

March 4, 2016

TO: Long Range Planning Committee

Jerry Diamond, Chair
Lynn Dickinson
Kraig Hannum
Church Hinds
Tim Jerman
Karen Luneau, Vice Chair
Martha O'Connor

FROM: Jeb Spaulding, Chancellor



RE: Long Range Planning Committee Meeting on March 10, 2016

The Long Range Planning Committee of the VSC Board of Trustees will meet on Thursday, March 10th starting at 1 p.m. in conference room 101 of the Office of the Chancellor, 575 Stone Cutters Way, Montpelier. The full agenda and materials are attached.

I can be reached at (802) 224-3036 if you have any questions.

Thank you.

cc: VSC Board of Trustees
Council of Presidents

**VERMONT STATE COLLEGES
BOARD OF TRUSTEES
LONG RANGE PLANNING COMMITTEE MEETING**

**March 10, 2016 at 1 p.m.
Office of the Chancellor, Montpelier, VT**

AGENDA

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the January 7, 2016 Meeting

B. ITEMS FOR INFORMATION AND DISCUSSION

1. Strategic Alliance updates: Presidents Collins and Bertolino and Presidents Judy and Smith will provide updates on the process being used to generate opportunities and options, as well as any opportunities already identified.
2. Update from Steve Wisloski on system level opportunities to achieve operational economies of scale and efficiencies
3. Review of six Board priorities to support the mission of the VSC and updates on progress with specific approved strategies
4. Date of Next Meeting:
Thursday, April 7, 2016
Office of the Chancellor, Montpelier, VT

Please note that the Finance & Facilities Committee, which is scheduled to meet immediately following the Long Range Planning Committee meeting, may begin with an executive session to discuss contracts and labor agreements with General Counsel. Long Range Planning Committee members may wish to participate in this discussion.

Unapproved minutes of the Long Range Planning Committee meeting Thursday, January 7, 2016

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

The Vermont State Colleges Board of Trustees Long Range Planning Committee conducted a meeting Thursday, January 7, 2016 at the Office of the Chancellor in Montpelier, Vermont.

Committee members present: Jerry Diamond (Chair), Lynn Dickinson, Church Hindes, Tim Jerman, Karen Luneau (Vice-Chair), Martha O'Connor

Absent: Kraig Hannum

From the Chancellor's Office: Tricia Coates, Director of Governmental & External Affairs
Dianne Pollak, Chief Information Officer
Bill Reedy, General Counsel
Nancy Shaw, Director of Human Resources
Elaine Sopchak, Executive Assistant to the Chancellor
Jeb Spaulding, Chancellor
Steve Wisloski, Incoming Chief Financial Officer
Yasmine Ziesler, Chief Academic & Academic Technology Officer

College Presidents: Joe Bertolino, Elaine Collins, Joyce Judy, Dan Smith, Dave Wolk

From the Colleges: Scott Dikeman, Castleton University Dean of Administration
Loren Loomis Hubbell, LSC Dean of Administration
Barbara Martin, CCV Dean of Administration
Lit Tyler, VT Tech Dean of Administration
Sharron Scott, JSC Dean of Administration

Chair Diamond called the meeting to order at 9:35 a.m.

A. ITEMS FOR DISCUSSION AND ACTION

1. Approval of the Minutes of the November 5, 2015 Meeting

Trustee Jerman moved and Trustee Luneau seconded the approval of the minutes. The minutes were approved unanimously.

B. ITEMS FOR INFORMATION AND DISCUSSION

5. Review of proposed strategies to achieve the following Board-approved priorities:

- a. Increase the continuation rate of high school students on to postsecondary education.
- b. Improve the retention and graduation rates at our colleges and university.
- c. Become a more attractive destination for Vermont high school graduates.
- d. Serve well more working age Vermonters.
- e. Operate as a more integrated system to expand student opportunities and achieve operational efficiencies.
- f. Increase State financial support and other supplemental revenues.

Chancellor Spaulding provided the background of the process leading to the development of the strategies recommended to the Board. CAO Ziesler explained the rationale for the recommendations: they reflect areas of clear consensus and good thinking among faculty and staff; they are priorities where individual colleges have strategies to contribute; and they are priorities that contribute to systemness. The recommendations include actions in progress as well as aspirational strategies. VT Tech President Smith requested that all of the strategies, particularly numbers 1 and 3 emphasize quality and the investments necessary to sustain quality. Trustee Luneau recommended working more closely with high schools by using their facilities and teaching college level courses at high schools. President Judy reminded the Committee that there are many dual enrollment courses being offered in high schools throughout the state.

Trustee Dickinson shared that she is hearing concerns about the cost of developing ILPs (Individual Learning Plans, as set forth in Act 77) for students who will eventually take dual enrollment courses. She reminded the Committee that VSC institutions educate many teachers and high quality programs are necessary to ensure these teachers can properly teach students to prepare them to get to college, particularly in STEM subjects.

Chancellor Spaulding suggested any further suggestions be submitted within the next week. The Committee would then review them one more time, and then recommend them to the Board for adoption in February. He also recommended that the Board review the strategic priorities at annual retreats, using them as benchmarks to assess progress. Trustee Luneau requested that

progress on achieving the priorities be reported regularly at meeting. Chancellor Spaulding stated that over time he will report back to the Committee what action steps have been taken to fulfill the strategies; it is a priority-setting document to guide the Chancellor's Office and colleges in their everyday work. Trustee Hindes clarified that the Committee should not approve individual action steps.

Chair Diamond proposed a motion that the Committee adopt and recommend to Board of Trustees the strategic priorities outlined pursuant to the goals, including future edits regarding quality. Trustee Luneau moved as such and Trustee Jerman seconded. Trustee Hindes emphasized that the strategies will evolve. The Committee approved the motion unanimously.

6. Presidents present strategic analysis of future facilities needs and whether the existing facilities are well matched to meet the changing needs of student bodies and changing teaching methodologies.

Castleton Univeristy President Dave Wolk stated that what he will report goes beyond deferred maintenance and usual equipment needs. The University has both on- and off-campus facilities needs. In Rutland they are looking at student housing options, as there are many recent entrepreneurial ventures with Castleton Downtown and the Rutland Economic Development Corporation. This is also due to the tuition freeze; they must make up for lost revenue by expanding enrollment and the entrepreneurial ventures and so will need student housing downtown. They are considering moving the virtual hospital downtown or elsewhere in Rutland. Spartan Dome is bogged down in the permitting process and may need to locate it elsewhere. President Wolk summarized that there are four Rutland-based, off-campus future considerations: housing, expansion of existing areas, virtual hospital, Spartan dome.

On campus, Castleton is in need of new science labs and a renovation to the science department. In recent years they have added a chemistry major, a lecture hall, and a greenhouse. Now there is a need for lab upgrades. These upgrades would result in relocating other departments. President Wolk estimated the cost of these projects to be approximately \$3.6M. They are currently increasing outreach for support but it is difficult to fund bricks and mortar projects. They are planning to renovate Wright House. They are also planning a significant interior renovation of the fine arts center. Castleton raised ~\$1.1M in 2004 to refurbish the theater and some of the fine arts center, but the music, theater, and visual arts departments need both attention and relocation. The cost of this renovation is estimated to be between \$1-2M.

President Wolk stated that Castleton and CCV are holding conversations regarding more collaboration. Trustee Hindes asked whether upgrades to smart classrooms are included in current funding. President Wolk answered that those kinds of upgrades are included as ongoing equipment costs.

Chancellor Spaulding reminded the Committee of the projected population decreases as outlined in the meeting materials. President Wolk stated that the undergrad population will grow a little but needed growth has to occur at the graduate level. These programs not expensive to run; they are hybrid programs with brief residencies and online instruction which does not tax facilities. The colleges must also focus on competition. Trustee Luneau noted that out of state online institutions are offering graduate programs in Vermont. President Wolk reminded the Committee that the Castleton Center for Schools is in every county of Vermont. Chancellor Spaulding pointed out other VSC colleges are expanding to out of state venues as well, like Lyndon State's new program with Northern Essex Community College in Massachusetts.

President Smith reminded the Committee of VT Tech's recent investments to replace VIT with alternate modalities, some done in tandem with other VSC schools, and some with tech centers. There are VT Tech classrooms across the state. This reflects an approximately \$400K investment by the college over the last eight months. A 500kw solar installation is currently breaking ground that will bring the campus close to net zero. In the near term they are completing a strategic investment in advanced manufacturing. They have received \$420K in commitments toward the necessary match to obtain an additional \$500K from the state.

Recent audits to the chemistry lab in Randolph reveal risk and needed improvements. Residential Capacity in Williston is oversubscribed, driven by aviation and nursing programs. They are considering a mixed use residential/office building on Route 2, which would open up space in the existing classrooms. Currently the college uses alternative housing for 20 students. They also need to upgrade science labs in Williston.

In Randolph investment needs to be made in student living spaces, improving bathrooms, floors, and making the dorms more attractive to students. VT Tech's nursing simulators are reaching the end of their useful life of five years. Replacing the current simulators would cost \$450K; upgrading to newer models would cost \$770K (both over time). There is a revenue possibility in engaging employers to send staff to practice on VT Tech's simulators. They would like to expand the vet tech space into space previously used by VIT. The diesel/auto tech program enrollment is ticking up; they have reduced leased space by 1/3 and are exploring how to bring the program entirely back on campus. A low cost high strategy opportunity they are pursuing is improving a 600-acre recreation trail by adding fitness stations and additional trails working with construction management students.

Chair Diamond mentioned the low summer usage of the Williston campus, and the effect of summer courses at CCV on the campus, and noted that the Williston campus seems poised for great growth. He asked if President Smith has given any thought to a redesign of campus or relocation to a better facility. President Smith replied that this would require a \$15-20M commitment, and that it could be built into a strategic planning process. It seems more realistic to

gradually build the mixed use building and over time improve the current building. Trustee Hindes stated he would like to look at VTC 2025, and understand what the program and capacity needs would be for that campus by then. He suggested that the nursing labs could be leased out for private use.

CCV President Joyce Judy stated that the college owns four and leases eight locations. Over time CCV went from evening spaces to daytime spaces as student needs changed. Thirty percent of courses are online, and the college needs always to be nimble and responsive. For that purpose CCV currently has 5-year leases as opposed to 10-year. The four owned buildings are in relatively good shape and there is no deferred maintenance due to disciplined saving. CCV's need is for virtual spaces, both academic and administrative.

With approximately 300 classes online every semester, online is CCV's largest growth area. CCV's IT system is also the VSC system's IT. Faculty and student expectations are that the technology offered is always cutting edge. The learning management platform must be cutting edge; it is an extremely competitive arena. One edge CCV benefits from is very small course sizes. The current data management system is very clunky. It must be quicker and more intuitive. It is difficult to register online, and video capture for faculty is difficult. This is a very expensive area but one that must be investigated. CCV's recent investment of \$100K in voiceover IP allowed CCV this year to cut phone expense by 50%. Moving to virtual desktops has also lowered costs. Chancellor Spaulding stated that system level IT is strengthening but it is going to require a team effort. The Chancellor's Office will complete an IT strategic plan by the end of this year. President Judy added another niche for CCV is that students mostly take a combination of online and onsite courses because they prefer the personal contact other online programs don't offer.

Johnson State College President Elaine Collins displayed images of needed capital improvements and stated these projects are based in four assumptions. The first assumption is to identify the arts as a strength of Johnson State; this is an assumption also supported by the recent report from AGB. The second assumption is the college will make its brand more overt, particularly in the on-campus experience. The third assumption is the college will address innovations in teaching and learning. The fourth assumption is that the college will create foreground spaces with revenue generating potential. Future projects focus on Mineart Athletic Fields, Willey Library, Dibden Center for Arts, and McClellan Hall. It will be important to ensure all campus spaces are connected.

Dibden is a state performing arts space but has had no renovations in decades. It has only one classroom and needs an addition. Proposed renovations include: HVAC system, lighting, seating, restrooms. An addition would include a black box theater, ensemble room, more practice rooms, dance practice rooms, and a path from Dibden to McClellan to further connect the campus. The estimated cost for this project is \$7M.

McClellan Hall is the most utilized space on campus. It has not been renovated since the 1940s. There is no collaborative space. They would renovate for more openness, clear entry, and space conducive to modern instruction. They are considering adding a facility as an extension of the counseling program potentially to offer counseling services to the surrounding county; this would also provide training for students. Estimated cost of this project is \$2-3M.

Plans for Willey Library are based on the fact that being a learning and information commons is the new direction of libraries. Renovations to Willey Library would bring it into alignment with modern pedagogy. The JSC brand is that it is the premier place to study and learn—Willey Library will be the academic hub of the campus. Projected cost for this renovation is \$750K-\$1.1M.

The Mineart Athletic Field is currently an open field. Athletics is an important way to recruit and retain students. Incoming students want something that at least looks like their high school environment. This project would be a revenue generating space as there is nothing like it in Lamoille County. Projected improvement cost is \$4-5M.

In addition, Johnson State is in the process of building group of donors to establish a ski feature for the college.

Lyndon State College President Joe Bertolino stated that the college has a facilities master plan and would be glad to share it with the group. LSC's curriculum is rooted in a liberal arts core with experiential education and professional studies components, and facilities needs reflect that. Also, the residential component is extremely important because 46% of students are out of state. Of those, 25% are in a specialized program.

LSC's most urgent facilities challenge has to do with technology. The lack of interactive technology limits interaction across multiple locations and limits outreach to nontraditional students. LSC needs an IT structure that is more student friendly and competitive.

President Bertolino stated on campus there is a lack of defined entry and a true campus center, awkward patterns of circulation, and disjointed academic spaces, in some cases lagging behind in some accreditation standards. Some buildings are at the end of their life cycles of major components. The dining hall needs renovation and expansion to serve students and expand

conference services, which would allow for increased conference revenue. Residence halls in general are insufficient, very old buildings.

The college has difficulty competing on athletics. There is no artificial, all-weather turf field in all of the Northeast Kingdom and there is a very big need for it. This is a revenue opportunity.

In summary there is need for improvements to IT infrastructure; more smart classrooms; renovation of the science wing, science labs, and exercise science lab; renovation of the dining hall and existing housing; upgrades to facilities infrastructure: boilers, roofs, electrical—most date to the 1960s-70s. LSC needs a turf field. There is land to expand and space adjacent to buildings that could be used for expansion and renovation.

3. Roundtable discussion with presidents on possible incentives and obstacles to greater collaboration between colleges, consistent with Board-approved vision of one comprehensive and interconnected system comprised of five distinct institutions.
4. Discussion of possibilities for greater coordination between JSC and LSC, as well as between CCV and VT Tech.
 - a. Brainstorm principles to guide future consideration of this topic

These items were discussed together. Chancellor Spaulding introduced the subject by reminding the Committee of the many ways in which the colleges currently collaborate. He emphasized however that in order to move forward in discussions about collaboration the basic financial model of the system must be reviewed. He reminded the Committee that Aims McGuinness and Rick Beyer—both consultants who spoke before Board committees in the past year—recommended that the system increase its sense of urgency. Enrollment and demographic trends also require this. The system must look at potential synergies and strategic alliances between the colleges. He stated there is potential for strong alliances between Johnson State and Lyndon State, and between CCV and VT Tech.

Chair Diamond stated that going forward President Bertolino and President Collins would work with the Chancellor, and President Judy and President Smith would work with the Chancellor over the course of a few months, and would return to the Committee in April or May with an interim report. The Committee would then consider recommending the report to the full Board at its July meeting, or the September retreat at the latest.

The following guiding principles for analysis and consideration of options for greater coordination between Johnson State College and Lyndon State College, as well as Community College of Vermont and Vermont Technical College were agreed upon:

- Maintain multiple vibrant campuses, each with its own character and separate academic accreditation by NEASC (New England Association of Schools and Colleges).
- Increase opportunities for access to high quality academic programming.
- Preserve or improve academic and support services for students.
- Provide sustainable financial savings in overall institutional operations.
- Avoid duplication of academic programs, while optimizing access to instruction.
- Create meaningful potential for economies of scale and scope.
- Streamlining administrative services, while maintaining or improving service quality.
- Maintain or enhance involvement and contributions to regional economic and community development.
- Sustainable financial savings will be redeployed to assist in achieving or implementing both institutional and system goals, with attention to how and where savings were generated.
- To the extent that this effort leads to changes or reductions in staff, vendor relationships or similar actions, the VSC as a system and the colleges individually will proceed with deliberate sensitivity, fairness and full respect to contractual and other legal obligations.

Trustee Hinds moved that, in conjunction with the Chancellor, the presidents of Johnson State College and Lyndon State College for their respective colleges, and Vermont Technical College and Community College of Vermont for their respective colleges, jointly prepare multiple proposals for the development of strategic alliances, consistent with agreed upon guiding principles, to be presented to the Long Range Planning Committee for possible consideration by the Board of Trustees at the July Board meeting. Such proposals shall include pros, cons, and considerations for each. The colleges shall furnish the Committee and Board updates on progress at meetings prior to July. For the purposes of this motion, the term “strategic alliance” means consolidation of resources as well as other options consistent with the guiding principles as approved. Trustee Luneau seconded the motion. The motion was passed unanimously.

5. Date of Next Meeting:

Thursday, February 11, 2016
Office of the Chancellor, Montpelier, VT

The meeting was adjourned at 11:56 a.m.

Guidelines for Strategic Alliances between VSC Institutions

The following guiding principles for analysis and consideration of options for greater coordination between Johnson State College and Lyndon State College, as well as Community College of Vermont and Vermont Technical College are proposed:

- Maintain multiple vibrant campuses, each with its own character and separate academic accreditation by NEASC (New England Association of Schools and Colleges).
- Increase opportunities for access to high quality academic programming.
- Preserve or improve academic and support services for students.
- Provide sustainable financial savings in overall institutional operations.
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- To the extent that this effort leads to changes or reductions in staff, vendor relationships or similar actions, the VSC as a system and the colleges individually will proceed with deliberate sensitivity, fairness and full respect to contractual and other legal obligations.



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VERMONT STATE COLLEGES
CASTLETON UNIVERSITY
COMMUNITY COLLEGE OF VERMONT
JOHNSON STATE COLLEGE
LYNDON STATE COLLEGE
VERMONT TECHNICAL COLLEGE

Six Priorities to Support the Mission of the Vermont State Colleges

For the benefit of Vermont, the Vermont State Colleges system provides affordable, high quality, student-centered, and accessible education, fully integrating professional, liberal, and career study, consistent with student aspirations and regional and state needs.

1) Increase the continuation rate of high school students on to postsecondary education.

Strategy 1.a. Provide effective leadership and advocacy, with partners, on the urgent need to increase postsecondary affordability and attainment while sustaining program quality.

Strategy 1.b. Expand strategies (e.g. Introduction to College Studies, dual enrollment, “try a major” events) targeted at current populations of high school students who are not continuing with postsecondary education.

Strategy 1.c. Expand existing and create additional flexible academic pathways into and through our degree programs, including providing meaningful certificates and associate degrees.

2) Improve the retention and graduation rates at our colleges.

Strategy 2.a. Implement degree maps to create clear curriculum paths to graduation.

Strategy 2.b. Improve access and use of data and advising technologies.

Strategy 2.c. Develop multiple delivery models for degree completion, including online, connected classrooms, and flexible schedule options.

Strategy 2.d. Continue to increase comprehensive and strategic approaches to student support services.

3) Become a more attractive destination for Vermont high school graduates.

Strategy 3.a. Create a positive brand at the VSC system level that supports the unique characteristics of each college and is rooted in the sustained quality of the academic experience.

Strategy 3.b. Continue to improve technological and physical infrastructure.

Strategy 3.c. Enhance relationships with school counselors statewide.

Strategy 3.d. Establish VSC celebration and support of academic excellence (e.g. VSC Hall of Fame).

4) Serve well more working age Vermonters.

Strategy 4.a. Improve and expand flexible and online delivery of programs across the VSC to increase number of degree programs available to students statewide.

Strategy 4.b. Work with employers on needs assessment and flexibility of delivery.

Strategy 4.c. Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.

5) Operate as a more integrated system to expand student opportunities and achieve operational efficiencies.

Strategy 5.a. In addition to maximizing productive collaboration and integration across the entire system, develop strategic alliances between Johnson and Lyndon State Colleges, as well as Vermont Technical College and Community College of Vermont, intended to complement and/or supplement their individual strengths and weaknesses.

Strategy 5.b. (Also 4c.) Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.

Strategy 5.b. Review the financial model of the system to ensure institutional stability and explore financial incentives that support collaboration and system interconnectedness.

Strategy 5.c. Reduce transferability and course-sharing barriers to expand the diversity of student academic and co-curricular learning opportunities.

6) Increase state financial support and other supplemental revenues.

Strategy 6.a. More effectively advocate for state support.

Strategy 6.b. Increase grant-writing capacity in the system.

Strategy 6.c. Collaborate on shared fundraising resources.