

AGENDA

Long Range Planning Committee May 29, 2019 3:00 PM Office of the Chancellor

As this will be the first meeting of the Long Range Planning Committee for a majority of committee members, including the Chair, we will spend this meeting:

- Reviewing the charge of the Committee (attached)
- Reviewing Policy 505 on strategic planning (attached)
- Reviewing the Board of Trustees' Six Strategic Priorities (attached)

The Committee will then receive a presentation by the Chancellor on a proposed committee workplan to first educate the VSCS community at large about the urgent challenges facing higher education institutions generally and the Vermont State Colleges System in particular, to then review the actions taken by the VSCS to date to address those challenges, and then to identify a range of specific actions the System could take to secure it's future for the benefit of Vermont. It is the Chancellor's intent to bring any agreed upon actions requiring approval by the Board of Trustees to the December board meeting for consideration and possible action.

Long Range Planning Committee Charge

The Long Range Planning Committee is a Standing Committee of the Board of Trustees of the Vermont State Colleges. The Committee shall sunset on June 30, 2019, unless reauthorized by the Board.

Purpose

The Long Range Planning Committee plays a significant role in charting the future course of the Vermont State Colleges. It serves as an advisory committee to the Board of Trustees, Chancellor, and college presidents on strategic long term planning in general and on specific proposals to change the governance and/or structure of the system, as well as on alternative approaches for administration and program delivery at a system level which require Board approval.

Responsibilities

Specifically, the Long Range Planning Committee shall:

- Periodically assess the mission statements of the VSC and its individual colleges to ensure that overall strategic direction is consistent with the goals and objectives of the system.
- Monitor and assess the Vermont State Colleges strategic planning process, making appropriate recommendations to the Board for adjustment from time to time.
- Undertake long range planning and coordination for the VSC, consistent with its goals, objectives, priorities, roles, and responsibilities, making appropriate recommendations for adjustment to the Board as warranted.
- Consider alternative approaches to system governance and structure, and VSC relationships with external entities, making recommendations to the Board on potential structural, operational, governance, and marketing changes that should be expected to improve long term prospects for the VSC.

Adopted 4/9/2015

- Monitor and review governmental or other developments and initiatives that may impact the VSC to assure that management and the Board are responding appropriately.
- Involve and consult with college leadership in the development of any recommendations, prior to bringing them to the Board of Trustees for action.
- Coordinate with any other committees of the Board, particularly when overlapping jurisdictions may come into play.

Composition

The Committee shall be composed of no more than six Board members appointed by the Chair of the Board, who shall also appoint the Chair of the Committee.



Title Strategic Planning	Number 505	Page 1 of 2
	Date 6/21/2018	

PURPOSE

The Vermont State Colleges System (VSCS) is committed to transparent and responsive strategic planning. Given the rapid change occurring in public higher education, including within the VSCS, regular communication and coordination of strategic planning efforts at individual institutions and across the System is important.

SCOPE

This policy applies to all VSCS member institutions and the Office of the Chancellor. The Chancellor and each President is responsible for implementing this policy and gathering input from the VSC Board of Trustees' Long Range Planning Committee (LRPC) and other key stakeholders.

STATEMENT OF POLICY

The VSCS Board of Trustees plays an important role in defining the over-all strategic vision of the System and its member institutions. Recognizing the value of shared governance particularly in areas of academic concern, the Board's input and review of strategic plans is an important component of its oversight role.

VSCS:

The Board of Trustees shall review the mission, vision, and strategic priorities of the VSCS every three years. The Chancellor is responsible for updating the system priorities at appropriate intervals and presenting any revisions to the LRPC for review and forwarding them on to the Board for final approval.

The mission, vision, and strategic priorities of the VSCS shall describe common system goals and strategies to implement those goals. The VSCS mission, vision, and strategic priorities shall inform the mission, vision, and strategic planning at each of the member institutions in the system.

Member Institutions:

Each President shall establish an institution-specific strategic planning process that includes both short-term and long-term planning. All revisions to institution mission and vision statements shall be reviewed by the LRPC and forwarded to the Board for final approval.

Presidents will provide regular updates to the LRPC on any major strategic planning initiatives at their respective institutions and present final draft plans of their strategic plans to the LRPC for review and recommendations to the Board for final approval. The Office of the Chancellor shall maintain an updated list of approved strategic plans.

On an annual basis, the Chancellor and Presidents shall report to the LRPC progress on strategies and objectives as outlined in System and institutional strategic plans.

Signed by:



Jeb Spaulding, Chancellor

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.

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

- Provide effective leadership and advocacy, with partners, on the urgent need to increase postsecondary affordability and attainment while sustaining program quality.
- 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.
- Expand existing and create additional flexible academic pathways into and through our degree programs, including providing meaningful certificates and associate degrees.

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

- Implement degree maps to create clear curriculum paths to graduation.
- Improve access and use of data and advising technologies.
- Develop multiple delivery models for degree completion, including online, connected classrooms, and flexible schedule options.
- Continue to increase comprehensive and strategic approaches to student support services.

Strategy 3: Be Recognized as attractive destinations for Vermont high school graduates.

- 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.
- Continue to improve technological and physical infrastructure.
- Enhance relationships with school counselors statewide.
- Establish VSCS celebration and support of academic excellence (e.g. VSCS Hall of Fame).

Strategy 4: Serve well more working age Vermonters.

- Improve and expand flexible and online delivery of programs across the VSCS to increase number of degree programs available to students statewide.
- Work with employers on needs assessment and flexibility of delivery.
- Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.

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

- 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.
- Improve the entire technology infrastructure of the system to ensure that it is user friendly and competitive.
- Review the financial model of the system to ensure institutional stability and explore financial incentives that support collaboration and system interconnectedness.
- Reduce transferability and course-sharing barriers to expand the diversity of student academic and co-curricular learning opportunities.

Strategy 6: Increase state financial support and other supplemental revenues.

- More effectively advocate for state support.
- Increase grant-writing capacity in the system.
- Collaborate on shared fundraising resources.