



VSCS Transformation Newsletter (12/19/22)

Transformation Update #45

December 19, 2022

Bringing you the latest updates in the [Vermont State Colleges System's transformation project](#).

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***New to the VSC?** The Vermont State College system is engaged in a five-year plan, the first phase of which is to launch the new Vermont State University. This will be comprised of Castleton University, Northern Vermont University, and Vermont Technical College and will be launched July 1, 2023. Concurrent with phase one, we are also now engaged in phase two of the transformation work. The second phase is focused on system-wide administrative consolidation and includes work on the shift to shared services for Information Technology, Human Resources, Finance, and Libraries. You can read past*

[Transformation Updates](#), visit [the Transformation website](#), or [the Vermont State University website](#) to learn more.

Wishing a Happy Hanukkah, Christmas, and Kwanzaa

For those who celebrate, we want to wish you and your family peace and light this holiday season.

Hanukkah this year began last night, December 18, and ends on the evening of Monday, December 26. Christmas falls on Sunday, December 25, and Kwanzaa will be celebrated this year from December 26 to January 1.

As part of our commitment to diversity, equity, inclusion, and social justice, we encourage you to learn more about the significance, origins, and customs of these holidays. You can begin here: [Hanukkah](#), [Christmas](#), and [Kwanzaa](#).

Message from the Chancellor: Looking Back on 2022



Dear VSCS Community,

It is the end of another semester and another year. I want to take a moment to thank each of you for your engagement in our institutions and community as we move through this transformation. I also want to share some of the achievements of the Vermont State Colleges system over the past year.

In March of 2022, Vermont's Congressional delegation was able to secure earmarks in the Federal fiscal year 2022 budget. These included \$3.7m for the VSCS, as well as [\\$4.5m for CCV](#) and [\\$250k for NVU-Lyndon](#) to help support vulnerable student populations.

[At the April 18, 2022, meeting of the Board of Trustees, Dr. Parwinder Grewal was appointed as the inaugural president of Vermont State University.](#) He began his Presidential role on July 1, 2022, bringing his leadership, experience in higher education and with institutional mergers, to bear on the creation of [Vermont State University](#).

On May 16, 2022, the Board of Trustees [adopted a system-wide Diversity Statement](#) that was developed through the combined efforts of students, staff, and faculty. With this statement, we make a commitment "to nurturing a welcoming, diverse, and inclusive learning and working environment."

Also on May 16, 2022, the Board of Trustees approved a definition for [Shared Services and how they will work in the VSCS context](#). Information Technology (IT), Human Resources, Finance and Operations, and Shared Libraries are all being transformed into this model to serve CCV, VTSU, and the office of the chancellor. [IT will be the first area to transition to shared services, effective in early 2023.](#)

Also in May, the Vermont Legislature finalized the state's fiscal year 2023 budget. In it the state [committed historic levels of funding for the VSCS](#), bringing annual funding up 50%. The VSCS institutions are economic and community anchors across Vermont, and this funding will enable us to continue to expand affordable and accessible educational opportunities state-wide.

Effective June 1, 2022, [refugees making their home in Vermont will now be able to access in-state tuition rates at all VSCS institutions.](#) The Board adopted this change, expanding the statutory language in Act 166 of 2022, to provide in-state tuition rates for refugees at all VSCS institutions. The expansion represents our commitment to affordability and creating greater accessibility for all Vermont-based learners.

On June 17, 2022, [The New England Commission of Higher Education's \(NECHE\) provided a letter](#) that confirmed [the substantive change request VSCS submitted](#) was approved, [contingent upon VTSU meeting the Commission's Standards for Accreditation](#) and setting forth a timeline for the submission of two progress reports and a focused evaluation. The [first report was due September 1, 2022](#), which the [Commission was impressed by and accepted at their September 23, 2022 meeting.](#)

At the September meeting of the Board of Trustees, [VTSU base in-state tuition was set at \\$9,999 per year in undergraduate programs](#), which will be effective for incoming students to the new university in fall 2023. This reflects a 15% decrease from the current average in-state tuition at the unifying institutions and is another way the VSCS is increasing affordability and accessibility. Currently enrolled students matriculating into Vermont State University from the unifying colleges will see adjustments to their financial aid to reflect the change in tuition, resulting in a net cost of attendance for tuition and program fees that is equal to, or less than, their tuition for this current academic year.

These are just some highlights of the great work being done throughout the system which also includes [academic programs being approved](#) and [the roll-out of staffing plans](#). Looking towards 2023, [Vermont State University will launch on July 1, 2023. Transformation will continue up to and then beyond the launch](#), across the VSCS.

I hope you are all able to take the break to recharge and rest. I'm looking forward to what we will achieve together next!

With much gratitude and many wishes for a happy holidays,

Chancellor Sophie Zdatny

Values Statements

In the last Vermont State University-Wide News, President Grewal shared [the new Vermont State University Community Values](#). The values represent a commitment to creating and caring for the VTSU community and will be key to finalizing the work to launch VTSU on July 1, 2023. The Community College of Vermont also has [a list of values that guides and is at the heart of CCV's work](#).



Transformation Project Updates



Updates on New Student Experience Projects

2023-2024 Tuition and Fee Information is now available on the Vermont State microsite. Please visit the following link to learn more! <https://vermontstate.edu/admission/tuition-and-fees/>

Updates on Student Success Projects

Since its inception in October, the Student Success Core Team has focused on staffing plans for all functional areas along with managing the 40+ projects that need to be completed prior to launching VTSU. Here are the highlights of what we accomplished this semester:

- Staffing plans have been shared and are in the process of being implemented for advising, career development, international student services, academic support, and TRIO with several staff appointments and searches underway.
- Staffing plans for athletics and all areas in student affairs are in the works with completion scheduled for this week or January.
- Teams continue to implement several technology projects such as eRezLife, Aviso/Student Success & Engagement, and career development course in Canvas.

As we look ahead, work will continue on the Student Success projects, staffing plans, and technology tools.

Updates on Academic Programs Projects

A lot of work has been done over the course of 2022. Some highlights from the Academic Programs transformation team are:

1. Program Array Approval

Since Summer 2021, the faculty have been creating an optimized program array for VTSU. This work consolidated 250+ into just over 100+ undergraduate and graduate degree programs. Many of the programs were designed to be delivered in an in-person+ mode to ensure state-wide access while attending to quality, efficiency, and relevance. The process was detailed and rigorous involving program review by the four Faculty Assembly curriculum committees. Following governance process, all programs approved by the four Assemblies, go to President Grewal for his final approval. The programs represent a blend of liberal arts, technical, and pre-professional degree programs that are aligned with the VTSU mission and vision.

2. Gen Ed Approval

A faculty working group began developing a proposal during the Spring 2022 semester that has resulted in the recently approved VTSU Connections General Education requirements for Associate's and Baccalaureate students. The program consists of three Connections Seminars to help students develop essential academic skills, understand the value of DEI within the university culture and beyond, understand the connectivity between the Gen Ed program, their major, and co-curricular activities and how they all contribute to their personal and professional goals, including civic engagement and career readiness. The program also includes seven breadth categories that are shared with CCV to facilitate transfer. Notable elements of this program include the infusion of DEI outcomes, the inclusion of co-curricular events and activities, and an e-portfolio that will be used to curate the student experience. A group of faculty and staff will begin working on a phased implementation plan this spring with the goal of full program implementation by the Fall of 2026.

3. Undergraduate Policy Alignment

The Academic Programs Core Team spent considerable time aligning the 30+ academic policies that were in place at CU, NVU, and VTC. Registrar staff created initial drafts that were then reviewed by a DEI working group, student success staff, and many faculty across the three institutions. The collective feedback was then synthesized and refined to final form. The policies will be published in the inaugural VSTU catalog this fall. This coming spring, the core team will spend additional time developing processes for these policies with efficiency and the student experience in mind.

4. FTF+ Pilot

Many of our degree programs will be offered in the in-person+ modality, a signature component of this hybrid university that we are creating. One of the important course modalities to support this vision is face-to-face+ that includes students in the classroom with the instructor and additional students connecting remotely, typically through Zoom. This modality has proven challenging to implement as it requires the requisite technology and a retooling of the classroom pedagogy. To support faculty as they address these challenges, a FTF+ pilot project supported by the Davis Educational Foundation was implemented during the summer of 2022 and will run through the Spring 2023 semester. During this time, a cohort of 27 faculty have been developing expertise in the FTF+ modality and have been offering redesigned classes this past fall and will do so again this coming spring. Much has been learned thus far by the pilot faculty. A few are also experimenting with a 1:1 device strategy that provides an iPad bundle for every student. This aspect of the pilot has proven to be quite successful for the faculty and students involved. We plan to expand the FTF+ pilot during the summer of 2023.

Updates on Workforce Development Projects

The Workforce KPI's are here, the KPI's are here!

How exciting, right?!! Actually, it IS exciting and new for a higher education system to have key performance indicators (KPI's) to guide and inform the work of our system over the next 5 years through 2028. These were developed to better define what success looks like as we seek to elevate workforce development within the Vermont State Colleges System.

These KPI's were developed by President Grewal at VTSU, President Judy at CCV, and Patricia Moulton, Executive Director of Workforce in the Chancellor's office. The VSCS Board of Trustees has reviewed and approved these as well. [You can find them listed below and can read more details about how they will be used on here.](#)

VSCS Workforce Development Office:

- Outreach to 5 new employment sectors for sector-based approaches
- Establish 50 new funded employee workforce development contracts with businesses
- Establish 25 new workforce development partnerships with professional industry or business organizations

- Generate \$40 million in federal and state grant funding for workforce development programs

Vermont State University:

Academic Programs at VTSU

- Embed industry-relevant micro-credentials into all degree programs: 100% of VTSU students will start earning at least one industry relevant micro-credential by 2028
- Embed experiential learning/professional development opportunities in all degree programs: 100% of VTSU students will start engaging in at least one significant experiential learning/professional development activity before graduation (e.g. paid or unpaid internships)
- Establish 5 new faculty professional development programs in workforce, community, and economic development
- Add 5 new workforce-related degree programs (e.g. Dental Therapy, Restorative Justice, Masters in Social Work)
- Add 10 new industry-relevant certificate programs
- Address shortages of workers in critical need professions by increasing program completions by 50%.

Workforce Development at VTSU

- Add 4 new registered apprenticeship programs
- Increase the number of businesses served through workforce development partnerships (credit or non-credit) by 100%
- Increase in the number of organizations served through workforce development partnerships (credit or non-credit) by 200%

The Community College of Vermont:

- Increase number of Registered Apprenticeship and Pre-Apprenticeship Programs by 100%. (from 4-8)
- Increase in the number of Employer-Based Programs, including 12 new opportunities with either existing or new employers in high demand sectors.
- Develop a process to track special populations in workforce programs and increase the number of participants from special populations in workforce programs, including BIPOC participants and people with disabilities.
- Increase occupational credential offerings by imbedding industry recognized credentials into existing programs and courses, along with offering 8 new industry recognized credentials through non-credit and credit bearing workforce offerings.
- Offering 8 new industry recognized credentials through non-credit and credit bearing workforce offerings.

Update on Vermont State University's Center for Teaching & Learning Innovation

The Center for Teaching & Learning Innovation (CTLI) at VTSU is beginning to take shape. The Director, Jen Garrett-Ostermiller, began in October, getting immediately involved in transformation work while building a vision for the short-term and long-term needs and possibilities for the center. The center will provide leadership and create space for a community of educators engaged in reflective, evidence-based, and innovative pedagogy. In order to provide quality services and programming, we are excited to begin staffing the rest of the office. You will be able to find the open positions in UKG under My Company > View opportunities once they are posted. Everyone who is interested in applying for these new opportunities is encouraged to do so. We appreciate the future work of the search committees in helping to identify the most qualified candidates for these positions and to make recommendations to the hiring manager.

Announcing Four New Members of Vermont State University Leadership

We are pleased to announce four Vermont State University leadership appointments.

Sarah Truckle will join us as the Vice President of Business Operations on January 3. Sarah has worked for the State of Vermont in a variety of roles, most recently as Director of Programs and Strategic Operations in the Agency of Human Services. Much of her work has focused on fiscal management, operations, process improvement, problem solving, and policy development.

Littleton Tyler will be the Assistant Vice President of Finance and Compliance. Lit has worked with the Vermont State Colleges in several roles in the past fourteen years. Most recently he worked on transformation as Lead Financial Analyst and previously as Dean of Administration at Vermont Technical College.

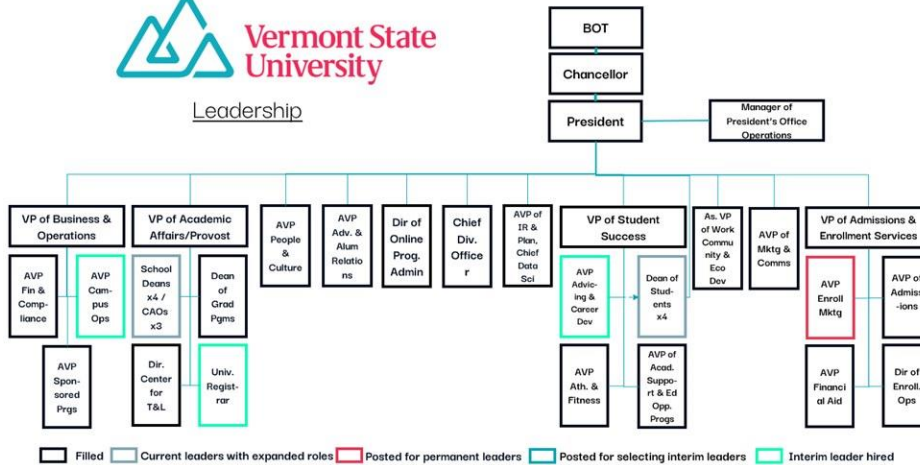
Sara Kinerson is the Assistant Vice President of Advising and Career Development. She has been in this role in an interim capacity since September and before that was the Director of Advising at NVU-Johnson. She has helped with the student success staffing organization plan and has been part of the Advising, Academic Support, ADA transformation sub-team.

Jennifer-Kristina Jones, after also serving in an interim role, is the Assistant Vice President of Academic Support and Educational Opportunity Programs. Jennifer was the Director of the Academic Support Center and Success Coach at Castleton and has previously served as Director of Upward Bound, also at Castleton.

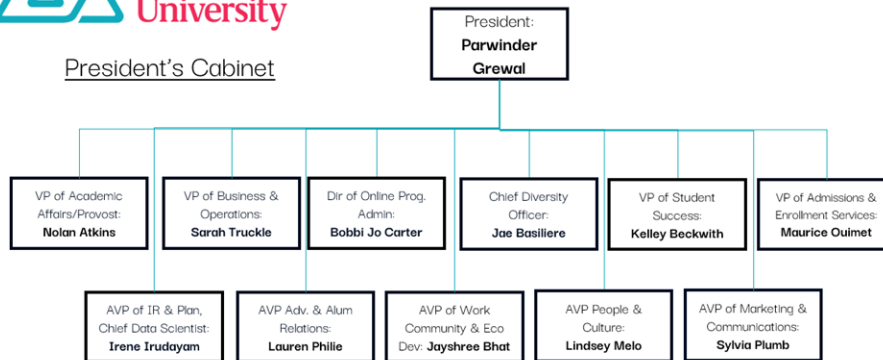
Please join us in congratulating Sarah, Lit, Sara, and Jen!



Leadership



President's Cabinet



Vermont State Colleges in the News

[Delivering Success: From CCV to a Nursing Degree - Community College of Vermont.](#) CCV and VTC graduate returned to school to enter the career he always wanted.

[Vermont Viewpoint focused in on #VermontHigherEd last week.](#) Chancellor Sophie Zdatny spoke about how we are making higher education prices more affordable and realistic, the logistics of VTSU campuses, and the high rates of ROI on our programs.

[Onward and Upward Bound at LI: A New Program for 'First Gens' Takes Flight.](#) This fall, Lyndon Institute launched a new program to help students achieve the dream of achieving a four-year college degree.

Many students pursuing a career in early childhood education are taking classes while working a full- or part-time job. [The new Early Childhood Education \(ECE\) Residency Program pays students \\$3,500 if the student reduces their work time and takes more classes thanks to a partnership from Community College of Vermont \(CCV\) and SVMC.](#)

Castleton University football players continue to reel in All-Region recognition, [as Caezar Williams and Tucker Gaudette were honored by the New England Football Writers and D3football.com.](#)



1 - CCV and VTC Grad Scott Lamberti



2 - CU Spartans Tucker Gaudette and Caesar Williams

Upcoming Board and Committee Meetings



Public comment is now held at or near the start of Board and Committee meetings. [The Board Chair's Rules for Public Comment](#) are available on the VSC website, as is a form to [submit public comment before the meetings](#).

- *January 9, 2023 | 1:00 p.m. | Zoom | Education, Personnel, & Student Life*
 - *January 18, 2023 | 10:00 a.m. | Zoom | Diversity, Equity, & Inclusion*
 - *January 23, 2023 | 1:00 p.m. | Zoom | Board of Trustees*
 - *February 13, 2023 | TBD | Zoom | Audit Committees*
 - *February 13, 2023 | TBD | Zoom | Finance & Facilities*
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Additional information about Board and Committee meetings, including information on how to access the meetings can be found on the VSC website.

Feedback



If you would like to submit your thoughts regarding the ongoing system transformation or offer suggestions to a specific team, please send them to: [Engage – VSCS Transformation](#).

Are there items related to Transformation that you would like to see more of? Is there work by colleagues or students you would like to elevate? Please send suggestions for future spotlight features by emailing our Communications Assistant & Staff Writer at: aurora.hurd@vsc.edu