



Vermont Technical College

Results of Requests for Transformative Ideas

VSC & System Suggestions_2.0

June 2020

In March of 2020, Vermont Technical College launched an effort to develop long term, transformative plans to address the fiscal challenges catalyzed by the COVID-19 virus and further exacerbated by internal and external factors. A working group, the Transition Advisory Taskforce (TAT), was launched with representation from students, faculty, and staff, and with the purpose to help generate, review, and prioritize transformative ideas,

Employee and community ideas were solicited through surveys, emails, and meetings. Over 400 ideas have been received and continue to be solicited. No specific request was made to include or exclude system recommendations, although the focus of the survey questions was on recommendations for Vermont Tech.

The list in this document represents those suggestions which had been directed towards the VSC system, the Office of the Chancellor, state government, legislature, or other Vermont Tech externality which may be influenced by the state college system. Because the work of TAT was divided into four sub-groups, some differences in presentation may exist where a sub-group may have used a different method of sorting ideas and these are presented as Group 1, Group 2, etc., without implying any priority. Scoring and comments, where available, are provided as separate spreadsheets.

REF	GROUP	IDEA OR SUGGESTION
1	1	Create true course equivalence across the VSCS, particularly in critical general education courses in MAT and SCI. The OC hasn't tackled the issue of course equivalence across the VSCS but must. Lack of equivalence, particularly in MAT and pre-health courses, has real effects on students, preparedness and retention. Send a strong recommendation to the VSCS taskforce. Efforts to tackle this problem have stalled or failed.
2	1	Eliminate duplicate and competing programs across the VSCS and prevent future duplication. If exceptions are needed for high-demand courses, differentiate offerings across the VSCS to serve a variety of audiences.
3	1	Centralize and standardize student evaluations (Blue) across the VSCS. Allow individual institutions or faculty to control or modify a percentage of questions. But the basics should be identical.
4	1	Focus on expanding access to certificates and degrees across the VSCS with attention to technologies and processes needed to maximize flexibility and minimize time to degree completion.
5	2	Promote the VSCS as safe college destinations.
6	2	Recruit local volunteers passionate about the VSCS to help with visits and recruitment
7	2	Partner with Vermont ski areas for promotion: discover Vermont, skiing and VSC colleges in one trip
8	2	Create automatic applications to VSCS institutions for all applicants not accepted at UVM. Some sort of common app. Couple that with articulation back into UVM programs not offered at the VSCS. Get stated where you can and then go where you want.
9	3	9.2 Build on partnership with CCV – create pathways from CCV to VTC in all program areas
10	3	3. CCV can teach gen ed and intro courses
11	3	6. Move CCV to locations at CU, NVU, VTC to help students see themselves as degree students
12	3	7. CCV buildings could meet other community needs: childcare, recovery, senior
13	3	17. Move CCV's Montpelier space to RC and make it a central hub for the state. Use this to pipeline students into VTC programs.
14	3	Bring CCV onto each campus; Move CCV operations from St. Johnsbury to NVU Lyndon campus; Move Morrisville CCV onto Johnson campus
16	3	Examine duplicate academic programs that are under-enrolled and potentially eliminate/consolidate as feasible, and justify

		duplication if remains
17	3	consolidate redundant programs within the VSC System
18	3	12.5 Have designated campuses to address different opportunities – Lyndon (media, meteorology, outdoor rec/hospitality); VTC (agriculture, engineering, nursing); Johnson (focus on life long learners, arts
19	3	20. (3) avoid duplication across the system and make it clear which college offers what
20	3	Open conversation regarding transfer of credits/reciprocal acceptance of courses
22	3	Evaluate which administrative functions/offices could be centralized/shared among VSC campuses, either hosted at single site/or hosted at CO
23	3	Centralized marketing while maintaining college identity (rep from each college on team)
24	3	Centralized admissions while maintaining college identity (rep from each college on team)
25	3	Centralized HR while maintaining college identity (rep from each college on team); perhaps just payroll?
26	3	Centralized college finances while maintaining college identity (rep from each college on team)
27	3	Centralized IT while maintaining college identity (rep from each college on team); perhaps some components
28	3	Centralized financial aid while maintaining college identity (rep from each college on team)
29	3	Centralized athletics while maintaining college identity (rep from each college on team)
30	3	Centralized academic leadership while maintaining college identity (rep from each college on team)
31	3	12. Each VSCS campus should host one administrative function/office
32	3	31. Centralize more functions at the CO: finances; athletics; Academic leadership. This would avoid program duplication and be more efficient.
33	3	3. Consolidate administrative functions across VSC campuses, no CO. Or move CO to RC and cut staff
34	3	4. Consolidate admissions and marketing across the VSC or between some VSCS institutions
35	3	17. Centralize admissions to single VSC department – one director, campus counselor
36	3	Centralize marketing to single VSC department – one director, campus coordinator

37	3	22. (5) centralized marketing that develops a brand for each college based on programs, history, culture avoiding all competition
38	3	Centralize HR to single VSC department – one director, campus coordinators
39	3	13. Move the OC to RC. This should shrink IT, HR
40	3	19. Centralize everything: The opportunity is the Chancellors role and office could centralize all VSC businesses/financial aid/ and physical plant operations. The sponsored program and grant funding operations could all be moved to this office. Including varsity athletic support could be centralized. Consider having one Athletic Directors office working out of a central location. This may mean on one hand downsizing staff and on the other investing in the IT infrastructure. For to support would require an uptick in remote interactions taking place to support the local campus operations. The chancellors role could be come one of Chief Financial Officer with a Chief Operating Office both reporting directly to the Board. Academics could be guided by one Chief Academic Dean - supporting curriculum throughout the VSC system - to ensure relevance, educational value, while ensuring there is no duplication of curriculum. It just not sustainable for these campuses to be all things to all people
41	3	52. Consolidate leadership and administration across the VSCS in a functional way
42	3	14. Decentralize the CO to campuses
44	3	21. (4) one Chancellor or President and four campus Provosts; one Academic Dean and four campus Asst. Academic Deans; BOT stays but oversees budget and brings legislature back in line with substantive funding a la 1980
45	3	14. Replace Chancellor with the COP
46	3	Replace Chancellor with position that does day-to-day work of Chancellor (lower title) and works for COP
47	3	29. Eliminate the CO and move responsibilities back to the colleges. Use the COP to coordinate and share some functions
48	3	1. MOVE CO
49	3	2. Downsize CO
50	3	Redefine the OC – Eliminate/downsize/move to existing VSC facility
51	3	1. Reconfigure VSCS into VSU with specialized campuses (focused) and no CO
52	3	Consolidate as Vermont State University with one president and campuses with distinct programs

53	3	30. Join the VSCS and UVM with an umbrella system for shared administration and specialized programming at each campus. Then fund it. (thinking of shared services, not as much about losing identity/academic programs)
54	3	These overflow admissions to UVM could then be given a pathway to UVM degrees or may choose to stay at the satellite campuses. Apparently, there already are some pathways to UVM degrees set up through UVM's articulation agreements with CCV and VTC. UVM has a number of pathways (25 with CCV alone) where you can do two years at VTC or CCV, and with good enough grades, matriculate directly into UVM degree programs. The four year graduation rates for those students is very high -in the 90% range. Some of the issues with providing direct acceptance from UVM applicants to the VSC likely has to do with accreditation issues. The UVM provost may be willing to talk more about this
55	3	Combine the state colleges with UVM. The state colleges would be other campuses of the university. This is not a new idea but perhaps a practical one. (more of combining programs)
56	3	Remove the State Agriculture College from UVM and place it at VTC.
57	3	1. There should be a protocol in place that when a UVM applicant does not get accepted, there be an automatic acceptance to any of the VSC programs.
59	3	Evaluate to see if feasible to shrink the footprint of all VSCS campuses
60	3	2. Partner with CCV and elope to escape the VSCS (remaining individual identities)
61	3	Utilizing CCV academic sites, CTE facilities and Vermont Tech faculty talents and skills, a true K-16+ community technical college system can be created that will support families, communities and the Vermont economy.
62	3	Partnering with regional industry and businesses will be a critical component to the success of this model.
63	3	40. Re-purpose underutilized parts of VSCS campuses as (1) small business incubators; (2) small corporate headquarters; lab and business development hubs; (3) business training locations; (4) magnets (schools); (5) hubs for business, cultural, social development
64	3	Create a partnership between VSCs and Ski Areas. Vermont Ski Areas have tens of thousands of families from all over the Eastern North America vacation there each year. They can help VSCs meet their admissions goals through in-house TV messages, posters with rip-off postcards at each area, meet-and-greet college events hosted at ski areas, and a Discover

		VSC weekend for skiing and visiting college campuses on the way home. VSC could become nationally known for being the best place to create graduates who are skilled employees of ski resorts throughout the country, and be a pipeline from college into careers at these resorts. It would be a win, win for the VSCS and Vermont's ski resorts.
65	3	Educate employees of Cigna services and regular wellness checks
66	3	1. E. Knowing exactly the costs and opportunities afforded by taking VTC private should at least be explored. Transitioning the property from the State to VTC is a complicated but doable process; governments cede municipal property to other organizations routinely. Going private is a risk; with risk comes reward.
67	3	8. VTC should leave the VSCS alone
68	3	94. Alternately, a person to help manage the health of VSC employees. Someone who sees the med records and can check in to keep prevention and follow-up high, reducing bigger healthcare costs down the road. Most insurance companies have decided that this is not helpful because so many people switch insurance companies, but we have lots of long-term employees.
69	3	Eliminate non-essential positions across the VSCS
70	3	15. Eliminate non-essential positions across the VSCS
71	3	15. Stop making bad decisions like Ulti-Pro and Re-Up
72	4	Discount summer courses to the CCV summer rate to encourage students to enroll in VTC summer courses. This could make the college a significant amount of money over the summer.
73	4	Discount TUITION for the top 5% of Vermont students
74	4	First in family might get two free years. (Tuition???)
75	4	If students commit to the VSCS match their best, lowest offer.
76	4	Lower last year's TUITION if students are graduating on time.
77	4	Lower risk by increasing TUITION as students move from FR through SR year. FR could start with less risk and then would have more skin in the game as TUITION rises.
78	4	Lower TUITION to allow more students to attend
79	4	Make a student's senior year free if they are in good standing and are graduating on time.
80	4	Make VTC more "do-able". Example: NHTI dental hygiene program for OUT of state is \$490 a credit... VTC is \$768.. NHTI is also 2 years and a summer for dental hygiene, vtc is 3 years and Ellen wants to make it longer. Why would I want to go to vtc? They also make us buy \$4500 worth on instruments we will never use again, when the clinic has instruments not being

		used.. I've talked to 6 people have went to VTC and they have never used the ones they are forced to buy.
81	4	Offer in-state TUITION to anyone who went to HS in Vermont to capture Vermonters who want to move back
82	4	Set TUITION for a student's time at the college based on TUITION on the year they enter. (Purdue)
83	4	start using an income share agreement to create a future new revenue source
84	4	Use a single TUITION for in-state and out-of-state students and consider eliminating special deals and discounting; simplify. Flat rate
85	4	Use CARES funding to expand NUR and lower TUITION in exchange for service within state after graduation
86	4	Increase TUITION
87	4	We need to jettison underperforming faculty, there are instructors here that literally cost us students. It also creates a motivation problem among the faculty who are generally doing a good job. It's a process, but the contract allows for the termination of someone tenured for poor performance.