in our liberal arts at NVU. Years back we briefly discussed the work at work at Wagner College in Staten Island where they lead with - The Wagner Plan for the Practical Liberal Arts. Let's revisit.</p>
Academics	<p>Consider offering a "real" (full, authentic) summer semester, not "just" an assemblage of courses, support services, and occasional events. The institution would go year round and, upon negotiations with the unions, faculty, and staff would serve, on a rotating basis, for two of the three semesters per year. An alternative would be a non-traditional academic calendar: April-December, closed Jan-March. Students would make full use of the campus during the fall and summer months.</p>
Academics	<p>My daughter is currently in her first year of medical school and what we learned on her way there might be of value here. Every school she applied to (six in total) had almost 10 THOUSAND (or more) applicants. Of those applicants, each school only accepted around 130 students (her class has 124.)). Even if you are cynical (like me) and assume that 8-9 THOUSAND of these students do not have the qualifications to get into med school it still leaves approximately 1 THOUSAND students per school, per year who ARE qualified and don't get in. It seems to me that with NWMC in the area, NVU would be a perfect fit for some medical school to set up a satellite campus there. Before anyone says that it could not compete with UVM, please know that UVM has a satellite campus in Connecticut and one in Florida or NY (I think). With the country screaming for doctors, it seems like this might be a way to attract smart, motivated students who pay very high tuition rates (trust me on that one) to the state (and potentially keep them).</p>

CONSOLIDATE CAREER TRAINING, NOT SCHOOLS. Employers on tight budgets prefer "Jack of all trades" to "expert in one thing who can do little else." Fire departments no longer hire firefighters; they want paramedics with firefighter training. Apply that concept to the way NVU trains people for careers. As we try to recover from the COVID crisis, individual PSYCHOLOGICAL and FINANCIAL situations will determine the future. Even if there's a cure, there's going to be a lot of isolation-related PTSD, city-related PTSD, and unresolved grief when this is done. The upscale trend in higher education, which I noticed on a return visit to UNH last year, seems to be falling away quickly. I see news headlines about schools reducing tuition. Upscale is probably going away for a while, but that doesn't mean good instruction has to. I visited the web sites of several states to see what their pandemic restrictions are. All of them listed "Weather Forecasters" as essential workers. They listed news reporters too. Highlight your programs that lead to "essential" work during an emergency. Put warning symbols on degree fields that may be declared "non-essential" and add a component of "innovative contingency planning" within those programs, to find ways that more people can keep working in a future emergency. Consider recent trends in many fields: Less time in the barracks, more time in camp. Less time in the camp, more time in the trenches. COVID-19 seems to have attacked the traditional crowded indoor environment the most. That will only speed up those trends. The new era we've just entered will have new job descriptions that require new degree programs. There was no such thing as a "TSA Agent" before 9/11.) Degrees like "Workforce Infection Management" will probably appear in college brochures soon. NVU is small enough react quickly be among the first in the country to offer the latest. The future is smaller groups in the open air using smaller, lighter, more powerful technology and mobile work spaces. Emergency medicine has been trending that way since the first civilian paramedic program in 1970. Now they're doing ER work in peoples' living rooms. Before COVID-19 hit, people were already bored with the traditional weather report because they'd become addicted to storm chasers live streaming from HD dashboard cameras. COVID-19 is now showing the world that we can do A LOT more from our homes, backyards, city streets, cornfields, and mountaintops than we ever thought we could. OFFER DEGREE OPTIONS THAT COMBINE METEOROLOGY WITH EVOLVING DISCIPLINES: Journalism, emergency management and firefighting, psychology, public health, internet-only delivery, solitary broadcasting and content creation, and makeshift/mobile studio creation. Consider trends among the street-level people, like interest in gardening. People have now seen how quickly their normal food source can dry up, and they don't want it to happen again. They ask questions that didn't matter in January: "Why are my supermarket apples grown in China? Why not New England?" NVU needs to capitalize on Vermont's reputation for local products and business owners who are also your neighbors. Nations are re-thinking the importance of borders. Frightened populations want to see them stay more tightly controlled, and consumers know that will affect the global supply chain. There's a lot of talk about urban and suburban gardening. Perhaps offer some training in that, and combine meteorology with it. Consider offering a program in emergency management that includes FEMA certifications like PIO, Haz-Mat, Tornado Awareness, etc. Make individual courses available to first responders for a flat fee. Send the course flyers to the state's fire academy to make sure all the seats get filled. Offer degrees that combine meteorology and emergency management. Consider working with the National Fire Academy and the National Disaster Preparedness Training Center. Offer transfer credit for FEMA and NFA courses. Offer a remote-learning "internet meteorology" program that prepares students for working in an all-online medium. Include web site creation, studio creation and function, blogging, forums and social media, mobile live streaming, and solitary live-streaming from non-studio environments with minimal equipment. Can commonly-available lamps and household settings create a professional on-air presence when necessary? What about street lighting, car headlights, flashlights and urban backgrounds? Also include coursework in solitary content creation and delivery, wherein the meteorologist is doing all the work that TV studio support staff would normally do. Offer a remote learning broadcast meteorology program that focuses on the skills necessary for the job. Today's society wants more experienced doers. Research labs want deeper thinkers. Everyone wants easier-to-understand communication that doesn't insult anyone's intelligence. That said, review programs with an eye for what's worth the most in the real world. Eliminate wasteful instruction by helping students identify which side is right for them: Research and development, or applying the latest? Let each one take just enough of the other's coursework so they can understand each other when they interact and learn more if

	<p>they choose to. Review ALL programs for coursework that can be CUT without affecting the student's future job performance. If the entire school is in financial trouble, isn't it better to cut "non-essential" learning from individual programs than to cut entire programs?</p>
Academics	<p>There is nothing original about online learning, but I personally would recommend an on-campus experience for anyone attending college. It's about the community engaged in and the interactive experience outside the classroom, as much as it is inside the class room. However, I recognize that there are those who may not think so in the same way, or because of their specific situation, just can't see their way clear to do that but will gain from a college education. Find a way to offer the online class, in addition to the on-campus experience. Online doesn't have to limit the faculty to those on campus or even in the state. There may be a part of the curriculum that requires some portion of the education, in person and on campus. I think you still need a way to connect student and professor, personally. Even connect individuals personally, via projects and writing exercises. There are so many tools today, we didn't have in the 70s (MS O365, Teams, Googled, Lotus Notes, etc.). The key is not to lose the culture of collaboration and hands on experience the LSC was known for, and I hope, NVU is still known for. That is being able to engineer practicums and work experiences as part of that educational experience. There is a sound bite I return to every so often, "Don't let the classroom interfere with your education." Find ways to bring that educational experience to those, both on campus and off and even remotely.</p>
Academics	<p>Expand master's programs. This could bring in even more student interest and bring back alumni looking to further their careers. Especially online master's degrees. Also, graduate assistance positions could help save money, by paying these students to teach freshmen courses, and encourage students to come. Have LNA certification classes on site, these positions are highly sought by nursing homes in the area. This can also help high school students looking for something other than college. This should/could be expanded all over the state, combined effort from all VSCS schools. Restart the EMT program, on the Lyndon campus this was once very popular. We have Lyndon rescue on site, why not use that to our advantage. If we can get students to the colleges they are more likely to stay and expand their education to a higher degree (LNA to nurse).</p>
Academics	<p>I believe that the one-campus idea needs to be explored, or perhaps specialized campuses. One undergrad residential campus may be all that Northern Vermont can support. It seems to be the case. I am not certain however that the other campus would need to be shut down completely; perhaps the second campus could be where graduate programs and continuing education programs are located, or more job-training or career-certificate programming. If one of the campuses does not have an undergrad residential component, it would cut down on the need for that infrastructure, but could still provide community access to education through telepresence functionality. Especially if a CCV location arrives at that campus. I am not advocating for either Johnson or Lyndon to be the nonresidential campus - there would have to be serious analysis about which is more suited for what - there would still be an availability of education for whichever area does not have residential. And I believe that while undergrad numbers may be stagnant or expected to decline, graduate is an area where growth is possible, and a campus focused on that population, without the expenses of residential life, could help fund the survival of the university of the whole. A graduate/PD campus would not need on-site advising or athletics, and limited food service and other support. I also am going to contradict myself about residential, because I know from my experience working with graduate students at Johnson that there is a demand for graduate student housing. However, this would not need to be like undergrad residential programming with dorm staff, and activity programming, and other services or whatever - graduate students just want apartment-type living. It could be a strict landlord-type system, so the university makes money off the buildings but only has to outlay for typical maintenance, which they would have to do even if a campus was closed if they don't want the buildings to rot. If the decision was made to maintain two campuses, then I believe that the non-gen ed majors need to be consolidated to one campus. Both campuses will need gen ed courses (history, science, etc.) and those will need to have a presence on both, but majors like education, business, exercise sciences, sociology, fine arts, and etc. should be restricted to one campus to reduce overlap.</p>

Academics	<p>Create/expand academic programs to address pressing societal issues and needs. 1.) Johnson already has a counseling program in addiction treatment. Significantly expand and strengthen that program and combine it with a residential treatment/rehab center based in one of the campus dorms. The academic program would be cited here as well. State and insurers would pay for the treatment; students would receive practical, real-time experience; and the state would reap the benefits. 2.) In light of the current coronavirus pandemic, there is likely to be keen interest in programs around emergency planning, crisis communications and public health. In terms of public health, there would need to be a master's degree as well. This could be based in health sciences and focus on research. 3.) Consider a program in gerontology, with work experience baked into the program and direct-to-employer career path. 4.) Use part of one campus (Lyndon?) to provide housing and workforce training for New Americans and new immigrants (the college could sponsor some?) who commit to staying in Vermont and working here for X number of years. Programming would include ESL, cultural competencies for American society, the US system of government (dysfunctional as it is), etc. - maybe a citizenship component as well. There might be funding possibilities through the Dept. of Labor. 5.) During the summer, turn one of the campuses into a (relatively) high-end wellness and weight-loss resort, with programming, personal training, cooking classes, excursions, etc. See http://www.oprah.com/world/exploring-the-new-generation-of-weight-loss-spas/all</p>
Academics	<p>Reimagining NVU for the new world. In Vermont we live with the land and seasons. Our worldview is holistic and community centric. We are rural and fairly physically isolated - we have space to spread out and are safe. We use technology in really smart and beautiful ways. We can use these qualities to market ourselves to the many students who are looking for safety during this pandemic. Many young people, and especially young people who may be inclined to attend school in Vermont, are yearning for a world in which community, wellness, and a new sort of economic system can thrive. We are the perfect school system to be part of this new birth. I see us using all of this to market ourselves, building programs in organic, small scale agriculture and agricultural engineering (we have the land), potentially medicinal herb farming (CBD Hemp, tea, etc.), holistic health (herbalism, ND, etc. - building on our wellness and alternative medicine program) social justice, alternative energy, green housing, using art and technology to support ourselves and our communities, public art, etc. There are a lot of economic opportunities for the school here, it all fits into our existing degree programs and general tone, we have a lot of land to use, and it would be a huge draw for new enrollment.</p>
Academics	<p>https://drive.google.com/open?id=1jVmqb4fH4tS-nNVQZ3CSvoJFY6nCwBDe</p>
Academics	<p>Replace the Environmental Science Program at NVU-Johnson with an Interdisciplinary Sustainability program that would serve a wider range of students with interests in sustainability.</p>
Academics	<p>Offer more courses in hybrid models and models more accessible around the state for commuting students. Make it possible for Burlington and Central VT area students to complete a BA more easily through NVU (e.g., partnering with CCV and VTC, to help students).</p>
Academics	<p>https://drive.google.com/file/d/12kusxchSYG2tjWj3HzO4Qvzj6ecyEFdl/view?usp=sharing</p> <p>I propose eliminating the current "structured" General Education Core Curriculum and instead allowing students full flexibility in choosing their math, science, writing, arts, business, social science, humanities, courses to complete the liberal arts and general education mission for the following reasons: 1.) A structured Gen Ed serves as an impediment to students completing their degrees and/or being retained. It also results in low achievement when students are required to enroll in courses that are of less interest to them. Allowing them choice across the academic disciplines would likely impact achievement, retention, and degree completion. 2.) ALL college courses at a liberal arts institution should fulfill a general education mission. Otherwise they serve no purpose. The selection of specific courses as meeting gen-ed requirements is based on subjective and somewhat arbitrary criteria. 3.) Other highly reputable institutions allow students full flexibility in meeting their general educational requirements across the disciplines (MIT, Brown University, Pratt Institute, etc.). 4.) It would free up the course scheduling issues that result in significant conflicts for students in particular (but for faculty and departments as well). This means it may also prevent students from defaulting to NVU-Online to fill their schedules. 5.) It would allow departments and faculty to deliver their programs without being over committed to specific courses that constantly need to be offered due to the Gen Ed requirements for students, etc. 6.) It would distinguish NVU from our sister institutions in the VSC (as well as most other colleges) in a</p>

	<p>way that would make us much more attractive to prospective students. Eliminating the structured gen ed would allow students the flexibility to direct their education while meeting the liberal arts mission and to achieve at higher levels, and would likely increase their likelihood of staying through degree completion. I hope the Task Force will give this idea serious consideration.</p>
Academics	<p>As one further thought from me, I'd like to second a suggestion that appeared on one of the slides displayed at the kickoff meeting: For years I have thought (and conveyed) that, in light of the state's and region's demographic trajectory, a cross-disciplinary program in gerontological studies might prove valuable. Practically every one of the subjects NVU offers could lend itself to a concentration or course on an older age group and the process of aging. A few of many examples would be outdoor education and recreation, wellness, psychology, business, sociology, literature, health science, and so on. High-impact opportunities such as internships and research would be easily available. Students who would graduate, either with a major or certificate in the field, would seem to have ample career opportunities and be able to help address what will undoubtedly be a growth area in employment. A drawback, honestly, would be attracting traditional-age students toward a segment of the population often "invisible" to them, but I think that can be overcome with marketing and public outreach efforts.</p>
Academics	<p>A little background. I am a member of LSC 1970. I retired in 2016 following a 38-year career as a theatre professor. Among others, I'd been inspired by three LSC professors--Frank Baker, Mary Bisson, and Kurt Singer, all of whom supported my theatre interest. After I retired, I pursued another graduate degree to prepare for an encore career. I am now a gerontologist and in that role I am helping my latest alma mater, Virginia Commonwealth University, to develop an Intergenerational Studies office, which will combine the talents and resources of numerous offices and academic disciplines to address the phenomenon of population aging. I believe that given the shrinking number of 18-year old students matriculating at sites of higher education in the country (and the world), the bulging over 65 crowd in our midst, and in addition to a shifting emphasis on adult education globally, Northern Vermont University might be wise to adopt a page from this playbook. In an important address to the Japan Conference to Promote Intergenerational Programs and Practices hosted by Uniting the Generations in Tokyo in 2006, Professor Terence Seedsman of Victoria University made a compelling case for universities like ours to contribute to the "public good" by incorporating numerous levels of community engagement and multi-disciplinary approaches designed to advance knowledge, understanding, leadership, and advocacy associated with the promotion of intergenerational relations. The need for universities to take up this challenge is brought on by demographic changes, rapid global modernization, social forces transforming family life, and more frequent displacement of persons through disruptions such as natural disaster and warfare. Further, Seedsman argues that "the long-term survival and reputation of higher education institutions will be dependent upon how well they link their teaching and research activities with external communities in mutually beneficial knowledge exchange relationships" 1). Such a commitment on the part of the university will enhance the role of the institution as a force for building social capital and will represent "an essential performance indicator of academic excellence and accountability in the 21st Century university" 2). Ramaley (2005) has observed that community-based collaborative partnerships are an increasingly prominent feature of a university's remit, one that generates reciprocal benefits and represents a form of complementarity characterized by shared goals, agendas, and definitions of success "that are meaningful both to the university and to the community participants" (Seedsman, 2). Engagement along these lines (and I'm aware that VCU does a lot of this already) could well include numerous intersecting themes (Seedsman, 3-4). These might include building intergenerational concepts and theory into social science curricula, connecting students with community-based programs, highlighting (in family studies and developmental psychology) recently shifting family patterns and relationships (and the changing ecology of home, neighborhood, and community that result), cultivating cross-cultural perspectives on intergenerational relationships, addressing the impact of migration on family and community structures, encouraging community development and capacity-building, launching mentoring programs in schools (all levels), developing programming to advance community health and well-being, and (in light of the current pandemic) exploring intergenerational approaches to trauma, loss, and grief among families and community. Universities should commit to influencing policies related to aging because older adults in greater numbers remain healthy and productive; many</p>

"seniors" wish to remain employed and the academy can help them to prepare for encore careers (I am a perfect example). The university can play a leading role in the creation and administration of academic and training programs for adult learners and can influence change by promoting lifelong learning (including learning in the workplace), assisting mature-age career transitions, mainstreaming rather than segregating older individuals, and assisting employers who harbor stereotypes about the capacity of older adults to learn new skills or adapt to workplace changes to overcome their prejudices. Riley (1992) contends that "structural lag" is at work in many institutions and workplaces, including higher education, and retards progress. The concept of structural lag refers to the fact that organizational adjustments and social opportunities have not kept pace with the rapid changes that continue to occur in society at large but could do so by establishing and strengthening networks in the community that recognize the value of older learners and workers. In this context, the opportunity for universities is to team up with government, industry groups, and professional organizations to stimulate educational initiatives and employment opportunities for older adults.

How a Co-operative Education Model Might Look. First, I realize this "big idea" is gestational, and probably that is why it was so abstract at last week's presentation. No examples were provided to bring the concept into concrete focus. This will need to change because the feedback I am getting suggests this concept remains opaque at a time when clarity will be needed to sell this. To that end, I offer a few examples of how this disruptive model could be explained although I imagine these have already occurred to you. Considering first NVU Johnson: Certainly, we've already got a partial model here with both the Education and Psychology programs, each seamlessly progressing from a BA to an MA. For education, graduates of that trajectory populate Vermont's classrooms at primary, middle, and secondary levels. It would not be much of a stretch, perhaps, to enhance programs with additional student teaching or paraeducator positions with pay and additional credits. I realize that here, as with the counseling programs, there are licensure issues that must be considered. It might be time to revisit placing a day-care center in McClelland, providing both curricular opportunities for students and a much-needed community resource. I remember when we had such a program down in McClelland, and with more community support, it could benefit everyone. For psychology, graduates with an MA in counseling serve as resources for a variety of mental health needs in the state, so perhaps NVU could articulate further with agencies such as Howard Mental Health, Vermont Department of Mental Health, Franklin County Mental Health, Washington County Mental Health, Second Spring, etc. Given the context of the opioid scourge in the state, NVU-Johnson could well build a flagship program in substance abuse counseling, maximizing the potential of the former SNHUS's counseling program. It seems the academic infrastructure is already in place to form these partnerships. As a new focus emerges with NVU-Johnson's science programs, partnering with a variety of state environmental and natural resources agencies could greatly enhance curricula and accelerate time to graduation through credit-bearing paid internships in the summers. The Wellness and Alternative Medicine program, now Wellness and Complementary Medicine, continues to evolve, and another perfect partnering opportunity could be developed with a variety of health care providers throughout the state, from massage therapists, to chiropractors, to physical therapy practitioners and rehab programs based at SHAPE. Similar opportunities apply to our Health Sciences program, which also can meet important community needs. The point, again, is to create meaningful co-operative partnerships allowing students to learn and earn at the same time, while linking the university with the community so tightly as to make further assaults on the university's very existence unlikely. These are just a few examples of what a co-op model could yield. New programs like Data Science and Professional Writing, Editing, and Publishing could well find partnerships in both the private and public sectors as could our programs in fine and performing arts. Business is already ideally suited to co-op education, and community partners should not be hard to find on at both campuses. Over at Lyndon, a number of professional programs could easily transition to embrace the co-op model, including Atmospheric Sciences, Broadcast and Digital Journalism, Mountain Recreation Management, OELT, to name a few. Imagine Burke Mountain as an extension of NVU-Lyndon's campus. If we can build these partnerships into a comprehensive co-operative education model, the intertwining of NVU and its surrounding communities would be greatly enhanced as graduates of our programs continue to serve Vermont through their work in both the public and private sectors. Bringing some important area employers physically onto our campuses (as well as CCV) would make our brick and mortar infrastructure all the more relevant to the growing number of stakeholders this model would engender. Most important of all, our students will have the benefit of contemporary curricula and program designs at less cost to them and their families. This model would do nothing less than redefine public higher education in Vermont, with NVU leading the way. Underneath this all, however, is the question of academics overall. Will NVU-Johnson be able to retain its COPLAC designation or will we jettison our liberal arts mission? Would the role of the general education program become more important or less so as this new model is rolled out? These are questions I hope will be explored. Finally, I hope that should there be one voice speaking for this committee, it be an employee of NVU, preferably a faculty member. Obviously community buy-in is necessary, but without the students, faculty and staff onboard, nothing can happen. When it's time to unveil the proposal in more detail, I also hope that Elaine Collins is the one to do it.

Facilities	Currently, at Lyndon, we have two empty buildings that aren't being used: Gray House and the Old Daycare building. These buildings sit empty. I know of a person who used to work at the old daycare who is really interested in renting the old daycare to live in. This would generate some income that could help. Another thing that could be done is to move the health and counseling center to the campus itself. From experience, it is very embarrassing to be seen walking to the health and counseling center. If it was moved to be within the confines of campus center, it would be less embarrassing and would cut back on facilities cost. Sell the building to Lyndon Rescue and let them do what they would like with it.
Facilities	Duplicate CCV campuses should be rolled into their nearby VSC campuses in order to save on maintenance and lease costs. This will also help make use of unused space on campuses: CCV St J to NVU-Lyndon, CCV Morrisville to NVU-Johnson, CCV Winooski to VTC Williston, CCV Rutland to Castleton, CCV White River Junction to VTC Randolph (least likely). This would eliminate unnecessary duplication of Vermont State Colleges in counties ultimately reducing costs. It would also serve as a natural transition for students looking to go beyond the associate's degrees offered by CCV for non-traditional learners.
Facilities	If there is room at NVU Lyndon, I would suggest possibly sharing some space with CCV St. Johnsbury. This would allow the VSC to save money not renting the CCV building in St. Johnsbury. Also, it might help CCV students feel more comfortable continuing their education at Lyndon for their bachelor degree. Another idea I have, if there is space at Lyndon, would be to include the Chancellor's Offices at Lyndon. Again saving the money for the cost of their present space. This would also allow more access to collaborate with faculty to create greater ways to grow the VSC.
Facilities	I am going to take a more system wide approach rather than a school centered approach. I think there are several important things to look at throughout the entire VSCS. I would first cut down on the redundancies of majors/course offerings by capitalizing on the strengths of each school. I would then take some CCV satellite locations and move them to other campuses that are close to each other (i.e., CCV Morrisville to NVU-Johnson). This would eliminate the rental/facility costs. To further the reduction in facilities/rental costs I would move the chancellor's office onto a campus or spread them out amongst all campuses. I would also reduce the number of staff in that office. I also think we should be doing more recruiting. Another possibility would be to think about doing something similar to what NY has done with their state schools.
Facilities	An idea that I mentioned to Chancellor Spaulding during the 04/21 Zoom webinar was using the NVU campuses to host MFA residencies. After a little more research, it looks like this would likely only be suitable for NVU-Johnson's Studio Arts M.A., given that we don't have an English or Creative Writing graduate program. However, another option would be to market the NVU campuses for creative writing/art retreats. Depending on the structure and duration of these retreats (self-directed, guided by an instructor, level of accommodations), the price per participant can range from \$250-\$3000. We have an amazing panel of English and Visual Arts faculty who could provide input or, if willing, participate as instructors or hosts.
Facilities	Training academies for the VT State Police and the VT Corrections Academy currently lease training space from non-state funded entities (e.g., NVDA leases training space to the VT Corrections Academy). It should be required for state-funded entities like these to evaluate occupying space at VSCS facilities when available. Similarly, when various state agencies (ANR, AHS, AOT, etc.) are leasing space within (or adjacent to) the communities where VSCS campuses are, they should be required to ascertain whether space is available on the respective campus. Not only would co-location of training academies and state agencies be in the best interest of VT taxpayers, it may provide additional learning opportunities for students within the VSCS system.
Facilities	Open up the Johnson's college apartments for staff!
Facilities	Not a new idea, but one that I don't believe has been aggressively looked at or gone after, bring business and industry to parts of the buildings and grounds and develop academic relationships in research and development with business leaders, faculty, and students. Biogenetic research or cannabis (pharmaceutical) research. Bringing groups from the outside with similar interests or goals together in one place to reap the benefits.

Facilities	<p>Could a possible solution be on each campus select one or two dormitories and/or unused classroom buildings into condos for seniors? Not low income housing, but 900-1000 square foot apartments with a bedroom, bath, kitchen, and open living room and dining space. They could reasonably sell for \$250,000. There would be a monthly fee to cover heat, electricity and perhaps internet access. Use of the pools, gym and gym training equipment, tennis courts could be an extra fee. The residents could buy into the meal plans as well. There are not many retirement housing places for middle income seniors that exist in Vermont now. $20 \times \\$250,000 = \\$5,000,000$. $20 \text{ condos} \times \\$700 \text{ maintenance and utility fees} \times 12 = \\$168,000$. Extras - ? even \$100 a month is another \$24,000. Meal plan? \$10.00 for lunch or supper- 20 times a month times 20 people = \$4000. $\\$168,000 = \\$24,000 + \\$4000 = \\$196,000$ - for each campus almost a million in annual income not including the original purchase investment. A mortgage would be approximately \$1200 a month (not including a down payment of \$50,000), the monthly fees another \$800. It would cost \$2000. a month for residents. This is of course all back of the envelope figures, but it might indicate that there could be another financial stream to add into the solution of the money issues at these colleges. 500 people will lose their jobs. It will cost more to pay the unemployment insurance and health benefits than it would cost to keep the campuses open. Any of our high school students who were planning to attend classes at either campus will lose that opportunity. Castleton is the only 4-year institution that will survive and Rutland is not a daily commute for most students from their homes in the NEK. The threat of closing both of the campus of Northern University and VT Tech is an overwhelming assault on this economically disadvantaged part of Vermont, denying the surrounding towns the boost of spending from students, professors, staff, and visitors. This does not even address the absolute unfairness of depriving half of the state's college students an opportunity for a four year college education near their homes, denying the surrounding towns the boost of spending from students, professors, staff, and visitors and draining the support and lifeblood from the growing cultural scene in this area. Let's make a more far reaching plan that encompasses helps and enriches these several parts of our community. We will all benefit.</p>
Facilities	<p>1.) If you don't already, you should make it mandatory to stay on campus for the first year or first 2 years. 2.) Could you lease a building to a company, maybe a company that hires students to intern so it is a win, win 3.) Marketing - use the students for all graphic design, video - you already have the resources in house.</p>
Facilities	<p>Close Lyndon. Johnson is in a location close to Burlington and surrounding cities.</p>
Facilities	<p>Revenue generating ideas for Senators Hall: 1.) Use for year round professional conferences. 2.) Use buildings for year round hostel-like accommodations for visitors who wish to explore our beautiful state. We can attach this to an on-campus internship/learning component to NVU's business program. 3.) Use this building as housing option for a culinary tech program with local schools or as a partnership with Sodexo. 4.) Offer our campus as a weekend wedding destination and use Senators for housing accommodations for guests. 5.) Offer housing to graduate students who are taking week long or weekend intensive graduate courses.</p>
Facilities	<p>McClelland Hall: Move faculty/courses from McClelland to various unused offices on the main campus and use McClelland for: 1.) NVU Co-Working environment/office space. 2.) Conference use. 3.) Additional educational space for Laraway or Green Mountain tech. 4.) Rent the building for Town of Johnson professional services such as therapists/counselors, wellness services such as reiki, massage therapy. 5.) Rental usage to Vermont Studio Center for additional housing and/or artist space.</p>
Facilities	<p>Lyndon used to present summer institutes: meteorology (for weathercasters who wanted to learn more of the science); education; high school guidance counselors. The New England School Counseling Practitioner Institute was especially valuable because it brought revenue into the college in the summer, but more importantly, it exposed guidance counselors - influencers -- to the one selling point unique to NVU -- the campuses (one comment called it our special sauce). People want to come to Vermont to escape the heat of other places in the summer - PLUS they got continuing education credits - PLUS most of the time their schools paid for it - PLUS they went back with a ton of information from the Admissions office. I think with social media, which we didn't have as a tool back then, we could bring in people from all over the country, maybe the world (like Canada). And we can hype our natural propensity to social distancing. Our old promo</p>

	pieces used to say that in the Northeast Kingdom there were more cows than people and more trees than cows.
Facilities	I ask there be a transparent examination of how the VSCS, and other State of Vermont (SOV) Agency, money is spent on rented space. I would like to see us work together, as agents of our missions, to: STOP renting space, SAVE the space we have, and STRENGTHEN our future. What if we could utilize the existing physical (brick and mortar) infrastructure VSCS has to benefit all? In our changing world, this is an opportunity for collaboration, strengthening of programs, and a future with more educated and experienced stakeholders. To illustrate, I share just two examples: Does the Agency of Natural Resources (ANR) rent space for the St. Johnsbury Regional Office? If so, how might they utilize our physical infrastructure/space? This has the potential for allowing students to work directly with professionals in the field through courses, research projects, internships, etc. This partnership would not only benefit our programs; ANR programs and SOV's natural resources benefit from greater awareness, stewardship, and future leaders. Does the Department of Corrections (DOC) rent space for the Correctional Academy in the St. Johnsbury - Lyndonville Industrial Park (including housing and meals for trainees)? If so, how might they utilize our infrastructure/space, including housing and meals? This partnership has the potential for many benefits as we move forward. I strongly feel that we need to maintain our physical infrastructure/space to provide residency and direct learning opportunities for our future. STOP renting, SAVE the space we have, and STRENGTHEN our future.
Facilities	Educator forum for the summer - teachers are looking for continuing education for the summer - host a series of educator forums, 2 or 3 weeks at a time, open up dorms for teachers to stay in, dining and your faculty can instruct - charge for the forums to the high schools. Savannah College of Art and Design (SCAD) does something like this as well to model. For example, Graphic Design Teachers, Science, Math Teachers, etc.
Facilities	High school visiting college seminars - invite high schools to select students interested in attending college to attend a summer program at NVU where they gain exposure to the campuses, take mini college classes, sleep in dorms etc., giving them an opportunity to experience college, and serving as a revenue stream for both campuses
Facilities	Hosting of larger athletic events for high schools - high schools are limited in their spaces to hold larger tournaments etc., could NVU work with area schools to use your facilities and spaces to host larger competitions, tournaments etc. Your pool could be adjusted to allow for diving blocks for swim meets, etc.
Facilities	Over the summer have students and parents perform General repairs and maintenance to reduce cost.
Facilities	I didn't drive in college. I think it may be because I came late to driving that I look differently on having a drink or two and then getting behind the wheel, even if I am "legal" to drive. I do not do it. That being said, I do like to have a drink with dinner, or a beer at a concert, or when with friends. I take a cab, UBER, bus, walk, or stay at the hotel the event is being held at if I go to a wedding. You can't really do that at NVU at Johnson, there is no hotel within easy walking distance of campus, (meaning a block in high heels), no taxis or other transportation, and no hotel. That has made me decide not to go to a number of events held there. The drive on route 15 in after dark or as the sun is setting and you cannot see anything as you head west because of the glare is another factor. The school is offering a Business degree with a concentration in Hospitality and Tourism Management. As well as Proficiency in Accounting, and Small Business Management certificates, and a minor in Advertising. NVU at Johnson is in a position to offer their students real world experience running a business in one of the under utilized dormitories. Realistically it would be hostel style with shared baths, but that type of budget lodging appears too many people. There could be a shuttle service from BTV, and Amtrak, as well as an on call or hourly shuttle in and out of the town of Johnson. While school is in session meals could be purchased at the dining hall and a canteen area with snacks in the building.
Funding	On Facebook a few people mentioned that we should make ourselves more known to out of staters. We want more people coming into VT and if we can increase the number of students that are out of state then that would increase revenues. Out of state tuition is much higher so advertising to technical colleges in MA and other states is important. I know it takes money to advertise but I think it is an important step. Some people have also said that they are out of staters and feel unwelcome. We should change this.

Funding	My ideas are more for the college system as a whole. First of all, consolidate CCV's programs between NVU the other schools and put CCV Online with NVU Online. Also having a \$5 tax on everyone who is over 18 (aka working age) would help fund the college system as well. The Vermont State Government has also received stimulus money in order to help the education system, they can put some of that toward our colleges to help us for the next few years. If they do have to close campuses it would make sense to consolidate the colleges as a whole, moving the Williston campus to Randolph (which is larger) would help, consolidating NVU to either the Johnson or the Lyndon campus would be better than outright closing the school as a whole. This would also allow professors and students to maintain their education as well.
Funding	Dibden Center for the Arts is a highly underused space. A reminder, we house the LARGEST proscenium theater in the state. We should have it be used for more performances. Our partnership with Catamount Arts is valuable, but we need more. If we have more locals coming in to see events, they'll be paying ticket prices, and be willing to donate. With more performances, we also have more performing arts students and programs, which means more tuition money. We should also have more conferences on campus. We have the performance space, and Bentley 207 that can be utilized for corporate meetings as well which can bring in revenue.
Funding	We should lobby to legalize recreational marijuana in the state of Vermont immediately. The state should tax recreational sales of marijuana appropriately. The money collected from sales on recreational marijuana, can go to support the State College system. Vermont is a tourist state, the tourists will come and spend money on marijuana while they are here, it will raise millions and millions of dollars, in the state. It will also will help farming and farmers utilize their lands for profitable enterprise and create more jobs. In return the university system, could create programming and support to the industry. I would be happy to elaborate and I know there are many if not most in the community who feel the same way. I would also be happy to be the face of the effort.
Funding	Why not invite (thru social media etc.) people who are still working and might not "need" their stimulus checks to donate it to the VSC Revisioning Fund? There are lots of folks who have said they feel almost guilty getting this money when they don't actually need it and donating it to a cause that really does need it could be a good solution!
Funding	1.) Advertise your unique programs throughout the New England area (at a minimum). Look at the demographics for other parts of the country that you could tap into. Many students do not know about your award winning Broadcast and Digital Communications Program as well as your Atmospheric Science Program. 2.) Actively engage in discussion with legislators and government for an increase in funding to the VSCS schools. (I'm sure that this has been ongoing, but now this need to be stepped up for sure.) 3.) Look into the recruitment of international students - http://www.newoasisedu.com/ (not sure if they can give you recommendations for college age students). 4.) Consider running summer camps for school age students in the area. Athletic camps, Music Camps, Visual Art Camps, Programming Camps, STEM camps. 5.) Getting back to number 1, if the VSCS schools wants to fill their dorms, then a big priority will be to recruit outside of the local community. Marketing is very important....market to a broader area. High school college fairs, regional and state college fairs. 6.) Alumni relations are important. Consider a yearly reunion of certain numbered classes at a local location...Burke Mountain for instance. 7.) Have an NVU Spirit day online...solicit online donations. Send out postcards to alums letting them know that you are doing this. Post pictures from past years, have trivia questions for the alum to answer...obviously now is not the best time to do this but it could be a fun thing to do in the future! You may be surprised as to how the alumni will come through. Maybe you can take one of them and see what you get out of it. Thanks for all you do to make NVU what it is today.
Funding	I know that it would be a tough thing to pull off, but I think it would be beneficial to look to invest in athletics and recreation. It is a great boost in enrollment, and it is beneficial to the community. I could be wrong, but it seems like one of the reasons why Castleton was originally chosen to stay during the Chancellor's merger was their athletic program and their facilities. Castleton offers 28 varsity sports, which equals a certain number of roster sizes and is a huge boost in enrollment. A school that went about this method was Adrian College, where they were having trouble staying afloat and then their new president at the time invested heavily in athletic facilities and programs, and are now thriving. In fact, their president wrote a book called "Crisis in Higher Education: A Plan to Save Small Liberal Arts Colleges in America." Investing in athletics could be beneficial.

Funding	Every year we could hold a 50/50 raffle for NVU Gear or even better we could ask the community or restaurants to donate gift cards we can auction off as a raffle. We could host more community events other than athletics. Some ideas are like a mini kids carnival like we did for the students last spring which was a lot of fun. Maybe at some of the sporting events like soccer games we could do a 50/50 raffle during the game, do face painting for the kids who attend.
Funding	Eliminate the out of state tuition above the in state tuition if student graduates from NVU. With every donation to NVU of \$50 or more the donor will be entered into contest to win a car or truck hopefully courtesy of a dealer. Rather than refund student for meals and lodging apply credit to next year. State must freeze or reduce spending on K-12 education and divert those funds to NVU. Establish a lottery game where proceeds benefit Vermont State Colleges.
Funding	As NVU looks to its future, I think it is vital to start what we think northern VT, even northern New England, should look like in the next 30 years. I see a place that maintains its rural character, provides affordable and sustainable local services (food/agriculture, healthcare, education, construction, etc.) to the community around it. That community is made up of a wide array of folks, some of whom work in a niche industry(ies) that exports products, some who work online in a variety of fields, some are creative types. We, as a community now, need to identify and bring in (or grow) businesses that will be net exporters of products, which will import cash to our economy. This used to be natural resources - logging and dairy - those may still provide value, but are not enough anymore. The government needs to bring competitively priced high speed broadband to the region to facilitate the online job market, as well as invite the right businesses in. Grads will also create business - why isn't Lyndonville the weather forecasting capital of the world (The Weather Channel could realistically exist anywhere). What I think NVU needs to identify how it will educate people for all of these jobs, and lead the way in catering to some industry that will provide jobs here, then fill in all the rest around it. NVU's product, educated people, needs a local market that will drive demand. Green energy - can we make rooftop solar panels for the world in Johnson? Should we help make mountain bike parts in Burke? How do we get (and keep) these businesses here? Tourism and teaching aren't ever going to be enough. Increased funding from the state will be nice, but as a taxpayer without children, it is getting mighty costly to educate everyone else's children - no model for increased funding will be sustainable in the long term. As such, I think narrowing the breadth of NVU offerings at each campus and increasing the depth will be valuable. Consolidate degrees so they only exist at one campus or another, strengthen internship models to create bridges to industry, government, etc. Get to the point of terminal degree programs (can we grow exercise science to provide eligibility to sit for a license as a healthcare provider of some sort?). Be ready to pivot based on the needs of VT businesses. These are hard times that call for a shake up and decisive action. I've read, with some dismay, a pile of faculty emails about free tuition and a basic maintenance of the status quo. I agree that we need to dream big, but there need to be doses of reality. Education, like healthcare, is a strange governmental-pseudo-business that needs to be deeply rethought. I would encourage getting out of academia for a significant part of your planning.
Funding	Instead of a blanket request for donations from alumni, target for specific amounts based on number of usual givers and specific goals. Employees who have reached the age when they can apply for Medicare and are still working could save the colleges money by signing up for Medicare and using the college's plan as supplemental. I understand union contracts, but this may be low hanging fruit for contract negotiations.

	<p>Summary: Cooperation of all struggling liberal arts schools in VT and use the new resident incentive grant to bring out of state students here... I listened to the whole marathon Zoom meeting with Chancellor Spaulding earlier this week. I am much relieved that more time will be given to the problem. I graduated from Marlboro College. The moving, articulate, and emotional testimony from NVU students, staff, faculty, and community members sounded exactly like what we've been going through at Marlboro these past months. The same arguments on both sides. The same claim of too few students, not enough money. The same questionable motivations and surprise strategy from board and administration. I am not in favor of Marlboro handing all assets over to Emerson College in Boston, and I'm not in favor of closing much needed higher ed in Northern Vermont to reduce and merge with Castleton. Why not partner with Marlboro? If Marlboro is just going to disperse it's assets to an out of state entity, why not dissolve it into the state college system? For that matter, what about Goddard too? Or is there a way that all of the beleaguered liberal arts schools might pull together and create a sustainable education system? Give that \$10,000 bait payment meant for new residents from out of state to students who want to attend a VT Liberal Arts school. Students who fall in love with Vermont during college often stay and build lives here. What better way to achieve the goal of repopulating Vermont with young people? Also, it only takes one uneducated generation to crash Democracy. We can't afford the dumb idea that "not everyone should go to college." If a person has the ability and desire to learn, they should be encouraged to do so, lest we permit the re-development of a servant class. I graduated from Marlboro College. The moving, articulate and emotional testimony from NVU students, staff, faculty, and community members sounded exactly like what we've been going through at Marlboro these past months. The same arguments on both sides. The same claim of too few students, not enough money. The same questionable motivations and surprise strategy from board and administration. I am not in favor of Marlboro handing all assets over to Emerson College in Boston, and I'm not in favor of closing much needed higher ed in Northern Vermont to reduce and merge with Castleton. Why not partner with Marlboro? If Marlboro is just going to disperse it's assets to an out of state entity, why not dissolve it into the state college system? For that matter, what about Goddard too? Or is there a way that all of the beleaguered liberal arts schools might pull together and create a sustainable education system? Give that \$10,000 bait payment meant for new residents from out of state to students who want to attend a VT Liberal Arts school. Students who fall in love with Vermont during college often stay and build lives here. What better way to achieve the goal of repopulating Vermont with young people? Also, it only takes one uneducated generation to crash Democracy. We can't afford the dumb idea that "not everyone should go to college." If a person has the ability and desire to learn, they should be encouraged to do so, lest we permit the re-development of a servant class.</p>
Funding	<p>You need to host a huge running weekend as a FUNDRAISER. Marathon/half marathon in either fall, spring, or summer. Pull out all stops for advertising and attract people from everywhere. Charge for housing in dorms. Sell things. Get sponsorships. Make this as low cost to the college, but an opportunity to draw people in to the most beautiful college campus in the northeast! Lyndon State College, that is!</p>
Funding	<p>Hello, Congratulations! As a Vermont resident I feel it's vitally important to offer a robust state college system. One idea I have to garner extra funding is to sell - or better yet, rent out - any non-essential buildings on either the Johnson or Lyndon campuses. It may require some consolidation, sure, but it's a lot better than consolidating everything to Castleton.</p>
Funding	<p>I would like to understand the underlying basis and source for funding today and the components of the expense and revenue streams the funding must support. I know the College administration has not only focused on the financial issues, but has done a very good job making improvements. I have a particular interest in the revenue side and only offering a fresh look.</p>

Funding	<p>1.) THIS IS AN ELECTION YEAR. Make State College funding an issue in every state and local election. 2.) Change the narrative. Jeb's narrative is that these schools are failing. He's wrong. By every benchmark, he is wrong. Talk to President Collins. She has the receipts. 3.) Host Gubernatorial debates at Dabben and Alexander Twilight. Televised live. With statewide media. Make sure the media address NVU and VTC in the election. Make these politicians make concrete commitments for funding. 4.) Listen to President Collins and her staff: Someone asked the BOT why NVU has not done more recruiting in other states. They couldn't answer. These are the facts: Dr. Collins HAS increased out of state recruiting. She's conducted national demographic studies identifying areas of the country with high number of junior and senior high schoolers and targeted those markets. She's had a lot of success with it. BOT seems to have no idea. Jeb has no idea. Couldn't or wouldn't talk about her success. Dr. Collins has met every benchmark that's been set before her. BOT isn't telling the full story. It is a story of success. 5.) Legislature must identify a long term funding source - PILOT has the local option tax. Transportation has the gas tax. Education has the property tax. We need a funding source - pot, liquor, rooms and meals, highway mileage, sales ... whatever it is, we need a funding source. Yes, this is worth raising taxes for. 6.) Board of Trustees and Chancellor need to be ambassadors and advocates - Legislature was broadsided by the Chancellor's letter last week. Commerce is always coming to towns asking how they can help. Secretary of Commerce didn't know about the closure plan. Why were they not involved with this? Failure of Chancellor and BOT. 7.) Move Morrisville State Offices onto campuses. CCV, Health Dept., DCF, Dept. of Disabilities Aging and Independent Living, Family Services ... all of these departments rent offices in Morrisville. Move them to NVU Johnson. 8.)) VEGI Incentive Program - millions of dollars are spent on this and Auditor Doug Hoffer has shown that there is no proven ROI. State Colleges have a proven ROI. State colleges are more important than corporate tax giveaways.</p>
Funding	<p>Instead of having to refund students for their time off campus this year, all returning students should be asked to apply those funds to the coming year. It will still reduce income to residential life in 2021 - but it would eliminate having to spend the actual dollars we don't have on refunds that would not be necessary. Rolling these funds into residential life, meal programs and any other alternate programs or fees would keep the dollars in house.</p>
Funding	<p>Many colleges right now are offering a discount or in some cases free tuition to attract students amid COVID-19. Enrollment is obviously front and center right now. I think we should consider offering free tuition and a discounted room and board rate for the first semester to any new incoming first year student or transfer. This would ramp up the conversation among families about whether to send their sons or daughters to school following high school. It would also get those students who attend other schools out of state who are now back in Vermont to ask themselves a question. Do I go back to my college or do I stay home and attend one of these schools at a discount for my first semester. Everyone is looking for a deal and this would be a way for us to bring our numbers back up. We most certainly would take a financial hit because of it, but we would get the students through the door and honestly, we're going to take a hit in the Fall anyway. Right now, we may not get the students at all. If we add this kind of incentive it could provide the turn around we need in a very short period of time to get our numbers up.</p>
Funding	<p>1.) I do have some ideas to explore. One would be for all the state colleges to become one university, including UVM, but NOT under UVM. All would be equal and one board of trustees would cover all. All unique features of each college would be saved. I do not know the financial savings involved, but Connecticut did this many decades ago and all the smaller regional schools are still open. Someone could consult with them to see how they accomplished it and how effective it was in saving overhead costs. 2.) The other idea could truly be an answer. Bring CCV onto your campus to share the physical facilities but retain their name. You could consolidate many of the basic courses where you have students from both colleges in the same classes. They would rent space from you and close down the Morrisville location. They would still have support staff to some degree. If CCV moves onto the closest regional school near them it could boost all the campuses, bring in increased enrollment, and increased revenue from the cost of their current facilities. CCV would maintain their name and tuition and students would still be students of CCV, not the campus they are sharing space with. I do not know specific costs for both entities but this is something to be seriously considered. CCV students already live close by to commute. Keeping</p>

	the names separate allows both entities to maintain their enrollment qualifications, tuition costs, and unique features for academic excellence status.
Funding	Consider using income sharing agreement to help reduce student debt. https://www.insidehighered.com/news/2019/09/26/two-emerging-players-isas-deliberate-and-different-approaches
Funding	1.) To retain students: keep tuition/housing rates the same for AY20-21 and beyond until they graduate. 2.) To attract incoming out of state students offer in state tuition rates for AY20-21 and beyond until they graduate. 3.) Free text books for students. 4.) No raises for NBU employees.
Funding	Establish a mechanism to crowdsource program-specific scholarship funds. Allow faculty to lead these efforts, with some guidance, to build upon existing department-level initiatives. For example, The Climate Consensus, which is a climate change education and outreach group housed in the Atmospheric Sciences Department at Lyndon, has established relationships with community members and organizations around New England, and has thousands of followers on social media. The work of this group has been published in the peer-reviewed literature and has been commended by a growing group of concerned citizens, some of whom have inquired about how they can support our students. We need a quick and easy way to collect money from the community that will go directly toward the students who are involved in this work. Such community-funded program-specific scholarships will (1) promote the innovative work of our departments, (2) attract students from around the country through advertising of scholarship funds, and (3) strengthen ties between NVU and the community by working together to address common issues.
Funding	1.) Cut down overhead costs such as very top heavy administration costs and supply budgets. 2.) Keep nationally recognized programs in tact (for example, Meteorology and Exercise Science program at Lyndon). 3.) More targeted advertising and make more recruiting visits to local high schools. 4.) More state support (we know we are 49th out of 50 states in support for state colleges in the US). 5.) Work to lower costs of retirement funding or at least stop adding to these costs going forward. 6.) New students have to be assured that these schools will be here for the next several years at least. 7.) Implement Governor Scott's idea to close campuses in Chittenden County instead of closing much needed resources in the Northeast Kingdom.
Funding	Many colleges are now offering discounted tuition for students up front. One idea is to reverse this model and offer students "money back" upon graduating, if they complete their degree in 4 years OR if they live on campus all four years, for example. Perhaps they could be granted a 1-semester refund. This would work as a retention strategy. It would also provide students with a financial "start" upon graduation. It seems that the financial cost-benefit could be fairly easily calculated based on current 4-year graduation rates. This would also be a powerful marketing strategy, in part because it would be unique to NVU.
Funding	We should be lobbying Congress to include in the Heroes Act funding for public colleges and universities immediately.
Funding	https://drive.google.com/open?id=1bTJvNZy3abbN60IVE5qSqLm_esfVJbS6

The vision that I want us to consider is this: A core k-16 Vermont education that is guaranteed to anyone who is qualified. I want us to design a system that begins with the development of the core class of NVU 2030. These are Vermont children who are now 8 years old and in 3rd grade. Their parents are in poverty. One of their parents is in jail. They are 3rd or 4th generation social services dependent. Many of them are going to cost the state of VT millions and millions of dollars in healthcare, corrections, special ed. etc. Among these children are children with the capacity to learn and grow and set goals and move out of poverty. They understand, at some point, what's wrong with their parents, but there is no alternative good choice very often. I suggest we make the VT K-16 free education for qualified kids that choice. These interventions, trainings, ideas, field trips, etc. have to start now. Ultimately this class of successful graduate will be an investment that will far exceed the cost of tuition. The vision of NVU is one of a dynamic institution where you have the Vermont experience, technical and trade certification opportunities, and an excellent core academic experience. The Vermont brand includes outdoor living, health, and education. Because of deep partnerships with Vermont companies, NVU is able to provide an affordable education and a formidable investment in one's income producing future. Beginning in 3rd grade, all Vermonters are introduced to NVU as an option for a successful life of learning and work. Whether the child is intrigued by heavy equipment and could be on track for a CDL license...with 10 years of investment so at 18 years of age, he/she has the capacity to thrive in an academic setting that includes further training and skill development. I spent 23 years in Winooski, raised my son in the school district, and served on the school board for 6 years. The challenges of children in poverty are huge, but they are not insurmountable. I know many kids who are now fine responsible tax paying adults, and the odds were against that when they were born. We can take the Winooskis and Springfields and all the hardest cases in VT, and we can offer early choices and visions and we can follow that up with a decent education that includes preparation for well-paying trades and technical jobs. We can't save them all, but we can break the cycle for some.....and it will be cheaper than what we do now. I would love to work on this somehow....from a marketing perspective too. If we can sell VT beer, we can sell VT education and lifestyle development.

Other:

I've followed closely the current debate over closing the NVU and VTC campuses, having read numerous letters, having listened to various interviews, and having participated in both the drive-through protest parade in Montpelier on April 20 and a sign protest in Lyndonville on April 25. I don't know if Jeb Spaulding should be ousted or take it upon himself to resign but I do believe that he and his Board have demonstrated an appalling lack of both creative imagination and effort. Their original plan was the product of nothing short of laziness, of Ivory-Tower indolence. If this was not a carefully crafted plan to shake the bejesus out of the populous to pressure the Vermont Legislature to intervene, then Jeb Spaulding and the Board should be ashamed of themselves: they owe Vermont better than this. I'm ashamed of and for them. We can do better and the effort needs to be put into doing better. By imagination, I mean they should for one obvious example (I'm addressing specifically Lyndon here), relocate the Community College site currently located on Main Street, St. Johnsbury, to the NVU-Lyndon campus. They should reach out to the wider communities of Lyndon, Johnson, and Randolph, offer to partner with more local educators, business leaders and organizations. Two outstanding examples here in the Lyndon area are the cooperative relationships between NVU-Lyndon and both Catamount Arts and Lyndon Institute. These are but two which immediately come to mind, but surely there are numerous other opportunities if the Board would but deign to expend the effort to seek them out. No one disputes that the Lyndon campus - perhaps the other two as well - is overbuilt. I think it is evident that all three institutions as they currently exist need to cut their educational offerings, eliminate staff, and impose across-the-board belt tightening measures. However, I believe there are other, more creative ways of arriving at financial sustainability which the Board failed to explore. I urge them all to roll up their sleeves, reach out to the local communities directly impacted, apply creative rather than merely bureaucratic thinking, and present a proposal which will preserve at least some scaled-back version of these critically necessary institutions of higher learning.

Other: A combination of facilities and partnerships/collaborations

Other: academics, funding, and facilities	<p>It would be fascinating to turn one or even two dorms over to high-end elder housing, and then begin a gerontology program. That's where our demographics are right now, and elders in the dorm(s) would have access to learning, cultural offerings, and young people - who they love. This would open up, possibly, some federal money and rich partnerships. Also, I would love to see St. J CCV moved whole-hog to the LSC campus, and then provide the junior and senior years through NVU. Why is the system paying the accommodations for CCV in St. J when it's commutable to Lyndon? Lastly, Joe Bellavance has personally offered to call incoming and returning students to reassure them that NVU-Lyndon is alive and well. Take him up on that, and I bet Donna Wheeler would also help - both seasoned recruiters. Reducing tuition to pull them back would be wonderous. I know there is no chance to go back and grab our name back. It was ill-advised to toss all that legacy marketing and we should have pushed back big time on NEASC.....but oh well. It is still worth it to drag out the stability of our history.</p>
Other: Adding a major online component to your offerings to help support the brick and mortar campuses	<p>I keep thinking about adding a major 'online learning' component (such as that run by USNH, for example). It seems a good way to both support the brick and mortar campuses already in existence, plus bring in new students and added revenue with very little overhead. With so many "universities" having been in the online college degree business for years now, I would think that a formula for such online learning must already exist and could support the campus learning experience, of which there is no other. See https://www.usnh.edu/policy</p>
Other: Admissions	<p>Less people in the VSC Chancellor's Office. Use that savings for front line recruiting in Admissions. For us to bring more out of state students on our campuses we need more recruitment throughout the Northeast and beyond.</p>
Other: Admissions	<p>Call, email, text, and send a letter to every high school guidance office in Vermont immediately to inform them all of what is happening in regards to the fall. Track which high schools in New England sent students, if significant, and personally contact each. Ramp up admissions right now.</p>
Other: Admissions	<p>I think it would be great to help advertise NVU more nationally at career fairs or college fairs, especially with the added online programs. I understand there many costs to having admissions officers traveling to different areas. My idea is to create an alumni-based team of volunteer ambassadors who are trained regularly on NVU offerings and updates so that they can attend different events and officially represent NVU. Alumni are all over the country and could have easy access that rational admissions officers could not. The costs for this program could be minimal and would only require the regular marketing material available for the volunteer ambassadors. Personally I would love the opportunity to connect with students and show off my NVU pride and share all the great things the campus is doing. I understand this would be a time commitment for everyone involved, especially with the amount of training needed to be fully able to speak on behalf of the school. However I do not think I am alone in willingness to put in the time needed to not only help support NVU, but be a small part of helping students get access to quality and affordable education. If this program come to fruition, I would also be willing to help as an organizer or coordinator for team members. I think it would be a great way to give back to the NVU community and I would welcome further discussions if it seems feasible.</p>
Other: Advertising	<p>When NVU was first starting there was a professional advertisement crew to help get the word out about our merger between Johnson and Lyndon. Make a new commercial every few years and get it out throughout New England, and beyond. Highlight the programs we have that not many other schools do, along with the popular programs. Getting students to cone to our schools will help, but we need to keep them too, fix up the common rooms and game rooms across the campuses. Make good impressions on incoming students. Lastly, allow a space where people can let loose at night.</p>

Other: All of the above	<p>First, the legislature needs to provide funds sufficient to close that part of the gap fairly attributable to the virus. There should be federal funds to cover this. The rest is the difficult part: permanent sustainability. This needs to include restructuring the system, cutting some programs and personnel, and looking under every rock for adequate funding. The state colleges system is designed in statute to be bureaucratically top heavy. A new design needs to be created. Some programs are real jewels, such as the meteorology program at Lyndon. These programs need to be preserved, while others might be eliminated. Other colleges do this all the time. Perhaps CCV does not need to exist as a separate college, but rather as programmatic offerings of the other colleges. Some consolidation of real estate may be necessary. Planners need to take a hard look at the Williston campus. Financing needs to be placed on a solid footing. The legislature must terminate its long-standing underfunding of the system. Grant funding needs to be vigorously pursued (The Bill and Melinda Gates Foundation, etc.) and alumni need to step up as they never have before! These are only a few suggestions. The legislature, or perhaps the trustees, should convene a blue ribbon panel consisting of trustees, legislators, faculty, students, alumni, and community members to hold public hearings, listen to all views and otherwise gather as much information as possible, and issue a comprehensive report not later than December 1, 2020.</p>
Other: All of the above	<p>I will first speak from my experience as a NVU (Johnson) graduate. First, it would be important for there to be more job placement support available for all graduates (online as well as onsite). Having a bridge from school to employment is critical for student success that can be marketed to future prospective students. Secondly, many college age students are on average 25 years of age. This means a different set of needs as far as housing is concerned. I myself chose online only due to the fact most college campuses do not have housing or child care to support the needs of students with families. I think we need to look at housing options and child care for non-traditional students to attract them to our schools. Third, it would be important to market the quality of life in our NEK and the outdoor recreational opportunities available to prospective students. Further, it would be important for our schools to find some collaboration with some of the high tech industries in our country to gain their support and give students an opportunity for these careers. Lastly, MARKETING, MARKETING, MARKETING!!!!</p>
Other: All of the above	<p>Thank you for conducting 5/6/20 regarding next steps for right sizing NVU, very well done. Follow up to consider: How will members of the committee stay non-political and keep their emotions in check? Are the committee members poised to make the really hard decisions - right sizing will need to assess staff/faculty reduction and curriculum consolidation? Can VSC jointly market and recruit for all the campus - more of a no wrong door approach for Vermont and out of state students? Can the messaging be more along the lines VSC has something for you but each campus has these unique offerings - so let us help you align yourself. Is there an opportunity to turn around the culture of a student population that has only known prosperity and economic growth in their lifetimes that now is the time to give back, give back and do the best you can with you have. The days of entitlement is over. The one other take away from the Boys in Boat I recall is all the young men and coaches - came from nothing but achieved great things with very little too! They gave their all for they knew the sum was greater than any one part! That said, would the Board and Legislature consider a tuition give back of some kind to those graduates who stay in Vermont and work in fields that have shortages - teaching, healthcare, counseling, and social services. AmeriCorp but on a Vermont level. For those students who graduate land jobs in these areas and work successfully for one year - would get some sort of loan forgiveness.</p>

PARTNERSHIPS/COLLABORATIONS: The VSC should be in conversation with UVM regarding being subsumed under their umbrella as satellite campuses to facilitate a single stream of funding and to help with enrollment (especially of out-of-state students), retention, and intra-system transfer of students. UVM has previously accomplished this with the VT rural hospital system so knows how to achieve it. FACILITIES: The boldest move NVU can make is to consolidate to a single campus. As a faculty member, I and other faculty I've spoken with - are now more willing to consider moving to our sister campus to ensure the future of NVU. The determination of which campus to maintain could be made using objective measures (e.g., enrollments, # of programs with more than 30 students, number of residential students vs. commuters, etc.). This would be the biggest, boldest move we could make to show our commitment to the legislature and acknowledge the financial burden facing the state. The campus that remains open might need to provide some mid-week housing for commuting faculty. Given the move to remote instruction for Covid-19, the NVU faculty are now prepared to adopt and innovate partial remote instruction that would be needed should one campus close and seem to be much more open to the educational opportunities provided by remote instruction. This would also consolidate our faculty and programs to the level of Castleton, which employs 71 full-time faculty according to their faculty directory. This would also allow us to further consolidate and streamline our programs. FUNDING: NVU needs to try a bold strategy in which students who stay for each continuous year of full-time enrollment get a tuition reduction. This is a successful business model in the for-profit sector, and our students will respond to financial incentives given their financial need. For example, 1% per year reduction in tuition with each year of continuous full-time enrollment. The cost of such a program should be easy to calculate and would be offset by the benefit of retention. It would also provide an excellent marketing and recruitment strategy. ACADEMICS: We need an immediate comparison of the student demographics (i.e., average age, average annual income, # of in-vs. out-of-state students, avg. number of credits per semester, etc.) between NVU and NVU-online to determine if in fact NVU-O competes with NVU and draws down our student population. If NVU-O does not compete with NVU, then this will quell the resentment of many faculty toward NVU-O and will help them see it as an asset; if NVU-O does compete with NVU, then we may need to implement policies that protect the campus-based model (e.g., prevent campus-based students from enrolling in more than 15 credits without department approval, etc.). ACADEMICS: We should implement a 4-credit model so that students enroll in 4 courses instead of 5, and faculty teach 3 instead of 4.) This will improve student success and therefore retention. It will also reduce the number of faculty course preps and should have an immediate impact on the quality of instruction, advising and scholarship. Faculty currently teach a 4:4 workload which serves an impediment to delivering their highest quality work. ACADEMICS: Department Chairs should be abolished (it's a costly and ineffective model given how many programs can exist within a department) and replaced with "program heads" who are compensated based on the number of enrolled students in their programs in an AY or semester, and which can vary based on program needs in any given year or semester. For example, when a program is under PRECIP review, additional compensation or release time can be granted. Course release should only be considered when programs are an additional burden (e.g., ROPA review in EDU). A pool of course release credits could be available and program heads could apply for additional credits beyond their annual allotment, similar to how faculty current apply for advanced study grants. OTHER: We should recommend that the legislature replace the Chancellor's Office with the model that preceded it (e.g., a "Council of Presidents" or a single VSC president). It's a top-heavy model that is expensive, ineffective, and untrustworthy.

Other: All of the above and numbered below.

<p>Other: all of the above, I believe a sustainable future depends upon a multi-faceted approach</p>	<p>1.) Request more than \$3 million from the \$1.3 billion dollars in CARES act funds 2.) Demand adequate sustained funding from the state as required by state statute. 3.) Consider loans to cover the one time losses due to the pandemic 4.) Shut down, or greatly reduce the Chancellor's office - this could potentially save millions of dollars annually in overhead, salaries and infrastructure. In my opinion the Chancellor's office should never have been housed in Montpelier away from EVERY campus and has wasted money on overhead which could and should have gone to students. 5.) Aggressive fundraising should be happening immediately to take advantage of the broad community support which exists right now. I've heard alumni are ready and willing to donate big sums of money to save VTC and NVU. This is the perfect opportunity. Pursue sponsorships or pledges with Carhartt or even Pomerleau Real Estate, they have a connection to the NEK. 6.) If possible, sell vacant or unused property or assets to reduce fixed expenses. 7.) Consider going to one system-eliminate any redundant administration. Our numbers may not support multiple presidents, deans, and provosts. We could become Vermont State Colleges at Lyndon, Johnson, Castleton, Randolph, and CCV with one executive team. 8.) Offer another round of early retirements. 9.) Expand online offerings QUICKLY. 10.) Create a public/private partnership with the medical community and expand opportunities on every campus for nursing and other medical degrees! There is a SEVERE shortage of nurses and other medical professionals in Vermont and across the country. I KNOW personally that hospitals and care facilities will pay for the education for competent professionals. Why? My family operates 2 nursing facilities in VT and is so desperate they pay extra for out of state traveling nurses. At one time they gave \$10,000 to Lyndon. VNRH is advertising in the paper they offer tuition reimbursement. We are missing a growth opportunity. Also, my daughter is a nurse in Vermont and she was only one of 8 of her classmates to get into the UVM nursing program. Her classmates went to school out of state. Why? Because they couldn't get in to Castleton or UVM and had NO OTHER 4 year OPTION. 11.) I hesitate to suggest this but I believe no stone should be left unturned. Reach out to the University of Vermont. Could we partner with them or even become part of UVM? 12.) A funding model for Pre-K to 16 which includes a degree at one of the VT State Colleges.</p>
<p>Other: All these categories essentially.</p>	<p>Vermont is unique on so many levels, i.e., its topography, its population, its willingness to find solutions, its innocence and independence, etc. Being the colleges are remote from one another, couldn't they be offered remotely and labs be offered every Saturday or so at a designated campus. Students after having established with professor criteria of what is to be learned that semester go to nearby college to work project independently with experienced mentor as guiding light. There is much expertise in the community and we need to seek it out. We need to encourage student ideas and help them see that its ideas such as theirs that make education thrive. We need to offer courses that are not offered in Quebec, region of Sherbrooke. Let us work to attract students from southern Quebec.</p>
<p>Other: article to read</p>	<p>https://nymag.com/intelligencer/2020/05/scott-galloway-future-of-college.html</p>
<p>Other: Ask local businesses to partner with NVU Lyndon like Cabot cooperative and maple grove farms.</p>	<p>Raise cost of tuition slightly. Make it optional to refund room and board from this past spring due to virus.</p>
<p>Other: Athletics</p>	<p>I feel as a small NCAA Division III school, there should be more investment in athletics, something to draw more students to our school. Multiple schools have faced being closed and have fixed it with putting more of an investment in their athletic programs.</p>

Other: Bit of everything.	<p>I know some of these have been shared elsewhere, but perhaps repetition lends strength.</p> <p><u>Facilities:</u> System-wide, look to consolidate to the fewest number of leases/rents possible. This may take a multiyear transition, but it has always struck me as odd that CCV has locations near physical campuses. In the "five strong colleges, five strong presidents" rhetoric, ok, but that's not a sustainable rhetoric. Obviously this extends to the OC building in Montpelier. I do not believe all the functions of the OC can be simply disbanded, but I suspect there is usable space at some of the campuses which those functions could be relocated to. Decentralizing the OC needs to be part of facilities re-imagining. Currently at least two campuses, I suspect three, will not need all of our residence halls. It may be a few years before large in-person conferences become a thing again, but as moderate-sized gatherings become allowable, I propose that we can market unused residential space for overnight conferences.</p> <p><u>Academic:</u> One general education requirement for the entire system. This would allow our students to have access to many more options. We've already proven we can do remote learning well when we have to. How about a hybrid where one takes their core major classes at their home campus but perhaps the most convenient section of their math requirement is at Castleton, and of their global perspectives is at Lyndon, and of their freshman composition equivalent is via CCV. Let's make this about the students, and not about what we've always done.</p> <p><u>Housing:</u> We could make unused housing available to low-residency programs that need a place for that residency. This would require us to keep active housing areas consolidated into what we need, but we have already taken that step for 20-21.)</p> <p><u>Patience:</u> Some of these transitions may take 3-5 years to fruit. Timeline expectations need to be clearly stated and transparent.</p> <p><u>Board of Trustees:</u> It's time for an amendment to their by-laws that the Board be representational of the VSCS. Members must have affiliation with the system as alumni and/or retirees. There needs to be a seat for an active faculty rep and an active staff rep. There need to be regional requirements.</p>
Other: Class times	<p>In the 80s and 90's we used to meet the 60-hour class time requirement with weekend courses. The class would meet Friday evening for an introduction then most of the day Saturday and Sunday. This occurred once a month. Advanced art classes worked well this way and allowed for other members of the community to join. At that time lots of people from Stowe took classes, perhaps connecting through Helen Day. This was before online, so that could open up the weekend idea more. In the past I have taught advanced on Fridays, once a week, all day. This works for dedicated students. Both of these create an opportunity for the expanded community to participate on our campus and still work. Elder Hostel was fabulous and Governor's Institute (which I resides at Castleton now). Perhaps it could rotate to different a campus, so each school gets the possible enrollment and attention.</p>
Other:	<p>1.) PROPOSAL TO RENT OUT COLLEGE APARTMENTS TO COMMUNITY MEMBERS: Relocate students living in college apartments to living on campus. Develop a discounted Board rate and extra campus perks including not being required to be on a campus meal plan (offer commuter plans-discounted rate) for 3rd year and 4th year students and above. As for renting out the college Apartments, you can background check all potential tenants and include that cost in the deposit as a non-refundable fee. Offer campus perks and free badger shuttle transportation to anyone who rents a college apartment from the community and offer 20% discounts (AS EXAMPLE) to campus events and 20% discounts to dine on campus.</p> <p>2.) EXPAND CONFERENCE AND EVENT BUSINESS PLAN: Reduce the admissions staff by 1 at each campus and re-assign that employee to work for conference and events as a salesperson going out to local areas to sell business to off campus groups focusing on the recess periods and summer. This would be a better utilization of the resources seeing that the chancellor's announcement and COVID-19 will reduce enrollment until we demonstrate we are open for business year round and have a solid business plan in place as far as public perception.</p> <p>3.) HOSPITALITY PROGRAM: Develop an internship partnership with Sodexo and NVU Conference/events and business department Food Service and hospitality program that is sustainable including paid internships provided by Sodexo in addition to work study provided by the college. Also has great potential of Job placement in Vermont and anywhere in the USA since Sodexo is a world-wide company.</p>
Other: Cutting Costs	<p>Perhaps another option that could be considered is taking a 5-10% pay cut to save money, this is something the VTC president has done and it would save a good chunk of money if we were to implement that for ALL VSC leadership and executive members.</p>

Other: Enrollment	<p>While it may seem like the place to cut, commit to more full-time coaches in athletics and additional programs. While the expense number looks large, the revenue brought in through recruitment and retention, outweighs the expenses right now and we don't even have full rosters in all of our programs. For 2019-2020, we have 267 student athletes between Lyndon and Johnson and 137 of them are out of state students. We know the population in VT and New England is dwindling, and out of state recruiting is vital. Athletics emphasized this over the last 5 years and we now have 51% out of state students. That is with only a few full-time coaches on staff. Provide full-time coaches, but combine the positions with Admissions, advising, even first year experience. Our coaches have these skill sets and therefore adding FT coaches will also be contributing directly to recruitment and retention for the entire school not just athletics. With good leadership, strong guidelines, and use of technology, you can prevent coaches from having anything to do with financial aid. The current counselors who are not coaches can still deal with financial aid, while the coaches work on another piece of the admissions communications during the financial aid packaging time of year. We need more admissions counselors, we need more advisors, we need more retention contact points.</p>
Other: Enrollment	<p>I am an educator and I feel NVU needs to better advertise your graduate programs particularly to the school district in the area. I worked for Kingdom East School District and your institution was not the one being promoted for graduate studies. I think reaching out to school districts in VT and NH to promote these programs could be a good source of revenue that would also build partnerships with schools for professional learning.</p>
Other: Enrollment and Retention	<p>I recommend that the college system and the state study the potential impacts of lowering the cost of tuition in some way to encourage student enrollment and retention. While this may be risky financially, if it encourages more students to attend and to stay, then over time, perhaps it could bring more young people to the state and also keep them here. This would be a longer-term investment. From what I have gleaned anecdotally, NVU at least sees a decent amount of out-of-state students remain enrolled for only a year or two. They use the college they attend as a stepping stone to another school. Perhaps even the in-state students view the state colleges the same way? If this is the case, then perhaps a financial incentive to remain in the system would help retain students. One example would be tuition discounts for each subsequent year attended, from at least 1-4.) Perhaps the first goal of the schools could be full enrollment and occupancy of the college residences. Even if tuition is less per student overall, if enrollment balloons, then the cost could be compensated for. If the state sees this as a demographic investment, then perhaps it would offer more funding as well. One drawback would be the potential of starting a tuition price war. Perhaps a graduated approach like a guarantee of no tuition raises for individual students who remain enrolled, or an annual tuition price drop as mentioned above, could be subtle enough to prevent as much competition.</p>
Other: Filling the first year class in fall of 2020	<p>I suggest that the admissions officers of all the colleges join in a meeting to do the following: How do we give an incoming student a semester of credit as they walk in the door? We don't have extra money to hand out, but we can grant credit where justifiable. Develop that justification! Many of the elements may well already exist, In the external degree program and CCV credit has historically been granted for lifetime experiences. This needs to be expanded to appeal to the high school senior. It is your job to determine the criteria, but I'll offer a few ideas. We already grant free tuition to valedictorians, but we need tuition. Let's grant them some automatic credits. Of course AP courses already do this, but they can be used anywhere. We need our own program that can only be used with us. Those who have been student government leaders, played on any athletic team, been club members, worked on the yearbook...the list should be long and it should be relatively easy to obtain the status of a second semester student when walking in the door. This cost the system nothing. Once they are in the door they become tuition paying students, which we need! Students also need to see that they can finish college in a reasonable amount of time. This is important to young people and to their parents. Students could start college proud of having been recognized for their past achievements. This recognition needs to go beyond academics to appeal to a diverse background of students. Next we need to make this known! It is not too late. Many years incoming students first apply in the summer. We may not advertise this, but it is true. Let's use it to our advantage.</p>

Other: Funding Idea and Promotion	How about doing made to order t-shirts, in which people pay upfront for a t-shirt to support our colleges, the t-shirts would have "#Northern Vermont Strong" on the front and how to support on the back along with the logos of any local businesses that contributed to the cost. The profits from the t-shirt would go to the college. A small step toward NVU's future.
Other: Funding, Academics, Facilities	https://drive.google.com/file/d/1sQC2-yhgNVxZKocz4cJV53nZpG7Fktzl/view?usp=sharing
Other: Funding, Structure, Recruitment and enrollment	https://drive.google.com/open?id=131OC1245_u4M-urVV-P_fbJt-wdrdLbv
Other: Growing our residential campus population	<p>I would like to take a few minutes to expand on the idea of athletes on a college campus and how it drives students to residential campuses. Much like a premier academic program athletics is an offering a college can offer that drives students to your campus. Each varsity team has a limited amount of roster spots and those spots are in high demand. In fact, if we at NVU (Johnson and Lyndon) filled all of our team rosters we would have roughly 500 athletes. Almost double the number we have today which stands at 267 total athletes. Currently, a conservative estimate from our CFO and controller indicates for each student at Johnson the net revenue from that student is \$12,500 each. That equals \$3,375,000 in net revenue for the 267 athletes. Verses the expense to run the NVU athletic department, including salaries \$2,100,000. Understanding that the athletic budget does have a large expense line, however, it is dwarfed by the net revenue we bring in. And fortunately for NVU and VTC we do not have the large expenses that a hockey or football programs drive which makes our athletic offers revenue vs. expense very appealing. How can we get to full rosters? More full-time athletic coaches are needed. While this will increase the expense line, it was also drive more students to each campus. These FT coaches, need to be able to work not only in the athletic department, but any area on campus their background matches with the open job descriptions, IT, Advising, Maintenance. We as a college needs to understand that a FT not only drives students to campus but also supports the retention of the students. Economic drivers from athletics play a large part of our local economy. From the away teams traveling into our towns and spending money on food, lodging and other services. To the officials who officiate our games, to the summer campers who come to town to attend our camps the economic impact cannot be ignored. I'd like to also take this opportunity to invest in the athlete opportunities for all students from Johnson to Lyndon but working with the state and local government to fund, develop and build a public athletic structure which consists of a full track and field offerings, multiple turf fields for public middle school, high school and colleges to utilities for their sporting events and other community based events that require large spaces, think of Relay for Life or light the night community events. This would not be something funded by Johnson and Lyndon, but would be to benefit the local economy and all of Vermont student athletes from 6 grade - college career. One of the BOT and Chancellor's issues with the current make up of the state college system is that we are all the same, multi times he mentioned 4 liberal arts schools. Speaking as if we are not unique and offer different residential experiences. We need to make sure the general public understands the differences in academic programs offered at each campus and looking to add program to each campus that is in great demand, such as nursing, computer science and professional degrees.</p>
Other: High school development	My husband and I are very proud Lyndon alumni. We would like to help develop a high school presentation to promote Lyndon. We live in upstate New York and feel that it's a great opportunity for these kids around here. Being only a few hours away from Lyndon may drive in some students!!!
Other: I would like to propose two thoughts for immediate consideration to strengthen NVU's enrollment opportunities	<p>1.) Could we develop an online statement where every alumni, faculty, staff, administrator (past and present) could show their support to current and prospective students who wish to still enroll at NVU? I fear the last few days have been detrimental to the Admissions office efforts. It would be a powerful statement if current and prospective students (and legislators) could see signatures of thousands of people who publicly declare their support for these students to continue their education at our fine schools. 2.) I was heartened by the RI and PA parents who spoke last night on the Board of Trustees Zoom call. Students clearly want to attend our institutions. Let me volunteer my services (and I know others who will as well) to assist your staffs in calling as many current and prospective students as needed to make sure they know we stand with them and gain their confidence to enroll at NVU this fall. 3.) As you seek to develop new, long-term strategies, I wish to volunteer my time, talents, and services to this cause. I would be honored to be part of NVU's future planning in any way you see fit for me to serve.</p>

Other: Ideas to help save NVU from closure	<p>Ideas to save NVU-Lyndon: Recruit, Recruit, Recruit: Maxwell Heck did an interview show earlier and interviewed students and teachers. There were great comments that could be used to put together a media campaign to recruit new students! Maybe a class project for media students! Students promoting their colleges! Social media blitz!! And how about brochures at rest stops, hotels, town info booths, etc. Also designed by graphic arts students! BIG NAME SUPPORTERS - Jim Cantore - as an alum perhaps he would consider visiting the program and making a commercial while there, the media dept. could do that part. Benefit concert - Cyndi Lauper as an alumni of Johnson might be interested? Someone must have contact info for her. And I believe we have a connection to the Mighty Mighty Bosstones? Samuel Reed Hall Library - I have read several comments that the library isn't used the way it once was - everyone has it all held in the palm of their hands - so they think. I think of a library as a "resource," how about creating a room showing students and their families what a great area this is - showing all the outdoor opportunities and natural resources we have. For example - Burke Mt., Kingdom Trails, Willoughby Lake, trail maps of all the great hiking around us! And speaking of Burke Mountain - I don't know when this changed but students at the college used to be allowed to ski free! We have former students that are employed there so perhaps this could be investigated! For Burke it is an investment in the future - families visit! Also perhaps they would be willing to do deals at the hotel for families visiting? I think many businesses should be approached (when the world rights itself) as to how they can help keep our college open - how they can help the students by offering services and discounts. Unused dorm space - many ideas for that have been mentioned: daycares, elder housing, offices for state education, CCV offices and classrooms- ideas abound!</p>
Other: If any of these suggestions are already being implemented, all well and good.	Market to and invite into a research and development partnership with: Software development companies, video games, etc., biomedical companies, green energy production, environmental protection.
Other: If possible have each campus have maybe the three popular majors offered only, but not same ones for both sites?	If possible have each campus offer the three popular majors to offer, but not the same ones for both schools?
Other: Includes all of the above.	https://drive.google.com/file/d/1u0mqHCs6QRmJ47ypcM1cYrf4olGO0KXv/view?usp=sharing
Other: info sharing	I would like to suggest that there be a way to indicate on the list of great ideas shared those ideas that are already in place or in process (i.e., two year on campus residency requirement). This may help to inform those who are looking at the page that some of these ideas already occur on our campuses.
Other: Many	https://drive.google.com/open?id=1dmz88vY1HmaPfeJ4FegIMyg1spqkjAvo
Other: Many of the above	<p>Ideas for Creating a Thriving VSC System at NVU to Meet the Needs of Today's Vermont Students: Dismantle Current Board Structure completely - move to a model that would include a fully elected Board with the role of the Chair being one as strong advocate to the Legislature and liaison to the Unions and Presidents. Continue to consolidate leadership at the Administrative level at each school. Legislative adherence to funding commitment. Any remaining VSC - wide positions move to a campus. Move CCV satellite programs to campuses where possible and integrate. Reconfigure Student Support Services into a One-Stop-Shop Model. One Director overseeing both NVU campuses. Programs housed together in one place with a 24-hour information hub staffed by Work-Study. Program Managers on each campus for the following: Advising, Coaching/Tutoring, Accessibility Services, Career and Internship Services, First Year Services and Retention, TRIO. Use this crisis to market - resilience of NVU and VTC students. Market extra summer online courses to fill time wisely. Consider idea of "magnet" schools - specializing campuses and adding early college students. Capitalize on and expand strengths: Alternative Medicine - add chiropractic and massage therapy licensure and consider addition of Social Work Program at all three levels - Associate's, Bachelor's and Master's. There is a demand for practical human services in many areas - including Paraprofessional who need the education credits for their jobs. Also consider a certificate in Gerontology Studies to meet that growing demand. Bring all the Education programs under one "roof" and add a Certificate in Early Childhood and a fully functioning Lab Preschool. This could current demand for childcare placements, certified early childhood professionals and usage of building space. Consider addition of Cosmetology program. Add Master Degree concentrations in Trauma and Marriage and Family. Team up with Area Mental Health Agencies to provide</p>

	<p>desperately needed crisis beds. Integrate Graduate Students in Counseling and Mental Health with this service to provide staffing and training. Build stronger alliances with Lamoille County athletics to infuse energy into athletic programs. Consider addition of the following high-interest Health Sciences programs: Vet tech, Dental hygiene, Pharmacy, Radiology, and LNA.</p>
Other: misc. ideas	<p>Quick thoughts: 1.) SHAPE facilities at each campus are amazing, market more to the community, especially summer membership and community membership 2.) Separate finances of each campus and each degree. Perform analysis of cost per student in each degree program and location, i.e., if it turns out a fine art degree student costs the college more in space, materials, supplies etc. charge more for that program. 3.) Similar to above. Look at cost of each dorm building, if it's more expensive to say house students in Morey than Keenan, consider a new use /temp close of the more expensive beds. 4.) Typical to above, breaking out cost per SF, student, class etc. Every aspect of the colleges. 5.) It's a little late now but when I was part of the Student Council government, Johnson seemed to be the most financially stable of all the colleges. Too bad the finances were merged with Lyndon, makes the water harder to see through in times like this. 6.) In VTC's case, spending less on sports and more on the interests of the students. Majority of students didn't participate and chose VTC for the hands on degrees, not for the college sports. Perhaps hold music festivals on the fields!? 7.) Johnson's art community is wonderful. NVU could make a summer art program for non students. Market to city high schoolers or retirees as a multi week art camp. 8.) Take back some of those funds going to UVM... Great time to bring that up again now that it's public how close VT state colleges are to really closing. 9.) Do more marketing around senior year reduced tuition programs such as VAST. That's the only reason I went to VTC. Honestly only reason I went to college. That one reduced tuition year, made VTC three years of tuition off of me. 10.) Might be difficult, but, Vermont's organic and food chain in general is one of the best food to plate centers in the country. Let's get that into the campus food. Might attract a different student body demographic, and is something other states couldn't compete with. Forget the Sodexo contracts and "bad food" that students always find a way to complain about. Try coping the farm to plate model of the skinny pancake or dozens of other restaurants which bringing in national tourism! Also would support local farmers... Keep the community strong!</p>
Other: Multiple categories	<p>Review old Lyndon State College marketing material and use what worked. Make more major-specific marketing material. Make more of a connection with the CCV 2+2 program. Move the chancellor's office to campuses across the VSC and use up empty space.</p>
Other: Multiple idea's financial and Academic.	<p>I have a few ideas regarding funding for NVU: Outsourcing and having business paying for assigned locations on the campus that students and the community will use. The Fitness Center on Campus, Cafeteria, Cafe and Security are some examples. Having events at the college such as weddings, gatherings in which the college would be generate funds. The campus is a beautiful area to hold events. This could be started with adds on the website and seeing if a local event planner would work jointly with the school and apply for a waiver for any permits. Holding group meetings with the public to see if local businesses want to contribute, provide ideas, or invest in the college to help keep our higher education in Vermont. Access the Academic majors to see which majors are driving students to attend the school, other than the small close community with students and staff that care about Vermont. After the assessment: NVU should help the students in the major's that do not draw students to the college finish out their degrees effectively in the most cost efficient way for the college (using online and in class study if applicable), so they still will complete their NVU degrees; study the Academic majors that draw the most students to Vermont and see how we can adapt/grow and draw more students to the college. I am aware that this next statement most parents/students do not want to here, but we choose these Colleges/Universities because they are the best fit for our students: we could higher the cost of tuition to help offset any necessary costs. NVU could merge the Lyndon and Johnson Campus onto one campus that can most effectively house and accommodate all the students that have the largest amount of degrees to Vermont. In closing as a Vermonter with several family members who have graduated with degrees from Lyndon/ Johnson, we cannot afford lose our higher education in Vermont. We also cannot afford to lose our valuable staff/professors at the colleges, they are valuable assets.</p>

<p>Other: Multiple recommendations that cross over all of the areas.</p>	<p>I have done some similar work and analyses at other institutions and would be happy to serve on any work groups or in any other ways where I can be helpful in charting a course to a thriving and sustainable NVU at both of our campuses. <u>Campus Configuration</u>: move most of the various CCV sites to the geographically closest residential campus. Athletics: this will go against the grain of some might be intuitively thinking, but we should protect and even invest further in athletics, while streamlining and coordinating our offerings. Academic Mix: conduct a thorough review of academic programs to reduce duplicity in signature niche majors while bringing commonality to more traditional majors and core coursework. <u>Enrollment and Cost of Attendance</u>: work from the same tuition structure and financial aid parameters across the system. See full document: https://drive.google.com/open?id=14dRQmBTfKbtmkrLvKQ-EURNrpcSWPk</p>
<p>Other: My idea is a scope of different things.</p>	<p>1.) Evaluate the programs being used in each of the VSC system. Is there overlap? Competition isn't productive when it's within the same system. We can migrate our resources collectively to different VSC campuses. 2.) Drop programs for incoming students that do not produce a quota of graduating students and block transfers to these major. Our best programs (to my knowledge) are the exercise science, MBA, journalism, and meteorology. We should be evaluating the bottom 20% of the graduating classes, and program retention. If it's not producing, it has to go. 3.) Pay attention to college professors evaluations, and reconstruct the "tenure" policy provided to professors, by evaluating consistent feedback, with the exception that they must meet a quota of good remarks. 4.) There should be an evaluation of board funds being used for the student council. They should be weighed on value given vs. value lost. 5.) We shouldn't be maintaining multiple unused computer labs. Get rid of one. 6.) We should have partial private funding. We can contract with local tech businesses to give internships for research and development, while receiving funding by said businesses for "head-hunting." 7.) Strengthen our relationship with the legislation, by asking their input on what would be good ideas. 8.) Hire someone to manage our finances better, who can understand financial problems, and have no problem pulling the plug on expenditures that are going to waste.</p>
<p>Other: new source of students and tuition</p>	<p>Vermont has a large senior population. This state has a history of placing near the top in rankings of how highly educated its citizens are. We have a tradition of local democracies which is nourished by our educated citizens. The Johnson campus (maybe all of NVU now?) is a designated public liberal arts college. NVU is strategically placed to incorporate a premier Senior College. This would supplement funding by drawing on a populous but largely untapped pool of candidates for a renewal of the educational basis of democracy. And it would reach out to them at a time in their life when many have more time and money to pursue education, and perhaps the goal of turning their retirement into public service of one form or another. There are a relatively small number of American colleges with a designated Senior College, meaning something more than OLLI classes. I am talking about serious courses which will update the knowledge and skills needed for civic leadership and citizen participation in our rapidly changing, globalized world. For example, I am currently reading Europe Today, edited by Tiersky and Jones (Rowman and Littlefield, 5th edition, 2014) - a very accessible text which covers the intervening decades since I was in college. Springer has a number of citizen-scholar books in different subjects (e.g., Agriculture and the Citizen) which are designed to teach what an informed citizen needs to know about the issues. I would be willing to help search for textbooks, and help with traveling to the towns in the Northeast Kingdom to advertise a Senior College. Ideally, citizens in the Senior College would have their own sections and could discuss these issues with their peers, since their educational goals would be different from those of traditional age students. The purpose of the Senior College would not be career change; we already have educational institutions to help adult learners with career needs.</p>
<p>Other: O</p>	<p>I'm a member of the Lyndon Area Chamber of Commerce Board of Directors and at our monthly meeting this week there was a presentation from a staff member of Kingdom Trails. They are in a situation opposite from us, they are growing TOO quickly and fear attendance is overwhelming their capacity. One concern is that they don't even own a parking lot. They have limited infrastructure and space capacity and received a \$100,000 grant to complete a network capacity study and are looking for input from local stakeholders. This is an ideal opportunity to work together and a partnership could benefit both organizations! We should reach out to KT, it's a perfect fit due to our Outdoor Recreation Management program. We also have excess infrastructure and vacant parking and housing. Not sure what could come from it, but I think it should be explored.</p>

<p>Other: Organization restructure</p>	<p>The Chancellor's Office should be eliminated. The corporation would no longer be an oversight organization, but would be the "Vermont State University." The University would consist of the campuses of Johnson, Lyndon, Castleton, and VTC, and their respective schools or colleges. CCV would be a program of the university rather than a separate school or college. The university would be headed by a board of trustees and one president. There would be several academic provosts for the individual campuses or schools/colleges. On the financial side: Significant savings would be realized by the elimination of the chancellor, and three presidents, while allowing a higher salary for the one president. There needs to be a stronger effort towards alumni giving. If we could get as many as possible to pledge at least \$100 per year toward a sustainability fund, how much could be raised. Ask those student families that are able to pay an extra \$100 per year into the sustainability fund, to be reduced as government funding increases. On the academic side: Consider adding programs in alternative medicine. For example, a college of chiropractic, kinesiology, acupuncture, etc. This could help draw in non-residents, and would be an alternative to UVM's western medicine programs.</p>
<p>Other: organizing a working group, a Save the Campuses Board to work in the conjunction with the BOT and executive team to filter ideas, work them out ask important questions, also I have ideas about facilities on campus using them more for recreation and partnerships with community organizations and businesses</p>	<p>In my position, I have been able to partner with the community, grow programming to offer more to students and faculty/staff in the form of group exercise and aquatic activities. I work with Laraway, LCMH, Teen and Adult Challenge and other area organizations to create access and usage of SHAPE. I see areas of growth here, but often the lack of communication from leadership and central office get in the way. I am also a part of the large loop of staff on campus who hire student employees and see that process, including payroll. My ideas are fostering more relationships, boost revenue at SHAPE, and community buy in to recreation is growing, as the Town of Johnson has funded a recreation director, which is new in the last year. I also see area where we can streamline things on campus, work together more in our departments. I want to be a part of the process of listening, filtering, and assessing the figures. I have already started the process in discussions with the legislator from Montgomery and Franklin, Felisha Leffler, she was part of a board as a student for saving Sweet Briar college in Virginia back in 2015.) She would like to help, she suggests, "I think making a Saving NVU/Vermont Tech Board as a separate entity from the BoT and Chancellor's office focuses on action with the suggestions and plans formed. It was absolutely crucial for Sweet Briar to have the Saving Sweet Briar Board to focus the effort and reduce the noise so that the clearly identified goals were achievable. She advised finding 6-8 people to create such a board. We are starting, being in touch with the executive team will be critical, outsiders created this steam train of energy but in order to make decision us outsiders need direct line of communication with the insiders.</p>
<p>Other: Partnerships + Facilities</p>	<p>I would like us to explore Richard Moye's ideas that he outlined in his commentary in the Caledonia Record: Eliminate the OC. Make UVM the administrative hub of the state college system, with all other campuses being Satellites. Bring the CCV sites into the Satellite campuses.</p>
<p>Other: Partnerships and Restructuring and streamlining administration of the system</p>	<p>Probably someone else has suggested this in more articulated detail, but just in case that's not true, I would offer this suggestion: Maybe we should morph the VSC system into one Vermont State University. Keep faculty in place so that students can complete degrees close to home. Streamline and reduce the administration - have one president and no chancellor. Have academic deans for each sub-entity ("campus," "branch," "community college"). Departments could be combined across locations. We've learned that meetings don't always have to be in person. Courses that students want to take at other campuses could at least sometimes be done online, while still providing mentors on location. I believe this would expand access and make the whole university more appealing. It could boost enrollment. It also would make the word "university" more meaningful by adding (instead of shrinking) faculty whose expertise the students could access. Special courses could be designed to be offered electronically at all locations. Speakers could be similarly shared. Interdisciplinary and within discipline seminars and debates could be mounted. Students could meet the students majoring in their same major from other campuses. All this could create a new energy and vision for statewide higher education and access to it!</p>
<p>Other: Partnerships, Academics, Facilities, Recruiting</p>	<p><u>Partnerships</u> - Prior to joining NVU, I was a Science Teacher at the historical Fairbanks Museum. We should capitalize on my connections with Fairbanks, establish a partnership where our students can offer classes (gaining them teaching experience), and in general, collaborate with their Meteorologists and Science Educators. We should also consider organizations like NEKLS and in general provide more adult learning opportunities at NVU. <u>Academics</u> - I have spoken with Pat Shine and Nolan Atkins about this before. NVU should strongly realign the Psychology and Criminal</p>

	<p>Justice departments and programs. You can study psychology without a criminal justice background, but you really shouldn't study criminal justice without a psychology background. Social justice education is the main directive of both programs, it only makes sense to condense/unify them. <u>Facilities</u> - Aside the President's House, there are three buildings currently on the Lyndon campus that haven't been used in years. While the old day care would need sincere renovations (causing us more expenses), it could eventually pay for itself if that building opened up to the Education/Health Care services departments/fields. The Gray House and large home on the corner of McGoff Hill would be ideal for student/faculty housing. There have been numerous times I could have used apartment style housing that was on campus, and speaking for not just myself but others as well, several students would make trustworthy tenants given our own backgrounds and life experiences. Apartment style housing would sincerely appeal to commuting and medically disabled students as well. <u>Recruitment/Enrollment</u> - We should establish/partner with specific people's groups, such as offering opportunities specifically to underprivileged peoples. In my mind, Vermont could always use more culture and diversity, we should broadcast specifically to Native Americans, refugees, orphans and those in the foster care system, farmers, etc., because these are the people who think they can never go to college but wind up being the most successful at it if given the chances. Medically disabled people should also be considered in our outreach and advertisement, Vermont is quite and safe and most importantly, very caring, which is crucial for physical and mental health.</p>
<p>Other: Partnerships, Funding, Facilities and Marketing</p>	<p>1.) Shared services around administration of all state colleges including shared admin, back office systems, staffing, technology. 2.) Identify a magnet focus for each individual site. Technology at VT Tech, for instance. Arts, Education, Business, etc. 3.) Promote the potential for students to focus on one area at an individual site, but allow access to courses at other sites. 4.) Promote the hybrid online/in-person opportunities. 5.) Market the beautiful campuses at Johnson and Lyndon in metro areas of NYC, Boston, Philly, as well as other parts of the greater country. Restart pipelines that used to exist with high schools in areas like NYC. Build on the potential of these schools to bring young adults to VT. 6.) Advocacy: develop a public engagement campaign - collect success stories from graduates, use social media platforms, sell to legislators and policy makers the role that these schools can play in bringing young adults to VT and to keep young adults in VT. 7.) Quantify the economic impact each site has on the state, the local region, and individual VT families whose family member accesses higher education 8.) Focus on development in a more strategic way. Identify national funders who support initiatives that connect with the magnet focus of the individual school.</p>
<p>Other: Please see attached document which covers all of the above selections</p>	<p>Focus on the core strengths of each campus. Look at where changes can be made through out the VSC System including CCV. Earning a diploma does not have to be the only academic end goal—offer more professional certificate programs. Strengthen schedule/programs for the commuter population. Strengthen online learning offerings. Strengthen offerings to high schools, enhance the practice of HS seniors starting their college career early. Move to a trimester calendar or one that would be easier for someone with a full-time or part-time job could more easily manage. Offer instate tuition for courses (exclude room/board) to all incoming freshmen, for those who maintain 3.0 average or better will continue to receive instate tuition. See full document: https://drive.google.com/open?id=1SNbJeIX2Lxd1OQGErdEWzfgkixMY-tEw</p>
<p>Other: Promoting NVU</p>	<p>I have read many of the ideas already submitted and there are some great ones. Having many brains working on solutions is important. And I mean solutions in the plural as there will not be one solution but many. Here is an idea: We want more young people to move to Vermont and stay in Vermont. Offer tuition to Vermonters and out-of-staters who attend our Vermont Colleges and enroll in majors that give them the skills that Vermont needs the most such as Nursing. If they attend for free, they must commit to working in Vermont for 5 years after they have completed their degree. All bureaucratic positions should be consolidated. There is too much redundancy.</p>
<p>Other: recruitment</p>	<p>I truly believe NVU can do a better job of recruiting from eastern Massachusetts. I sit on the board of a local arts organization that has students that will go on to study theater and theater technology in college. No one I know ever heard of NVU before my son became a student. The northern part of MA abuts NH. From my house to Lyndonville is 2 1/2 hours, a very reasonable distance. If the Good Neighbor program included Essex County, I believe I could effectively spread the word that NVU was an affordable and good option for MA students. You currently have four seniors from eastern MA that I know of and probably more. These are your ambassadors and you</p>

	<p>need to use them to attract students from MA especially when the pandemic has caused families to rethink where their students will attend college. Many parents I speak with are now more comfortable sending students to less urban campuses and prefer they stay in NE. At the same time I have heard young people say they still want to get far enough away that college experience feels separated from parents.</p>
Other: Recruitment	<p>I really believe that we need to target international enrollment in our Mountain Recreation Management program. Some of the most popular ski mountains in the world are located in France, Italy, Switzerland, Austria, Japan, and Argentina. What efforts could we make to reach out to those students without breaking the bank? Perhaps we could partner with local universities - either we could build relationships for exchange students, thus increasing NVU's presence abroad, or we could advertise our program to schools without similar programs of their own.</p>
Other: Recruitment	<p>A referral program, similar to programs businesses use, where students who refer other students, and the referred student enrolls, that the referring student receives a voucher for "x" number of credits (if the student is in good standing). If allowance for investment to grow...could these campuses become broadband service providers and partner with local businesses? This could provide income, apprenticeships, and real-world project management skills, technical skill growth, and customer service experience.</p>
Other: Recruitment Strategies	<p>Committee Members, I am a member of VSCS Thrive Facebook page. A recent post showed the top 10 college choices of students at the best high schools in Vermont. The only VSCS school on the lists was Castleton University. www.niche.com/k12/search/best-public-high-schools/s/vermont/ The fact that two of our state colleges - NVU and VT Tech are not on the radar of many high school students is troubling. As a former admissions director, I understand how competition between schools has escalated which demands that recruiters must be more creative and strategic. Unless this has already been done, I think it would be very beneficial for the committee to invite the admissions department to do a presentation outlining their recruitment strategies. At least one individual who has experience working in admissions at another school should be invited to attend the presentation in order to facilitate the sharing of ideas and suggestions for improvements where needed.</p>
Other: Reinvent yourself	<p>You may want to look at Liberty University as a model. I actually think the Chancellor had some good vision. Colleges as they are now are going the way of shopping malls. The brick and mortar facilities expense and the decreasing revenue of decreasing student population is a recipe for a failed business model. I also see the side that NVU is an economic engine for NEK. NVU needs to reinvent itself now.</p>
Other: Relevance	<p>My ideas apply at this moment to Lyndon specifically: 1.) Offer a steep tuition discount to all students in Caledonia, Essex, and Orleans county to encourage locals to attend. 2.) Partner with VTC to bring the engineering and construction management curriculum to Lyndon. If a student from the Northeast Kingdom wants to attend VTC, they will have to pay room and board as it's too far to commute. VTC could operate a satellite campus utilizing space available already. Many classes can be taken online, but there are some that must be taught in person. I would ultimately like to see a VTC type program in each quadrant of the state. I understand room and board is a revenue source, but it's prohibitive for in-state students. 3.) This idea may be also mean partnering with VTC, but I think a technical/vocational curriculum could be added for plumbing, HVAC, electrical, welding, Cosmetology, possibly heavy equipment operating, contracting, and education for any licensed trade in Vermont. I believe that this idea would bring people not suited or interested in traditional liberal arts college education to campus. This would add a whole new genre of people to the student population. An example of a successful program that is currently aimed at high school students, but does offer adult participation, is the Central Vermont Career Center. Here is the link to their website http://cvtcc.org / 3.1) Look to local businesses to see what education is needed for the jobs that exist around each campus. Businesses can be good partners in providing teaching. 4.) Collaborating with CCV to follow their model of offering classes in the evening and on weekends for working students to obtain a degree. If all the Vermont State Colleges were viewed as one entity with the same goals, it would be easier to take already existing and successful models and apply them to each campus. Not to say that each school needs to be the same at all. 5.) With the current pandemic in full swing, many students may be looking to get their post secondary education closer to their homes, so this might be a great time to market the benefits of a vital institution here in the NEK. Also with high unemployment and with many</p>

businesses not being able to re-open, it would be a great time to re-train and re-educate those who are unemployed. 6.) In talking with my employees, it would be beneficial if a school offers a major to make sure that it will be able to fulfill all the class requirements for that major.

Coaching position ideas: Athletic coaches are some of the best recruiters in the nation. We should take advantage of this resource. I believe this can be done in several ways. 1.) Hire full time coaches. The simplest version. Create minimums for recruiting and or total tuition and make this part of terms for employment. 2.) Create Junior Varsity programs. For the women's volleyball program we have passed on several athletes we could likely bring to campus. These athletes would break our varsity volleyball program and not allow us to successfully recruit future high end athletes, but if these athletes practiced separately from the varsity team we could minimize the issues. Bring in graduate assistants to help with the junior varsities and recruiting. These grad assistants could live in the dorms and serve in some housing supervisory rolls. 3.) Cross coaches into admissions. If we had full-time coaches for individual sports we could have them make contacts with non-athletic potential students who are ready for conversations. This would create a higher number of personal contacts and, as I said, coaches are already solid recruiters. We would need solid guidelines in place to avoid breaking NCAA rules but I think it could be done. 4.) If additional full-time coaches can't be hired for any or all sports create an assistant athletic director of recruiting. Someone that can keep the athletic department on track with numbers by assisting part time coaches with direct recruiting and with recruiting training for all coaches. Other ideas: 1.) After potential students have shown an interest in NVU by having filled out questionnaires, applied, etc. move them from admissions counselors divided by state to those trained and divided by interest. One of the reasons coaches are great recruiters is because they are very knowledgeable about one of the potential students' greatest areas of interest. Why not direct admissions counselors to specialize? Have them sit in on classes in their area, get some great feedback and quotes from the students future professors, learn very in depth information about future potential jobs, salaries, etc. This would then feel more like being recruited to a program and would individualize the experience for potential students. 2.) Have professors reach out to students on the bubble. Counselors identify those students that need a push over the ledge then have instructors text them and possibly set up a call. When I have my assistant turn over athletes on the edge I can usually close. They just need to know we are all invested in their success. When a professor calls and says my door will always be open, we will work together to make sure you get through everything coming, you sound like you would bring a lot to our discussion, and you are not and will not be alone. 3.) Bring back the tradition of the campus bar. Many statistics I have read show this actually makes a campus safer by limiting drunk driving, adding supervision to drinking, and by lessening underage drinking. Create a true social space on campus with live music, sports, and other events. Beyond the social aspects this can be profitable. Let the business department run it or start an entrepreneur club and let them have a go. 4.) Discounts on tuition for out of state referrals. If a student suggests a potential student from out of state and that student comes give the student a scholarship. My first thought is a \$500 rebate for good neighbor states and \$1000 rebate for all others. The rebate would only be awarded if the referral completes the year. You could add any conditions you want like, completes the year and attends one month the second year. I am sure there are lots of creative incentives. This could even repeat year to year. I am guessing there would be some pretty serious individual social media campaigns to identify friends, acquaintances, and family that may end up attending. 5.) Create more programs on campus that rely on real student involvement. I love first year experience and our other retention attempts, but from student feedback I have received students often feel it is something that happens to them and not something they choose. It can feel forced and not very organic to them. My team has a rules meeting at the start of every season. I outline four or five rules that are mine and can't be changed. I show the team the rules from the year before and then ask which rules need to be amended, what rules need to be added, what rules don't apply any more. We open it up and let them vote. This creates a great deal of buy in. I don't have a specific recommendation here but I am guessing many would have great ideas to develop this concept. In conclusion I know many of the things I have suggested lay outside the traditional roles in academia but I also know that traditional academia is on the way out. We are all fighting to bring in the dwindling numbers available or even interested in brick and mortar institutions. Students that seek a resident environment are going to be those craving social interaction, hands on instruction,

Other: Restructure positions and or add positions

	connections to work, and personal relationships with mentors. How can we make ourselves stand out in the crowd? Give them reason to believe we believe in them by giving them adult responsibility, show them they will have support from instructors, ask them what they want and then guide them to what we think will work best, and then listen when they think there might be something better.
Other: Selling the colleges!	I have lived in Vermont all my life and attended LSC back in the day. I currently teach in VT. I KNOW the demographics, I KNOW the challenges we all face - both in higher education and in public education in Vermont. Here is part of the problem: IMHO we DO NOT get out and sell our product! I think we all do a really lousy job or sales when it comes to encouraging students to attend our schools - both at the higher education and public level, especially in the higher education segment. We need those out of state tuition dollars! We need to be way more aggressive. There needs to be more recruiting both in and out of state. Bring in the dollars. We all know it's all about the money.
Other: Several different ideas in several areas	1.) Increase the state support for the VSCS to at least the New England average. 2.) Strengthen those academic programs that produce marketable degrees, i.e., business, economics, computer science, engineering, medical sciences, and others. 3.) Get the cost for a Vermonter to get either a 2- or 4-year degree down to an affordable level. 4.) Create certification programs that can be offered on all campuses that produce immediate job opportunities without getting a degree. Degrees may or may not be a next step in someone's career path. 5.) Make VSCS a one-stop-shop for ALL federally certified apprenticeship programs. All publicly funded, affordable post-secondary education of all types and levels should be available through VSCS. Only by offering a full range of workforce development opportunities can VSCS ensure it is giving Vermonters what they want and need and in so doing ensure its own long term survival.
Other: Solution	When the college was JSC, there was never a question about it remaining open or not. Ever. It had evolved from a teacher's college into a liberal arts college, no problems. One day, in the academic lounge, one of the best and brightest decided that changing the name of the college into a university was a swell idea. Pure genius. Now they could be a university professor instead of a lowly state college professor. Oh, the shame! The indignity! One issue that was never considered, apparently, is that graduates of JSC, like me, have held a fondness for JSC through the years. Giving funds or support to a newly created "university" isn't going to happen. JSC, yes. NVU, no. Time to reel in the academic illusions of grandeur and restore the state college system. The one that worked at JSC since 1828! For 170 years, JSC existed without creative input from the faculty lounge. Did you know that the college's namesake, William Samuel Johnson, was a member of the continental congress who argued that Vermont be given statehood? He was President of Columbia University. A very distinguished person, for certain. But in 2018, the faculty lounge was abuzz with excitement. We are becoming university professors! Whoopee. And in the process, a mere 2 years later (again, after a history that lasted 170 years), there was talk of closing the school. But give it time. The elitists in charge will find a way to screw it up, next time fatally. Bravo.
Other: Solution to problem	This never ever would have happened to Johnson State College. Or Lyndon. Put them in the same basket and they get easier to dispose of. My solution? Restore the great name of Johnson State College, and Lyndon. By far, the greatest number of contributing alumni graduated from one of these two...not NVU (whatever the hell that's supposed to be). Someone had a brilliant idea of consolidating the colleges and it's brought nothing but trouble. Restore the original names! Besides, I graduated from JSC. I'm not about to give funds to NVU. This "university" means nothing to me. Restore JSC and my contributions will resume.
Other: Student support	Sophie just shared this article with a few of us and it was suggested that I post the information here for reference - so here it is. https://drive.google.com/file/d/1_FyTwxPhywnwdDUVO0hAV6yLiWyQR0vg/view?usp=sharing

<p>Other: Targeted Recruiting</p>	<p>This wouldn't completely solve the problem, but targeting Veterans more specifically with recruitment efforts would make sense for a couple reasons: 1.) Veterans usually receive very generous federal funding of all or nearly all of their tuition, without the need for state funding. They also get a cost of living stipend, which in my case was enough to cover off-campus rent in a very decent apartment in Lyndonville, as well as food. All of this is federal money that goes directly to the school system and local people. 2.) There is, or was, an active Veterans community at Lyndon, which could help entice more veterans to enroll. 3.) Northern Vermont is an appealing environment for many veterans (quiet, natural, not crowded, rugged, honest), which could aid recruitment efforts. 4.) Some programs at NVU aren't very common, and/or simply make a lot of sense for veterans. A few examples, but by no means exhaustive: Atmospheric sciences - There are many partially trained meteorologists in the military. Outdoor Recreation - Many veterans are used to spending most of their time outdoors. Exercise Science - All veterans are already quite familiar with exercise. An unrelated suggestion that I read about and liked was to bring CCV campuses into the fold at VSC campuses and expand 2+2 programs/options. This makes so much sense.</p>
<p>Other: Using resource the school already has to make money</p>	<p>I have so many ideas on how to raise money with the resources NVU-Johnson already has! 1.) Move the print shop and open it to the public. Do posters, copies, photo development and more. Some photo stuff can be sent to the VAC since they have extra resources. Also use the print shop to advertise to the town of Johnson. This not only will create a great study experience, but also allow the school to make money. 2.) Use the education department! So many families need after school help so provide it. Make an education class that runs on Fridays, about 4H-5H in the afternoon. First week would be the college students setting up their curriculum for their students. After that have a set class structure starting with a 30-min discussion, 30 minute set up (professor and college students only), and then the rest of the time being the after school program (with time for the kids to do their homework). Split the kids up between the students, and have a theme every week that the college students have to prep for. This not only will give them professional experience, but it will also allow them to learn about what age groups they work with better and allow them a safe environment to ask for help. 3.) SPORTS!! Sports are such a wonderful part of the Johnson campus. Sell tee-shirts, key chains, magnets, noise makers, and themed food during a game. Use that time to make that extra money. 4.) USE DIBDEN!!! NVU-Johnson has one of the best theaters in Vermont, yet doesn't get used to even half of its potential. It should be the busiest part of the school, yet it is one of the quietest. I know Tim has done a lot of wonderful work trying to use it to its full potential, so keep it up. Do more shows, do coffee houses, talent shows, light shows. Redo your contract with Sodexo and make it so you can sell food, even if it's only certain times, or certain days. Put out donation boxes, advertise more. Really make it a community place! Do recordings of the different acapella groups, and improve music groups in the recording studio that is never used, and sell them. If you get rights to the music, then you can make more money than spent. 5.) TIM'S MUSIC FESTIVALS!! They are GREAT and should keep going. Students free to get in, and charge the public. On top of that add tables where people can sell product and charge them for the space!! Clubs 10%, students 15%, and public 20% of their profits. If they don't make anything, no harm to them, but let's say a student just sold a \$200 painting...the school get \$30 off of that sale alone. Not to mention the professional experience the student is getting. These ideas will not only get the school more chances to earn money, but it will also give students more professional experience, create more work opportunities, increase public and student involvement, and heighten future student interest. I believe with these ideas NVU-Johnson can live up to its true potential. Please advertise everything!!!</p>

Other: Various areas	<p>Increase workshop offerings in various areas, or non-degree programming on all VSCS locations. (Many staff/faculty have qualifications to teach these), could also get community members to hold workshops in their areas of expertise. Getting community members to the school sites is vital in increasing local interest. 1.) Close residential on one or both of the NVU campuses. Students can find apartments in the local areas. 2.) Make one campus of NVU as a secondary campus, separate from the main campus offering academics only. This will remove the need for duplicate positions. Move athletics and other departments to one site. 3.) Acceptance agreements with local high schools throughout Vermont and neighboring states. Look closer at what our acceptance requirements are, is there a way to have a variety of requirements instead of limiting to test results (ACT, SAT, GPA, etc.). 4.) Have developmental classes on site instead of sending students away to CCV, accept students with potential. If we send them away they may be less likely to come back. 5.) Allow locations on campus for partnerships with local business/even non-local businesses. Move CCV locations to other campuses. Increase offerings of VTC programs onto the NVU sites. VTC should have the same type of wide spread reach that CCV has. 6.) Buildings around campuses should be sold or leased out and all departments moved to central campus locations. (NVU-Lyndon; Brown house, grey house, daycare center, alumni house). All other VSC campuses probably have similar buildings. 7.) Reevaluate programs offered at all schools, change programming where needed. 8.) USE the knowledge of your employees, many opportunities are missed by not really knowing what qualifications your employees have. Redefine some positions, this may reduce the need for some positions altogether. Also look at proficiency of positions and departments, a lot of money is lost by not having SOPs for the working staff.</p>
Other: Various Ideas	<p>1.) Restructure/Relocation of the VSCS Chancellor's office. 2.) Re-locate rented out CCV locations: a. It's time to consider relocating many CCV locations throughout the state and placing them on our residential campuses. 3.) In collaboration with the State of Vermont, develop a new marketing campaign for the Vermont State Colleges utilizing elected officials such as U.S. Senator, Bernie Sanders. Bernie Sanders has a base of millions of young people. When Bernie talks, people listen. Ask Bernie to create a TV commercial advertising Vermont's State Colleges. 4.) Change the way we do business academically: a. Create an Academic Futures Committee on each campus that reviews what's working on our campuses vs what isn't. What programs are drawing prospective student's vs. what programs have failed to move the needle in the last five years. Review trends in higher education across the country. Remove programs that are no longer drawing students and utilize the space for above listed remote office locations. Offer the students in that program an easy transition plan. Develop new programs with demand. b. Utilize departments such as Public Safety to provide real-life experience to students in the Criminal Justice (CRJ) majors. Provide students course credit for working in the Public Safety department rather than paying all of them direct hire funds. Provide two options: course credit or pay. If they choose course credit one semester, they could be placed on payroll or work-study the next semester. 5.) Change of Residential Campus structures/Organizational Chart: a. Develop a Campus Structure committee that reviews each campus model in the system. 6.) Renegotiate union contracts: a. For most of our unions, this is a contract year. It's time both sides think long and hard about what needs to be done at the bargaining table: Health insurance, retirement, time off, annual raises, and pay decreases all need to be put on the table. 7.) Take a look at how we model our Safety and Campus Maintenance and find ways to consolidate some of these operations. 8.) Better Supervision across the system. 9.) Campaign for the future: Start a fundraising effort through Institutional Advancement that promotes the future of the system and start a fundraising effort. Promote our schools at local businesses. See full document: https://drive.google.com/file/d/1Uu8UiZeFU1rL-tblMfe6nOa2Kdn1G6Qn/view</p>

Other: Vermont's role in the curriculum of NVU	<p>Vermont is noted for certain things in the USA (ex., purity of products). The seal stands for something. Capitalize on that. It should not just stand for food excellence. We are also noted for innovation. Sterling College in Craftsbury for solar comes to mind. Our weather program at NVU is a strength that should be kept and might be expanded on. I have not seen a course catalogue for many years to know what is being offered now. Weather (climate change) will affect many things beside storms and floods in the future. Biology has an important role to play to help us understand climate change and ways it will affect us in future. General education requirements could be relegated to CCV. This will help to remove some financial burden from the school & students alike. CCV's fee per credit is less expensive I believe. NVU could then expand the major programs more fully giving students a more in depth look at their chosen field of interest. NVU could look at the future of work in America and select what they feel is the best fit for the degree programs. These should not be redundant from one campus to another. A look at how these programs relate to Vermont culture and retaining talented graduates would follow. This might help some I truly hope. I would hate to see my old school close. I would never had gotten my degrees if they were not here when I sought higher education. I took a few courses at CCV to "test the water" before I entered Lyndon. I was an adult learner.</p>
Other: You decide-I couldn't choose multiple	<p><u>FIRST</u>: Reassure students that you have landed on two feet - advisors should call every student, validate feelings, get their thoughts and ideas, plan for the coming year! <u>IDEAS FOR ATTRACTING STUDENTS PRE- and POST- COLLEGE</u>: Increase dual enrollment opportunities - co-teach within the high schools (increase connections), summer on NVU campus dual enrollment classes. <u>COOPS</u>: Offer dorm/suite for VSC graduates to fill extra beds on campus - give opportunity for affordable housing while starting a career. Commitment to the student and the degree you have given. Could also offer to any VSC student doing an internship so there can be opportunities to make connections with employers in rural areas. Can help with job placement. In exchange, part of the COOP experience would be becoming an ambassador for NVU-college fair, fundraising, tutor, TA, etc. <u>COMMUNITY CLASSES</u>: Pottery, dance, etc. to draw revenue and strengthen connections. Bethel, VT used to, and may still, run Bethel University during the summer. Community members would offer classes focused on areas of expertise-knitting, tech and media, gardening, small engine repair, etc. something similar could be held at NVU for a fee...year round. Students could help teach? The idea is to expand the connection to NVU beyond the typical 4-6 years. Dual enrollment and COOP could make it a 7-10+ year relationship- revenue would vary, but long lasting. <u>REVIEW OF VSC SYSTEM</u>: How did we get to this point? Does it need to be redefined? Create fair and equitable representation across the state. Create funding that supports the all schools equitably - for example, based on info in VSC minutes, Castleton received a substantial increase in student support while NVU schools remained the same. Why wouldn't each school receive the same increase? <u>SHARE FACILITIES</u>: Can CCV classes be moved to their own space on a VSC campus when close in proximity? Contract with public school to offer access to the pools for gym classes, to help offset those costs.</p>
Partnerships/Collaborations	<p>Closer evaluation of admissions and student ambassadors. It may also be useful to have a student representative go to high schools in VT and NH to give a short speech about the college.</p>
Partnerships/Collaborations	<p>There are some VT corporations that make millions of dollars a year, perhaps we could start reaching out to them particularly if they have NVU alum at them. This could be for donations, partnerships, or even collaborative programs. I am sure some of these corporations would love to invest not only in the future of Vermont education, but the future of their own companies as well. Endowments could also be an option.</p>
Partnerships/Collaborations	<p>Since transportation is often a major issue of concern for students and prevents them from utilizing both campuses and their respective course offerings, I feel that it is time to offer regular public transport to enrolled students. My vision would be to partner with GMT and install or rather expand transportation offers for NVU students. Such available transportation might also open up options for other residents thinking about taking classes. There are plans to extend bus routes across the state already, and if college campuses were to become destinations of bus lines just like the airport or U-mall, then it would greatly enhance the attractiveness of our schools.</p>

	<p>Dear Chancellor and Board, I am a senior at NVU-Lyndon. I am writing to you today to propose a radical alternative to shutting down the colleges. I understand that it may feel like your back is against the wall. It may feel like there is nowhere left to turn, but there is. I propose that you reach out to the other Vermont colleges. I propose you put aside rivalries and ask for their support. We are all part of the same state and all aiming for the same goal and that is to provide the best higher education to students of all ages as you can. By closing three wonderful institutions, you are taking away options for those students. You are taking away the opportunity for students to go to school close to home and you are taking away money for those areas of Vermont. That is why I am proposing that from now and over the summer and beyond you start to try to collaborate with all the Vermont colleges to form a new state college system to be known as The Vermont College Union. The Vermont College Union would offer fair budget distribution across all Vermont Colleges and spread the wealth across the state. This would give all colleges a fair budget. I understand this won't be an easy feat, but the VSC has always been determined and we can't give up now. We need to all work together, especially in this time of need. We need to put aside our pride and ask support from our fellow Vermont colleges. A statewide college collaboration would be monumental and you all would be a part of history. You would be the ones making history. The VSC is set to change, why not make it for the better. By collaborating with all Vermont colleges, we would be able to provide even more flexibility to the students and give them more opportunity than ever before. We would be hosting unity like you have never seen before. Such teamwork and unity would entice more students to come to Vermont. We could adapt universal policies and systems throughout the Union. We could start a huge statewide advertising campaign to get students to Vermont from all over. We could get rid of outdated programs that aren't popular and usher in degree programs that interest this upcoming generation of students. Degree programs such as social media influencers and several other tech-based programs. We can send out surveys to current college students and current high school junior and seniors from Vermont and beyond to see what degree programs they would like to see. This type of catering to students would entice them to our state and thus boosting our economy thanks to you all. In conclusion, I ask that all of you delay the proposal to close and take the time to listen to the people who matter the most, the students and take the time to consider my proposal and talk with the other Vermont colleges. Just think about what history you would be making. If that fails, start reaching out to colleges in other states for support. Please don't make such a quick decision, there are many more options to consider. Listen to the towns people as well, look at all the outpour and unity on Facebook, they also care so deeply about these institutions and they each hold a special place in the heart of Vermonters and out of staters. Just moving students to another college isn't the right solution. These students hold dear to their heart their specific campus. Just think back to your college days, would you have wanted this to happen to your campus? Thank You for your time.</p>
Partnerships/Collaborations	<p>One thing with collaboration: I had been touring schools with VSAC since 7th grade and ended up choosing my home as Lyndon. A huge reason was Lyndon came to me. A rep came to my technical school and was doing acceptance on the spot and they sat one on with me, read over my letter, and accepted me. If you are not doing this, we need to! Onsite acceptance days are cool, but even cooler when they come to you! I was also an ambassador and it is a way we got many students! I would also suggest getting in touch with middles schools along with high schools to see if they are doing any programs around the year. The two years after I graduated I was invited to talk at my MIDDLE SCHOOL for furthering education! I was ecstatic to see that these middle schools had ideas of what they wanted to do, but didn't know paths and a lot were lost as it seems the towns have a "you are not going to go anywhere being from a small town" attitude. We need to turn that around and encourage reaching out to alumni in the areas to talk at these schools as well as the professors. Setting up workshops and creating things to bring you to the future students! We can't wait for students to come to us, we need to start by going to them, give them hope, and reinstall a future. Our students have stories let them tell them. If we can't get students, create videos of testimonies--personal ones like we have been hearing to show to the kids and then have professors do some workshops. Please feel free to contact me if you need volunteers for helping organize.</p>
Partnerships/Collaborations	<p>I'm not sure I will phrase this right but people were talking about how CCV and VTC have satellite campuses. Wouldn't it be more cost effective for the VSC to be able to host some classes at Lyndon or Johnson but it is still CCV and VTC instead of at some of the buildings they might rent</p>

	(and possibly pay cheaper rates to NVU to use the classrooms). Not sure if it would be possible with the way CCV and VTC needs to run, but just an idea.
Partnerships/Collaborations	Utilize alumni (and current out-of-state students home on break) to spread the word about NVU to attract non-Vermonters. I personally came from out of state to attend LSC's meteorology program, and while I ended up getting a job in the field and moving to MA after graduation, so many of my peers did stay in Vermont. They never would have ended up becoming residents had they not attended a VSC!
Partnerships/Collaborations	Recruiting is paramount. It doesn't necessary incur cost. Contact alumni to ask if they would go to schools in their area on a volunteer basis to share what an NVU education did for them. Parents and families need to know the value of these educations from people with first-hand experience.
Partnerships/Collaborations	<p>I believe our state has many innovators and visionaries who could and would come together to work on solutions to save our state college system. I strongly suggest that you, the board of trustees, and the legislators look around Vermont and ask current students, alumni, community members (particularly businesses who hire and depend on students), faculty, staff, high school students, and K-12 educators to form a task force to develop solutions for both financial solvency and a robust academic and residential campus experience that supports the Vermont economy and saves our educational communities. Here are a few ideas: 1.) Take a year to develop solutions task forces in each community much like the think tanks for Act 46 consolidations, 2.) Create a citizens based group to push for more funding support from the State of Vermont, funding from Vermont is critical, 3.) Pull together innovators with vision to look at the brick and mortar campuses and create cooperative living and learning environments that are bold and support student learning with community needs; cooperative living with the community, community classes in the arts, education, the environment, etc., 4.) Offer residential options for CCV students in Randolph, Castleton, Lyndon, and Johnson, 5.) Remove some of the CCV sites that offer nothing more than strip mall classrooms, 5.) Recognize that with a variety of learners comes the need for a variety of educational settings and "brick and mortar" institutions are just as necessary as online learning, 6.) Eliminate the Chancellor's Office and form a Council of Presidents who run the institutions; you can house other director type positions at the campuses around the state but they all coordinate their services, 7.) Expand Nursing and medical programs, dispersing the Williston classroom materials to other sites for satellite services, 8.) Partner with the Vermont Studio School to further develop and sustain an arts focus for NVU Johnson, 9.) Operate as one system but with separate identities, 10.) Utilize the opportunities to be proactive with the economic needs of the state, if we need more nurses and we only have space for so many, utilize the campuses around the state as satellite campuses for nursing students, 11.) Create a low-residency program at one of the campuses and utilize it during the rest of the year for conferences, workshops, maker space, and construction opportunities for students in building programs. Here is a message I have sent to the Governor upon hearing the news of the closures last week: Today's news regarding the possible closure of multiple campuses of the Vermont State Colleges comes at a most difficult and challenging time. I'll do my best to be brief, as I know you have many tasks at hand. I graduated HS in 1979. I was not encouraged to attend college as I "was not college material" and should "consider a career in cosmetology." Wow. That was a blow. Not that there's anything wrong with that, but that was not my plan. I wanted to teach. Despite their lack of faith in me, I wanted to reach students like myself. Under the radar, marginalized, and cast aside as not worthy. I started to believe that as nobody helped me with any college plans, not my school, not my friends, not my family. I worked for a year after high school in the kitchens at a hospital and when I was ready to leave the meal delivery line I went to the summer PROVE Program at Johnson. I was conditionally accepted and embraced into this transitional program. I thrived. I continued to thrive for 4 more years, attaining the Dean's List and President's List repeatedly, becoming a student leader on campus. Here's why my transition and attendance in college was a little miraculous - I was a first-generation student. I showed up unannounced, never "accepted" my offer of admission or sent in a deposit. I didn't know I had to. I just showed up when they said to come. Upon arrival nobody batted an eye. I was given a room and classes. I was hand-held through the process but never felt stupid or "less than" anyone else who showed up that day. You can guess why. These were already my people. They knew where I came from and that it was exciting but frightening to be there. As a junior, about a month in, I had a knock on my door. I was a Resident Assistant, it was the best way for me to keep my costs down - my parents</p>

	<p>refused to complete the FAFSA - said they didn't want anyone to know what they made (middle income Vermonters...not wealthy but not living in poverty). I was being asked to leave campus. I couldn't pay my bill. I was devastated. A friend of mine said he would ask his father, a physician, to cover my balance and that I could pay him back later. This balance was only around \$1000 but I couldn't pay it. I went to the business office the next day to see what I could do. I was distraught. I was nervous. But I wasn't ready to leave. This was now home - my best friends and mentors were there - professors who nurtured me and saw something in me that had always been overlooked. The Business Manager at the time sat me down and explained what was going on. He told me to take a deep breath, that we could work through this. He then laid out a payment plan for me over the next semester. I would work my non-work study job, \$80 every other week, and pay JSC \$50 and keep \$30 for my student teaching gas money until my bill was paid and likely into the summer. That was it. It left \$15 per week for me but I took the deal. He was amazing, and he saved me. He saved many. I had the great fortune to see John Lord last Fall and I thanked him. I cried and said, "You saved me. If not for you I would have been a failed statistic. Thank you." Unflinching, he said that I wasn't the only one. I understood he saved many. He, without ego or need for glory, saved many of us who were unprepared, but determined. He did that. Johnson State did that. This is still the case. These Vermont State Colleges save people. They save students and communities. They are neighborhood colleges - students who overwhelmingly go there won't go anywhere else. For so many reasons it's not easy for them to pick up and move to Chittenden County or anywhere else. Please, PLEASE don't let them go away. I can't imagine our State without them. They are lifelines for communities. Generations of families survive because of them. Seek out innovators and visionaries to revive them. We can make it happen. I am willing to help.</p>
Partnerships/Collaborations	<p>Create a partnership with Burke Mountain Resort to allow for more hands on learning and field based courses. This would create a new image for the school and establish a connection with community businesses. Departments like OEL (MRM), ATM, Business, MBI, Natural Sciences, etc. can all benefit greatly. These programs can market themselves as being able to have students gain real world, work related skills while at school earning a degree.</p>
Partnerships/Collaborations	<p>I am a current online student graduating from NVU in May with a degree in Wellness and Alternative Medicine. I am an older student - age 50, I completed 30 credits online in the last year. In the recent past, I also experienced several semesters in classrooms on a college campus. I have several relatives that are professors and two of my kids are currently in college. Idea - NVU could create Canvas courses for professors to step through in creating their own online courses. It could be packaged to a University as training considering the fall semester for everyone might be online also. Someone needs to fill this learning curve that has real-life teaching experience. The teachers that create NVU online courses are golden right now and their best practices would greatly serve other universities (different learning styles, discussion posts, peer posts, timed quizzes, projects, research papers, etc.) Most professors in typical colleges have no skills in structuring courses online. They are stuck in lecture and test mode. From my family experience, I have heard professors are using outdated video or teaching by lecture only requiring attendance, not providing adequate materials, and rightly so with very little notice. I know there are tutorials within Canvas but nothing beats real examples of course setups and a different approach to teaching.</p>
Partnerships/Collaborations	<p>I received my Masters in Educational Leadership and am currently a high school principal in the area. I have also taught classes and reviewed portfolios for initial teacher licensure for Johnson. My ideas align with Jim Condos. I feel the different campuses need to specialize and partner with UVM, similar to the SUNY programs in NY. I have been a principal for a 20 years. In my early years, I would seek Johnson graduates. That is no longer the case. Johnson was known as a campus that produced great teachers, but they are now too diverse to focus their attention to produce great teachers. Johnson should focus on alternative medicine and education, VTC on the tech fields, etc. If all the schools divided up the majors, they would be more efficient and more effective. There is also the potential to cut administrative costs.</p>
Partnerships/Collaborations	<p>Ask alumni to contact local high schools to participate in college days or ensure that guidance departments have NVU material for juniors and seniors.</p>

Partnerships/Collaborations	I was a former professor at Johnson State and brought the think college program now the college steps program to campus. In my time on faculty, I tried to stress the opportunities for increasing access to college for students with disabilities. In the four years I was on faculty, the think college program was one of the few actual fiscally net-positive programs. Plus we hired students to run the program. I care about Vermont state colleges immensely, even though I live out of state now I would happily help explore ideas and opportunities related to expanding programming for students with disabilities.
Partnerships/Collaborations	As a school, I feel it is greatly important for us to utilize the resources we have given in the surrounding areas around us. I believe it would be smart for the upcoming school year to work with Smugglers Notch Resort and Stowe Mountain Resort about creating a program that would bring both students to the NVU-Johnson campus but also more skiers and employees to these resorts. My reason for this idea is because these are perfect areas for recruitment and advertise for the school at these resorts but also as a way to get more students to go ski at these mountains, benefiting both the school and both resorts. We could easily turn Johnson into a skiers paradise if we can properly market it off. In order to do this, I feel reaching out to Vail Resorts and discuss techniques in which they have been able to grow and develop over the years would greatly help the school to get more skiers in.
Partnerships/Collaborations	I think that it would be helpful to explore offering more dual enrollment courses to high school students. St. Johnsbury Academy offers dual enrollment through SNHU, why not through NVU? I believe that the transferability of the credits is the reason that they partner with SNHU, so, if that could be matched, and marketed well, it could be helpful in boosting enrollment as well as generating some revenue (not a ton, since the cost is quite low, but some).
Partnerships/Collaborations	I believe that NVU should reach out to Coursera and inquire about a partnership. We could publish several different course offerings - ATM and GIS would be immediate attention getters. Some special topics courses in faculty specialties would also be great advertising - Janet Bennion could do a course on polygamy or Alexandre Strokanov could talk about Soviet culture in the 1970s and '80s, for example. This would be a huge advertising boon. Additionally, if NVU put together specialties - a three-six series of courses in a particular subject area - they would receive over a third of the revenue from students who chose to purchase the courses, take the exams/complete the project to prove competency, and then received their certification through Coursera. While this likely wouldn't be a huge source of income, my understanding is that Coursera covers all the hosting and administrative costs. The University Partnership Inquiry Form is linked here on their Contact page: https://www.coursera.org/about/contact
Partnerships/Collaborations	Consider moving CCV campuses that are near the residential campuses to those residential campuses. The CCV in Morrisville to Johnson for instance. As a model, please see the Auraria Campus in Denver, Colorado, which houses metro state Colorado University Denver and Community College of Denver.
Partnerships/Collaborations	Vermont Business Coalition (VBC) - VSCS Partnership. Vermont Business Coalition is a collaborative of businesses surrounding the VSCS community. These businesses opt to provide students, alumni, and/or community members throughout the VSCS community a variety of deals, discounts, experiences, specials, etc. These students, alumni, and/or community members pay a fee to obtain a card, which gives them access to the Vermont Business Coalition offerings in which those who have opted to have this card and their families can take advantage of these deals (rooms at hotels, discounts at businesses and restaurants, etc.). Additionally, the Vermont Business Coalition will create and run programs the VSCS usually runs (programs like MEISA or Adventure Program for example). These programs have the ability to operate as a business and therefore run independently saving the school immediate money. These programs can now be run by alumni, employing students through jobs/internships, and create a bridge connection to surrounding high schools by working with them in a field of their interest as mentorships. These mentorship programs are crucial to creating access and interest to those high school students and Vermonters we need. With this we can get VSCS students more involved with their surrounding community (using more commerce options with the VSCS-VBC card, mentoring and working with high schools, and VBC program run organizations that provide employment for current VSCS students and alumni alike.). Finally, we can also immediately implement programs like an OELT Resort Management Live In program with the Wildflower/Darling Inn Mansion and work closely with the Caledonia Airport for the creation of a Pilot Program which connects the school with another local

	<p>business. Please feel free to reach out to me. Myself and another current student have been working on an in depth outline/plan for this idea. Within this we have formulated a timeline and a more in depth explanation of the VBC-VSCS Partnership. Low overhead and immediate implementation is the initial goal with program creation for future needs, increasing affordable access to Vermont higher education, and reviving the hearts within these communities, also known as our beautiful institutions.</p>
Partnerships/Collaborations	<p>I am currently a student at NVU-Lyndon. My experiences at Lyndon have been more than I could have ever hoped for. Because of this, I want to reach out and say that I am more than happy to talk to anyone to come up with ideas on how we can get NVU out there by ramping up our marketing styles. I would be happy to give any ideas and I would also like to advocate for NVU at college fairs around my area, once coronavirus comes to an end. I think we need to not only represent NVU in New England, but all over the US, in every state we possibly can, preferably all of them. We need to get the word out there on how great of a school this is. We need to attract a wider audience, that is the only way to keep this school alive. We should make a commercial maybe as well to put onto websites as advertisement. We should also post YouTube videos because as a dedicated YouTube watcher, I can say with full confidence that is how schools can attract students. We can post campus tours, alumni experiences, anything we can think of to get ourselves out there.</p>
Partnerships/Collaborations	<p>There has been the idea of including CCV locations onto Johnson and Lyndon campuses. For example, Morrisville to Johnson and Newport to Lyndon. I like this idea for a few reasons. First I think the towns could better utilize the CCV buildings with renting or selling to new business then trying to bring businesses to the Johnson or Lyndon campuses to utilize the buildings. Second including CCV serves as a feeder to the four-year program and provides socialization for CCV students that they currently don't have, dining options, events and lectures.</p>
Partnerships/Collaborations	<p>Could NVU-Lyndon campus become the educational "hub" in the NEK? Could we whittle down our programs to those professional studies that represent our very best and focus on marketing that handful? Could some of our excellent facilities be shared/leased to: CCV, the UVM Extension Service, Riverside and/or Stevens Schools (or perhaps LI), and continue our VTC pre-nursing satellite office (to continue work with NVRH and the North Country Hospital). Would Jamie Dimick be interested in moving KATV to our broadcast studios? Would NPR use our studios as a satellite location for broadcasting? Offer camps/workshops/Professional Studies training all year. We have so much to offer on our campus - athletic facilities, smart classrooms, a theatre, a library, an art gallery, recreational trails, athletic fields, and a setting that provides inspiration for artists and scientists alike. It could become a fully diverse educational complex/think tank/professional training ground for the NEK. I don't have a clear vision for athletics in this concept - except to say that if we did have a Riverside-type school on our campus, it would provide an excellent mentoring opportunity for college student athletes.</p>
Partnerships/Collaborations	<p>Eliminate some degree programs at each campus. It seems like one big problem is overbuilt physical infrastructure at each campus. To justify continued use, and fill up underutilized spaces, consolidate existing regional educational organizations onto the NVU campuses. Host CCV classes on-site. Invite NEKLS to host classes on-site. Invite local high schools to host programs on-site, etc. All this for whatever fee structure is appropriate.</p>
Partnerships/Collaborations	<p>1.) Why not close the Williston VTC campus and have courses offered at Randolph, Lyndon and Johnson, or Castleton. Maybe more rural youth would get into the trades and earn decent money. 2.) Just sent this to the Governor. Governor Scott, would it be appropriate for someone from the state to talk with the Albany College of Pharmacy and Health Sciences to see if they might want to continue their Vermont school on one of the VT college campuses? I have copied some of their information Bachelor's Programs: Bachelor of Science in Biomedical Technology, Bachelor of Science in Clinical Laboratory Sciences, Bachelor of Science in Microbiology, Bachelor of Science in Pharmaceutical Sciences, Bachelor of Science in Public Health, Professional Program, Doctor of Pharmacy (Pharm.D.) - offered on Albany and Vermont Campuses on Albany and Vermont Campus. The ACPHS Vermont Campus is located at 261 Mountain View Drive in Colchester. The Vermont Campus offers the professional pharmacy program so students who enroll in the Pharm.D. program on this campus must have completed two years of pre-requisite requirements or have earned a bachelor's degree in a relevant discipline. The Vermont Campus also offers a two-year master's degree in Pharmaceutical Sciences. The Vermont Campus includes two large</p>

	<p>lecture halls, a cafeteria, library, a practice pharmacy, research and pharmacy practice labs, faculty and administrative offices, plus additional classrooms/study space. The campus is less than three miles from the University of Vermont Medical Center (the state's largest hospital) and the University of Vermont (the state's largest college).</p>
Partnerships/Collaborations	<p>Could CCV Newport and CCV St. Johnsbury move to the NVU Lyndon campus, partnering with RCT to provide regular bussing from Newport and St Johnsbury several times during the school day - in time for morning, afternoon and evening classes? Could NVU rent campus space out to a private childcare provider to operate a year round childcare? Could NVU rent out un used dorm rooms/dorm buildings to individuals or to local organizations/agencies for specific housing needs? Could NVU provide only specific degree instruction and have CCV provide the core academic instruction via online or a hybrid model? Could there be an additional employment tax specific to VT to have businesses provide financial support for their local VT State College? Example, businesses in Orleans, Essex and Caledonia counties special tax would benefit NVU Lyndon.</p>
Partnerships/Collaborations	<p>I've seen this idea mentioned a few times already but figured I'd put it out there too. What if the schools of NVU-Johnson and Lyndon and Castleton University became satellite schools of UVM? This is how many other states run their state college system. Students who don't have good enough grades, or not enough financial support to go to the main campus in Burlington could go to one of the satellite campuses. This would benefit UVM because they would now have room to expand in a place where property/rent isn't expensive. Environmental programs could benefit from the usage of places of Babcock nature preserve and the abundance of forests on campus. It would also benefit Johnson, Lyndon, and Castleton through expanded access to online classes, additional resources and if they wish to a larger and more prestigious school that they could potentially go to if they had the grades.</p>
Partnerships/Collaborations	<p>1.) Look for examples of success stories in small rural colleges in other parts of the country and learn from them. 2.) Complete the merger plan for the Johnson and Lyndon; have the courage to make the hard decisions. Some people will lose their jobs, but the campuses can stay open. 3.) Be nimble and flexible to meet changes in demand for education requirements for jobs regionally and nationally. Offer options: certificate programs and 2-year degrees; hybrid classes – a mix of onsite and online and/or evenings and weekends for non-traditional students. 4.) Expand the opportunity to get college credits to more high schools. 5.) Don't lose the popular majors at each of the sites, e.g., meteorology and communication at Lyndon. 6.) Keep programs for local kids like the Upward Bound program.</p>

NVU Community Action Creation, Ideas for the Future: Community Ties: Build more linkages with regional secondary schools: programs for high school students to take courses at NVU (similar to partnership with Lyndon Institute); opportunities to link NVU faculty with regional high school students (academic advice, assistance, and encouragement; mentorships; presentations at schools); NVU training workshops for regional secondary school teachers and seek federal funding support for summer programs; and consider additional incentives for regional high school students to attend NVU. Expand NVU-community partnerships: establish ongoing regional task force with specific goals, tasks, and timelines. Include diverse cross-section of community to include business and community leaders, educators, and other contributors. First task would be to identify NVU's key strengths, both at present and for the future; and, examine similar models in other states and adopt appropriate, effective strategies. Encourage NVU faculty to give more presentations to regional organizations, in their areas of expertise. Expand and strongly promote programs and access to NVU resources and facilities (including cultural events; athletic facilities; and academic resources like the library). Encourage the (paid-for) usage of NVU facilities for regional and national workshops, conferences, summer programs, athletic events, and retreats. Academic Programs: Identify important work force/employment and educational needs for the future, with a focus on northern Vermont (with assistance of regional task force, above). Inventory academic strengths of NVU. Match projected needs with academic strengths. Propose modified or new, innovative academic programs and courses to address the needs/strengths match. Areas of potential interest might include: Implications of and responses to climate change, with focus on northern New England); sustainable, small-scale agriculture, with focus on northern New England. Include interactions between agriculture and the environment, and attention to regional issues relating to food security. Possible partnership with Sterling College?; environmental education, with focus on northern New England. Possible partnership with Sterling College?; rural health care. Sustainable, natural resource-based entrepreneurship, with focus on northern New England (e.g., forestry and farm products; outdoor recreation). Expand regional internship programs with the private and public sectors, and with not-for-profit organizations. Explore opportunities for improved partnerships with Community College of Vermont (CCV). Consider the potential for co-locating CCV and NVU on the NVU campus(es). Consider possible opportunities for improved partnerships and linkages with the University of Vermont. Consider innovative (improved or new) ways to deliver education to students (via remote learning, internship programs, and off-campus independent study projects). Expand continuing education opportunities for both working and retired persons, both regionally and nationally, with a focus on unique, relevant courses that NVU can offer. Consider academic partnerships with the Province of Quebec, and incentives for Quebec students to access NVU courses. These could include academic opportunities for Inuit and other Native American populations in Quebec and Newfoundland-Labrador. Consider expanding opportunities for retired professionals to teach NVU courses in their areas of expertise. At least some of these retirees might do this voluntarily, especially if a (non-paid) adjunct appointment was offered. Consider opportunities for more interdisciplinary, team-taught courses and programs. Provide more opportunities for regional secondary school students to take courses at NVU (see above). Any modifications to the NVU academic programs should ensure that core arts and sciences courses are maintained and integrated into the overall curricula. Reading, writing, and communications skills ("soft skills") must be included. Other: Do all state college campuses need so many sports teams? Can we consolidate? Is there an opportunity for locating a ROTC program on one of the campuses? Are there opportunities for more outreach to underserved and minority populations, including those of Native American heritage in northern New England and Quebec (see above)? Related to this, is there an opportunity for partnership with Dartmouth College? Is there an opportunity to more deeply explore potential grant opportunities for NVU, from the public, private, and not-for-profit sectors? Could underused NVU buildings be new business incubation sites (with NVU interns)?

Partnerships/Collaborations

We need to be the leaders in providing a "practical approach to liberal arts." SNHU delivery (customer service mentality) with Wagner marketing. We will need to consolidate our offerings even more to better fit the size of our student population and provide services that Vermonters see as a viable path toward employment. Southern New Hampshire University just announced that it will be reducing tuition to be \$10,000 a year. Reducing our in-state tuition must be a priority. <https://www.snhu.edu/about-us/newsroom/2020/04/full-tuition-scholarships-for->

Partnerships/Collaborations

	incoming-freshmen?fbclid=IwAR2XEZ3WeSFNKIylsLOdowxRADdJyeg9dunY98DpRGqHALGPmKMopnI1I1Kw
Partnerships/Collaborations	Can we partner with Kingdom Trails to connect the KT trail system to the campus trails? This would allow business to expand in the Lyndonville area as well as attract more students to NVU. We could also partner with KT/NorthWoods to do some on campus summer programming/camps. We could invite KT to put a welcome center on campus, perhaps the old daycare building (at Lyndon).
Partnerships/Collaborations	1.) Collaborate with the Vermont Studio Center to offer housing for their residents as we have many empty rooms. 2.) Collaborate with other areas to offer temporary housing to seasonal workers, such as the ski resorts nearby. 3.) Look at hosting outdoor concerts, brewers festivals, food truck events, corn roasts, farmers markets, etc. 4.) Rent out some facility space to a private company. Such as an insurance agency, financial broker, real-estate office, or law office. A private business on campus may offer students more learning opportunities while on campus. (This will require consolidating some NVU staff and office space to free up an areas that could be rented out. I feel this could be done on the Johnson campus.
Partnerships/Collaborations	What about thinking outside of the box: In regards to NVU-Lyndon, have area 7-12 students in Lyndonville and maybe St. Johnsbury students go to NVU/Lyndon with their tuitions. They could use a lot of Lyndon Institute's facilities such as the track, ice arena, fields, and classrooms.
Partnerships/Collaborations	With the reality of declining numbers of college aged youth, I suggest retro fitting some of the buildings as Maker Spaces. These would be open for low cost rent to inventors, and other community members and as a resource/learning environment for NVU students.
Partnerships/Collaborations	I like the lifelong learner approach - establishing strong relationships with all of the middle schools and high schools. NVU admissions staff/students become a part of the local college career fairs/panels. Strengthen the relationship with the Vermont Tech programs to match their passions with the strong programs NVU offers, 1:1 campus visits or the tech programs bring a bus of kids to visit NVU for a college field trip. Market to tech programs in other states, starting with New England. Engage the alumni to tell their stories and help with ideas for sustainability. Talk to local counseling centers - like Centerpoint/Addiction Centers to make sure they know about options for hope and looking at education rather than addiction. Engage the communities in the areas for ideas/assistance. Continue sports programs, like the track program at NVU-Lyndon. I think if you can start planting the seeds in high school - visit the high schools to talk directly with students.
Partnerships/Collaborations	The first place I would look for funding is to have the VSC Trustee's and Chancellor loop in Tourism and ACCD state agencies. Those agencies have a number of programs targeted at attracting new residents and young people to Vermont. Those programs will be badly hurt by the closure of NVU. They have a stake in our continued success and will likely be willing partners in furthering it.
Partnerships/Collaborations	Former government official Bruce Post needs to be on any committee think tank to be part of the solutions for the VSC. He has the history, knowledge, and experience to have a seat on that committee.
Partnerships/Collaborations	1.) Apply for the Bill and Melina Gates Foundation that have grants that we can greatly use. 2.) Work in advisory board to restructure VSCS, totally restructure the chancellor's office maybe use space at current campuses than rent out space. 3.) VSCS outreach with alumni and local business.
Partnerships/Collaborations	I enjoyed my time at Lyndon and received a quality education, but I always felt like an outsider [non-Vermont] amongst faculty, staff, and coaches. I was engaged with the students and participated in intramural and varsity sports. I built some wonderful relationships with people that continue to carry on this day. The imbalance I speak of came mostly from the top down. I never thought about it all that much until I just watched your attached video. Your target market is Vermonter's and that is all well and good but if you're going to be sustainable you should expand your outreach and back it up with personnel committed to that vision. The video made me feel like I did 20 years ago. It made me feel that the school is for Vermonters. Your brand is the public perception of your product. I believe that if you create a vision that is more well-rounded, that is supported by faculty, staff, and coaches, you will achieve inclusiveness and equity that will catapult the University to new heights. My education at Lyndon was appreciated and I wish the University all the best moving forward.

Partnerships/Collaborations	I would suggest a revisioning committee to look a options for reorganization, consisting of representatives from the legislature, Board of Trustees, faculty, administration, and alumni. If such a committee is established, I would be willing to serve. I have already submitted some ideas, and continue to think about ways forward.
Partnerships/Collaborations	Expanding on the idea that Richard Moye talked about in his piece published in VT Digger, I'd submit that getting CCV and possibly even an adult education (Northeast Kingdom Learning Services, aka NEKLS) site co-located at LSC would be a chance to pull in more students to the campus in Lyndon. Then there might be a need for child care, definitely a need for transportation, perhaps housing. Think of the state college campus located in Lyndon more as a one-stop for all post-secondary academic needs of folks in the NEK. Isn't that the mission?
Partnerships/Collaborations	JSC and LSC were once the "go to" places for teacher professional development and training. Aside from initial licensure needs, every certified teacher in VT is required to engage in professional development to maintain their professional license. Because NVU and its campuses have (apparently) abandoned its historic roots as teacher colleges, teachers are spending their money elsewhere on professional development. At one time, LAPDA, under the guidance of Bob Stanton, had filled this void in professional development. But this organization, and others like it, are gone from northern and central Vermont. Teachers and schools have now turned to SNHU, SMC, UVM, The Stern Center, CVEDC, VTHEC, and a host of other options for meeting these professional development needs of this modern era. It was once common for local schools to have multiple student teachers each school year, but this is now a rare occurrence. Still, the needs of today's schools have changed drastically over the past 10-15 years, so there is a great need for innovative ways to serve the public education system of VT. In the past 10 years, I have reached out to both campuses to propose partnerships and lab schools (collaborative research) with our local school systems, to no avail. The decline in modern offerings that address current and critical educational need have continued to evaporate. Some districts have no suitable physical setting to host professional development events brought in from other areas, so there is also a need for regional conference centers that don't require travel to central or southern Vermont. This is not to suggest that meeting professional development needs of local schools will solve NVU's budgetary crisis. Still, in the larger picture, LSC and JSC have not participated in practices that would have brought in rich sources of Federal funding related to such partnerships with the region's schools. Meanwhile, local educators send their money to organizations outside of the local region because what they need no longer exists locally. Think of these outside organizations and associated resources as the "Amazon" of the educational world. The money is still being spent; it's just being spent elsewhere. It seems likely that there are many other organizations outside of public education that could tell NVU similar stories about unmet needs. We are all real stakeholders in NVU and the VSC system. Reach out to the local professional communities, let us sit at the table with you, hear our voices, and adapt to our needs so that we can support you. We have been shut out for far too long. Let us in. We need you, and you need us.
Partnerships/Collaborations	Consider merging the VSCS with UVM and VSAC. The legislature has to currently give funding for each of these entities. Why not consider VSAC funding to keep students in Vermont and support the state college system, and have the current state colleges and CCV operate under the umbrella of UVM (with satellite campuses) , or a similar model?

Partnerships/Collaborations	<p>Johnson has always been a special place to me. I enjoy being in Johnson, which is the reason I decided to stay after completing my undergrad and graduate degree. I believe there are many collaborative ways to make and save money for both the College and the Elementary School. I believe the college facilities could be great use as field trips for the elementary schools. The college has great facilities and great students and professors that our young students can learn from. 1.) We have an amazing rock lab that I believe would be amazing for our students to come up on a field trip and learn about. For a small fee. Having the students come up and either experience students, college professor, or both can show and teach the students about the rock lab. Maybe do a collaborative project with the students. 2.) Not sure if we still do, but we have an amazing rope course that could be great for elementary students. Our students currently attend Hulbert Outdoor Center for their field trip. There could be a collaboration between the schools and allow the students to come up and learn from our expert professors and students about the ropes course and utilize the course and the rock wall. 3.) I believe Johnson have some of the best ski and snowboarders with tons of knowledge around. Our students currently go to Craftsbury to ski. I believe we can develop a program up at the college site to provide a skiing opportunity up at the college for the elementary age students. I believe if Johnson dips into the youth a bit more and allow more opportunities for the locals to attend the campus, I believe it will promote more students to want to attend the campus and maybe bring in more revenue. I attended Johnson and I believe it has become distant throughout the years and not much involved in the community. As you have seen, Johnson has a huge impact on this community and this community will stick by Johnson side, and I think that is awesome. I believe Johnson need to give back as well. Johnson need to collaborate with the local schools and provide opportunities for the locals to be able to access the facilities more often. Give a student membership discount to the high school students of Lamoille county or come up with an agreement with the schools that provides the students free membership at the SHAPE Facility by having the district pay a year due. Provide something similar for the teachers as well. We have so many teachers going to different gyms due to the prices and there is a gym right up the hill they can utilize. Obviously, these ideas probably won't be a huge change, but I believe it is a great starter kit and can be a growing foundation. We all need to connect and use our resources. You offer more trip opportunities that the schools pay for, but they are saving money on busing. Lastly, SHAPE VT runs a fitness competition for grades 5th through 8th and schools across the state attend this event. For the past years SHAPE VT used Norwich University for this event. This is a huge event and can bring in tons of revenue if ran correctly and if the right people are involved. Obviously, the primary is a fundraiser for the SHAPE VT, but there is room for NVU to earn funds as well. I will be taking charge of this event for the 2020-2021 school year. The event usually take place in the Spring (giving students most of the school year to prepare). What is asked of NVU? 1.) The use of your athletic facilities during the day. 2.) Possible use of some students to help run station (maybe student athletes or a class). 3.) Sound system set-up for communication purpose: a. Need to be able to speak to a large group b. Need to be able to have the cadence for the push-up and curl-up test playing for all to perform. How can NVU create revenue? 1.) Maybe offer a lunch option to the schools that come attend the event. 2.) Maybe run a concession stand. 3.) Maybe sell some NVU Gear. 4.) 50/50 Raffles. 5.) Etc. It's a simple event that will take place mostly in the SHAPE Facility. This is kind of broad and more details will need to be hashed out, these are my thoughts and I am open for more of a discussion on these thoughts.</p>
Partnerships/Collaborations	<p>I would contact all the hospitals in northeastern VT. I would ask them what medical and administrative needs they see at their hospitals. If NVU already has some academic programs in these areas, great, but make them better. Also, if the hospitals have a need to train personnel in certain areas, offer those academic programs at NVU. Students at NVU could get the academic training they need at the university, and the practical experience they need at the local hospitals. Successful students would have a great chance of getting hired by the hospitals they served at while students. Local hospitals could see NVU as their primary academic center for hiring young medical professionals. This could keep smart, motivated young people in the area serving their community.</p>

Partnerships/Collaborations	<p>Idea: When I was a graduate student in elementary education at Fordham University, a cooperative school system paid tuition for university "fellows." In this way, the schools received a practicing graduate student in a classroom and as a student, full tuition was paid by the host school system. It was a cohort based program led by a university professor-mentor who was a school administrator in one of the schools that was supporting the interns. Perhaps this is one way that the K-12 and University system could work together to share resources, specifically in the NEK at NVU-Lyndon.</p>
Partnerships/Collaborations	<p>Can the state college system enter into any type of partnership or agreement with Middlebury College? Middlebury has a huge endowment and a lot of money. I wonder if it might be a good idea for the new Chancellor to reach out to President Patton to discuss possible avenues for collaboration in which the state colleges could stand to benefit in terms of earning money from Middlebury. It would be great if the state colleges could benefit from such a well-endowed educational institution in the same state. I'm sure the colleges have something to offer to Middlebury, whether that be specialized coursework for Middlebury students (like the Lyndon meteorology program), or opportunities for internships. Even perhaps the campuses could be used for some of Middlebury's summer language programs. I also have another idea: Do the state colleges need to have sports programs? Could cutting these programs save some money? I know that many students enjoy their sports participation while in college, however, for the sake of saving the educational institutions, could it be a good idea to cut sports programs? The facilities could perhaps be rented out to local towns, community groups, or high schools for their own sports games or other events.</p>
Partnerships/Collaborations	<p>https://drive.google.com/open?id=16a-eCCb2wunbq_aAlko08au8fplxcd2S</p>
Partnerships/Collaborations	<p>NVU has the capacity and resources to be a hub for community engagement, community and economic development, social/cultural capacity building. Clearly, NVU does this well, yet we have been ill-coordinated in our work. A primary focus has to be on effective community-university partnerships where we bridge community assets to meet critical needs in our region. For example, a partnership with the VT Agency of Human Services departments (DCF, DAIL, DOC, DMH, VDH) could allow us to assess troubling indicators of well-being and mobilize our assets to 'turn the curve' on troubling indicators of well-being. Imagine strategic partnerships that would fuel our collective capacity to assess community needs and NVU integrated with countless community partner organizations. In this time of economic downturn, numerous organizations and businesses will struggle with keeping their doors open. Imagine if we could partner with the businesses of Vermont. In collaboration with the VT Department of Labor, workforce investment boards, Chamber of Commerce we can enhance the coordination of the education and training of our workforce for Vermont's current and future job opportunities. We could offer more workshops, certificates and events to mobilize collective capacity. FYI, since 2010 NVU-Johnson has supported 2,043 interns offering 456,187 hours to our local, regional and statewide (and beyond). These students are the pipeline for our workforce. Imagine partnerships with employers where we have an articulation that upon successful completion of an internship, the student has a guaranteed job? Imagine a campus where businesses have incubator space? Where we offer college-linked retirement communities? A place where we offer space for GED education? A place where we connect our resources for the benefit of Vermont. With innovative ideas comes the possibility to enhance our teaching and learning while simultaneously meeting real community needs. With inclusive collaboration with all stakeholders we could become the key player to support strategic approaches to sustainable, long-term community change.</p>

Partnerships/Collaborations	<p>Collaborations which take advantage of our underutilized facilities and space to increase income, foster community connections, and support the local economy will be a key component to our success! Below are 3 collaboration opportunities in growth areas: 1.) Medical - there is a severe nursing shortage in VT and across the country and not enough space in VT nursing programs. Most hospitals and care facilities pay more for out of state "traveling nurses" and are suffering financially. We should partner with area hospitals, care facilities and medical practices to ensure a dependable stream of professionals. They are willing to assist with tuition! It's being advertised in the paper. 2.) Outdoor Rec- Burke and Jay both engage seasonal labor, often from countries like Jamaica and they need reasonable places to live. We have empty res hall rooms -could we house these seasonal employees? Kingdom Trails is growing rapidly and lacks room and infrastructure. They don't even own a parking lot. We could partner with KTA - possibly offer parking, a shuttle, trails to bike, or even rooms for guests. 3.) Corrections-Vermont spends about \$50,000 per year on each inmate in prison! We have one of the highest inmate costs in the country. Vermont spends \$150 million each year, approximately 10% of the state's general fund budget, to keep people behind bars and to monitor them when they are on probation or parole. How about diverting some of that money to the VSCS to educate the prison population? It could be a win-win. Guaranteed funding for the VSC, practical life skills and education for the inmates to enable them to be capable of supporting themselves after release and employable. There could be a requirement that the inmates must work in VT for a period of time.</p>
Partnerships/Collaborations	<p>Tap into the NVU alumni - thinking famous or well-known alum such as Jim Cantore. Ask them if they would come and do a public lecture free of charge for the community, or a meet and greet type of thing, community would need to pay to see Cantore etc. do a series of these lectures.</p>
Partnerships/Collaborations	<p>Cooperative program with ski industry; complements Outdoor Rec program at Lyndon.</p>
Partnerships/Collaborations	<p>https://drive.google.com/file/d/1H71c7lmmCIJWTHAfyE0_vbhKrwEln3N/view?usp=sharing</p>
Partnerships/Collaborations	<p>As you deliberate about the future of NVU, I think everyone involved must think "outside of the box." Johnson and the VT State Colleges did just this when they established what was then known as the External Degree Program. Innovative. Attractive. Challenging. Rewarding. I was one of the charter students in 1977, entering Johnson as a junior, and graduating in 1980. We "broke track" as the skiing saying goes. And just think of how many have followed in our footsteps. Perhaps NVU and the State Colleges shown be looking at shared courses with other New England states' college courses, sharing between schools. SNHU aggressively advertises on TV, especially the Boston news stations. Collaboration with them would be challenging financially, and academically as well, but it might be do-able. Duplicate courses between the VT. State Colleges should be eliminated. With the advent of online courses, and their usage during the pandemic, it should be reasonably easy to build that into the curriculum. All of our society has been and will be changed during this stressful period, so it may be more easily adapted into the coursework. I so hope you will be able to rescue the System. It indeed was a turning point in my life when I obtained a BS degree from Johnson through EDP. I never looked back and have always credited Johnson with whatever success I succeeded in achieving.</p>
	<p style="text-align: right;"><i>Updated dm 6.1.20</i></p>