

Transformation Update

Board of Trustees – December 6, 2021

Summary of Progress

- Completed Discovery for Student Experience and Academic Operations
 - Sponsors and Stakeholders providing feedback and guidance to teams this week
 - Teams scoping and prioritizing projects for Design Stage
 - Bringing on technical resources to support Design
- Discovery Stage for Administrative Operations continues through January
- All core teams prioritizing projects that are required to launch Vermont State University in July of 2023.



Discovery Gate Guidance from Sponsors

- We must respond to the changing needs of the students we serve
 - Non-traditional students will continue to make up a growing percentage of students
 - Students will have higher expectations for the effective use of technology
- To fulfill our mission as student needs change, we must embrace the concept of the “Hybrid Campus”¹ and think differently about how we provide education and services

*“The hybrid campus reimagines residential education in a tech-enabled world: a **technology-enabled student experience**. This is not only hybrid **instruction**, but rather a blended, immersive, and digital residential experience that fuses the online and physical worlds across campus. It transcends the current concept of blended education, which too often focuses solely on classroom instruction that toggles between face-to-face and online. Instead, the hybrid campus can deliver everything an institution offers with a blended approach (p. 4)”*

- Projects should be prioritized to ensure a successful launch in fall of 2023
- Teams must ensure that they are fully utilizing the DEI framework in their Design
- Design options that are brought forward should include a cost-benefit analysis

¹ See [The Hybrid Campus](#) from the Deloitte Center for Higher Education Excellence and the Strada Education Network.

Update on Risks and Dependencies

- Drafting the Substantive Change proposal to NECHE for submission in March
- Continuing capacity concerns for faculty governance approval of programs, policies, and other shared governance priorities
 - Moving ahead while addressing timing concerns of faculty assemblies
 - Prioritizing decisions to align with application and system implementation schedules
- Capacity for Design and Development work
 - Implementing backfill and support for key functional departments
 - Bringing in contractors to support systems programming and implementation work

Cost and Benefit Tradeoffs Going Into Design

- Making additional targeted investments in staff and backfill resources to ensure capacity for launch
- Some design options proposed for VSU will require investments in new staff or systems in advance of savings from consolidation
 - Will prioritize benefits to students and drivers of student success
 - Some options may be piloted to confirm the benefits intended
 - Some systems changes will have short-term costs that will have long-term savings

Academic Operations

Accomplishments

- Completed NACADA (national academic advising association) evaluation visit to all campuses.
- Developed program and course-level delivery modality definitions.
- Completed proposal for common course schedule time blocks.
- Drafted VSU academic organization structure (schools-departments-programs) to support hybrid university and optimized programs.

Priorities Looking Ahead

- Approval of course schedule time block by faculty assemblies
- Completion of VSU academic organization structure.
- Develop mission/outcomes and design options for VSU General Education program.
- Confirm plan for review of VSU academic programs.

Issues and Dependencies

- Classroom technologies to support remote access delivery of courses and programs.
- Faculty development and instructional design support for remote access delivery.
- Creation of VSU faculty governance model.
- Curriculum development for optimized programs with significant change.

Student Experience

Accomplishments

- Brand pillar development completed
- Completed Discovery across Student Experience
- Worked with IT to issue RFP for Slate (CRM) development needed to support VSU admissions and enrollment

Priorities Looking Ahead

- Prioritizing Design projects for maximum impact and alignment with recruitment timeline.
- Engaging process, systems, and financial analysis resources to begin Design.
- Launch Vermont State University micro site.
- Prepare for pre-recruitment cycle that begins in spring.

Issues and Dependencies

- Significant systems dependencies across teams and capacity needed for Design Stage.
- Continue to have dependency on programs offerings and other campus details.

Administrative Operations

Accomplishments

- Sub-teams are making good progress on Discovery.
- Worked with IT to issue RFP for the Colleague (ERP) development needed for launch of VSU.
- Created a visualization of systems dependencies across transformation teams.
- Moved Alumni and Development team to join Administrative Operations Core Team
- Filled the Financial Analyst role which is essential to Design Stage

Priorities Looking Ahead

- Prioritizing Discovery deliverables that will impact Student Experience and Academic Operations.
- Working with the Academic Operations sub-teams to better understand systems and IT requirements emerging from Design work.
- Completing Discovery for Facilities in preparation for delivering 10-year Plan.

Issues and Dependencies

- Need additional people and resources in targeted areas to ensure the capacity to support Discovery and Design stages across the Transformation initiatives
- Significant time and system dependencies exist with the other Transformation teams

Workforce Development

Accomplishments

- Core Team established objectives and deliverables
- Conducted training on the NERCHE DEI framework to help guide Discovery
- Completed discovery of current operations at each institution

Priorities Looking Ahead

- Establishing high-level timeline for Stages
- Prioritizing objectives and deliverables for Discovery
- Evaluating system needs across the transformation teams as they move into Design
- Adding Workforce members to teams working on Slate and Colleague

Issues and Dependencies

- Recognition of the important role Workforce plays in overall Mission of VSC and VSU
- Need to align key processes and systems with other Transformation teams
- VSU supporting workforce work vs. having separate infrastructure (IT, Marketing)
- Contract negotiations will need to include aspects related to workforce operations

AY2021-22

AY2022-23

AY2023-24

AY2024-25

▼ Students Start at New Combined Entity

▼ Approve Name of NCE

NECHE Substantive Change
▼
▼ Program Array Approved

Preliminary Strategic Financial Plan
▼

▼ Facilities Master Plan

▼ FY'23 Budget Approval

Student
Experience
(NCE)

Academic
Operations
(NCE)

Administrative
Operations

▼ Key Milestone

Questions?