

EXECUTIVE ROLES AND RESPONSIBILITIES

Discussion Purpose: To clarify and codify various governance, management, and operational roles and responsibilities accruing to the VSC Chancellor and the VSC Presidents.¹

Background Assumption: The VSC is seeking to operate as a true system, not a federation. The Board, working through the Chancellor, is the highest level of authority on all administrative and academic matters, including determining strategic priorities, executive employment, and all resource allocations, subject to State statutes, executed labor agreements, and VSC Board-accepted standards of shared governance.

Goal: Explore and finalize the areas of responsibility of the Board, Chancellor and Presidents, in preparation for the upcoming Presidential search and provide direction to the Chancellor for the development of an organizational chart.

Area of Responsibility	Board of Trustees	Chancellor	President
Core Mission			
Strategic priorities / planning	<ul style="list-style-type: none">• Sets strategic priorities and goals, approves institutions' strategic plans	<ul style="list-style-type: none">• Supports the Board in developing strategic priorities for the system	<ul style="list-style-type: none">• Develops institutional strategic plans consistent with Board's strategic priorities• Carries out institutional implementation
Student success	<ul style="list-style-type: none">• Approves strategies and metrics	<ul style="list-style-type: none">• Ensures metrics are standardized and reviewed and reported regularly to Board/legislature	<ul style="list-style-type: none">• Designs student success strategies• Owns and manages student success metrics• Leads and manages institutional student experience through local heads of campus
Academics	<ul style="list-style-type: none">• Approves adoption/ending of academic programs. Can initiate either.	<ul style="list-style-type: none">• Ensures coordination on academic programs and compliance with academic policies	<ul style="list-style-type: none">• Oversees program development, delivery, and quality• Directs and approves academic hires

¹ The following assignments may be adjusted by the Board or Chancellor as the Vermont State Colleges system transitions from four separately accredited institutions to two and consolidates administrative functions. This chart is high-level and selective. It is not intended to be exhaustive.

	<ul style="list-style-type: none"> • Approves multi-institutional program integration 		<ul style="list-style-type: none"> • Evaluates, reappoints, tenures faculty
Community relations		<ul style="list-style-type: none"> • Supports 	<ul style="list-style-type: none"> • Owns
Legislative / Governmental relations		<ul style="list-style-type: none"> • Owns 	<ul style="list-style-type: none"> • Supports
State Workforce Development	<ul style="list-style-type: none"> • Sets priorities and key performance indicators for workforce development • Receives regular reports 	<ul style="list-style-type: none"> • Directs Exec. Dir. of WF to set strategies in consultation with the Presidents and develop partnerships in coordination with the Presidents 	<ul style="list-style-type: none"> • Implements strategies • Develops partnerships in coordination with Chancellor's Office
Finance			
(Board approves budgets, reviews periodically through the year; may be amended, if necessary, as directed by Board)	<ul style="list-style-type: none"> • Establishes financial policies and practices. • Sets financial priorities • Approves budgets, land, lease, endowments, grants, and related activities • Sets investment strategy • Monitors financial progress 	<ul style="list-style-type: none"> • Manages the total financials of the system, including strategic and annual budgets, resource allocations • Recommends and enforces financial policy • Oversees financial and internal audits • Manages system cash reserves • Manages investments, cash, and debt instruments • Oversees procurement 	<ul style="list-style-type: none"> • Develops, proposes, directs, and manages approved campus budgets in accordance with Board goals & priorities • Proposes and develops entrepreneurial activities to grow the institution as part of annual budgeting process • Complies with procurement requirements • Complies with financial policies • Supports the creation of financial policies
Support Functions			
Legal	<ul style="list-style-type: none"> • Has ultimate responsibility for legal matters 	<ul style="list-style-type: none"> • Negotiates union contracts • Ensures compliance with State and Federal laws and regulations. • Manages all suits, courtroom matters • Reviews contracts • Serves as custodian of public records 	<ul style="list-style-type: none"> • Identifies and responds to all campus-based compliance issues

Human Resources	<ul style="list-style-type: none"> • Sets Policies 	<ul style="list-style-type: none"> • Directs CHRO to develop strategies, systems, policies and processes to support the HR needs of the institutions 	<ul style="list-style-type: none"> • Manages and supervises institutional workforce
Enrollment Management	<ul style="list-style-type: none"> • Sets Policies • Approves goals 	<ul style="list-style-type: none"> • Ensures metrics are standardized and reviewed and reported regularly to Board/legislature 	<ul style="list-style-type: none"> • Administers policies, functions. • Oversees Admissions / Registration, Financial Aid, Transcripts, etc.
Technology	<ul style="list-style-type: none"> • Reviews data security and sets policies as appropriate 	<ul style="list-style-type: none"> • Directs CIO to lead organization technology platforms, deploys and manages resources, owns data security, owns ERP and other enterprise-wide platforms 	<ul style="list-style-type: none"> • Identifies the academic and programmatic technology needs of the institutional community • Provides service level expectations and governance perspective around the allocation of IT resources across the system.
Facilities	<ul style="list-style-type: none"> • Determines capital budget, investment priorities, and asset disposition 	<ul style="list-style-type: none"> • Provides planning, reporting and governance related to facilities and capital projects 	<ul style="list-style-type: none"> • Primary client • Recommends capital projects
Data Reporting & Institutional Research		<ul style="list-style-type: none"> • Provides system-wide data management, reporting systems, and standardized institutional data reporting and metrics to meet all Board audit and decision functions, and for state and federal reporting requirements 	<ul style="list-style-type: none"> • Owns and manages institution-specific metrics and research activities
Alumni Relations			<ul style="list-style-type: none"> • Owns
Athletics			<ul style="list-style-type: none"> • Owns
Advancement/Fundraising		<ul style="list-style-type: none"> • Supports VSC Foundation's 501(c)(3) status • Strategic coordination on state and federal grants • Post-grant award support and compliance 	<ul style="list-style-type: none"> • Owns