

May 3, 2017

TO: Long Range Planning Committee

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

FROM: Jeb Spaulding, Chancellor



RE: Long Range Planning Committee Meeting on May 9, 2017

The Long Range Planning Committee of the VSC Board of Trustees will hold a regular meeting on Tuesday, May 9th starting at 10:00 a.m. in Room 101 at the Chancellor's Office in Montpelier. The 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 9, 2017 at 10:00 a.m.

AGENDA

1. Call to order
2. Approval of the August 24, 2016 meeting minutes
3. Presentation and discussion with Vermont Tech President Pat Moulton
4. Progress update on the Six Strategic Priorities and associated action steps
5. Discussion of challenges in current higher education landscape
6. Discussion regarding extension of the Long Range Planning Committee
7. Other business
8. Comments from the public

Meeting Materials

1. Minutes of the August 24, 2016 meeting [Page 3](#)
2. Strategic Priorities Update [Page 6](#)

Item 1:
Minutes of the August 24, 2016 Meeting

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Unapproved minutes of the Long Range Planning Committee meeting Wednesday, August 24, 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 Wednesday, August 24, 2016 at the Chancellor's Office in Montpelier.

Committee members present: Lynn Dickinson (by phone), Church Hindes, Tim Jerman, Karen Luneau (Vice-Chair)

Absent: Jerry Diamond (Chair), Kraig Hannum, Martha O'Connor

Other Trustees: Bill Lippert, Aly Richards (by phone)

Chancellor's Office Staff: Tricia Coates, Director of External & Governmental Affairs
Sheilah Evans, System Controller/Senior Director of Financial Operations
Bill Reedy, Vice Chancellor for Legal Affairs
Elaine Sopchak, Executive Assistant to the Chancellor
Jeb Spaulding, Chancellor
Steve Wisloski, Vice Chancellor for Finance & Administration
Yasmine Ziesler, Vice Chancellor for Academic Affairs

College Presidents: Nolan Atkins, Elaine Collins, Joyce Judy, Jay Paterson, Dave Wolk

From the Colleges: Scott Dikeman, Dean of Administration, Castleton
Loren Loomis Hubbell, Dean of Administration, LSC
Barbara Martin, Dean of Administration, CCV
Sharron Scott, Dean of Administration, JSC
Nate Ball, Vermont Technical College

From the Public: Cory Dawson, Burlington Free Press

Vice-Chair Luneau called the meeting to order at 12:30 pm.

1. Approval of the minutes of the July 20, 2016 meeting

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

2. Update on system-wide efficiency efforts

Chancellor Spaulding, Vice Chancellor Wisloski, and System Controller Sheilah Evans briefed the Committee on current efforts by the Chancellor's Office to develop and implement system-wide efficiencies.

3. Update on progress of strategic alliance between CCV/VTC

CCV President Judy and VT Tech Interim President Jay Paterson updated the Committee on current partnerships and additional collaborations. Four committees are at work: program alignment, logistics for admissions and advising, distance education and technology, and workforce development. CCV is helping VT Tech develop programming and services similar to theirs to offer veteran students.

4. Update on development of report regarding possible unification of JSC and LSC

Chancellor Spaulding shared with the Committee the status of the investigation into a possible unification of Johnson State and Lyndon State. He distributed a public outreach document being shared with both colleges' communities. He informed trustees that a Unification Advisory Committee has been formed and is composed of representatives from both schools, and is chaired by former chancellor Tim Donovan.

Chancellor Spaulding asked the Committee to consider the possibilities for a new name of a unified institution, and possibly a new system name.

5. Other business

There was no other business.

6. Comments from the public

Nate Ball of VT Tech suggested the system name should be changed based on the name of the possible new institution.

The meeting was adjourned at 1:43 p.m.

Item 2: Strategic Priorities Update

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

Strategies	2016-2017 Status	2017-2018 Goals	Metrics																																													
<p>1a. Provide effective leadership and advocacy, with partners, on the urgent need to increase postsecondary affordability and attainment while sustaining program quality.</p>	<p>70x2025 partnership established, anchored by VSAC. Provided testimony and technical assistance on affordability and free tuition proposals.</p>	<p>VSCS participation in 70x2025 Steering Committee; strategic planning retreat pending summer 2017</p>	<div style="border: 1px solid #00a0e3; padding: 10px; margin-bottom: 10px;"> <h3 style="text-align: center; margin: 0;">Postsecondary Continuation Rates</h3> <table border="1" style="margin-top: 10px;"> <caption>Postsecondary Continuation Rates Data</caption> <thead> <tr> <th>Category</th> <th>non-FRL (%)</th> <th>FRL (%)</th> </tr> </thead> <tbody> <tr> <td>1. Students Participating in Dual Enrollment (average of all semesters 2013-2014)</td> <td>~78</td> <td>~72</td> </tr> <tr> <td>2. Statewide (2015 Graduates)</td> <td>~60</td> <td>~40</td> </tr> </tbody> </table> </div> <div style="border: 1px solid #00a0e3; padding: 10px;"> <h3 style="text-align: center; margin: 0;">High Schoolers in the VSCS</h3> <table border="1" style="margin-top: 10px;"> <caption>High Schoolers in the VSCS Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total HS Students at VSCS</th> <th>CTE Students Taking VSCS Courses</th> </tr> </thead> <tbody> <tr><td>FY06</td><td>~400</td><td>~400</td></tr> <tr><td>FY07</td><td>~500</td><td>~400</td></tr> <tr><td>FY08</td><td>~700</td><td>~400</td></tr> <tr><td>FY09</td><td>~900</td><td>~400</td></tr> <tr><td>FY10</td><td>~900</td><td>~400</td></tr> <tr><td>FY11</td><td>~1100</td><td>~400</td></tr> <tr><td>FY12</td><td>~1000</td><td>~400</td></tr> <tr><td>FY13</td><td>~1000</td><td>~400</td></tr> <tr><td>FY14</td><td>~1400</td><td>~400</td></tr> <tr><td>FY15</td><td>~2100</td><td>~400</td></tr> <tr><td>FY16</td><td>~2400</td><td>~400</td></tr> </tbody> </table> </div>	Category	non-FRL (%)	FRL (%)	1. Students Participating in Dual Enrollment (average of all semesters 2013-2014)	~78	~72	2. Statewide (2015 Graduates)	~60	~40	Fiscal Year	Total HS Students at VSCS	CTE Students Taking VSCS Courses	FY06	~400	~400	FY07	~500	~400	FY08	~700	~400	FY09	~900	~400	FY10	~900	~400	FY11	~1100	~400	FY12	~1000	~400	FY13	~1000	~400	FY14	~1400	~400	FY15	~2100	~400	FY16	~2400	~400
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<p>1b. Expand strategies targeted at current populations of high school students who are not continuing with postsecondary education.</p>	<p>VSCS supported 74% (1685 vouchers) of all Vermont dual enrollment in FY16, up from 68% (1480 vouchers) in FY15, with approximately two-thirds of all dual enrollment taking place at CCV. 30% of CCV dual enrollment students were low-income, and 39% were first-generation.</p>	<p>VSCS work with Agency of Education to develop and pilot college readiness "bridge course" option(s) for HS students. New VAST-Forward scholarship and room fees waiver at VTC for VAST graduates with 3.5 GPA.</p>																																														
<p>1c. Expand existing and create additional flexible academic pathways into and through our degree programs.</p>	<p>VSCS Direct Admissions Program launched in spring 2017, with 33 program pathways.</p>	<p>Expand and refine VSCS Direct Admissions program. Lyndon Learning Collaborative entering third year (early college program for Lyndon Institute high school seniors). VTC discussing advanced manufacturing and health science pathways for grades 7-16, with planned joint meeting of CTE teachers and VTC faculty in summer 2017. CU planning targeted first-year seminars for Early College students.</p>																																														

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

Strategies	2016-2017 Status	2017-2018 Goals	Metrics																														
<p>2a. Implement degree maps to create clear curriculum paths to graduation.</p>	<p>CU: maps available for individual programs such as nursing. CCV: streamlined three degree programs into a single new Design and Media Studies program. JSC: "Finish in 4" maps completed and published. LSC: maps exist for every program and are regularly updated when there are curricular changes. VTC: maps available and published on website for all programs.</p>	<p>CU: complete four-year maps for all programs.</p>	<h3 style="margin: 0;">One-Year Retention Rates</h3> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #4f81bd; color: white;"> <th></th> <th>Fall 2013- Fall 2014</th> <th>Fall 2014- Fall 2015</th> <th>Fall 2015- Fall 2016</th> <th>Peer Institutions Benchmark</th> </tr> </thead> <tbody> <tr> <td>Castleton</td> <td style="text-align: center;">69%</td> <td style="text-align: center;">74%</td> <td style="text-align: center;">75%</td> <td style="text-align: center;">66%</td> </tr> <tr> <td>Johnson</td> <td style="text-align: center;">68%</td> <td style="text-align: center;">68%</td> <td style="text-align: center;">69%</td> <td style="text-align: center;">66%</td> </tr> <tr> <td>Lyndon</td> <td style="text-align: center;">61%</td> <td style="text-align: center;">67%</td> <td style="text-align: center;">68%</td> <td style="text-align: center;">66%</td> </tr> <tr> <td>VT Tech</td> <td style="text-align: center;">71%</td> <td style="text-align: center;">78%</td> <td style="text-align: center;">70%</td> <td style="text-align: center;">61%</td> </tr> <tr> <td>CCV*</td> <td style="text-align: center;">48%</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">52%</td> <td style="text-align: center;">60%</td> </tr> </tbody> </table>		Fall 2013- Fall 2014	Fall 2014- Fall 2015	Fall 2015- Fall 2016	Peer Institutions Benchmark	Castleton	69%	74%	75%	66%	Johnson	68%	68%	69%	66%	Lyndon	61%	67%	68%	66%	VT Tech	71%	78%	70%	61%	CCV*	48%	50%	52%	60%
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<p>2b. Improve access and use of data and advising technologies.</p>	<p>Ellucian business process redesign (BPR) and development of new IR office staffing model. System-wide first-year student success data developed.</p>	<p>Complete development of pre-programmed reports (RPTx) for basic data measures. Establish VSC IR Council. Prepare for implementation of system-wide student planning software.</p>	<h3 style="margin: 0;">First-Year Student Success Measures</h3> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #4f81bd; color: white;"> <th></th> <th>Students completing 24+ credits</th> <th>Students completing 30 credits</th> <th>Students completing gateway English</th> <th>Students completing gateway math</th> </tr> </thead> <tbody> <tr> <td>Castleton</td> <td style="text-align: center;">84%</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">86%</td> <td style="text-align: center;">67%</td> </tr> <tr> <td>Johnson</td> <td style="text-align: center;">71%</td> <td style="text-align: center;">39%</td> <td style="text-align: center;">51%</td> <td style="text-align: center;">45%</td> </tr> <tr> <td>Lyndon</td> <td style="text-align: center;">74%</td> <td style="text-align: center;">34%</td> <td style="text-align: center;">58%</td> <td style="text-align: center;">50%</td> </tr> <tr> <td>VT Tech</td> <td style="text-align: center;">78%</td> <td style="text-align: center;">46%</td> <td style="text-align: center;">68%</td> <td style="text-align: center;">63%</td> </tr> <tr> <td>CCV*</td> <td style="text-align: center;">48%</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">66%</td> <td style="text-align: center;">55%</td> </tr> </tbody> </table>		Students completing 24+ credits	Students completing 30 credits	Students completing gateway English	Students completing gateway math	Castleton	84%	50%	86%	67%	Johnson	71%	39%	51%	45%	Lyndon	74%	34%	58%	50%	VT Tech	78%	46%	68%	63%	CCV*	48%	5%	66%	55%
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<p>2c. Develop multiple delivery models for degree completion, including online, connected classrooms, and flexible schedule options.</p>	<p>Telepresence classroom expansion to 13 used by VTC, 4 at CCV, and 1 each at JSC and LSC.</p>	<p>BPR to include improvements to course scheduling and communication of options to students.</p>	<h3 style="margin: 0;">3 and 6-Year Graduation Rates</h3> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #4f81bd; color: white;"> <th></th> <th>2008 cohort graduated by 2014</th> <th>2009 cohort graduated by 2015</th> <th>2010 cohort graduated by 2016</th> </tr> </thead> <tbody> <tr> <td>Castleton</td> <td style="text-align: center;">49%</td> <td style="text-align: center;">52%</td> <td style="text-align: center;">48%</td> </tr> <tr> <td>Johnson</td> <td style="text-align: center;">36%</td> <td style="text-align: center;">35%</td> <td style="text-align: center;">35%</td> </tr> <tr> <td>Lyndon</td> <td style="text-align: center;">37%</td> <td style="text-align: center;">37%</td> <td style="text-align: center;">38%</td> </tr> <tr> <td>Vermont Tech</td> <td style="text-align: center;">55%</td> <td style="text-align: center;">48%</td> <td style="text-align: center;">48%</td> </tr> <tr> <td>CCV*</td> <td style="text-align: center;">17%</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">14%</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 5px;">CCV 6-year completion rate average: 38% This is a three-year average of fall semester entering cohorts (2007-2009) of CCV students who completed a 2 or 4-year degree at any institution within 6 years.</p>		2008 cohort graduated by 2014	2009 cohort graduated by 2015	2010 cohort graduated by 2016	Castleton	49%	52%	48%	Johnson	36%	35%	35%	Lyndon	37%	37%	38%	Vermont Tech	55%	48%	48%	CCV*	17%	15%	14%						
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<p>2d. Continue to increase comprehensive and strategic approaches to student support services.</p>	<p>Continuation of first-year advising and early intervention models at individual colleges. CCV: enhanced career services implemented with interactive career development tools and 934 student meetings with career consultants. VTC: new peer mentoring class and program; addition of a full day of on-campus therapist available to students, bringing total to 2.5days/week.</p>	<p>VTC: "Opportunity Day" planned to acclimate new students with disabilities to college resources. Lyndon and Johnson: partnership on summer bridge program to support college transition and readiness for first-in-family, modest-income students (pending grant). CU: "Year of the Advisor" planned focus.</p>																															

*At CCV, less than 5% of all enrolled students (under 300) are included in the traditional measure of "first-time, full-time" students.

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

Strategies	2016-2017 Status	2017-2018 Goals	Metrics
<p>3a. Create a positive brand at the VSCS system level that supports the unique characteristics of each college and is rooted in the sustained quality of the academic experience.</p>	<p>New VSCS website and logo launched November 2016. Radio ad on VSCS Direct Admissions launched April 2017.</p>	<p>Identify new system initiatives that can be leveraged for brand enhancement.</p>	
<p>3b. Continue to improve technological and physical infrastructure.</p>	<p>Major IT projects: PCI compliance, Informer data reporting tool, email/mobile and laptop encryption, new identity management system, Slate admissions system implementation, EMS event management system software implementation.</p>	<p>Major IT projects: Ellucian business process redesign and work towards upgrade to support mobile self-service version, AP and HR payroll, and NVU-related coding. Other major projects: portal version upgrade, new library system solution. Develop systemwide capital plan.</p>	<p>In 2014, 53% of all Vermont high school graduates who continued on to college in Vermont went to the VSCS.</p>
<p>3c. Enhance relationships with K-12 statewide.</p>	<p>VSCS staff provide leadership for Consortium of Vermont Counselors; VSCS participates in VT school counselor's association. VSCS high school pathways poster and counselor breakfasts continued. Strengthened relationships with superintendents and school boards associations in support of dual enrollment.</p>	<p>Revised approach to school counselor breakfasts to extend to classroom K-12 teachers who impact students' postsecondary planning.</p>	
<p>3d. Establish VSCS celebration and support of academic excellence</p>	<p>2nd annual Hall of Fame event raised \$112,000, an increase of \$5,000 over last year.</p>	<p>Develop new academic visibility event at statehouse/Montpelier (e.g. student research posters or faculty talks).</p>	

4. Serve well more working age Vermonters

Strategies	2016-2017 Status	2017-2018 Goals	Metrics
<p>4a. Improve and expand flexible and online delivery of programs across the VSCS to increase the number of degree programs available to students statewide.</p>	<p>32 certificate, associate, bachelors, and masters programs available online across the system.</p> <p>New programs launched in 2016-2017: BA Early Childhood Education at Lyndon; BS in Business degree with increased online and hybrid offerings at Lyndon.</p>	<p>Competency-based pathways pilot of introductory curriculum in business.</p>	
<p>4b. Work with employers on needs assessment and flexibility of delivery.</p>	<p>CCV: new Certified Public Bookkeeper program with nationally-recognized credential. Program can be completed in 15 weeks and guarantees a job interview with local accounting firms for completers.</p> <p>VTC: Federal Strengthening Working Families Grant resulting in credit-bearing flexible apprenticeships in Advanced Manufacturing and Industrial Maintenance.</p> <p>April 2017 summit on Substance Use Disorders workforce cohosted with governor's office.</p>	<p>CU: new outreach planned for local continuing education needs.</p> <p>VTC: addition of post-degree certificates in Web Development, Computer Networking, Software Development, and Cybersecurity.</p>	<p>In Fall 2016, 34% of all VSCS students were working age adults (ages 25-64).</p> <p><i>TBD: # degrees and certificates conferred to working-age Vermonters.</i></p>
<p>4c. Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.</p>		<p>(See 5b.)</p>	

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

Strategies	2016-2017 Status	2017-2018 Goals	Metrics
<p>5a. 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.</p>	<p>Unification of Johnson and Lyndon into Northern Vermont University underway.</p> <p>New CCV & VTC pathways and free housing for Direct Admissions students who enroll. Outreach to 300 CCV students with previously expressed interest in transfer to VTC. CCV assisting VTC help desk staff with Moodle course management and user support. VTC and CCV collaborating on IT hardware and software upgrades.</p>	<p>Successful unification launch of Northern Vermont University in July 2018.</p> <p>Grant collaborations: CCV TAACCT grant is funding VTC telepresence offerings in advanced manufacturing and engineering. VTC WETF grant is funding CCV's Governor's Career Readiness Certificate program with focus on electrical math, circuits, and batteries. VTC Working Families grant is funding CCV Certified Production Technician program.</p>	
<p>5b. Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.</p>	<p>CampusWorks consultation and recommendations summer 2016; Ellucian Business Process Redesign (BPR) evaluation April-June 2017. VTC leading system-wide groups to plan support for telepresence.</p>	<p>Complete Ellucian BPR, including implementation of mobile and self-service features.</p>	
<p>5c. Review the financial model of the system to ensure institutional stability and explore financial incentives that support collaboration and system interconnectedness.</p>	<p>Revised cross-enrollment reimbursement model. Implemented systemwide consolidation of AP and Accounting functions. Refinancing system debt with new bond.</p>	<p>Evaluate Policy 403, Annual Operating Budget, for potential revisions. Develop systemwide capital plan. Expand systemwide purchasing.</p>	
<p>5d. Reduce transferability and course-sharing barriers to expand the diversity of student academic and co-curricular learning opportunities.</p>	<p>VSCS Direct Admissions launched. Policy 111 Academic Data Management revision in 2016 to address course numbering issues.</p>	<p>Implement common definitions of college readiness; develop additional Direct Admissions pathways; BPR to include improvements to course scheduling and communication of options to students.</p>	

6. Increase state financial support and other supplemental revenues.

Strategies	2016-2017 Status	2017-2018 Goals	Metrics
<p>6a. More effectively advocate for state support.</p>	<p>Pending \$4million base appropriation increase. \$770,000 approved in budget adjustment and \$880,000 unification expenses pending approval. \$2 million capital appropriation pending; increase of \$600,000 over FY17. Sunset of Early College enrollment caps supported.</p>	<p>Monitor state budget developments in fall 2017; pursue inflationary increase to base appropriation for FY19.</p>	
<p>6b. Increase grant-writing capacity in the system.</p>	<p>Grants coordinator provided "grants 101" training and support for individual projects. Developed system policies and procedures aligned with federal uniform guidelines. Grants accounting supported by consolidated accounting function. Strengthened relationship with federal delegation for advocacy on applications.</p>	<p>Provide Institutional Research support and data for grantwriting across the system.</p>	
<p>6c. Collaborate on shared fundraising resources.</p>	<p>Development directors across system now providing mutual support on practice via meetings and email. All colleges signed on to VCF planned giving partnership.</p>	<p>Pursue professional development as a group. Explore board role with VSC Foundation.</p>	