

TO: Long Range Planning Committee

Michael Pieciak, Chair  
Janette Bombardier, Vice Chair  
Megan Cluver  
Lynn Dickinson  
Dylan Giambatista  
Adam Grinold  
Bill Lippert  
Karen Luneau

FROM: Tricia Coates

RE: LRPC Meeting on October 11, 2019

DATE: October 9, 2019

The Long Range Planning Committee of the VSCS Board of Trustees will hold a regular meeting on Friday, October 11, 2019 starting at 3:00 in Room 101 at the Chancellor's Office. As always, all trustees are welcome to attend committee meetings. The agenda and materials are attached.

The agenda includes review of survey results related to input received as part of the "Serving Vermont's Students by Securing the Future of the Vermont State Colleges System" project. The attached Concept Paper will provide a framework for the Committee's discussion about which ideas might be pursued. The Committee will discuss the potential for Board-initiated collaborative task forces to develop plans with each college to confront the challenges outlined in the White Paper.

Thank you.

Cc: VSCS Board of Trustees

**Vermont State Colleges Board of Trustees  
Long Range Planning Committee Meeting**

**October 11, 2019**

**AGENDA**

1. Call to order
2. Approval of Minutes: [Linked here.](#)
  - a. August 26, 2019
3. Committee discussion: Next steps in the *Secure the Future* project.
  - a. Chancellor Spaulding to present Concept 1.1.
  - b. Presentation: *Secure the Future* Input, survey review.
  - c. Discussion: What items should be added to Concept 1.1? Deleted?
  - d. Discussion: Institutional Task Forces – purpose, membership, scope of work, timeframe, metrics?
4. Other business
5. Comments from the public

**MATERIALS:**

1. August 26, 2019 minutes ([linked here](#)).
2. Survey Link: <https://www.surveymonkey.com/r/7RGFV7F>
3. Concept 1.1

Item 1:  
Minutes of the August 26, 2019  
Meeting

**Minutes of the VSCS Board of Trustees Long Range Planning Committee meeting held Monday, August 26, 2019, at the Office of the Chancellor, Montpelier, VT – UNAPPROVED**

*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 Monday, August 26, 2019, at the Office of the Chancellor, Montpelier, Vermont

Committee members: Michael Pieciak (Chair), Janette Bombardier (Vice Chair), Megan Cluver, Lynn Dickinson, Dylan Giambatista, Adam Grinold, Bill Lippert, Karen Luneau

Other Trustees Present: Churchill Hindes, Jim Masland, David Silverman

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

Chancellor's Office Staff: Jeb Spaulding, Chancellor  
Tricia Coates, Director of External & Governmental Affairs  
Todd Daloz, Associate General Counsel  
Jen Porrier, Administrative Director  
Meg Walz, Project Manager, Library Coordinator  
Steve Wisloski, Chief Financial Officer  
Sophie Zdatny, General Counsel  
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Nolan Atkins, Provost, Northern Vermont University  
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University  
Tom Maus-Pugh, Provost, Castleton University  
Maurice Ouimet, Dean of Enrollment, Castleton University  
Sharron Scott, Dean of Administration, Northern Vermont University  
Andy Pallito, Dean of Administration, Community College of Vermont  
Littleton Tyler, Dean of Administration, Vermont Technical College

From the public: Shawn Brennan, Vice President, Freeman French Freeman

Lola Duffort, Reporter, VTDigger  
Katrina Lisaius, Outreach Representative, Sen. Sanders' Office  
Jon Wolff, Government Relations Specialist, PPE&C

1. Chair Pieciak called the meeting to order at 3:03 p.m.
2. Approval of the minutes
  - a. June 19, 2019

**Trustee Dickinson moved and Trustee Grinold seconded the motion to approve the meeting minutes from June 19, 2019. The motion was approved unanimously.**

3. Committee Discussion: Reflections on *Secure the Future* summer input sessions
  - a. Key takeaways from college leadership-team and Zoom meetings
  - b. Reactions to memo summarizing input and document listing ideas received to date

Chair Pieciak referred to the four on-campus meetings held with the leadership teams and several members of the LRPC at each institution, as well as the two Zoom system level meetings. He stated that there was consensus on the challenges facing the system and a collective desire to move forward and seek out solutions. Chancellor Spaulding shared that the committee has received 158 ideas so far and that he and the Board are considering each one. Chair Hinde recognized the caliber of the leadership teams at the institutions and appreciated how open the teams were to sharing their ideas, big and small. He believes that it was time well spent. Trustee Luneau attended all of the campus meetings as well and shared that in all of the meetings there was never a suggestion that change did not need to happen. Trustee Dickinson recognized that change is hard and cautioned the need to step away from the purely intellectual narrative because this is an emotional issue for many. Trustee Lippert stated that just being bold, for the sake of being bold, is not sufficient. Analysis needs to confirm that the right changes are made. Chancellor Spaulding indicated that the next stage will be to solicit further ideas and continue to discuss the challenges VSCS is facing. The Chancellor encouraged the submission of all ideas.

4. Approval of final "Serving Vermont's Students by Securing the Future of the Vermont State Colleges System" white paper.

Chancellor Spaulding highlighted several changes made to the white paper since the initial draft.

**Trustee Luneau moved and Trustee Lippert seconded the motion to recommend to the Board the approval of the white paper. The motion was approved unanimously.**

5. Committee discussion: September outreach and meetings schedule
  - a. What questions are the LRPC bringing to the campus meetings?
  - b. Review meeting schedule

Chancellor Spaulding reminded everyone that the next on-campus meetings are in early September and are all listed on the website <https://www.vsc.edu/board-of->

[trustees/securethefuture/](#). These five sessions are planned in advance of the September Board of Trustees' Retreat where concentrated time will be dedicated to discussion of this endeavor. President Judy suggested that a system-wide reminder be sent out prior to each on-campus meeting in order to accommodate those staff or students that might be interested in attending sessions at campuses or at institutions different from their own. Trustee Bombardier suggested that with so many ideas, there be a system for grouping suggestions by theme and a process for categorizing ideas into feasibility quadrants. Chair Pieciak indicated that ideas will be added to the list until the Board Retreat on September 17, 2019.

6. Other Business

No other business

7. Comments from the public

There were no comments from the public.

Chair Pieciak adjourned the meeting at 3:49 p.m.

# Item 3: Concept 1.1

**Concept 1.1** – This concept package includes potential responses, as a discussion starting point for the LRPC, to address the six challenges identified in the *Serving Vermont Students by Securing the Future of the Vermont State Colleges* white paper.

**A focused look at the future of the institutions that comprise the Vermont State Colleges System:**

- BOT initiated temporary committees for each institution, with leadership by the associated president and designated trustees, and representation from the colleges, their business and educational partners, and other relevant parties chosen by the president to develop specific action steps to address the challenges identified in the white paper with specific areas of focus and metrics specified by the LRPC/BOT, after discussion with the chancellor and presidents. Possible areas of focus and metrics include: consistent positive operating results, sustainable campus configurations consistent with the six challenges identified in the white paper, realistic enrollment and revenue projections, increased opportunities for non-traditional students, improved affordability, and improved student retention and degree completion.

**Systemwide initiatives:**

**Affordability**

New options for quicker degree completion:

- Castleton, NVU and Vermont Tech will each develop and deliver X number of new three-year bachelor's degrees for each of the next three years, thereby cutting the cost of college and getting students into the workforce faster. Accelerated graduate degrees will also be developed, where applicable.

Systemwide initiative for free textbooks:

- Initiate a major systemwide push to utilize Open Educational Resources (teaching, learning and research materials in any medium, increasingly digital, that reside in the public domain or have been released under an open license that permits no-cost access, use, adaptation and redistribution by others with no or limited restrictions). OER expands access to learning and can save students hundreds of dollars annually.



Tuition reduction at CCV:

- Significantly reduce tuition by 25-50% at Community College of Vermont, which will greatly improve access and affordability to all corners of the state and build a larger pipeline of students for VSCS institutions (requires a \$5-10 million ongoing investment by the State).

**Flexibility to better meet student needs**

New stackable credentials to serve students who want to get to work quicker:

- Each VSCS institution will develop and deliver at least two new industry-recognized credentials and two new 2+2 programs for the next three years, thereby expanding the population and employers served.

Update Policy 109 (Transfer of Credit):

- to ensure student-friendly friction-free transfer of credit from one VSCS institution to another, including allowing transferred like-course-credits from one institution to satisfy requirements for graduation in a desired major at another VSCS institution.

**Student success**

Boost retention and graduation rates:

- Maximize value derived from new investments in advising technology, faculty development and student supports designed to improve retention.