

CASTLETON UNIVERSITY STRATEGIC INITIATIVES



CASTLETON UNIVERSITY ENROLLMENT | FY 18-20

	UG NEW STUDENTS	UG FULL TIME TOTAL ENROLLMENT	FTE TOTAL ENROLLMENT	HEADCOUNT
FY 2018	531	1653	1845	2143
FY 2019	650	1727	1902	2193
FY 2020	729	1802	1980	2419

CASTLETON APPROACH TO ADDRESSING WHITE PAPER CHALLENGES: INITIAL DISCUSSIONS

THREE PHASES

Phase I: Formation of Response Team and External Advisory Boards; Identification of Action Steps, Benchmarks, Metrics and Time-lines

Phase II: Assessment of Progress, Alignment with Strategic Pillars and Campus Master Plans

Phase III: Production of Final Report with Appendices, e.g. Facilities Master Plan, Internal and External Communication, Progress Report on Launched Initiatives, Charted Enrollment, Retention, and Expense Trajectory

WHITE PAPER RESPONSE TEAM | First meeting held November 12, 2019

STAFF	FACULTY	SENIOR LEADERS
Raphael Okutoro	Ed Dansereau	Karen M. Scolforo
Victoria Angis	Trish van der Spuy	Thomas Mauhs-Pugh
Deanna Tyson	Bonnie Hanley	Maurice Ouimet
Billie Langlois	Christopher Boettcher	Laura Jakubowski
Emily Wiezalis	Andre Fleche	Janet Hazelton
Sarah Chambers	Gail Regan	James Lambert
Erica Machia	Phil Whitman	Dennis Proulx
	Jill Markowski	Gayle Malinowski

Mark Foley Jr.
Steve Costello
Larry Cupoli
Tyler Richardson
Mary Moran

Fred Bagley
Mary Cohen
Brian Collamore
Joe Kraus
David Allaire

Joyce Judy
Cheryl Hooker
Kim Rupe

VSCS SECURE THE FUTURE

GUIDING PRINCIPLES FOR ACTION

1. Action steps should be good for students, the University community and good for Vermont
2. Action steps should be practical
3. Internal and external stakeholders should recognize action steps as feasible
4. Action steps should provide meaningful and durable financial benefits

GENERAL PARAMETERS:

1. Reports should project ahead at least three years (FY21, FY22, RY23)
2. Where applicable, reports should include consideration of collaborations within the system and the full resources and capabilities of the system
3. Where applicable, reports should seek to reduce administrative overhead and prioritize resources for teaching, coaching, and learning

CONSISTENT POSITIVE OPERATING RESULTS

1. New Program Development
 - a. FY19 : 21 new programs + 2 additional locations
 - b. FY20 : MSN, 3-yr BSHA/RRMC Co-op, CJ update, CU/CCV expanded partnership, online/hybrid expansion
 - c. FY21 : MSW CU/NVU partnership, OTA, expanded Bennington programming, CU/NVU AS off ramps, CU/Equinox Co-op, CU/Okemo Co-op
 - d. FY22 : PTA
 - e. FY23 :
2. Retention & Graduation
 - a. Title III
 - b. AS CU/NVU
3. Addressing Institution Scholarships
4. Financial Aid Optimization (EAB)
5. Fundraising

SUSTAINABLE CAMPUS CONFIGURATIONS WITH REALISTIC ENROLLMENT & REVENUE PROJECTIONS

1. Responsible budgeting
2. Serving adult learners
 - a. Schedules and locations

- b. Affordability
- c. Partnerships
- 3. Customized curriculum
- 4. Filling beds (90+% capacity)

INCREASED OPPORTUNITIES FOR NON-TRADITIONAL STUDENTS

- 1. Evening/weekend hybrid schedules (Rutland, Bennington, Castleton)
- 2. CU/CCV partnerships; CU/NVU partnerships
- 3. Creating stronger pathways between institutions
- 4. Partner with VSC Office of Prior Learning Assessment and CCV to build a degree completion pathway for working adults.
- 5. Serving regional businesses/employers
- 6. New professional studies degree for working adults
- 7. Strong completion programs
- 8. Stacking credentials
- 9. Exploration of badges for differentiation and skills-building
- 10. Expand Center for Schools model to other industries
- 11. Expanded Veterans Services

IMPROVED AFFORDABILITY FOR STUDENTS

- 1. CU/CCV partnership
- 2. Regional business/employer hybrid 3-yr Co-op w/ customized curriculum
- 3. CU/CCV, CU/VTC, and CU/NVU 3 + 2, 3 + 1 programs (psych, mental health, bus., etc.)
- 4. Customizable working-adult pathway (credit for L.E., acceptance of older credits, clear target)
- 5. Extended summer programming, improves affordability and moves towards full utilization of campus resources

IMPROVED RETENTION AND GRADUATION RATES

- 1. Title III Grant initiatives over the next 5 years
- 2. Reverse transfer/A.S. off ramps CU/NVU
- 3. Textbook program (OERs/subscription x student x semester)
- 4. Timing of course offerings and access to system courses
- 5. General education reform/soundings
- 6. Friendlier transferability

INCREASED SYSTEM COLLABORATIONS

- 1. CU/NVU MSW and others
- 2. CU/NVU A.S. off ramp degrees
- 3. Faculty online certification? LMS training? Aviso? Instructional design?
- 4. Improvements in centralization efforts?
- 5. Faculty sharing, courses sharing, resources sharing