

# VERMONT TECH

## PROJECT MANAGEMENT - STRATEGIC PLANNING DOCUMENTATION

### PROJECT CHARTER

<b>Project Name:</b> Transformation and investment in physical infrastructure	<b>Author/Date:</b> Drafting Committee: Pat Moulton, Ana Gaillat, Lit Tyler, Jason Enser, Kellie Campbell
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#### 1. Project Justification

##### Overall Project Goals:

- Consolidate classrooms, labs, offices in RC to enable the sale of assets.
- Consolidate offices, classrooms and labs in WIL to regain space for possible expansion and/or new programs.
- Where appropriate, initiate work-from-home options as a permanent solution for staff to reduce commuting time and reduce footprint.
- Sell buildings in RC and identify future/needed footprint in Williston.
- Engage in a master planning process, facilitated by an external partner and engaging the VTC Community, that creates a sustainable and strategic roadmap for investment. Scope includes ALL campuses and sites.
- Invest significantly in renovation to buildings that we maintain.
- Carry forward a sustainable and predictable budget model for continued investment.

**Problem or Opportunity:**

- As part of our “Transforming VTC” strategy, outlining a clear--and forward-thinking plan for our physical infrastructure is critical to ensure a sustainable future for Vermont Tech. This planning must be done in line with the vision being outlined for transforming our academic programs and experience and look to prioritize college dollars to directly impacting a student’s ROI.
- We need to ensure our physical assets (in size and scope) are on par and in-line with the needs of our academic programs and student experiences.
- Every year, in the student satisfaction survey, we hear from our students that there is a need to invest in their experience in the physical spaces that they learn, live and play.
- There is immediate opportunity, with prioritized budgeting (see below).
- We have an established capital projects team, ready to support and strategically govern this effort.

**Project Benefits:**

- Restructure and “right-size” physical footprint, allowing for long overdue and sustainable investments in buildings we keep (and ADA compliance as a specific objective in the overall project).
- Prioritize investment and dollars in infrastructure that most directly benefits our core competency: student experience and Student ROI.
- Enable work from home options as appropriate and invest in technology to support a more mobile and hybrid workforce.
- Leverage and invest in our current infrastructure that provides a decentralized model, around the state, expanding access and opportunity to get a Vermont Tech education.
- For long-term strategy/sustainability of the college and the master planning, all efforts will align with capital projects process (T-225) and governance.

**Budget/Forecast:**

-We receive \$250,000 from the VSCS and \$270,000 from the State of VT, annually, for upkeep and investment in our physical plant. Additionally, our Strategic Plan calls for VTC to supplement these funds with an annual investment of \$400,000, an initiative which we implemented and executed in FY2020.

-Analysis of the benefit (or not) to “sell off” current facilities perhaps not core to mission, but used by external stakeholders.

-Budgetary Priority #1: Every project under this charter will have specific financial targets, including—as appropriate—target sale prices; target operational savings; etc.

-Budgetary Priority #2: To strategically focus our investment on critical student-experience investments, minimizing the amount of investment on ancillary facilities.

**Project Timeline:**

**Phase 1:**

-Randolph Center office consolidation (August 2020-June 2021) IN PROCESS

-Investment in infrastructure. Current strategic projects in process include: (1) Norwich Farm Sale; (2) Enterprise Center Sale; (3) Exploration of Allen House, Langevin, & Red School House Sale; and (4) Res-Hall Bathroom Upgrade (Architect out to bid; \$600,000 in accumulated funding).

-Market assessment-White & Burke (Summer 2020 to spring 2021) DONE

-Obtain authorization to sell Enterprise Center, Allen House, Langevin, Red School House(August 2020) DONE

-Engage realtor, market properties (Summer 2020 and ongoing) IN PROCESS

-Engage master planning partner (Early Spring 2021)

**Timeline 2:**

-Master Planning Process (Commences Spring 2021)

-Engage consultant for pre-development work of potential on-campus buildings (Spring 2021)

**Timeline 3:**

-Engage consultant for marketing property available for repurpose (Summer 2021)

-Execution of master plan (Summer 2022)

## 2. Project Scope

### Project Deliverables

#### Phase 1:

- Develop an updated work from home policy
- Conduct an assessment of office and meeting space needs of Admissions, Academic Dean's office, CEWD, IT, Bookstore, marketing - considering the new WFH policy.
- Communicate, implement identified moves.
- Complete White & Burke assessment of market and viability of properties for sale or lease.
- Engage JL Davis for sale of appropriate properties.
- Obtain BOT authorization for sale of 4 of the 5 identified properties.
- Financial analysis (see budget section).

#### Phase 2:

- Conduct comprehensive Master Planning Process (that seeks to strategically align with academic vision planning).

#### Phase 3:

- Execute master plan.

### Problem Success Criteria

- Completion of a comprehensive Master Plan that is complete and supports an over-time and sustainable planning and budget/investment tool.
- Clearly defined, strategically integrated multi-year prioritization of all capital planning resources.
- Successfully divestment of properties that are no longer core to mission. Reprioritization of resources to new strategic priorities.
- Adoption of processes and polices that lead to flexible work locations (employee retention, enhancing employee applicant pool, positive environmental impact).
- Footprint consolidation and resources prioritization.

### 3. Team Charter

**Participants and Stakeholder:**

**Sponsor:** Executive Committee

**Lead:** David Rubin and Lit Tyler

**Members:** Capital Planning Committee, Faculty Representation, Staff Representation, Consultants as needed

**Identified other stakeholder(s):** Faculty; Students; Members of administrative offices in RC and WIL: Admissions, Marketing, Academic Dean's office, CEWD, IT, Nursing admin office, Student Affairs; Bookstore (Follett); RC & Williston Community Members

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