

# **Northern Vermont University Survey of Faculty Viewpoints on Questions Relating to State Funding, Program Development, Restructuring, and the Value of NVU to Vermont Communities**

**Preliminary Draft**

Assembled by Professor Ben Luce, Northern Vermont University.

Respectfully submitted to the Vermont Senate Education Committee

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## Question Summary

- 1) Has your department had to downsize against its will due to attrition through non-replacement of retirees or other means over the past 15 years? If so, by how many full-time and or part-time faculty?
- 2) Have salaries and benefits proved too low to attract or keep new hires? If so, have such failures to attract or retain faculty harmed your department?
- 3) Has your department been unable to acquire adequate facilities and/or equipment? If so, please give some concise examples.
- 4) Have your department's offerings been insufficiently advertised? Or more generally, has there been a lack of specific advertising for your program?
- 5) Has the administration or Board of Trustees failed to support proposals for innovative new programs or majors that you deemed important to NVU's success in attracting students and/or serving the needs of Vermonters?
- 6) Do you believe NVU can actually be a viable university if there is an additional 20-25% cut to budget/programs/faculty this year, or if programs are moving to other VSCS schools (as apparently is being discussed)?
- 7) Do you believe that NVU needs to be studied by an external consultant, or just funded better?
- 8) Do you believe NVU needs to be restructured in general this year, or just funded better?
- 9) Are you alarmed at the very fact that restructuring the VSCS during this pandemic is being contemplated?
- 10) Has the former Chancellor's Closure Proposal and subsequent developments caused you serious personal distress and caused you to question whether you should remain at NVU?
- 11) How has your or your department's work directly benefitted the State of Vermont through the training of needed professionals?
- 12) How has your or your department's work directly benefitted the State of Vermont through the provision of important services or research?
- 13) How has your or your department's work directly benefitted the State of Vermont through environmental protection initiatives?
- 14) How has your or your department's work directly benefitted the State of Vermont through economic development initiatives?

15) How has your or your department's work directly benefitted the State of Vermont through the provision of cultural events and content?

16) How has your service contributed to the community? (A concise list of positions held in the community would be very helpful here)

17) Does your work or your department's work significantly draw out-of-state students to Vermont who often stay in Vermont? If so for what?

18) Have you accepted a lower salary and benefits than you believe you could obtain in any other state to be able to live and work in Vermont?

19) Any other (concise) comments that you would like to make relating to the question of restructuring and funding for NVU:

**1) Has your department had to downsize against its will due to attrition through non-replacement of retirees or other means over the past 15 years? If so, by how many full-time and or part-time faculty?**

- **Mathematics & Computer Science at NVU-Johnson:** “YES. Our department has lost two full time faculty in the last few years that have not been replaced.”
- **Graphic Arts at NVU-Lyndon:** “We have not replaced 2 full-time faculty due to retirement and other loss of faculty. We up have gone from 11 part-time faculty to 3. Furthermore we have not been able to hire someone for the cinema program to focus on that and help it be a strong viable degree. It is suffering because of a lack of full-time faculty support.”
- **Natural Science Department at Lyndon:** “There were 2 physicists and 2 biologists when I started....now just one of each. We are spread extremely thin.”
- **Athletics - Johnson:** “Yes, 1 full time Director, 1 Grad Assistant”
- **Athletics & Business - Johnson:** “I am split between athletics and the Business Department. I coach our Johnson Womens soccer team and I run the Sport Management Concentration as a professor and advisor to all SM students on the Johnson campus. In our business department we were not allowed to re-hire Professor Todd Comen’s position after he took a job at Endicott College in 2018. All students in the Marketing Concentration had to finish their degree path with support and substitutions. Jim Black will retire this spring and we cannot re-hire his position. Our department has strong enrollment numbers but with Jim and Todd gone our on campus professors are myself (part—time faculty and staff combined) and Henrique Cesar who’s recent request to become a full faculty member was denied.”
- **History - Lyndon:** “Have we ever....”, and “When I came to Lyndon in the year 2000 our Social Science Department had: 2 historians, 1 anthropologist, 1 political scientist, 1 sociologist and 1 philosopher. Today only two historians left and we hired 1 CRJ specialist (Brandon). So, today we are only 50 % of what our department was 20 years ago. In 2000 we had the Department of Foreign languages with one full-time instructor in French and number of part-time instructors. We offered French, Spanish, German and Russian languages. Today we have no foreign language full-time faculty and only one part-time faculty left.”
- **Psychology & Human Services:** “Fifteen years ago, the Psychology & Human Services Department had six full-time faculty members. Today we have two. Fifteen years ago, we shared a staff assistant with one other department. Today, two staff assistants support all full and part-time faculty members. This has resulted in faculty doing an extraordinary amount of administrative work in addition to the their teaching/community/scholarship duties.”
- **Dibden Center for the Arts - Johnson:** “Yes two or three years prior to my arrival the performing arts department head three full-time faculty in music one full-time faculty member in dance and two full-time faculty members in theater. I just resigned and I am not being replaced which means we are down to one full-time faculty member in theater in the performing arts area at Johnson.”
- **Education Department - Lyndon:** “The Education Department at Lyndon is currently staffed by two Visiting Assistant Professors. There is no full-time, tenure-track faculty in

the department, despite some of the strongest enrollment numbers at the University. This is down from three full-time faculty a year ago and four within recent memory. Requests for restoring the department to its original staffing levels have been met with insistence that gaps can be filled by adjunct faculty. Adjunct faculty are difficult to recruit, as the pool of potential instructors with sufficient expertise and licensure are already working full time in the K-12 setting in the area. In order to be functional, the Education Department would need a bare minimum of three full-time, tenure-track faculty. In order to best serve the needs of education students and the community, we would need four. We currently have none.”

- **Outdoor Education, Leadership, and Tourism - Lyndon:** “Yes. NVU Lyndon’s department of Outdoor Education, Leadership, and Tourism had a faculty member leave 2 years ago who was not replaced. NVU-J were allowed to replace a retired fulltime faculty member with only a one-year appointment.”
- **Academic Support - Lyndon:** “The Academic Support staff at NVU-Lyndon has lost a director and an admin through retirement, an academic counselor/advising resource specialist through re-assignment, and an academic counselor through a more attractive job offer. Only the admin was replaced, but because the new person was extremely over-qualified, she eventually assumed the responsibilities of the academic counselor, while also retaining some of the admin's duties. Other admin duties are now handled by a work-study staff supervised by her. Thanks to an exceptionally dedicated staff, along with faculty support, the department serves the college community with 4 professional staff, a large student work force, and an upper administration supervisor -- the third supervisor we've had in the last 15 years.”

**2) Have salaries and benefits proved too low to attract or keep new hires? If so, have such failures to attract or retain faculty harmed your department?**

- **Mathematics & Computer Science at NVU-Johnson:** “Unclear.”
- **Graphic Arts at NVU-Lyndon:** “Yes, we lost a key faculty member due to low pay and large workload.”
- **Athletics - Johnson:** “Yes, we are unable to attract part-time coaches as our pay is the same level as what a high school coach makes. Being unable to attract quality part-time coaches has resulted in less Recruits and students coming into those athletic programs and the university.”
- **Athletics & Business - Johnson:** “Todd Comen’s departure was as a result of a far more competitive offer from Endicott. I have also served on 6+ hiring committees in the past four years and in each, our best result was our third choice candidate. Our first choices all declined after seeing our sparse offer. This was the case with many higher positions as well, specifically, admissions and marketing.”
- **History - Lyndon:** “New hires is a problem we'd like to have.” And also “I was in charge of several searches and it was always an issue to attract top candidates.”
- **Dibden Center for the Arts - Johnson:** “Yes over the past ten years we’ve had difficulty getting our first choice candidates to accept the offers and have had to go back to the drawing board multiple times. This was the case with three searches I was part of in music from 2011 to 2018.”
- **Psychology & Human Services:** “ Low faculty salary and benefits have resulted in qualified candidates turning down positions offered in the Psychology & Human Services Department. In additiona insufficient advertising due to our ongoing financial challenges resulted in our advertised positions being posted only in free services such as Higher Education Jobs rather than the appropriate leading locations such as the Chronicle of Higher Education resulting in an abysmally low applicant pool of unqualified individuals.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “ Yes! Our last hiring cycle the NVU Lyndon’s Outdoor Education, Leadership, and Tourism department was rejected by our top 3 candidates.”

3) **Has your department been unable to acquire adequate facilities and/or equipment? If so, please give some concise examples.**

- **Mathematics & Computer Science at NVU-Johnson:** “At NVU Johnson we have external funds which have allowed us to have sufficient equipment. I don't know what the situation is at NVU Lyndon.”
- **Athletics - Johnson:** “we are able to provide the bare minimum but the correct amount of equipment.”
- **Athletics & Business - Johnson:** “I have been promised a computer upgrade since my hire in 2016. To date, that upgrade has still not happened. My current desktop cannot support zoom meetings, no camera and struggles with with most basic functions.”
- **Music Business and Industry - Lyndon:** “Yes and the Music Business and Industry major has to charge high course fees to maintain its current equipment.”
- **Art Department NVU-Johnson:** “Course fee money was taken away this semester and is now being offered back with strict supervision. No money was available for negotiating the teaching from home unexpectedly portion of the semester. Our administrative assistant mailed me extra thumb drives she personally owned so I could mail lectures to students.”
- **Dibden Center for the Arts - Johnson:** “Dibden has been in great need of renovation for quite some time including new technical equipment in the theater, where we are now out of date, What was state of the art in the late 70s and early 80s has not been adequately updated to meet current expectation for the training of technical theater students. We are constantly overlooked in the system, despite being the primary public center for campus traditions and celebrations and bring non-students to campus for various events and performances. In addition our operating budgets for our productions and performing ensembles pales in comparison to many of vermont high school budgets. We aren't financially able to bring the the quality sets, costumes, props, and other production to a level consistent with what students experience in high school. In addition our music ensembles do not have budget to bring in guests for performances and lectures.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “No, but NVU Lyndon's Outdoor Education, Leadership, and Tourism department does all purchasing out of course fees we charge students in addition to tuition.”
- **Academic Support - Lyndon:** “ Our Disabilities Services Coordinator fought for 4 years to have funding released for necessary renovations to bring physical areas into ADA compliance. Many renovations still need to be made.”

**4) Have your department's offerings been insufficiently advertised? Or more generally, has there been a lack of specific advertising for your program?**

- **Mathematics & Computer Science at NVU-Johnson:** “Yes. There has been almost no advertisement for the new Data Science Degree, and there has never been any promotion of Mathematics.
- **Atmospheric Science at NVU-Lyndon:** “No, the Atmospheric Sciences two degree programs have not been sufficiently advertised and marketed. And we lost significant brand recognition with the merger. For example, during this transition period, many prominent meteorological organizations continued listing our department as Lyndon State College. Many prospective students searching for meteorology programs online were not able to find NVU-Lyndon. The Atmospheric Sciences Department put in a lot of hard work to limit the damage of the merger and has slowly been recovering from the confusion it caused. A lot of time and effort went into global institutional rebranding, taking away from the ability to effectively tell the story of our strong professional programs.”
- **Graphic Arts at NVU-Lyndon:** “No, we have been forced to do most of the marketing ourselves. I personally visit every Tec Center with a visual arts program in the state. We are asked to design and maintain a department web page.”
- **Art Department NVU-Johnson:** “NVU –Johnson offers one of the only BFA’s in the state, this should really be advertised heavily. The facility is spacious with fully outfitted art labs and faculty are highly educated and encouraging. We would welcome more students. Out of state students often don’t want to leave when they see the physical beauty and life styles available in Vermont. This should be a statewide campaign not just college based...come learn, live, love in the gorgeous State of Vermont and stay!”
- **Natural Science Department at Lyndon:** “Program not supported: Sustainability Studies and school gardens. There would be such student enthusiasm if they just bit the bullet and supported a class annually regardless of enrollment and worked on developing the entire sustainability program. We set it up to be contemporary and then did not invest in it.”
- **Music Business and Industry - Lyndon:** “The Music Business and Industry major has not been sufficiently advertised in the past academic year, which has led to small attendance at open houses and smaller enrollment numbers.”
- **Athletics - Johnson:** “Thankfully we have our own department website and we have a chance to get our messages out through there.”
- **Athletics & Business - Johnson:** “Advertising has improved in my time on campus but continued improvements are still needed.”
- **History - Lyndon:** “There's a subjective element to this question, but we feel passionately that our offerings have not been advertised in the slightest.” And also “Absolutely and regularly! Despite many of our appeals for better and more intense advertisements Humanities and Social Science majors never were sufficiently advertised.”
- **Dibden Center for the Arts - Johnson:** “Yes, the arts are extremely under represented in most campus advertising. Our programs are rarely featured on the home web page

where they may choose to feature different programs that are already strong. This issue has intensified in our new union as NVU. Requests for arts Or arts and events tabs on the home pages for each institution. Have been denied multiple time.”

- **Outdoor Education, Leadership, and Tourism - Lyndon:** “NVU Lyndon’s Outdoor Education, Leadership, and Tourism department definitely believes we have NOT had adequate marketed and advertised. We have repeatedly requested, made suggestions, and volunteered ideas and offered our own leg work towards these efforts. We have seen very little movement in this area. Additionally, the lack of search engine optimization has all but erased our presence on Google, unless you go to the second page (which no one does). We are one of ONLY three BS programs in the country...we should be page one no question!”
- **Psychology & Human Services:** “We believe the Psychology & Human Services Department would have benefitted greatly over the years from increased advertising of our program.”
- **Clinical Mental Health Counseling:** “The M.S. in Clinical MH Counseling joined NVU just 2 years ago. We have been lucky, to have an advertising budget, and the Admissions and Marketing Departments at NVU are terrific. However, they do not have the staff or resources to market and recruit as needed, to get the word out in Vermont, and more broadly in New England and other states. Graduate and undergraduate Counseling, Psychology and Social Service related programs, as well as NVU as a whole, need significantly more of an investment in Marketing.” And also “Right now, NVU is missing a large opportunity to say “we serve Vermonters,” and let students know that they can continue their education, safely and close to home, in a variety of formats, as the world sorts itself out.”

**5) Has the administration or Board of Trustees failed to support proposals for innovative new programs or majors that you deemed important to NVU's success in attracting students and/or serving the needs of Vermonters?**

- **Mathematics & Computer Science at NVU-Johnson:** “No. The BOT supported our proposal to create a Data Science degree.”
- **Graphic Arts at NVU-Lyndon:** “They failed to support a Photography degree. The board has approved of a duplicate a graphic design program at Castleton though. They said it was innovative. It is not.”
- **Art Department NVU-Johnson:** “Lack of enrollment brought a request to stifle summer course offerings for better fall enrollment, this has been going on for years, but really income and student expansion have been missed. Summer course offerings bring in older, non-traditional students and summer programs for elementary and high school students and educators could be offered. We used to offer Elder Hostel, Governor’s Institute and other programs; they have been gone for years. Times that course meet could be explored with more once a month weekend courses that fulfill the 60-hour meeting time requirement.”
- **Athletics - Johnson:** “We have a chance to speak with students from all over the country, and have fed back to the administration for the last seven years the programs that the students are most interested in. These programs are computer sciences, nursing, engineering, expanded health science, athletic training.”
- **Athletics & Business - Johnson:** “A recent effort to create a Medical Administration Concentration in the Business Dept was tabled for lack of support.”
- **History - Lyndon:** “I can only speak for myself here, but I have been requesting to start a minor in public history (museums, etc..) for fifteen years and been met with cold indifference. We only have a history major now because of unification--we grafted onto Johnson's. Before that we were only allowed to have a history concentration in a social studies major, which made no sense, but there you have it.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “Our AS degree has been supported, so far this is not an issue.”
- **Dibden Center for the Arts - Johnson:** “Not that I’m aware of.”
- **Clinical Mental Health Counseling:** “I think the NVU Administration is committed to innovation. Resources may be an issue.”

6) Do you believe NVU can actually be a viable university if there is an additional 20-25% cut to budget/programs/faculty this year, or if programs are moving to other VSCS schools (as apparently is being discussed)?

- **Mathematics & Computer Science at NVU-Johnson:** “No. NVU Johnson is already down 25% or more in terms of full time faculty, and the institution has almost nowhere left to cut in full time faculty. I don't know enough about the personnel at Lyndon to comment.”
- **Atmospheric Science at NVU-Lyndon:** “No, our program really requires the unique campus infrastructure in place at Lyndon.”
- **Atmospheric Science at NVU-Lyndon:** “NVU is already a small school in a rural area of the country. This already limits the number of students that NVU attracts. However, many students attend NVU because of the reputation of individual programs. Substantial budget cuts to these programs will cause students to attend college outside of Vermont. For example, there are other quality meteorology programs in the Northeast U.S. like Plymouth State and SUNY Oswego. Many prospective students who are interested in studying meteorology at NVU-Lyndon will simply attend these other schools if substantial cuts are made to NVU. The reputation of the "Lyndon" brand in the meteorology community is what helps recruit prospective students to the Atmospheric Sciences Department. Losing this branding would severely hurt the program. Moving the Atmospheric Sciences Department to a far away campus like Castleton would likely damage the program beyond repair.”
- **Graphic Arts at NVU-Lyndon:** “It would be more than less viable. It would be devastating. We have already cut too much. Without further funding I question if we are viable now. Furthermore, I worry that the administration does not see this. Our department And others have already cut to the bare bones.”
- **Athletics - Johnson:** “We have already gone through the exercises with a 25% reduction and it is very challenging to still offer a student experience that is more than a shell of what it should be.”
- **Athletics & Business - Johnson:** “We are struggling to be a viable university at our January 2020 levels.”
- **History - Lyndon:** “Absolutely, not!” And also “Absolutely, more the former than the latter.”
- **Dibden Center for the Arts - Johnson:** “Viable yes, quality no. I do believe program consolidation to one campus or another within the NVU campuses may be necessary.”
- **Education Department - Lyndon:** “Due to understaffing, the Education Department is already offering the bare minimum of required courses each year. This proves to be particularly challenging for any students who fall out of sequence. Missing or performing poorly in a single prerequisite course automatically adds an additional year to a student's program of study, at which point some students leave for programs with more robust and flexible course offerings. Cutting back any further is simply impossible. Department enrollment would be boosted by the additional funding to allow sufficient staffing to offer the courses need to support all students in timely degree completion.”

- **Outdoor Education, Leadership, and Tourism - Lyndon:** “We CANNOT cut anymore and still be competitive with like programs across the country
- **Academic Support - Lyndon:** “No”
- **Clinical Mental Health Counseling:** “It depends on the overall plan for the VSC. NVU can be a viable institution. It is important to northern and central VT. At the same time, there does need to be attention to overall restructuring, with NVU included in the planning. Vermont students should be able to access all majors, across the state. Online should not be siloed, but taught by regular faculty and integrated into the curriculum. Good seamless transitions from CCV Associates to VSC Bachelor’s degrees should be available. Students should be able to complete at least most of a major, as commuters or online, from wherever they live. The residential campuses should be available, through NVU and others, for those that choose that. For example, a student shouldn’t have to move to Randolph to complete a Physics degree or move to Johnson for a different degree. This will take cross-systems planning.”

7) Do you believe that NVU needs to be studied by an external consultant, or just funded better?

- **Mathematics & Computer Science at NVU-Johnson:** “Yes, I think an outside consultant could be helpful to understand where cuts could to be made. I'm confident an external consultant would find that we have too much administration, and under staffed faculty-wise. “
- **Atmospheric Science at NVU-Lyndon:** “Only if it's an external consultant who understands New England higher education and Vermont. I think we are pretty functional in terms of our current faculty and staff, we just need more students.”
- **Atmospheric Science at NVU-Lyndon:** “Both. NVU is a small school and higher education is changing. There are certainly things that NVU can do differently to remain more relevant. However, NVU is severely underfunded and securing the future of NVU by properly funding it will immensely help with recruiting efforts. Students do not want to attend a college with an uncertain future.”
- **Graphic Arts at NVU-Lyndon:** “Just funded better.”
- **Music Business and Industry - Lyndon:** “An external consultant is a waste of money. They should put that money toward the college and students.”
- **Art Department NVU-Johnson:** “I worry about the expense of an external consultant. If more money had been dedicated to higher education years ago this would unnecessary. I think there is more affordable in state help available. I would only want this for a short term and with a set budget if it has to happen at all. Are there any persons, firms, and educators, in state that would like to donate (even partially) their expertise to save state higher education? The residents of Vermont know now, don't be embarrassed to ask even nationally.”
- **Athletics - Johnson:** “Possibly both, we need to be able to decide on our futures as individual universities and if an outside consultant can identify that we've been hamstrung over the years by the board of trustees that's a good thing. But not for them to come in and dictate what we should do.”
- **Athletics & Business - Johnson:** “Both.”
- **History - Lyndon:** “I think, both!” and “Not my area of expertise, but the latter more than the former.”
- **Dibden Center for the Arts - Johnson:** “We need to be funded regardless, external consultant if it is a fiscally responsible choice may be beneficial.”
- **Psychology & Human Services:** “NVU will benefit from an independent financial audit. External consultants are not needed. It's clear that decades of inadequate funding have brought us to where we are today.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “NVU Lyndon's Outdoor Education, Leadership, and Tourism department believes that exploring changes to create increased efficiency and reduce redundancy will help the college system. However, more importantly, additional state funding could lower tuition for our students and thus raise enrollments. So yes to both.”
- **Academic Support - Lyndon:** “Funded better. External consultants have not understood our population enough to make effective change. “
- **Clinical Mental Health Counseling:** “Funded better, and an in-state advisory committee”

## 8) Do you believe NVU needs to be restructured in general this year, or just funded better?

- **Mathematics & Computer Science at NVU-Johnson:** “I think we need to finish unification, but otherwise no.”
- **Music Business and Industry - Lyndon:** “Restructuring during a time of distress is going to lead to hasty decisions that will impact Vermont and the Northeast Kingdom for years to come.”
- **Graphic Arts at NVU-Lyndon:** “We have restructured our school to its demise. We need more funding.”
- **Athletics - Johnson:** “Better Funded
- **Athletics & Business - Johnson:** “Both.”
- **History - Lyndon:** “NVU needs to slow down and examine its future for a couple years. So obviously funded better. This seems like a crazy question to me.” And also “This year just funded better but the unification of Lyndon and Johnson is not really accomplished and stopped on the middle of the way. There are still many issues need to be resolved. NVU Online MUST be brought under Faculty governance. Departments really need to be merged. The idea of schools should be reconsidered because it does not work. I met with our school head once and I saw absolutely nothing coming from its (schools) creation.”
- **Dibden Center for the Arts - Johnson:** “I believe we don’t have choice based on the current directives. Better funding is still required regardless of restructuring. Institutions can not survive and provide quality education that is competitive with other state offerings on our current appropriations. There is reason our students leave Vermont, especially those who are better prepared to enter college, they are receiving better financial packages at other institutions and often those institutions have more full time faculty and staff to mentor students, And better facilities and resources to aid in their educations.”
- **Psychology & Human Services:** “The entire VSC needs restructuring, not just NVU – in addition to needing to receive adequate funding.”
- **Academic Support - Lyndon:** “Funded better.”
- **Clinical Mental Health Counseling:** “Restructure and funded better”

9) Are you alarmed at the very fact that restructuring the VSCS during this pandemic is being contemplated?

- **Mathematics & Computer Science at NVU-Johnson:** “Yes”
- **Graphic Arts at NVU-Lyndon:** “Yes”
- **Music Business and Industry - Lyndon:** “YES! We need to maintain stability for our students, faculty and staff, as well as the community.”
- **Art Department NVU-Johnson:** “The most alarming, damaging thing was the Chancellor’s public announcement. This alone has scared students into considering not continuing or relocating to another school. His comment heightened the financial repercussions. While this united the colleges, faculty and informed state residents of our dire situation, a more calm, unified, public voice would benefit whatever has to occur for any state college system to exist.”
- **Athletics - Johnson:** “Yes”
- **Athletics & Business - Johnson:** “Yes”
- **History - Lyndon:** “Alarmed” is rather euphemistic, but I’ll go with it.” And also “Absolutely! It was an incredibly bad management style, as well as the entire story with “White Paper” and the previous attack against Lyndon in Fall 2019.”
- **Dibden Center for the Arts - Johnson:** “No it is a nationwide higher education response to the many fiscal challenges most college and universities are experience because of the pandemic. Quite simply, when there is not revenue coming in to support the business, for profit or not, then operating budgets must be adjusted. Expansion will be possible for many of these institutions In the future If they survive, once populations return to using their product.”
- **Psychology & Human Services:** “No. What is alarming is the timeline and the sense of panic. Thoughtful and informed restructuring with adequate time for design and implementation is needed.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “No, but it with challenge our students with even more change and they are already stressed as it is.”
- **Academic Support - Lyndon:** “Yes”
- **Clinical Mental Health Counseling:** “We should take the opportunity – but with promised better resources.”

**10) Has the former Chancellor's Closure Proposal and subsequent developments caused you serious personal distress and caused you to question whether you should remain at NVU?**

- **Mathematics & Computer Science at NVU-Johnson:** “Yes”
- **Atmospheric Science at NVU-Lyndon:** “Yes, with all of our family income coming from the institution this has us thinking about other options.”
- **Atmospheric Science at NVU-Lyndon:** “Absolutely. My wife and I love Vermont and we want to stay here. However, substantial restructuring like the Chancellor proposed sends the wrong message to faculty who want to stay at NVU. Faculty have roots and stability where they live. Expecting faculty to commute over two hours away or uproot their entire life for another campus with an uncertain future is ridiculous.”
- **Graphic Arts at NVU-Lyndon:** “Yes, I have started applying for other jobs, but because of the environment I was already planning on doing this.”
- **Music Business and Industry - Lyndon:** “Yes. An anonymous professor was actively looking for positions at other universities after the release of the white paper. The white paper was the only issue that made this professor look in the first place. That same professor will be looking for positions at other schools in the fall. The professor will go on record if need be.”
- **Athletics - Johnson:** “Yes, And we have lost numerous out-of-state student-athletes because of his outward statements”
- **Athletics & Business - Johnson:** “No rational member of our NVU community can feel safe in their current position. I owe it to my family to explore other employment options. 90% of those options will lead to me having to leave Vermont. My wife and I, both Johnson grads, are active young professionals here in Lamoille county and we have two young sons. We want to keep our family in Vermont but if the professional opportunities are taken away we have no option but to leave.”
- **Art Department NVU-Johnson:** “I am still traumatized. This is my thirty-first year as an adjunct educator. I have accepted my not up to national standard pay because I am passionate about my job and our students and the gorgeous State of Vermont. I wanted a state education and to remain in the state I love, the birthplace of my parents. His statement essentially shocked me into asking: Have I wasted my entire working life? The real insult came when I learned how much money this position and those in upper administration earn. So those who can't find a way for the colleges to run positively and effectively earn huge salaries and faculty are some of the lowest paid in the country? Is the State of Vermont content in keeping higher education professionals at these nationally embarrassing low wages? Students attend colleges for substantial course offerings and qualified educators, not for the Chancellor and his office. I am worried I won't have a job at all. I needed to work until 70 just to receive a social security payment of \$1400.00 a month. After paying all of my family bills that leaves me \$141.00 a month for food. I cannot survive on that and now if I am cut short years of work and my month social security payment is only \$800-\$900. I would more than struggle. I would possibly have to sell my home and move to a cheaper state to live in.”
- **History - Lyndon:** “Serious personal distress? Of course it has. Question whether I should remain? Profoundly not. I've spent 30 years building this career. Plus I really like

my house, and I have two kids in a high school they love.” And also “Absolutely and it is after 20 years of service was very hard.”

- **Psychology & Human Services:** “I have been approached by a number of colleagues within the last two months requesting letters of reference. “
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “YES!”
- **Dibden Center for the Arts - Johnson:** “Yes, I’ve been distressed since he took over the chancellorship. We must have a leader with experience and understanding of higher education. One who supports all constituents, including faculty, rather than working against, undermining, and insulting their work.”

11) How has your or your department's work directly benefitted the State of Vermont through the training of needed professionals?

- **Mathematics & Computer Science at NVU-Johnson:** “We have been training secondary educators in mathematics for several years, providing the state with a reliable pipeline of highly trained highly qualified mathematics teachers. We also have worked closely with elementary educators to create a new course, Geometrical Reasoning, to help them meet state standards, and also learn digital educational technology related to mathematics.”
- **Mathematics & Computer Science at NVU-Johnson:** “The new data science degree program was created specifically to address the skills gap that exists in the state.”
- **Atmospheric Science at NVU-Lyndon:** “The Atmospheric Sciences Department trains highly qualified meteorologists. It’s hard to get a local weather forecast without hearing it from a Lyndon grad. Whether it comes from one of the television stations, the National Weather Service, or the “Eye on the Sky” meteorologists, Lyndon graduates dominate the market.”
- **Graphic Arts at NVU-Lyndon:** “Our design students have designed for a large portion of the NEK and beyond.”
- **Athletics - Johnson:** “Young professionals and students of color remain in the state after participating in athletics and attending the state college system and have families in their careers here. “
- **Athletics & Business - Johnson:** “NVU Business Grads are EVERYWHERE in the NEK. Two quick examples, Lost Nation Brewery and Rock Art Brewery in Morrisville are both run and established by Johnson Grads. “
- **Art Department NVU-Johnson:** “Most of our students are Vermonters who want to remain instate. Art is an important part of the digital world, with designing websites, creating art for marketing and advertising, photographing products and weddings, our courses lead to jobs. Even if a student wants to be a fine art creator they are given many skills to support this goal in art-based venues. We have students now using Etsy from home in Vermont to make a portion of their salary. Photography is seen everywhere. Society assumes there will always be pictures whether they are high school graduation photographs or sleek Burton snowboard promotions. Digital makes working from home possible, but the state still has to contend with the poor bandwidth especially in the Northeast Kingdom.”
- **History - Lyndon:** “In my fifteen years at NVU my department has sent dozens and dozens of graduates out to serve the state in a variety of capacities. I'll point out Adam Norton, who is a key figure in the VSEA.” And also “Many of our graduates work for the State of Vermont in different positions: Joe Benning, Senator; Adam Norton, Strategic Analyst at Vermont State Employees' Association - VSEA; Jon Kennedy, Benefit Program Specialist at State of Vermont; Many High school teachers: Dencie Covill, Paul Scavitto, Casie Tanner. Many work at Burke Mountain and other resorts: Dale Fratarolli, and many others.”
- **Psychology & Human Services:** “Psychology and Human Services alums work in almost every human services agency in the NEK, and beyond, often in leadership positions. Without our graduates, local human services agencies would be woefully

understaffed which would create a ripple effect that would result in further harm to the NEK.”

- **Outdoor Education, Leadership, and Tourism - Lyndon:** “Many tourism professionals in the state have received industry specific curriculum from us; we offer workforce development to industry professionals via our course offerings, workshops, and events. Additionally we have an extensive (and active) network of alumni throughout many sectors of our industry.”
- **Dibden Center for the Arts - Johnson:** “We have multiple graduates working on theaters and as teachers in the arts throughout the state.”
- **Education Department - Lyndon:** “The Education Department is an essential component of the K-12 education community in the Northeast Kingdom. The department works collaboratively with the school districts in the area to train teachers who ultimately make up a significant portion of the staffing in NEK schools. Prior to graduation, two-thirds of the 2020 Education graduates had already been hired to fill classroom teaching and special education needs in area schools. Were our program to be cut, the consequences to K-12 education in the Northeast Kingdom would be severe.”
- **Academic Support - Lyndon:** “Many students come to the VSC colleges because they lack the confidence or skill level to succeed in larger institutions. The comprehensive, individualized support these students receive gives them the confidence to become highly-skilled, highly motivated, creative, and productive entrepreneurs and professionals. Many students who entered NVU with little or no direction found their competence, developed their abilities, found their passion, and became successful in their fields.”
- **Clinical Mental Health Counseling:** “Both Counseling programs are closely connected to the mental health, substance use disorder and related social service workforces in VT. Many students and alumni work in these agencies, with vulnerable Vermonters. The workforce connections help inform the content, so that it is highly relevant to the work.”

12) How has your or your department's work directly benefitted the State of Vermont through the provision of important services or research?

- **Mathematics & Computer Science at NVU-Johnson:** “Two members of our department have worked for the Vermont Mathematics Initiative for over 5 years, helping existing mathematics educators in the state earn a masters degree and become highly qualified educators.”
- **Atmospheric Science at NVU-Lyndon:** “Research conducted through NVU has helped with advancing the VT Comprehensive Energy Plan renewable energy goals through work with several electric utility partners. Research and technology developed at NVU has seeded a commercial product that helps electric utilities be more resilient to extreme weather and advance solar energy technology penetration.”
- **Atmospheric Science at NVU-Lyndon:** “Junior and senior Meteorology/Atmospheric Sciences students have provided customized daily weather forecasts to help VTrans with winter storm planning and response. Over 100 students have participated in this experiential learning project at the same time providing critical information to help Vermont roadways be safer during winter weather. Students are paid for this work, as we are under an agreement with VTrans to provide forecast services.”
- **Atmospheric Science at NVU-Lyndon:** “The Atmospheric Sciences Department launches weather balloons during winter storms or severe weather events to assist the National Weather Service Office in Burlington.”
- **Athletics & Business - Johnson:** “My sport management students are working as partners with the Town of Johnson to manage the Johnson Skate and Bike Park. They are integral in keeping this community resource safe and viable.”
- **Graphic Arts at NVU-Lyndon:** “Our students design for local nonprofits like First Night, Vermont Children’s Theater and many more. I have facilitated the creation of a portfolio assessment for all the visual arts tech programs in the State of Vermont.”
- **Graphic Arts at NVU-Lyndon:** “Lyndon Design graduates have created the look and feel for much of Vermont, from NVRH to the Lyndon Downtown Revitlization Corporation, to various Chambers of Commerce.”
- **History - Lyndon:** “We provide a certified translation in and from the Russian language.” And also “I published a book on Vermont history in 2019, and then, in collaboration with the Vermont Historical Society and the Department of Libraries, went on a tour of the state leading discussions about community that arise in the book. I'd given 28 talks between last July and when the pandemic broke out, and had many more cancelled. E.g. I was going to be the keynote speaker at the two Town Officers' Education Conferences in April.”
- **Psychology & Human Services:** “The Psychology & Human Services Department places interns in schools and agencies throughout the NEK. Our interns provide additional needed support and services to agencies which are often understaffed.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “We offer a series of leadership training workshops throughout the year for industry professional. Our students host a series of community service events; Ian Muller Rail Jam to raise money for student veteran scholarships, clean-up days at the Lyndon Outing Club, and Chili Cookoff supports fundraising for the Lyndon Outing Club.”

- **Clinical Mental Health Counseling:** “See above. The last two Commissioner’s of Mental Health graduated from one of the Counseling programs. VCPI, a major training and education resource, also is located with NVU.

13) How has your or your department's work directly benefitted the State of Vermont through environmental protection initiatives?

- **Atmospheric Science at NVU-Lyndon:** “NVU-Lyndon offers a cross-departmental Climate Science degree which is training a whole new generation of Vermonters and students from across the nation on the critical issue of climate change.”
- **Natural Science Department - Lyndon:** “We provide extensive training for environmental scientists and also for sustainability professions, such as renewable energy and energy efficiency, organic food production, etc. Many of our graduates pursue careers in these areas after graduation in Vermont.”
- **Art Department NVU-Johnson:**” The darkroom at NVU-Johnson has been revised for safe chemistry practices. We run a lean ship with minimal storage and reclamation for silver based products. Altered Methods has been reformatted with VOSHA compliance in mind. Chemical safety is one of the first questions from photography students. Science and math oriented art mediums often help science and math phobic students realize they are quite capable of doing those courses. Art Learning Communities do recycling art projects and tiny home design. There are projects decorating recycling containers and creating community support murals. Art education is another important part of NVU-Johnson curriculum. Many students want to work in K-12 and use art as an enriching part of their curriculum.”

**14) How has your or your department's work directly benefitted the State of Vermont through economic development initiatives?**

- **Mathematics & Computer Science at NVU-Johnson:** “I participated with the Center for Professional Studies to pilot a 100% online bootcamp in data analytics to help close the skills gap in this area in the state. I plan to continue working in this program in the future. Another professor in our department has been training in Actuarial Studies to offer coursework or bootcamps in this critical skills area. “
- **Atmospheric Science at NVU-Lyndon:** “Research and technology developed at NVU seeded the founding of a local business, Northview Weather, which has created 3 new jobs in Lyndonville. Northview is an early growth stage technology company that helps electric utility companies plan for extreme weather.”
- **Graphic Arts at NVU-Lyndon:** “Our students have done numerous designs at low cost for start-up companies through the Incubator Without Walls program.”
- **Athletics - Johnson:** “See question 11, and also the amount of visiting teams, fans, families that attend on campus sporting events weekly throughout the school year and in the summer months with camps and clinics.”
- **Athletics & Business - Johnson:** “Most of our out of state students remain in Lamoille County after graduation and there are thousands of NVU grads working as professionals in our regions. “
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “The proposed NVU/Burke Mountain Co-Op model would serve as both a workforce development initiative but also potential research hub for outdoor recreation management best business and sustainability practices.”

**15) How has your or your department's work directly benefitted the State of Vermont through the provision of cultural events and content?**

- **Mathematics & Computer Science at NVU-Johnson:** “We regularly post mathematical enrichment content to the internet through the Geogebra.org platform, and on social media. I have also served as a puzzle editor in some news papers over the years.”
- **Graphic Arts at NVU-Lyndon:** “We host AP the Vermont Animation Festival yearly, design for First Night North, I illustrate and design marketing material for Vermont Children’s theater with students. Illustration students and myself just completed illustrations for VPR’s But Why: A Podcast for Curious children as part of their desire to help educators and families during the pandemic.”
- **Music Business and Industry - Lyndon:** “Yes. Many of our Music Business and Industry alumni work live events across the state for the largest Vermont production company, Darkstar Lighting and Production. Others work for Catamount Arts that provide art events across the North Country. I regularly offers lecture events on campus discussing various aspects of the music and recording industry, including home recording and audio technology. These events are free and open to the public. Each semester, my spouse, in the Exercise Science Department, offers lecture and workshop events on yoga, relaxation, breathwork, and yogic philosophy. These events are free and open to the public and are well attended by students and community members.”
- **Athletics - Johnson:** “Athletics is the most diverse group of student population on any of the state colleges.”
- **History - Lyndon:** “I have fifteen years of doing what Vermont historians do--giving talks, serving in museums and historic sites in a variety of capacities, serving as a commentator in places like newspapers and VPR, and much, much more.” And also “1) Our Department together with NVU Institute of Russian language, history and culture (Russian Institute) organized International conference dedicated to the Centennial Anniversary of Nobel Prize winner in literature Alexander Solzhenitsyn who live in Vermont for 18 years. More than 50 scholars from many countries came and participated in the conference. The Conference was widely praised in International, USA Federal and Vermont state media. Vermont teachers were invited to the conference to learn how to use Solzhenitsyn's works in their work. 2) Regular International students contests in history that are covered widely in media, USA and internationally, were organized by the Department. Five such contests in the last 15 years. 3) The Department together with the Russian Institute organized several International Russian language Olympiad. Participants of the Olympiads were from many towns of New England and even several foreign countries. 4) The students' delegations regularly visiting sister city of Burlington which is City of Yaroslavl in Russia. Last year (2019) students brought to Yaroslavl the letter from Burlington Mayor Miro Weinberger and participated in many events specially organized for us in the sister city.5) The Department regularly invites ambassadors of foreign countries to the United Nations and the USA to visit Vermont, to speak to students and the local community, often meeting with the Governor of Vermont and other state's officials. The ambassadors to the United Nations from the following countries visited and spoke at Lyndon: Afghanistan, Belarus, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan and several others.”

- **Dibden Center for the Arts - Johnson:** “Our ensembles present multiple runout concerts to under served schools and communities annually, additionally we open our performances to public at a very low ticketed cost. We also welcome community members to participate in ensembles and international travel.”

**16) How has your service contributed to the community? (A concise list of positions held in the community would be very helpful here)**

- **Atmospheric Science at NVU-Lyndon:** “The Atmospheric Sciences Department has been involved in many school visits to K-12 classrooms in Vermont. Topics covered with these school visits include information about climate change and severe weather safety. The Atmospheric Sciences Department also hosts the Northeast Kingdom Science Fair every spring for Grades 3-8 in the Greater Lyndon Community.”
- **Graphic Arts at NVU-Lyndon:** “Advisory Board Member for Essex Technical Center, Stamford Technical Center, LI Graphic Design Program. Bishop, Stake President Counselor responsible for Helping over 200 youth in the state.”
- **Music Business and Industry - Lyndon:** “I have been an acoustics and audio consultant to Lyndon’s Upright Steeple Society. (He helped to restore a historic church and create a live music venue in Lyndon.) I also hosted junior high students at Kingdom Career connect to promote music and attending college after high school.”
- **Natural Science Department at Lyndon:** I was chair of Education and Workforce Development at Farm to Plate for 3 years. I am chair of peacham fire district providing drinking water to the village of peacham and a licensed water operator.”
- **Athletics - Johnson:** “Youth Coaching; Special Olympics; Elementary Reading Program; Food Shelf; Low Income Heating; Athletes total yearly community service is between 600-800 hours per academic year. “
- **Athletics & Business - Johnson:** “Volunteer coach with the Special Olympics Volunteer Ski Instructor in the Morrisville town Ski Program. Board Member at Johnson Works (business development board in the Town of Johnson)”
- **History - Lyndon:** “I was the middle-school soccer coach at Danville for four years. I serve the Danville Historical Society. There's more but I'll leave it at that.” And “Regular lectures delivered by faculty members at different cultural centres around the state of Vermont. International experts, foreign dignitaries invited by the department often spoke at Vermont schools (Lyndon Institute, St. Johnsbury Academy), and at different cultural centres (Catamount Arts, Athenaeum). “
- **Dibden Center for the Arts - Johnson:** “I’ve helped to organize numerous conferences over the past ten years for Vermont music educators and presented sessions at those conferences.”
- **Psychology & Human Services:** “Board Member, Umbrella Domestic & Sexual Violence Prevention Agency. Trainer/Consultant to a variety of schools in the NEK around issues of racial/social justice.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “We have faculty that serves on board of directors for New England Ski Museum, Lyndon Outing Club collaborator, Parks and Rec Commissioner James; Board of Directors NH School Board Association, Franconia Children's Center, Bethlehem Elementary School Board, Select Board/Planning Board member.”
- **Clinical Mental Health Counseling:** “See above – There are probably over 300 students and alumni from each program, most of whom remain in and work in Vermont as clinical and programmatic leaders.”

17) Does your work or your department's work significantly draw out-of-state students to Vermont who often stay in Vermont? If so for what?

- **Mathematics & Computer Science at NVU-Johnson:** “We regularly have out of state students, but I’m not sure how it compares to other departments.”
- **Atmospheric Science at NVU-Lyndon:** “Yes. Approximately 80% of ATM students are from out of state. Many have stayed to work in the handful of jobs in our field at the National Weather Service in Burlington, work as TV meteorologists, and the Fairbanks Museum.”
- **Music Business and Industry - Lyndon:** “The Music Business and Industry department draws many out of state students who fall in love with Vermont and continue to work for live music venues and recording studios across the state.”
- **Athletics - Johnson:** “Student-athletes come in for athletics and because they love the University and the opportunity Vermont Vermont provides. On average each campuses is athletic department brings in between 40 and 60 out of state students each year.”
- **Athletics & Business - Johnson:** “Many Sport Management students come from out of state to pursue jobs in the sport industries they are passionate about. I have graduates working at ski areas, golf courses, mountain bike organizations, local community Rec programs, sport based retail and the list goes on and on.”
- **Dibden Center for the Arts - Johnson:** “We have brought many students into the department through our BA I Musical Theater which was a unique offering through NEBHE, and yes many have remained in Vermont post graduation for at least. A year or two.”
- **Outdoor Education, Leadership, and Tourism - Lyndon:** “Yes. Many of our students come from out of state instate to work in the ski industry, another tourism related industries.”
- **Academic Support - Lyndon:** “Yes. Students who need more personalized support and instruction, including but not only students with disabilities, learn about NVU through high school guidance counselors who are well-acquainted with our reputation for exceptional work with these students. Two years ago, Lyndon had an actual visit from Hugh Jackman, his wife, and his son who was checking the college for his freshman year based on the recommendation of his guidance counselor in NY.”

**18) Have you accepted a lower salary and benefits than you believe you could obtain in any other state to be able to live and work in Vermont?**

- **Mathematics & Computer Science at NVU-Johnson:** "Yes"
- **Atmospheric Science at NVU-Lyndon:** "Yes, as a trade off for quality of life and job flexibility."
- **Atmospheric Science at NVU-Lyndon:** "Yes"
- **Graphic Arts at NVU-Lyndon:** "Yes, I took over \$10,000 pay cut when I started working here."
- **Music Business and Industry - Lyndon:** "Yes. I know for a fact that I could make \$10,000 more and teach 10 less credits per academic year, in upstate New York. (Not New York City.)"
- **Art Department NVU-Johnson:** "Yes, my love for the Northeast Kingdom, land and people, has made me want to remain in Vermont. My quality of life, the desire for clean air, clean water, and seeing wildlife, have taken precedence over pay. The Chancellor's announcement made me feel I perhaps have made the wrong decision, that the State could care less about my dedication and work ethic in support of Vermonters, Out of State students and the arts. While I thought being an underpaid educator was beneficial to my community it has only been one of fiscal detriment and folly."
- **Athletics - Johnson:** "Yes"
- **Athletics & Business - Johnson:** "I am a Johnson Alum, I took a pay cut to come home and support my school/community. I'm a N.Y. native but I chose to live and work in Vermont. Johnson was my opportunity to pursue a professional career path and I have flourished here because of my education."
- **History - Lyndon:** "Absolutely! I accepted a lower salary when I came here from North Carolina. I was attracted by the state and benefits that we had 20 years and ago. Unfortunately, many of them, like the early retirement was lost during my tenure here. I rejected several proposals of much higher paid jobs during my 20 years here. I was loyal to Vermont while I was full of strength and energy and it is very sad to realize that after all those years and my loyalty and devotion to the public higher education in Vermont I can be simply thrown out and left without a job two years before I can retire." And also "I know this for a fact, it happened to me. But I'm a Vermont historian so the choice was easy. Legislators, don't make me regret it."
- **Psychology & Human Services:** " Absolutely, positively, without a doubt. I came to the University 17 years ago. I took a 50% pay cut. It wasn't until two years ago that my salary equaled what it did in my last job in 2003." And also "I continued to live as an impoverished grad student for a number of years after coming to the University over 25 years ago."
- **Outdoor Education, Leadership, and Tourism - Lyndon:** "Yes, we all left higher paying jobs to become educators and work/live in Vermont."
- **Dibden Center for the Arts - Johnson:** "Yes. My colleagues at comparable public institutions in other states have a higher salary for tenure-track position, and often with a much lower cost of living. There exists even within our own state a very observable difference in salaries between VSC faculty and UVM faculty."

- **Education Department - Lyndon:** “The salary that I accepted was the lowest that I was offered, even when compared to positions that ranked below what I was hired for at NVU. I chose to come because of the small class sizes, dedicated students, and colleagues whose priorities in education matched my own.”
- **Academic Support - Lyndon:** “Hasn't everyone?”

**19) Any other (concise) comments that you would like to make relating to the question of restructuring and funding for NVU:**

- **Atmospheric Science at NVU-Lyndon:** “Lyndon Meteorology/Atmospheric Sciences graduates have not only a strong regional presence, but also a national recognition. Lyndon graduates work at companies such as IBM and The Weather Channel, and serve in senior leadership positions in the National Weather Service. Over the last 15 years.
- **Atmospheric Science at NVU-Lyndon:** “Lyndon Meteorology/Atmospheric Sciences graduates have worked in approximately 30% of national media markets, have earned advanced degrees at over 30 graduate schools, and been hired at over 25 companies.”
- **Mathematics & Computer Science at NVU-Johnson:** “I've been doing research that indicates that the reason for declining enrollment is that tuition is too high, and that our declining enrollments are NOT due to demographic issues. I've attached a very brief technical writeup of the findings. ” [This analysis was submitted along with this survey and written testimony to the Senate Education Committee on May 21, 2020.]
- **Music Business and Industry - Lyndon:** “The closing of any one of these campuses would absolutely devastate the region, economically. Vermont CANNOT AFFORD TO LOSE any one of these campuses.”
- **Natural Science Department at Lyndon:** “My life long comment: public education was not established in this nation as another profit center...it was created to advance society in a collective manner and always deemed, until Reagan, more than worthy of the investment!
- **Art Department NVU-Johnson:** “My hope is that the powers that be really look at the entire system, top down and ask: How should the colleges be run and by what bodies? Should there be a Chancellor’s office or is there a more efficient way to fiscally and academically support the colleges? Is the current Board of Trustees sincerely dedicated to their job? Does the board represent all regions of the state and socio-economic groups? Are there educators from elementary, high school and higher education on the board? How would each college be financially if they did not pay that 5 million in to the central office? There have to be other models from other states where college presidents and a hard working board can run the state educational system most effectively and for less money. At some colleges a portion of the board are fundraiser. For all of this to work it is not just the restructuring of NVU. The State of Vermont has to take responsibility for an ineffective, expensive Chancellor’s office and central working system. It hasn’t worked for a very long time, the effects are cumulative and with COVID-19 now catastrophic.”
- **Athletics - Johnson:** “If adequate funding would’ve been provided over the decades none of these restructuring conversations would be needing to be held.” =
- **Athletics & Business - Johnson:** “My family, and many like us, will be forced to look out of state to continue our careers.”
- **History - Lyndon:** “Two things. First, it is obvious to me that CCV needs to be restructured not to duplicate NVU courses and allow their (CCV) graduates to continue their education at Lyndon and Johnson campuses. Second, expansion of double enrollment for high school students and maybe even a merger between NVU and Lyndon Institute, Danville High School to improve quality of education for the most capable students. Some small Vermont school have a shortage of qualified teachers in

the field of humanities and social science and those students could take courses at NVU. My experience with double enrollment students is very positive.”

- **Outdoor Education, Leadership, and Tourism - Lyndon:** “We need your support to help us achieve our mission to serve our students and the state of Vermont.”