



TO: Education, Personnel, and Student Life Committee

Aly Richards, Chair
Jim Masland, Vice Chair
Janette Bombardier
Lynn Dickinson
Karen Luneau
Jesse Streeter

FROM: Yasmine Ziesler, Chief Academic Officer

A handwritten signature in black ink, appearing to read "Y. Ziesler", is written over the name of the sender.

RE: EPSL Meeting on August 29, 2018

DATE: August 22, 2018

The EPSL Committee of the Board of Trustees is scheduled to meet from 12:00 p.m. to 1:30 p.m. in the Chancellor's office in Conference Room 101. The agenda and materials for the meeting are attached.

Please note that the final item on the agenda, an update on negotiations with the full-time faculty federation, is one we expect to address jointly with members of the Finance and Facilities Committee. The Committees may, if circumstances warrant and they so vote, enter into Executive Session for this update.

I can be reached at (802) 224-3025 if you have any questions.

Thank you.

Cc: VSC Board of Trustees
Council of Presidents
Academic Deans
Student Affairs Council

**Vermont State Colleges Board of Trustees
Education, Personnel, and Student Life Committee Meeting**

August 29, 2018

AGENDA

1. Call to order
2. Approval of the May 30, 2018 minutes
3. *Start to Finish* initiative update
4. Discussion of System Strategic Priorities 1-4 and potential future EPSL meeting topics
5. Policy 311/311A Update
6. Negotiations Update with Finance and Facilities Committee
7. Comments from the public

MATERIALS

1. May 30, 2018 draft minutes
2. *Start to Finish* update
3. System Strategic Priorities 1-4

Item 1:
Approval of May 30, 2018 Minutes

UNAPPROVED minutes of the VSC Board of Trustees Education, Personnel, and Student Life Committee meeting held Wednesday May 30, 2018 at the Chancellor's Office, Conference Room 101, Montpelier, VT

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

The VSC Board of Trustees Education, Personnel, and Student Life Committee met on Wednesday May 30, 2018 at the Office of the Chancellor, Montpelier, Vermont

Committee Members present: Aly Richards (Chair), Shavonna Bent, Lynn Dickinson, Karen Luneau, Jim Masland via conference call

Absent: Janette Bombardier

Other Trustees Present: Churchill Hindes, Jerry Diamond,

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Karen Scolforo

Chancellor's Office Staff: Jeb Spaulding, Chancellor
 Tricia Coates, Director of External & Governmental Affairs
 Steve Wisloski, Chief Financial Officer
 Sophie Zdatny, General Counsel
 Yasmine Ziesler, Chief Academic Officer
 Jen Porrier, Administrative Director, Chancellor's office

From the Colleges: Nate Ball, VTC, VSCUP Vice President
 Maurice Ouimet, Castleton University, Dean of Enrollment
 Kate Gold, Northern Vermont University, VSCUP President
 Nolan Atkins, Provost, Lyndon State College
 Sharron Scott, Northern Vermont University, Dean of Admissions
 Jesse Streeter, VSC Student Trustee-elect

1. Call to Order

Chair Richards called the meeting to order at 1:05 p.m.

2. Approval of the March 24, 2018 minutes

Trustee Luneau moved and Trustee Masland seconded the motion to approve the minutes. The minutes were approved unanimously.

3. Policy 314: Tobacco Use Reduction and Prevention Implementation Updates

Vermont Tech President Pat Moulton gave an overview of the actions being taken by the college to prepare for a tobacco free campus on July 1, 2018. This includes tags on emails, banners on campus, promotional events and slogans.

Castleton University President Karen Scolforo indicated the tobacco free transition has been smooth although additional signage is needed for the rail trail that crosses part of the campus.

Community College of Vermont President Joyce Judy noted that their campuses will be tobacco free by September 1, 2018, although most of the campuses already are. They're beginning development of communications and preparing to remove the "smoking huts" at several academic centers.

Northern Vermont University President Elaine Collins noted that both the Lyndon Campus and Johnson Campus will be tobacco free by July 1, 2018. Reminder emails have been sent out and new internal and external signs will go up over the summer months. The University will be providing smoking cessation options as well.

Chancellor Spaulding pointed out that all VSCS institutions will be tobacco free a year before the policy deadline approved by the Board of Trustees

4. Revision of Policy 111: Academic Data Management

Yasmine Ziesler, Chief Academic Officer, gave an overview of the proposed revisions of Policy 111, namely reducing the required credits needed to define a full time graduate student from 9 credits to 6 credits and part time to 3 credits, allowing easier access to education for working adults.

Trustee Dickinson moved and Trustee Luneau seconded the motion to approve the revision of Policy 111 and recommend it for approval by the Board of Trustees. The motion was approved unanimously.

5. Review of Academic Retreat

Faculty and staff recently attended the Academic Retreat hosted by Castleton University. Chair Richards thanked and recognized Dr. Ziesler for a successful event. It was agreed that Dr. Ziesler would share the slides from keynote speaker, Dr. Dhanfu Elston, with the Board.

6. Start to Finish implementation steps for 2018-2019

Chair Richards provided a review of *Start to Finish*. Dr. Ziesler reviewed the action steps as highlighted in the materials. The beginnings of metrics and timelines with resulting goals was

discussed. Chair Richards indicated the need for key metrics and results to begin the monitoring of success.

7. Other business

No other business.

8. Comments from the public

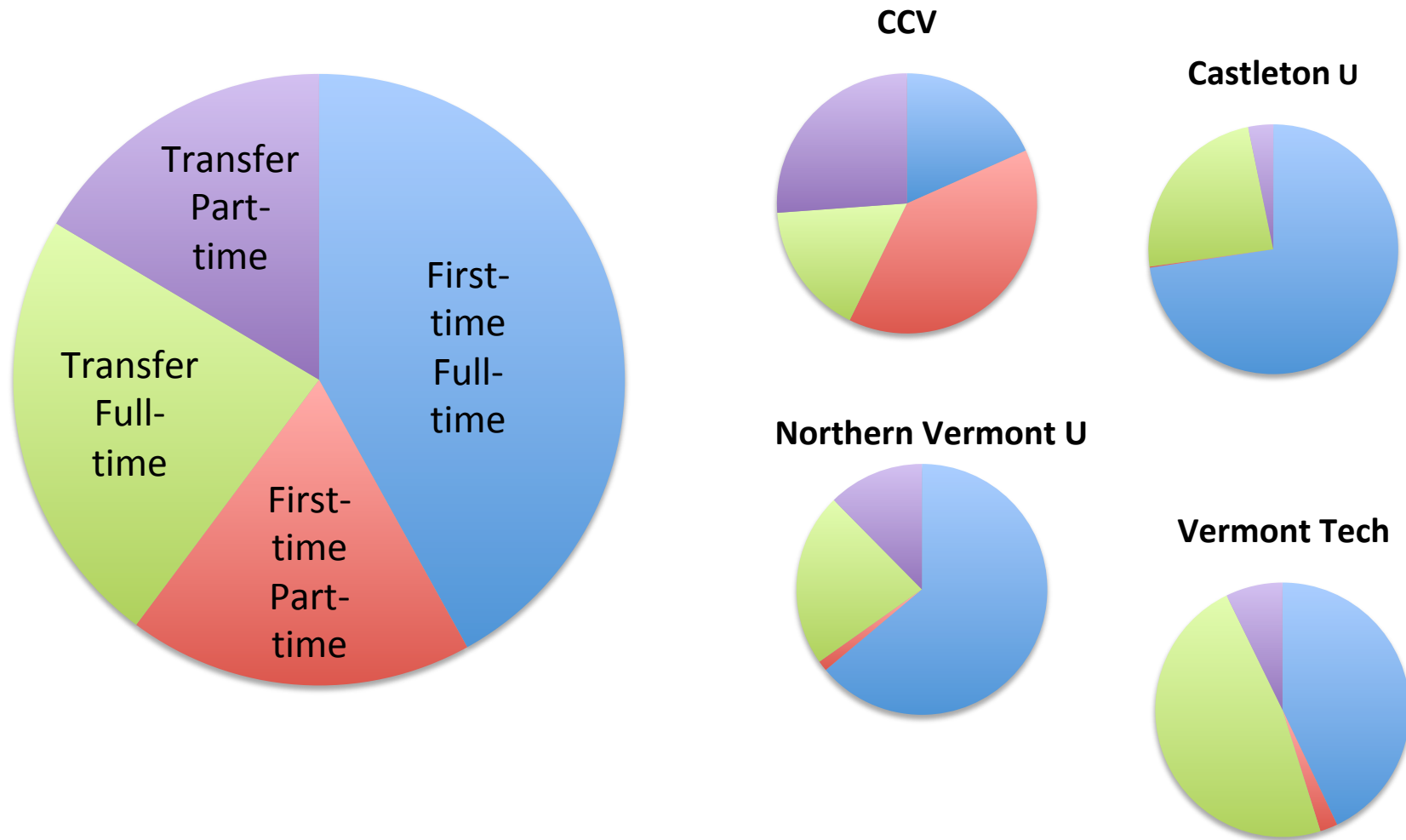
There were no comments from the public.

Chair Richards adjourned the meeting at 2:04 p.m.

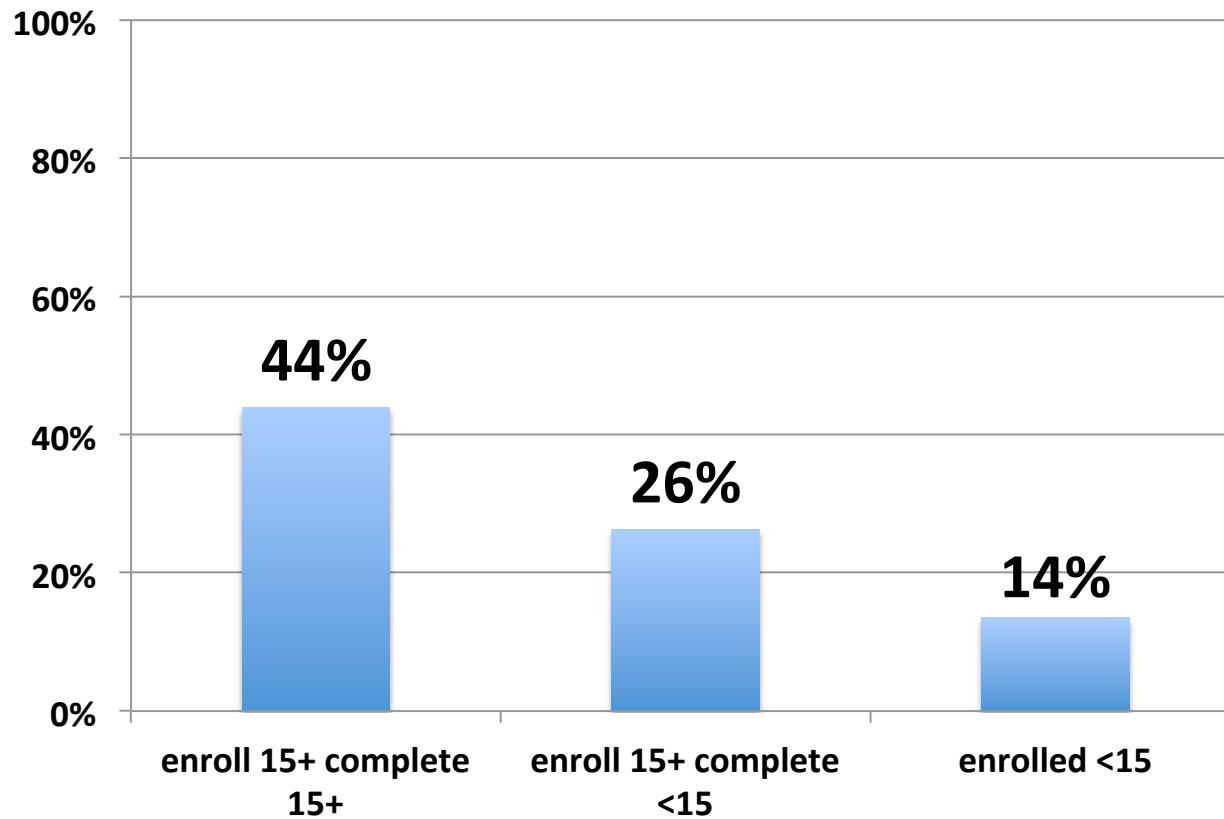
UNAPPROVED

Item 2:
Start to Finish update

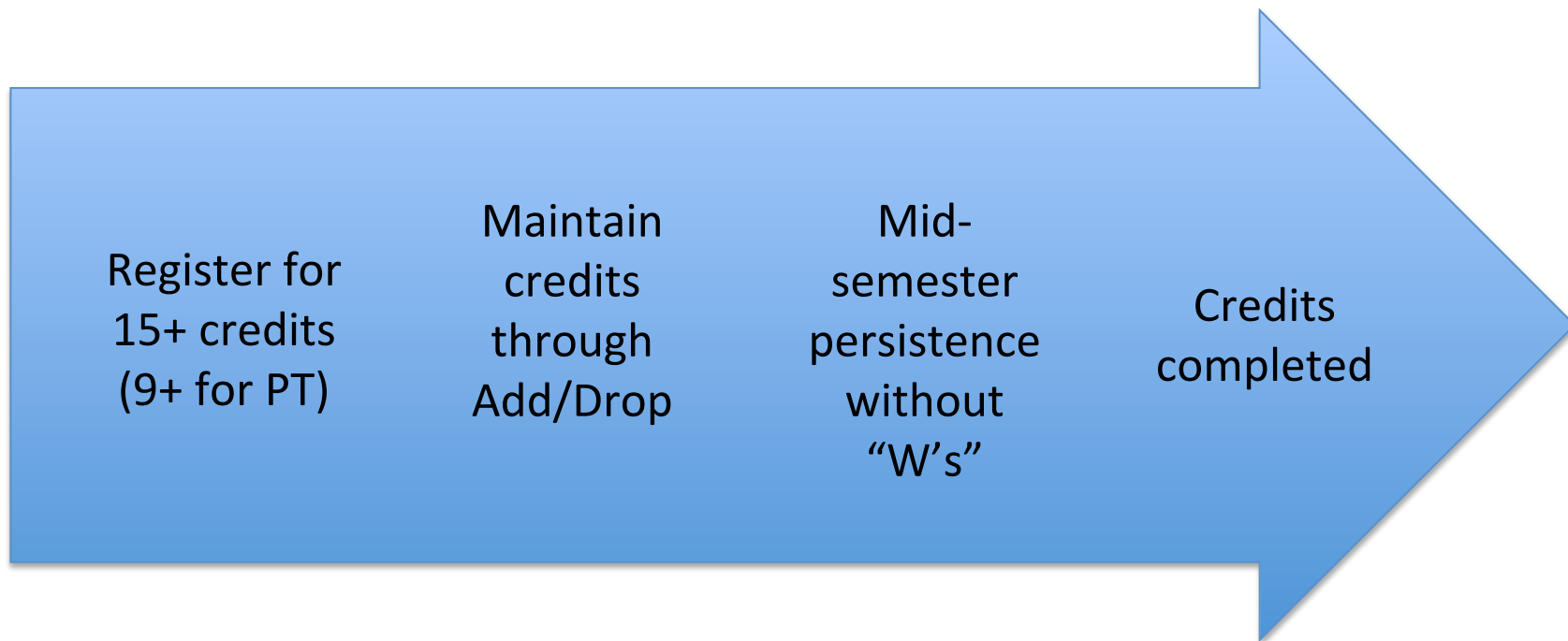
All Students Entering the VSCS (2009-2010)



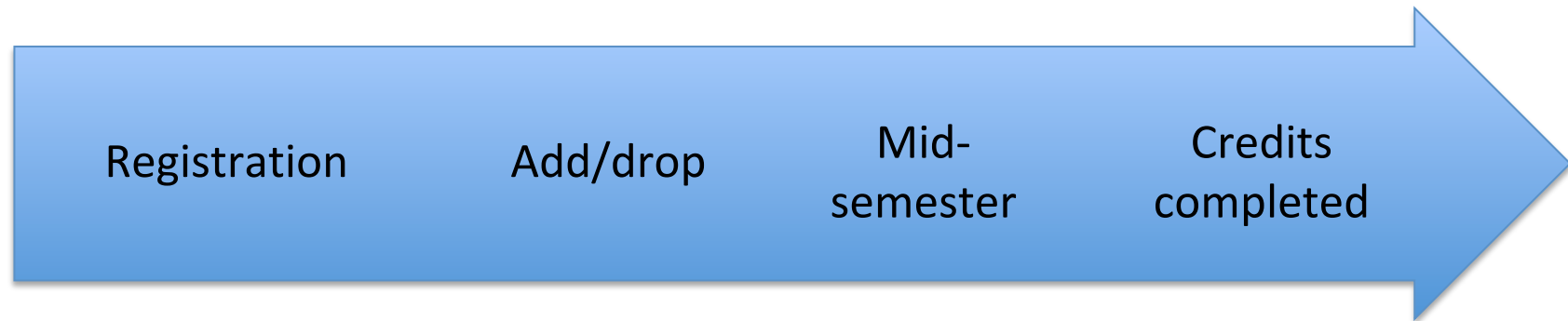
2009 First-Semester Enrollment & On-Time Graduation Rates (first-time full-time students only)



Timeline for First Semester Success



New Data for Advising: Credit Levels



Fall 2018

New student estimates

CU: 90%

VTC: 64% all

82% trad-age (<20)

NVU: 67% campus

13% distance

CCV:

35% at 6<9

15% at 9<12

30% at 12<15

7% at 15+

Fall 2018

tbd this
fall

Fall 2009
comparison:

68%

of all VSCS new
full-time
students

persisted with
15+ enrolled
credits

Fall 2009
comparison:

41%

of all VSCS
new full-time
students

completed
15+ credits

Messages of Concern

Maybe you should take a lighter load your first semester, to ease into college.

It's ok if you drop this class; you still have enough credits to get financial aid.

This is your last day to withdraw from the class and get a "W" instead of a final grade calculated into your GPA.

Orientation
and
Registration

Add/Drop
changes
(first 2-3
weeks)

Mid-
semester
grades/
feedback



The **sooner** you graduate, the **sooner** you can take advantage of your degree!



Here's the **math**
Most bachelor's degrees require **120 credits** to graduate.

IF YOU TAKE:	YOU WILL GRADUATE IN:
12 CREDITS EACH FALL & SPRING SEMESTER	5 YEARS
15 CREDITS EACH FALL & SPRING SEMESTER	4 YEARS



Going **part time**?
Look at **all your options** to take classes in summer, online, and in intensive formats.

IF YOU TAKE:	YOU WILL GRADUATE IN:
9 CLASSES PER YEAR	2.5 YEARS FOR MOST ASSOCIATE DEGREES
9 CLASSES PER YEAR	5 YEARS FOR MOST BACHELOR'S DEGREES

Talk with your advisor about your plan **start to finish!**



Start to Finish Fall 2018:

["15 to Finish" Video](#)

<https://youtu.be/hWFMfjTGgDU>

Lyndon data shows 5-point increase in students taking 15 credits after messaging (prior years).

CCV developing 9-credit schedule pilot, advising messages for staff.

Vermont Tech math & science faculty providing "classroom office hours" for additional academic support.

Item 3:
System Strategic Priorities 1-4

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

Strategies	2017-2018 Accomplishments	2018-2019 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>VSCS participation in 70x2025 Steering Committee and all working groups.</p>	<p>Focus on affordability.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">College Enrollment Rate of HS graduates*</th> </tr> <tr> <th></th> <th style="text-align: center;">2014</th> <th style="text-align: center;">2015</th> <th style="text-align: center;">2016</th> </tr> </thead> <tbody> <tr> <td>Maine</td> <td style="text-align: center;">61.6%</td> <td style="text-align: center;">61.7%</td> <td style="text-align: center;">63.5%</td> </tr> <tr> <td>NH</td> <td style="text-align: center;">58.2%</td> <td style="text-align: center;">57.1%</td> <td style="text-align: center;">54.3%</td> </tr> <tr> <td>Vermont</td> <td style="text-align: center;">52.3%</td> <td style="text-align: center;">53.2%</td> <td style="text-align: center;">52.3%</td> </tr> <tr> <td colspan="4" style="font-size: small;">*Source: New England Secondary School Consortium</td> </tr> </tbody> </table>	College Enrollment Rate of HS graduates*					2014	2015	2016	Maine	61.6%	61.7%	63.5%	NH	58.2%	57.1%	54.3%	Vermont	52.3%	53.2%	52.3%	*Source: New England Secondary School Consortium															
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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>Launch VSCS-Agency of Ed-VSAC partnership to develop college-ready math course. VAST-Forward scholarship and room fees waiver at VTC for VAST graduates with 3.5 GPA. CCV offers RESET Vermont, prison-to-career pathway program.</p>	<div style="border: 1px solid red; padding: 5px;"> <p>3 VSCS faculty working with HS teachers on math course design work in 2018-19 with planned pilot implementation 2019-20. CCV continues ReSET Vermont.</p> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">HS students enrolled in credit classes</th> </tr> <tr> <th></th> <th style="text-align: center;">2014-2015</th> <th style="text-align: center;">2015-2016</th> <th style="text-align: center;">2016-2017*</th> </tr> </thead> <tbody> <tr> <td>CCV</td> <td style="text-align: center;">1,572</td> <td style="text-align: center;">1,891</td> <td style="text-align: center;">2,270</td> </tr> <tr> <td>CU</td> <td style="text-align: center;">96</td> <td style="text-align: center;">71</td> <td style="text-align: center;">73</td> </tr> <tr> <td>JSC</td> <td style="text-align: center;">70</td> <td style="text-align: center;">66</td> <td style="text-align: center;">115</td> </tr> <tr> <td>LSC</td> <td style="text-align: center;">96</td> <td style="text-align: center;">33</td> <td style="text-align: center;">112</td> </tr> <tr> <td>VTC</td> <td style="text-align: center;">301</td> <td style="text-align: center;">371</td> <td style="text-align: center;">520</td> </tr> <tr> <td>Totals</td> <td style="text-align: center;">2,093</td> <td style="text-align: center;">2,383</td> <td style="text-align: center;">3,071</td> </tr> <tr> <td colspan="4" style="font-size: small;">*Includes VAST students</td> </tr> </tbody> </table>	HS students enrolled in credit classes					2014-2015	2015-2016	2016-2017*	CCV	1,572	1,891	2,270	CU	96	71	73	JSC	70	66	115	LSC	96	33	112	VTC	301	371	520	Totals	2,093	2,383	3,071	*Includes VAST students			
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<p>1c. Expand existing and create additional flexible academic pathways into and through our degree programs.</p>	<p>Review of VSCS Direct Admissions Program in "cross college advising" session at 2018 VSCS Academic Retreat.</p>	<p>As part of <i>Start to Finish</i> initiative, implement VSC general education framework at associate degree level and develop VSC-wide advising list of certificate options.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">Early College & VAST Students Enrolled</th> </tr> <tr> <th></th> <th style="text-align: center;">Fall 2015</th> <th style="text-align: center;">Fall 2016</th> <th style="text-align: center;">Fall 2017</th> </tr> </thead> <tbody> <tr> <td>CCV</td> <td style="text-align: center;">69</td> <td style="text-align: center;">112</td> <td style="text-align: center;">131</td> </tr> <tr> <td>CU</td> <td style="text-align: center;">12</td> <td style="text-align: center;">18</td> <td style="text-align: center;">19</td> </tr> <tr> <td>JSC</td> <td style="text-align: center;">34</td> <td style="text-align: center;">31</td> <td style="text-align: center;">31</td> </tr> <tr> <td>LSC</td> <td style="text-align: center;">5</td> <td style="text-align: center;">7</td> <td style="text-align: center;">4</td> </tr> <tr> <td>VTC - VAST</td> <td style="text-align: center;">51</td> <td style="text-align: center;">62</td> <td style="text-align: center;">56</td> </tr> <tr> <td>VSCS Total</td> <td style="text-align: center;">171</td> <td style="text-align: center;">230</td> <td style="text-align: center;">241</td> </tr> </tbody> </table>	Early College & VAST Students Enrolled					Fall 2015	Fall 2016	Fall 2017	CCV	69	112	131	CU	12	18	19	JSC	34	31	31	LSC	5	7	4	VTC - VAST	51	62	56	VSCS Total	171	230	241				
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Potential items for focused presentation and discussion at EPSL in 2018-2019.

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

Strategies	2017-2018 Accomplishments	2018-2019 Goals	Metrics																																
<p>2a. Implement degree maps to create clear curriculum paths to graduation.</p>	<p>Maps completed at JSC, LSC, and VTC. CCV streamlined three programs into Design and Media Studies. CU maps available for individual programs such as nursing.</p>	<p>Plan for implementation of VSC general education core into student degree planning software.</p>	<table border="1"> <thead> <tr> <th colspan="4">One-year retention rates</th> </tr> <tr> <th></th> <th>Returned Fall 2015</th> <th>Returned Fall 2016</th> <th>Returned Fall 2017</th> </tr> </thead> <tbody> <tr> <td>CCV</td> <td>51%</td> <td>52%</td> <td>60%</td> </tr> <tr> <td>CU</td> <td>74%</td> <td>75%</td> <td>70%</td> </tr> <tr> <td>JSC</td> <td>68%</td> <td>69%</td> <td>64%</td> </tr> <tr> <td>LSC</td> <td>70%</td> <td>68%</td> <td>63%</td> </tr> <tr> <td>VTC</td> <td>76%</td> <td>70%</td> <td>66%</td> </tr> </tbody> </table> <p><i>Source: IPEDS EFS. First-time full-time cohort</i></p>	One-year retention rates					Returned Fall 2015	Returned Fall 2016	Returned Fall 2017	CCV	51%	52%	60%	CU	74%	75%	70%	JSC	68%	69%	64%	LSC	70%	68%	63%	VTC	76%	70%	66%				
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<p>2b. Improve access and use of data and advising technologies.</p>	<p>Established new IR office with goal to increase data and reporting capacity. System-wide first-year student success data developed for 2018 Academic Retreat.</p>	<p>Support college staff in using new data reports and tools. Develop additional data as needed in support of <u>Start to Finish</u> initiative.</p>	<table border="1"> <thead> <tr> <th colspan="4">On-time graduation rate</th> </tr> <tr> <th></th> <th>2009</th> <th>2010</th> <th>2011</th> </tr> </thead> <tbody> <tr> <td>CU</td> <td>36%</td> <td>33%</td> <td>38%</td> </tr> <tr> <td>JSC</td> <td>16%</td> <td>19%</td> <td>27%</td> </tr> <tr> <td>LSC</td> <td>17%</td> <td>20%</td> <td>26%</td> </tr> <tr> <td>VTC</td> <td>33%</td> <td>34%</td> <td>22%</td> </tr> <tr> <td></td> <td>2012</td> <td>2013</td> <td>2014</td> </tr> <tr> <td>CCV</td> <td>6%</td> <td>3%</td> <td>10%</td> </tr> </tbody> </table> <p><i>Source: IPEDS GRS First-time full-time cohort</i></p>	On-time graduation rate					2009	2010	2011	CU	36%	33%	38%	JSC	16%	19%	27%	LSC	17%	20%	26%	VTC	33%	34%	22%		2012	2013	2014	CCV	6%	3%	10%
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<p>2c. Develop multiple delivery models for degree completion, including online, connected classrooms, and flexible schedule options.</p>	<p>NVU and CCV pilot delivery of telepresence courses. McClure grant funds development of VSC-wide competency-based pathway in business.</p>	<p>Refine competency-based pathway model based on student feedback and plan for potential expansion.</p>	<table border="1"> <thead> <tr> <th colspan="3">First-year 24- and 30-credit completion rate</th> </tr> <tr> <th colspan="3"><i>Fall 2017 cohort</i></th> </tr> <tr> <th></th> <th>24+</th> <th>30+</th> </tr> </thead> <tbody> <tr> <td>CU</td> <td>77%</td> <td>54%</td> </tr> <tr> <td>JSC</td> <td>66%</td> <td>42%</td> </tr> <tr> <td>LSC</td> <td>69%</td> <td>41%</td> </tr> <tr> <td>VTC</td> <td>78%</td> <td>61%</td> </tr> <tr> <td>CCV</td> <td>23%</td> <td>12%</td> </tr> </tbody> </table> <p><i>Source: IR Analysis</i></p>	First-year 24- and 30-credit completion rate			<i>Fall 2017 cohort</i>				24+	30+	CU	77%	54%	JSC	66%	42%	LSC	69%	41%	VTC	78%	61%	CCV	23%	12%								
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<p>2d. Continue to increase comprehensive and strategic approaches to student support services.</p>		<p>As part of <u>Start to Finish</u> initiative, select advising dashboard software and plan for implementation.</p>																																	

3. Be recognized as an attractive destination for Vermont high school graduates.

Strategies	2017-2018 Accomplishments	2018-2019 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>Advocacy of brand identity that is the extension of the public education system into the postsecondary years. Launched Higher Education Matters on cable access TV.</p>	<p>Implement system-wide jobs posting site.</p>	
<p>3b. Continue to improve technological and physical infrastructure.</p>	<p>IT: see 5b. Student-facing experience reflected in preparations to upgrade to mobile self-service version of student account tools.</p>	<p>IT: see 5b. Student-facing experience reflected in plan to implement next-generation, mobile-friendly learning management system.</p>	
<p>3c. Enhance relationships with K-12 statewide.</p>	<p>Developed college/career ready admissions guarantee aligned with Agency of Education definitions. Created partnership with AOE and VSAC for college readiness math course for 12th graders.</p>	<p>Engage with statewide K-12 organizations (VSA, VPA). Launch admissions guarantee. Support pilot of college readiness math course.</p>	
<p>3d. Establish VSCS celebration and support of academic excellence</p>	<p>3rd annual Hall of Fame event raised \$107,555. First student research symposium presented at statehouse in partnership with faculty federation.</p>	<p>Continue Hall of Fame and Student Research Symposium at statehouse.</p>	

4. Serve well more working age Vermonters

Strategies	2017-2018 Accomplishments	2018-2019 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>Developed competency-based introductory curriculum in business system-wide. NVU receives USDA grant to fund telepresence expansion.</p>	<p>Refine competency-based course challenge model and identify needs for expansion to other curriculum areas.</p>	<p>Enrolled students: in Fall 2017, 33% of all VSCS students were working-age adults (ages 25-64), a change from 34% in 2016.</p>
<p>4b. Work with employers on needs assessment and flexibility of delivery.</p>	<p>CU: new outreach identifies need for OT/PT. NVU-Lyndon launches coworking space. VTC & CCV engagement with Talent Pipeline Management.</p>	<p>VSCS participating in statewide strategic planning for CTE's. CCV & VTC involved in SWIB pilot projects strengthening HS/CTE/postsecondary connections. VSCS asked to contribute to healthcare workforce dev.</p>	<p>Degrees and certificates awarded: In 2017-2018 1,015 degrees and certificates were conferred to working-age adults (48% of total awards), a change from 1,030 (46%) in 2016-17.</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>		<p>Flexible-delivery programs: Students graduated from 21 fully online programs in 2017-18 compared to 15 programs in 2016-2017.</p>