

Annual Report to the Board of Trustees September 6, 2007



EXECUTIVE SUMMARY

The Johnson State College community believes in the power of higher education to transform lives. We express this commitment through an education that crosses academic and other boundaries, where possible; creates opportunities for students to extend their classroom learning to the field, the laboratory, the studio, the community, and the local and wider world; recognizes the diverse starting points and goals of students; and sustains active participation, high standards, vigorous debate and mutual respect.

— Johnson State College Mission Statement
Adopted 2005

This past year has been one in which we have realized accomplishments in many areas, while developing the infrastructure for strategic growth in areas that are critical to the realization of our long-range goals.

In keeping with recommendations in our campus master plan and in anticipation of record enrollment, we have converted the third floor of Martinetti Hall to residence space. Our Martinetti rooms are sought after by our students and the new suite of rooms will include an apartment for our new coordinator of Residential Life. Housing staff in our residence hall space is an important step in our multi-faceted approach to improving student retention.

We are entering the third year of our Title III grant, and this year we launching a new Common Reading Initiative, which is funded in part by Title III funds. The program provides all first-year students with a book before the academic year begins. This year's book is *A Long Way Gone: Memoirs of a Boy Soldier*, by Ishmael Beah. Students will read and discuss the book, and attend a variety of related activities. The program will culminate with the author's visit to campus in late October. Students are expected to have read the book over the summer—a copy was given them at summer registration—and to come prepared for a discussion session during orientation. Faculty and staff members have attended workshops on leading these discussion sessions and a reading guide has been available to all on our Website.

Our communications and marketing efforts have taken a major leap forward at the tactical level with the launch of the College's redesigned Website in late winter. Response to the new site has been very positive, and we're already beginning to realize some return on our investment of time and resources: our latest report for our fall 2007 semester (generated on August 17) shows a 126 percent increase in on-line applications, 785 this year compared to 347 last year.

Our investment in people continues at the College. Bonnie Fairbanks has recently joined us as the College's first-ever Director of Human Resources. Bonnie has already begun the process of developing a comprehensive program in support of our faculty and staff. On the faculty side of the institution, we invested in the areas of business, the humanities, environmental and health sciences, and mathematics. Hans Christian Haverkamp, Sharon Cline, and Henrique Cezar will join us as full-time tenure track faculty members. Visiting professors include Reed Brown, Noble Francoeur, and Jerry Himelstein.

The Campaign for Johnson State College, our first comprehensive fundraising campaign is underway, but in a somewhat non-traditional manner. We have completed an assessment of our development infrastructure and a feasibility study to help us determine an ambitious and achievable goal. During the campaign's first full year—and while the VSC board launches its strategic planning process—we will be building our volunteer structure and conducting a major gifts campaign designed to capture leadership gifts, identify new prospects, and further test the areas of funding we are certain will form the core of our individual campaign goals.

Without a doubt, this year has been pivotal for Johnson State College. Our focus continues to be on our strategic goals developed over the past six years of planning, and to investing the resources and talent essential to realizing those goals. In anticipation of an exciting and important year in Johnson State College's history, we have set the following goals for JSC 2007- 2008:



1) *Advance Early Student Success Initiatives*

As we begin year three of our five-year Title III grant, we start the second year of our three year "Plan for Early and Sustained Student Success at JSC". This next phase will include extension of First Year Seminars and their assessment, continuing strengthened early advising, teaching and learning beyond the classroom, in-depth institutional research to document and apply lessons learned throughout the college.

2) *Create and Extend our Physical and Technological Resources*

To advance this goal we will move ahead with our Campus Master Plan and upgrade of classroom and lab facilities, align our physical space priorities with college priorities and do so with awareness of sustainability and thoughtful use of resources. Informational Technology resources will connect with both physical and financial resources. They will support employees and campus-based and community-based students.

3) *Enhance and Expand College Communications and Outreach*

To best share ideas and information we will want to make best use of our new Website and its capabilities, information technology resources, and print and oral means. In addition to strengthening our on-campus communications, we will extend information sharing to parents, alumni and the

public. In furthering our role as a good citizen, we will reach further and more regularly into our communities in furtherance of mutual goals.

4) *Integrate Comprehensive Planning throughout Johnson State College*

Beginning with a review of current JSC Plans including Design for our Future (2003-2006), and The First Year: Three Year Plan for Early and Sustained Student Success at JSC, we will coordinate and extend planning throughout the college, so that planning and assessment become our standard practice.

5) *Launch an Integrated Human Resources Office with a focus on ongoing professional development.*

6) *Design and Initiate a Major Gifts Campaign Aligned with College Goals and Marked by Broad Participation.*



ACADEMIC AFFAIRS

Title III

The second year of Johnson State College's federally funded Title III project continued the rapid pace of activities from year #1. Supported by Title III, a joint task force of faculty and staff met throughout the summer of 2006 to create a set of action plans in six areas that are essential to the persistence and success of first-year students at the College. The group's wide-ranging plan constituted its members' answer to the question of "What else besides first-year seminars?" is necessary for early and sustained student success at JSC. The year's grant-supported highlights also included a valuable visit to SUNY-Oswego, well known in the world of public higher education for the richness of opportunities afforded first-year students. There, four senior JSC administrators were treated to what amounted to two days of a highly customized workshop on the first-year experience. Back on campus, the

grant supported a semester-long, faculty and staff reading group around Richard Light's *Making the Most of College: Students Speak Their Minds*; and then a visit from the author to JSC during the annual VSC academic retreat in May. Title III also helped advance the desirable blurring of lines between academic and student affairs, as the Dean of Students and Director of First-Year Experience took steps to bring learning (and not just living) to the residence halls. Also supported by Title III, the first Common Initiative for freshmen will take place this fall, as the JSC community reads, discusses, and attends a variety of activities around Ismael Beah's *A Long Way Gone: Memoirs of a Boy Soldier*. In considering how new students learn, and thus how to teach them, our aim is to apply the fruits of a transformed first-year experience to the sophomore year and beyond, and to other categories

of students besides freshmen, as they pursue their major programs and fulfill college-wide requirements. Finally, as reported last year, the College has continued its rapid progress on increasing the endowment since receiving a Title III grant. Fundraising remains well ahead of the schedule projected in the grant proposal.

External Degree Program

Growth in enrollment continued to be the story for the External Degree Program this year. In the spring '07 semester, 532 EDP students were enrolled throughout the state—an increase of 3.1 percent over the previous spring and another record high for the program. Since Fall 2000, the program has grown by 70 percent, recording increased enrollments in every semester but one.

Much work took place this past year to enhance the Education program for EDP's growing number of pre-service teachers. An EDP/Education steering group planned and implemented numerous changes, including the addition of off-campus seminars on being a professional teacher, new orientations regarding student teaching, a site on Blackboard for Education students, and other kinds of support. A faculty retreat brought together JSC's full-time Education faculty with EDP's statewide group of part-time faculty. It was the first ever such retreat and proved a successful professional development event. Another is planned for the coming year. **Dr. Gina Ritscher**, herself an EDP graduate and second-year faculty member whose assignment is half on campus and half with EDP, played a major role in implementing many of these changes.

EDP continues to benefit from an extremely talented group of part-time instructors teaching at various locations around the state and online. In recent months, EDP's instructors have been active overseas in language studies in Spain, coached the International Special Olympics, worked against HIV/AIDS and hunger in Tanzania with one of JSC's Break Away groups, taught at University of Haifa in Israel, pursued an advanced degree in adult and online learning, received a professional writer's

grant from the Canadian government, taught in Ukraine on an extended Fulbright fellowship, and participated in many other activities.

EDP has developed a significant online program, with online courses running each semester and throughout summer semester for an approximate total of 75-100 each year. Both program directors, especially Valerie Edwards, teach online and train online instructors. In February, Co-directors attended a national conference on e-learning held by the national Instructional Technology Council in Albuquerque. **Valerie Edwards** is a founding member of the planning group for the annual Vermont Professionals in Adult Learning (VPAL) conference that took place last March in Montpelier. Co-Director **Dave Cavanagh** presented workshops on online learning at the VPAL conference and at the VSC faculty retreat at JSC in May. In the coming year, the EDP co-directors will focus on expanding support to online and other off-campus instructors with an eye to maintaining and increasing consistency and quality as the EDP continues to grow.

Extended Classroom Experiences

Johnson State College's first annual showcase event to celebrate "extended classroom experiences" took place on April 19, with Governor Jim Douglas among the 250-300 attendees. Student displays of work beyond the classroom, including internships, student field and lab-based research, study travel and field trips, student teaching, service-learning, Break Away, and independent studies, filled the main gymnasium. Food and music enhanced the celebratory atmosphere and, alongside JSC faculty, staff, and students, a number of community partners and friends also attended. Some of the posters and other work products were preserved for display at the JSC 101 event for prospective students and their families. The event was supported by the college's Title III grant. Research shows that experiential education, which complements classroom learning, provides a powerful tool to support student persistence and success. Thus the intention is to make this an annual event for JSC faculty, staff, students, community partners, trustees,

and friends. Next year's showcase is already scheduled for April 17, 2008. As was the case this past year, next year's will be an inclusive event, displaying the achievements of all categories and levels of JSC students, as represented in a variety of programs and media.

Personnel

Although the College suffered some personnel losses, including the retirement of much-revered history professor **Kathleen ("Kit") Cooke**, JSC did enjoy a successful year recruiting its first choices to full-time faculty positions. **Hans Christian Haverkamp** is a new Assistant Professor in the Environmental and Health Sciences Department. He has a Ph.D. in Kinesiology, with an emphasis in Exercise Physiology, from the University of Wisconsin, Madison. Since 2005 he has been a post-doctoral research fellow at UVM's College of Medicine, where he added to an already extensive publication record in the field of asthma research. He looks forward to returning to the classroom where he aims to incorporate students into his research program. **Sharon ("Lisa") Cline** was recently appointed a full-time Assistant Professor in the Humanities Department. Lisa has an M.A. in History from The University of Tennessee, Knoxville, and is about to complete her Ph.D. at the University of Wisconsin, Madison, where she served as the George Mosse Teaching Fellow. She utilizes a variety of primary materials in her classrooms, where her teaching interests focus on modern European/French women's and gender history, European intellectual and cultural history, and world history. **Henrique Cezar**, a part-time faculty member at Johnson State College for several years, where his energetic and creative approach to teaching has been consistently well regarded by JSC students, received an appointment as a full-time Assistant Professor for the Business/Economics Department. Henrique has an M.B.A. in International Business from San Francisco State University. Originally from Brazil, he has extensive experience as a stock trader and business consultant in the U.S., Canada, and Latin America. **Noble Francoeur** will join the full-time faculty of the Mathematics Depart-

ment this year on a visiting appointment. He has an M.A. in Education from North Adams State College and has been a part-time faculty member at Johnson State College since 1982. His extensive K-12 experience includes service as Mathematics Department chair at Milton High School, and he is currently a Mathematics Consultant for the State of Vermont. **Jerry Himmelstein**, whose Ph.D. in Sociology is from Louisiana State University, has joined the full-time faculty as a visiting Assistant Professor in the Behavioral Sciences Department. In Louisiana he was a research analyst for the Bureau for Intergovernmental Research and, before then, a senior investigative researcher and regional director for the Anti-Defamation League in New Orleans, where he helped pass new hate crime laws in Mississippi and Louisiana. Since his relocation to Vermont from New Orleans after Hurricane Katrina, he has been community outreach coordinator for Vermont Legal Aid. **F. Reed Brown** continues in his second year of a visiting professorship in Theatre; his wide-ranging directing, acting, and teaching talents have received high acclaim from students and colleagues.

LIBRARY AND INFORMATION TECHNOLOGY

Information Technology Services

Balancing the requirements of security with the growing demand for access is always a challenge for Information Technology departments, but it's a particularly difficult one for those in higher educational institutions, where the open exchange of information is a tradition both longstanding and worth protecting. To that end, IT undertook a number of substantial security projects over the past year that were conceived and executed with the above tensions in mind. Most prominent among these was the installation of a network security tool, Campus Manager.

Campus Manager integrates all network security applications and devices under one central management system, barring unidentified users from any network access by requiring



not only valid VSC usernames and passwords, but also pre-registration of individual-specific devices, such as desktops, laptops, and gaming systems. With Campus Manager in place concerns regarding wireless connectivity are diminished greatly. For instance, Campus Manager will block personally-owned wireless access points from accessing the campus network, eliminating the risk of unauthorized users coming through an opening inadvertently created by an end user. The college also benefits from the management tools provided by Aruba, JSC's wireless network platform.

As part of the above work, IT moved VLAN switching from a static structure to a Dynamic VLAN (DVLAN) switching structure. Dynamic VLAN switching is a more efficient and flexible way to manage and monitor network drops, allowing role-based VLAN assignments of ports. The result is a more secure networking environment with more effective management tools in place.

While IT is pleased with the security direction we've chosen, there is more to be done in exploiting the many features contained within Campus Manager. In the coming year the department will be rolling out the remediation component of the product, meaning machines connecting to the network will be scanned by Campus Manager to determine whether they present any possible virus vulnerabili-

ties. Those devices deemed "at risk" will be isolated in a quarantine area on the network, from which users will then be directed to a site featuring links to Microsoft critical patches, as well as virus and spyware updates. After the successful installation or updating of missing software, users with a valid VSC login will gain greater network access. By using tools that are both powerful and intuitive, JSC IT continues to empower end users while protecting the institution's data assets.

Library

The library continues to focus on strengthening the information literacy of students and improving access to research materials. Locally, this has taken the form of embedding TILT, a self-directed online information literacy tutorial, in both campus and external degree courses, as well as evaluating how much of our existing hard copy journal collection, including back files, may be found within online archive services such as J-Stor, resulting in a shift of these titles from a physical location in the library to the Web. The latter is a significant, multi-year project, but once completed it promises to offer all students, both residential and distance, greater access to scholarly literature from any place with an internet connection. Similar efforts are taking place at not only the system level, but also statewide. Library staff joined counterparts from academic, public, and school libraries in evaluating the resources offered through the Vermont Online Library, a collection of databases available to any Vermont resident through the Department of Libraries. The group constructed an RFP for additional database needs, reviewed vendor responses, and then chose a suite of products that have been integrated into the offerings of each VSC library.

Librarians performed additional outreach to the Department of Libraries, including serving on focus groups about quality patron service and acting as a member of the department's Academic Advisory Council, along with the University of Vermont, Champlain College, Middlebury College, and Marlboro College. The Council's mission is to assist the State Librar-

ian in the creation of a new federal five-year plan for library initiatives within the state that would be funded through the Library Services and Technology Act, a federal program administered by the Institute of Museum and Library Services.

The academic librarians within Vermont also have been engaged in planning that extends beyond the purview of the Department of Libraries. JSC librarians currently are on task forces to investigate options for improved document delivery to our patrons and a state-wide cooperative collection development plan.

Collaboration, between librarians and students and between libraries and libraries, can only enhance the educational experience for those involved. The JSC Library remains dedicated to this principle and is vigilant in identifying new opportunities that will benefit our students and faculty.

STUDENT SERVICES

Last year we noted the positive feedback we had received from students regarding the quality of student services. Consistent with our desire to continually improve in this area, the student services division has placed assessment of services as a top priority this year.

A number of initiatives and programs are being planned. Residence Life will be reviewing its staff assessment model and will administer its second annual residence hall experience survey to residential students. The counseling center will provide students using services with a response card, allowing for quick and efficient student feedback. The health center will distribute a student survey addressing satisfaction and service levels and looking at hours of operation and knowledge of services available. The athletics department has authored a proposed five-year plan, including benchmarks for participation levels and other key indicators, which will be presented publicly in the

fall semester. A new card access software program was recently installed in the SHAPE athletic facility, enabling the tracking of levels, hours, and type of facility use. The center for service learning will track participation levels in their local projects and build an evaluation component into each offering. Participants in alternative break service projects will also complete surveys. Other departments designing and conducting student satisfaction surveys include public safety, Upward Bound, the student government association and the first-year experience office, which will be conducting evaluations of new student orientation, first-year advising, and first-year seminars.

It is important to note, even as we pursue the new assessment initiatives outlined above, that past efforts have informed recent practices in student services. In residence life, a cumulative measure of alcohol and drug violations by time and day of the week will help determine coverage schedules. In intramurals, student feedback has led to a shift toward more "individual" (as opposed to team) offerings, such as hiking and kayaking trips. The timing of the delivery of service learning services and the nature and frequency of training sessions provided for student government officials have been modified in response to information provided by students this past year. This coming year's student leadership development program will be shaped in large part by responses on the pre- and post-experience surveys that participants in this past year's program filled out. The Upward Bound program regularly incorporates suggestions received in its annual participant evaluation survey into the following year's summer program.

It has been heartening to find that this commitment to ongoing improvement has been well received by students, as demonstrated by a number of positive indicators in our assessment findings. Last year we noted the affirmative student responses regarding student services that were cited in the NEASC accreditation report. This year we continued to experience encouraging findings. Residence life surveys found that the vast majority of

students were pleased with their residential experience and with their roommate assignments. On a more anecdotal level, we believe that the consistent trend of annual increases in the number of returning students choosing to live in our residence halls is another indication of this satisfaction. Upward Bound participants gave the program high marks for its effectiveness and quality. The annual Bonner program (overseen by the center for service learning) self-assessment report has been well received at the national office, where it is being used a model for other programs.

It is reassuring to know that the work we are doing is having the impact that we desire. Still, we remain cognizant of the fact that there is room for improvement in all areas under the student services umbrella. Rather than instilling complacency, the positive feedback we have received to date motivates us to identify and work on areas that need bolstering. We will continue to measure the effectiveness of our programs with the ultimate goal of strengthening them.

Center for Service Learning

Since 1987, the Center for Service Learning has been an integral part of learning for many JSC students. The Center offers numerous opportunities for organized service experiences, led by student leaders that meet important community needs.

This past year, 13 leaders focused their educational and direct-service efforts on the environment, hunger and homelessness, global health issues, children with special needs issues, health care and Native American issues, and criminal justice issues.

Bonner Leader Program

We officially launched the Bonner Leader Program here at JSC. Our new connection to the Bonner Network provides us with a rich network of student leaders and colleagues from the finest colleges and universities committed to service learning across the country. Five first year students participated in the program this year.



The Bonner Program's motto is Access to Education, Opportunity to Serve. These two missions are fulfilled by matching students to local service opportunities, leadership and career development, and supporting them in their community work financially. Using the AmeriCorps Education Award, paired with federal work-study in some cases, students are provided with financial support while volunteering eight hours per week in a local community based organization. The Bonner Leaders are back on campus two hours per week for Leadership Development training. The Bonner Foundation has provided us with AmeriCorps Education Awards for all students participating in the program (totaling over \$9,000) as well as a \$5,000 enrichment grant and civic engagement and leadership development education models.

Two JSC staff members, **Laura Megivern** and **Ellen Hill**, and three students participated in the Bonner Foundation's national Summer Leadership Institute in June 2007 at Oberlin College. Our students participated in service with students from around the country. Laura and Ellen presented a workshop on JSC's civic and community engagement programs as a best practice titled The Swiss Army Knife Approach: Service, Diversity, and Meeting Community Needs. Laura and one of our students,

Kaila Fong, also co-facilitated diversity reflection sessions throughout the conference.

CSLocal

The Center for Service Learning introduced the CSLocal program, which will include opportunities for JSC students to work on local issues with community partners in the Lamoille Valley. Through CSLocal we will be offered numerous service projects in the local community, including our Community Plunge River Cleanup project, two separate visits to the North Country Animal League, and a mountain bike race to support Sprockids, a program of Lamoille County Court Diversion Restorative Justice Projects. This past year, more than 250 students provided nearly 700 service hours to the Lamoille Valley community.

Mentoring

Mentoring has seen considerable growth for the last couple of years. Last year JSC hosted the third annual Mentoring Festival, which is designed to simplify the process of becoming a mentor. The "one-stop" format will be repeated this year with on-site fingerprinting, multiple trainings, immediate placement, music and games. We hosted the Lamoille Valley Mentoring Partnership on campus for a third year, and gave the organization a solid basis as we prepared to move them off campus into the community. More than 50 JSC students and staff serve as mentors through America reads, "Shooting for Goals" or the area Lamoille Valley Partnership.

Red Cross Blood Drives:

Fall 2006: 99 units of blood collected, with a large group of volunteers.

Spring 2007: 97 units of blood collected, with a large group of volunteers (for one of the most successful spring blood drives in JSC history)!

2006-07 Center for Service Learning social issue focus areas and Break Away Six alternative Break Away trips took students to Utah, Maine, Tanzania, New Hampshire, South Dakota and New York City for focused service in the en-

vironment, hunger and homelessness, global health concerns, children with special needs, health care in the Native American population, and Books for Incarcerated persons.

Looking Forward

This year, with the addition of new AmeriCorps*VISTA volunteer **Colin Penney**, we will be improving the CSLocal program and continuing to offer high-quality local service initiatives. We are also continuing the efforts with Break Away and will be sending out four trips this year. We are pleased that our graduate assistant, **Courtney Close**, will be returning to continue her efforts with our America Reads and campus-based mentoring initiatives. We will be recruiting 8-10 students from the class of 2011 to join the Bonner Leader Program, while retaining the five already in the program. These students will be participating in biweekly leadership development programs tailored to their current skills. While Bonner Leaders from the class of 2010 will be continuing in their placements from the previous year, some will also be working on campus to assist with CSLocal and the coordination of the Bonner Leader Program.

FINANCE AND FACILITIES

Overall, the college's Statement of Net Assets, and thus, the college's financial position, has improved from the last fiscal year. As of June 30, 2007, the college's total assets are \$18.7 million compared to \$17.5 million at the close of prior year. The current ratio deteriorated somewhat from last year: from 3.64 to 2.75 because of increased payables, and deferred revenues into the current fiscal year. Overall, the college's net assets improved by approximately \$439,000, or 3 percent, as of June 30, 2007. In addition to a strengthened financial position, the college anticipates carrying forward some money into the next fiscal year. The college began work on the first phases of the Campus Master Plan this year with several key projects underway.

- 24-Hour Stearns Student Union. Architecture and Engineering (A&E) began this year, with

Programmatic Design completed in May 2007. The renovation will not only improve crucial issues of access and life safety, but also give a badly needed face-lift to the building; finally, a long-identified need for a place for students to gather and build community will be realized. Freeman, French, Freeman, architects for the project, are currently working on the Design and Development phase of the project. We eagerly await Board endorsement for this project.

- Sidewalk to the College Apartments. During the fall of 2006, a sidewalk was built between the Bentley Parking Lot and the College Apartments. This sidewalk has dramatically improved the safety and security of students, faculty and staff as the walk to and from the far side of campus. In addition to improved safety, the college noticed an increase in the number of apartment residents walking to the main campus and non-residents enjoying a stroll.

- Martinetti Conversion to Residential Space. The third floor of Martinetti Hall was converted to residential rooms during the spring and summer of 2007. This conversion netted eleven new residential rooms and an apartment for a residential life staff member and his family. As part of this renovation, the Business and Economics Department, as well as the External Degree Program Offices were relocated to the second floor of Martinetti Hall. New technology enhanced classrooms, a conference room, and student lounge were added to this space.

The college had a very active summer camps and conferences program with over 1,300 room nights during FY2006. Key summer programs—many others took place during the academic year—hosted by the Conference and Events staff included:

- Northeast Heritage Music Camp
- Vermont Vocal Arts
- Green Mountain Youth Symphony
- Burklyn Ballet Theater
- Talent Development Institute
- Upward Bound
- Vermont Soccer School
- JSC Hoop Camp

HUMAN RESOURCES

This past year, the College hired its first-ever director of Human Resources. **Bonnie Fairbanks** recently accepted the position of director and has already begun the process of developing a comprehensive program in support of our faculty and staff. Bonnie comes to JSC with an impressive career in public, private, and governmental settings. In establishing the new Office of Human Resources, the College is making a long-term commitment to the faculty and staff of Johnson State College. Bonnie will work to enhance staff development opportunities, refine old and develop new HR processes at the College, and provide leadership in all areas of the human resources enterprise.

The past year brought many changes to our community, including the hiring of the following individuals:

Jeff Bickford is the new Coordinator of Residential Living. He is a graduate of Plymouth State College and the former Resident Director at VTC.

Raymond Brior, a JSC graduate, joined the library staff early this year as the Technical Services Librarian. He has a M.S. in Information Science from the University of Rochester.

Renate Callahan, Administrative Assistant to the Department of Business and Economics, brings over 20 years of international experience as a bank teller, secretary, administrator and office manager.

David Coolbeth is a Maintenance Technician III who joined JSC in January. He previously worked as a sandblaster for a granite memorial company in Barre.

Lisa Cummings, formerly the Assistant Director of Financial Aid at Champlain College, is the new Director of Financial Aid. She has a B.S. from UVM and a M.S. in Administration from Saint Michael's College.

The Business Office has two new Account Specialist III. **Jessica Flores** is responsible for accounts receivable. In addition to attending JSC, she previously worked for the Union Bank and spent two years with the U.S. Navy. **Linda Davis** is responsible for accounts payable. She has over 20 years of accounting experience with other employers and her own businesses.

Tammy Goss, Lisa Kent and Corinne Marie, all new Record Specialist III, have joined the Registrar's team. Tammy has over three years of secretarial/administrative experience including a previous temporary assignment with the JSC Registrar's Office. Lisa graduated from UVM, and previously worked for the Institute for Sustainable Communities and National Life Insurance Company. Corinne, a graduate of Lyndon State College, has previous experience as a student advocate, and administrative experience with the Karme Choling Retreat Center in Vermont.

Public Safety has two new Security Officers, **Matthew Hall** and **Alex Flores**. Prior to becoming a full-time JSC employee, Matthew was a Public Safety Student Officer and Student Officer Coordinator while enrolled at JSC. Alex comes to JSC with over five years of active service in the Navy, and two years as an Intervention Support Assistant at Johnson Elementary School.

Eric Kirk has joined the Communications and Marketing section as the Publication Specialist. Eric earned a B.A. in Graphic Design from LSC. Previously, he worked as a design intern with National Life Insurance Company.

Danielle Lanpher, formerly Account Specialist III in the JSC Business Office, has been appointed Director of Conference and Event Services.

Ken Lanpher, Maintenance Technician III, has joined the Physical Plant team. Ken has a variety of experience - a mason tender, crane operator, machinist, and shipping supervisor.

Stephen Mills was appointed Coordinator of College Communications and Marketing. His prior experience includes work with Cabot Creamery Cooperative, UVM, USA Networks, plus numerous other papers and periodicals. He has a degree from the National Council for the Training of Journalists, London.

Susan Rothschild, the new Assistant to the Dean of Administration, has experience in conference services, recruiting, marketing, public relations, and administration. She earned a B.A. from UVM.

Tim Russo brings over 4 years of financial aid experience to JSC, which he is applying to his work as the Financial Aid Specialist II. He is also a graduate of Lyndon State College.

Vicky Sanborn has joined the Behavioral Sciences and Education Departments as new Administrative Assistant. She brings seven years of administrative assistance experience with two local schools and the Lamoille South Supervisory Union.

Sharron Scott, Dean of Administration, has assumed responsibility for the College's IT department in addition to her current responsibilities.

Evan Smith was appointed Associate Director of Development and Alumni Affairs. He is a graduate of Champlain College and has 18 years of development experience with Champlain College, the VT Association for Blind and Visually Impaired, and the Greater Burlington YMCA.

Joan St. Pierre is the staff assistant for Development and Alumni Relations. Her prior work as a secretary included 19 years with the Morrisville school system.

Melissa Weinstein, JSC's new Web Editor, brings important writing, editing, and web program skills to the College. She has extensive teaching experience and earned a M.A. English from Concordia University.

Thomas Wood is a Custodian II. He has over 10 years of custodial and maintenance experience, and was with the Merchant Marines for 30 years.



ADMISSIONS AND FINANCIAL AID

Admissions

Fall Enrollment

As of August 20th, a total of 472 students are expected to enroll in the fall class of 2007 and the admissions staff is still working with several transfer students. Approximately 390 of these are students beginning study on campus; the balance new EDP students. 2006-2007 was a banner year for inquiries with more than 10,000 students, an increase of 35 percent, requesting information about Johnson State College. Our success continued through the application phase with an overall increase of 24 percent. Vermont applications increased by 18 percent from the previous year, and out-of-state applications jumped 34 percent and 23 percent for NEBHE students. We will continue to watch carefully numbers of Vermont students, as access is so central to our purpose.

With increased applications, admission was slightly more selective. Converting applicants to deposits and enrolled students remains the greatest challenge for the staff. Currently, we have a modest 2 percent increase in deposits from last year's numbers. Although our Vermont deposits are down by 8 percent, they are offset by an increase in out-of-state numbers—35 more o/s students than we budgeted for. The number of students who withdrew

after depositing, is up. The reasons for student withdrawing after depositing range from financial difficulties to anxiety about starting college to students' depositing at more colleges with a willingness to forego the deposit in exchange for increased options. We will examine our communication with students who deposit to determine if additional information would be helpful.

Geographic Distribution of Class

Students enrolling for fall 2007 come from 19 states and two countries outside the U.S. (Australia and Russia). Massachusetts, Connecticut, Maine, and New York are the largest sending states.

Academic Program Distribution

While students' intended majors change often, especially during the first two years, a look at expressed major by incoming new student is of interest.

Deposits by Major	
Anthropology & Sociology	3
Art & Studio Arts	26
Biology	12
Business (including 1 Non Profit Certificate student)	50
Creative Writing	11
Education	57
English	14
Environmental Science	12
General Studies	11
History	8
Health Science	11
Hospitality & Tourism Management	18
Journalism	4
Liberal Arts	16
Math	7
Music	26
Musical Theater	4
Outdoor Education	27
Political Science	2
Psychology	40
Theater & Drama	6
Technical Theater	6
Undeclared	79
Wellness and Alternative Medicine	14
Total	464
By Department	
Behavioral Sciences	57
Business/Economics	68
Education	57
Environmental & Health Sciences	62
Fine & Performing Arts	68
Humanities	21
Inter-Departmental Programs	16
Math	7
Writing and Literature	29
Undeclared	79
Total	464

Events

Throughout the 2006-2007 year, the Admissions Office hosted on-campus events for prospective students and their families, and increased our out-of-state receptions from two to three. In addition to daily campus tours and interviews conducted by staff, weekend information sessions were held on selected Saturdays and special events brought hundreds of visitors to campus. Special events included the Open House Program in October and November, Early Admission Days in December, Transfer Days in January and June, a Winterfest Day in February, and JSC 101 in April. Admissions hosted student and guidance counselor groups including VSAC Outreach programs, VT guidance counselors for the VSC Guidance Counselor breakfast program, out-of-state guidance counselors as part of the Consortium of Vermont Colleges' annual bus tour, and more than 300 Upward Bound students visited in July.

Off-campus Receptions

Three out-of-state receptions were held in the spring (Boston, Hartford and Portland, ME), along with a reception held in Burlington at the Leahy ECHO Center. Although attendance at the out-of-state receptions was small, JSC alumni in our Johnson Alumni Volunteer Association (JAVA) were involved and it was a great connection for our prospective students. The ECHO reception in March is one of our most successful activities. Again, numbers were small with 30 students attending, but from the group, we had 22 applicants and of those, 14 are enrolling.

Advertising and Website

Increased print and radio advertising, along with our new Website have helped get the word out about Johnson State College. Again, with a 35 percent increase in inquiries, and a huge jump in online applications (78 for Spring '07 and 577 for Fall '07 as of March 31), we recognize that an increasing number of our prospects learn about JSC online. One of our goals for next year is to expand our online communications with students.

Financial Aid

Staffing

The exciting news of the 2006-2007 year in the Financial Aid Office was hiring **Lisa Cummings** as the new financial aid director. Lisa came to JSC with more than eighteen years of financial aid experience. She joined the staff in December. In July we welcomed **Tim Russo** as the financial aid specialist. Tim, a LSC graduate, had worked in the LSC and JSC financial aid offices for several years. The Financial Aid Office is now fully staffed. Special thanks to long time assistant director **Kim Goodell** and financial aid officer **Allison Laflamme** for taking on additional duties and keeping the office functioning smoothly.

New Grants and Scholarships

In July 2006, two new federal grants, the Academic Competitiveness Grant (ACG) and the National Science and Mathematics Access to Retain Talent Grant (National SMART Grant) were announced by the U.S. Department of Education. Johnson State College students were eligible for ACG if they were full-time students enrolled in an eligible program, Pell Grant recipients, U.S. citizens, and had completed a "rigorous" secondary school program of study. The award amounts are of \$750 for the first academic year and \$1,300 for the second year if students continue to meet the criteria and earn a grade point average of 3.0. The SMART Grants were awarded to 3rd and 4th year students. The criteria for this grant requires that students pursuing degrees in physical, life, computer sciences, engineering, technology, math, or a critical-need foreign language and have at least a 3.0 GPA. The award amount for this grant is \$4,000.

Another exciting scholarship was introduced for Vermont students. The Next Generation Scholarship, funded by the state, became available for first year students for fall '07. Johnson State College offered 38 students \$2,000 to be renewed during each of their four years of enrollment.

National News

At the national level, state and federal government have been investigating unethical practices between lenders and colleges. All colleges in the state of Vermont were requested to reply to a letter from the State Attorney General's office in regards to allowing borrowers to choose their own lenders. Johnson State College took proactive steps to be sure borrowers knew they had this right. VSAC is the lender of choice by most Vermont students and parents.

JSC Financial Aid Summary

During the 2006-2007 year, the financial aid staff processed a total of \$15,645,155 in federal, state and institutional aid. This total included more than \$4 million in Subsidized Stafford loans, \$3 million in unsubsidized Stafford loans, \$1.56 in Federal Pell grants and \$2.7 million in parent PLUS loans. An additional \$1.1 million in alternative loans was also posted. Approximately \$740,000 was awarded to students from a combination of College-endowed scholarships and institutional aid.



DEVELOPMENT AND ALUMNI RELATIONS

Endowment Growth

The highlight of the year for development is the growth of the endowment, which is approaching \$2 million. The challenge portion of the Title III grant was reached by January 1, with all \$365,000 of matching funds raised (the original timeframe was five years, and the goal was reached in a year and a half, thanks to the great success of the matching challenge message to donors). These funds will be paid over the next three years. As of June 30, the endowment was at \$1,573,177. With the HETF and Vermont Legislative Challenge funds of \$34,474

allocated 8/1/07 and July gifts of \$8,916, the cash value grows to \$1,607,560. In addition, Title III matching funds of \$260,000 will be paid over the next three years. When these funds are received, four pending endowments will reach endowment level, bringing the endowment total to \$1,887,650.

New Endowments This Past Year

Mark and **Starleen Heinrich**, Class of 1969, are in the process of giving an additional \$12,500 in stock to the endowment they established here in January, with the goal of bringing the endowment to \$50,000 once the Title III match is realized. The first Mark and Star Heinrich Scholarship will be given for the 2008-09 academic year.

The **Alice Whiting** Scholarship Endowment was established by gifts from and in honor of Professor Emeritus Alice Whiting. The scholarship will be awarded to a junior or senior who holds at least a 3.5 average, has at least two full semesters remaining, is majoring in elementary education, and shows promise of and potential for becoming an outstanding elementary school teacher. In addition, the student is to be from Vermont, preferably having completed both elementary and high school here.

Developing Endowments

Gifts this year have established three funds which will reach endowment status when matched by the Title III Fund (with the schedule of grant payments, this will be in 2008). These developing endowments are:

- **Donald** and **Susan Collins** Endowment will support a scholarship for a full-time, outstanding Johnson State College student during his/her student teaching semester. The recipient will be a student who shows much promise and dedication to teaching and is from Vermont.

- Martha DePecol Scholarship Endowment is being established in memory of **Martha DePecol** (1952-2002), Class of 1977, who was a well-known educator who was on the cut-

ting edge of incorporating technology into the curriculum. This fund will be established over several years through donations from Martha's classmates and former students, beginning with a leadership donation from Claudia A. King, Class of 1983.

- EDP Scholarship Endowment is slowly growing towards endowment level, thanks to donations by EDP alumni.

Fundraising Highlights

Bequest from Lucette A. Senesac, Class of 1953

On June 6, 2007, JSC received a check for \$20,000 from the estate of Lucette Senesac of California, who passed away on 13 February 2007. Although her will did not direct how the funds should be used, her wishes were that they go to something permanent at the College, and preferably something to benefit the arts, as she herself was an artist/painter. President Murphy is currently consulting with the Fine Arts Department on how the funds could be best used.

Alumni Phonathon 2007

The March Alumni Phonathon raised \$27,424, with over 500 donors pledging.

The Campaign for Johnson State College

We have completed an assessment of our development infrastructure and a market (or feasibility) study to help us determine a campaign goal. During the campaign's first year we will be expanding our volunteer structure and conducting a major gifts "campaign" designed to capture leadership gifts, identify new prospects, and further test the areas of funding we are certain will form the core of our individual campaign goals.

Alumni Relations

Evan Smith joined JSC as Associate Director of the Annual Fund and Alumni Relations in May, 2007. He directs alumni events, alumni relations, and alumni advisory committees; the annual fund; and acts as an additional development officer in researching, identifying, and soliciting prospective donors.

Homecoming was held in October 2006. Alumni receptions this past year were held in Portland, Maine, and Stowe, Vermont. In addition, activities included Alumni Night at the Lake Monsters and the annual Alumni Golf Tournament.



LOOKING AHEAD

The range of initiatives in which a College can engage in the span of a single year is impressive. As we look back over the past year and progress the College has made, we at Johnson State College are proud of our accomplishments. Moving forward with our campus master plan, establishing the Office of Human Resources, record inquiries by prospective students yielding record enrollment at the College, the launch of a completely redesigned Website, and taking our first step into the world of campaign fundraising—all are essential initiatives to securing a solid future for JSC. Our 2007-2008 goals underscore these commitments ahead.

The arrival on campus this October of author Ishmeal Beah represents the culmination of significant planning to enhance the first-year experience. While his presence on campus is linked to only one of many first-year initiatives launched over the past two years, it signals a readiness on the part of the institution to expand our work on improving student experience to our student's second year and beyond.

The launch of our ambitious comprehensive fundraising campaign signals a renewed commitment to ensuring that Johnson State College remains a viable option for Vermonters who dream of a college education and the ability that education has to transform their lives. Our work in the campaign arena has just begun, but promises to make possible ideas that today are aspirations.

We look forward to the coming year and the challenges and opportunities it offers.