



Vermont State  
University

# Strategic Planning

Board of Trustees Retreat

Fall 2023

# Vermont State University's Strategic Plan



To be the nation's first statewide, hybrid university with expanded access, increased affordability and improved student achievement at its core.



Position the university as a premier career ready university.



Become a leading community-engaged university that services as a catalyst for rural advancement.



Become an employee centric institution with a culture that positively impacts students.

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Modalities	Affordability	Engagement	Celebrate
<p>Increase access to high-quality education through flexible in- person, in-person-plus, and online delivery modalities.</p>	<p>Increase affordability through innovative program structures, operational efficiency, and sustainable growth.</p>	<p>Improve student achievement through increased engagement in holistic success programs, services, and supports.</p>	<p>Celebrate and promote the achievements and contributions of Vermont State University.</p>

# Position the university as a premier career ready university

## Micro-credentials

Embed industry-recognized micro-credentials in every degree path.

## Applied Learning

Embed real-world applied learning opportunities in every degree path.

## Programs

Develop need-inspired and forward-thinking degree and certificate programs that respond to industry and community demands.

# Become a leading community-engaged university that services as a catalyst for rural advancement

## Community Engagement

Connect faculty, staff, and students with community leaders to co-envision solutions to local and global problems of rural areas and foster community-engaged scholarship and learning.

## Partnerships

Build mutually beneficial collaborations with key community partners such as K-12, business, industry, non-profit, government, and other organizations in rural areas.

## Innovation

Ignite innovation and entrepreneurship and build new start-ups for rural advancement.

# Become an employee centric institution with a culture that positively impacts students

## Wellbeing

Foster employee wellbeing, including a strong commitment to diversity, equity, inclusion, and social justice.

## Professional Development

Increase personal and professional development opportunities to enable innovation, creativity, leadership, and teamwork.

## Data-Drive Approach

Adopt a culture of data-driven decision making, continuous improvement, and agile development with institutional sustainability and positive student outcomes at its core.

# Additional Initiatives

- Master Planning
- Admissions Strategic Plan
- Administrative and Staffing Optimization
- Targeted Program Expansions
  - Nursing
  - Dental Therapy
  - Restorative Justice
- Academic Optimization 2.0
- Benefits and Total Compensation
- CBA Negotiations
- Workforce and Community Partnerships
- Housing Pilot
- Dental Therapy Program