

TO: Education, Personnel, and Student Life Committee
Megan Cluver, Chair
Karen Luneau, Vice Chair
Janette Bombardier
Ryan Cooney
Dylan Giambatista
Shirley Jefferson
Mary Moran

FROM: Yasmine Ziesler, Chief Academic Officer



RE: EPSL Meeting on October 15, 2021

DATE: October 12, 2021

The EPSL Committee of the Board of Trustees is scheduled to meet on Friday, October 15th from 1:00pm to 2:00pm by Zoom.

The agenda for this meeting will be focused on updates and discussion related to COVID-19 and the program array optimization work.

I can be reached directly at (802) 224-3025 if you have any questions.

Thank you.

Cc: VSC Board of Trustees
Council of Presidents
Chief Academic Officers
Student Affairs Council
HR Council

**Vermont State Colleges Board of Trustees
Education, Personnel, and Student Life Committee**

October 15th, 2021

AGENDA

1. Call to order
2. Approval of August 19th, 2021 Meeting Minutes
3. Chancellor's update
4. COVID-19 update
5. Program array optimization update
6. Outstanding business
7. Comments from the public

MATERIALS

1. August 19, 2021 minutes
2. Program Array Optimization Update

ITEM 1:
August 19, 2021 Meeting Minutes

Minutes of the VSCS Board of Trustees' Education, Personnel, and Student Life Committee hybrid meeting held Thursday August 19, 2021 at 1:00 p.m. via Zoom and at the Office of the Chancellor, 575 Stone Cutters Way, Montpelier - UNAPPROVED

Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.

The VSCS Board of Trustees Education, Personnel, and Student Life Committee met on Thursday, August 19, 2021 via Zoom.

Committee Members present: Megan Cluver (Chair), Karen Luneau (Vice Chair), Ryan Cooney, Dylan Giambatista

Absent: Janette Bombardier, Mary Moran

Other Trustees Present: Lynn Dickinson

Presidents: Joyce Judy, Pat Moulton, Jonathan Spiro

Chancellor's Office Staff: Donny Bazluke, Network/Security Analyst
Shelby Bizub, Legal Intern
Kellie Campbell, Chief Information Officer
Wilson Garland, Director of Transformation
Katherine Levasseur, Director of Governmental & External Relations
Katrina Meigs, System Director of HR & Benefits Administration
Jen Porrier, Administrative Director
Kathryn Santiago, Assistant General Counsel & System Investigator
Sharron Scott, Chief Financial/Operating Officer
Patty Turley, General Counsel
Sophie Zdatny, Chancellor
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Andrew Alexander, Faculty, Castleton University
Nolan Atkins, Provost, Northern Vermont University
Sarah Chambers, Coordinator of Instructional Technology, Castleton University
Ana Gaillat, Dean of Academic Affairs, Vermont Technical College
John Kidder, Faculty, Vermont Technical College

Hannah Miller, Faculty, Co-Director of Inclusive Childhood Education Program, Northern Vermont University
Tom Mauhs-Pugh, Provost, Castleton University
Tyrone Shaw, Faculty, Northern Vermont University
Debby Stewart, Dean of Academic Affairs, Community College of Vermont
Beth Walsh, President, VSCUP, Northern Vermont University

1. Call to Order

Chair Cluver called the meeting to order at 1:01 p.m.

2. Approval of May 24, 2021 Meeting Minutes

Trustee Giambatista moved and Trustee Luneau seconded the motion to approve the May 24, 2021 meeting minutes. The motion was approved unanimously.

3. Chancellor's Update

Chancellor Zdatny provided an update to the Committee as the VSCS prepares for the approaching academic year. The Chancellor reminded the Committee of the Executive Committee's approval of [Resolution 2021-018](#) requiring vaccinations for all students attending residential campuses. Avenues are also being explored to increase vaccination rates amongst faculty and staff. All colleges currently have a mask mandate in place, which will be reevaluated as guidance from the CDC warrants. The Chancellor then thanked all faculty for their work on the Program Optimization work which is crucial for the new university transformation. Additionally, Chancellor Zdatny referred to the [Transformation Updates](#) issued every two weeks and the information that can be found within, including updates from the transformation teams, the formation of a student advisory council, an update from the Branding Identity Team, and the academic program array update.

4. Summer Program Optimization Project Results

Chief Academic Officer Yasmine Ziesler presented a report on the results of the Summer Program Optimization Project. That presentation can be found [here](#) on pages 16-36. Faculty members Dr. John Kidder of Vermont Technical College, Dr. Hannah Miller of Northern Vermont University and Dr. Andrew Alexander of Castleton University each shared their perspectives on the optimization work and proposals. Dr. Ziesler then concluded with program investment recommendations and next steps for the Board including an expedited approach to Policy 102, Approval of New Degrees and Majors and the suspension of Policy 101, Program Review and Continuous Improvement Process.

5. Policy 101 Status Update

Dr. Ziesler discussed the recommendation to suspend Policy 101 reviews for the 2022 and 2023 cycles of programs outlined in the report, given the significant transformation work ahead to create the optimized program array.

Trustee Cluver moved and Trustee Luneau seconded the motion to recommend to the Board the suspension of Policy 101 reviews for 2022 and 2023 cycles of programs outlined in the Program Array Optimization Report. The motion was approved unanimously.

6. Preliminary Discussion of Policy 109 Revisions

Dr. Ziesler reminded the committee that Policy 109 focuses on enrollment and reviewing the cost effectiveness of programs. When the Board adopted rpk GROUP's recommended program portfolio evaluation framework it was thought that Policy 109 was the place to embed that framework approach. Dr. Ziesler then shared some initial concepts for discussion as identified by the Chief Academic Officers including the incorporation of minimum thresholds for framework metrics, differentiation between CCV and the new combined entity, and EPSL's role in reviewing the results and subsequent actions resulting from an annual analysis using the framework.

7. Update on Employer Partner Survey

Dr. Ziesler shared with the Committee that the Employer Partner Survey was sent out to 1200 employer partners receiving 138 responses. About half of the respondents expressed interest in partnering with the VSCS to provide training or credentials – 37% already partner with one of our institutions. The Career Services team will be working with the soon to be launched Workforce Development Team to take advantage of the future opportunities.

8. Other Business

There was no other business.

9. Comments from the public

Tyrone Shaw shared a comment with the Committee, which can be found [here](#).

Chair Cluver adjourned the meeting at 2:30 p.m.

ITEM 2:
Program Optimization Status Update

PROGRAMS PROPOSED FOR ARRAY	Students currently served at location?					EST. TOTAL (BASED on Fall 2019)	Projected Modalities
	CU	NVU-J	NVU-L	VTC	NVU Online		
TBD (Visual Communication & Design)			y			25-50	
Art	y	y				25-50	F2F+
Communication	y	y	y			50-75	F2F+
Creative Writing		y				<25	F2F+
Graphic Design	y		y			50-75	
Literature & Writing	y	y	y			50-75	F2F+
Media Arts		y				<25	
Music	y					<25	
Music Education	y	y				25-50	
Performance, Arts, Tech		y				<25	
Theater	y					<25	
Agriculture & Food Entrepreneurship A.A.S.				y		<25	
Applied Business (2+2)				y			Online
Automotive Technology (AAS)				y			
Construction Management (AAS)				y		<25	
Construction Management (BS)				y			
Dairy Farm Management (AAS)				y		<25	
Diesel Power Technology (AAS)				y			

PROGRAMS PROPOSED FOR ARRAY	Students currently served at location?					EST. TOTAL (BASED on Fall 2019)	Projected Modalities
	CU	NVU-J	NVU-L	VTC	NVU Online		
Diversified Agriculture (BS)				y		<25	
Forestry (AAS)				y		<25	
Athletic Leadership (MS)	y					25-50	Online
MBA	y					25-50	Online
Music Business and Industry			y			75-100	F2F Lyndon
Outdoor Ed & Leadership		y	y			100-150	F2F Lyndon
Professional Pilot Technology (BS)				y		50-75	
Resort and Hospitality Management	y					25-50	F2F Killington
Veterinary Technology (AAS)				y		50-75	
Business AS (exit degree)	y	y				<25	F2F+, Online
Business BS	y	y	y	y	y	>500	F2F+, Online
Landscape Contracting				y		<25	
Sport Management BS	y	y	y		y	100-150	
Anthropology, Archaeology, Geography	y	y				25-50	F2F+
Applied Psychology and Human Services			y			50-75	F2F+
Clinical Mental Health		y				100-150	F2F+
Counseling		y				75-100	F2F+
Criminal Justice	y		y		y	100-150	F2F+, Online
Early Childhood Education			y		y	25-50	90% Online
Forensic Science	y					25-50	F2F+
General Studies AA (exit degree)	y	y	y		y	<25	F2F+, Online
History	y	y	y			50-75	F2F+
Inclusive Childhood Education	y	y	y			200-250	F2F+

PROGRAMS PROPOSED FOR ARRAY	Students currently served at location?					EST. TOTAL (BASED on Fall 2019)	Projected Modalities
	CU	NVU-J	NVU-L	VTC	NVU Online		
Inclusive Adolescent Education	y	y	y			30-50	F2F+
Interdisciplinary Studies	y	y	y			50-75	F2F+
Professional Studies					y	100-150	Online
M.Ed	y	y	y			100-150	
Political Science	y	y				25-50	F2F+
Psychological Science	y	y			y	250-300	F2F+, Online
School Psychology	y					<25	
Social Work	y					50-75	F2F+
Sociology	y					25-50	F2F+
Athletic Training (Masters)						new program	
Dental Hygiene (+2BS)				y		<25	F2F+
Dental Hygiene (BS)				y		50-75	F2F+
Exercise Science	y		y			100-150	F2F+
Health Promotion	y					<25	F2F+
Health Science	y	y	y			150-200	F2F+
Holistic Health		y			y	100-150	F2F+, Online
MS Nursing						new program	
Nursing (direct BSN)	y					200-250	F2F+
Nursing (AS)				y		150-200	F2F+
Physical Education	y					75-100	
Radiologic Science				y		25-50	F2F+

PROGRAMS PROPOSED FOR ARRAY	Students currently served at location?					EST. TOTAL (BASED on Fall 2019)	Projected Modalities
	CU	NVU-J	NVU-L	VTC	NVU Online		
Respiratory Therapy (AS)				y		<25	F2F+
RN to BSN	y			y		75-100	Online
Arch. & Building Engineering Tech (AAS)				y		<25	F2F+
Architectural Engineering Technology (BS)				y		25-50	F2F+
Atmospheric Sciences			y			50-75	F2F+
Biology	y	y				100-150	F2F+
Civil & Environmental Engineering Tech (AE)				y		25-50	F2F+
Climate Change Science			y			<25	F2F+
Computer Engineering Technology (AE)				y		<25	F2F+
Computer Engineering Technology (BS)				y		25-50	F2F+
Computer Information Systems (AS and BS)	y		y			50-75	F2F+
Information Technology (AS)				y		<25	F2F+
Information Technology (BS)				y		25-50	F2F+
Software Engineering (AS)				y		<25	F2F+
Software Engineering (BS)				y		50-75	F2F+
Software Engineering (MS)				y		<25	F2F+
Data Science						new program	F2F+
Electrical Engineering Technology (AE)				y		25-50	F2F+
Electrical Engineering Technology (BS)				y		25-50	F2F+
Electromechanical Engineering Tech (BS)				y		50-75	F2F+
Environmental Science	y	y	y			50-75	F2F+
General Engineering Technology (exit degree)				y		<25	F2F+
Manufacturing Engineering Technology (BS)				y		<25	F2F+
Mathematics	y	y	y			25-50	F2F+
Mechanical Engineering Technology (AE)				y		25-50	F2F+
Natural Science for Secondary Education BS			y			<25	F2F+
Renewable Energy (BS)				y		<25	F2F+

Students currently served at location?							EST. TOTAL (BASED on Fall 2019)	Projected Modalities
PROGRAMS PROPOSED FOR ARRAY	CU	NVU-J	NVU-L	VTC	NVU Online			
Statistics						new program	F2F+	
Wildlife & Forest Ecology	y					<25	F2F+	

PROGRAMS PROPOSED FOR ARRAY		
PROGRAMS PROPOSED FOR ARRAY	Status	Timeline
TBD (Visual Communication & Design)	Pending reworking of Visual Communication, Illustration, Animation, and Photographic programs	12/1/21
Art	green	
Communication	Pending revisions to become single program with three concentrations	12/1/21
Creative Writing	green	
Graphic Design	Pending revisions to become single graphic design program	12/1/21
Literature & Writing	green	
Media Arts	Pending revisions to become single media arts program with expanded campus locations	11/1/21
Music	dependency on other transformation work: strategic financial plan, residential life, facilities	1/1/22
Music Education		
Performance, Arts, Tech		
Theater		
Agriculture & Food Entrepreneurship A.A.S.	Pending identification of internship and partner sites (by March 1) and funding	6/1/22
Applied Business (2+2)	green	
Automotive Technology (AAS)	New-to-program faculty actively working on optimization	2/1/22
Construction Management (AAS)	Pending personnel issues	
Construction Management (BS)		
Dairy Farm Management (AAS)	Pending identification of internship and partner sites (by March 1) and funding	6/1/22
Diesel Power Technology (AAS)	New-to-program faculty actively working on optimization	2/1/22

PROGRAMS PROPOSED FOR ARRAY		
PROGRAMS PROPOSED FOR ARRAY	Status	Timeline
Diversified Agriculture (BS)	Pending identification of internship and partner sites (by March 1) and funding	6/1/22
Forestry (AAS)	green	
Athletic Leadership (MS)	green	
MBA	green	
Music Business and Industry	green	
Outdoor Ed & Leadership	green	
Professional Pilot Technology (BS)	green	
Resort and Hospitality Management	green	
Veterinary Technology (AAS)	green	
Business AS (exit degree)	green	
Business BS	Pending resolution with sport management program.	12/1/21
Landscape Contracting	green	
Sport Management BS	Pending resolution with business program.	12/1/21
Anthropology, Archaeology, Geography	green	
Applied Psychology and Human Services	green	
Clinical Mental Health	green	
Counseling	green	
Criminal Justice	green	
Early Childhood Education	green	
Forensic Science	green	
General Studies AA (exit degree)	green	
History	green	
Inclusive Childhood Education	green; resolving final curriculum alignment	

PROGRAMS PROPOSED FOR ARRAY		
PROGRAMS PROPOSED FOR ARRAY	Status	Timeline
Inclusive Adolescent Education	Pending final review and coordination with content departments	
Interdisciplinary Studies	green (pending new evaluation of Professional Studies program)	12/1/21
Professional Studies	Evaluate for potential inclusion within Interdisciplinary Studies	12/1/21
M.Ed	Confirm final configuration of offerings and delivery modalities	12/1/21
Political Science	green	
Psychological Science	green	
School Psychology	Curriculum optimizations and consultation with accreditor on potential alternate-year cohort model.	12/1/21
Social Work	green	
Sociology	green	
Athletic Training (Masters)	green	
Dental Hygiene (+2BS)	green	
Dental Hygiene (BS)	green	
Exercise Science	green	
Health Promotion	green	
Health Science	green	
Holistic Health	green	
MS Nursing	green	
Nursing (direct BSN)	green	
Nursing (AS)	green	
Physical Education	green	
Radiologic Science	green	

PROGRAMS PROPOSED FOR ARRAY	Status	Timeline
Respiratory Therapy (AS)	green	
RN to BSN	green	
Arch. & Building Engineering Tech (AAS)	green	
Architectural Engineering Technology (BS)	green	
Atmospheric Sciences	green	
Biology	green	
Civil & Environmental Engineering Tech (AE)	green	
Climate Change Science	green	
Computer Engineering Technology (AE)	green	
Computer Engineering Technology (BS)	green	
Computer Information Systems (AS and BS)	green	
Information Technology (AS)	green	
Information Technology (BS)	green	
Software Engineering (AS)	green	
Software Engineering (BS)	green	
Software Engineering (MS)	green	
Data Science	green	
Electrical Engineering Technology (AE)	green	
Electrical Engineering Technology (BS)	green	
Electromechanical Engineering Tech (BS)	green	
Environmental Science	green	
General Engineering Technology (exit degree)	green	
Manufacturing Engineering Technology (BS)	green	
Mathematics	green	
Mechanical Engineering Technology (AE)	green	
Natural Science for Secondary Education BS	green	
Renewable Energy (BS)	Pending: faculty on sabbatical fall 2021	2/1/22

PROGRAMS PROPOSED FOR ARRAY		
PROGRAMS PROPOSED FOR ARRAY	Status	Timeline
Statistics	green	
Wildlife & Forest Ecology	green	
	Total Programs: 91	
	"Green" programs: 69	

Vermont State University Academic Program Portfolio

October 15, 2021 Update

Board of Trustees

Education, Personnel, and Student Life Committee

For the benefit of Vermont



Current Status of Optimization

69 “green” programs

meet optimization goals; preparing for faculty assembly review

22 programs pending:

- Continued work to optimize curriculum and delivery model
- Continued work to evaluate other factors (internship sites, facilities, additional funding needed, external accreditation)

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Dimensions of Delivery: Student Locations

PROGRAMS PROPOSED FOR ARRAY	Students currently at location?				
	Castleton	Johnson	Lyndon	VTC	NVU Online
Anthropology, Archaeology, Geography	y	y			
Applied Psychology and Human Services			y		
MS Clinical Mental Health		y			
MA Counseling		y			
Criminal Justice	y	y	y		
Early Childhood Education			y		y
Forensic Science	y				
History	y	y	y		
Inclusive Childhood Education	y	y	y		
Interdisciplinary Studies	y	y	y		y
M.Ed	y	y	y		
Political Science	y	y			
Psychological Science	y	y			y

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Dimensions of Delivery: Enrollments and Modalities

PROGRAMS PROPOSED FOR ARRAY	C	J	L	T	ONL	EST. PROGRAM SIZE (headcount; based on Fall 2019)	Projected Modalities
Anthropology, Archaeology, Geography	y	y				25-50	F2F+
Applied Psychology and Human Services			y			75-100	F2F+
MS Clinical Mental Health		y				100-150	F2F+
MA Counseling		y				75-100	F2F+
Criminal Justice	y	y	y			100-150	F2F+, Online
Early Childhood Education			y		y	25-50	90% Online
Forensic Science	y					25-50	F2F+
History	y	y	y			50-75	F2F+
Inclusive Childhood Education	y	y	y			200-250	F2F+
Interdisciplinary Studies	y	y	y		y	200-250	F2F+, Online
M.Ed	y	y	y			100-150	
Political Science	y	y				25-50	F2F+
Psychological Science	y	y			y	100-150	F2F+, Online

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Program Delivery Modalities

Face-to-Face: The program is limited to a set location, where instructor and students can engage in in-person interaction.

F2F+ (Remote Access): The program is accessible via a blend of courses that may include some face-to-face classes in some locations, remote access courses, low-residency labs, and/or online courses. Remote access classes for students not in the face-to-face classroom occurs through a video conferencing platform.

Online: The program offers access via online courses backed by a full array of virtual services and supports, with a potential blend of synchronous and asynchronous course components.

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Financial Analysis

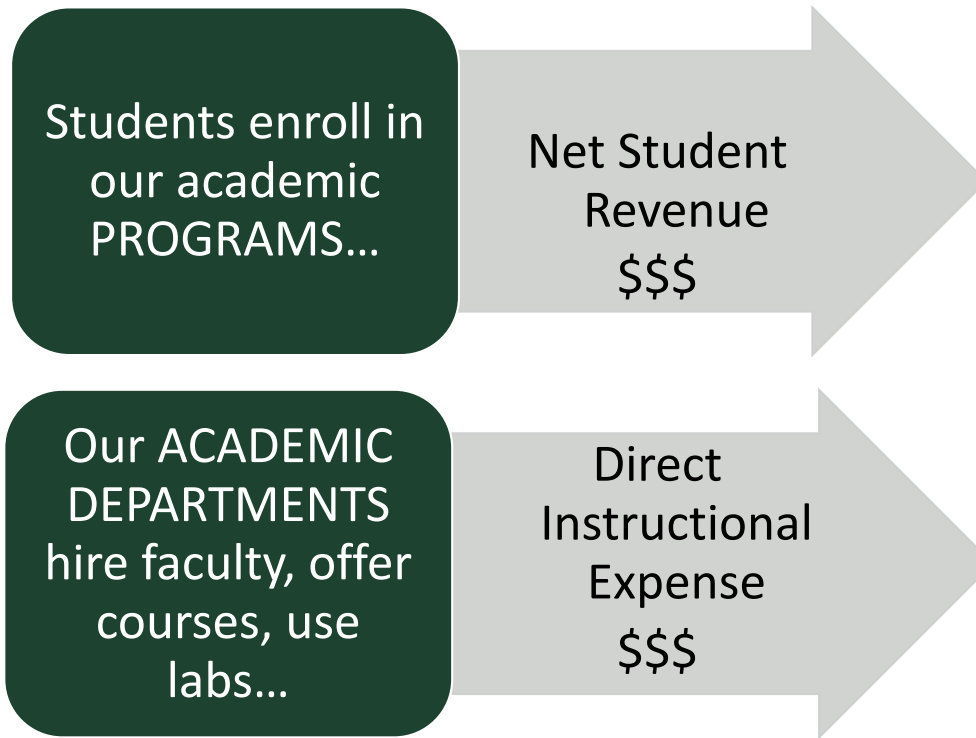
- 1) Measure progress towards improved efficiency in delivery:
student credit hours per faculty FTE (each semester)

- 2) Evaluate sustainability of the array:
program revenues and expenses analysis (by dept., program)
estimate of unfunded expenses (e.g. facilities, investment needs)

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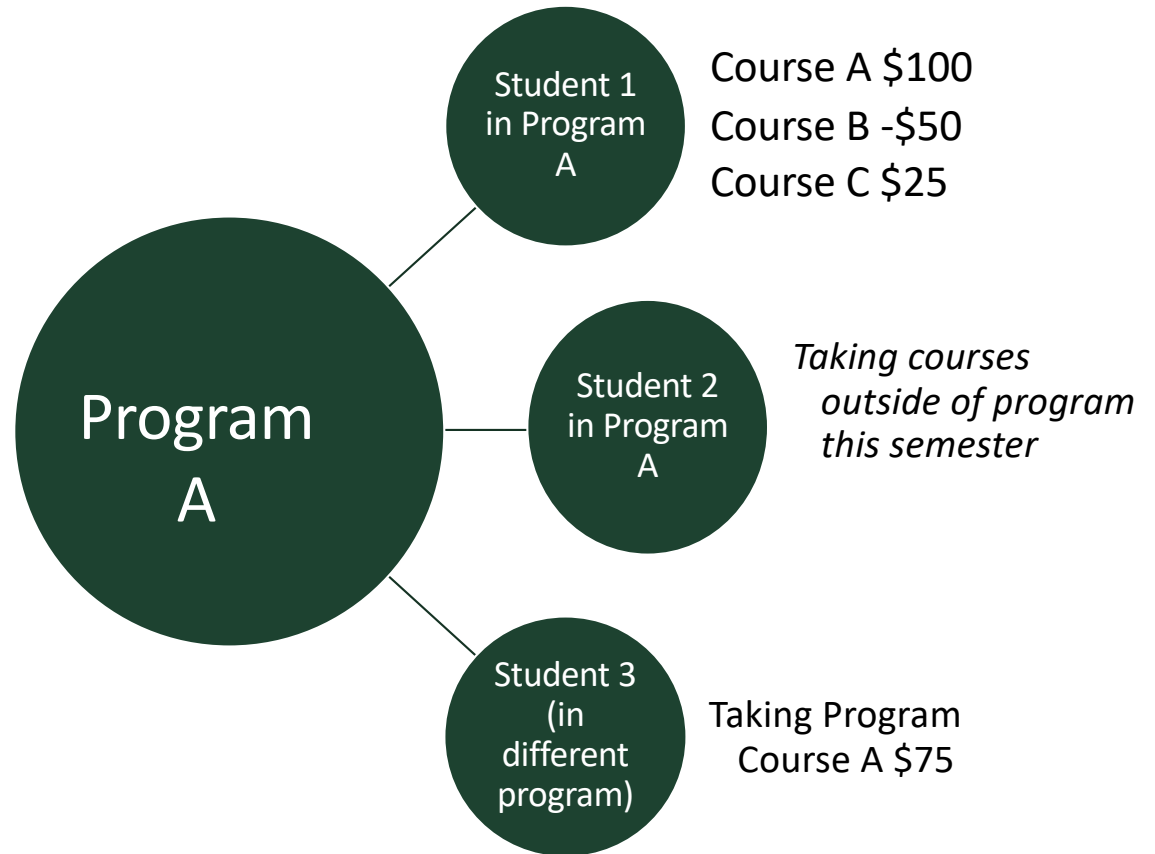


Program Revenue and Expense Analysis



It may seem simple enough to calculate gross revenue (student revenue minus instructional expense), but what happens when students in one program take courses from several academic departments?

*Adding up each
STUDENT COURSE
ENROLLMENT
(gross revenue per
enrollment) within an
academic program will
help us understand
that program's
financial impact within
the portfolio.*



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