

VERMONT TECH

PROJECT MANAGEMENT - STRATEGIC PLANNING DOCUMENTATION

PROJECT CHARTER

Project Name: Explore, implement and prioritize new non-traditional delivery learning modalities and student services	Author/Date: Drafting Committee: Pat Moulton, Ana Gaillat, Lit Tyler, Jason Enser, Kellie Campbell
1. Project Justification	
Overall Project Goals: <ul style="list-style-type: none">-Supplement and expand on current offerings (low-residency, summer/winter, accelerated, etc.)-Explore and implement new/additional academic offerings and student services (align student services with new academic vision)-Serve, stabilize and enhance enrollment in populations not currently served-Look at modalities, programs and services we are currently not offering-Provide more flexible pathways and “on-ramps” for current and potential student population and understand barriers to access and supports needed for successful enrollment/completion (think parents, veterans, non-traditional students that face varying challenges/barriers)-Provide better access and opportunity to Vermonters and beyond (cost savings/improve affordability)-Align the delivery calendar with the ideal needs of the programs and students-Prioritize opportunity around decentralized delivery (around the state of Vermont)-Align with other transformation work underway, including Agriculture and Food Systems Education Committee: https://www.vtc.edu/transforming-vermont-technical-college/	

Problem or Opportunity:

- Traditional demographics are changing
- Changing market, inclusive of and beyond the academics
- Short-term pandemic crisis could have long term effects
- New generation of students becoming College-age want choices for delivery. They have an array of different wants and needs.
- Securing the future research: <https://www.vsc.edu/wp-content/uploads/2019/08/Securing-the-Future-Whitepaper-08.26.19.pdf>
- Maximizing use of physical infrastructure by expanding the calendar of offerings, expanding to summer and January.
- Provide opportunities to support more timely, accelerated degree completion

Project Benefits:

- Support retention efforts
- Support alternate degree completion pathways
- Support enrollment, specifically with a focus on populations we are currently not engaging

Budget/Forecast:

- Goal would be to establish setting the goal around a positive College ROI to happen within X years.
- Initial investment in faculty development and potential technology to support new delivery modalities.
- Invest in thorough market research that ensures we fully understand market viability in order to attract new markets vs. targeting our own study body. Targeting new, potential revenue streams.
- In alignment with Physical Infrastructure Charter - invest in physical foot-print, down-size some buildings and invest in others.
- Each new program delivery will set targets and timelines for implementation.
- Consider cost for summer courses/online courses.
- Cost/Benefit Analysis, in line with EAB and Market Research needed.

Timeline:

Phase 1: AY21

-Inventory of internal non-traditional delivery experiences - internal learning and sharing. Audit and inventory admissions data by looking at a) transfer data and b) inquiries and the program level data.

-Have an initial conversation with *all* programs about ideas of potential, future modality (calendar, etc.). Consider putting together a committee of faculty to look at technology strategy/development strategy (including specific objectives around Canvas/Aviso outlined in Board priorities document). In addition, discussion of OER in relation to affordability VSCS strategic action priorities).

-Explore feasibility by doing a **thorough** market study and consider Gen-Z trends (market study will help us target the two programs for full planning).

-In alignment with market research: conversation with current and prospective students about student demand and interest. (See above about identifying non-traditional populations/barriers – and in alignment with VSCS Board initiatives, objective to formalize DE&I work here)

-Target 2 full initiatives for full planning of non-traditional delivery and calendar offering. Fall 2022?

-Review of summer programs: all department chairs to work with Erica to establish a summer schedule that strategically prioritizes (using data) courses truly needed and ensures consistent student learning outcomes. Summer schedule should be promoted in early Spring.

-Engage with staff and administration about how student life and student services aligns with the academic vision.

Phase 2:

-Assessment

a) student learning outcomes, methods of assessment

b) technology assessment of what platforms are needed to do this well - understand needed investment

Phase 3:

-Based on phase 2, potential expansion of the project and consideration of additional models.

2. Project Scope

Project Deliverables

- Successful conversation with all constituents about potential future delivery options.
- Full planning for two programs and services, supporting a thorough assessment of the process and an opportunity to scale.
- A more holistic summer program that is informed by data and opportunity currently not considered.

Problem Success Criteria

- Improved retention. More “on-ramps” to access a VTC education.
- Increased enrollment, particularly in the two targeted programs.
- Increased enrollment of populations not currently being served.
- Flexibility in scheduling.
- Improved utilization of facilities.

3. Team Charter

Participants and Stakeholder:

Sponsor: Executive Committee, President

Lead: Academic Affairs

Members: Chair: Ana Gaillat, Kellie Campbell (co-chairs)

Membership: Sean Dailey, Maureen Hebert, Erica Dana, Shelly Russ, Jessica Van Deren, Bonnie Lord, Mary Kathryn Juskiewicz, John Diebold, John Kidder, Sara Tator

Others members that will be invited: Student or Alum (currently coordinating membership)

Identified other stakeholder(s): Current and potential Students, Employers, Faculty, Staff