



# VERMONT

— STATE COLLEGES SYSTEM —  
TRANSFORMATION



## Transformation Update

Board of Trustees – June 12, 2023

# Summary of Progress

- Staff transitions from the legacy institutions to VTSU have been finalized and communicated to staff; implementation will be completed by July 1<sup>st</sup>.
- The undergraduate catalog has been published, a schedule for Fall has launched, and registration is underway for new and returning students.
- The Colleague systems projects related to Financial Aid, Registrar, Advising, Finance, and Operations are nearing completion.
- The faculty governance committees created a new governance framework which was approved by the Executive Council of the joint Faculty Assembly and endorsed by a straw poll of faculty
- University Handbook has been published and students are applying for housing
- Service Level Agreements (SLAs) for IT, HR, and Finance Shared Services have been created and are being reviewed and approved by the Shared Services Leadership Council
- The June 1st update report for NECHE has been submitted and will be acted on June 15th



# Update on Issues, Risks, and Dependencies

- Approval of the US Department of Education is contingent on the approval of NECHE to move ahead with the launch of Vermont State University.
- New student deposits and enrollments are tracking behind expectations for Fall semester.
- The Fall academic schedule will need adjustment of once registration is complete to ensure alignment with instructional cost expectations.
- The complexity of concurrent testing and implementation of multiple systems and processes involved in transitioning operations to the new institution requires intensive coordination.
- Staff capacity, morale, and change fatigue continue to be an issue, particularly during the summer with reduced work schedules

# Plan to Mitigate the Top Issues and Risks

- University leadership is ramping up additional communication concerning changes and transitions to ensure transparency and provide as much certainty to employees as possible
- Chancellor Zdatny and Interim President Smith will be meeting with NECHE on June 15<sup>th</sup> to address any remaining questions or concerns
- Admissions and Marketing are intensifying efforts concerning graduate and online enrollment for Fall to narrow the expected enrollment gap
- Student Success is leading registration campaigns for returning students to increase retention and re-enrollment
- Systems project leaders are meeting weekly to ensure coordination of testing and implementation across the multiple systems

# Core Team Updates



# New Student Experience

- Admissions
- Enrollment Marketing
- Financial Aid

# New Student Experience

## Admissions

- Graduate Application launched, decisions released, students able to register
- SLATE project with RHB Completed
- Launching of the Enrollment Checklist
- Essential CRM Communications
- Roll-out of forms for non-degree seeking student registration
- Completing an assessment and gap analysis of Admissions to inform the Fall'24 cycle

Status	Next Date	Priority	Project	Comment
Launched	Ongoing	High	Graduate Application	Reviewing, accepting, and registering
Launched	Ongoing	High	Enrollment Checklist	Great support from Student Success Team!
Launched	Ongoing	High	CRM Communications	Continue to build out to new audiences
In Progress	Ongoing	High	Admissions Staff Training	Currently assessing needs
	Ongoing	High	2024 Cycle Prep	Beginning to look at UG application build-out

# New Student Experience

## Enrollment Marketing

- VermontState.edu being built out to include all program information, catalog, and handbook
- Enhanced website on-track to launch in October 2023
- Ongoing campaigns for online and graduate program enrollments
- Campus location specific digital marketing for Johnson and Lyndon
- Several program specific digital marketing campaigns including paid search and paid social
- Completing an assessment and gap analysis of enrollment marketing to inform the Fall'24 cycle

Status	Next Date	Priority	Project	Comment
In Progress	Ongoing	High	Targeted Enrollment Mktg	Monitor effectiveness and adjust as needed.
In Progress	Sept. 15	High	Program-Specific Sheets	Priority project this summer
In Progress	Ongoing	High	Website Design/Build-Out	Concurrent work on further development of current microsite and permanent site.
In Progress	Ongoing	High	Vendor Updates	Working with top performers to update to VTSU
Delayed	Sept. 1	High	Create Enrollment Marketing Team	One position posted, other in development



# New Student Experience

## Financial Aid

- Successfully packaging returning student financial aid offers
- Nearing completion of the merger of the three legacy institutions by the U.S. Department of Education
  - Closeout of three legacy institutions will be complete next week
  - Final transition will go to DOE leadership in early June, pending approval from NECHE
- Planning and preparation underway for the new simplified FAFSA launching in fall 2023

Status	Next Date	Priority	Project	Comment
	Ongoing	High	Financial Aid Offers	Over 2,000 processed to date.
	July 1st	High	U.S. Dept of Education Title IV Merger	Awaiting NECHE approval, on track otherwise
	August 1st	High	FAFSA Simplification	Prepping for unprecedented changes to FAFSA for 2024-2025 academic year

# Student Success

- Advising & Career Services
- Academic Support
- Student Affairs & Residence Life
- Athletics

# Student Success

## Advising & Career Services

- Advising team is in place and trained to onboard and register new students.
- Enrollment Checklist launched and Fall course registration is in progress.
- 800+ new students transitioned to Student Success; 550+ completed Vermont State 101 online orientation.
- Handshake implementation and Career Canvas course are on schedule.
- Senior Exit Survey was administered with an 43% participation rate so far.
- Study Away/Abroad process expanded and unified for VTSU

Status	Next Date	Priority	Project	Comment
Delayed	Ongoing	High	New Student Advising Model	Many dependencies; earlier start in 2024
On schedule	Ongoing	High	Advisor Training	Training for launch of model complete; continuous training in progress
On schedule	8/1	High	Handshake/Career Canvas course	Build out of four modules to integrate with Connections Seminar One in progress
Delayed	7/1	High	Portal build out	Re-envisioning and branding complete, connecting to resources in progress for all functional areas

# Student Success

## Onboarding/Orientation:

- **Vermont State 101**, online prep for advising and registration, required all students
- **Vermont State Summer Days**, 15 summer events designed to promote connection/commitment
- **Vermont State Kick-off Weekend**, setting the stage for success, all main campuses and online
- **Vermont State Welcome Week**, increasing sense of belonging, all main campuses and online

The screenshot shows a dark-themed dashboard for Vermont State University. At the top left is the university logo and name. A navigation bar on the right contains icons for home, help, and search. A green checkmark icon is followed by the text "Welcome". Below this, a personalized greeting says "Hi Gillian! Welcome to Vermont State 101." To the left of the main content are several hexagonal image tiles showing students and campus scenes. The main content area features a large white box with the heading "Academics" and a red button labeled "Begin Section Two" with a right-pointing arrow. Below this, a grid of menu items is displayed, each with a lock icon: "Student Life", "Campus Community", "Paying for College", "Safety & Policies", and "Next Steps".

# Student Success

## Academic Support

- Summer Bridge programs aligned and promoted; applications are coming in.
- Tutor.com implementation in progress for all students, pending final budget.
- Web pages are live for Academic Support & Disability Services.
- Academic Support Canvas course is on schedule.
- Connections Seminar 1 academic support modules in development.

Status	Next Date	Priority	Project	Comment
On schedule	8/1	High	Summer Bridge programs	Reviewing applications/finalizing programming
On schedule	8/1	High	Connections I Academic Support modules	A variety of workshops/modules for faculty to incorporate into first year
On schedule	8/1	High	Disability Services Data and Document Management	Single accommodation process and system for all students
Delayed	7/1	High	Online tutoring for all students	Finalize budget source

# Student Success

## Student Affairs & Residence Life

- Code of Conduct & Public Safety Design Gates presented and endorsed by leadership
- University Handbook available on web site
- Emergency Management plan for VTSU on schedule for July 1 draft
- Student IDs and parking permit processes about to be available to new students
- Vermont State Summer Days on track to boost retention and persistence.
- Common Health Form included in enrollment checklist.
- RFP for remote mental health services was sent; responses due in early July

Status	Next Date	Priority	Project	Comment
On schedule	7/1	High	Emergency Management Plan	First draft in progress
On schedule	Ongoing	High	Onboarding/Orientation Activities	Implementation and program development continue
Delayed	7/1	High	Parking Permits/Student IDs	Set-up/implementation in final stages
Delayed	7/15	High	Online remote mental health solution	Waiting on RFP responses; no budget allocated
Delayed	7/1	High	Shared Medical Records System	Systems review/decision underway

# Student Success

## Athletics

- Maintaining three NCAA programs and one USCA program
- Developing benchmarks to establish clear expectations
- Recruiting for the Fall 2023 and Fall 2024 classes
- Increasing efficiencies through staffing

Status	Next Date	Priority	Project	Comment
On schedule	7/1	Medium	Fitness-on-Demand App	Assessing feasibility with IT; targeting Fall 2023 implementation
On schedule	9/1	Medium	SPRY Recruiting/Compliance/Academic Eligibility App	Targeting Fall 2024 implementation

# Academic Programs

- Programs & Academic Affairs
- Registrar Operations
- Center for Teaching and Learning
- Library



# Academic Programs

## Programs & Academic Affairs

- Undergraduate catalog is now published, the graduate catalog will be published by end of June
- Gen Ed implementation:
  - Connections Seminar 1 development, revising breadth category outcomes, incorporating grad standards, and professional development for DEISJ outcomes
- Continued optimization work (V2.0)
- Collaborative Model for online program oversight, delivery, and administration
- Defining and allocating department chair and program coordinator responsibilities

Status	Next Date	Priority	Project	Comment
On schedule	7/1	High	Catalog Publication	Focus now on GR catalog and policies
On schedule	8/21	High	Gen Ed Implementation	Summer work critical for program implementation over the next two years
On schedule	8/21	High	Optimization 2.0	Scope of work is under development
delayed	7/1	High	Online Program Admin	Very close to having agreement with Federation
delayed	7/1	High	Chair/Coordinator Resp	Very close to having agreement with Federation

# Academic Programs

## Registrar Operations

- Schedule building process revision and improvement
- Implemented a new course registration process with the Self-Service platform
- Developed process for onboarding transfer students, including dual-enrollment and non-degree students
- Electronic form design and implementation

Status	Next Date	Priority	Project	Comment
On schedule	7/15	High	Schedule building revision	Process for building the Fall 2023 schedule was very challenging
Launched	8/21	High	Launch Self Service	
Launched	8/21	High	Transfer Student Process	Several hundred apps processed since March
On schedule	7/15	High	E-form implementation	Some forms launched, others in development

# Academic Programs

## Center for Teaching and Learning

- Assessment of F2F+ spring courses revealed strengths in overall student satisfaction and challenges with classroom technology.
- Summer F2F+ teaching faculty professional development is underway
  - 54 faculty participated in day-long retreat introducing FTF+ instruction
  - 55 faculty are attending month-long class to redesign a FTF+ course
- Gearing up for fall by providing a digitally-accessible VTSU syllabus template with student-centered language and other professional development opportunities

Status	Next Date	Priority	Project	Comment
On schedule	8/21	High	F2F+ pilot	Tech challenges need to be addressed
On schedule	8/21	High	AY23-24 faculty support	Must include DEISJ professional development

# Academic Programs

## Library

- May 15th launch of the VSCS Libraries website
- Zoom drop-in clinics and recordings offered to introduce the site to faculty
- Subject guide development to create reference resources, databases & journals, and web resources by discipline
- Planning continues for weeding/streamlining the print collection

Status	Next Date	Priority	Project	Comment
Launched	8/21	High	Website launch	
Launched	8/21	High	Drop-in clinics	
On schedule	8/21	High	Subject guide development	
On schedule	8/21	High	Weeding/Streamlining print collection	Sub-team continues to plan for this work

# Administrative Operations

- Operations & Processing
- Employee Services
- Alumni & Development
- Facilities
- Information Technology

# Administrative Operations

## Operations & Processing

- Title IV (federal financial aid) approval from US Dept. of Education pending approval from NECHE
- Chart of Accounts created for VTSU, Shared Services, and new accounts at CCV and OC
- Budgets prepped and ready for load using new structure by June 30
- Colleague "self-service" selected for budget reporting. Training scheduled to begin in late June
- Check Approval Efficiency project is delayed. Project is now in flight. Missing this deadline does not negatively impact go-live for VTSU

Status	Next Date	Priority	Project	Comment
On Target	7/1	HIGH	Title IV Funds Approval	Pending NECHE approval
On Target	7/1	HIGH	Chart of Accounts	Budget load 6/30, Training starts 6/30
On Target	7/1	HIGH	Budget Reporting	Launch self-service & training managers
On Target	9/1	MEDIUM	Financial Reporting	System-wide reports needed for Q1
DELAYED	7/1	MEDIUM	Check Approval Efficiency	Project in flight, delay non-critical
NOT STARTED	10/1	LOW	Purchase Order System	Requires policy changes: October F&F/BOT

# Administrative Operations

## Employee Services

- VTSU organization changes consumed significant bandwidth to complete to meet the needs of all bargaining units, business units, and employees
- Several projects are pending service requests from UKG (payroll software). With the exception of Assignment Contracts, process can be handled manually if necessary
- Student employment process is delayed pending hiring of a resource to execute process. The old, inefficient, process will be used until resource is hired

Status	Next Date	Priority	Project	Comment
COMPLETE	5/31	HIGH	VTSU Organizational Changes	Process required additional time to complete
On Target	7/5	HIGH	Employee Account # Changes	Programming in progress. Manual data entry for secondary positions
On Target	7/31	HIGH	"Org Level" Changes	In process
DELAYED	7/1	HIGH	Assignment Contract Process	Pending employee assignments to program & testing. Critical to success
DELAYED	5/18	HIGH	Student Employment Process	Resource is required to manage process. Job posted.

# Administrative Operations

## Alumni & Development

- Policy changes for Endowments/Quasi Endowments and Facilities naming completed and pending approval with Board of Trustees
- Blackbaud (giving database) merger for VTSU is late due to the availability of resources at vendor. An alternate means for the annual appeal will be needed
- Staffing issues within department is impacting planning for homecoming

Status	Next Date	Priority	Project	Comment
On Target	6/12	HIGH	Gift/Naming Policy Changes	Pending BOT approval 6/12
Delayed	10/1	MEDIUM	Endowment Modifications	Identify endowments requiring modification due to merger and change in programs
Delayed	11/1	LOW	Blackbaud Merger	Project delayed due to vendor resources. Delay not critical to merger. Alternate means will be needed for annual appeal
Not Started	11/30	LOW	GiveCampus Merger & Alumni News Platform	Project pending Blackbaud. Existing accounts will be used for online giving



# Administrative Operations

## Facilities

- "Wayfinding" signage project kicked off this spring
- Signage packages developed and circulated across all VTSU locations, bids due by June 22
- Temporary main entrance signs will be installed before July 1
- Facilities Master Plan architects selected by competitive bid
- Kick-off-meetings and preliminary site visits complete
- Data sets being compiled

Status	Next Date	Priority	Project	Comment
On Target	July 1	HIGH	Wayfinding Signage	Temp entrance signs available by 7/1, sign package bids due by 6/22
On Target	June 22	High	Facilities Master Plan	Working group kick-off meeting scheduled for 6/22

# IT Systems Project Updates

System	Status Update	Risks
Acalog/ Curriculog	The undergraduate catalog has been published! Work continues on the graduate catalog, and a plan is being developed for Curriculog.	Timeline and staff capacity.
Ad Astra	Phase 2 project activities with Conferences and Events (C&E) are underway. Planning for Spring 2024 academic scheduling activities.	Timeline for C&E to get off EMS software.
Aviso	Team is meeting with vendor and working on priority redesign.	Staff capacity/time.
Colleague	We are nearing the conclusion of our engagement with Ferrilli to unify Colleague-based processes to support the merged institution. While we are continuing to wrap up some loose ends, through the hard work of our operational teams and Ferrilli consulting we are now successfully processing applications, processing financial aid, registering for courses, and processing bills for fall 2023 as a single, unified, institution!	Staff capacity – many hours being dedicated to operational support. Large # of new/dependent projects surfaced (Informer, Synoptix, etc.)
eRezLife	The project is nearing completion.	
Fischer Identity	Kicked off the project with the vendor. Working through timeline dependencies with HR. Goal for completion of this project is the end of July.	
Formstack	The project team is currently engaged in building priority forms for registration and advising.	Staff capacity.
Perceptive Experience	The team received a draft project timeline and is reviewing and revising vendor recommendations for several functional areas. Work is underway to implement Accounts Payable workflow changes by the end of June.	Late start to this project given competing demands and staff/IT capacity.
Portal	Final review of the new VTSU profile is underway. Plan to remove the three old profiles on July 1.	
UKG	Managing dependencies with Colleague project, including workstudy integration, access roles, assignment contracts, chart of accounts, and tuition waiver process. Managing dependencies with the identity project, including the organization structure.	

# Workforce Development

- Design for Office of Workforce, Community & Economic Development (WCED) at Vermont State University
- Discovery/Design of Systems and Processes to Support Workforce

# Workforce Development

## Design for Office of WCED at Vermont State University

- Workforce staff from VTC, Castleton, and NVU have been transitioned to new roles at VTSU
- Initial designs for five centers of excellence created and being reviewed by university leadership
- Initial strategic drivers:
  1. Driving **revenue growth** for the institution
  2. Driving **institution capabilities** toward the future of workforce learning
  3. Driving **student outcomes** through stronger community/employer engagement and integrated learning
  4. Driving **economic development** through innovation and entrepreneurial activities

Status	Next Date	Priority	Project	Comment
Complete		HIGH	Staffing Plan for WCED	Completed and staff transitioned
Delayed	July 1	HIGH	Finalize Center Designs	Being reviewed by leadership
In-Progress	Sept 15	MEDIUM	Strategy and Plan Development of each center	

# Workforce Development

## Systems and Processes

- Customer Journey Maps created for Students and Employer Partners
- Process maps translated into high-level system business requirements
- Requirements being reviewed by vendors for feasibility of using Slate and Colleague
- Development projects will be scoped as part of phase two of Transformation

Status	Next Date	Priority	Project	Comment
Completed		HIGH	Customer Journey Mapping	
Delayed	July 1	HIGH	System Business Requirements	Being reviewed by technology vendors.
Not Started	July 15	HIGH	System Development	

# Shared Services Update



# IT Shared Services Update

## Implementation Status

- IT Shared Services has been implemented since January 2023
- Recent focus on critical priorities, shifting focus to roadmap and developing partnerships with local governance teams
- Budget – current and future service needs, cost-shift opportunities

## Roadmap Priorities

- Portfolio of systems projects in support of transformation, phase 2/optimization work being prioritized/will be ongoing
- Optimization of Helpdesk under Shared Services
- Technical infrastructure work to support transformation, including file management, active directory, group policy, backups, and server management
- Budget consolidation, equipment lifecycle forecasting, *strategic planning*
- Critical security initiatives
- Partnership with academic for learning space upgrades, faculty development, ongoing/expanded pilot with 1:1 technology

# IT Shared Services SLAs

Service	Description	Services
Academic Applications	Acquisition, development, maintenance, security, and support for academic applications that support the teaching and learning functions.	Support and management of Blue, Canvas, Respondus, TurnItIn, YuJa, Zoom
Data Center & System Administration	Hosting, management, maintenance, administration, day-to-day support, and procurement of servers and systems to support the business needs of the VSC.	Hosting of servers, coordination of cloud services, data storage, data backup and recovery, server administration and security, identity management administration, Active Directory administration, and data center administration
Endpoint Management	Procurement, deployment, and support services of the physical devices owned or leased by the VSC.	Procurement of devices and peripherals, asset management, deployment of standardized software, installation, endpoint security, hardware troubleshooting, operating system patching
Enterprise Applications	Acquisition, development, maintenance, security, and support for enterprise applications that support the administrative functions of the VSC.	Management of enterprise systems, management of ERP portfolio, acquisition of application to support core administrative functions, and management of reporting environment
Helpdesk Services	Provide end-user support services to the member institutions of the VSC.	Maintain ticketing system, provide real-time tracking of service requests, self-help resources, triage and resolve incidents, and communication of system outages



# IT Shared Services SLAs (cont.)

Service	Description	Services
Learning Spaces Technologies	Support, planning, and procurement services for the learning spaces technologies owned or leased by the VSC.	Planning and procurement of equipment, equipment installation, learning space design recommendations, asset management, troubleshoot and support learning spaces, training on use of equipment.
Network Administration	Provide network access services to the member institutions of the VSC.	Wired network, wireless network, remote access, perimeter security services, internet
*Security Services	Provision of information security, network security, and cybersecurity services to member institutions of the VSC.	Access controls, backup and recovery, procurement reviews, system recovery plans, education and testing, firewalls, incident response, security operations, virus protection, vulnerability management, cyber insurance oversight
Software Services	Procurement, licensing, security vetting, deployment, and support services of all authorized software licensed by the VSC.	Procurement and licensing, recommendations, vetting for compliance, deployment to devices, patch maintenance, troubleshooting
Telephone Services	Provide enterprise telephony services that support the business operations of the VSC.	Telephone services, deployment of leased or owned hardware and software, phone solutions for remote workers, voicemail and automatic call distribution, end-user documentation and support, e911

\*Security/Reporting & Data Services

# Human Resources Shared Services Update

## Implementation Status

- Workforce analysis, planning and operations:
  - ❖ Job descriptions and classifications: complete for new VTSU jobs
  - ❖ Competitive analysis on total compensation: planned for Summer 2023
  - ❖ Data cleanup: in progress
- Managing Part-time Faculty, Instructors
  - ❖ Process mapping in progress
- Managing and Supporting Student Workers
  - ❖ Process identified and mapped. Need for Coordinator identified and posted
- Employee Records, Files and Data
  - ❖ New job codes system implemented
  - ❖ IPEDS codes clean-up identified for late summer/fall
  - ❖ New GL codes and org codes for VTSU implementation in July

# HR Shared Services SLAs

Service	Description	Services
HRIS, Reporting, HR Data Maintenance	Provide HR data maintenance services to VSC, VTSU and CCV for reporting, compliance, benefits management, employee services and contractual obligations.	HR Help Desk tickets, data integrity, new hire onboarding, reporting,(IPEDS, HC2, etc.) compensation systems, job classification, position management, employee records maintenance, evaluation of ROI on HRIS (modules, vendors, etc.).
Employee Benefits Management	In collaboration with VSC (CCV,VTSU, OC/Shared SVCS), design, implement, manage and continuously improve VSC employee benefits.	<ul style="list-style-type: none"><li>• Employee health, dental, vision, EAP, Life, AD&amp;D, Aflac benefits management</li><li>• FSA,HRA, HAS account management</li><li>• Retirement savings plan/TIAA</li><li>• Retiree health, dental, vision and life insurance</li><li>• Leave time management</li><li>• Workers' compensation claim management</li><li>• Wellness program management</li><li>• Tuition waivers</li><li>• Benefits communications</li><li>• Unemployment claims management</li></ul>

# Finance Shared Services Update

## Implementation Status

- Finance Shared Services has existed since the creation of Vermont State Colleges in the 1960s
- Accounts Payable, Accounting, and Grant Accounting were added to the shared services portfolio since 2015
- Services are stable with incremental improvement annually

## Roadmap Priorities

- Purchasing and procurement improvements to increase cost effectiveness
- Budget and Financial reporting improvements
- Further expansion of the new chart of accounts

# Finance Shared Services

Service Area	Description	Services
Accounting	Oversee the finance and accounting functions of the Vermont State Colleges. Including all system-wide financial reporting, year-end processing, internal and external audit.	Balance Sheet Reconciliations, Capitalization & Depreciation, System-Level Financial Reporting, Quarterly Close Process, Journal Entries, Year End Close, External Audit, Internal Audit, Annual Budgeting
Grant Accounting	Oversee the grant accounting functions of the Vermont State Colleges.	Account Set-up and Transactions, Reconciliations, Draw Downs, Indirect Cost Rate Negotiation, Financial Reporting, Audit Support, SEFA Draft & Review
Payroll	Oversee the payroll accounting functions of the Vermont State Colleges.	Bi-weekly payroll, Stipend & Unique Payments, Compliance, Inquiries
Accounts Payable	Oversee the payroll accounting functions of the Vermont State Colleges.	Check Requests, P-Cards, Mileage Reimbursement, Vendor Management, 1099 Processing, Unclaimed Property
Accounts Receivable	Oversee the accounts receivable functions of the Vermont State Colleges.	Billing Tables, Touchnet, 1098T, Daily Postings, Collections, Tax Offset, Bad Debt Calculation
Treasury	Oversee the Treasury (banking) functions of the Vermont State Colleges.	Cash management, debt management, investment management
Taxation	Oversee the Taxation functions of the Vermont State Colleges.	Unrelated Business Income, Sales & Use, VSC Foundation, Rooms & Meals

# FY'24 Transformation Priorities



# Optimization Initiatives by Core Team

Core Team	Optimization Projects
New Student Experience	<ul style="list-style-type: none"> <li>• Enrollment Marketing design and implementation</li> <li>• Admissions operations optimization</li> <li>• Financial Aid Process Improvements and new FAFSA launch</li> <li>• Admissions and Enrollment Strategic Planning</li> </ul>
Student Success	<ul style="list-style-type: none"> <li>• Retention Strategy, Planning, and Operations</li> <li>• Residence Life Optimization and Alternative Housing Pilot</li> <li>• Student Government and Activities</li> <li>• Student Communications Strategy and Systems</li> </ul>
Academic Programs	<ul style="list-style-type: none"> <li>• Program Array Optimization 2.0</li> <li>• Registrar Process and Scheduling Optimization</li> <li>• Face to Face Plus Pilot Expansion</li> <li>• Finalize design and implement Digital First Library</li> </ul>
Administrative Operations	<ul style="list-style-type: none"> <li>• HR Shared Service SLA and Implementation</li> <li>• Financial Monitoring Dashboards and Analytics</li> <li>• Facilities Master Plan</li> </ul>
Workforce Development	<ul style="list-style-type: none"> <li>• Development and implementation of WECD systems and infrastructure</li> <li>• Implementation of programs funded by Federal grant</li> </ul>

# Transformation Budget Update





# State Funded Transformation Spending

Transformation Project Spending	FY2022	FY2023 YTD (12/31)	FY2023E Remaining	FY2023E Total	FY2024/5E	Grand Total
Academic Ops	180,935	159,406	150,000	309,406	875,000	1,365,341
Admin Ops	913,680	1,981,469	1,250,000	3,231,469	2,925,000	7,070,149
Project Mgmt.	542,248	370,394	280,000	650,934	1,825,000	3,017,642
Student Exp.	835,270	1,197,349	1,250,000	2,447,349	4,250,000	7,532,619
Workforce Dev.			125,000	125,000	625,000	750,000
Unassigned			50,000	50,000	214,249	264,249
<b>Total</b>	<b>2,472,133</b>	<b>3,708,618</b>	<b>3,105,000</b>	<b>6,813,618</b>	<b>10,714,249</b>	<b>20,000,000</b>

**Questions?**