

**TO:** Education, Personnel, and Student Life Committee  
Megan Cluver, Chair  
Karen Luneau, Vice Chair  
Janette Bombardier  
Shirley Jefferson  
Jim Masland  
Mary Moran  
Perry Ragouzis

**FROM:** Yasmine Ziesler, Chief Academic Officer



**RE:** EPSL Meeting on August 14, 2023

**DATE:** August 10, 2023

The EPSL Committee of the Board of Trustees is scheduled to meet on Monday, August 14th from 1:00 to 2:30pm by Zoom.

The committee will receive several status updates, including summer flooding impacts on Vermont State University campuses, anticipated fall enrollments at the Community College of Vermont and Vermont State University, preparations to implement the first phase of Vermont State University's Connections general education program, and "optimization 2.0" of Vermont State University programs. There are no action items for this meeting.

There are also two focus topics for the meeting. The first is a presentation on goals and initiatives for student success at Vermont State University for the coming year and will include a live preview of new "digital first" success resources such as career development tools being developed for students. The second is an overview and preliminary analysis of VSC academic programs in relation to Vermont's workforce projections and "promising jobs" as defined by the McClure Foundation and Vermont Department of Labor. Advance copies of these presentations are included in the materials packet for your review prior to the meeting.

I can be reached directly at (802) 224-3025 if you have any questions.

Thank you.

**Cc:** VSC Board of Trustees  
Council of Presidents  
Chief Academic Officers  
Student Affairs Council  
HR Council

**Vermont State Colleges Board of Trustees  
Education, Personnel, and Student Life Committee**

**August 14, 2023**

**AGENDA**

1. Call to order
2. Comments from the public
3. Approval of May 22, 2023 meeting minutes
4. Summer flooding update for Vermont State University campuses
5. Fall enrollment updates
6. Student Success priorities at Vermont State University for 2023-2024
7. Overview of VSC academic programs and Vermont workforce alignment
8. Update on Vermont State University “Connections” general education program
9. Vermont State University “Optimization 2.0”
10. Other business

**MATERIALS**

1. May 22, 2023 Minutes
2. Vermont State University Student Success Priorities 2023-2024
3. VSC Programs and Vermont Workforce Alignment

ITEM 1:  
May 22, 2023 Minutes

**Minutes of the VSCS Board of Trustees' Education, Personnel, and Student Life  
Committee meeting held Monday May 22, 2023 at 1:00 p.m. via Zoom - UNAPPROVED**

*Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.*

The VSCS Board of Trustees Education, Personnel, and Student Life Committee met on Monday, May 22, 2023 via Zoom.

Committee Members present: Megan Cluver (Chair), Karen Luneau (Vice Chair), Janette Bombardier, Shirley Jefferson, Mary Moran, Perry Ragouzis

Absent: Jim Masland

Other Trustees present: Lynn Dickinson, David Durfee, Bob Flint (2:00 p.m.), Bill Lippert, David Silverman (2:00 p.m.), Shawn Tester (2:00 p.m.), Sue Zeller (2:00 p.m.)

Committee Liaisons: Katherine Penberthy, CCV Faculty Liaison to EPSL Committee  
Erin Wetherell, CCV Staff Liaison to EPSL Committee

Presidents: Joyce Judy, Mike Smith

Chancellor's Office Staff: Wilson Garland, Director of Transformation  
Jen Porrier, Administrative Director  
Sharron Scott, Chief Financial & Operating Officer  
Patty Turley, General Counsel  
Sophie Zdatny, Chancellor  
Yasmine Ziesler, Chief Academic Officer

Shared Services: Donny Bazluke, Network/Security Analyst  
Kellie Campbell, Chief Information Officer  
Sarah Chambers, Director of Learning Technologies  
Meg Walz, Director, Project Management

From the Colleges: Victoria Angis, Associate Dean of Students, Castleton University  
Nolan Atkins, Provost, Northern Vermont University and Vermont State University  
Kelley Beckwith, Vice President of Student Success, Vermont State University  
Debby Stewart, Dean of Academic Affairs, Community College of Vermont  
Sarah Truckle, Vice President of Business Operations, Vermont State University

Beth Walsh, President, VSCUP, Northern Vermont University

1. Call to Order

Chair Cluver called the meeting to order at 1:02 p.m.

2. Comments from the Public

Beth Walsh requested that the Board consider providing remote access for its in person Board meetings. She also voiced her concern that key programs were being moved away from the Johnson campus without input from constituents first. And finally, Beth shared her concern that to create a “career ready” university collaboration is needed with career development staff.

3. Approval of March 13, 2023 Meeting Minutes

**Trustee Jefferson moved and Trustee Luneau seconded the motion to approve the March 13, 2023 meeting minutes. The motion was approved unanimously.**

4. Vermont State University transformation progress updates

Chair Cluver shared that as EPSL continues to monitor progress on transformation it will hear updates from various stakeholders on their progress. At this meeting the committee heard from the Student Association, Faculty Governance, and Vermont State University on its initial strategic plan.

a. Student Association

Trustee Ragouzis provided updates on the current plans for: the student activities fee for 2023-2024; the development of a consistent approach for the recognition of student clubs and procedures to allow students to join organizations on other campuses (such as Castleton’s NAACP chapter); and ongoing work with IT to design a new tile on the portal for sharing information and making materials available about student clubs and student government. VTSU is in the process of hiring a new Dean of Students who will likely have ideas for initiatives and there will be ongoing evaluation and re-evaluation during the coming year.

b. Faculty Governance

Provost Nolan Atkins provided an overview of the intensive work faculty are currently undertaking to draft a governance model for the new university by the end of May. Faculty leaders began developing thoughts around possible governance models two years ago as part of the Labor Taskforce work and the faculty assembly moderators prepared a summary of the challenges and potential solutions for equitable decision-making last fall. Faculty are being polled on the refined plan. A small drafting group of ten faculty is currently working on the overall structure and committee descriptions, some of which will be school-based and some of which will be university-wide. The drafts will be shared with a larger group of faculty and administrators, whose feedback will be given to the drafting group so the drafts can be finalized next week. A special joint meeting of the existing faculty assemblies to consider and vote on the proposed model is scheduled for early June. It is anticipated that elections for leadership positions in the new structure will be held early in the fall semester.

c. Vermont State University Strategic Plan

Vermont State University Interim President Mike Smith spoke about the Board’s strategic priorities, which were adopted in in the fall of 2020. These priorities are related to affordability, accessibility, quality, and relevance, and can be found [here](#). President Smith shared VTSU’s strategic plan, which is a living document, setting guideposts and objectives for the new

university. The objectives in the plan are in alignment with VTSU's mission and vision statements. The individual projects and metrics will be further socialized with the VTSU community. Further information can be found [here](#) in the materials on pages 11-17. President Smith and his team answered questions about the advising and counseling available about pathways to other credentials and certificates for those students who for whatever reason are unable to complete a degree. President Smith agreed to provide the full Board with the proposed reporting timelines for the metrics set forth in the plan.

**Trustee Luneau moved and Trustee Moran seconded the motion to recommend to the Board the approval of Vermont State University's initial strategic plan. The motion was approved unanimously.**

5. Approval of revisions to VSC Policies 108 and 111

Chair Cluver explained that these policy revisions were first shared with the EPSL Committee at its March 13<sup>th</sup> meeting and were now being brought forward for approval. Chief Academic Officer Yasmine Ziesler described the changes to VSC Policy 108, *Transfer of Credit*, to cover a VSC institution (rather than naming the individual institutions) and to include granting credit for coursework completed at an institution accredited by both the U.S. Department of Education and the Council for Higher Education Accreditation, such as credits earned through the military. VSC Policy 111, *Academic Data Management*, includes changes that have evolved from the work of transformation, including the codification of informal practices and norms of the registrars. The revised policy establishes more clarity about how the VSC documents shared courses on a single academic transcript for all VSC students. Further information about these changes can be found [here](#) on pages 18-30. An additional revision to Policy 111, section 4, Class Level, was identified to replace the reference to VTC with VTSU as the institution offering a three-year program. Chair Cluver requested that information about the mix of atypical programs (such as the three-year dental hygiene program) be shared at the committee's August meeting.

**Trustee Jefferson moved and Trustee Luneau seconded the motion to recommend to the Board approval of the revisions to VSC Policies 108 and 111. The motion was approved unanimously.**

6. General education status update and recommendations

Dr. Ziesler provided an update on the progress to integrate graduation standards established by the Board within the new system-wide general education framework and the related efforts to complete a general education program design for VTSU. The VSC Chief Academic Officers Group has provided a status memo, including an overview of general education requirements at CCV and VTSU, along with two recommendations for consideration, which can be found [here](#) on pages 32-35. Trustee Luneau raised a concern about limiting the focus of equity and inclusion skills solely to race. The definition used in the memorandum was illustrative and came from the National Association of Colleges and Employers' *Competencies for a Career-Ready Workforce*. This concern will be shared with the VSC Chief Academic Officers Group as they continue evaluating the VSC's Graduation Standards over the 2023-2024 academic year. Chair Cluver requested that the committee receive updates on this work over the coming year.

**Trustee Moran moved and Trustee Jefferson seconded the motion to recommend to the**

**Board:**

1. **To accept the recommendation of the VSC Chief Academic Officers' Group as documented in their memo to review and bring recommendations back to the Board on updated VSC Graduation Standards.**
  
2. **To recommend to the Board that it approve the option to suspend existing implementation of VSC Policy 106 graduation standards as standalone requirements for incoming students and where necessary, implement waiver procedures for continuing students in prior catalog years when, due to new general education program implementation, standalone requirements are no longer available.**

**The motion was approved unanimously.**

7. Other Business

There was no other business.

Chair Cluver adjourned the meeting at 2:29 p.m.

**ITEM 2:**

**Vermont State University Student Success Priorities 2023-2024**





# Vermont State University

Student Success, EPSL Update  
Kelley Beckwith, VP of Student Success  
August 14, 2023

# Student Success Priorities

2023 - 2024

August 14, 2023

Implement the shared  
advising model.

Target outreach and  
programming to improve  
student outcomes.

Embed DEISJ throughout  
Student Success and the  
university.

# Student Success

## Advising

Career Development  
Internships  
International Student  
Services

## Academic Support

Tutoring  
Multilingual Student Services  
Educational Opportunity  
Programs  
Disability Services

## Student Life

Residence Life  
Student Government  
Student Activities  
Health & Wellness  
Public Safety

## Athletics

Varsity  
Intramurals  
Club Sports  
Fitness  
Recreation

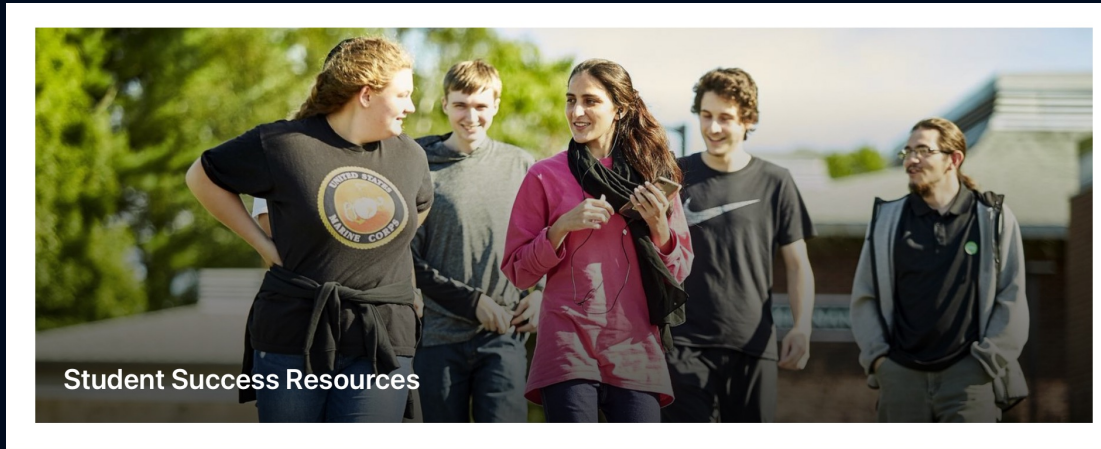
# Implement Shared Advising Model:

- 1,378 new fall undergrads
- 1,298 completed VT 101
- 1,150+ registered for fall
- 20+ orientation events
- Handshake jobs tool
- 51% Pell-eligible
- 39% male
- 19% BIPOC
- 7% conditionally admitted
- Collaboration with Faculty Advisors
- Integration with Connections Seminar One

# Target Outreach and Programming:

- Alerts, Grades, Attendance
- Outreach to male, BIPOC, Pell-eligible undergrads
- Programming to build sense of belonging
- Campus-based CARES teams
- Reps from advising, academic support, student/residence life, disability services, athletics, student finances, academic affairs
- Streamlined Resources
- Tutor.com 24/7
- TRIO Student Support Services at Castleton, Johnson, Randolph, Williston
- Lyndon LINK

# Student Success Resource Preview:



Academic Support



Advising



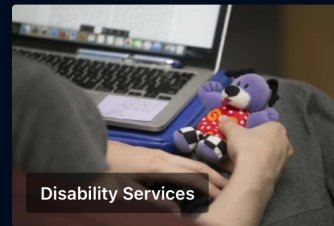
AmeriCorps LEAP



Athletics



Career Development



Disability Services

# Embed DEISJ:

- Create university DEISJ Committee chaired by Chief Diversity Officer and a student leader
- Apply DEISJ vision and values to work in all Student Success areas
- Develop and implement inclusivity guidelines for university events



# Additional Student Success Initiatives

- Retention & Completion Committee
- Student Success Strategic Plan
- Intermediaries for Scale Complete College America Project
- Monthly staff meetings, campus team meetings, bi-annual team building events and training
- Assessment and continuous improvement based on data

Thank you!



**ITEM 3:**  
**VSC Programs and Vermont Workforce Alignment**

# VSC Programs and Vermont Workforce Alignment

EPSL Committee

August 14, 2023

# Key Questions

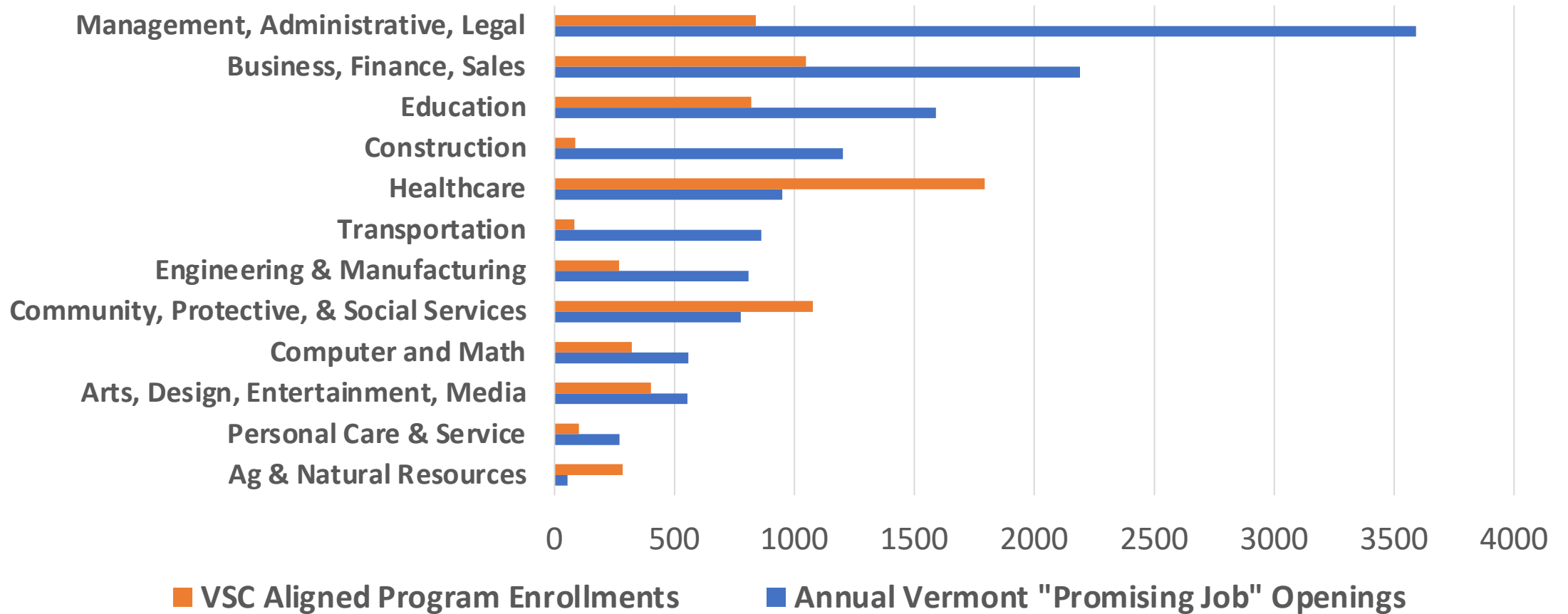
- Are VSC programs generally aligned with Vermont's workforce sectors? **Yes.**
- How are enrollments aligned with Vermont's Promising Jobs?
- How are programs aligned with Vermont's Promising Jobs?
- How are programs aligned within the VSC (CCV-VTSU)?

See <https://mcclurevt.org/most-promising-jobs/>.

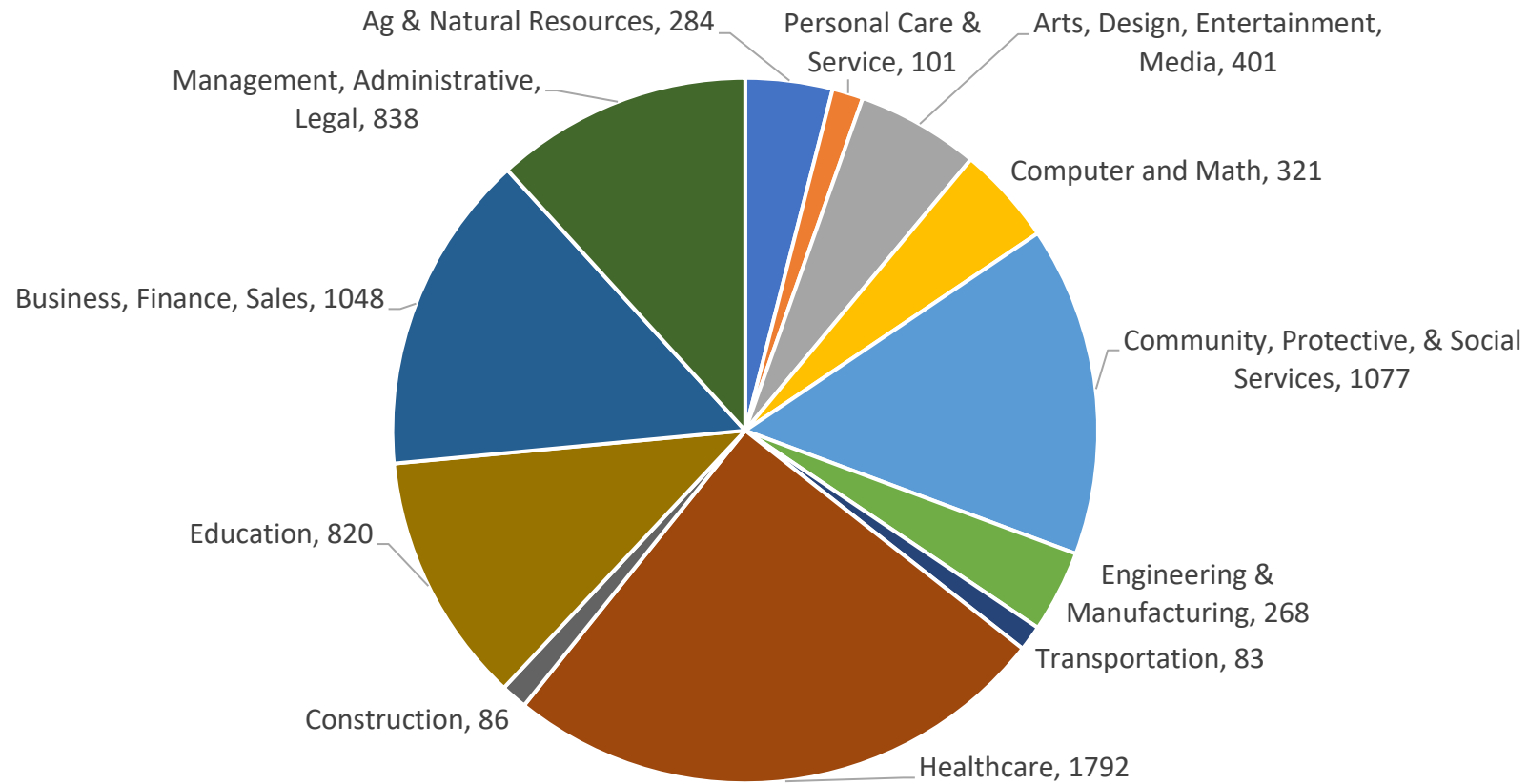
# Methodology & Definitions

- VDOL Labor Market Info: [Occupational Projections 2020-2030](#)
- McClure Foundation [Promising Jobs](#) Definition:
  - 50+ openings annually
  - above Vermont median wage (\$22.75)
- *Preliminary, illustrative* analysis of alignment
  - “best fit 1:1” alignment of programs to aggregated Vermont workforce sectors
  - no programs are counted twice, even if applicable to multiple sectors
  - some occupations don’t require postsecondary credential, some require advanced degrees beyond VSC offerings

# Summary: Vermont Occupational Categories



# VSC Program Enrollment Distribution

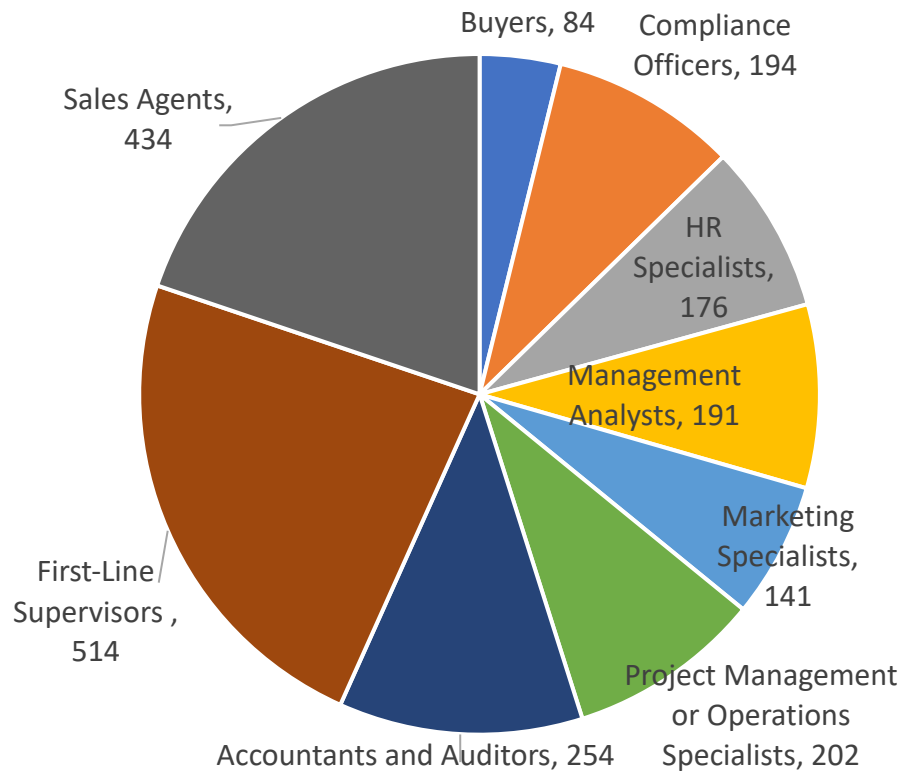


# Business, Finance, Sales

## Occupations & Annual Openings:

## VSC Programs

## Pathway Alignment



VERMONT STATE UNIVERSITY	
MBA	
Accounting (Grad Certif)	
Business Administration (BS)	
Applied Business (BS Degree Completion)	
Music Business & Industry (BS)	
Sport Management (BS)	
COMMUNITY COLLEGE OF VERMONT	
Business (AS)	
Accounting (AS)	
Professional Studies (AS)	
Bookkeeping (CT)	
Entrepreneurship (CT)	
Human Resource Management (CT)	
Workplace Skills (CT)	
Digital Marketing (CT)	
Certified Public Bookkeeping Apprenticeship	

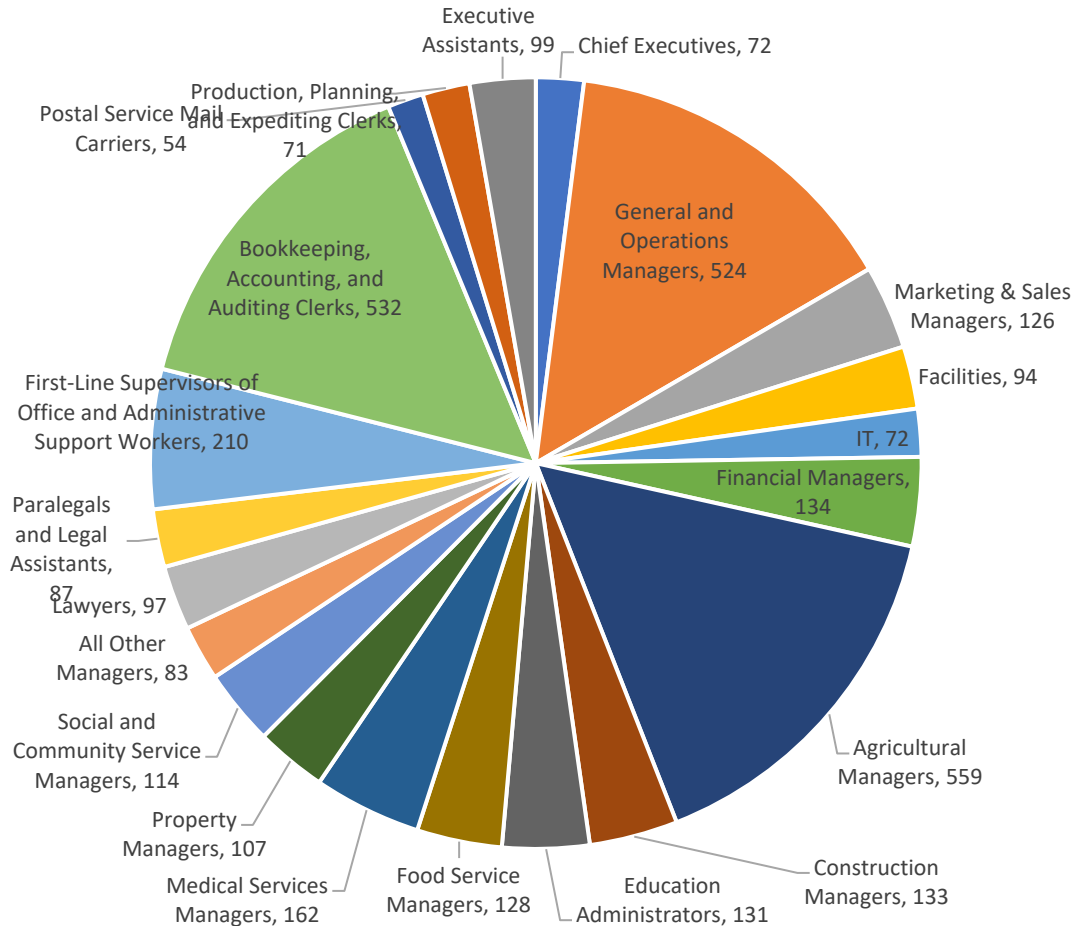


# Management, Administrative, Legal

## Occupations & Annual Openings:

## VSC Programs

## Pathway Alignment



VERMONT STATE UNIVERSITY
Leadership Studies (MA)
Studio Arts (MFA)
Anthropology, Archaeology, and Geography (BS)
Fine Woodworking & Furniture Design (AA, BFA)
Fine Arts (BA, BFA)
History (BA)
Interdisciplinary Studies (BA)
Literature, Writing, Creative Writing (BA)
Music (BM)
Musical Theater (BA)
Political Science (BA)
Performance, Arts and Technology (BA)
Theater Arts (BA)
<b>Cannabis Studies (CT)</b>
COMMUNITY COLLEGE OF VERMONT
Liberal Studies (AA)

Shared VSC  
 General Education  
 Categories

new pathway to Inclusive  
 Childhood Education (in  
 progress)

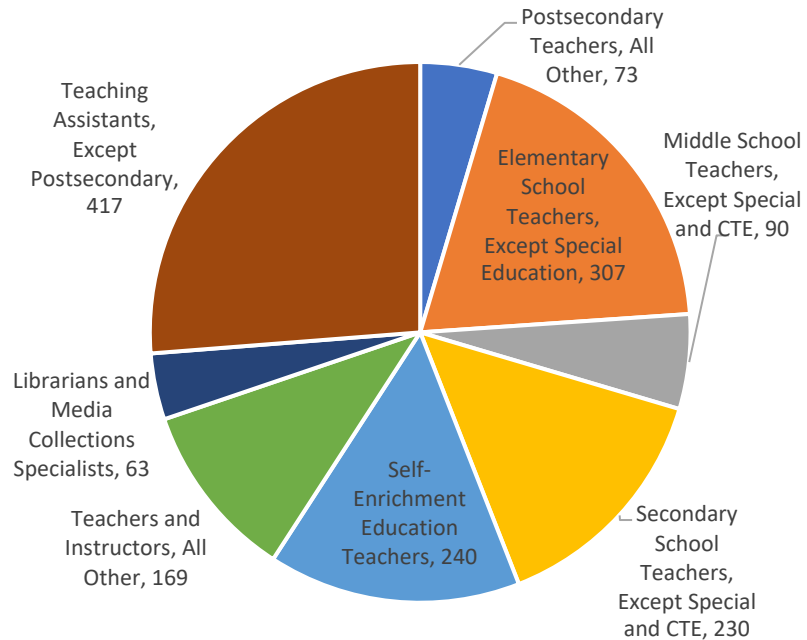


# Education

## *Occupations & Annual Openings:*

## *VSC Programs*

## *Pathway Alignment*



VERMONT STATE UNIVERSITY
Music Education (M.Mus Ed)
Unified Arts Education (M.A.)
Learning, Design & Technology (M.Ed.)
Education (MA, various options)
School Psychology (EdS)
School Counseling (Adv Grad Certif)
Special Education (MA)
Inclusive Childhood Education (BA)
Inclusive Adolescent Education (BA)
Early Childhood & Special Education (BA)
Early Childhood Education Birth-5 (BA degree completion)
Career & Technical Education (BS)
Music Education (BM)
Physical Education (BS)
COMMUNITY COLLEGE OF VERMONT
Early Childhood Ed (AA)
Afterschool & Youth Work (CT)
Childcare (CT)

← new pathway from Liberal Studies AA

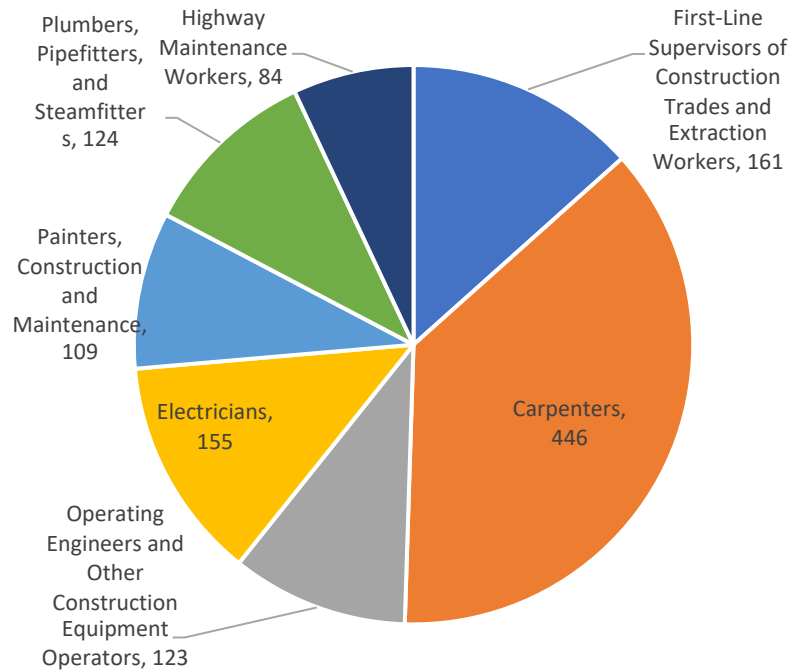


# Construction

## *Occupations & Annual Openings:*

## *VSC Programs*

## *Pathway Alignment*



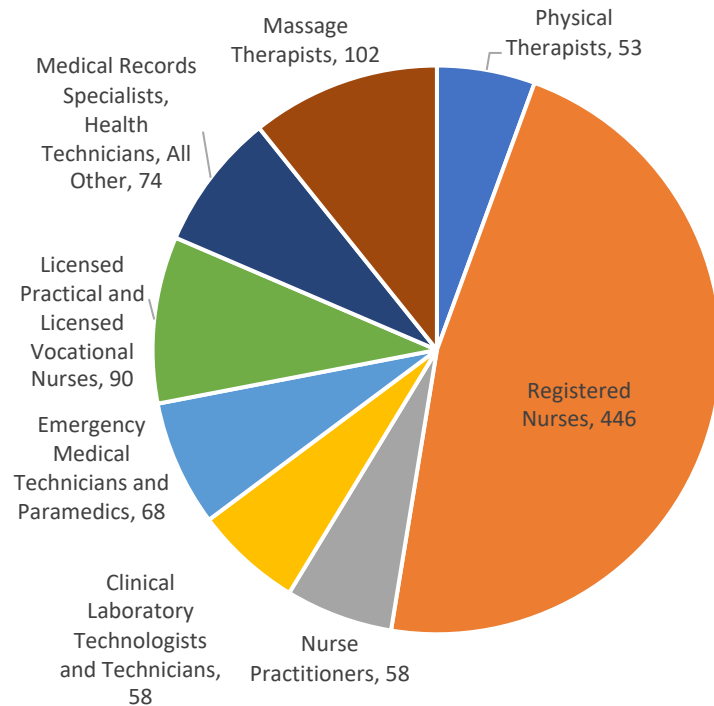
VERMONT STATE UNIVERSITY
Renewable Energy
Construction Management (AAS, BS)
Architectural & Building Engineering Technology (AAS, BS)
Civil & Environmental Engineering Technology (AE)
Plumber Registered Apprenticeship
Electrician Registered Apprenticeship

# Healthcare

## *Occupations & Annual Openings:*

## *VSC Programs*

## *Pathway Alignment*



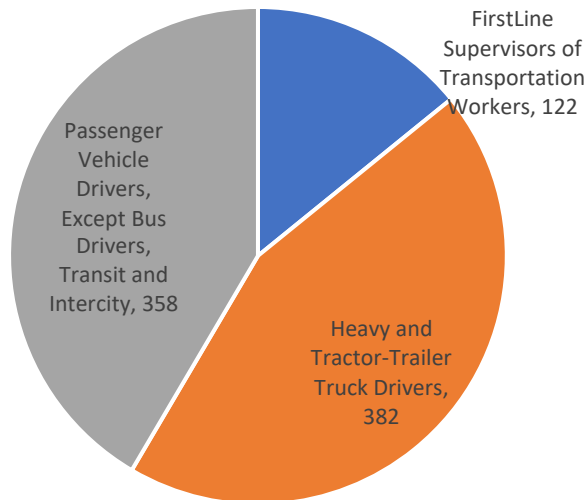
VERMONT STATE UNIVERSITY	
Athletic Training (MS)	
Nursing (MSN)	
Athletic Leadership (MS)	
Dental Hygiene	
Exercise Science (BS)	
Health Science (BS)	
Health Promotion (BS)	
Holistic Health (BS)	
Nursing (BSN, RN-BSN, AS)	
Certif: Practical Nursing	←
Certif: Paramedicine	
Radiologic Science (AS)	
Respiratory Therapy (AS)	
Veterinary Technology (AAS)	
COMMUNITY COLLEGE OF VERMONT	
Health Science (AS)	
Certif: Allied Health Prep	←
Certif: Clinical Medical Assisting	
Certif: Community Health	
Certif: Medical Billing & Coding	
Certif: Pharmacy Tech	
Medical Assisting Apprenticeship	
Pharmacy Technician Apprenticeship	

# Transportation

*Occupations &  
Annual Openings:*

*VSC Programs*

*Pathway  
Alignment*



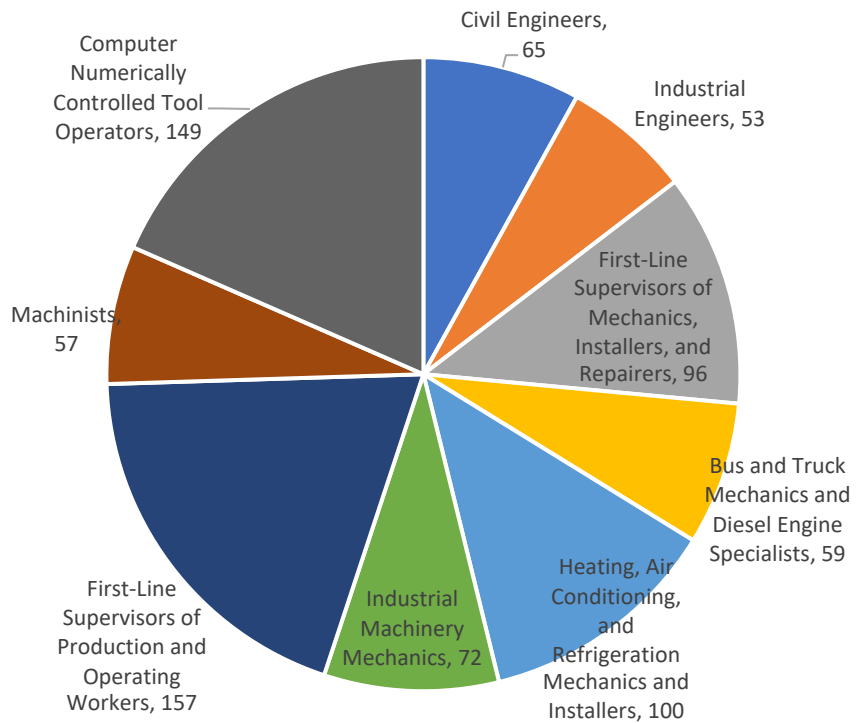
VERMONT STATE UNIVERSITY
Aviation Maintenance Technology (AAS)
Professional Pilot Technology (BS)
Ground Transportation Technology (AAS)

# Engineering & Manufacturing

*Occupations &  
 Annual Openings:*

*VSC Programs*

*Pathway  
 Alignment*



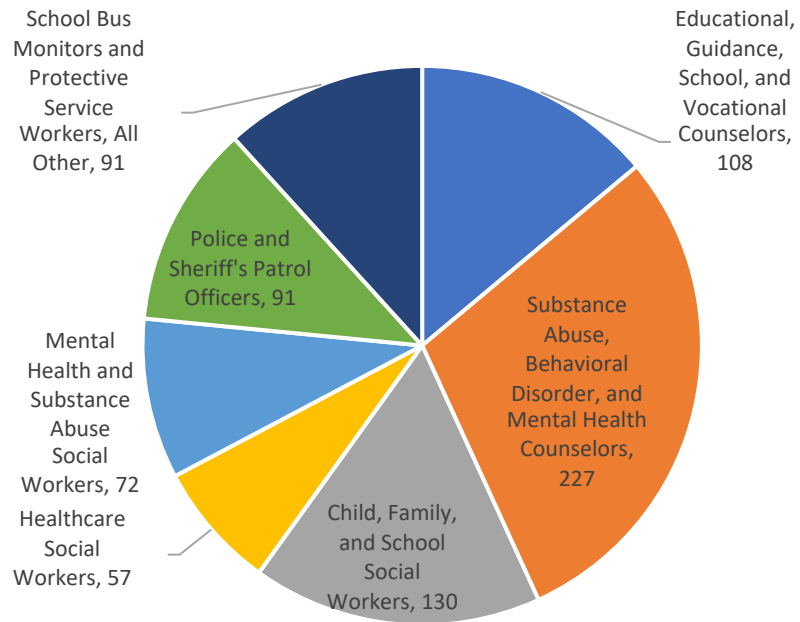
<b>VERMONT STATE UNIVERSITY</b>
Electrical Engineering Tech (AE, BS)
Electromechanical Engineering Tech (BS)
Mechanical Engineering Tech (AE)
Manufacturing Engineering Tech (BS)
<b>3D Tech (CT)</b>
<b>COMMUNITY COLLEGE OF VERMONT</b>
STEM Studies (AS)
Manufacturing Production Technician Apprenticeship
<b>Certified Production Technician</b>

# Community, Protective, Social Services

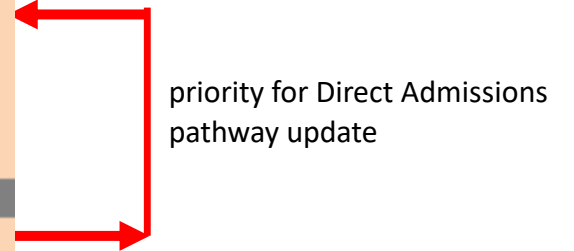
## *Occupations & Annual Openings:*

## *VSC Programs*

## *Pathway Alignment*



VERMONT STATE UNIVERSITY
Counseling (MA)
Clinical Mental Health (MS)
Applied Psych and Human Services (AS, BS)
Psychological Science (BS)
Social Work (BSW)
Criminal Justice (AA, BA)
Forensic Psychology (BS)
Sociology (BA)
COMMUNITY COLLEGE OF VERMONT
Behavioral Science (AS)
Community Health (CT)
Human Services (CT)

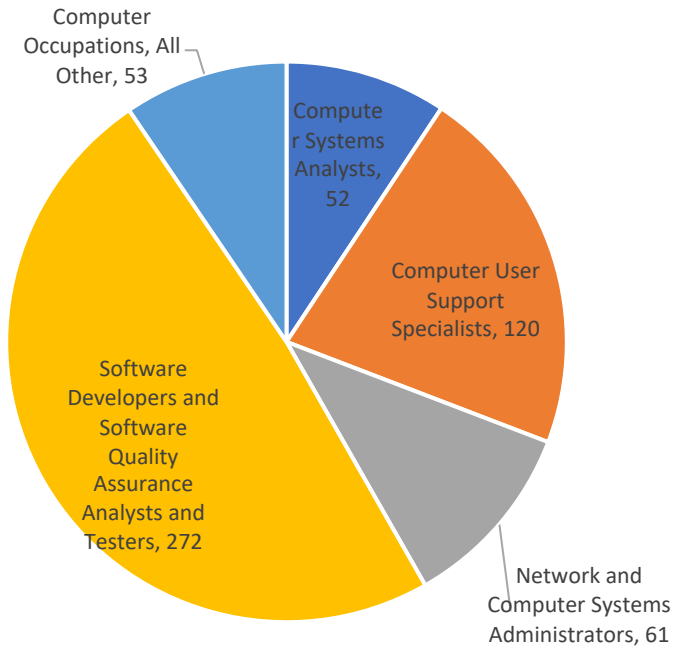


# Computers and Math

*Occupations &  
Annual Openings:*

*VSC Programs*

*Pathway  
Alignment*



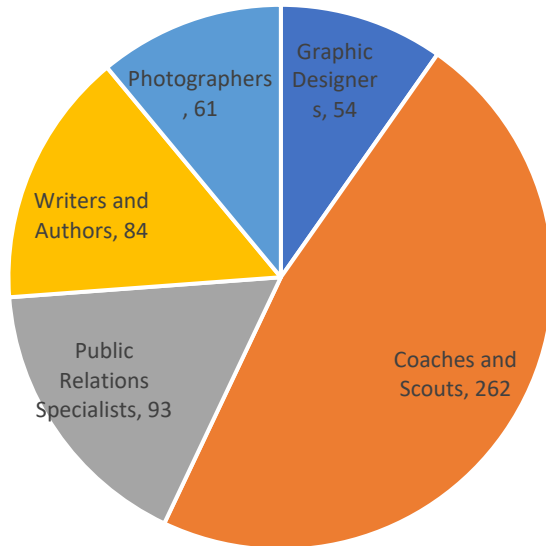
VERMONT STATE UNIVERSITY
Data Science (BS)
Computer Software Engineering (AS, BS)
Computer Information Systems (AS, BS)
Computer Information Tech (AS, BS)
Computer Engineering Tech (AE)
Mathematics (AS, BS)
Statistics (BS)
COMMUNITY COLLEGE OF VERMONT
Information Tech (AS)
Cloud Computing (CT)
Cybersecurity & Networking (CT)
IT Support (CT)
Web Development (CT)
Coding & Design Bootcamps

# Arts, Design, Entertainment, Media

*Occupations &  
 Annual Openings:*

*VSC Programs*

*Pathway  
 Alignment*



VERMONT STATE UNIVERSITY	
Communications (AA, BA)	
Art (BA, BFA)	
Photography (AA)	
Graphic Design (AA, BA, BFA)	
Animation & Illustration (BFA)	
COMMUNITY COLLEGE OF VERMONT	
Design and Media Studies (AA)	
Graphic Design (CT)	
Media Communications (CT)	
Studio Art (CT)	
Digital Media Production (CT)	

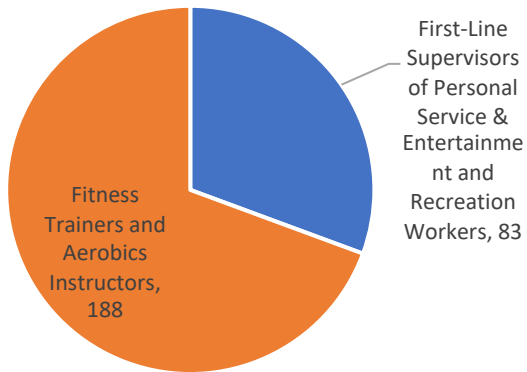


# Personal Care & Services

*Occupations &  
Annual Openings:*

*VSC Programs*

*Pathway  
Alignment*



<b>VERMONT STATE UNIVERSITY</b>
Outdoor Ed, Leadership, and Tourism (AS, BS)
Resort & Hospitality Management (BS)
<b>COMMUNITY COLLEGE OF VERMONT</b>
<b>Funeral Director (CT)</b>

# Agriculture & Natural Resources

*Occupations &  
Annual Openings:*

*VSC Programs*

*Pathway  
Alignment*

First-Line  
Supervisors of  
Farming,  
Fishing, and  
Forestry  
Workers, 54

**VERMONT STATE UNIVERSITY**

Forestry (AAS)  
Landscape Contracting (AAS)  
Wildlife & Forest Conservation (BS)  
Environmental Science (BS)  
Climate Change Science (BS)  
Biology (BS)  
Natural Science (BS)  
Atmospheric Science (BS)

**COMMUNITY COLLEGE OF VERMONT**

Environmental Science (AS)

# Ongoing program evaluation and next steps

## **Policy 101**

- Program review and continuous improvement process includes analysis of learning outcomes, feedback from workforce partners

## **Policy 102**

- New program proposals include review for alignment with workforce needs

## **Vermont State Optimization 2.0**