

From: [Curtis, Christopher](#)
To: [Save Marlboro College](#)
Subject: Your Public Records Request
Date: Wednesday, May 6, 2020 4:00:50 PM
Attachments: [Heck PRA Response - 5"06"20.pdf](#)
[April-May Heck PRA Response.zip](#)

Dear Mr. Heck,

I hope this note finds you (and your family, friends, and community members) well as we learn to navigate the uncertainties and challenges of the current public health emergency.

Attached please find a response to your recent public records request. Recall that in March you made a rolling request for certain documents on a month to month basis that we agreed could be treated as received on the first of the month. Here is the response to your May request. Thank you for your consideration. Be well, and stay safe.

Best, Christopher

Christopher J. Curtis
Chief, Public Protection Division
Office of the Attorney General
State of Vermont
109 State Street
Montpelier, VT 05609
802-828-5586

PRIVILEGED & CONFIDENTIAL COMMUNICATION: This communication may contain information that is privileged, confidential, and exempt from disclosure under applicable law. **DO NOT** read, copy or disseminate this communication unless you are the intended addressee. If you are not the intended recipient (or have received this E-mail in error) please notify the sender immediately and destroy this E-mail. Please consider the environment before printing this e-mail.

THOMAS J. DONOVAN, JR.
ATTORNEY GENERAL

JOSHUA R. DIAMOND
DEPUTY ATTORNEY GENERAL

SARAH E.B. LONDON
CHIEF ASST. ATTORNEY GENERAL



TEL: (802) 828-3171

<http://www.ago.vermont.gov>

**STATE OF VERMONT
OFFICE OF THE ATTORNEY GENERAL
109 STATE STREET
MONTPELIER, VT
05609-1001**

May 6, 2020

Mr. Martin Heck
52 Kimball Hill
Putney, VT 05346
SENT BY ELECTRONIC MAIL:
martin@savemarlborocollege.org

Dear Mr. Heck

Thank you for your public records request of May 1, 2020. You requested:

- 1) Any notice of a proposed plan of merger (and/or an actual plan of merger itself) submitted to this Office by Marlboro College (or the Corporation of Marlboro College); and
- 2) Any correspondence relating to Marlboro College to or from persons or entities (including anyone affiliated with Marlboro College, or the Corporation of Marlboro College itself) in the community for the period of April 1, 2020 through May 1, 2020.

Please accept the attached electronic file containing documents responsive to your request. Information contained in internal communications of the Attorney General's Office that contains work product, attorney client communication, or personal information may be withheld or redacted pursuant to 1 V.S.A. §§ 317(c)(1), (3), (4), and (7).

If you feel information has been withheld (or redacted) in error, you may appeal to the Deputy Attorney General Josh Diamond. I hope the attached information is helpful to you.

Thank you for reaching out to our office.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Curtis", written in a cursive style.

Christopher J. Curtis
Chief, Public Protection Division

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: AGO Voicemail
Date: Wednesday, May 6, 2020 1:19:55 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Wednesday, April 29, 2020 8:08 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Subject: AGO Voicemail
Importance: High

DATE: 4-28-2020

TIME: 4:52PM

FROM: William Lewis Wester, Esq.

PHONE: [REDACTED]

MESSAGE: My name is William Lewis Wester, Esq., my number is [REDACTED], I'm calling in reference to problems with Marlboro College dissolution. Please call me as soon as you can. Thank you very much.

Deb Matthews

Administrative Assistant

Office of the Attorney General | GCAL

109 State Street, 3rd Floor

Montpelier, VT 05609

Phone | 802-828-3689

E-Mail \ deborah.matthews@vermont.gov

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: closure of Marlboro College
Date: Wednesday, May 6, 2020 1:17:49 PM
Attachments: [REDACTED]

-----Original Message-----

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Friday, April 17, 2020 1:37 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: closure of Marlboro College

Copying Will because email is addressed to TJ.

Deb Matthews
Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

-----Original Message-----

From: [REDACTED]
Sent: Friday, April 17, 2020 1:31 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: closure of Marlboro College

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Dear Attorney General Donovan --

As an alumna, I write to express my dismay that Marlboro College is closing. In my view, the President and Board of Trustees have lost sight of their primary mission to preserve Marlboro for generations to come. A change in leadership, with a stronger sense of fiduciary duty, could help point the way forward.

Please see my attached letter.

Thank you.

Loretta Mickley

Senior Research Fellow

John A. Paulson School of Engineering and Applied Sciences Harvard University

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Concerning the proposed merger of Marlboro College w. Emerson
Date: Wednesday, May 6, 2020 1:17:59 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Thursday, April 23, 2020 1:00 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Concerning the proposed merger of Marlboro College w. Emerson
Importance: High

Copying Will because it's addressed to TJ

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Kathryn Maleney [REDACTED]
Sent: Thursday, April 23, 2020 12:38 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Concerning the proposed merger of Marlboro College w. Emerson

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Dear Mr. Donovan,

I am writing to you in hope that you will intercede on behalf of the hundreds of concerned alumni, students, staff of Marlboro College, along with residents of Windham County who recognize that the merger of Marlboro with Emerson is not in the best interest of the college and is a major mis-step in relation to the college's mission.

As a donor to the college, as an alumni, and as the mother of two more recent Marlboro graduates, I am very troubled by the many lapses in judgement and mismanagement I have learned of at the college. I have been a donor to the school, as

have been my parents and so many others. The funds we donated were meant to go to the college as it exists in Windham County. I didn't donate in order to fund a school in Boston and I am certain that neither was that the intention of so many others who left bequests and legacies to the school. Should the intentions of these donors be forgotten or overlooked?

One cannot overestimate the benefits to society of the form of education Marlboro offers. Teaching people to think critically, and to approach life in community as an exercise in democratic governance have been lessons which have remained with me all my life. Moreover, my liberal arts education at Marlboro has payed back dividends not just to me but to the hundreds of people whose lives have been rescued from homelessness through the grant writing I do thanks to my developing this skill at Marlboro. More than simply a well-educated person, I left the college with a strong sense of being part of a community. I brought my concern for community with me out into the world and have made a career of helping foster community in places where people are too often marginalized.

Mr. Donovan, I understand that you as Attorney General you have the right to seek dissolution of the Board of Trustees if the Corporation has committed fraud, if the Board has exceeded or is abusing power, if the assets are being misapplied or wasted and/or if the Board can't carry out business anymore. I am urging you to use your power for good. There are significant questions that have not been answered concerning the management of Marlboro College. Will Wooton identified them in his letter to you, so I quote them here:

Will Board Chairman Richard Saudek explain how he has remained on the Board for more than 20 years, when the College's bylaws (most recently adopted in 2019) limit terms to a total of 12 years?

How does former Chairman Dean Nicyper explain similarly long tenure on the Board?

President Quigley claims the College "raised" \$5 million dollars last year, while Richard Saudek told me and others that "the alumni never really stepped up." Will the Board provide an analysis of that impressive fundraising? Were all donors knowledgeable of the impending closure? Were some of those gifts – especially Trustee gifts – aimed at supporting the closure?

Despite repeatedly claiming, without a scrap of evidence, that the College had “thoroughly examined” the option of downsizing and rebuilding the College, will the Board justify its months-long steadfast refusal to open their downsizing examinations and process to independent scrutiny?

Further, will the Board explain its interpretation of its fiduciary responsibility, in light of the strange resistance to exhibiting evidence of even a brief study of the downsizing option?

Further still, will the board share its most recent report to NECHE, in which it apparently gave the Council the impression, but no evidence, that downsizing had been studied and rejected?

Will the Board’s leadership assure the College community and the State of Vermont that Board member Donna Heiland – a former executive employee at Emerson and associate of Emerson President Pelton, has recused herself from voting on all measures regarding the “merger” with Emerson?

Finally, will the Board account for and justify the decade-long misapplication of funds to donor-driven building programs, consultancies, one-off scholarship initiatives, and other ineffectual half-measures as admissions shrank year after year, student retention declined, and the President received annual bonuses?

Sir, I thank you for your attention in this matter. I hope that you will act on behalf of this institution which so many of us hold dear.

Yours sincerely,

Kathryn Maleney

—
Kathryn Maleney


Schwenksville, PA 19473

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:18:14 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Monday, April 27, 2020 2:55 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Importance: High

Copying Will because it's addressed to TJ

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail | deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Monday, April 27, 2020 2:33 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	Andrea
Last	Strout
Email	[REDACTED]
Phone Number	[REDACTED]
Mailing Address (required for a	[REDACTED] Doylestown, Pennsylvania 18902

response)

Subject Marlboro College

Message Dear Attorney General Donovan:

The near-certainty that Marlboro College will soon close its doors on Potash Hill—whatever afterlife it may have in Boston—is heartbreaking. It is also a huge loss for Vermont and for first-rate liberal arts education in the U.S.

I'm writing to ask your office to save this small gem of American higher education.

As an alumna (Class of '75), I know what will be lost if Marlboro closes. No other college has its exact vision, philosophy, structure, scale, priorities or purpose. I thrived as a student at Marlboro, and went on to have a successful career in communications. Marlboro catered then, as it does now, to bright and self-directed students who have struggled in conventional educational settings. It was the perfect fit for me and for most of my fellow students, many of them Vermonters.

It's a terrible irony that Marlboro is threatened with closure at the exact moment when people are waking up to the limitations of narrow, "outcomes-based" higher education. Graduates entering the workforce in 2020 will have to be flexible, self-driven and broadly educated enough to reinvent themselves several times during their careers. It's hard to imagine better preparation than four years at Marlboro.

Generation Z is the most idealistic and socially engaged generation in decades. They remind me of myself and my fellow Marlboro students of 40 years ago. It would be a shame—to put it mildly—if Marlboro were no longer there to meet their needs.

Sincerely,

Andrea Strout

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:21:35 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Thursday, April 30, 2020 8:21 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Importance: High

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail | deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Wednesday, April 29, 2020 6:18 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	Beth Anne
Last	Meachem
Email	[REDACTED]
Phone Number	[REDACTED]
Mailing Address (required for a	[REDACTED] Greensboro, Vermont 05841

response)

Subject Marlboro College Closure

Message Dear Mr. Donovan,
I am writing to you imploring you to step up to the plate and keep Marlboro College intact in our state. The Marlboro College Board of Trustees decision to close the college and give the assets to Emerson College in Boston is disturbing and will have
A negative impact on Vermont and the community in which the college resides. In addition to this the world at large will lose
An incredible body of graduates who are free thinkers, visionaries, inventors, writers and leaders. During these uncertain times this is the type of learning environment that is so needed.

I graduated from Marlboro in 1974 with high honors. I served on the alumni board for many years and donated money to build the Barber Art Building. What I had to give was minimal compared to other gifts the college has received over the years but with what I was able to give them they built a studio building providing space for students to explore the arts and an opportunity for other departments to expand their offerings in other spaces on campus. The building was built with the philosophy that it could be done for the amount of money available. It didn't need to be grand but it did need to fulfill a need. And it was a success.

Over the years myself and others have reached out to the admissions department offering to vet potential students and share the Marlboro experience. We were pushed away throughout the years and of course this was frustrating for we did not understand why the alumnae were being looked down upon versus being there to support. This was one of many poor decisions.

This college has always offered an alternative path for students who didn't want to be constrained by more
Structured schools. Independent learning offered a graduate school approach to learning at an undergraduate level. Not only did
We expand our thinking we emerged ourselves in an environment that became our home for four or more years and impacted
How we lived our lives forever. It is not just a school but a community of learners.

It started out as a small school and because of its size there is no reason it can not reshape itself to meet the current demographic of student. If it needs to shrink in size it should be able to do so with little impact to the quality of education delivered. It has a healthy endowment which could be used more effectively and if the college downsized to a scale where they can realize success they don't need as many support staff.

Losing this college in the Vermont landscape would be devastating culturally and economically. Our state colleges have also lost their way but there is determination out there to reshape and redefine themselves as well. The town of Marlboro would become a ghost town. It has grown as the college has grown and it too would be hurt by this potential merger.

I hope that you can step up and do something to prevent Vermont from losing another private college. We used to be a state of great schools and we need to be that again

otherwise the economic foundation of the state will continue to spiral downwards.
This merger is not a good thing for Marlboro College, the Marlboro community or
Vermont.

Thank you,

Beth Anne Meachem

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:17:12 PM

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Monday, April 13, 2020 1:36 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Monday, April 13, 2020 11:45 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	Christian Churchill
Last	Christian
Email	[REDACTED]
Phone Number	[REDACTED]
Mailing Address (required for a response)	[REDACTED] Mount Vernon, New York 10552-1704
Subject	Marlboro College: impending closure

Message To the Vermont Office of Attorney General:

I write to express my deep concern regarding the Marlboro College Board of Trustees' plan to close the college and merge it with Emerson College in Boston.

I attended Marlboro 1987-1991; I graduated with highest honors; I returned for many years as a Marlboro outside examiner after I earned my PhD in sociology at Brandeis University; and I was the Marlboro alumni trustee with full Board voting privileges and several Board committee positions including chair of one committee from 2006-2009. I know this College well, and I know what will be lost in American higher education if it is allowed to dissolve.

The current Board of Trustees claims demographic shifts have caused a drop in enrollment and tuition such that continued viability of the College is untenable. This claim is itself untenable. It relies on the assumption that the College cannot restructure to be smaller in order to meet present demographic realities. And it ignores that Marlboro's endowment of approximately \$30,000,000 could be better used if the College changed its enrollment expectations and employment levels to meet demographic realities in the United States today.

Marlboro is one of the most unusual higher education institutions in the world. Its model of substantive community governance through participatory democracy inculcates in graduates an enduring commitment to democratic institutions and processes; this follows into their careers and roles as citizens in a manner unmatched by other American colleges and universities.

The requirements for Marlboro students to craft their own course of study, develop a thesis (Plan of Concentration) that conveys original research persuasively, and then defend their research before an outside expert in order to graduate demands an unheard of level of commitment among American college and university students. In turn, the Marlboro student experience provides a gift to the nation of thinkers, inventors, visionaries, writers, and leaders unlike that provided by any other college in the nation and perhaps the world.

The loss of Marlboro College will, thus, be an irretrievable loss not just for the State of Vermont but also for the United States and the world. Vermont's culture and history make the State an irreplaceable force in the founding of the United States and the shaping of our nation's history. The preservation of Marlboro College is among the ways Vermont can again stand up for the rare value of the small efforts that give rise to the great achievements of our society.

The Marlboro Board has relied for the last decade or more on consulting firms like EY Parthenon, a division of the global accounting firm Ernst and Young, to guide it to a solution to its enrollment crises. This is exactly the wrong means to a solution. Please remember, I make this claim as a former trustee who watched warily as these efforts to engage such outside consulting firms began. Instead Marlboro should have relied on its broad network of energetic and dedicated alumni to help recruit the unusual kind of students who would be likely to flock to Marlboro, if they only knew it existed.

I know from my own experience and that of many alumni with whom I remain in contact that, time and again, the Marlboro admissions office has failed to reach out to this

worldwide alumni network for this purpose. Moreover, the College has frequently reacted with indifference when alumni have offered to serve this function, to the bafflement of alumni across the nation ready to offer their services in this effort, often and for free.

As one simple example: when I recently offered to interview prospective students at my New York City office where I have a psychotherapy practice, the alumni director at the time told me, confusingly, it would be strange to provide this service in that environment. She should have enthusiastically embraced and further asked me to help recruit new applicants in the New York City area. Instead, silence was all I received.

The Board and Marlboro's current President have lacked the vision to discover the solution that sits immediately before them. Because of this and the fiduciary and organizational irresponsibility this lack of insight indicates, and because of the immense lose to the community of the Town of Marlboro, Windham County, and the State of Vermont which the closing of Marlboro College would create, I ask your office to require the Marlboro College Board of Trustees be dissolved and the College's current President be relieved of his position in order for Marlboro College to be led into the bright future that awaits it. If the College is restructured to meet the new demographic and financial demands of the 21st Century, Marlboro can continue to lead the nation by example as a bastion of independent thinking and participatory democracy.

I know that many alumni, myself included, with ample professional experience in higher education and other relevant fields stand ready to form a new governance structure to save this College and lead it into a vibrant future. And we stand ready to engage in fundraising efforts that could dwarf those attempted to date by those who have been at the helm.

In keeping with this plea, I also ask you to seriously consider the persuasive and cogent argument for saving Marlboro College presented in Will Wootton's March 26, 2020, letter to Vermont Attorney General T.J. Donovan.

Sincerely,

Christian J. Churchill, [REDACTED]
[REDACTED]
[REDACTED]

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:19:01 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Tuesday, April 28, 2020 11:16 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Importance: High

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail | deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Tuesday, April 28, 2020 9:21 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name Lisa

Last Richardson

Email [REDACTED]

[REDACTED]

Subject Marlboro College

Message To the Attorney General of the State of Vermont,

I am writing to share my concerns related to the proposed merger between Marlboro

College in Marlboro, VT, and Emerson College in Boston, MA. The best way I can share those concerns is to share with you a Letter to the Editor that I wrote to the Brattleboro Reformer. The letter was published on December 9th, 2019. You can find the online copy here: <https://www.reformer.com/stories/letter-keep-marlboros-promise-in-vermont,592153>

Here is what I said then, and all of these remarks are even more urgent, four months later, with still no serious effort made by the Board of Trustees or college administration to work with the local community or alumni to seek alternatives.

I urge the Board of Trustees of Marlboro College to pause in their plan for the college to merge with Emerson. Far from a “merger,” the plan looks more like dissolution with a transfer of assets. The campus would be sold and the proceeds transferred to Emerson. The tenured faculty, current students, and the entire Marlboro endowment would be transferred to Emerson as well. Marlboro as it exists, including the core hallmarks of the curriculum, the self-governance model, and its sense of place in the landscape of Vermont, would all disappear. The Marlboro Promise, still advertised prominently on the college website, would be broken.

College leaders have said there are just two options – the “merger” with Emerson or closure. Yet this dichotomous construction belies the hallmarks of Marlboro – critical thinking, bold planning, and the fortitude to carry out ambitious endeavors, all in the context of a supportive community that holds its members accountable. This is, and always has been, Marlboro’s formal educational structure. And this is what stands to be lost from the ‘merge with Emerson or close’ dichotomy

On the 40th anniversary of my first semester at Marlboro, I’m still harvesting the benefits of my college education. I’ve had successful careers in three different industries. Throughout these careers I’ve been recognized for my clear writing and incisive thinking and speaking. These are skills cultivated and honed at Marlboro, continuing to pay daily dividends four decades later.

Marlboro is not for everyone - in fact its annual enrollment goals are modest compared to other colleges and universities. But for a student like myself, who started with a list of 100 potential schools and in the end only applied to one, it is irreplaceable. Within our American higher education landscape it is irreplaceable. And within Vermont and New England, Marlboro, in Marlboro, is irreplaceable.

I urge the Trustees to pause, not panic, to think critically, act clearly, use the enduring resources of the Marlboro community (the town, current and former faculty, students, staff, and alumni) and to be bold, developing a third option, one that retains Marlboro’s “promise,” place, and future in Vermont.

Lisa Richardson, Marlboro class of 1984

West St. Paul, Minnesota

Thank you for receiving these concerns.

Lisa Richardson
West St. Paul, MN

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:16:55 PM

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Monday, April 13, 2020 1:24 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Monday, April 13, 2020 12:06 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	lucy gratwick
Last	lucy
Email	
Phone Number	
Mailing Address (required for a response)	 Marlboro, Vermont 05344
Subject	Marlboro College

Message

I am dismayed, appalled, disgusted and heartbroken that the current administration and Board of Trustees of Marlboro College have forged ahead with their plan to merge the college with Emerson with little to no attempt to reach out to the past college community, the town of Marlboro or the greater Southern Vermont community to solicit alternatives to the now seemingly inevitable decision to close the college. This process has taken place behind closed doors with little regard for the many offers to find alternative solutions, and is anathema to what the college has stood for since its inception.

I have lived in this community since 1969. My former husband graduated from the college. My present partner taught at the college for 30 years. I worked on the staff for 12 years. My son is the President and Chairman of the Board of the Marlboro Music Festival, a partnership that has been intertwined with the college from the very beginning. The powers that be appear to have no conception of the damage they are doing to the fabric of this community, the State of Vermont and the importance of small independent colleges.

The current administration, with the backing of the Board of Trustees, has shown no willingness to accept any input or creative energy that is ready and waiting to redirect the fate of the college. It has instead turned to numerous outside consultants (costing untold sums of money) in their determination to close the college and sell off the campus in order to have orderly and timely closure. They will move on, feeling pleased with a job well done, leaving behind the wreckage of an abandoned long time staff and campus, a depleted community and an extraordinary educational experience destroyed and forgotten.

This should not be allowed to happen.

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:21:16 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Wednesday, April 29, 2020 9:46 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Importance: High

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail | deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Wednesday, April 29, 2020 6:51 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	Wendy Kilpatrick
Last	Kilpatrick
Email	[REDACTED]
Phone Number	[REDACTED]
Mailing Address (required for a	[REDACTED] Alexandria, Virginia 22307

response)

Subject Regarding Marlboro College

Message T.J. Donovan
Attorney General
State of Vermont
109 State Street
Montpelier, VT 05609

Dear Sir:

Regarding the Marlboro College / Emerson College merge, I had written the following to the Marlboro College Trustees, two staff, and the president, last August 2019. I sent you another letter in support of Marlboro College—I would like everybody to read both of them, please post wherever you want to.

"I appreciate the e-mail, your phone call of July 31, and the letter received by [post], informing alumni about the proposed Letter of Intent merging Marlboro College with the University of Bridgeport. Most of us alumni heard the news from a Vermont news source and social media first.

All of these communications have, however, raised more questions than provided answers. The letter signed by Richard Saudek and Kevin Quigley first states that the Marlboro Board of Trustees promoted the merger plan. Then "students, faculty and staff" pinpointed how the exchange would benefit both schools. Last, "Trustee, faculty and students," as well as "senior administration," were members of the "Strategic Options Task Force" that approved the proposal plan. Yet [one staff member] says that "two faculty, two alumni and one student" made up the entire Marlboro representation for the Task Force.

You told me that the endowment would be depleted in two to three years, and the solution would be to raise the enrollment, and therefore the revenue. This statement gives rise to many unanswered questions, among which are:

- Why was there no prior or alternative plan to replenish the endowment?
- There are nine Marlboro alumni on the Board of Trustees. Why were no alumni informed, years ago, and tapped for ideas to increase the endowment?
- Why was EY Parthenon hired, what expertise qualified the firm, for how much, and with what monies? Why not use those monies to start to replenish the endowment?
- You explained to me that a student enrolled at Bridgeport could take courses of one semester at Marlboro. What if that UB student is on a scholarship, grant, or work grant, will the student pay his / her money directly to Marlboro? To that, you said, "Good question." Where will that money come from?
- Most to the point, would this merger bring in the revenue needed?

Rod Gander was president of Marlboro College from 1980-1996. He came with experience from Newsweek. He brought with him friends and corporate donors. During his tenure and through his efforts, Marlboro's finances were transformed from red to black, for the first time in its 34-year history.

Rod knew the power of a college's alumni. We volunteered as class agents, and routinely called others in our classes to raise funds. He contacted a Vermont bank in Brattleboro, which closed its doors one Saturday a year and gave its phones to Marlboro alumni to call classmates for donations. Rod sent lists of alumni living in major cities, to those who could host fundraising parties. Our parties generated support to Marlboro and we connected with other alumni. We served pot luck, and a bowl at the front door for checks made out to Marlboro College.

Rod thought of solutions within the framework of Marlboro itself, without spending money on outside consultants. In 1977 Marlboro College graduated its 500th student; forty-two

years later, there are hundreds more graduates, a rich source of funding and fundraising.”

Sincerely,

Wendy Montanari Kilpatrick, Marlboro College Class of 1977

[REDACTED]
[REDACTED]
[REDACTED]

Alexandria, VA 22307

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Date: Wednesday, May 6, 2020 1:21:06 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Wednesday, April 29, 2020 9:45 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Contact Form submitted on Office of the Vermont Attorney General
Importance: High

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail | deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Wednesday, April 29, 2020 6:41 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	Wendy Kilpatrick
Last	Kilpatrick
Email	[REDACTED]
Phone Number	[REDACTED]
Mailing Address (required for a	[REDACTED] Alexandria, Virginia 22307

response)

Subject Regarding Marlboro College

Message Mr. T.J. Donovan, Attorney General

State of Vermont
109 State Street
Montpelier, VT 05609

Dear Sir:

I am writing this letter because I want you to know how much of an impact Marlboro College has had on my life.

Every two years, President Ellen McCulloch-Lovell would come from Vermont to meet for drinks with Marlboro College alumni who lived in the Washington, DC area, at a hotel in the city. We noted that each of us represented one consecutive decade of Marlboro's existence. The fun part was that every one of us, from such a tiny pool of alumni, across such diverse interests and histories, had studied with T Wilson, and remembered (and applied) his maxim, "clearly, concisely and correctly" to our professional writing.

I taught English as a Second Language for over thirty years in my county schools, and most of those years were in my own high school. Every lesson plan I wrote, the curriculum I published, the presentations I gave at conferences, I dedicated to the teachers of Marlboro College, one unique institution.

My husband and I went to our godson Ian Hitchcock's Marlboro graduation in 2015. We walked and drove around the campus, and my husband was awed. "Wendy," he said, "I think I finally understand you." Another godson, Noah Farlee, graduated in 2014-- both of our godsons were sons of friends who graduated from my high school. Both were creative people, but I noticed that they were struggling emotionally and creatively-- I mentioned Marlboro College, sent them literature, and, after graduating, they both are now thriving in the "outside world." Marlboro's inherently individualized, yet structured, mission was perfect for them.

I have been contributing two prizes to Marlboro College every year since 1977 and 1983. I continued the Sally and Valerio Montanari Prize for Excellence in the Theater, started by my Dad with Geoff Brown. I get thank-you notes from the recipients with assurance that she they would continue in the theater-- Two of the first recipients, Daniel Kinoy and Alonzo Lamont, are outstanding in the theater arts, Alonzo in his native Baltimore and Daniel in Vermont. My other prize is the Loren Connelly Bronson Prize for Excellence in Classics (Bronson was Marlboro Class of '73)-- a nod to the achievement and contribution that the Classics students have made for Marlboro.

Marlboro College, very famously, is featured in the book, Colleges That Change Lives, as well it should be. I hope that you will recognize the importance of preserving this institution. I am sure that its continued existence can be achieved.

Sincerely,

Wendy Montanari Kilpatrick, Marlboro Class of 1977

██████████ Alexandria, VA 22307 wendy.montanari@gmail.com

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: In support of Marlboro College remaining in Marlboro, VT
Date: Wednesday, May 6, 2020 1:16:44 PM

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Monday, April 13, 2020 10:42 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Subject: FW: In support of Marlboro College remaining in Marlboro, VT

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Lisa Richardson [REDACTED]
Sent: Monday, April 13, 2020 10:31 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: In support of Marlboro College remaining in Marlboro, VT

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

To the Attorney General of the State of Vermont,

I am writing to share my concerns related to the proposed merger between Marlboro College in Marlboro, VT, and Emerson College in Boston, MA. The best way I can share those concerns is to share with you a Letter to the Editor that I wrote to the Brattleboro Reformer. The letter was published on December 9th, 2019. You can find the online copy here: <https://www.reformer.com/stories/letter-keep-marlboros-promise-in-vermont,592153>

Here is what I said then, and all of these remarks are even more urgent, four months later, with still no serious effort made by the Board of Trustees or college administration to work with the local community or alumni to seek alternatives.

I urge the Board of Trustees of Marlboro College to pause in their plan for the college to merge with Emerson. Far from a "merger," the plan looks more like dissolution with a transfer of assets. The campus would be sold and the proceeds transferred to Emerson.

The tenured faculty, current students, and the entire Marlboro endowment would be transferred to Emerson as well. Marlboro as it exists, including the core hallmarks of the curriculum, the self-governance model, and its sense of place in the landscape of Vermont, would all disappear. The Marlboro Promise, still advertised prominently on the college website, would be broken.

College leaders have said there are just two options – the “merger” with Emerson or closure. Yet this dichotomous construction belies the hallmarks of Marlboro – critical thinking, bold planning, and the fortitude to carry out ambitious endeavors, all in the context of a supportive community that holds its members accountable. This is, and always has been, Marlboro’s formal educational structure. And this is what stands to be lost from the ‘merge with Emerson or close’ dichotomy

On the 40th anniversary of my first semester at Marlboro, I’m still harvesting the benefits of my college education. I’ve had successful careers in three different industries. Throughout these careers I’ve been recognized for my clear writing and incisive thinking and speaking. These are skills cultivated and honed at Marlboro, continuing to pay daily dividends four decades later.

Marlboro is not for everyone - in fact its annual enrollment goals are modest compared to other colleges and universities. But for a student like myself, who started with a list of 100 potential schools and in the end only applied to one, it is irreplaceable. Within our American higher education landscape it is irreplaceable. And within Vermont and New England, Marlboro, *in* Marlboro, is irreplaceable.

I urge the Trustees to pause, not panic, to think critically, act clearly, use the enduring resources of the Marlboro community (the town, current and former faculty, students, staff, and alumni) and to be bold, developing a third option, one that retains Marlboro’s “promise,” place, and future in Vermont.

Lisa Richardson, Marlboro class of 1984
West St. Paul, Minnesota

Thank you for receiving these concerns.

Lisa Richardson
West St. Paul, MN

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Letter re the fate of Marlboro College
Date: Wednesday, May 6, 2020 1:21:46 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Friday, May 1, 2020 8:05 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Letter re the fate of Marlboro College
Importance: High

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Rick Clare [REDACTED]
Sent: Thursday, April 30, 2020 6:32 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Letter re the fate of Marlboro College

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Attorney General, T.J. Donovan:

The reason we are writing you is to encourage you to seriously entertain Will Wootton's offer to review Marlboro's financial situation; assess any prospects for preserving or recreating a self-sustaining Marlboro; find a merger partner more congenial to Marlboro's core values, pedagogical aims and methods; or reluctantly acknowledge that no options beyond a merger with Emerson or out-and-out closure are foreseeable/practicable.

To our knowledge there is no one more suited or prepared to assess Marlboro's status and prospects than Will Wootton. His status as a Marlboro student and

graduate, administrative assistant and senior staff member, and as a college president himself, add up to two plus decades of critical exposure and experience in the details and troubling decisions incumbent upon a college president of today and tomorrow.

We feel that this situation has been largely brought about by President Quigley's questionable management style and decisions. We believe that it is your opportunity to be faithful to Marlboro itself, first and foremost, rather than reflexively supportive of any particular college president, and consequently ask you to take Will Wootton's generous and ambitious offer with the utmost seriousness.

In consideration of what aspects of Marlboro's pedagogy are worthy of preservation or transference to Emerson we would enumerate the following, in no order, as they are deeply entwined, and for any student at any particular moment, crucial:

Will the Marlboro Plan pedagogy even continue to exist after three years? If that is not an explicit feature of the merger guarantee then the merger is simply a slow-motion suffocation, conducted off camera.

A common dining area, a great deal of student/faculty, faculty/faculty learning took place in the dining hall during meals and around the clock. The Dining Hall the central, multipurpose space on campus.

Will the Oxford Scholar program continue at Emerson? This unique aspect of the Marlboro's pedagogy injected fresh expertise with the classics into the curriculum and campus life. It constituted a biannually renewed department, one very familiar with tutorial and individually driven education, without administrative overhead.

Will outside examiners continue to be a part of the Plan structure? This aspect of the Marlboro pedagogy served two functions; one, it allowed students to discover external sources of expertise and resources; two, it served to expose the faculty to external academic, artistic partners, or collaborators, thereby enriching the total Plan package, and the College thereafter.

Will the cataloging of the College's written Plan documentation be fully represented in the archival or revived library catalog? Detailed contents notes and extensive subject headings are essential to delineate the subtle and interdisciplinary intellectual value these Plans have often contained. This is as important as holding the Plans themselves.

Marlboro enthusiastically supported students cross registering or taking courses at other colleges or universities during their BA studies as a vehicle for enrichment or curricular extension and it certainly underpinned the preparation for and conduct of many a Plan.

All of this arises out of the sense that the alumni have been given short shrift, so far as their past and future support of the College is and will be concerned. This, too, may be the result of President Quigley's tightly held management style and preferences, but to be denied actual input into this process at this time is, in our opinion, a demonstration of bad faith writ large. We wish to participate and feel

that at the very least that Will Wootton's offer deserves a real trial.

Respectful yours,

Barbara R. Honthumb, '72, Richard W. Clare III, '75

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Marlboro College
Date: Wednesday, May 6, 2020 1:16:29 PM

From: bruce hain [REDACTED]
Sent: Tuesday, April 7, 2020 8:36 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>
Subject: Marlboro College

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Christopher J. Curtis, Esq.
Chief, Division of Public Protection
Office of the Attorney General
Montpelier, Vermont

Dear Attorney Curtis,

The following is a run-down of my correspondence to the Attorney General's office so far concerning Marlboro College. I intend to send a detailed letter soon describing several allegations of mine directed at the college administration, counsel and consultants, and will send you that when it's finally written. While I don't suppose anything we alumni might do would prevent them from offering the campus for sale it at least serves to register our contempt for the current regime at Marlboro.

I am not a lawyer but hope others opposed to the merger plans will see the advantage of suing for damages, since it could make all the difference in setting Marlboro on a new and viable path.

Sincerely,

Bruce W. Hain, Class of '79
Queens, New York
[REDACTED]

Office of the Attorney General
Montpelier, Vt. 05609

c.c. Christopher Curtis Esq.; Lt. Governor David Zuckerman

Dear Sir or Ma'am,

I will c.c. my previous letter to the Attorney General to Christopher Curtis, since it seems that the subject of the letter is of concern to the Division of Public Protection, and that the active attempts of Marlboro College to sell their 530-acre campus and property should be enjoined.

This in light of attempts to remove the present college administration and trustees which appear quite likely to succeed, and the failure of the college to reach any particular agreement with their planned merger partner in Boston, making title to the property and the right to sell it a matter of dispute.

The March 31 letter is set out in full below.

Very Truly Yours,

Bruce W. Hain, Class of '79
Queens, New York

The Hon. Thomas J. Donovan Jr.
Office of the Attorney General
Montpelier, Vermont 05609

Dear Attorney General Donovan,

Am informed that Marlboro College has seen fit to post an offer for sale of their campus in Windham County, and here is the link: <http://marlborocampus.colliers.com/?fbclid=IwAR2EUDtfAIXX-LgtpGJW7bk54P8aT3PmVn9q8RzBR9znDyfRMhBI4XWfB7Y>

This was undertaken with no agreement in place regarding their planned merger with Emerson, which for an abundance of reasons seems extremely unlikely.

The hoped-for sale is apparently based solely on a secret "Term Sheet" between the merger parties as far as it's legitimacy regarding their planned relationship is concerned. No one has been allowed to see this mysterious Term Sheet, despite requests from faculty and former faculty, alumni, and notably students concerned about their immediate future.

I am trying to compose a lengthy letter to you concerning several allegations of mine against the merger proponents: specifically the college administration, its counsel and consultants. Not being a lawyer, am hoping there will be some interest in pursuing it and that someone can be roped in to put it in actionable form.

So am looking forward to what I hope will be our future correspondence on the subject of Marlboro.

With Best Wishes,

Bruce W. Hain, Class of '79
Queens, New York



From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Marlboro College
Date: Wednesday, May 6, 2020 1:17:36 PM

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Tuesday, April 14, 2020 8:33 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: Marlboro College

Copying Will as this was addressed to TJ.

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail | deborah.matthews@vermont.gov

From: Office of the Vermont Attorney General <ago.helpdesk@vermont.gov>
Sent: Tuesday, April 14, 2020 8:32 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Contact Form submitted on Office of the Vermont Attorney General

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Name	Sue
Last	McClintock
Email	[REDACTED]
Phone Number	[REDACTED]
Mailing Address (required for a response)	[REDACTED] Searsport, Maine 04974

Subject Marlboro College propopsed merger

Message Dear Attorney General Donovan,
I'm writing to you about the proposed merger between Marlboro College and Emerson. I am deeply concerned that this proposal has been hasty and has lacked transparency and imagination. Marlboro College has a unique and valuable educational model and community that is worth fighting for, even or especially if the result is a major transformation. I believe that if the situation of Marlboro College was so dire, it should have been addressed years before; it demonstrates a lack of proper planning, stewardship, oversight, and foresight on the part of the Trustees and the administration. Over the past year, we have gone from being reassured that Marlboro was on stable footing, to being told that merger or closure are the only options. As recently as at the open house for alumni and family in the fall, we were told about new student recruitment strategies and given printed packets and urged to do all we could to encourage new students. We brainstormed ideas on how to make the college more financially viable. Groups of alumni stepped forward to do heavy lifting to find solutions. (These efforts have not been taken seriously.) A month or two later, we were told that merger was the only option.

I graduated from Marlboro in 2005, when the student body was at its largest. At the time, we were dealing with ageing infrastructure and a certain amount of crowding. There was feeling on campus that the administration was overly large and somewhat incompetent (student paperwork and bills routinely had mistakes that required follow-up), although President Ellen was seen as an improvement over President Paul Leblanc. In the years since my graduation, we have been told that the endowment was never in better shape, and that the college was on a sound financial footing. There was a boom in new buildings and improvements on campus. Administrative overhead has been steadily increasing. How it got from there to closure in the span of a few years bears investigating.

Marlboro College's educational model is exceptional and worth preserving. The tutorial and thesis format is based on the classic Oxford and Cambridge structure; an Oxbridge education is one of the most highly respected in the world. I was lucky to able to spend a semester at Oxford as part of my Marlboro education, and I can attest to both its rigor and similarity with Marlboro. It uniquely prepares students for critical thinking, clear writing and communication, and independence and responsibility—Marlboro students are known for being self-starters. These skills and qualities are not rarefied liberal arts ornaments, but solid, practical, transferable skills that are valuable throughout a lifetime.

The Marlboro community offers a special place to grow and explore. Since the college's founding with former GIs, Marlboro students have been uniquely individual and independent. For many of us, this was the first chance we had to experience a place where we could be ourselves, express who we are, and be accepted into a community. For many students and alumni, Marlboro College and the campus on Potash Hill are home, sometimes even more so than our homes of origin. It is deeply painful to feel that we are losing our home, and to know that future students will not have that opportunity. I urge you to do everything possible to help Marlboro College continue as an independent educational institution.

Sincerely,
Sue McClintock,
BA with Highest Honors, class of 2005

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Questionable Marlboro College Closure
Date: Wednesday, May 6, 2020 1:22:04 PM
Importance: High

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Friday, May 1, 2020 11:04 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Cc: Sudbay, William <william.sudbay@partner.vermont.gov>
Subject: FW: Questionable Marlboro College Closure
Importance: High

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Antonio Iaccarino [REDACTED]
Sent: Friday, May 1, 2020 10:47 AM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Questionable Marlboro College Closure

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

To the Esteemed Vermont Attorney General:

My name is Antonio Iaccarino, and I am a 2010 graduate of Marlboro College. I am happy to say Vermont was my home for four years, but I'm more thankful that Marlboro, Vermont changed the way I will live the rest of my life, and not only as a citizen but as an academic and businessperson.

I have taught English in Boston since 2011 in several universities, so when I heard Marlboro was being purchased by Emerson College, I was disheartened. Boston does not possess half of the genuine academic spirit Marlboro beams with everyday in operation. Education is not something to pursue for its beauty in Boston - it is a stepping stone in an almost cannibalistic system that permanently handicaps students' and professors' mental wellbeing. The physical property of Marlboro is the key to the magic of learning as its features lend to the freedom we as Americans

cherish in all of its abstract forms. The loss of the campus will have the effects of erasing this unique American experience and reduce Vermont's footprint on the country.

In terms of the economic impacts of such a purchase and subsequent closure, Windham County would suffer immensely. This reason alone should be ample motivation to keep the college in operation. Throughout my time as an alum, I have seen the President and Trustees at Marlboro exhibit incredibly poor judgement in terms of their fiduciary responsibilities and recruitment. The inability to attract just 300 students from around America is baffling to me, especially as a businessman with a self-funded company. Anyone of us would have been fired from our positions had we exhibited such lackluster results, and I propose the current governance at Marlboro be dissolved immediately.

In summation, the State of Vermont will further handicap itself in terms of its larger branding on the USA and the removal of an economic engine in one of its counties. I am truly flabbergasted that such a proposal has even gone this far, and I ask you to review and stop this sell-off of cultural, economic, and intellectual heritage.

Respectfully,

Antonio Iaccarino, M.Ed.

[REDACTED]
[REDACTED]

Boston, MA 02125

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: Regarding the sale of Marlboro College
Date: Wednesday, May 6, 2020 1:17:25 PM

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Monday, April 13, 2020 1:40 PM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Subject: FW: Regarding the sale of Marlboro College

Deb Matthews

Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

From: Skye Allen [REDACTED]
Sent: Monday, April 13, 2020 1:39 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: Regarding the sale of Marlboro College

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

Vermont Attorney General's Office, TJ Donovan
109 State Street
Montpelier, VT 05609

Dear Sir:

My name is Skye Allen. I graduated from Marlboro College in 2002 after transferring there following an unhappy semester as a National Merit Scholar at Oberlin. I hold a PhD from the John U. Nef Committee on Social Thought at the University of Chicago (where I enrolled immediately after graduating from Marlboro), and a JD from Loyola University Chicago School of Law. I have been an adjunct professor at both the University of Chicago and Roosevelt University and a public interest attorney at a Chicago legal aid agency and as a solo practitioner. I am an activist, a traveler, and a human rights observer, living out of a backpack for months at a time on extended trips to the Tijuana border and Colombia, where I educated migrants on asylum rights and witnessed countless illegal acts by both American and Mexican authorities and worked with environmental and indigenous

activists and attorneys to call attention to the grave danger of advocating for human rights in Colombia today.

As an attorney, I could cite statutes and examples of financial mismanagement explaining why I believe Marlboro's Board and President have failed to exercise their fiduciary duty to Marlboro and should be prevented from proceeding with the sale of Marlboro to Emerson College, but I believe that Will Wootton, former Marlboro staff member and President of Sterling College, has summarized that well in his letter, and while that argument would provide the legal analysis as to *how* they might be stopped, it would not provide the *why*.

In short, Marlboro has always been different. Different than the other Vermont schools that have closed, and also different from Hampshire and Sweet Briar which have restructured and remained open, and which might be financially and culturally better compared to Marlboro. Some of my fondest memories of Marlboro are of the kind of collective sacrifices made by those who loved it--students, faculty, and staff--students eating meals and studying for tutorials by candlelight when the power went out (as it frequently did in winter), faculty and staff accepting laughable salaries for outrageous workloads because they so valued the community and environment of academic excellence.

Marlboro was truly academically excellent in my era, but more than that, its New England Town Meeting model of self-governance taught *democracy in action*. At the time I was there, Marlboro was just beginning to suffer from DOE policies that robbed colleges and universities of their autonomy, and, at Marlboro as throughout the nation, led to a glut of staff positions that certainly had no place at Marlboro where in 2000 we were struggling with the very concept of an "administration." I had hoped that Marlboro would continue to find creative ways to satisfy Federal requirements while remaining true to the principle that faculty make academic decisions in Faculty Meeting and the entire community, led by an elected Selectboard of mostly students and staff, makes community decisions.

I was a member of the Selectboard for almost two years, during which time one of my best friends was the Head Selectperson, and I'm not sure if I can explain without it sounding silly to you how very seriously we took our mandate, per the bylaws, to "protect the general well-being of the community." In our day, that meant fighting the President and Trustee-led "Standing Building Committee" and convincing them, among other things, to expand the existing library based on responsible building principles, common sense frugality, and a bit of nostalgia, rather than building a (more donor-friendly) separate building no one wanted. It meant finding a way to codify a drug and alcohol policy that maintained our fundamental interest in safety without violating the letter of the DOE's fundamental interest in law enforcement. It meant protesting the Admissions Office's use of consulting firms with no connection to us to create recruitment materials that wildly misrepresented who we felt we were. It meant, at three o'clock in the morning on September 12, 2001, plastering the campus with flyers announcing an emergency Town Meeting after lunch.

Our commitment was the very opposite of silly. These battles, a few of which we lost but most of which we won, shaped the face of the campus itself, showing us just how much our efforts mattered. For many of us, our education in community governance and direct democracy was just as

important as our education in our respective academic subjects.

Maybe Marlboro has lost these values. Surely the last two Presidents have not respected them. And surely selling Marlboro, an institution that still has a great deal of value--to the town, the state, the alumni, the staff, the faculty, and the current students--without even trying to save it (if in a radically different form) is the ultimate betrayal of the mission the President and Board were meant to protect? Alumni and former faculty are *begging* to help save Marlboro. People want to teach. People will teach for a pittance, just like in the old days. And, surely, in this day and age of anti-intellectualism, oligarchy, and alternative facts, there is a student population out there who would value what Marlboro has to offer, maybe even more than we did.

It is only the President and the Board who argue that this has to be the end. Unfortunately, they are the decision makers and they continually refuse to tell us what other options they considered (if they did at all), or to seriously consider the many, many, ideas we have tried to suggest.

It is true that we cannot guarantee that Marlboro in a downsized form, likely as a work college, will work. But no one at Marlboro ever fought for anything because we were guaranteed to win. We fought because fighting was the right thing to do. And we need your help now so we can fight for the school, the town, and the state.

Sincerely,

Skye H. Allen

--

[Skye Harvest Allen, JD, PhD](#)

From: [Curtis, Christopher](#)
To: [Wolk, Tina](#)
Subject: FW: The Future of Marlboro College
Date: Wednesday, May 6, 2020 1:18:44 PM
Importance: High

-----Original Message-----

From: Matthews, Deborah <Deborah.Matthews@vermont.gov>
Sent: Tuesday, April 28, 2020 10:10 AM
To: Curtis, Christopher <Christopher.Curtis@vermont.gov>; Renner, Jamie <Jamie.Renner@vermont.gov>
Subject: FW: The Future of Marlboro College
Importance: High

Deb Matthews
Administrative Assistant
Office of the Attorney General | GCAL
109 State Street, 3rd Floor
Montpelier, VT 05609
Phone | 802-828-3689
E-Mail \ deborah.matthews@vermont.gov

-----Original Message-----

From: Jennie Tucker [REDACTED]
Sent: Monday, April 27, 2020 11:07 PM
To: AGO - Info <AGO.Info@vermont.gov>
Subject: The Future of Marlboro College

EXTERNAL SENDER: Do not open attachments or click on links unless you recognize and trust the sender.

I sincerely hope that Marlboro College does not merge and become an extension of Emerson College in downtown Boston! I found that living in rural Vermont, without television by choice, working on campus on various projects, and maintaining a 'town meeting government' was at least 50% if not 65% of my college education. The idea that one gives back to an institution at least 100% of what they have received was extremely important to me as a student living in a small community, and working out our problems, be it pets on campus, parietal hours, smoking in the dining hall, etc. We learned to be able to agree to disagree and still be friends among fellow students and faculty and administration.

I was the first student from Oregon followed by many others since 1963. I was the first student to major in Greek Classics in 1967. I was the first student on the Admissions Committee. As a Selectman or as an aide to the college nurse, I learned to be a responsible, accountable adult and a community resource, now living in a very rural county of Northeastern Oregon. I look back at my time at Marlboro and rejoice that I had the opportunity to go to Vermont and begin to learn to be an adult.

I did live in Boston after graduating from Marlboro and enjoyed working there for almost 8 years. If Marlboro College does die, let it die peacefully on Potash Hill not in downtown Boston.

Thank you!

Jennie Tucker '67

[REDACTED]

Summerville, OR 97876

[REDACTED]



HARVARD
School of Engineering
and Applied Sciences

29 Oxford Street, Cambridge MA, 02138

17 April 2017

T.J. Donovan
Vermont's Attorney General
109 State Street
Montpelier, VT 05609

Dear Attorney General Donovan,

I write to express my sorrow and dismay that Marlboro College is preparing to leave Vermont and merge with Emerson College in Boston. Marlboro is where I first learned to think independently. Marlboro professors served as mentors for me in multiple dimensions, not only broadening my horizons in academic subjects but also demonstrating how an ethical life is lived. In 1981, laid off from a job in publishing and feeling aimless, I briefly returned to visit Marlboro. A conversation with the late Bob Engel, former professor at Marlboro, changed my life's direction. "What else matters besides preserving the earth, the environment?" Bob asked. Bob would have known how to answer that question. For 36 years, he taught biology at Marlboro and took generations of students on intense field trips around the world.

I took Bob's question to heart, and 15 years later arrived at Harvard with a PhD in atmospheric chemistry. Now, still at Harvard, I investigate smog and wildfires and how air pollution will change in a changing climate and how many deaths that will mean. Now it's my turn to mentor students, to demonstrate fairness and ethics and intellectual rigor. I have big shoes to fill.

In my view, the President and Board of Trustees have lost sight of their primary mission to preserve Marlboro for generations to come. It is true that merging with Emerson will provide a lifeline for current, tenured faculty and, to some extent, current students. But the Board has responsibility to the life of Marlboro, not just its present-day community. It has not yet been made clear why Marlboro is closing now, given its relatively large endowment and relatively low debt. In my view, a change in leadership, with a stronger sense of fiduciary duty, could help point the way forward.

Sincerely,

Loretta J. Mickley, Marlboro class of 1979
Senior Research Fellow
Harvard University