



VSCS Transformation Newsletter

5/17/2024

Transformation Update - May, 17, 2024

Bringing you the latest updates in the Vermont State Colleges System's transformation project¹.

¹<https://transformation.vsc.edu/>

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New to the VSC? You can read past Transformation Updates², visit the Transformation website³, or the Vermont State University website⁴ to learn more.

²<https://transformation.vsc.edu/about-transformation/from-the-chancellor/>

³<https://transformation.vsc.edu/creating-vermont-state-university/>

⁴<https://vermontstate.edu/>

Message From the Chancellor



Dear Vermont State Colleges System,

Believe it or not, this is only my fifth month as Chancellor. I am also experiencing my first spring in Vermont, and I have to tell you, I finally “get it,” and feel that enormous sense of hope and joy that comes with the longer days and warmer weather. It’s impossible not to feel a sense of relief and excitement when the trees turn from their winter brown to red and now striking shades of green. Add in Commencement just around the corner, and there’s no shortage of reasons for celebration!

I’ve driven thousands of miles crisscrossing Vermont to visit VTSU campuses and CCV sites and there’s no denying how special this place is. I want to extend a sincere, personal thank you to all of you who have opened your hearts to me and shared your candid feedback and dreams for VSC as I’ve settled in. I knew I was joining the Vermont State Colleges System at a time of immense transformation and change. I took on this role knowing full well that my first months, maybe year, would need to be spent traveling and listening and connecting with you as staff, students and faculty, as well as with our state officials, alumni, and community leaders. This is critical for us to build on our transformation work already underway. I’ve been heartened by the support we have across Vermont, and I remain committed to continuing this outreach in the months to come.

In addition to this external and outreach work, I have also been thinking deeply about where we go from here as a system. Thanks in no small part to all of you, and to our state leaders, we have transformed and adapted to meet the education needs of our students and accept the financial realities of today's higher education sector. Based on my professional assessment, we have much to be proud of when it comes to where we are today. As I look to the future, I see five key areas of focus for us to work towards together, as outlined in our mission: accessibility, affordability, quality, relevance, and financial stability. These five goals represent a broad vision for our future. What we do to achieve them is up to all of us working collaboratively together. This is what makes me most enthusiastic about the work ahead.

Before we break for the summer, I want to share a few updates on key areas of work across the system. It is my intention to keep you all apprised of the status of our continued transformation work, and I welcome your input as to how we can stay connected now and into the future. See the newsletter below for more information on:

- State funding in the 2024 legislative session;
- VSC's Shared Services IT Strategic Plan;
- The status of ERP assessment work;
- Changes to VSC HR structure;
- More information on facilities planning work underway at VTSU, led by Interim President Bergh, and;
- An exciting update on the ease of transfer between CCV and VTSU.

The summer in higher education is the perfect time for a collective exhale – for renewal and reflection. I want to congratulate and thank you all for your work this academic year. I will continue to shape my vision for how we realize the truest and fullest potential of our public higher education system. I invite you to do the same. When we convene again in the fall, there will be opportunities to reconnect and continue the conversations we started this winter and spring. As I said before, I believe the best plans are created collaboratively. Thank you for your individual and collective contributions this year.

Sincerely,

Beth Mauch

Chancellor, Vermont State Colleges System

Transformation Updates



Legislative Update

The 2024 legislative session concluded last week, and we have been working with the Legislature and the Governor to ensure adequate support for the Vermont State Colleges System. The budget passed by both the House and Senate includes funding to support the Vermont State Colleges System, including an increase to our base appropriation, our full request for bridge funding, and resources to support the Vermont Tuition Advantage Program at CCV. The budget is now on its way to the Governor's desk and will not be final until it receives his signature. We are grateful for continued support from the Legislature and the Governor, and hope to share more about state funding for the VSC once the state budget is finalized.

Shared Services IT Strategic Plan

VSC Information Technology (IT) Shared Services came together in January 2023. We organized into six service areas⁵ to best serve the entire system. The whole IT team came together in the summer of 2023 to develop our mission statement and build out six strategic pillars that align with the vision of the VSC institutions. We wrote a multi-year strategic plan based on the strategic pillars that has gone through many layers of review at CCV and VTSU to ensure alignment with institutional needs. Feedback from our stakeholders was essential to the process, and we appreciate the input and engagement we received. We will release our strategic plan on our website⁶ in the coming weeks, but we wanted to offer you a

⁵<https://support.vsc.edu/it-shared-services-home/it-service-areas/>

⁶<https://support.vsc.edu/it-shared-services-home/>

preview of our Mission Statement and Strategic Pillars. If you have any questions or feedback, please contact Chief Information Officer Kellie Campbell⁷.

Our Mission

VSC's IT Shared Services partners with and supports the VSC communities to achieve their missions by planning and implementing scalable, sustainable, secure, reliable, and user-friendly technology solutions that support emerging technology trends. Our team focuses on personal engagement, equitable access to tools and services, and strategic partnerships to improve opportunities for all users.

Our Strategic Pillars

1. System Affordability and Sustainability

Consolidate and streamline duplicative systems to drive down costs and ensure ways to improve, sustain, and expand access to our services.

2. Teaching and Learning

Support current and emerging instructional modalities that provide opportunities for success to our diverse, traditional, and non-traditional students.

3. IT Operational Procedures and Governance

In collaboration with stakeholders, establish transparent and inclusive IT processes that support a student-centered vision and provide opportunities for continuous improvement.

4. User Experience

Prioritize efficient systems and processes that provide a common user experience to support a student-first vision.

5. Data as an Asset

Implement enterprise reporting tools and data governance principles with key stakeholders to support data-driven decision-making.

6. Safety, Security, and Compliance

Ensure confidentiality, integrity, and availability of VSC data resources to comply with relevant laws and regulations.

ERP Project Update

As announced in April, the VSC is moving forward with a project⁸ to replace Ellucian Colleague, our Enterprise Resource Planning (ERP) system. The scope of our assessment work included Colleague, UKG, and other software systems connected to Colleague. In the past few weeks, the Steering Committee has continued its work and is now focused on the critical pre-planning work to prepare for this large multi-year project. We are focused on ensuring we start this project with plans to mitigate risks, challenges,

⁷<mailto:kellie.campbell@vsc.edu>

⁸<https://transformation.vsc.edu/erp-assessment-recommendation/>

and concerns. We are committed to transparency in communication, and the success of this project is important to us.

A reminder of the reasons why this work is important and timely:

- The existing software infrastructure is not sustainable in the future, as identified in the consultant reports and given the industry's migration to cloud software as a service.
- Colleague does not meet VSC business needs because it was not designed to accommodate multiple institutions.
- The current ERP solution does not meet the needs of either the system or the institutions within the VSC, including workflow management, the necessity for significant overrides and customizations, and numerous manual entry requirements.

The Steering Committee is focused on the following pre-planning work so we can build a strong foundation for the ERP project:

- Clearly documented objectives and goals
- Architecture Assessment/Requirements - making sure we understand the scope and functional needs of our institutions
- Preliminary Resource Plan – how we put additional people with capacity and expertise in place to support this work
- Governance Structure – how we make decisions as a system
- Change Planning – how we support faculty, staff, and students through this change
- Project Timeline

If you have questions or feedback on the ERP project, please get in touch with VSC Chief Information Officer Kellie Campbell⁹.

HR Update

In an earlier email it was communicated that some changes are underway in how HR and employee services will be provided. Sarah Potter, who has been leading HR Shared Services, will be departing at the end of June. I want to thank her for all of her hard work leading HR across the system and her own individual efforts working with her team that enabled us to bring the legacy institutions into what has become VTSU.

Effective July 1, the key employee services and benefits that you have been receiving through shared services in the system office will now be provided as a shared service across the system by the institutions with VTSU taking the lead on employee benefits, and CCV taking the lead on other employee services and the management of the HR information system that supports those services.

CCV and VTSU will work together as partners to jointly manage the VSC's shared HR policies, systems, and benefits. By leveraging the knowledge and skills of our existing HR staff and embedding human

⁹<mailto:kellie.campbell@vsc.edu>

resource services within the institutions, we capitalize on our own human resource assets, truncate our oversight structure, build internal capacity, provide improved direct services to customers, and create streamlined communication channels. I believe this will preserve the quality of human resource service delivery across CCV and VTSU, and further the Vermont State Colleges System as a whole.

Rest assured, there are no immediate changes to centralized HR procedures. We will share more information about our plans as we get closer to the transition date. We are committed to supporting our dedicated HR staff as well as all VSC staff during this period of change. Please feel free to contact Dean of People and Culture Mary Brodsky at mary.brodsky@ccv.edu¹⁰ or Assistant Vice President of People and Culture Gina Kelley at gina.kelley@vermontstate.edu¹¹ with any questions or concerns.

VTSU Facilities Master Planning Update

As VTSU continues to make progress on a Master Facilities Plan, I'd like to share the following update from Interim President Bergh as to the status of this work and plans moving forward:

As you all know, we have been working on a Master Facilities Plan to achieve our shared goal:

The development and nurturing of five vibrant, thriving, distinct, and affiliated VTSU campuses with deeper connections to our broader campus communities.

The process explained below is shaped to be intentional and inclusive. As for how decisions will be made, there will be a number of factors that inform how and if changes are made with our buildings, land and other spaces across our campuses, but we are committed to keeping our campus community informed and engaged every step of the way.

As you have heard me say before, and as you likely feel moving around our spaces, we are overbuilt for a modern University in the 2020s and beyond. We will approach any "right sizing" with a long-term view to achieve a scale that better meets our students' physical, social and technical needs today and well into the future. This is no small task, which is why we are slowing the process down, inviting more voices in and taking a creative and strategic approach to the work ahead. If we stay nimble, open-minded, and focused on achieving the goal outlined above - together we will reach our goal.

Phase 1 of this work has been incredibly valuable in pursuit of this goal. The Master Planning Work Group, comprised of faculty and staff members from across our campuses, has established a foundation of data and options that will support and inform our next steps in this process.

Earlier this year, we briefly paused this work to allow for the creation of a path forward that centers more collaboration, engagement, and intentionality. That pause has allowed us to plan for the next two phases of this work, outlined below.

Phase 2 is underway and is focused on collecting more detailed information about how physical spaces across all VTSU campuses are currently being utilized. VTSU AVP of Campus Operations Mike Stevens has established small, campus-focused work groups with members of the Master Planning Work Group as well as other folks who have been previously engaged in Campus Planning Conversations, and individuals with deep campus knowledge and an understanding of our physical spaces and how they are utilized.

¹⁰<mailto:mary.brodsky@ccv.edu>

¹¹<mailto:gina.kelley@vermontstate.edu>

These groups have collected and discussed qualitative and quantitative data regarding how and why our campus spaces are used, and this information will be combined with data, assessments, and recommendations made by the consultant team that has been contributing to this effort. Just last week, a group convened to hear about some potential ideas for how to best utilize spaces on each campus. These conversations were thoughtful and inspiring as many creative and innovative ideas surfaced! They will continue throughout the summer and fall to inform Phase 3.

No new decisions have been made regarding physical space on VTSU campuses. This summer, we will continue to engage with partners in each campus community to add to our data and ideas on how to best move forward, and to continue to inform our work together this fall.

Speaking of this fall, that's when we will launch **Phase 3** of the Master Planning process, which will include a series of opportunities for all stakeholders - students, staff, faculty, alumni, as well as regional partners and local community members - to provide input, feedback, and ideas to help guide campus planning and visioning.

Stay tuned for more details about fall engagement opportunities soon.

Announcing the Vermont Transfer Guarantee Program

Before closing, I want to share some exciting news that impacts students across the system. Last week, we were pleased to support the announcement of the Vermont Transfer Guarantee Program, which simplifies transfer for students who earn an associate degree from the Community College of Vermont and go on to pursue a bachelor's degree at a four-year institution in Vermont, including Vermont State University, as well as Champlain College, Norwich University, and Saint Michael's University. These institutions will be offering the following benefit to students:

- Students equipped with an associate degree from CCV and who meet the required grade point average are guaranteed admission to the participating 4-year institution they choose.
- The application fee and personal essay requirement are waived.
- Transferring students are considered for institutional support in the form of grants and scholarships. This aid is usually available only to first-time first-year students.

This is a wonderful example of what can be done in Vermont when we all work together to meet the real and changing needs of our students, and I want to extend my deep appreciation to all who made this possible.

You can find more information about the Vermont Transfer Guarantee Program here:

<https://ccv.edu/academics/transfer-from-ccv/vermont-transfer-guarantee/>

Upcoming Board and Committee Meetings

Please find all information, including the full meeting schedule and the links for virtual attendance, here.

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¹²<https://www.vsc.edu/board-of-trustees/meeting-schedule-materials/>

The Board Chair's Rules for Public Comment are available on the VSC website¹³, as is a form to submit public comment before the meetings¹⁴.

Monday, May 20th at 1:00 p.m. – Education, Personnel & Student Life (EPSL) (via Zoom)

Monday, May 20nd at 2:30 p.m. - Finance & Facilities (F&F) (via Zoom)

Monday, June 10th at 1 p.m. – Board of Trustees (in person at VTSU-Randolph)

Giving Feedback to the Transformation Teams

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.¹⁵

¹³<https://www.vsc.edu/wp-content/uploads/2022/08/VSC-BOT-Rules-for-Public-Comment.pdf>

¹⁴<http://www.vsc.edu/signup>

¹⁵<https://transformation.vsc.edu/engage/>