

# VERMONT TECH

## PROJECT MANAGEMENT - STRATEGIC PLANNING DOCUMENTATION

### PROJECT CHARTER

<b>Project Name:</b> Explore, implement and prioritize new non-traditional delivery learning modalities and student services	<b>Author/Date:</b> Drafting Committee: Pat Moulton, Ana Gaillat, Lit Tyler, Jason Enser, Kellie Campbell
<b>1. Project Justification</b>	
<b>Overall Project Goals:</b> <ul style="list-style-type: none"><li>-Supplement and expand on current offerings (low-residency, summer/winter, accelerated, etc.)</li><li>-Explore and implement new/additional academic offerings and student services (align student services with new academic vision)</li><li>-Serve, stabilize and enhance enrollment in populations not currently served</li><li>-Look at modalities, programs and services we are currently not offering</li><li>-Provide more flexible pathways and “on-ramps” for current and potential student population</li><li>-Provide better access and opportunity to Vermonters (and beyond)</li><li>-Align the delivery calendar with the ideal needs of the programs and students</li><li>-Prioritize opportunity around decentralized delivery (around the state of Vermont)</li></ul>	

**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.

**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.)
- 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.
- Target 2 full programs 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:** A member from KSS, Admissions/Marketing, Academic Affairs, Facilities, Student Affairs, Faculty/Unions, Research partner (EAB?), Students

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