

Memorandum

To: VSCS Board of Trustees
VSCS Presidents

From: Jeb Spaulding, Chancellor



Date: October 28, 2019

RE: Next steps in response to the *Serving Vermont Students by Securing the Future of the Vermont State Colleges White Paper*

The Long Range Planning Committee (LRPC) met on October 21, 2019 and agreed on the actions outlined in this memo in response to the challenges identified in the *Serving Vermont Students by Securing the Future of the Vermont State Colleges White Paper*.

Those challenges are:

1. Historically weak demographics
2. Bottom-ranked State support
3. Accelerating pricing pressures
4. Barriers to adaptability
5. Changing student preferences and attitudes
6. Disruptive technology and delivery

Recognizing that these challenges affect each institution differently, the LRPC charged the presidents with reporting to the Board of Trustees what specific action steps they are taking and will take in light of the six challenges identified in the whitepaper to ensure:

- Consistent positive operating results
- Sustainable campus configurations consistent with realistic enrollment and revenue projections
- Increased opportunities for non-traditional students
- Improved affordability for students
- Improved retention and graduation rates
- Increased system collaborations

Status reports are to be delivered at the December and March Board of Trustee meetings, with a final report at the June meeting. The Chancellor will work with the Council of Presidents to provide a common template for these reports.

Concurrently, the Executive Committee should will conduct a review of services, staffing, expenses, and location options for the Office of the Chancellor. The review and any recommendations are expected to be presented at the Board of Trustees meeting in March.

The Long Range Planning Committee requested the Education, Personnel and Student Life Committee and Finance & Facilities Committee review the status of the following systemwide initiatives currently underway or planned that address student affordability and success, as well as efficient use of institutional resources. Over the next year, these committees should review successes to date, barriers and opportunities for further success, and recommend any potential board actions needed to elevate and accelerate the following priorities garnered from suggestions received as part of the *Securing the Future* process:

- Friction free credit transfer (possibly updating policies 108 and 111) – EPSL
- Direct admissions – EPSL
- Accelerated usage of open educational resources – EPSL
- Flexible and quicker degree completion options for students – EPSL
- More industry recognized credentials – EPSL
- Improved retention and graduation rates – EPSL
- Shared services and consolidated business functions (review of recent actions and where to go from here) – F&F
- Development of additional alternative revenue streams at the college and system level. – F&F

Presidents and the Chancellor will make initial reports, including benchmarks to measure progress, at the December 2 Board of Trustees meeting.

If you would like to speak with me about anything in this memo, or if you have additional suggestions, please don't hesitate to reach out.