

May 13, 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 May 19, 2016

The Long Range Planning Committee of the VSC Board of Trustees will meet on Thursday, May 19th 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**

**May 19, 2016 at 1 p.m.
Office of the Chancellor, Montpelier, VT**

AGENDA

This meeting is intended to give Committee members an idea of the approaches some other systems are using or considering to achieve operational efficiencies and to optimize the student experience through collaboration at the system level and/or through strategic alliances. Each chancellor will spend approximately 10-15 minutes presenting the approaches being utilized or considered in their state and 10-15 minutes answering questions from Committee members.

1. Call to order
2. Approval of the minutes of the March 10, 2016 meeting
3. System wide and strategic alliances in other state systems:
 - a. University of Maine System Chancellor Jim Page
 - b. Minnesota State Colleges and Universities Chancellor Steve Rosenstone
 - c. University System of Georgia Chancellor Hank Huckaby and Vice Chancellor Shelley Nickel
 - d. Committee discussion
4. Other business
5. Comments from the public

Meeting Materials

1. Minutes of the March 10, 2016 meeting [Page 3](#)
2. Reading Materials:
 - a. “University of Maine System considering umbrella accreditation for its 7 campuses” – Inside Higher Ed [Page 5](#)
 - b. “One University for all of Maine” – University of Maine System [Page 9](#)
 - c. Overview of Minnesota State Colleges & Universities System [Page 11](#)
 - d. “Board of Regents Finalizes Consolidation of Georgia State University and Georgia Perimeter College” – University System of Georgia [Page 12](#)
 - e. “Albany State University and Darton State College to Consolidate to Serve Southwest Georgia” – University System of Georgia [Page 13](#)
 - f. “Regents Approve Campus Consolidation Plan” – University System of Georgia [Page 14](#)

Unapproved minutes of the Long Range Planning Committee meeting Thursday, March 10, 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, March 10, 2016 at the Office of the Chancellor in Montpelier, Vermont.

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

Absent: Tim Jerman

From the Chancellor's Office: Tricia Coates, Director of Governmental & External Affairs
Dianne Pollak, Chief Information Officer
Bill Reedy, General Counsel
Elaine Sopchak, Executive Assistant to the Chancellor
Jeb Spaulding, Chancellor
Steve Wisloski, 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: Tess Conant, Lyndon State College
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

In absence of quorum Chair Diamond suggested the attending Committee members discuss the Items for Information and Discussion.

A. ITEMS FOR DISCUSSION AND ACTION

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

This item was deferred until quorum could be achieved.

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.

President Bertolino and President Collins reported on ongoing conversations and communications regarding their explorations of strategic alliances between the colleges.

President Smith and President Judy reviewed their conversations about existing pathways for students and increasing the number of students passing from CCV to VTC.

2. Update from Steve Wisloski on system level opportunities to achieve operational economies of scale and efficiencies

CFO Stephen Wisloski reviewed FY2015 revenues and expenses.

At this time Trustee Luneau arrived, making quorum. Chair Diamond called the meeting to order at 2:26 p.m. and called for a motion to approve the minutes of the January 7, 2016 meeting. Trustee Hinds moved and Trustee Hannum seconded the approval of the minutes. The Committee approved the minutes unanimously.

3. Review of six Board priorities to support the mission of the VSC and updates on progress with specific approved strategies

Chancellor Spaulding led a discussion regarding activities the colleges and the system office are undertaking to accomplish the Board's priorities.

4. Date of Next Meeting:
Thursday, April 7, 2016
Office of the Chancellor, Montpelier, VT

The meeting was adjourned at 2:56 p.m.

Inside Higher Ed

University of Maine System considering umbrella accreditation for its 7 campuses

Submitted by Kellie Woodhouse on May 6, 2015 - 3:00am

In a push to become one university with seven campuses -- instead of seven universities within one state system -- the University of Maine is considering a single, regional accreditation for all of its campuses.

The move, if taken, appears unprecedented among university systems.

Proponents say it will allow for more flexibility in adding and cutting degrees, reduce administrative costs, and help create more paths to enrollment for nontraditional students. In short, they say it would give the University of Maine the agility it needs to become financially solvent in an era of flat state funding, consistent tuition freezes and enrollment decline.

Yet opponents say a single systemwide accreditation diminishes the autonomy and faculty voice of each institution and could jeopardize the quality of education at individual campuses.

"We have very substantial economic and demographic challenges," said James Page, chancellor of the University of Maine System. "We do believe that really dramatic, transformative change is required here."

Over the course of eight years, full-time enrollment at Maine's seven campuses has dropped by 2,000 students [1]. The system has eliminated 700 jobs, or about 13 percent of its workforce. This year it is facing an operating deficit of more than \$8 million, despite a \$5 million increase in state funding. Even with these struggles, the system's trustees decided, for the fourth straight year, to freeze tuition next year, solidifying Maine's status as the most affordable public system in New England but prompting local media outlets like the *Bangor Daily News* to draft headlines like "Affordable or a Fiscal Nightmare?" [2]

"When there isn't any money, you really need to think of maintaining quality services in different ways, and that's what this whole effort for single accreditation is all about," said Aims McGuinness, a senior associate with the National Center for Higher Education Management Systems (NCHEMS) and an expert on postsecondary governance. "This is not going to be an easy kind of change anywhere, and that's why Maine is interesting."

The changes involved in moving toward a single accreditation are sweeping. And Maine's regional accreditor, the New England Association of Schools and Colleges' (NEASC) Commission on Institutions of Higher Learning, isn't currently set up to handle a systemwide accreditation, although that could change if the commission approves Maine's plan.

Page says single accreditation status would allow Maine to centralize some of its administrative functions. It would make it easier for the system to cut programs or change how they are distributed. For example, the system could eliminate an underenrolled program at one campus and direct interested students to a similar program at another campus -- and, on the flip side, it would allow for new majors that draw on resources that exist on multiple campuses, not just one. Each of these abilities could drive down costs.

"Right now we have the ability to move programs, or to open and close programs," Page said, "but what we want to be able to do is do that in a coordinated or a strategic manner."

The system is already working on a number of pilot programs across campuses, such as a cybersecurity major. No one campus offers all the courses required for the major. Instead, students must take courses offered by multiple campuses (the major includes online offerings).

"There can be much more synergy across the campuses, much more sharing -- particularly in general education courses -- of academic programs, much more sharing of faculty," McGuinness said.

Quality at Risk?

Yet it can be harder for institutions and accreditors to ensure across-the-board quality at a system with several units.

"There would be cons from a quality perspective," said Peter Ewell, vice president at NCHEMS. He added that each of Maine's seven campuses are "different from one another" and separated by, in some cases, a substantial geographical distance.

Maine's flagship campus has 11,000 students, while the smallest institution has an enrollment of just 800 full-time students. The University of Southern Maine and the University of Maine at Fort Kent are more than 300 miles apart, while the flagship campus is just a 15-minute drive from the University of Maine at Augusta's campus in Bangor.

"I would think for quality assurance and assurance to the public that you would not want to lump those campuses together," said Ewell. "There are risks involved in doing that."

Susan Feiner, a professor of economics and of women's and gender studies at the University of Southern Maine, said some faculty members are concerned that with a systemwide accreditation, they'll lose control over curriculum, hiring, and promotion and tenure reviews. She said a single accreditation could interfere with an institution's ability to mold the curriculum to fit the needs of the unique student population at each campus.

"Our universities are very, very different," Feiner said. "Centralization of the university poses a real threat to each campus's autonomy and to the academic freedom of faculty at each campus."

Feiner said faculty members on different campuses don't have a history of working together on large-scale issues, such as curriculum. There's currently no systemwide faculty governance body, but instead a different faculty government for each of the seven colleges.

Susan Hunter, president of Maine's flagship campus, said professors will still be involved in developing curriculum, but will do so from different campuses. Administrators say part of the push for "one university" is to increase faculty collaboration. Under the current structure of separate units with separate budgets, faculty members don't necessarily have an incentive to work together because their campuses can end up losing money.

"Tuition dollars follow the credit hours," Page said. "How do we get our campuses to cooperate if, in effect, certain dollars are moving away from one campus to another because of shared programs?"

He continued: "The goal would be to eliminate administrative barriers... that could slow down these kind of opportunities."

Unknowns Ahead

Barbara Brittingham, president of the NEASC commission, declined to elaborate on communications between the commission and the Maine system, saying both parties are in an early fact-finding stage and will meet in June, when Maine is supposed to give a detailed proposal to the accreditor.

"We don't know what it will look like. We don't know where there is headed, but what we do want to do is have a good conversation with them," she said. "New things come along all the time, so we'll just see what this looks like when it comes in."

As Maine further explores a single accreditation, administrators are looking to see if it's feasible without jeopardizing the accreditation status of each campus, and if, in the end, it will help bring in more revenue.

"Does it allow us to be more effective, and therefore generate additional enrollment and credit hours?" Hunter said.

Ewell said he's not aware of another system that has transitioned from each campus having its own accreditation to all campuses being under one accreditation. (Some systems have one accreditation, but have always been that way. Penn State University, which has 24 branch campus locations, and Washington State University are each under a single accreditation. Many community college systems have one accreditation.)

"I've never seen that and I'm not sure why you would want to," he said, adding that it's not a "slam dunk" that the accreditor would agree to the change.

"The trend, more and more, is to have individual accreditation, and the accreditors like that better because [campuses] sometimes have different missions," he said. "They'd rather look at individual campuses."

One accreditation for seven campuses would require significant change on the ground in Maine, and would lead to more change as the system becomes more lean and centralized. Yet change is exactly what system leaders are looking for.

"I'm sure there will be some growing pains," Page said. "I'm sure a lot of people will be watching to see what works and what doesn't."



One University for all of Maine

OBJECTIVE

Seven mission-differentiated, mutually dependent campuses operating as one fully integrated university singularly focused on student success and responsive service to the State of Maine.

FACING TODAY'S CHALLENGES WITH YESTERDAY'S MODEL

Maine's universities face unprecedented economic, demographic and competitive challenges. We can no longer afford to serve our 30,000 students while sustaining ten locations, seven independent university administrations, a central office, 550 buildings, and organizational silos that reward inefficiency and protectionism while stifling innovation and cross-campus cooperation. Absent systemic change, our most recent [Multi-Year Financial Analysis](#) Projects a \$90 Million Structural Deficit for the University of Maine System by FY 2020.

Quick Fact: Despite our challenges, the trustees of Maine's Public Universities have no greater priority than ensuring a quality education is affordable to Maine families. Our state leads the nation in controlling tuition increases for public 4-year institutions.

A PROMISE ON PROCESS AND INCLUSION

The scale of the change we seek to the established structure and methods of our public university system may be unprecedented, but it will not be achieved authoritatively. The One University model presented here is a destination we must reach, but the final path to our objective and many of the outcomes that will shape our future are still to be decided. As a public institution of higher education, we will employ collaborative and transparent processes so our campuses and constituencies remain informed and representatives from key stakeholder groups have an opportunity to contribute to the decision making process.

SEVEN MISSION-DIFFERENTIATED CAMPUSES

Maine's universities must have the resources, strategic focus and community engagement necessary to achieve sustainable competitive advantage and a focus for investment and growth. Working with community leaders to meet regional or statewide service missions will be job one for each of our university presidents. The role of the Boards of Visitors of each our institutions will be expanded to include greater interaction with the Board of Trustees to ensure that the stewards of our statewide system hear directly from the communities and constituencies served by each of our campuses.

ADMINISTRATIVE INTEGRATION & UNIFIED BUDGET

Maine's Universities will dramatically reduce and reorganize all administrative functions into a single, integrated administrative structure appropriate to our mission, resources and size. Starting next fiscal year we will move from seven individual university budgets to a unified financial management system that enhances transparency, ensures appropriate fiscal controls,

and makes possible comprehensive system-wide collaboration. All administrative functions will be integrated and managed as a single, geographically distributed unit, reducing redundancies and ensuring that every corner of our enterprise benefits from the expertise and efficiency that can only be achieved through true cooperation and scale. Adoption of a single, integrated university model will best achieve the [strategic outcomes](#) adopted by the Board of Trustees in July of 2014.

ACADEMIC ALIGNMENT AND STUDENT SUCCESS

Working in collaboration with faculty and staff to coordinate and integrate our academic and research programs across our institutions, we will ensure that our critical programs are adequately resourced, every Maine student has affordable access to any University program for which he or she is qualified, and that our institutions advance economic growth and opportunity. We do not seek conformity or to confine disciplines to a single campus but rather collaboration among programs across Maine that achieves single, statewide University access from all seven of our institutions. The result will be richer and more robust academic programs and access to the knowledge and experience of our professors for every Maine learner. Nursing and computer science are just two examples of programs where collaboration is improving opportunities and outcomes for our students and state.

Quick Link: The [Academic Portfolio Review and Integration Process \(APRIP\)](#) is the academic engagement process we launched in the summer of 2014.

RESPONSIVE SERVICE TO MAINE

Our public universities must be indispensable partners with our communities and businesses. We will continue to create active partnerships with employers around workforce development, as is the case with our existing Project Login initiative, which focuses on our state's critical need for graduates in information technologies. Internships and other forms of community engagement will become a more critical component in our education toolbox and we will integrate our research resources, investing more in advancements and service that tie directly to Maine's businesses and industries. Marine Science, for example, must be of a size and nationally rated caliber to support the sustainable management of the Gulf of Maine.

PROGRESS AND A PATH FORWARD

We have made significant progress on many fronts but there is much more to be done. Our campus mission-differentiation analysis is nearly complete across all of our institutions. Later this spring the Board of Trustees will complete plans for our new financial management structure and we anticipate closing the System Office in Bangor before the end of 2015, locating our administrators on a campus close to the students they serve. Our credit transfer initiative across our universities and with the Maine Community College System will also be completed in the current year.

Discussion and community engagement will be at the foundation of our decision-making process as we move forward with an administrative integration process that will be fully underway in FY 17. The APRIP process, which launched in 2014, will be a fully operational and ongoing mechanism this year for coordinating and integrating resources and programs. While we expect great gains over the next few years in collaboration and expanded access, we will need to maintain an APRIP-like process going forward to ensure our programs keep pace with advancements and are responsive to student and state needs.



Overview

- 30 state community and technical colleges
- 7 state universities
- 54 campuses located in 47 communities across 87,000 square miles
- Serving 400,000 students (250,000 in credit-awarding courses; 150,000 in non-credit customized training and continuing education)

System-wide collaboration and shared services

- Single board of trustees; single set of board policies and system procedures
- Single operating budget legislative request
- Single capital priorities legislative request
- Single financial system and financial model
- Single ERP (enterprise-wide HR, finances, payroll, student records, learning platform)
- Single auditing services
- Single general counsel
- Single government relations
- State-wide labor contracts and system office led labor relations
- System-wide facilities services and oversight (including land and environmental issues; acquisition, disposing, financing, constructing, planning and oversight of land and improvements)
- Regional payroll processing
- Campus Service Cooperative (shared procurement and other backroom operations)

Examples of system-wide initiatives in progress

- Transfer of credit
- Regional human resources transactional model
- Regional and statewide approaches to customized training and continuing education

Shared presidencies

- Northeast Higher Education District: Vermillion College; Rainy River Community College; Mesabi Range College; Hibbing College; Itasca College
- Bemidji State University and Northwest Technical College
- Inver Hills Community College and Dakota County Technical College
- Anoka Ramsey Community College and Anoka Technical College
- Minnesota State Community and Technical College: Wadena, Fergus Falls, Moorhead, Detroit Lakes
- Northland Community and Technical College: East Grand Forks, Thief River Falls
- Minnesota West Community and Technical College: Canby, Granite Falls, Flagstone, Worthington, Jackson
- Minnesota State Technical College, Southeast: Red Wing, Winona



University System of Georgia
Creating A More Educated Georgia

Newsroom

Board of Regents Finalizes Consolidation of Georgia State University and Georgia Perimeter College

Print friendly Email or share

Atlanta — January 6, 2016

Today, the Board of Regents granted final approval to the creation of the new Georgia State University from the consolidation of Georgia State University and Georgia Perimeter College (GPC).

The Georgia State and GPC consolidation presents an opportunity to create a modern, urban university that balances the needs for access as well as research and public service.

Dr. Mark Becker, current president of Georgia State, will serve as president of the newly consolidated Georgia State University.

"We are keenly focused on access and college completion," said University System Chancellor Hank Huckaby. "The new Georgia State University will continue to expand upon its successes in these areas for students beyond the downtown campus, throughout metropolitan Atlanta."

The board's action today follows the Dec. 2015 required approval by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) of the Georgia State consolidation plans.

With the Board action, Georgia State begins operating as the new institution with an expanded mission and new college focused on associate degree programs. "The University System has now consolidated 12 institutions into six as we continue to focus on the success of students," said USG Vice Chancellor for Fiscal Affairs and Planning Shelley Nickel. "With consolidation, we are amplifying the best of both institutions to better serve students, the community and the state."

Huckaby announced his recommendation for the Georgia State consolidation in January 2015, which the Board of Regents approved.

"This is not only a historic day for Georgia State University and Georgia Perimeter College; it is also an important day for the students of Georgia," said Georgia State University President Dr. Mark Becker. "We look forward to helping thousands more students graduate with the support of our nationally recognized programs aimed at ensuring student success."

With the completion of the Georgia State University consolidation, the University System of Georgia is now comprised of 29 institutions.

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BROWSE RELEASES BY CATEGORY

- [Georgia Perimeter College \(historical\)](#)
- [Georgia State University](#)
- [Board of Regents Actions](#)
- [Campus Consolidations](#)



University System of Georgia
Creating A More Educated Georgia

Albany State University and Darton State College to Consolidate to Serve Southwest Georgia

Atlanta — November 10, 2015

Albany State University (ASU) and Darton State College (DSC) will consolidate to form one institution under a new dynamic vision for public higher education. Today, the Board of Regents approved a proposal from Chancellor Hank Huckaby to consolidate the two institutions to increase education attainment levels and transform how the University System impacts southwest Georgia. Today's action marks the fourth round of consolidation within the University System.

The new institution will be named Albany State University, and the Board named Albany State Interim President Art Dunning as the permanent president of the new institution to lead this bold new effort.

"The consolidation of Albany State University and Darton State College is a historic milestone for these institutions, our University System, the Albany community and our state," said Chairman Neil Pruitt. "We are creating an institution of nearly 9,000 students, which would be the largest institution of higher education in Southwest Georgia. We have the opportunity to transform how we serve the community and the region."

"The consolidated institution, Albany State University, will continue to serve the HBCU mission and build on its mission and that of Darton State to serve students, the community and region," said Chancellor Hank Huckaby. "We respect the passion the community, students and alumni hold for these institutions. The new Albany State University will blend the strengths and values of each institution to strengthen the community and region more deliberately."

The decision to consolidate the two institutions, whose combined enrollment this fall is nearly 9,000 students, follows the six guiding principles for consolidation approved by the board in Nov. 2011:

http://www.usg.edu/news/release/regents_approve_principles_for_consolidation_of_institutions.

An implementation team with representatives from both institutions will soon be formed and charged with the responsibility to work out the many details associated with consolidating the two universities. A website will be created and dedicated to providing information and updates about the consolidation to both campuses and the Albany community.

The University System, Albany State and Darton State will hold campus and community listening sessions in the coming months to seek and hear input on ways to best design the new institution to serve Albany, the region and the state.

Albany State University, a state university in the University System of Georgia, fosters the growth and development of Southwest Georgia and the state through teaching/learning, research, creative expression and public service. Through its teaching, research and service, and collaboration with other institutions, the University anticipates and responds to the needs of its constituents; and enhances the quality of life of its public through advocacy of educational, cultural, artistic and social development in the region. Both traditional and non-traditional students make up the more than 3,000 students who attend Albany State. The university offers more than 30 undergraduate degree programs, the Board of Regents' engineering transfer program, a dual degree program in engineering with Georgia Tech and six advanced degrees.

Darton State College is a state college in the University System of Georgia. Its principal mission is to provide educational programs, services, and opportunities in southwest Georgia. Over 5,400 traditional and non-traditional students attend Darton State College. The college offers a challenging array of associate-degree programs and limited bachelor's degree programs as well as online degrees. As the nursing and allied health education center for southwest Georgia, Darton offers 13 allied health programs to serve the needs of the health-care industry in the region.

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MEDIA CONTACT



University System of Georgia
Creating A More Educated Georgia

Regents Approve Campus Consolidation Plan

Atlanta — January 10, 2012

The Board of Regents approved today University System of Georgia Chancellor Hank Huckaby's recommendation to consolidate eight of the System's 35 colleges and universities. Huckaby announced the recommendation last week.

The recommended consolidations are: Gainesville State College and North Georgia College & State University (Dahlonega); Middle Georgia College (Cochran) and Macon State College; Waycross College and South Georgia College (Douglas); and Augusta State University and Georgia Health Sciences University.

"The Board's approval now paves the way for us to proceed," said Huckaby. "We will focus on how these consolidations enable us to better serve our students and areas of the state more efficiently and effectively. I look forward to working with the eight institutions on this process."

Now that the plan has board approval, Huckaby will begin to implement the plan, which is expected to take between 12-18 months to finalize.

Campus working groups will be appointed by Huckaby and charged with developing detailed recommendations for consolidation. Huckaby said the campus working groups should be up and running by the end of January. Implementation actions will be reviewed by the University System Office and approved by the Regents' Special Committee on Consolidation and the full board.

The consolidation plan is just one of a series of new efforts launched by the chancellor, each part of a focus on increasing college completion rates, broadening access to public higher education and maintaining affordability. Others include the System's participation in Gov. Nathan Deal's "Complete College Georgia" initiative, a study of how the USG uses its current facilities, the future design and construction of facilities, the expansion of distance education, a new model of academic program review as well as the integration of academic, facilities and fiscal activities.

The University System has created a special website to help coordinate information and communication related to the consolidation effort: <http://www.usg.edu/consolidation/>

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BROWSE RELEASES BY CATEGORY

- [Augusta State University \(historical\)](#)
- [Gainesville State College \(historical\)](#)
- [Georgia Health Sciences University \(historical\)](#)
- [Macon State College \(historical\)](#)
- [Middle Georgia College \(historical\)](#)
- [North Georgia College & State University \(historical\)](#)
- [South Georgia College \(historical\)](#)
- [Waycross College \(historical\)](#)
- [Board of Regents Actions](#)
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