


MEMORANDUM

TO: Vermont State Colleges Board of Trustees
Rep. Lynn Dickinson, Chair
Megan Cluver, Vice-Chair
Betsy Ide Bloomer
Janette Bombardier
Rep. David Durfee
Bob Flint
Shirley Jefferson
Karen Luneau, Secretary
Rep. Jim Masland
Rep. Marc Mihaly
Jason Musal
David Silverman, Treasurer
Shawn Tester
Gov. Phil Scott
Sue Zeller

FROM: Elizabeth Mauch, Chancellor 

DATE: September 10, 2024

SUBJECT: Board of Trustees Retreat September 16 & 17, 2024

The Board of Trustees is scheduled to meet on Monday, September 16 and Tuesday, September 17 at Lake Morey Resort and Conference Center in Fairlee, Vermont.

In preparation for the committee's discussion, in the accompanying materials please find the Board of Trustees meeting minutes of August 12, 2024 and the strategic plans for CCV and VTSU. Following approval of the meeting minutes of August 12, 2024 and any public comment, the Board will hear a report from the Finance & Facilities Committee, presentations on the strategic plans of the Vermont State College System, Vermont State University, and Community College of Vermont. Following each presentation, the Board will vote on these plans. The Board will hear reports from the VTSU and CCV presidents and review other business before going into recess for lunch and annual training. Following the recess, the board is anticipated to enter executive session to discuss contracts, real estate pursuant to 1 V.S.A. § 313(a)(2) and to receive confidential attorney-client communications pursuant to 1 V.S.A. § 313 (a)(1)(F). No formal or binding action shall be taken in executive session, and none is expected following the executive sessions.

Following the executive session, the meeting will go into recess for the remainder of the day and resume at 9:00 a.m. on September 17.

On September 17, the board will hear presentations on systemness led by Nancy Zimpher, a national expert in this subject, and a presentation on the strategic vision for Vermont State Colleges. It is anticipated the board will enter executive session to discuss public employees, labor relations, and to receive confidential attorney-client communications pursuant to 1 V.S.A. § 313 (a)(3). No formal or binding action shall be taken in executive session, and none is expected following the executive session.

Note: Please be advised that the board has fifteen members. The quorum to start the meeting and to take any action is eight members of the committee.

The board assistant may be reached at (802) 224-3021 for any questions.

Cc:	VSCS Board of Trustees	Academic Deans	Business Affairs Council
	Council of Presidents	HR Council	Student Affairs Council

**Vermont State Colleges Board of Trustees Meeting
Lake Morey Resort and Conference Center
Waterlot Room**

**Monday, September 16, 2024 at 9:45 a.m. (or 15 minutes following completion of the Finance
& Facilities Committee, whichever is later)**

AGENDA

1. Call to order
2. Comments from the public
3. Approval of August 12, 2024 minutes
4. Report from Finance & Facilities Committee
5. Board Vote on Endowment Proposals
6. Presentation: VSC Strategic Vision preview
7. Presentation: Community College of Vermont Strategic Plan
8. Board Vote on Community College of Vermont Strategic Plan
9. Presentation: Vermont State University Strategic Plan
10. Board Vote on Vermont State University Strategic Plan
11. Report from the presidents
12. Other business

Board goes into recess at 12:00 p.m. for lunch and training. The Board resumes at 1:00p.m.

13. Executive session (contracts, real estate, legal advice)

Board goes into recess at 4:45 p.m.

Tuesday, September 17, 2024 at 9:00 a.m.

Meeting resumes at 9:00 a.m.

14. Call to order
15. Presentation by Nancy Zimpher, Special Assistant to the President National Association of
Higher Education Systems (NASH)
16. Presentation: Vermont State Colleges Strategic Vision
17. Other business
18. Executive Session (performance/appointment of a public official)
19. Adjourn

MEETING MATERIALS

1. Minutes of August 12, 2024
2. CCV Strategic Plan 2025 – 2030
3. VTSU Strategic Plan 2024 - 2025 & 2025 – 2026

ITEM 1:
Minutes of August 12, 2024

Minutes of the VSCS Board of Trustees' meeting held Monday August 12, 2024 at 2:30 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 met on Monday, August 12, 2024 via Zoom.

Committee Members present: Lynn Dickinson (Chair), Betsy Ide Bloomer, Megan Cluver (Vice Chair), David Durfee, Bob Flint (3:08 p.m.), Shirley Jefferson, Karen Luneau (Secretary,) Jim Masland, Marc Mihaly, Jason Musal, Sue Zeller

Absent: Janette Bombardier, David Silverman, Shawn Tester

Chancellor: Elizabeth Mauch

Presidents: David Bergh, VTSU President
Joyce Judy, CCV President

Other Attendees: Nolan Atkins
Donny Bazluke
Kelley Beckwith
Kellie Campbell
Kayla Dewey
Wilson Garland
Nicole Mace
Meaghan Meachem
Billie Neathawk
Denise Rhodes
Kathryn Santiago
Darrin Schmautz
Sharron Scott
Sarah Truckle
Patty Turley
Drake Turner
Yasmine Ziesler

1. Call to Order

Chair Dickinson called the meeting to order at 2:29 p.m.

2. Comments from the Public

There were no comments from the public.

3. Approval of June 10, 2024 Meeting Minutes

Trustee Zeller moved and Trustee Cluver seconded the motion to approve the June 10, 2024. The motion was approved unanimously.

4. Review proposed 2024-2025 Board Schedule

The Board discussed the proposed board schedule and noted potential conflicts.

Trustee Mihaly moved and Trustee Zeller seconded the motion to approve the proposed 2024-2025 Board Schedule. The motion was approved unanimously.

5. Executive Session to receive confidential attorney-client communications.

At 2:37p.m. Chair Dickinson moved and Trustee Jefferson seconded that the Committee enter executive session, pursuant to 1 V.S.A. § 313(a)(1)(F) to receive confidential attorney-client communications because premature general public knowledge of these discussions would place VSC at a substantial disadvantage. Along with the members of the Board present at this meeting, in its discretion, the Board invited VSC Chancellor, VSC General Counsel, and the VSC Associate General Counsel to attend. The motion was approved unanimously.

The Board exited executive session at 2:50 p.m. and took no action.

6. Report from the Executive Committee

The Executive Committee met on July 31. During the meeting the committee received a verbal update from Presidents Bergh and Judy regarding the impact of recent floods on their campuses and communities. The committee also received a proposal from management regarding a revised calendar for 2024-2025. Lastly, the committee met in executive session to discuss the regular evaluations of Presidents Bergh and Judy. Chair Dickinson thanked the presidents for their service.

7. Report from EPSL Committee

Trustee Cluver provided a report on the committee's August 12 meeting. Special Assistant to the Chancellor, Yasmine Ziesler reviewed the proposed policy updates for policies 101, 106, and 109, which the committee recommended for approval by the Board.

Trustee Cluver moved and Trustee Luneau seconded the motion to accept the recommended changes to Policies 101, 106, and 109 as outlined in the board packet. The motion was approved unanimously.

General Counsel, Patty Turley reviewed the proposed policy updates for policies 301, 311, and 311-A. Associate General Counsel, Kathryn Santiago suggested edits to correct minor errors in the drafts before the Board. The committee recommended the approval of the policy changes.

Trustee Cluver moved and Trustee Zeller seconded the motion to accept policy changes as outlined in the packet to Policies 301, 311, and 311-A with the minor modifications

provided by Kathryn Santiago. The motion was approved unanimously.

8. Report from the DEI Committee

Trustee Jefferson provided an overview of the July 16 DEI meeting. The committee received progress reports from each institution regarding initiatives and events. These reports described CCV's work to grow employee cultural competency and gathering data, and VTSU's alignment with strategic goals, formation of the DEISJ Advisory committee, and recruitment efforts.

9. Enterprise Resource Planning project update

The Vermont State Colleges is pursuing the replacement of its current computer management system, Colleague. Due to the size and scope of this project, the Board has requested regular updates regarding the project's progress. Chief Information Officer, Kellie Campbell provided a brief update regarding the internal work completed including the development of a request for proposal. Future meeting dates were discussed to keep the Board informed in a timely manner.

10. Report from the Presidents

President Bergh provided a brief report. Enrollment and return rates are trending positively (deposits are up about 5% up year over year). Final retention rates will be known after October 15th. VTSU had positive press coverage this summer covering the governance transition, summer programs, and research. VTSU shares these stories internally to celebrate its successes. President Bergh has been joining the Chancellor's summer meeting and building relationships with community leaders. Recent conversations have focused on immediate needs regarding flooding, but they also lead to a thoughtful, long-term view in building these partnerships as well. They are active in academic planning, and are planning for the visit from NECHE, VTSU's accreditor. Leadership is working to revise their strategic plan, which should be available later in the current week. Fall athletes will begin to return to campus later this week and there is enthusiasm to welcome all students back for the Fall semester.

President Judy provided a brief report. The summer session is ending this week. Over 3,000 students enrolled in summer courses this year, which is up 7% from the prior year. Fall registration is tracking strong. CCV will be present at Thunder Road on Sunday, which is a fun, entertaining event where CCV can reach a group which might not be thinking about college. CCV recently received donation funding to create a new position to support adult English-language learners who participate in CCV programs.. This new role will build curricula and bridge the gap from existing resources.

11. Other business

There was no other business.

12. Executive Session to receive confidential attorney-client communications.

At 3:57p.m. Chair Dickinson moved and Trustee Luneau seconded that the board enter executive session, pursuant to 1 V.S.A. § 313(a)(1)(F) to receive confidential attorney-client communications, pursuant to 1 V.S.A. § 313(a)(1)(B) to discuss labor relations agreements with employees, and pursuant to 1 V.S.A. § 313(a)(3) to consider the employment of a public employee, because premature general public knowledge of these discussions would place VSC at a substantial disadvantage, it is appropriate for the Committee to enter executive session. Along with the members of the Board present at this meeting, in its discretion, the Board invited the VSC Chancellor, the President of Community College of Vermont, the President of Vermont State University, the VSC Chief Financial and Operating Officer, the VSC Director of External and Governmental Affairs, and the VSC Associate General Counsel, to attend.

The Board exited executive session at 4:30 p.m.

Trustee Dickinson moved and Trustee Luneau seconded the motion to reappoint Presidents Judy and Bergh. The motion was approved unanimously.

The next board meeting will take place at Lake Morey Resort and Conference Center on September 16 and 17.

Chair Dickinson adjourned the meeting at 4:30 p.m.

ITEM 2:
CCV Strategic Plan 2025 – 2030

2025 - 2030

STRATEGIC PLAN



Mission

The Community College of Vermont supports and challenges all students in meeting their educational and career goals through an abiding commitment to access, affordability, and student success.

Vision

CCV is deeply rooted in Vermont communities, providing students opportunities for academic and professional growth through flexible, innovative programs and exemplary support services. CCV will cultivate a rich network of partners through collaboration and workforce development to create vibrant and economically thriving Vermont communities.

Values

CCV holds at its core the belief that education has the power to transform lives, inspire families, and strengthen communities. We believe all people are entitled to a high-quality, affordable postsecondary education, and all students have the ability to learn. The following values guide CCV's work:

Collaboration

CCV values teamwork and actively reaches out to its diverse communities, developing deep partnerships to achieve shared goals.

Empowerment

CCV empowers its students, faculty, and staff to change their lives in positive ways and become active members in local and global communities.

Engagement

CCV offers small classes, embracing quality active learning and student engagement as the core of its teaching and learning environment.

Innovation

CCV fosters creative problem solving, responsiveness, entrepreneurship, and the ability to adapt to a rapidly changing world.

Integrity

CCV promotes institutional and individual responsibility, honest and ethical conduct, fairness, and transparency.

Learning

CCV develops the capacity of students, faculty, and staff to fulfill their potential through continuous education, improvement and growth.

Respect

CCV embraces diversity, equity, and inclusion, and provides welcoming, safe, and supportive teaching and learning environments.

Sustainability

CCV is committed to the wise use of resources to offer an affordable college education and to ensure the long-term health of the College. Community College of Vermont is a not-for-profit public institution.

Since its founding in 1970, the Community College of Vermont has established itself as a provider of high-quality courses and programs, a pathway to good jobs and further degrees, a leader in workforce education, and a champion of opportunity for all students. This is who we are.

With many thanks to our 2025-2030 Strategic Planning Committee, it is my pleasure to present CCV's strategic plan for the next stage in our journey. In the past year, this group of faculty and staff has performed an enormous task. They conducted an environmental scan of conditions affecting our work, our state, and higher education nationally; they scanned the relevant literature and did a significant amount of reading and research; they interviewed partners and thought leaders from across Vermont; and they probed the internal College community in more than a dozen SWOT analysis sessions with a variety of groups. They then made a deep dive into all they gathered and synthesized it into emergent themes as they relate to CCV's mission, vision, and values.

These themes are the basis of the five pillars of our new plan: Student Experience, Relevance, Value, Excellence, and Sustainability (note the fitting acronym, SERVES). The pillars of our plan set the direction for our work in the next five years and provide guardrails for the choices we face. The priorities listed under each pillar show the institutional changes we will undertake in each area. They are ambitious, strategic, and they are vitally important to our future.

Significant challenges lie before us: skepticism about the value of higher education, Vermont's aging demographics and worker shortages, and the need for opportunities for underserved populations, to name a few. CCV is a key partner with business, governmental, education, and service sectors working to address these issues, and we do not just sit at the table, we play a leadership role. Vermonters see the effects of our work in the students we serve, and they look to CCV to be part of the solution. Our ability to succeed in our work is only as strong as our relationships across the Vermont community are deep.

In a letter nominating one of our faculty members for the 2024 Teaching Excellence Award, one student wrote, "She took our classroom and made it a community." My hope is that our new strategic initiatives will help us work this type of magic in our every endeavor, from teaching to advising, working with businesses, community partners, charitable donors, and in our work together as faculty and staff, lighting the fire that propels students into a future of opportunity for themselves and their families.

At CCV, we build on our laurels, not rest on them. That is the spirit in which we take up the implementation of our new strategic plan.

Sincerely,

A handwritten signature in black ink that reads "Joyce Judy". The script is fluid and cursive, with the first letters of each name being capitalized and prominent.

Joyce Judy
President

INTERNAL AND ENVIRONMENTAL SCAN THEMES

STRENGTHS TO BUILD UPON

1. **Affordability:** CCV is the most affordable higher education institution in Vermont, setting it apart in the state's educational landscape. Our affordability within the state underscores our commitment to providing accessible education to Vermonters.
2. **Student-Centered, Mission-Driven Culture:** Helping students achieve their academic and career goals is the guiding principle of our decision-making processes. This dedication shapes our culture, ensuring that our actions align with the best interests of our students.
3. **Agility and Responsiveness:** CCV prides itself on its ability to adapt to the ever-changing educational landscape. By embracing a culture of evolution, we ensure that we continue to offer programs and services that are relevant and crucial for the success of our students.
4. **Innovation and Technology:** We continually challenge ourselves to grow and integrate the latest technological tools that not only enhance student learning but also increase our operational efficiency. Our commitment to innovation ensures that we remain at the forefront of educational advancements.
5. **Workforce Development:** CCV actively bridges the gap between education and employment, contributing to Vermont's talent pool.
6. **Leadership and Staff Commitment:** The dedication of our faculty, staff, and leadership forms the cornerstone of CCV, driving innovation and excellence throughout our educational and service offerings.

PRIMARY CHALLENGES

1. **Enhancing Student Outcomes:** CCV is dedicated to elevating student outcomes such as persistence, completion, and transfer rates, which currently fall below regional and national averages. Through focused efforts, we aim to increase student success metrics.
2. **Balancing Remote and In-Person Access:** As more students opt for remote access to classes and services, CCV faces challenges in maintaining a balance with in-person offerings across the state. This requires innovative solutions to meet the evolving preferences and needs of our student body.
3. **Expanding High-Quality Norms for Teaching and Learning:** Student feedback indicates that the wide variability in course design and engagement challenges their ability to navigate their courses successfully and feel connected to the College. Expanding high-quality norms across our course offerings is crucial to ensuring all students are provided an accessible, rigorous, and high-quality educational experience.
4. **Addressing Mental Health and Wellness:** An increasing number of students are disclosing mental health challenges that affect their ability to engage effectively in their college learning. Developing robust support systems is imperative to address these needs and support student well-being.
5. **Improving Long-Term Course Scheduling:** Enhancing the clarity and transparency of long-term course availability will support predictability for students, allowing them to plan their educational journeys more effectively.
6. **Enhancing Connection in a Remote Environment:** Students have expressed that CCV excels when there are opportunities for connection. In an increasingly remote educational environment, offering more opportunities for interaction and developing a stronger sense of community among students are essential to fostering belonging.

EXTERNAL TRENDS IMPACTING CCV

1. **Return on Investment Concerns:** Students are seeking robust returns on their college investments, desiring assurance that their education will prepare them for well-paying jobs post-graduation. The rising costs of higher education are leading to perceptions that the time and financial investments may not yield the expected career benefits.
2. **Changing Employer Requirements:** A shortage of skilled workers has led some employers to eliminate degree requirements, opting instead to provide on-the-job training. This trend may diminish the perceived competitive advantage of earning a degree, influencing prospective students' enrollment decisions.
3. **Impact of Mental Health on Enrollment:** Mental health issues are increasingly affecting students' willingness to enroll, return, and stay engaged in higher education. Feelings of disconnection and a lack of belonging are major factors driving this trend.
4. **Equity and Access Challenges:** Equity issues are prevalent across several domains, including digital access, technology fluency disparities between adult learners and traditional students, and the need for more flexible course delivery formats such as asynchronous and non-traditional semester lengths.
5. **Need for Community Among Online Learners:** There is a desire for a stronger sense of community, particularly among online learners, to enhance their educational experience and foster a sense of belonging.
6. **Economic Challenges for Vermonters:** Wage stagnation coupled with a rising cost of living in Vermont makes it increasingly difficult for residents to afford living expenses, impacting potential students' ability to pursue higher education.
7. **Demographic Shifts in Vermont:** A declining high school population and an aging workforce are placing greater strains on Vermont's services, with insufficient new workers available to support these needs in the long-term.
8. **Impact of Emerging Technologies:** The rapid development and adoption of technologies such as artificial intelligence (AI) are transforming educational and workplace environments.

KEY OPPORTUNITIES

1. **Accelerated Terms:** Offer classes in shorter academic terms that allow students to complete courses within a condensed timeframe. This structure reduces the likelihood of students dropping out due to unforeseen life events and potentially enables them to enroll in more classes each semester.
2. **Expanding Partnerships:** Strengthen and initiate partnerships with K-12 schools, businesses, employers, and organizations.
3. **Career- and Employer-Connected Programs:** Expand career-connected programs and credentials, offering badges, apprenticeships, and specialized credentials that address the needs of employers and workers and provide flexible pathways for skill development.
4. **Leverage Established Online Education Program:** As a leader in high-quality online education in Vermont, CCV can capitalize on the growing acceptance of online learning. This trend offers an excellent opportunity to expand our educational reach across the state.
5. **Advocate for Affordability:** Advocate for increased financial support, aiming to reduce costs to better align with the national average for community colleges, thereby expanding CCV's accessibility to Vermonters.
6. **Expand Career Learning:** Expand career-learning activities, supporting students' professional goals and serving as a strategic retention and workforce development tool.
7. **High School Pathway Expansion:** Increasing interest in high school pathways offers an opportunity to facilitate smoother transitions to higher education and encourage early college engagement.
8. **Expand and Elevate Transfer Pathways for Affordability:** Some states have successfully used transfer pathways to boost affordability and enrollment. This strategy presents an opportunity for us to streamline and promote our transfer options, enhancing student mobility and value.

2025-2030 STRATEGIC PILLARS & PRIORITIES

CCV SERVES

We serve the communities we live and work in. We serve the state we call home. And we serve the thousands of learners, partners, and businesses that work to create a vibrant and economically thriving Vermont.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR I

STUDENT EXPERIENCE

Place the student experience at the forefront, fostering an environment where students achieve their academic and career goals and derive significant value from their time at CCV.

Priority 1

Design academic terms and modalities that support accelerated completion and flexibility for students.

Priority 2

Provide an integrated system of student services that clarifies and supports students' career goals from pre-admission through completion, including graduation and transfer.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR II

RELEVANCE

Deliver high-quality programs that align with regional workforce needs and advance students' economic mobility.

Priority 3

Integrate a range of best-fit work-based learning options into program and course design to ensure students gain relevant work experience, accounting for teaching and learning goals as well as capacities.

Priority 5

Leverage current and emerging technology in teaching, learning, and workplace contexts.

Priority 4

Align program offerings with labor market opportunities, clarify earning trajectory and career pathways by program for students, and foster equitable enrollment and completion rates across programs.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY



PILLAR III

VALUE

Enhance and promote the College's compelling value proposition, establishing it as a vital leader in shaping the state's future with a focus on quality, accessibility, and affordability for all Vermonters.

Priority 6

Establish CCV as Vermonters' premier college choice for advancing their education and career aspirations.

Priority 7

Generate value for stakeholders by nurturing strategic partnerships, leveraging our statewide presence, and driving positive change within our communities, serving as a hub for collective impact in the state.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR IV

EXCELLENCE

Scale learner-centered best practices in teaching to ensure accessible, inclusive, and supportive learning experiences centered around student success.

Priority 8

Cultivate learning environments that promote engagement, provide predictable course design, and prioritize the student experience.

Priority 9

Ensure student supports across teaching and learning formats are responsive, substantive, and individualized.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR V

SUSTAINABILITY

Cultivate a growth-oriented, agile culture and a sustainable organization.

Priority 10

Grow enrollment and retention across a variety of sectors, especially Vermont's underserved and underrepresented populations.

Priority 12

Ensure the College's processes, design, and infrastructure are durably and responsibly deployed to meet evolving needs and provide for an affordable student experience.

Priority 11

Hire, develop, and retain outstanding and diverse faculty and staff.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

Thank You

The 2025 – 2030 Strategic Plan reflects the input and thinking of a diverse group of CCV community members and partners. We value and appreciate the perspectives and insights shared by the many contributors to this Strategic Plan.

CCV Strategic Planning Committee:

Rick Arend – Faculty

Amy Chess – Co-Chair, Director of Institutional Research and Planning

Ryan Dulude – Co-Chair, Director of Financial Aid

Kate Hughes – Coordinator of Teaching and Learning

Jade Leighty – Financial Aid Counselor

Nicole Otte Stetson – Associate Academic Dean

CJ Record – Faculty

Natalie Searle – Director of Secondary Education Initiatives

David Tabaruka – Controller

Artie Toulis – Operations Manager

Adam Warrington – Associate Dean of Admissions and Enrollment

Heather Weinstein – Dean of Strategic Initiatives and Student Affairs

Erin Wetherell – Coordinator of Student Advising

CCV is committed to nondiscrimination in its learning and working environments for all persons. All educational and employment opportunities at CCV are offered without regard to race, creed, color, national origin, marital status, sex, sexual orientation, gender identity, veteran status, or any other category protected by law. CCV is an equal opportunity employer. Auxiliary aids and services are available upon request to individuals with disabilities.



NOTES

ccv.edu/strategicplan

Vermont State Colleges Board of Trustees
Community College of Vermont
PO Box 489
Montpelier, VT 05601

September 16 & 17, 2024



ccv.edu

ITEM 3:
VTSU Strategic Plan 2024 - 2025 & 2025 – 2026

Vermont State Colleges Board of Trustees		VTSU 2024-2025 & 2025-2026 Strategic Plan		September 16 & 17, 2024	
Strategic Priority #1: Increase access to affordable, high-quality educational opportunities for learners throughout Vermont and beyond.					
Objective 1.1 Increase access to high-quality education through flexible pathways and delivery modalities.		Objective 1.2 Increase affordability through innovative program structures, operational efficiency, and sustainable growth.		Objective 1.3 Improve institutional performance gaps related to student achievement.	
				Objective 1.4 Increase awareness, engagement, enrollment, and investment across all external VTSU audiences	
Key Measures of Success					
Key Performance Indicators: • Accessibility and Affordability Rates • Student Satisfaction/Engagement Rates		Key Performance Indicators: • Accessibility and Affordability Rates • Student Satisfaction/Engagement Rates		Key Performance Indicators: • Enrollment/Completion Rates • Access & Affordability Rates • Student Satisfaction/Engagement Rates	
Key Performance Indicators: • Enrollment/Completion Rates • Access & Affordability Rates • Student Satisfaction/Engagement Rates		Key Performance Indicators: • Enrollment/Completion Rates • Access & Affordability Rates • Student Satisfaction/Engagement Rates		Key Performance Indicators: • Enrollment/Completion Rates • Community Engagement Metrics • Student Satisfaction/Engagement Rates	
Leading Indicators: • Percent of program courses offered in in-person plus and online modalities.		Leading Indicators: • Percentage of enrollment and revenue growth Occupancy rate for physical footprint		Leading Indicators: • Student retention, completion rates, and graduate outcomes, including credit accumulation rates, internship completion, and other effectiveness measures by student type, cohort, modality, start term, etc.	
				Leading Indicators: • # of prospective student leads	
• Number of students by type enrolled in programs by modality.				• Performance gaps by income, gender, first-generation status, race/ethnicity, age, etc.	
				• # of media stories/coverage	
• Measured academic success across all modalities.					
				• General public polling on brand awareness and perceptions	
• VTSU Insights					
				• % of revenue tied to fundraising and donors	
2024-2025 Priority Initiatives/Projects					
1.1.1 Develop and expand a new online program administrative model aligned with the new academic school structure. Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins		1.2.1 Program array improvement and optimization maximizing efficiency and seamless integration and transitions, across all VTSU locations and the larger VSC system Target/Deadline: June 30, 2025 Owner(s): Sarah Truckle, Nolan Atkins		1.3.1 Design and pilot a dashboard to measure progress towards university student success goals: student sense of belonging and identity, academic purpose, self-efficacy, access and equity, career readiness, and post-graduation success. Target/Deadline: June 30, 2025 Owner(s): Kelley Beckwith, Sarah Truckle	
1.1.2 Develop and launch faculty professional development program to implement teaching through multiple modalities. Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins		1.2.2 Exploring new, innovative affordability models to increase student access, including scholarships, partnerships, transfer agreement, etc. Target/Deadline: June 30, 2025 Owner(s): Maurice Ouimet, Wilson Garland, Sarah Truckle, Hannah Reid		1.3.2 Based on data analysis, identify institutional obstacles to student success and address them. Target/Deadline: June 30, 2025 Owner(s): Kelley Beckwith, Nolan Atkins, Sarah Truckle, Maurice Ouimet	
1.1.3 Implement 1:1 Device policy for incoming VTSU students Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins, Sarah Truckle		1.2.3 Develop and implement strategic program evaluation criteria to determine strategic investments and align with enrollment priorities Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins, Sarah Truckle, Maurice Ouimet			
				1.4.1 Develop and implement a clear, authentic, and compelling brand identity to underpin all VTSU external engagement Target/Deadline: December 30, 2024 Owner(s): Hannah Reid, Sarah Truckle	
				1.4.2 Develop and launch a comprehensive enrollment marketing strategy to increase awareness, engagement, and enrollment across VTSU target student audiences Target/Deadline: March/April, 2025 Owner(s): Maurice Ouimet, Hannah Reid, Sarah Truckle	
				1.4.3 Develop and launch a comprehensive brand marketing strategy to increase general public awareness of the positive impact of VTSU on Vermont's students, communities, workforce, and economy. Target/Deadline: March/April, 2025 Owner(s): Hannah Reid, Sarah Truckle	
				1.4.4 Develop and launch a comprehensive earned media strategy to show case student, faculty, and staff creative, professional, community and scholarly work and increase awareness of and engagement with the VTSU brand Target/Deadline: December, 2024 Owner(s): Hannah Reid, Sarah Truckle	
				1.4.5 Develop and launch a comprehensive Institutional Advancement Development Strategy to facilitate an engaged community of VTSU alumni and donors and support the University's financial health and stability. Target/Deadline: January, 2025 Owner(s): Hannah Reid, Sarah Truckle	
2025-2026 Priority Initiatives/Projects					
1.1.4 Implement standard and consistent baseline expectations for technology usage (canvas, gradebook, scheduling, etc.) Target/Deadline: June 30, 2026 Owner(s): Nolan Atkins		1.2.4 Evaluate opportunities to expand student employment to maximize operational efficiencies and promote student professional development Target/Deadline: June 30, 2026 Owner(s): Kelley Beckwith		1.3.3 Develop and implement a predictive model for student success. Target/Deadline: June 30, 2025 Owner(s): Kelley Beckwith, Nolan Atkins	
		1.2.5 Evaluate student services and operational expenses to identify opportunities for efficiency and streamlining Target/Deadline: June 30, 2026 Owner(s): Kelley Beckwith, Sarah Truckle			
		1.2.6 Evaluate and develop a per student recruitment cost and identify and operationalize mechanisms to optimize recruitment costs. Target/Deadline: June 30, 2026 Owner(s): Hannah Reid, Sarah Truckle			

Strategic Priority #2: Position Vermont State as a premier career-ready university.			
Objective 2.1 Embed stackable industry-recognized micro-credentials into the academic program array	Objective 2.2 Embed real-world applied learning opportunities in every degree path.	Objective 2.3 Develop need-inspired and forward-thinking degree and certificate programs that respond to industry and community demands.	Objective 2.4 Build and cultivate mutually beneficial partnerships and collaboration opportunities with key community stakeholders.
Key Measures of Success			
Key Performance Indicators: <ul style="list-style-type: none"> • Accessibility and Affordability Rates • Student Satisfaction/Engagement Rates 	Key Performance Indicators: <ul style="list-style-type: none"> • Student Satisfaction/Engagement Rates 	Key Performance Indicators: <ul style="list-style-type: none"> • Enrollment/Completion Rates • Career Placement Rate • Community Engagement Metrics • Student Satisfaction/Engagement Rates 	Key Performance Indicators: <ul style="list-style-type: none"> • Enrollment/Completion Rates • Career Placement Rate • Community Engagement Metrics • Student Satisfaction/Engagement Rates
Leading Indicators:	Leading Indicators:	Leading Indicators:	Leading Indicators:
<ul style="list-style-type: none"> • % of degree programs with an embedded credential 	<ul style="list-style-type: none"> • % of degree paths with an applied learning requirement 	<ul style="list-style-type: none"> • #of new programs and certificates launched in critical occupation and community need areas. 	<ul style="list-style-type: none"> • # of official partnerships within our communities
<ul style="list-style-type: none"> • % of graduates who attain a credential 	<ul style="list-style-type: none"> • % of students completing an applied learning experience by graduation 	<ul style="list-style-type: none"> • % of new proposed offerings that align with jobs acquired by graduates and projected employment in the market area. 	<ul style="list-style-type: none"> • % of revenue derived from community engagement and partnerships.
		<ul style="list-style-type: none"> • # of students enrolled in these programs. 	<ul style="list-style-type: none"> • % of community engagement initiatives that involve student or faculty research, scholarship, or learning.
2024-2025 Priority Initiatives/Projects			
2.1.1 Develop pathways between non-credit bearing certificates to credit for academic programs Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins, Sarah Truckle	2.2.1 Integrate and leverage the Gen Ed Connections program to incorporate the career development model and increase career readiness. Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins, Kelley Beckwith	2.3.1 Launch a new program review and improvement process that enables investments in new and existing programs with the potential for growth and market differentiation. Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins, Sarah Truckle, Hannah Reid	2.4.1 Build and cultivate mutually beneficial partnerships and collaboration opportunities with key community stakeholders such as K-12, business, industry, non-profit, government and other organizations in our rural communities that will support and sustain a diversified VTSU community. Target/Deadline: June 30, 2025 Owner(s): All ELT
	2.2.2 Launch training program for faculty to learn how to integrate industry-specific content and support applied learning. Target/Deadline: June 30, 2025 Owner(s): Nolan Atkins		2.4.2 Expand dual enrollment and early college initiatives to ensure VTSU is a major partner with Vermont High Schools and CTEs Target/Deadline: June 30, 2025 Owner(s): Maurice Quimet
2025-2026 Priority Initiatives/Projects			
2.1.2 Develop training programs for faculty to embed micro-credentials in academic curriculum Target/Deadline: June 30, 2026 Owner(s): Nolan Atkins		2.3.2 Develop and implement a process to leverage advisory boards to vet new program ideas that mitigate gap in demand occupations. Target/Deadline: June 30, 2026 Owner(s): Nolan Atkins, Sarah Truckle	2.4.3 Increase cultural and arts programs and events across the university and for our community Target/Deadline: June 30, 2026 Owner(s): Kelley Beckwith, Nolan Atkins, Sarah Truckle
2.1.3 Identify and implement technology tools and platforms for offering and tracking micro-credentials Target/Deadline: June 30, 2026 Owner(s): Nolan Atkins, Sarah Truckle			

Strategic Priority #3: Become a stable and sustainable employee-centric institution of higher education with a strong, values-driven and community-oriented culture.			
Objective 3.1 Foster employee wellbeing, including a strong commitment to diversity, equity, inclusion, and social justice.	Objective 3.2 Increase personal and professional development opportunities to enable innovation, creativity, leadership, and teamwork.	Objective 3.3 Adopt a strong community culture driven by university values - respect, integrity, student success, DEISJ, community, collaboration & innovation, continuous learning & improvement, and sustainability.	Objective 3.4 Continue development and implementation of essential institutional systems, infrastructure, systems, tools, and practices to support a strong, stable, sustainable, and impactful institution.
Key Measures of Success			
Key Performance Indicators: • Faculty & Staff Satisfaction • Diversity & Inclusion Metrics	Key Performance Indicators: • Faculty & Staff Satisfaction • Diversity & Inclusion Metrics	Key Performance Indicators: • Faculty & Staff Satisfaction • Diversity & Inclusion Metrics	Key Performance Indicators: • Faculty & Staff Satisfaction • Student Satisfaction/Engagement
Leading Indicators: • % of employees with positive response to campus climate survey. • % of faculty and staff who identify or are members of a marginalized or minority group.	Leading Indicators: • # of relevant training and development opportunities offered. • % of employees engaged in development opportunities	Leading Indicators: • % of employees with positive response to campus climate survey. • % of positive responses for campus climate survey.	Leading Indicators: • # of standard operating procedures established • # of policies updated
2024-2025 Priority Initiatives/Projects			
3.1.1 Build mechanisms to recruit and retain diverse students, faculty, and staff. Target/deadline: June 30, 2025 Owner(s): Sarah Truckle, Hannah Reid, Maurice Ouimet, Kelley Beckwith	3.2.1 Develop a cross-discipline professional development framework for faculty and staff in conjunction with our CBAs Target/deadline: June 30, 2025 Owner(s): All ELT	3.3.1 Develop and launch a dashboard for campus climate data. Target/deadline: December 30, 2024 Owner(s): Sarah Truckle, Kelley Beckwith	3.4.1 Develop and launch an internal communications infrastructure. Target/Deadline: December 30, 2024 Owner(s): Sarah Truckle, Hannah Reid
3.1.2 Develop and implement initiative to promote employee wellbeing, time for focused work, and connection Target/deadline: June 30, 2025 Owner(s): Sarah Truckle			3.4.2 Develop internal HR internal procedures and workflows. Target/Deadline: June 30, 2025 Owner(s): Sarah Truckle, Gina Kelley
			3.4.3 Update and develop internal fiscal policies, procedures and workflow management. Target/Deadline: June 30, 2025 Owner(s): Sarah Truckle, Lit Tyler
2025-2026 Priority Initiatives/Projects			
		3.3.2 Develop and launch an accountability framework for CPI implementation and follow-up. Target/deadline: December 30, 2025 Owner(s): Wilson Garland	3.4.1 Implement a new system wide ERP system. Target/deadline: December 31, 2026 Owner(s): Wilson Garland