Transformation Update

Board of Trustees – April 24, 2023

Summary of Progress

- Launched Graduate Application and have been awarding financial aid to incoming undergraduates

- Entered new program details into Colleague and published the Fall 2023 schedule on April 10th

- Completed system and process updates required to launch course registration April 17th

- Student Success organization's staffing, training, and orientation planning on track to work with incoming students in May and welcome them to campuses this Fall

- Functional organizational and staffing plans for Campus Operations and Academic Administration have not yet launched but will be discussed with the unions in the next 3 weeks

- Systems projects are being prioritized by what is needed to onboard students for Fall

- Workforce Development team has mapped key processes and is developing system requirements

🔴 Workforce Development   🟡 Student Success

Administrative Ops 🟢   🟣 Academic Operations   🔵 New Student Experience

Discovery > Design > Development > Launch > Review

Update on Issues, Risks, and Dependencies

- February Library and Athletics announcements have contributed risk to the schedule for key Transformation projects

- NECHE 2nd Progress Update reviewed April 20, 2023 – Additional Update due June 1st

- Significant risk to deadlines related to finalizing faculty governance and program leadership

- Late Fall Schedule publication putting added pressure on registration for returning students before the end of the semester
  - Compressed timeline meant we were starting 3 months later than usual
  - Significant cleanup required for program and course details
  - New process, inconsistent data, and a new scheduling system contributed to technical issues, inefficiencies, and rework

- As expected, applications and deposits for Fall behind performance last year

- Remaining system projects on track but with limited slack in the schedule

- Staff capacity, morale, and turnover remain significant concerns

Plan to Mitigate the Top Issues and Risks

- Focus on engagement and communication with key internal and external stakeholders
- Better alignment of University and Transformation resources and governance
- Faculty focused on key governance, program leadership, and launching new curriculum
- Staff focused on planning and implementation of student onboarding and support activities to maximize potential new enrollment and retention of returning students
- New digital marketing initiatives launching to support undergraduate, graduate, and online program enrollments
- Adding additional support from vendors for key operational areas (registrar, integrations, reporting)

Core Team Updates

New Student Experience

Accomplishments

- All applications, and most critical communication flows are up and running in new Slate instance
- Admitted student page has launched on the website and portal instructions are being provided
- Launching digital marketing campaigns to increase graduate, online, and undergrad enrollment
- Outreach and recruitment teams are out in the field visiting schools and attending fairs
- Financial aid systems and processes are running smoothly for new and soon for returning students

Critical Path Items	Milestone	Status	Priorities/Next Steps
Begin FA packaging for new and returning students	Completed		Packaging and awarding all students for Fall.
Launch marketing and application for online and graduate programs	Launched		Digital marketing has launched, and graduate applications are being evaluated. Additional clarity on grad program details needed.
Hold admitted student events	February through May		Yield events are underway at all campuses with good attendance.
Complete Merge of institutions with US Department of Education	7/1/23		Finalize documentation necessary to complete merge: authorization from Alaska, Wisconsin, Maine, New Hampshire and letter of authorization from Chancellor
Maximize new student commitments and deposits	Ongoing		Applications and admissions tracking behind last year. Increasing outreach and working on efforts to increase yield and commitments.

Student Success

Accomplishments

- Staffing complete and moving into training for Advising, Career Development, and Academic Support
- Staffing largely complete for Student Life, Residence Life, Health & Wellness, and Public Safety
- Finalizing tutor plan and pay rates, updating website content, and preparing for new students
- Systems changes being made to support Disability Services and TRIO programs
- Finalizing plans and calendar for VT State Summer Days and sharing out micro presentations
- Career development resource development underway and Handshake being implemented
- Housing application has launched, eRezLife is live and the team continues to work on set up and process

Critical Path Items	Milestone	Status	Priorities/Next Steps
Finalize and implement remaining staffing plans	3/1		Continue to work through HR process; communicate with unions; notify individuals.
Launch registration process for incoming and returning students.	Launched 4/17		Coordinating student experience from admissions to advising to enrollment, including student checklist and numerous software platforms
Implement new Advising model and staff/faculty training	5/10		Staff hired; training is beginning; model to launch in May.
Launch New Student Onboarding	5/10		Online orientation to launch 5/10, with additional programming on a rolling basis through the first week of classes in August.
Finalize University Handbook	7/1		First draft on track for end of April. Need to work through operational details.
Welcome students to Fall'23 term, including move into housing	8/21		Rolling programming and options from spring to summer and culminating during the first week of the semester.

Academic Programs & Administration

Accomplishments

- Fall 2023 schedule published April 10th and Registration launched April 17th
- Academic Programs Team working through each policy and determining processes and procedures
- Library plan paused to work through details with faculty, library team, and unions
- Components of the Catalog are being assembled and edited to meet the end of April publication deadline

Critical Path Items	Milestone	Status	Priorities/Next Steps
Finalize and implement remaining staffing plans and new school administration	5/1	🟨	Continue to work through HR process; communicate with unions; notify individuals.
NECHE 2nd progress update due March 24th	Complete	🟩	Progress report reviewed by NECHE. Additional report due June 1st.
Completion of scheduling and catalog systems projects	5/1	🟨	Program array has been finalized, but there are still details and changes that need to be worked out and approved through the FAs, particularly for the graduate programs.
Faculty approve new Faculty Governance model for VTSU including Online programs	4/24	🟨	Significant Concern about completing this work by end of Spring Term.
Faculty Development plan launched	5/1	🟩	Development underway for summer training. Second phase of 1:1 Device Pilot underway.
General Education program elements developed	8/1	🟩	The scope of the initial phase of the Connections program elements has been approved. Additional elements will be included next year.
Required classroom updates for F2F+ courses complete	8/15	🟩	The F2F+ 1:1 Device Pilot will be expanded in the Fall, and addition rooms will require audio and wifi upgrades.

Administrative Operations

Accomplishments

- Loaded new chart of accounts to production environment
- Developed chart of accounts "crosswalk" between old and new structures
- Selected reporting method for departmental (self-service) and financial (Synoptix) reporting
- Second pass of budget reviewed in preparation for FY24
- Selected master planning vendor, Dumont & Janks, arranged initial schedule

Critical Path Items	Milestone	Status	Priorities/Next Steps
Complete Colleague configurations needed to support launch of VTSU	Complete	🟩	Finalize configuration requirements, complete configuration of registration
Fully launch new chart of accounts and associated reports	5/25	🟩	Document budget managers, oad new budgets, finalize training materials, train budget managers, develop reports
Complete the implementation of the HR Shared Services model	Complete	🟩	Review current service levels with Council of Presidents and their teams
Finalize services levels for Shared Services Finance and HR	5/25	🟨	Review current service levels with Council of Presidents and their teams, implement the new services
Finalize the consolidated FY'24 Budget for VSCS	5/22	🟩	Second pass of institutional budgets reviewed by Finance & Facilities Committee, subsequent reviews May with final review/approval by Board in June
Complete a 10-Year Facilities Master Plan	5/5	🟩	Selected vendor, kick-off meeting and campus visits scheduled in early-mid May

Workforce Development

Accomplishments:

- Making strong business and state connections to build pipeline of new opportunities
- Team has mapped key processes needed to support students and employers
- Engaging systems vendors to identify best solutions to support processes
- Developing business case for Center for Innovation and Entrepreneurship

Key Priorities	Milestone	Status	Priorities/Next Steps
Finalizing a project plan for the CDS program development projects	Second draw down received April	🟨	Resource identified for mental health needs assessment with VCPI. Need to determine which programs and allocate resources to meet objectives.
Developing processes for project development with VTSU and CCV	Complete	🟩	Process is being implemented.
Design and implement a staffing plan for Workforce, Community, and Economic Development unit within VTSU	Complete	🟩	Initial staffing complete. Ongoing planning underway as processes and plans are finalized.
Complete business process mapping and design to support VTSU Workforce efforts	6/30	🟩	Process mapping completed in April. Design work is underway.

Systems Project Updates

System	Status Update	Risks
Portal	Completed review of new portal tiles/layout of content – review with key stakeholders in progress with implementation in May.	
Colleague	All functional areas are in the development stage of the project. Recent priority has been focused on getting the university ready for fall registration.	Staff capacity – many hours being dedicated to operational support. Large # of new/dependent projects surfaced (Informer, Synoptix, etc.)
Formstack	The project team is currently engaged in building priority forms for registration and advising.	Staff capacity.
Ad Astra	Fall 2023 schedule is complete. The academic scheduling team will engage in lessons-learned sessions this week. Phase 2 project activities with Conferences and Events (C&E) are underway.	Timeline for C&E to get off EMS software.
Acalog/ Curriculog	Work continues with the expectation of publishing the academic catalog in late April.	Timeline and staff capacity.
Perceptive Experience	The team received a draft project timeline and is reviewing and revising vendor recommendations for several functional areas.	Late start to this project given competing demands and staff/IT capacity.
eRezLife	The project is nearing completion.	
Aviso	Team is meeting with vendor and working on priority redesign.	Staff capacity/time.
DEISJ Data Elements	The team continues to focus on the implementation of value list recommendations in various systems.	

Ferrilli Engagement – Spotlight

- New Courses built for VTSU
  - 1,954 scheduled VTSU sections
- 149 Academic Programs built
  - 99 Degree Audits built
- Financial Aid configured, auto-awarding
  - Self-Service using more features including Accept/Reject/Adjust Aid
  - Communications Management in heavier use
- New VTSU Student Billing setups in production
  - Registration, Housing, and Meal Rate Tables
  - Resolved overbilling issues
  - AR Codes for VTSU now include GL Distribution Rules
    - Including Program and Location
- Registration for VTSU continuing students is in progress
- New GL numbers are loading every other week
- Moved AP Check Printing and manual AP direct deposit to automation with VSC bank
- Move away from Access Role based Self-Service credentials to Self-Service role automation

IT Shared Services Update

IT Shared Services Project Spotlight

Completed/In Progress

- Restructure of ticketing system, redesign of phone tree/support experience
- Expanded knowledgebase and self-service documentation
- Endpoint management services redesign
- Learning spaces evaluation, faculty planning meetings
- Faculty and staff development – training/workshops
- Review of critical data backup and retention plans
- Multi-factor authentication (roll out to over 11,000 students) (completed)
- Internal Security Audit (completed)
- IT Service Catalog (completed)
- System-wide wireless audit (completed)
- Implementation of new staffing/operational structure (completed)

Summer 2023

- FY24 Budget Implementation
- IT Strategic Roadmap Planning
- Endpoint Detection and Response (EDR) rollout
- Domain Migration
- Nursing site/learning spaces upgrades
- Faculty Development
- Policy review/upgrades
- Ongoing inventory management (identifying further opportunities)
- System optimization/"phase 2" efforts

VERMONT
STATE COLLEGES SYSTEM
TRANSFORMATION

Questions?