VERMONT
STATE COLLEGES SYSTEM
TRANSFORMATION

Transformation Update

Board of Trustees Retreat – September 20, 2022

Summary of Progress

- Senior VTSU leadership positions are being filled - over 80% complete
- Consolidated application for VTSU launching this week with an update to the new website
- Functional leaders are working to translate designs into organizational and staffing plans that fit new processes and match investment and budget priorities
- Transformation core teams being realigned to match the VTSU and new shared services governance structure
- Shared Service leaders in IT and HR working with the new Shared Services Leadership Council to craft service level agreements and finalize organizational designs
- Academic Programs and Administrative Operations design and development decisions and timelines are being driven by key systems projects (Colleague ERP, Catalog, and Scheduling)
- Workforce Development team worked with sponsors to clarify the vision and develop design principles to inform the design stage

● Workforce Development

Administrative Ops ●

● New Student Experience

● Academic Operations

| Discovery > | Design > | Development > | Launch > | Review > |

Update on Risks and Dependencies

- NECHE 1st Progress Update submitted September 1st, next update due March 24, 2023

- Faculty assemblies have scheduled additional meeting time to address needed approvals

  - High volume of work and timelines remain extremely tight

  - Deans working with program leaders to finalize program details

- Staff capacity and morale remain significant concerns, especially with classes in session

  - Additional project management capacity has been added to coordinate across technical and systems projects to manage dependencies and ensure decision timelines are met

  - Plan to accelerate hiring of critical new functional roles once staffing plans are finalized

  - HR prioritizing culture, communication, staff development, recognition, and support

Core Team Updates

Student Experience

Accomplishments
- VTSU Micro-website has been launched at vermontstate.edu and will continue to be updated
- New combined VTSU application launching this week
- Outreach and recruitment teams are out in the field visiting schools and attending fairs
- Consolidated Slate CRM instance launching to support the new admissions process
- Finalized tuition and fees recommendation for Board review and approval

Key Priorities
- Drive new applications and enrollment through combined marketing and admissions efforts
- Finalize staffing plans and align organization with the new structure
- Implement new systems and processes for admissions, transcript evaluation, and financial aid

Risks & Dependencies
- Details on academic program curriculum and delivery modalities
- Vision and description of VTSU locations

Academic Operations

Accomplishments

- 6 "Transformation" and 4 "Regular" Faculty Assembly (FA) meetings scheduled for fall semester
- 5 faculty within Face-to-Face Plus project are piloting 1:1 device kits with students
- Integrated student success design completed and now in development

"Critical Path" Priorities (Fall 2022)

- FA votes on General Education Program at Oct. 13th Transformation meeting (discussions held at Sept 6th and 8th "regular" and "transformation" meetings)
- Complete curriculum committee and FA reviews of all programs
- Course scheduling and catalog software systems projects
- Staffing model development to support integrated student success and single system library

Academic Operations (Continued)

"Critical Path" Priorities (Spring 2022)

- FA adoption of new Faculty Governance model for VTSU
- Completion of scheduling and catalog systems projects, including Fall 2023 VTSU course schedule
- Continued faculty development and support for Face-to-Face Plus course delivery
- New staffing models and teams in place to launch integrated student success and library
- General Education program elements developed with faculty development plan for summer 2023
- NECHE 2nd progress update due March 24th for decision on initial accreditation

Risks and Dependencies

- Faculty and staff time and bandwidth for multiple projects, no "give" left in the schedule
- Vision and description for VTSU locations

Administrative Operations

Accomplishments
- Completed design principles for allocation of shared expenses
- Finalizing chart of accounts to support Colleague ERP configuration
- Launched labor-management task force to review benefits structure

Key Priorities
- Design allocation methodologies for base appropriation, shared revenues, and shared expenses. Gain approval from Board of Trustees
- Prioritize HR and employee services needed to support the university launch
- Launch labor-management task force to review benefits structure
- Design and implement shared services models for IT and HR

Risks & Dependencies
- Capacity to perform necessary work
- Competing priorities relative to day-to-day operations

Workforce Development

Accomplishments:
- Completed a working definition of workforce development
- Completed discovery, presented to the sponsors and adjusted accordingly
- Drafted key metrics for vision for 2028 for BOT feedback, need to integrate
- Drafted performance reporting data for BOT feedback

Key Priorities:
- Financially viable workforce programs
- Integrated with critical systems and operations at VtSU (already exists at CCV)
- A robust Office of Sponsored programs
- Heighten the profile of workforce development within the VSCS

Risks & Dependencies:
- Institutional resources and capacity to deliver on opportunities
- Resources within workforce development divisions
- Limited or incomplete integration of workforce into key systems
- Systems to track workforce data
- Embracing workforce development as critical for the VSCS

Key Project Highlights

Systems Project Updates

System	Status Update
Slate	Application go-live and on-site training scheduled for October.
Colleague	Slate/Colleague integration effort and functional team tasks reviews underway. Meeting bi-weekly to resolve policy and make decisions.
Formstack	Form building for key areas underway, training efforts being offered.
Ad Astra	Project charter/team developed, and kick-off is week of Sept. 19th.
Acalog/Curriculog	Project team meeting weekly, target go-live is February/March 2023.
Perceptive Experience	Completed Business Process Reviews with functional teams. Recommendations review to scope work immediately up next.
UKG	Meetings to discuss improvements for Colleague/UKG integrations.
ERez Life	Team gathered for initial kick-off last week.
EMS	Met with key stakeholders, will be phase 2 to the Ad Astra project.
DEISJ Data Elements	Mapping data processes.

- Development of a Systems Project Dashboard
- Prioritization of system project with core team leads in progress

Integrating a Student Success Organization

- A single "front door" for one-stop student access.

- Holistic and developmental support.

- Intentional focus on equity and improved outcomes.

- Emphasis on career readiness.

- Leverage technology and staffing model for efficiency and effectiveness.

Student Success Concept Map
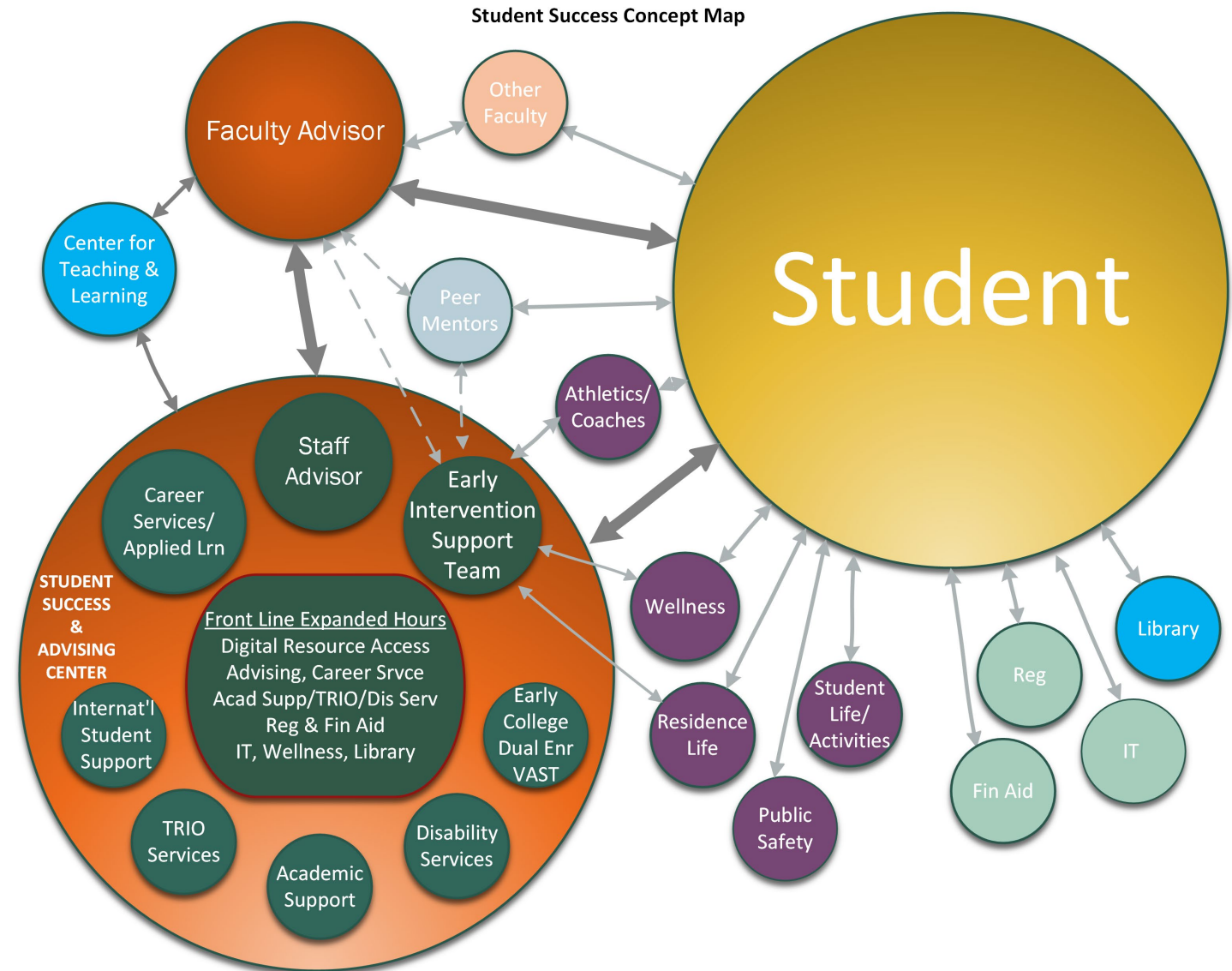
Shared Services Update

- Launched Shared Services Leadership Council for presidents and chancellor to provide input and governance
- Beginning to draft service level agreements to determine scope and service commitments to the institutions
- Organizational structures and service levels to be finalized by the end of November 2022

IT Shared Service Status
- Almost 70% of leadership positions have been filled
- Draft Service Level Agreements (SLAs) being developed and reviewed by Council of Presidents
- Staffing for each service area being determined (based on today's SLAs)

HR Shared Service Status
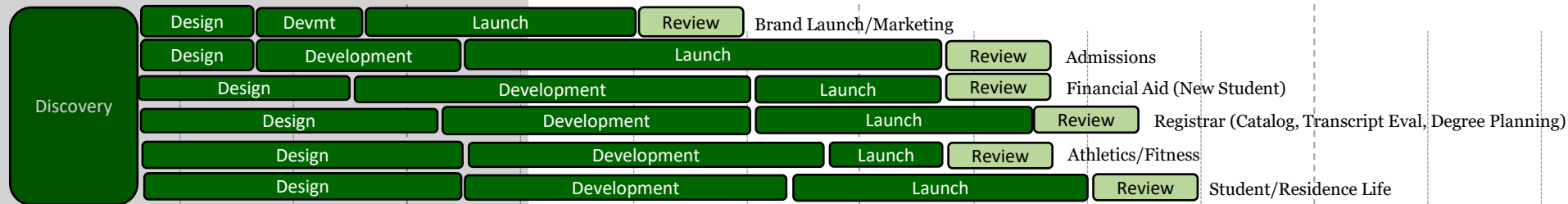- Organizational structure has been drafted

▼ Approved Name of Vermont State University

▼ Students Start at Vermont State University

Discovery

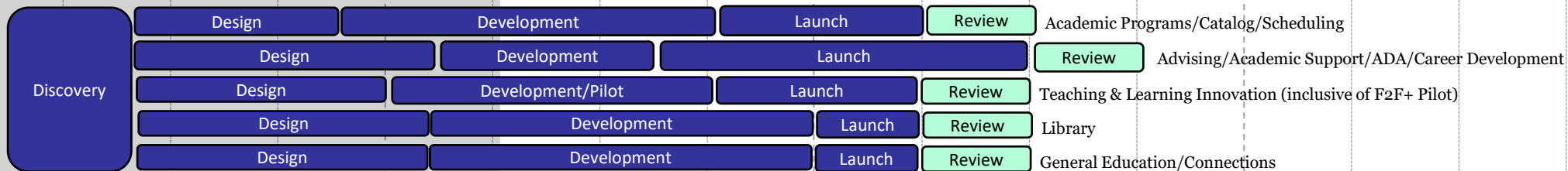| Design | Devmt | Launch | Review | Brand Launch/Marketing |
Design	Development	Launch	Review	Admissions
Design	Development	Launch	Review	Financial Aid (New Student)
Design	Development	Launch	Review	Registrar (Catalog, Transcript Eval, Degree Planning)
Design	Development	Launch	Review	Athletics/Fitness
Design	Development	Launch	Review	Student/Residence Life

▼ NECHE Substantive Change
▼ NECHE Update Submitted
▼ NECHE Final Report/Focused Site Visit

▼ Program Array Approved
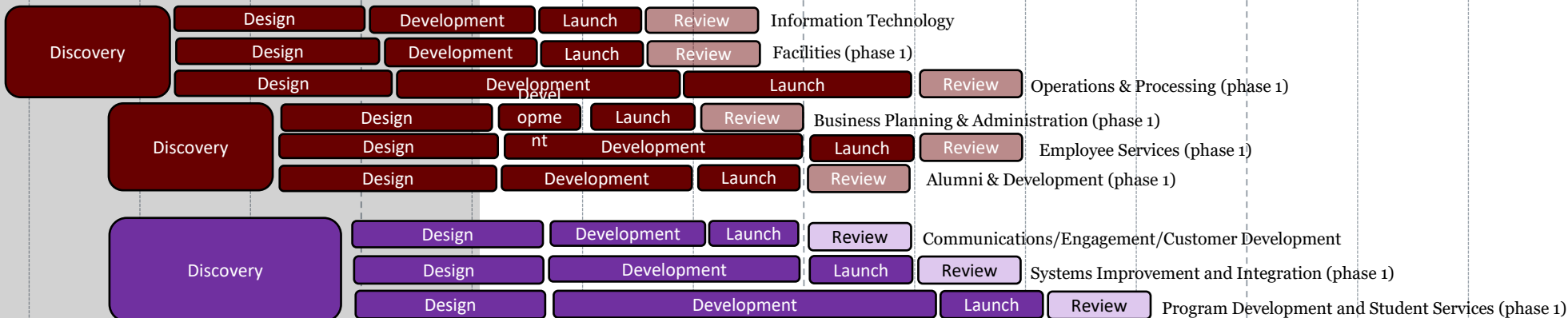▼ Program Details Approval
▼ NECHE Progress Update #2 Due

Discovery

Design	Development	Launch	Review	Academic Programs/Catalog/Scheduling
Design	Development	Launch	Review	Advising/Academic Support/ADA/Career Development
Design	Development/Pilot	Launch	Review	Teaching & Learning Innovation (inclusive of F2F+ Pilot)
Design	Development	Launch	Review	Library
Design	Development	Launch	Review	General Education/Connections

/ Preliminary Strategic Financial Plan

▼ Facilities Master Plan
▼ FY'23 Budget Approval
▼ FY'24 Budget Approval

Discovery

Design	Development	Launch	Review	Information Technology
Design	Development	Launch	Review	Facilities (phase 1)
Design	Development	Launch	Review	Operations & Processing (phase 1)

Discovery

Design	Development	Launch	Review	Business Planning & Administration (phase 1)
Design	Development	Launch	Review	Employee Services (phase 1)
Design	Development	Launch	Review	Alumni & Development (phase 1)

Discovery

Design	Development	Launch	Review	Communications/Engagement/Customer Development
Design	Development	Launch	Review	Systems Improvement and Integration (phase 1)
Design	Development	Launch	Review	Program Development and Student Services (phase 1)

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

Key

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

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Board Decision Points

Month	Approve	Approver	Review	Originator
Sep '22	• FY2023 Tuition for VTSU • Allocation Methodologies	BOT	• Accountability Dashboard Update • Plan for Finance/Ops and HR Shared Services	BOT
Oct '22	• Financial Statements • Internal Audit: Plan	Audit Audit	• Composite Financial Index • Enrollment Update	F&F
Dec '22			• Q1 Financial Results • Campus Facilities Update	F&F
Jan '23			• Academic Programs & Gen Ed Progress • Shared Governance Progress	EPSL
Feb '23			• Q2 Financial Results • FY2024 Budget: 1st Pass Budget	F&F
Mar '23	• Review/Approval of Revised Board Policies	BOT		
Apr '23	• Internal Audit: Final	Audit	• Cyber Security Update • FY2024 Budget: 2nd Pass	Audit F&F
May '23	• FY2024 Budget: Final	F&F	• Q3 Financial Results	F&F
Jun '23	• FY2024 Budget: Final • VTSU Strategic Plan and Metrics	BOT BOT		

Questions?