Transformation Update

Board of Trustees – January 24, 2021

Summary of Progress

- Student Experience and Academic Operations teams have identified and prioritized Design projects

- Administrative Operations teams beginning to transition from Discovery to Design

- Workforce Development engaging in visioning work as part of Discovery

- Significant core systems projects (Slate and Colleague) kicking off business process reviews in advance of Design work

Workforce Development

Administrative Ops

Student Experience

Academic Ops

Discovery | Design | Development | Launch | Review

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Translating Operational Vision into Designs

- Sponsors and Stakeholders working together to add more definition to the hybrid university concept to inform design work and organizational planning

- Leadership engaging in training related to the DEI framework and completing a self-assessment to guide work with teams during design

- Conducting facilitated discussions to infuse work with strategic thinking, data analysis, and best practices

- Adding additional contract resources to support financial modeling and analysis to inform decision making

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Update on Risks and Dependencies

- Completing first draft of the Substantive Change proposal to NECHE for submission in March

- Faculty Assembly and Federation leaders have reached agreement on a schedule and process for approving programs and moving forward with governance planning

- Capacity concerns for Design and Development work being addressed through a combination of technical consultants, temporary contractors and strategic hires

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Academic Operations

Key Priorities

- Faculty approval of optimized programs with high-level information needed to support recruitment and systems projects
- Submitting Substantive Change Request to NECHE in March
- Finalizing academic organization and administration structure (programs, depts, schools)
- Collaboration with faculty leaders on programs, governance, and policies needed

Project Highlights

- Common time-block schedule is being used to schedule Fall 2022 classes.
- "Connections" General Education Program mission, vision, and goals drafted.

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Student Experience

Key Priorities

- Bringing three separate admissions/enrollment departments together as one.
- Multi-media marketing and communications to build awareness under one consistent brand.
- Website and infrastructure to support application and admissions process for Fall 2023
- Complete tuition evaluation study and recommend approach for AY23-24

Project Highlights -

- Slate Project (Admissions CRM)
  - Singular Online Application for Admission with consistent prospective student experience regardless of campus or location.
  - Powerful data analytics and reporting structures that will inform strategic direction and thinking
  - Opportunity to integrate infrastructure that supports colleges and Workforce Development

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Administrative Operations

Key Priorities

- Focusing on back-end processes that are dependencies for Academic Ops and Student Experience
- Prioritizing data definitions and architecture during systems development projects

Project Highlights

- Colleague Project (enterprise system)
  - Project governance structure being put in place: core project team with broad representation from key business areas
  - Thorough custom code review: unpack years of customization, seek to support a more streamlined business process, address support concerns, and set us up for long-term agility
  - Business Process review at the core of our strategy

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Workforce Development

Key Priorities:

- In discovery stage: examining external examples.
- Creating a shared definition for Workforce Development
- Adopting a shared vision
- Defining core systems to support existing programs
- Identifying gaps and prioritizing opportunities for future development

Project Highlights

- Understanding all current programs at each institution and stakeholders.
- Defining dependencies.
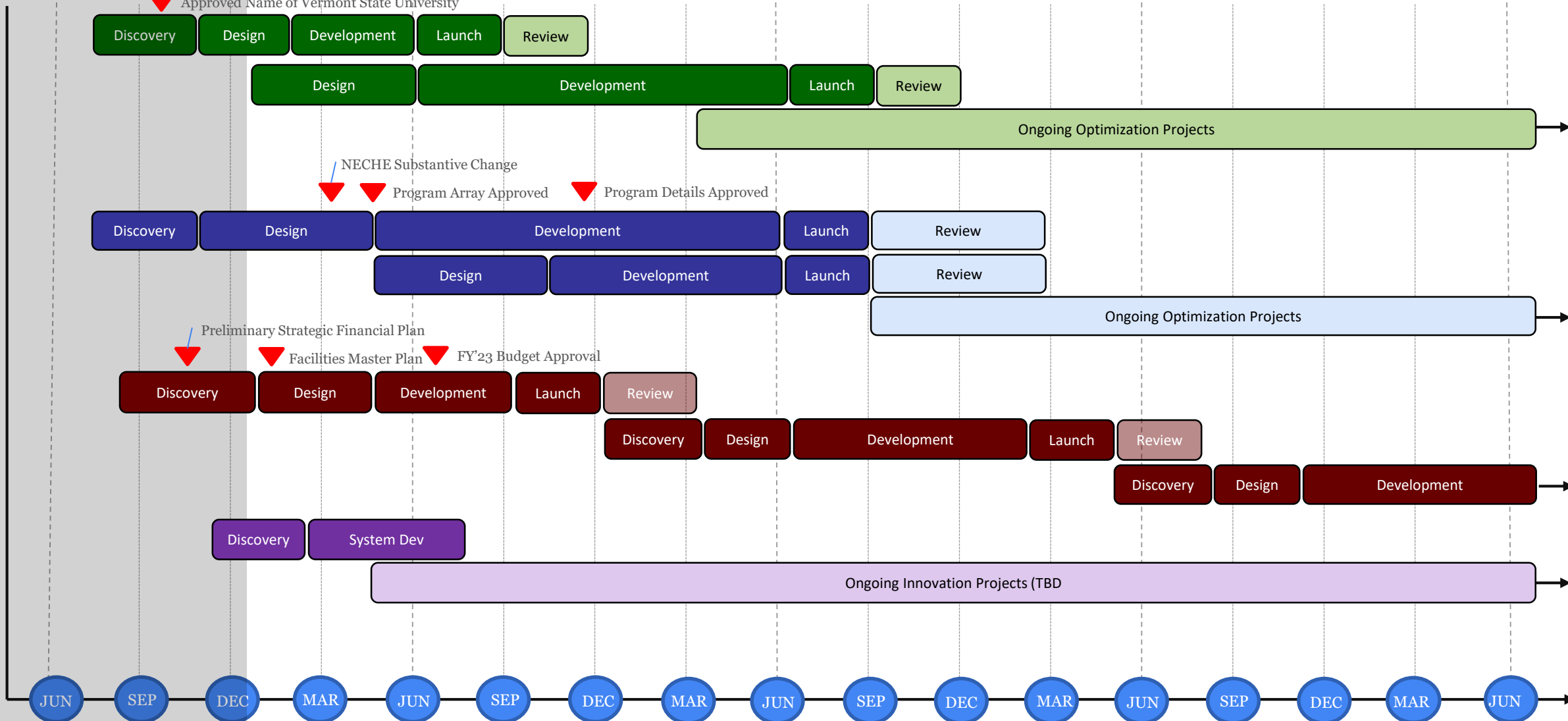- Legislative communication with Katherine Levasseur

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Transformation Projects

AY2021-22 | AY2022-23 | AY2023-24 | AY2024-25

Students Start at New Combined Entity

Approved Name of Vermont State University

Discovery | Design | Development | Launch | Review

Design | Development | Launch | Review

Ongoing Optimization Projects

NECHE Substantive Change
Program Array Approved
Program Details Approved

Discovery | Design | Development | Launch | Review

Design | Development | Launch | Review

Ongoing Optimization Projects

Preliminary Strategic Financial Plan
Facilities Master Plan
FY'23 Budget Approval

Discovery | Design | Development | Launch | Review

Discovery | Design | Development | Launch | Review

Discovery | Design | Development

Discovery | System Dev

Ongoing Innovation Projects (TBD

JUN | SEP | DEC | MAR | JUN | SEP | DEC | MAR | JUN | SEP | DEC | MAR | JUN | SEP | DEC | MAR | JUN

VERMONT STATE COLLEGES SYSTEM

Key:
Student Experience (NCE) | Academic Operations (NCE) | Administrative Operations | Workforce Development | Key Milestone

State Funded Transformation Spending

Transformation Project Spending	Allocated as of 12/31/2021	Spent YTD 12/31/2021
Project Management	926,793	283,728
Academic Operations	286,466	87,100
Administrative Operations	1,479,000	109,176
Student Experience	1,092,473	91,397
Workforce Development	75,000	-
Spending / Allocation as of 12/31/2021	3,859,732	571,401
FY22 Transformation Budget	8,000,000	571,401
FY22 Remaining Available to Allocate	4,140,268	-
FY23-25 Available to Allocation	12,000,000	-

VERMONT
— STATE COLLEGES SYSTEM —
Transformation Projects

Supplemental Transformation Spending

Supplemental Spending	Allocated as of 12/31/2021	Spent YTD 12/31/2021
Program Optimization (Davis Foundation)	*261,000*	*261,000*
Facilities Studies (State Capital)	*289,900*	*158,788*
FY22 Supplemental Funding	*550,900*	*419,788*
Total FY22 Spending / Allocation as of 12/31/20	4,410,632	991,189

VSCS continues to seek supplemental sources of funding to augment the cost of transformation

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Spending by Category through 12/31/2021

Transformation Project Spending	Allocated as of 12/31/2021	Spent YTD 12/31/2021
Consulting	1,846,398	109,176
Marketing	651,075	91,397
Personnel	673,314	191,219
Stipends	289,945	139,945
Technology	399,000	39,663
Spending / Allocation by Category as of 12/31	3,859,732	571,400

Supplemental Spending	Allocated as of 12/31/2021	Spent YTD 12/31/2021
Stipends	*261,000*	*261,000*
Consulting	289,900	158,788
Supplemental FY22 Spending	*550,900*	*419,788*

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

Estimated Transformation Spending FY22-FY25 as of August 2021

Unassigned
8%

Project Management
18%

Academic Ops
22%

Admin Ops
11%

Student Experience
41%
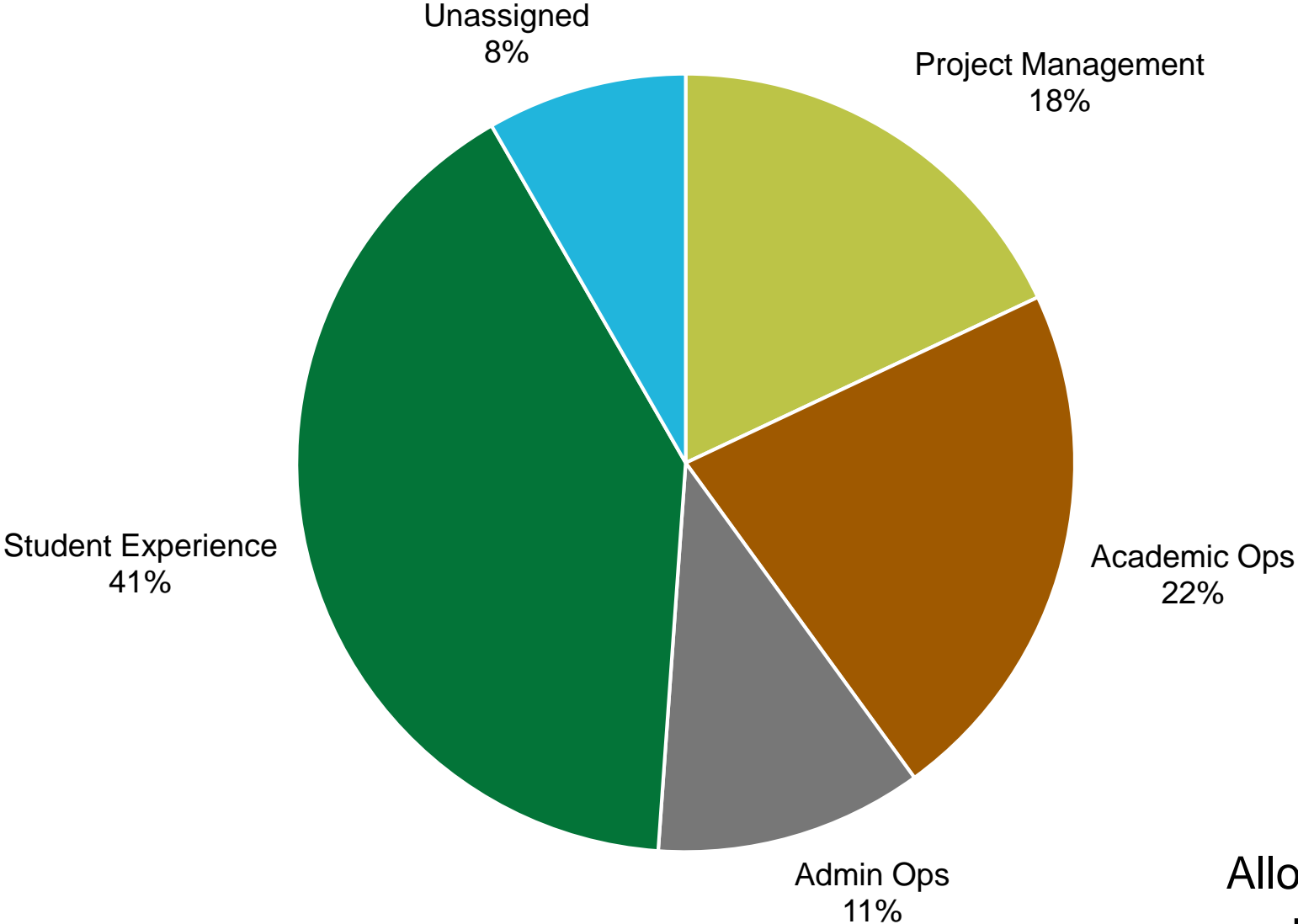
Allocations will be updated as part of FY23 Budgeting process and as needed

VERMONT
STATE COLLEGES SYSTEM
Transformation Projects

Board Decision Points

Month	Approve	Originator	Review	Originator
Sep 2021	NCE Name	All		
Oct 2021	Draft Program Array Mission & Vision External Audit	EPSL EPSL Audit		
Dec 2021			Return on Physical Assets	
Feb 2022	Facilities Strategic Plan	F&F	Space Utilization FY2023: 1st Pass Budget	F&F
Mar 2022			VTSU Presidential Interviews VTSU Substantive Change Request Dashboard Update: Accessibility	All EPSL EPSL
Apr 2022	VTSU President	All	FY2023: 2nd Pass Budget	F&F
May 2022	VTSU Tuition Pricing Model FY2023 Tuition Setting	F&F F&F	FY2023 Budget: Final Faculty Governance	F&F EPSL
June 2022	FY2023 Budget: Final	F&F		

VERMONT
STATE COLLEGES SYSTEM
Transformation Projects

Questions?