CASTLETON UNIVERSITY
COMMUNITY COLLEGE OF VERMONT
NORTHERN VERMONT UNIVERSITY
VERMONT TECHNICAL COLLEGE

VERMONT STATE COLLEGES SYSTEM

OFFICE OF THE CHANCELLOR
PO BOX 7
MONTPELIER, VT 05601
P (802) 224-3000

To: Vermont State College System Communities

From: Chancellor Sophie Zdatny

Re: **Transformation Update #8**

Date: July 19, 2021

Dear Vermont State Colleges Community,

This is the eighth of our regular transformation updates. The prior updates, along with additional information about the transformation process, can be found on the VSCS website at www.vsc.edu/transformation.

TRANSFORMATION TEAMS LAUNCHED LAST WEEK

The Transformation core teams for Student Experience and Academic Operations launched last week. As they start their work, these teams are engaging in Discovery about how we serve and support students today and what options we have to incorporate new approaches and best practices into our work. These teams will also be working with sub-teams of functional experts from each institution to help ensure that we design processes and systems to support the work that we do and uncover opportunities to increase effectiveness and efficiency. The sub-teams will be launching over the next few weeks now that the core teams are off and running.

One element of feedback we received during the kickoff conversations was that we should be more intentional about how we incorporate diversity, equity, and inclusion goals and perspectives into our transformation work. There is recognition that more could and should be done. We are convening a work group that will help us to identify or create a framework that will be part of our process moving forward.

We also plan to create a Student Advisory Council to incorporate student input and feedback into the transformation process. This will be synchronized with the students' return to campus and we will be providing details on how students can nominate themselves or be nominated for participation in the Council in a future transformation update.

If you would like to learn more about the Student Experience and Academic Operations project kickoffs, the slide decks from each of the presentations are attached to this update. You can also learn more at the following upcoming events.

UPCOMING VIRTUAL TOWN HALL MEETING ON TRANSFORMATION

To ensure that everyone is up to date on and familiar with our Transformation projects, Wilson Garland, the Director of Transformation Projects, will be hosting a **Town Hall Webinar next Monday, July 26th, at 2:30 p.m.** Wilson and others will be presenting an overview of the project management efforts so far and the process we are using to move this work forward. This information will be similar to what was provided to the teams that were launched last week. People who attend the Zoom webinar will have an opportunity to submit questions, and we will try to answer as many as we can.

The webinar link is available here: https://vsc.zoom.us/j/84555226443

If you are unable to attend the Town Hall or you have additional questions or input you would like to share in a more informal setting, Wilson is also hosting a number of Zoom sessions called **Transformation Virtual Office Hours** over the next couple of weeks, starting tomorrow. Feel free to drop in, meet Wilson, and get your questions answered.

WEEKDAYS WITH WILSON: GET YOUR TRANSFORMATION QUESTIONS ANSWERED

Our first informal information virtual sessions with Wilson will begin this week. If you have questions about Transformation and how the work will be organized or you have ideas or suggestions about things that should be considered during the transformation effort, these sessions are for you.

Tuesday, July 20th, 10:00am https://vsc.zoom.us/j/85761503744

Thursday, July 22nd, 2:00pm https://vsc.zoom.us/j/81146599506

Wednesday, July 28th, 11:00am https://vsc.zoom.us/j/85688557676

Friday, July 30th, 10:00am https://vsc.zoom.us/j/86253521140

LIBRARY DIRECTOR UPDATE

Our search for a Director of VSCS Libraries has concluded, and James (Jim) Allen will be transitioning into this role later this month. Jim brings clear passion for the work of the VSCS, deep knowledge of our current library systems and operations, and a commitment to creating an inclusive process for transformation. He has over fifteen years of library leadership and management experience in the VSCS and in New Hampshire and has served in a variety of roles in the Hartness Library beginning in 2001. Jim is currently the Hartness Library Director and Chair of the VSC Library Council and holds a Master's degree in Library and Information Science from the University of Rhode Island and a Bachelor of Arts in History from Keene State College.

Thank you to Andrew Alexander (CU), Susan Currier (VTC), Billie Langlois (CU), David Plazek (NVU), and Deborah Stewart (CCV) for serving on the search committee and to all library personnel, faculty, and other staff across the system who engaged with our finalist candidates and provided feedback to the search committee.

NEW INSTITUTION PRESIDENT SEARCH

Several weeks ago, we shared that we were searching for an executive search firm to help us identify a president for the new institution. We're pleased to share that we will be working with executive search firm, Storbeck Search. Storbeck will be providing a presentation on the search process at the upcoming August 4th Board meeting.

UPCOMING BOARD MEETINGS

August 4th – Board of Trustees

August 19th – Education, Personnel, and Student Life Board Committee Meeting

August 23rd – Finance and Facilities Board Committee Meeting

September 13th – Diversity, Equity, and Inclusion Board Committee Meeting

September 20-21st – Board of Trustees Annual Retreat

Additional information about Board and Committee meetings, including information on how to access the meetings may be found here.

PUBLIC INPUT

We will continue to solicit broad input as our transformation continues. **We encourage you to share your feedback at this link.** Additionally, we will continue accepting public comments at Board and Committee meetings and will post regular updates on our Transformation page. The feedback received through the transformation page survey link is posted publicly each month on the transformation page.

I will continue to keep you updated as the transformation process unfolds. I welcome your ongoing feedback and input. Thank you for engagement in this critical work.

With kind regards,

Sophie

Student Experience Team Kickoff

July 14, 2021

Agenda

- Introductions
- Why are we here, and how did we get here?
- Goals of Transformation
- Goals and Priorities
- Scope (what's in, what's out)
- Governance and Decision-Making
- Project Management Approach
- High-Level Timeline
- Managing the Work
- Next Steps

Introductions

- Sponsors
  - Chancellor
  - Council of Presidents
- Stakeholders
  - CAOs
  - Sharron Scott CFO/COO
  - Kellie Campbell CIO
  - Yasmine Ziesler CAO
  - Wilson Garland Dir. Transformation
  - Patty Turley – Compliance
- Core Team
  - Maurice Ouimet CU/NCE – Team Lead
  - Victoria Dutcher NVU - Admissions
  - Amanda Chaulk VTC - Marketing
  - Matthew Couture CU – Financial Aid
  - Jason Enser VTC - Student/Residence Life
  - Katherine Levasseur OC – External Relations
  - Doug Eastman OC – IT/Registrar Ops
  - Wilson Garland OC – Project Manager
- Extended Team
  - All sub-team members

Why are we here, and how did we get here?

- Mission of VSC:

  For the benefit of Vermont, the Vermont State Colleges system provides affordable, high quality, student-centered, and accessible education, fully integrating professional, liberal, and career study, consistent with student aspirations and regional and state needs

- We have been given a mandate to transform from the legislature and the Board of Trustees

- What does it mean to be student-centered?

Note: For the first year of transformation, we will be focusing on the Student experience for the NCE, but we have people involved from CCV as a connection point to learn from and help us identify ways that the VSC as a system can support the collective work.

Goals for Transformation

- Bring together the strengths of VTC, Castleton, and NVU into a New Combined Entity
- Put the institutions of the VSCS on a firm and sustainable financial footing
  - $5 million deficit reduction each year for 5 years
    - Increase revenue
    - Reduce cost
- Establish the foundation for the future of higher education for VT
  - High Quality
  - Affordable/Good Value
  - Accessible
  - Diverse, Equitable, and Inclusive
  - Relevant
  - Innovative - focused on the future of learning and work

Scope of Work

In Scope:

- Changing campus configurations to better serve students or programs
- Opportunities to co-locate or consolidate services or programs
- Shifting costs or resources to more efficiently provide the experience

Out of Scope:

- Maintaining current status quo
- Closing specific campuses
- Expecting more resources beyond the scope of what has been approved
- Customized business practices by location

Purpose of This Team

The purpose of this team is to help us define the future student experience across all functional areas - how we want to interact with and support students outside of the classroom – and how we support this experience with processes, data, and systems.

- Students will be at the center of how we think about our offerings and the learning
- We will engage in discovery and design with an eye towards best practices
- The programs, processes, and practices we develop will serve as the foundation for our future

Scope of Transformation Initiative

Portfolio

VSCS System Transformation

Core Process Teams

Student Experience	Academic Programs and School Ops	Administrative Operations	Workforce Development

Sub-Projects/ Tasks

- Admissions
- FA/Registrar
- Marketing/Branding
- Student/Resident Life
- Athletics
- IT: Web & ERP teams

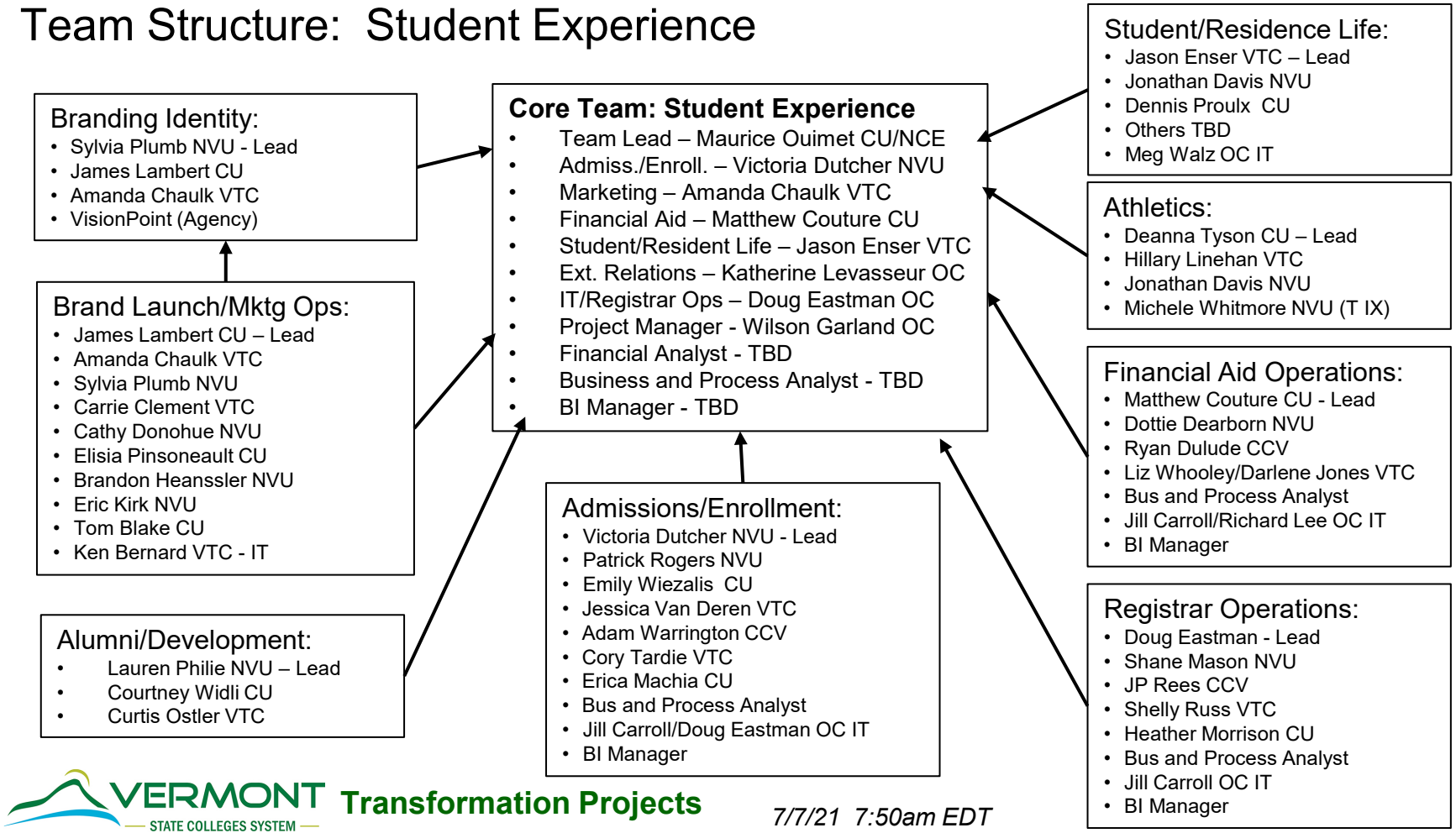
- Academic Programs/ Curriculum Dev
- Advising/Academic Support
- Libraries
- School Ops:
  - Faculty Support
  - Scheduling and Section Balancing
- IT: Academic Tech & School Ops

- Facilities Planning and Management
- Business Affairs/ Finance
- IT Services
- Human Resources
- Procurement
- Legal/Compliance

- Industry Engagement
- CE Program Portfolio
- Customized Training/ Apprenticeships
- Registration & Student Operations

Note: Depending on capacity and dependencies, projects will be sequenced.

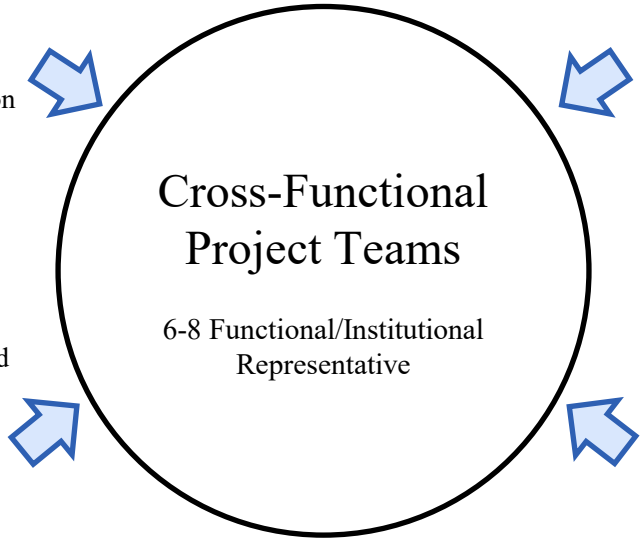
Team Structure: Student Experience



Transformation Project Roles

Project Manager (Hired):
- Provide coordination, tools, and support to team leader.
- Drive schedule, transparency, communication, and accountability.
- Identify opportunities and risks.
- Manage dependencies and communication with stakeholders.

Business and Process Analyst:
- Understanding internal and external customer needs, document processes, and identify opportunities for process improvement.
- Translate business requirements to functional and system/technical requirements.



Business Intelligence (BI) Lead:
- Inventory current standard reporting requirements (internal and external).
- Identify new data needed to support strategic decision-making process and/or required transformation reporting.
- Identify institutionally stored data to be centralized for storage and reporting.
- Standardize datasets and documentation to support standard definitions and reporting needs (single versions of the truth)

Financial Analyst (Redeploy Existing):
- Support the annual financial plan and budgeting across processes and institutions.
- Create and financial models to optimize core processes to enable quality, efficiency, and growth.
- Analyze budget vs actual results to inform transformation efforts.

Goals and Priorities for This Team

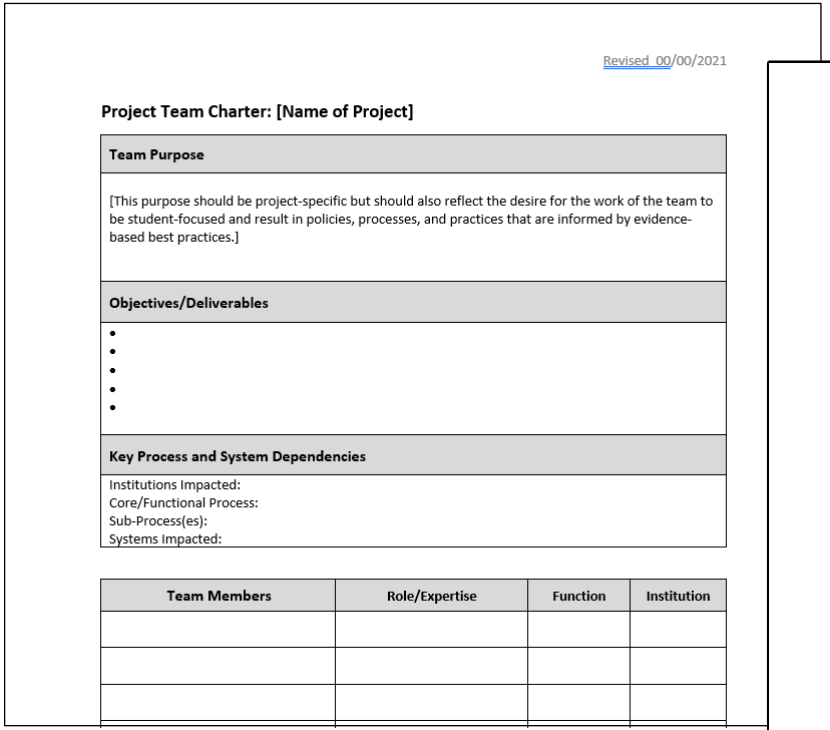
- Create a high-quality, integrated student experience from Prospective Student to Graduation and beyond
  - Design an experience that supports diversity, equity, and inclusion
  - Increase enrollment effectiveness (brand, marketing, admissions, FA, enrollment)
  - Streamline processes for student interaction, support, and customer service
  - Engaging and transformational athletics, residential experiences, and student life
- Design and develop effective systems to support the work
- Deliver against the goals of transformation (for students, state, and sustainability)

Project/Team Governance Structure

Roles	Names	Accountability
Project Sponsor(s)	Chancellor and Council of Presidents	• Final Decisions on recommendations* • Approval to move to next stage • Removal of organizational or budget barriers
Stakeholders	CAOs Sharron Scott CFO/COO Kellie Campbell CIO Yasmine Ziesler CAO Wilson Garland Dir. Of Transformation Patty Turley – Compliance	• Consultation with Sponsors regarding recommendations • Removal of functional institutional barriers • Identify dependencies with other Projects
Team Lead	Maurice Ouimet – Dean of Enrollment	• Decisions delegated to the team • Recommendations to bring to Stakeholders and Sponsors
Team Members	Listed in Charter.	• Full team participation • Communicate back to functional/institution teams • Collect input from functional/institution teams

* Will forward recommendations for decisions requiring Board Approval

Proposed Tools

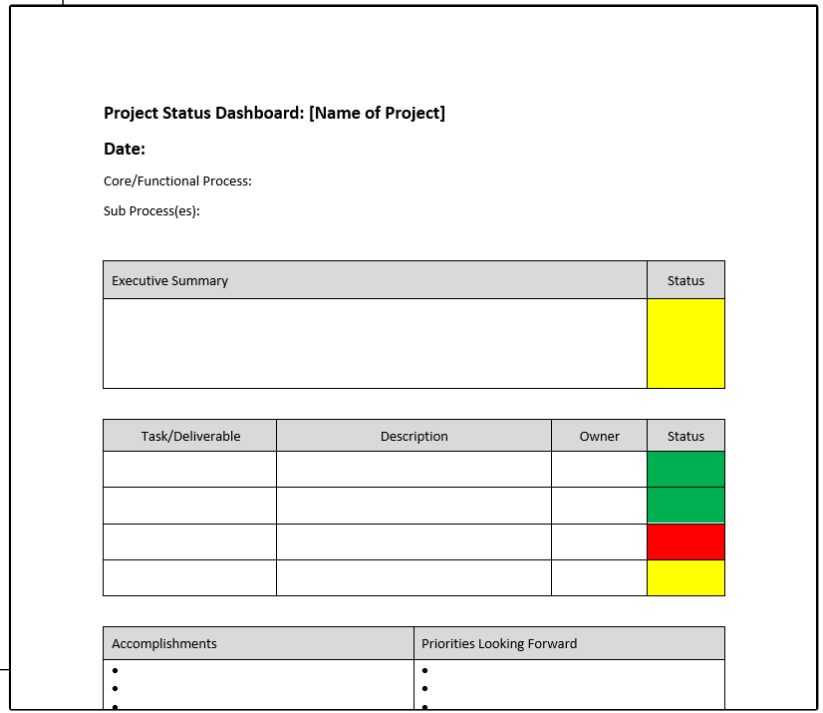


Revised 00/00/2021

Project Team Charter: [Name of Project]

Team Purpose
[This purpose should be project-specific but should also reflect the desire for the work of the team to be student-focused and result in policies, processes, and practices that are informed by evidence-based best practices.]
Objectives/Deliverables
• • • • •
Key Process and System Dependencies
Institutions Impacted: Core/Functional Process: Sub-Process(es): Systems Impacted:

Team Members	Role/Expertise	Function	Institution



Project Status Dashboard: [Name of Project]

Date:

Core/Functional Process:

Sub Process(es):

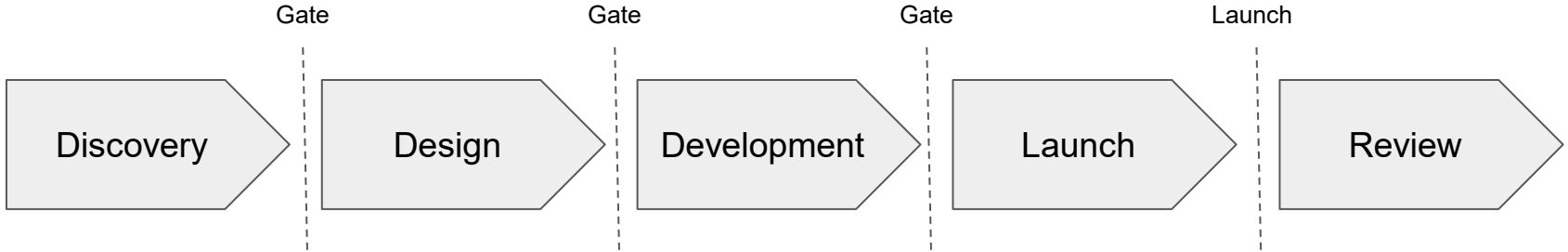
Executive Summary	Status

Task/Deliverable	Description	Owner	Status

Accomplishments	Priorities Looking Forward
• • •	• • •

VERMONT STATE COLLEGES SYSTEM — Transformation Projects

Stage-Gate Process



- Each Gate requires Leadership/Sponsor Approval to move to the next Stage
- Documentation required at each Gate:
  - Team-Level Status Reports
  - Stage-specific documentation (e.g. Research, Design Docs, Development Plan, Launch Plan)
  - Functional and Regulatory Checklist

High-Level Timeline for Student Experience

- Discovery — By end of September
- Design — By end of January
- Development — By the end of April
- Launch — By August 1, 2022

Managing the Work

- Meeting Schedule?
- Balancing commitments
- Determining team work vs. individual work
- Let us know how we can help or resources as the need arises!

Next Steps for Core Team

- Complete the Charter
- Establish a Project Timeline
  - Stages with deliverables
- Begin to define the core cross-functional process and sub-processes for Student Experience
  - Discovery
    - What are we doing now?
    - Best practices
  - Form and engage Sub-Teams for detailed process understanding

Questions?

Academic and School Operations Team Kickoff

July 15, 2021

Agenda

- Introductions
- Why are we here, and how did we get here?
- Goals of Transformation
- Scope (what's in, what's out)
- Goals and Priorities
- Governance and Decision-Making
- Project Management Approach
- High-Level Timeline
- Managing the Work
- Next Steps

Introductions

- Sponsors
  - Chancellor
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- Stakeholders
  - CAOs
  - Deans of Admissions/Enrollment
  - Sharron Scott CFO/COO
  - Kellie Campbell CIO
  - Yasmine Ziesler CAO
  - Wilson Garland Dir. Transformation
  - Patty Turley – Compliance
- Core Team
  - Yasmine Ziesler OC – Team Lead
  - Nolan Atkins NVU/NCE - Academic Programs
  - Kelley Beckwith CU - Student Success
  - Amy Wright NVU - Career Services
  - John Kidder VTC - Faculty
  - Chris Boettcher CU - Teaching & Learning
  - Kellie Campbell - IT (acad. systems)
  - Wilson Garland OC - Project Manager
  - Jim Allen VSCS - Library Director
- Extended Team
  - All sub-team members

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- Maintaining current status quo
- Closing specific campuses
- Expecting more resources beyond the scope of what has been approved
- Customized business practices by location

Purpose of This Team

The purpose of this team is to help us define how we provide the academic learning experience, as well as student academic support across all functional areas that interact with students as part of their learning.

- Students will be at the center of how we think about our offerings, access, and learning
- We will engage in discovery and design with an eye towards best practices
- The programs, processes, and practices we develop will serve as the foundation for our future

Scope of Transformation Initiative

Portfolio

VSCS System Transformation

Core Process Teams

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Sub-Projects/ Tasks

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- Libraries
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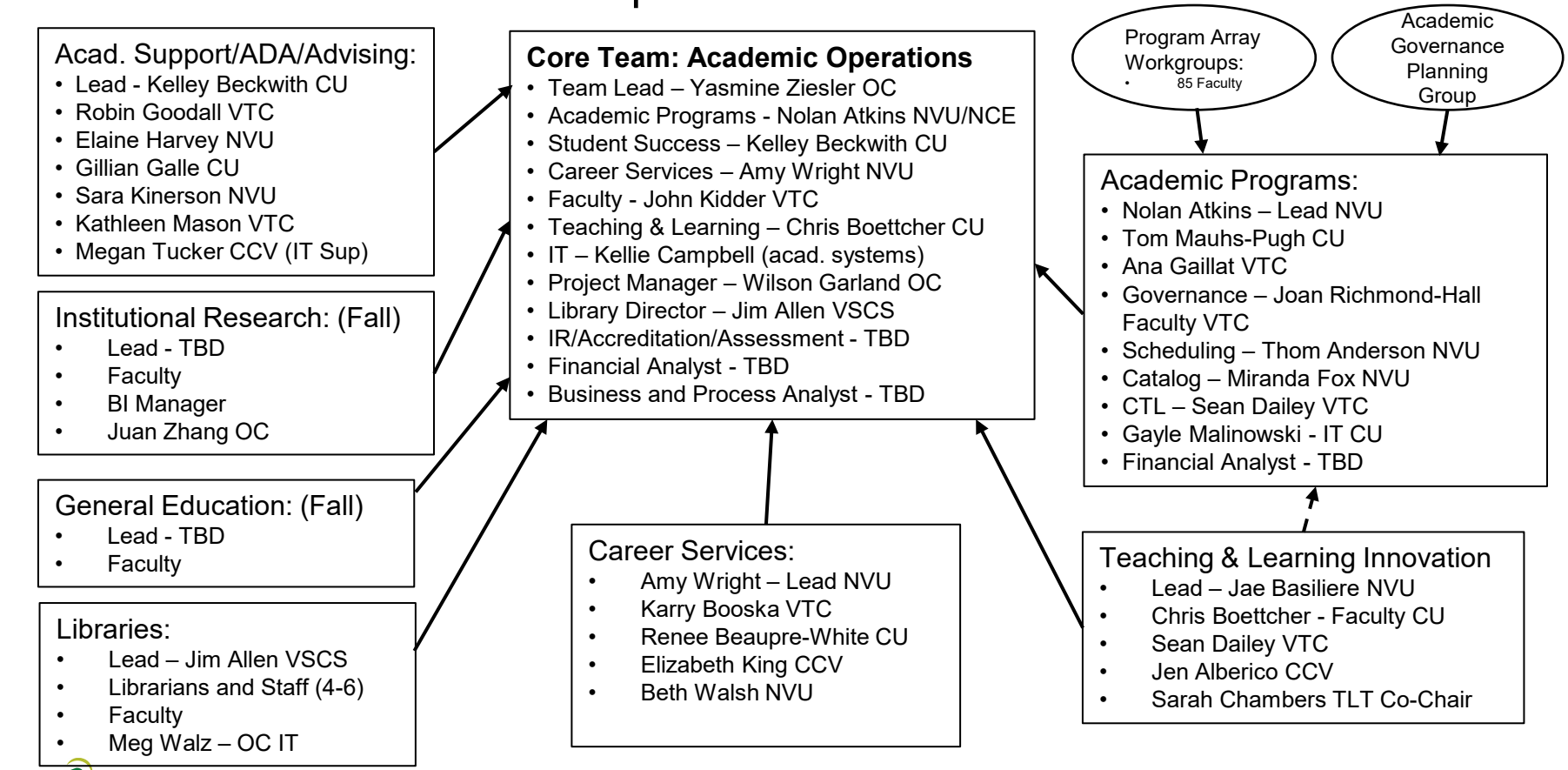
- IT: Academic Tech & School Ops

- Facilities Planning and Management
- Business Affairs/ Finance
- IT Services
- Human Resources
- Procurement
- Legal/Compliance

- Industry Engagement
- CE Program Portfolio
- Customized Training/ Apprenticeships
- Registration & Student Operations

Note: Depending on capacity and dependencies, projects will be sequenced.

Team Structure: Academic Operations



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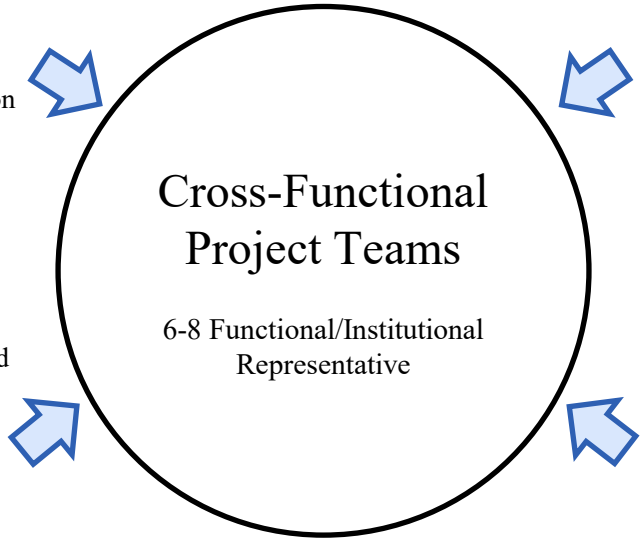

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- Analyze budget vs actual results to inform transformation efforts.

Goals and Priorities for This Team

- Create a high-quality, diverse, equitable, inclusive, and integrated academic learning experience that ensures graduates attain intended student outcomes
  - Design learning that builds on existing program strengths and aligns to student and state workforce needs
  - Expand access to programs through pathways and technology
  - Support affordability through better utilization of instructional resources
- Design and develop effective and efficient academic support processes and other resources to support students and faculty and align to program needs
- Deliver against the financial and sustainability goals of transformation

Project/Team Governance Structure

Roles	Names	Accountability
Project Sponsor(s)	Chancellor and Council of Presidents	• Final Decisions on recommendations* • Approval to move to next stage • Removal of organizational or budget barriers
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Team Lead	Yasmine Ziesler – VSCS Chief Academic Officer	• Decisions delegated to the team • Recommendations to bring to Stakeholders and Sponsors
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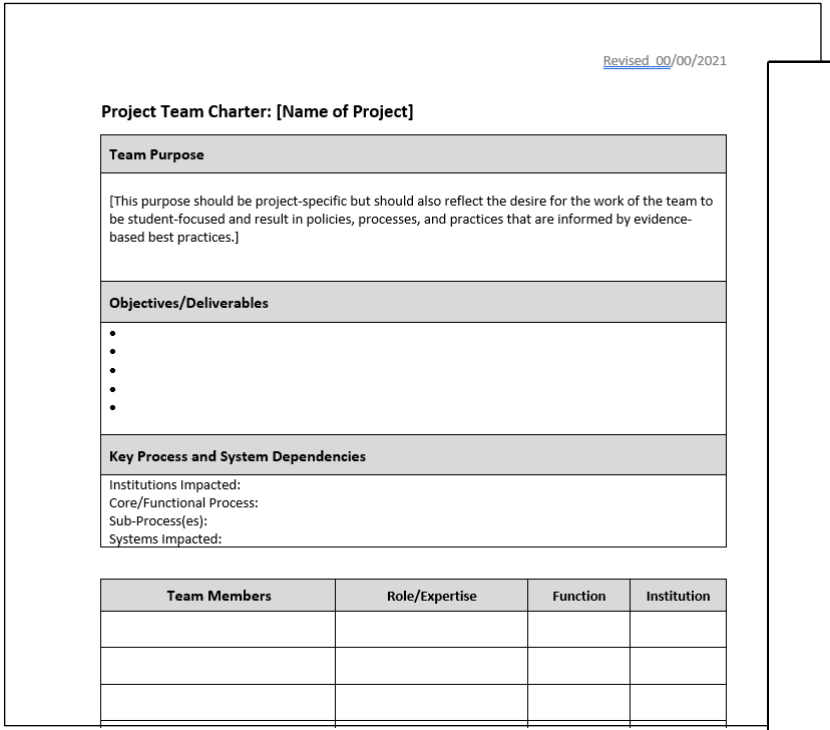

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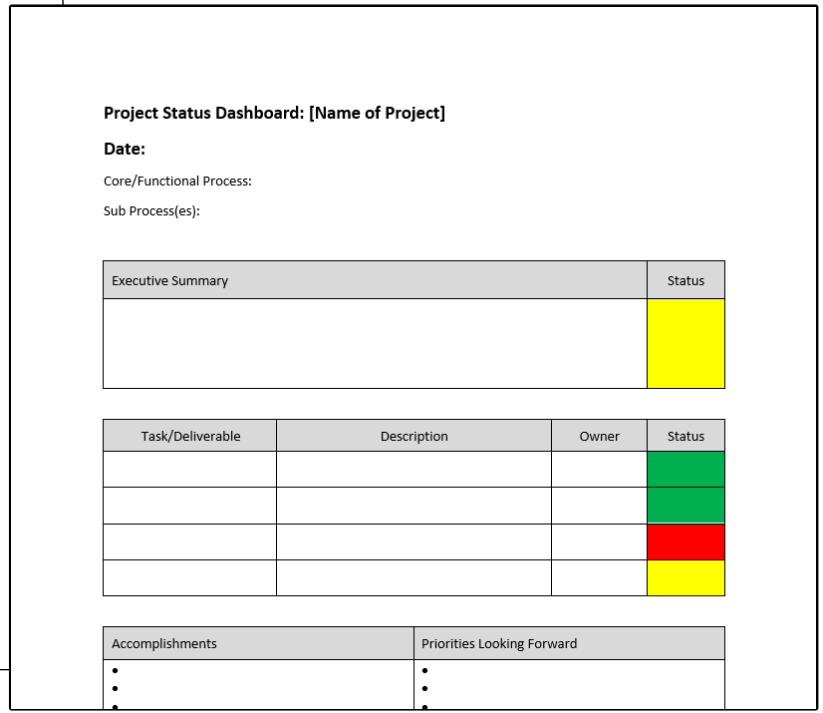

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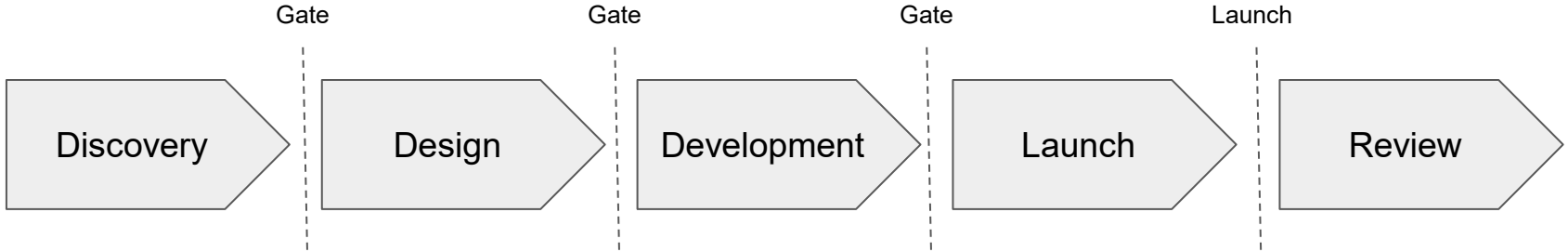

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High-Level Timeline for Academic Operations

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- Design — By end of May 2022
- Development — By the end of August 2023*
- Launch — By April 2023

* Course development extending beyond launch

Managing the Work

- Meeting Schedule?
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