

Vermont State Colleges System

House Education Committee

February 22, 2022

For the benefit of Vermont





Vermont State Colleges System

for the benefit of Vermont

For the benefit of Vermont

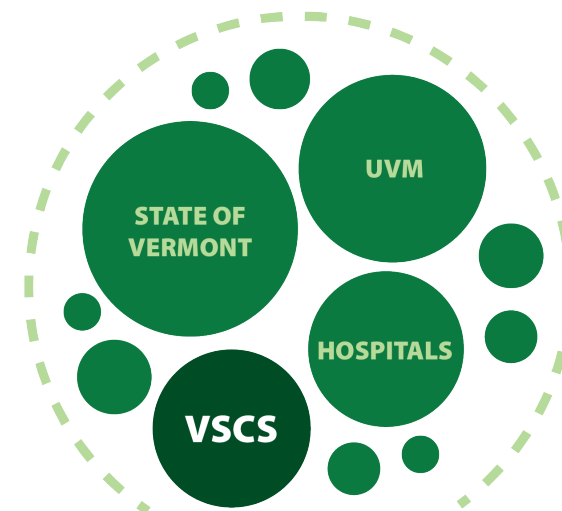
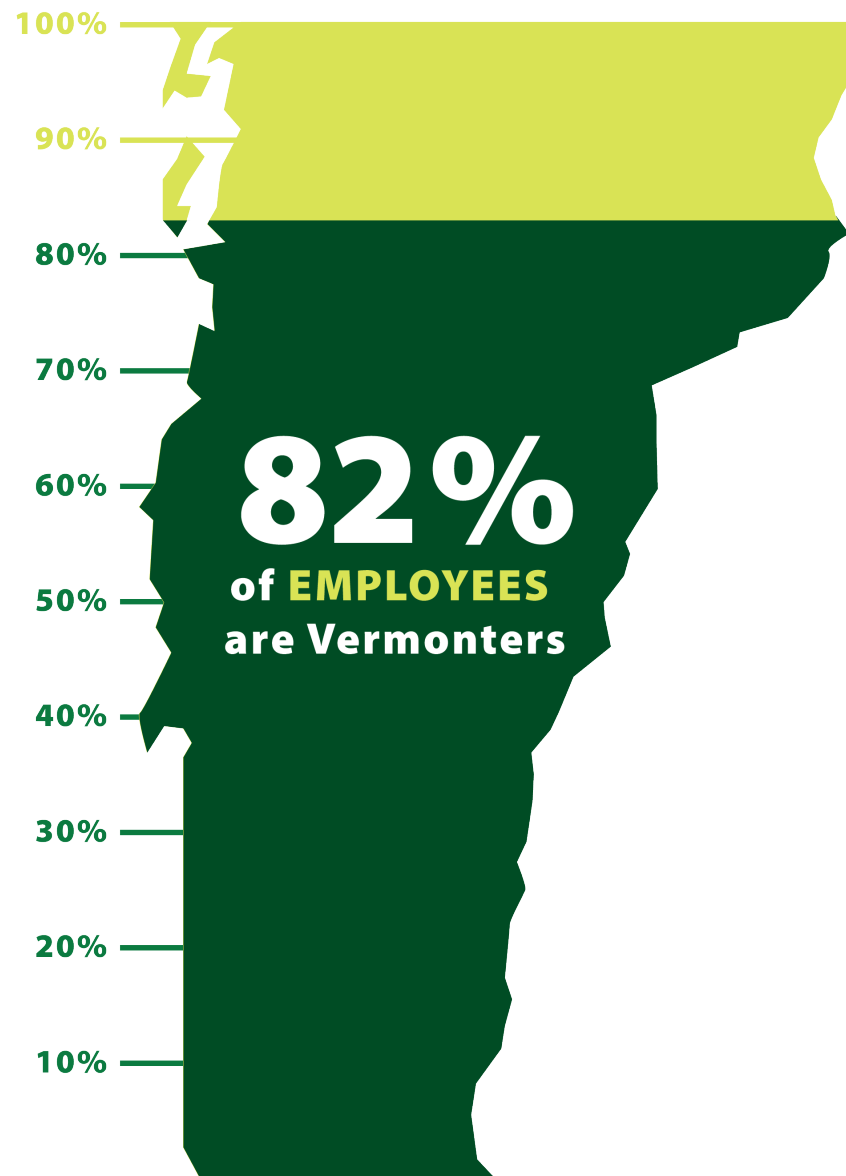


Economic Impact

employs **2,878** Vermonters

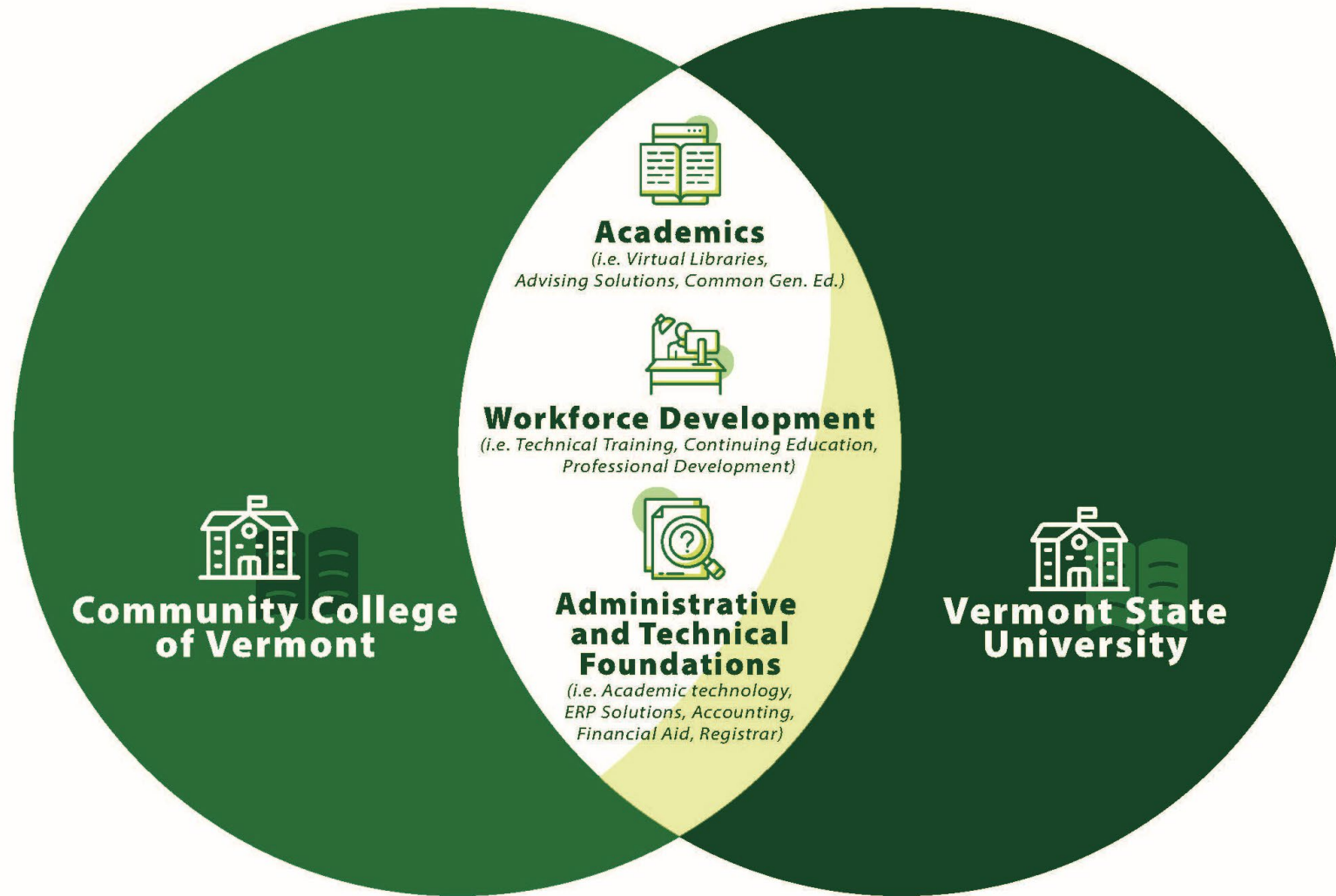


Average salary of a
Full Time VSCS employee is
\$57,658



**VSCS is among the
largest employers
in the state**

For the benefit of Vermont



For the benefit of Vermont

Scope of Transformation Initiative

Student Experience

- Admissions
- Financial Aid
- Registrar
- Marketing/Branding
- Student/Resident Life
- Athletics
- Alumni and Development

Academic Operations

- Academic Programs
 - Program Array
 - Scheduling
 - Policies/Catalog
- Advising/Academic Support
- Career Services
- Teaching and Learning
- Libraries

Administrative Operations

- Facilities Planning and Management
- Business Affairs/Finance
- IT Services
- Human Resources
- Procurement
- Legal/Compliance

Workforce Development

- Industry Engagement
- CE Program Portfolio
- Customized Training/Apprenticeships
- Registration & Student Operations

AY2021-22

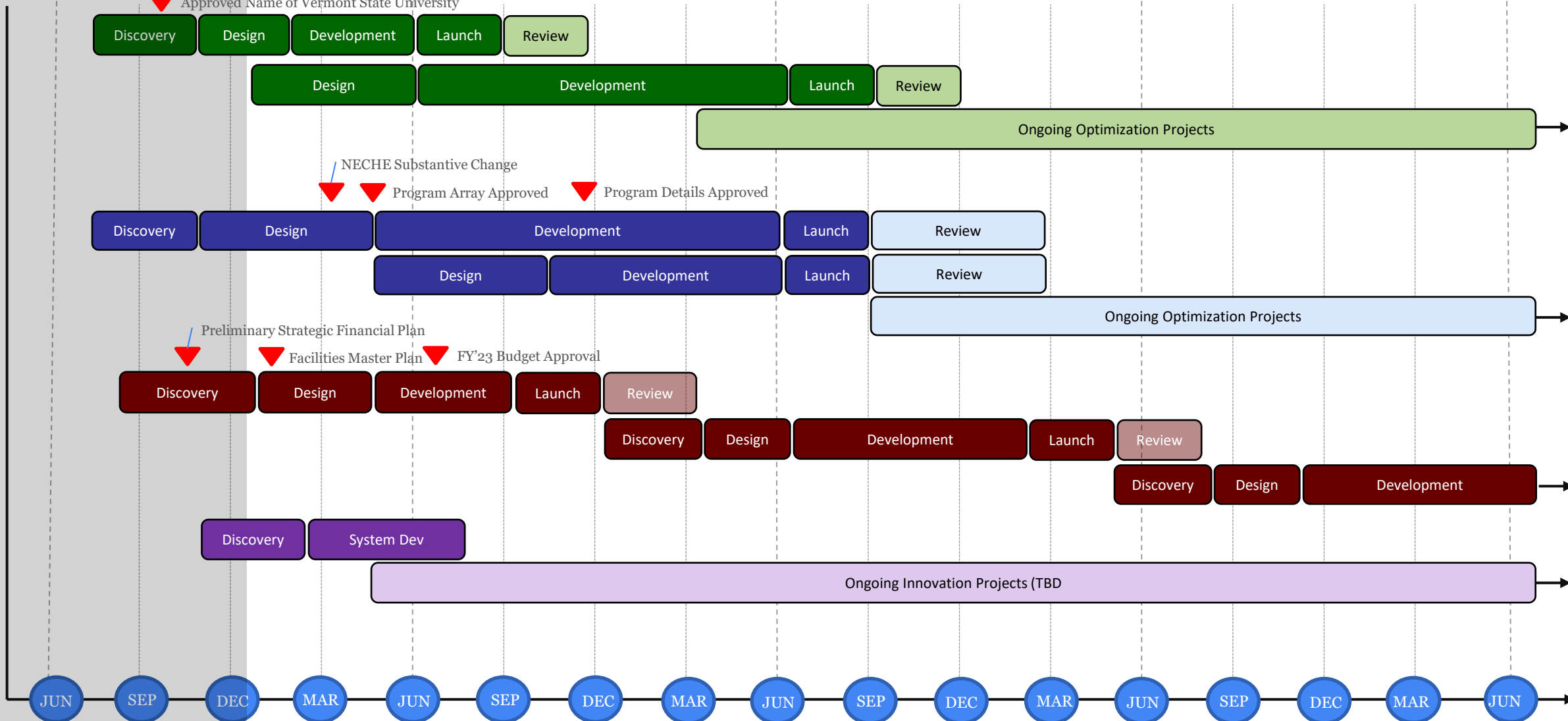
AY2022-23

AY2023-24




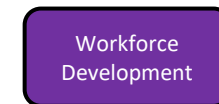

AY2024-25

▼ Approved Name of Vermont State University

▼ Students Start at Vermont State University



Key

 Student Experience (VSU)	 Academic Operations (VSU)	 Administrative Operations	 Workforce Development	 Key Milestone
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Graduated 1,643 Vermonters into the workforce in 2021 with degrees or certificates

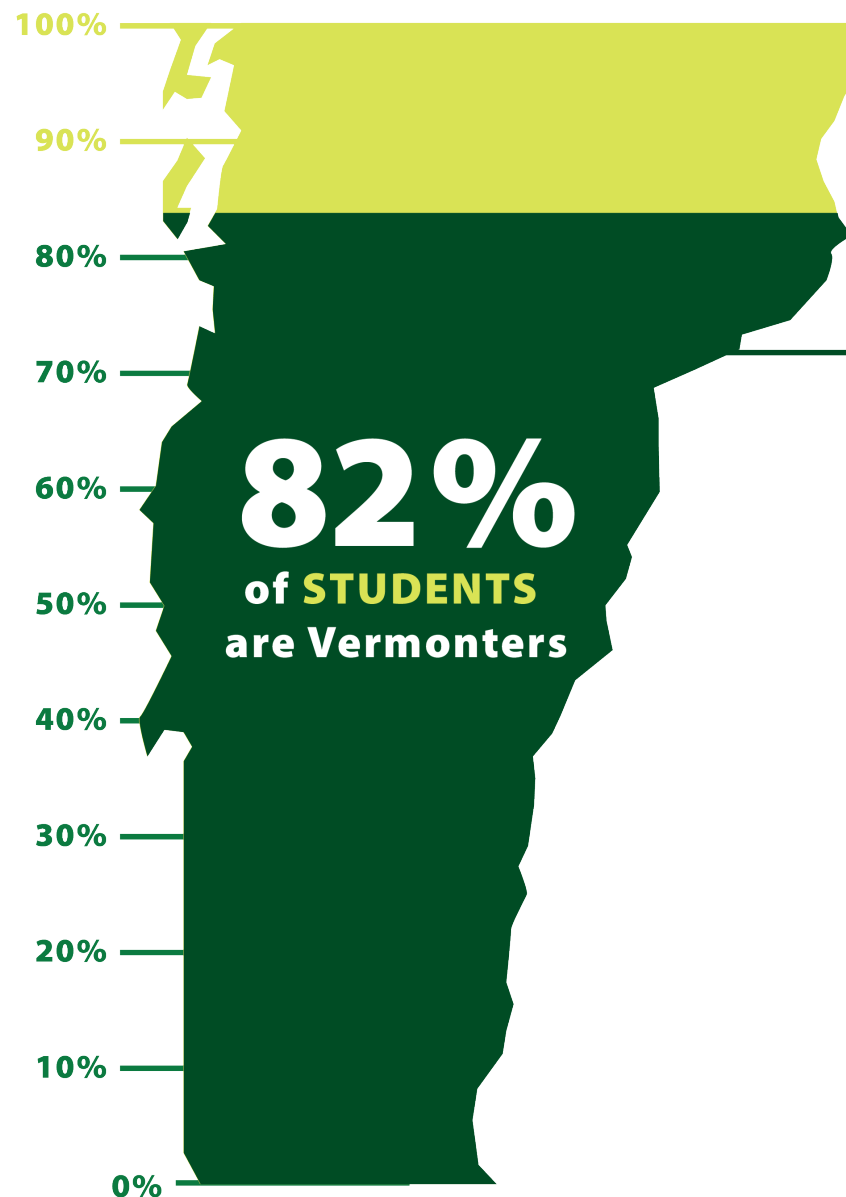


3,443

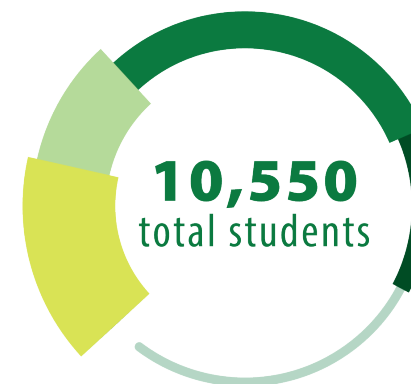
1st Generation Vermonters are enrolled in our undergraduate programs this fall.



That's 57% of undergraduate Vermonters and 45% of all undergraduates.



2/3 of alumni live and work in Vermont



- 1,212** High school students enrolled in VSCS programs
- 3,443** 1st gen Vermont undergrads
- 5,948** Undergraduate Vermonters
- 7,485** Undergraduates
- 10,550** Total students

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2021-2022 Scholarships & Workforce Development Initiatives

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Long-Term Care Facility Practical Nursing Program

“I would love to say a heartfelt thank you. Without the help of the VT legislature this newly single, working full time mom would be fearful about how she would pay her bills, her family fed and paying for college. A thank you on paper truly is not enough. Please know that I am extremely appreciative of all of you.”

Long-Term Care Practical Nursing Cohort
40 Students
5 Sites at Long-Term Care Facilities

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Workforce Upskilling Initiative

“It has changed my life, I will be the first in my family to attend college full time. I knew I would have to bear the costs of college myself with no aid from my parents and I was hesitating signing up full time for classes as I didn't feel I could afford it. I was so relieved to find that there was a grant for my intended occupation!”

Workforce 2.0 Upskilling
1,148 Students
2,007 Courses

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Critical Occupations Scholarship

“I am extremely grateful. I am a low income person and could barely make it financially before applying. While my financial situation hasn’t changed, knowing that I won’t have this year of debt to pay off later is such a weight off my shoulders for an already financially restricted student.”

Critical Occupations
1,038 Students
Median Age: 28
Median Family AGI: \$67,000
85% Women

Early Childhood Education & Nursing Program Enrollment

Program	Institution	Fall 2020	Fall 2021
Childcare Certificate	CCV	34	63
A.A. Early Childhood Education	CCV	304	438
B.S Early Childhood Education	NVU	34	40
B.A. Early Childhood Education	Castleton	13	25
Allied Health Prep Certificate	CCV	227	279
LPN Certificate	Vermont Tech	169	169
A.S. Nursing	Vermont Tech	159	157
B.S. Nursing	Vermont Tech	52	94
B.S. Nursing	Castleton	254	236

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Welcome Home Scholarship

“It has absolutely changed my life for the better. I felt like I was stuck for years on end working really hard but not getting anywhere. This scholarship was the help I needed to finally advance my career. I am looking forward to entering a healthcare career and give back to Vermont communities. Thank you!!!”

Welcome Home

278 Students

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Degree Completion Scholarship

“I appreciate the financial relief this scholarship has given to myself and my family. Having this scholarship has allowed me to take more courses per semester which means I will finish my degree in less time. Thank you for the opportunity!”

Degree Completion
122 Students

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FY2023 Budget Request

General Fund

Previously Discussed:

Increase base to \$48M by FY25

Previously Discussed	FY22B	FY23E	FY24E	FY25E	FY26E	FY27E
Revenues						
Base Appropriation	30.5	35.5	40.5	45.5	48.0	48.0
Increase to Base	5.0					
Proposed Increase to Base		5.0	5.0	2.5	-	-
NET Base Appropriation	35.5	40.5	45.5	48.0	48.0	48.0
Institutional Revenues	116.0	116.0	116.0	116.0	116.0	116.0
Total Revenues	151.5	156.5	161.5	164.0	164.0	164.0
Operating Expenses	183.5	178.9	174.5	171.1	166.3	161.7
Net Deficit Before Bridge & One-Time	(32.05)	(22.5)	(13.0)	(7.1)	(2.3)	2.2
One-Time Funds						
Bridge Funding (received)	21.0	-	-	-	-	-
Bridge Funding (proposed)		14.9	16.5	10.0	5.0	-
HEERF/CRF/Carryforward	10.8	10.0	-	-	-	-
	31.8	24.9	16.5	10.0	5.0	-
Net Revenue/Deficit After One-Time	(0.23)	2.4	3.5	2.9	2.7	2.2

For the benefit of Vermont

Previously Discussed	FY22B	FY23E	FY24E	FY25E	FY26E	FY27E
Revenues						
Base Appropriation	30.5	35.5	40.5	45.5	48.0	48.0
Increase to Base	5.0					
Proposed Increase to Base		5.0	5.0	2.5	-	-
NET Base Appropriation	35.5	40.5	45.5	48.0	48.0	48.0
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HEERF/CRF/Carryforward	10.8	10.0	-	-	-	-
	31.8	24.9	16.5	10.0	5.0	-
Net Revenue/Deficit After One-Time	(0.23)	2.4	3.5	2.9	2.7	2.2

**Previously
Discussed:**
FY23-FY26
Bridge
Funding
totaling
\$46.4M

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**VSCS
Proposal:**
Accelerate
base increase
to \$48M in
FY23

VSCS Proposal	FY22B	FY23E	FY24E	FY25E	FY26E	FY27E
Revenues						
Base Appropriation	30.5	35.5	48.0	48.0	48.0	48.0
Increase to Base	5.0					
Proposed Increase to Base		12.5	-	-	-	-
NET Base Appropriation	35.5	48.0	48.0	48.0	48.0	48.0
Institutional Revenues	116.0	116.0	116.0	116.0	116.0	116.0
Total Revenues	151.5	164.0	164.0	164.0	164.0	164.0
Operating Expenses	183.5	178.9	174.5	171.1	166.3	161.7
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One-Time Funds						
Bridge Funding (received)	21.0	-	-	-	-	-
Bridge Funding (proposed)		7.4	14.0	10.0	5.0	-
HEERF/CRF/Carryforward	10.8	10.0	-	-	-	-
	31.8	17.4	14.0	10.0	5.0	-
Net Revenue/Deficit After One-Time	(0.23)	2.4	3.5	2.9	2.7	2.2

For the benefit of Vermont

VSCS Proposal	FY22B	FY23E	FY24E	FY25E	FY26E	FY27E
Revenues						
Base Appropriation	30.5	35.5	48.0	48.0	48.0	48.0
Increase to Base	5.0					
Proposed Increase to Base		12.5	-	-	-	-
NET Base Appropriation	35.5	48.0	48.0	48.0	48.0	48.0
Institutional Revenues	116.0	116.0	116.0	116.0	116.0	116.0
Total Revenues	151.5	164.0	164.0	164.0	164.0	164.0
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HEERF/CRF/Carryforward	10.8	10.0	-	-	-	-
	31.8	17.4	14.0	10.0	5.0	-
Net Revenue/Deficit After One-Time	(0.23)	2.4	3.5	2.9	2.7	2.2

VSCS Proposal:
Accelerating
base increase
lowers bridge
funding by
comparable
amount to
\$36.4M

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FY2023 Options

Option 1:

*Increase base to \$48M in FY23
\$7.4M in bridge for FY23*

Option 1:		FY23	Governor's	
FY23 Budget Crosswalk	FY22	Proposed	Recommend	Variance
Base Appropriation - General Fund	35.5	48.0	40.5	(7.5)
Bridge Funding (ARPA)	21.0			
Bridge Funding (TBD)		7.4		(7.4)
Total Funding	56.5	55.4	40.5	(14.9)

option 1 or option 2

Option 2:		FY23	Governor's	
FY23 Budget Crosswalk	FY22	Alternate	Recommend	Variance
Base Appropriation - General Fund	35.5	40.5	40.5	-
Bridge Funding (ARPA)	21.0			-
Bridge Funding (TBD)		14.9		(14.9)
Total Funding	56.5	55.4	40.5	(14.9)

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FY2023 Options

Option 2:

*Increase base to \$40.5M in FY23
\$14.9M in bridge for FY23*

option 1 or option 2

Option 1: FY23 Budget Crosswalk	FY22	FY23 Proposed	Governor's Recommend	Variance
Base Appropriation - General Fund	35.5	48.0	40.5	(7.5)
Bridge Funding (ARPA)	21.0			
Bridge Funding (TBD)		7.4		(7.4)
Total Funding	56.5	55.4	40.5	(14.9)

Option 2: FY23 Budget Crosswalk	FY22	FY23 Alternate	Governor's Recommend	Variance
Base Appropriation - General Fund	35.5	40.5	40.5	-
Bridge Funding (ARPA)	21.0			-
Bridge Funding (TBD)		14.9		(14.9)
Total Funding	56.5	55.4	40.5	(14.9)

FY2023

Crosswalk

*\$14.9M needed above
Governor's Recommend
with both options*

Option 1:		FY23	Governor's	
FY23 Budget Crosswalk	FY22	Proposed	Recommend	Variance
Base Appropriation - General Fund	35.5	48.0	40.5	(7.5)
Bridge Funding (ARPA)	21.0			
Bridge Funding (TBD)		7.4		(7.4)
Total Funding	56.5	55.4	40.5	(14.9)

option 1 or option 2

Option 2:		FY23	Governor's	
FY23 Budget Crosswalk	FY22	Alternate	Recommend	Variance
Base Appropriation - General Fund	35.5	40.5	40.5	-
Bridge Funding (ARPA)	21.0			-
Bridge Funding (TBD)		14.9		(14.9)
Total Funding	56.5	55.4	40.5	(14.9)

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Base and Bridge Option 1:

Option 1:	FY22	FY23	FY24	FY25	FY26	FY27
Base Appropriation	35.5	48.0	48.0	48.0	48.0	48.0
Bridge Funding	21.0	7.4	14.0	10.0	5.0	-

*Option 1:
FY23-FY26
Bridge
required
\$36.4M*

Option 2:	FY22	FY23	FY24	FY25	FY26	FY27
Base Appropriation	35.5	40.5	45.5	48.0	48.0	48.0
Bridge Funding	21.0	14.9	16.5	10.0	5.0	-

Base and Bridge Option 2:

Option 1:	FY22	FY23	FY24	FY25	FY26	FY27
Base Appropriation	35.5	48.0	48.0	48.0	48.0	48.0
Bridge Funding	21.0	7.4	14.0	10.0	5.0	-

Option 2:	FY22	FY23	FY24	FY25	FY26	FY27
Base Appropriation	35.5	40.5	45.5	48.0	48.0	48.0
Bridge Funding	21.0	14.9	16.5	10.0	5.0	-

Option 2:
FY23-FY26
Bridge
required
\$46.4M

FY2023 Request

- *\$55.4 million in base appropriation and bridge funding for FY23*
- *FY24-FY26 bridge funding of \$29 million (36.4m inclusive of FY2023)*

FY23 Budget Crosswalk		FY23	Governor's	
	FY22	Proposed	Recommend	Variance
Base Appropriation - General Fund	35.5	48.0	40.5	(7.5)
Bridge Funding (ARPA)	21.0			
Bridge Funding (TBD)		7.4		(7.4)
Total Funding	56.5	55.4	40.5	(14.9)

Workforce Development



Strengthening
Nursing Education



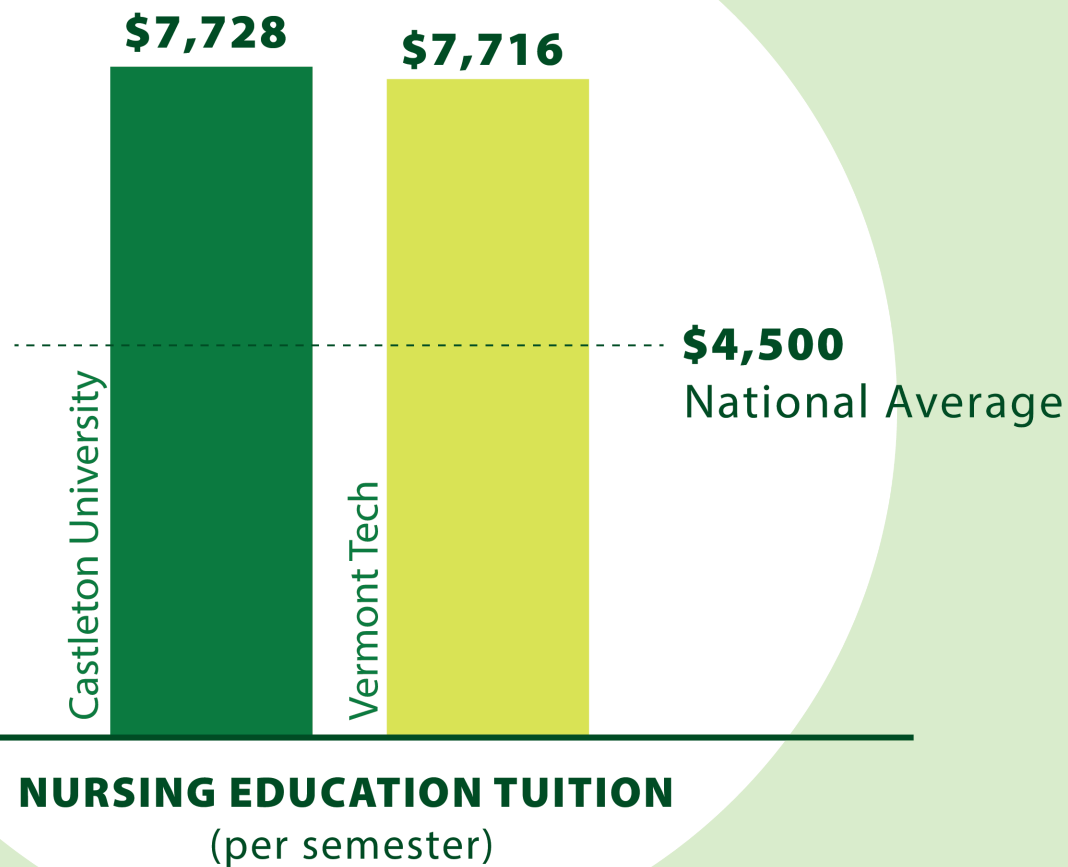
Vermont
Associate's Pledge



Critical
Occupations plus

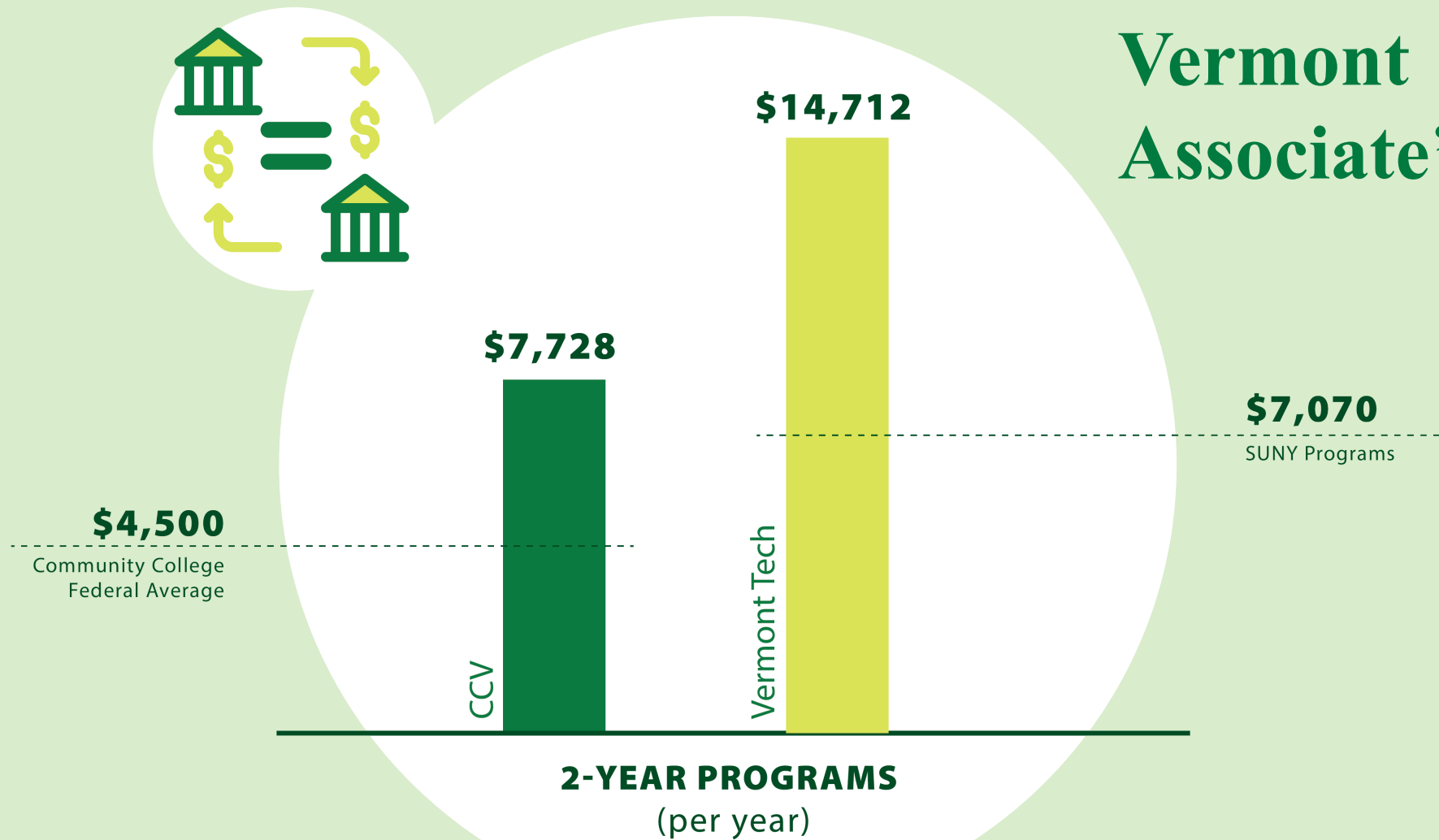
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Strengthening Nursing Education



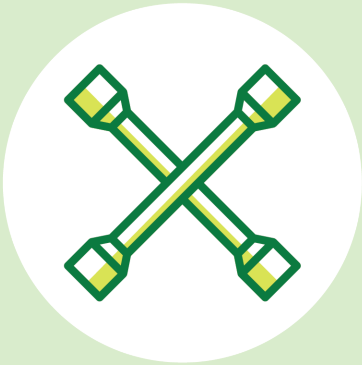
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Vermont Associate's Pledge

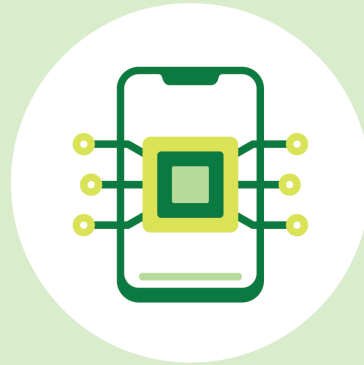


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Critical Occupations Plus



**Mechanical
Engineering**



**Electrical
Engineering**



**School
Psychology**



**Graduate
Mental Health**

For the benefit of Vermont

Thank You

Sophie Zdatny

Chancellor

Sophie.Zdatny@vsc.edu

Katherine Levasseur

*Director of External & Gov.
Affairs*

Katherine.Levasseur@vsc.edu

Sharron Scott

*Chief Financial and Operating
Officer*

Sharron.Scott@vsc.edu

Leading Indicators

Act 74 Requirements

Student Enrollment: Demographics

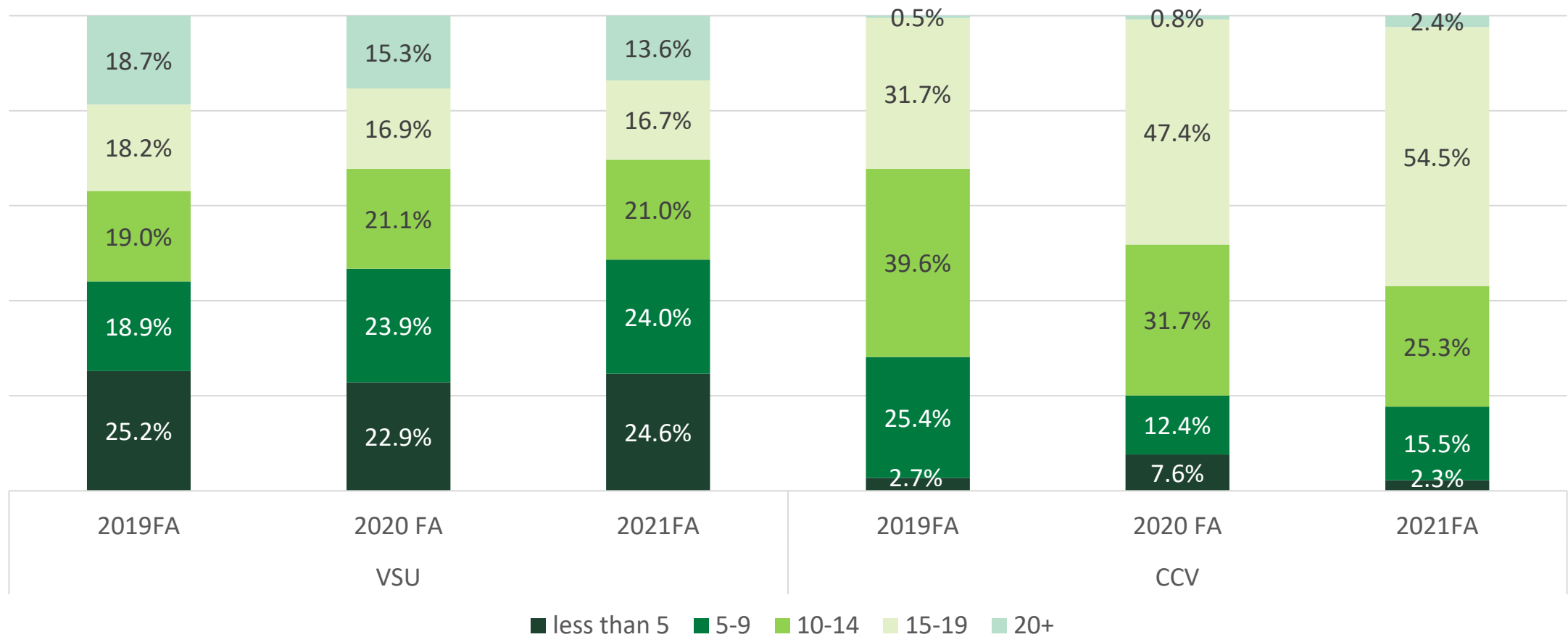
	CCV	CU/NVU/VTC	VSCS Total
Full-Time	801	3,406	4,469
Part-Time	4,740	2,159	6,081
Total (headcount)			10,550

Student Enrollment: Full-Time Equivalent

October 15 (Fall)	CCV	CU	NVU	JSC	LSC	VTC	VSCS
Fall 2021E	2,844	1,800	1,404			1,091	6,733
Fall 2020	2,568	1,816	1,656			1,164	6,800
Fall 2019	2,560	2,045	1,988			1,359	7,553
Fall 2018	2,705	1,911	2,192			1,326	7,774
Fall 2017	2,820	1,854		1,236	1,006	1,313	8,162
Fall 2016	2,983	2,016		1,223	1,116	1,338	8,594
Fall 2015	3,078	1,961		1,225	1,163	1,286	8,640
Fall 2014	3,186	1,940		1,296	1,283	1,274	8,927
Fall 2013	3,387	2,036		1,343	1,376	1,302	9,396
Fall 2012	3,520	2,023		1,415	1,376	1,402	9,685

For the benefit of Vermont

VSC Course Enrollment: 2019-2021



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Statewide Course Offerings & Formats

Online Courses

VSCS

2019	15%
2020	55%
2021	32%

Distance Learning Programs vs. Total Programs

CCV

13 of 32
12 of 33
13 of 38

CU/NVU/VTC

3 of 172
13 of 177
17 of 184

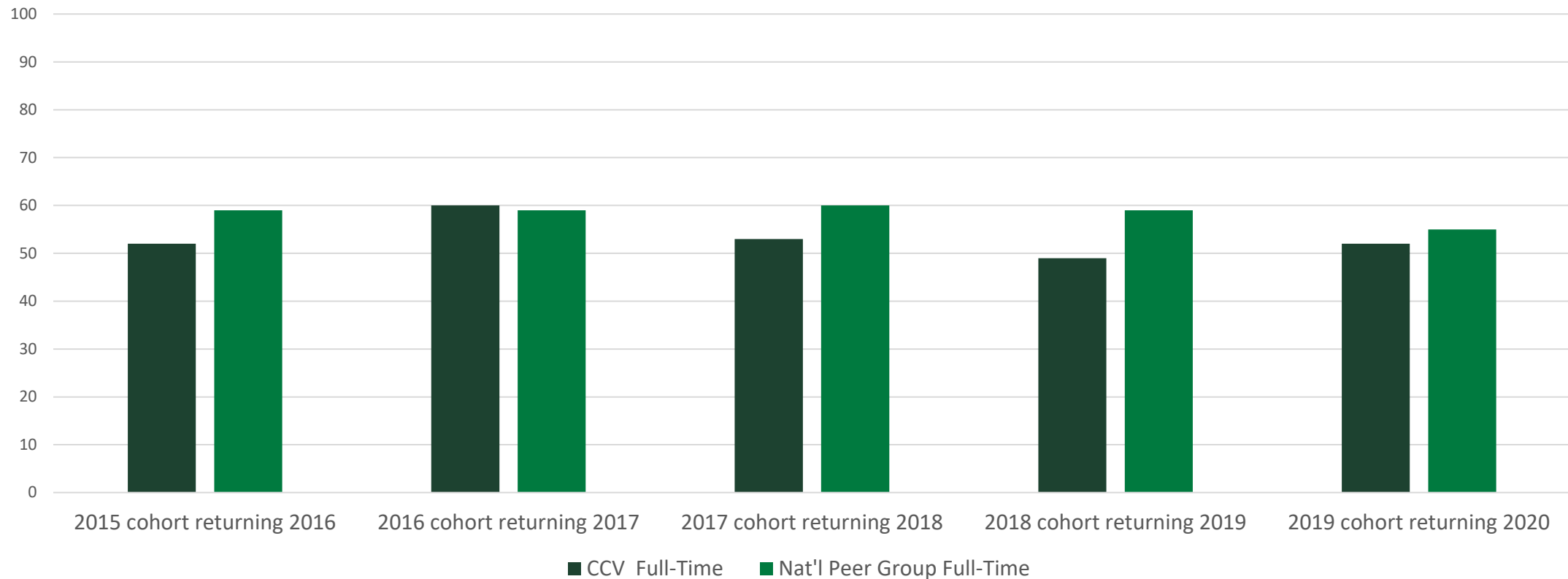
Degrees and Credentials of Value Awarded

	CCV	CU/NVU/VTC	VSCS Total
Certificates	90	167	257
Associate's	419	326	745
Bachelor's		892	892
Master's		125	125
Grad. Certificate		7	7
Total Awarded	509	1,517	2,026

2020-2021 Academic Year

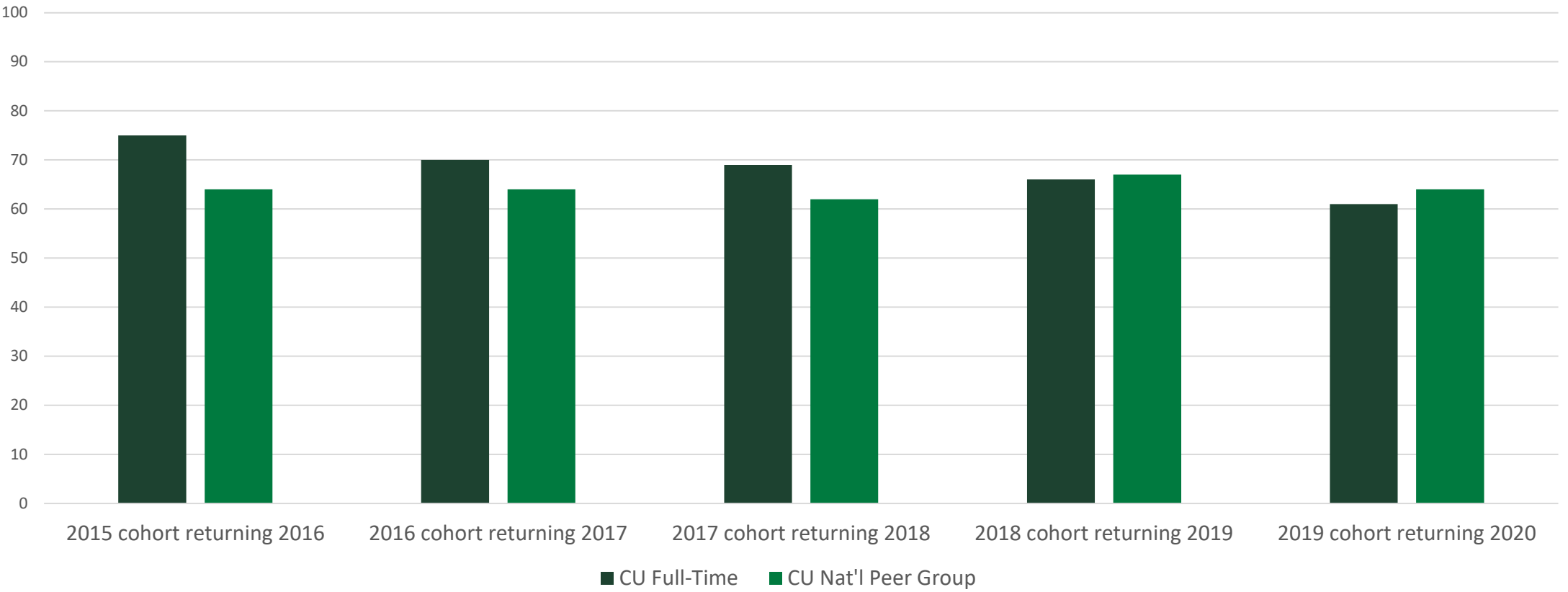
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Retention: Community College of Vermont



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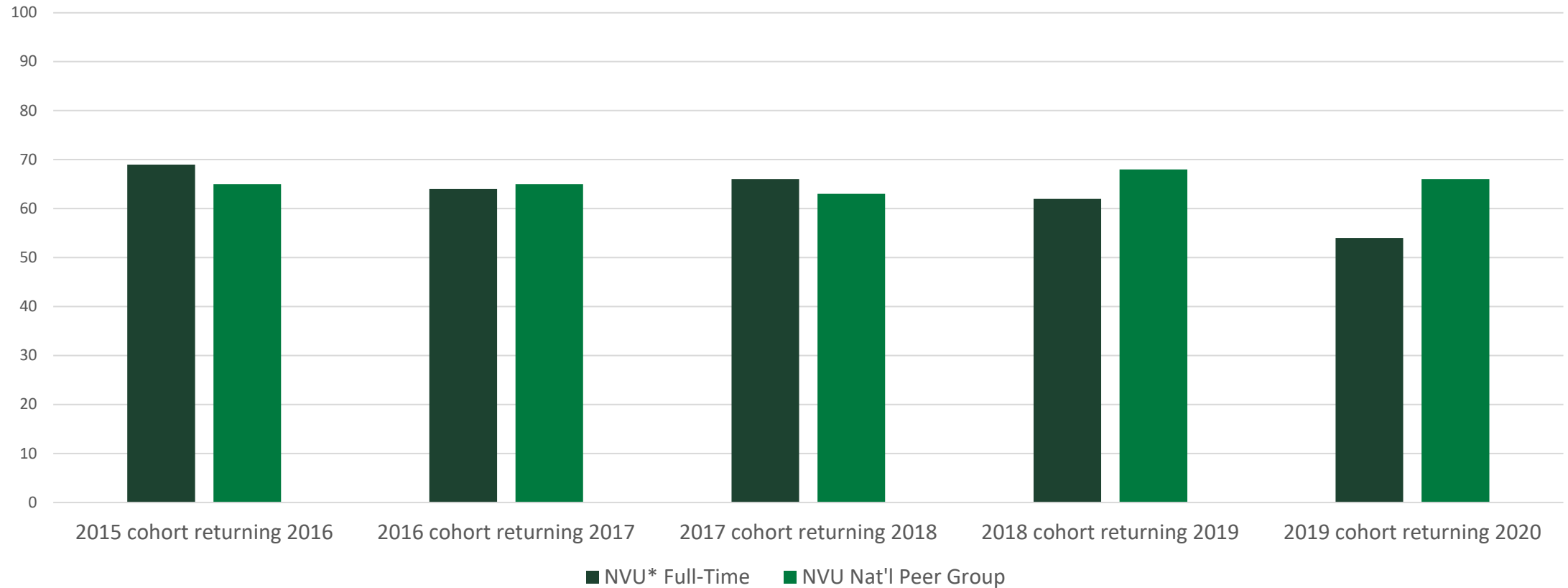
Retention: Castleton University



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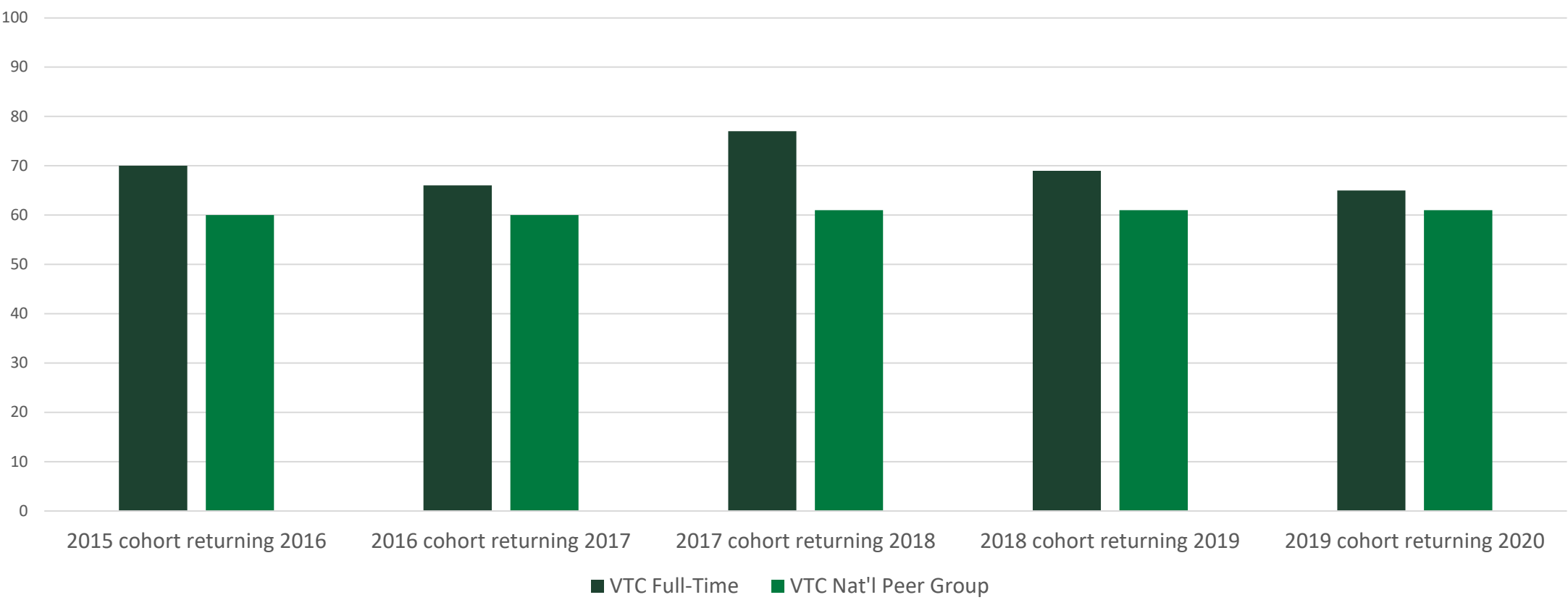


Retention: Northern Vermont University



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Retention: Vermont Technical College



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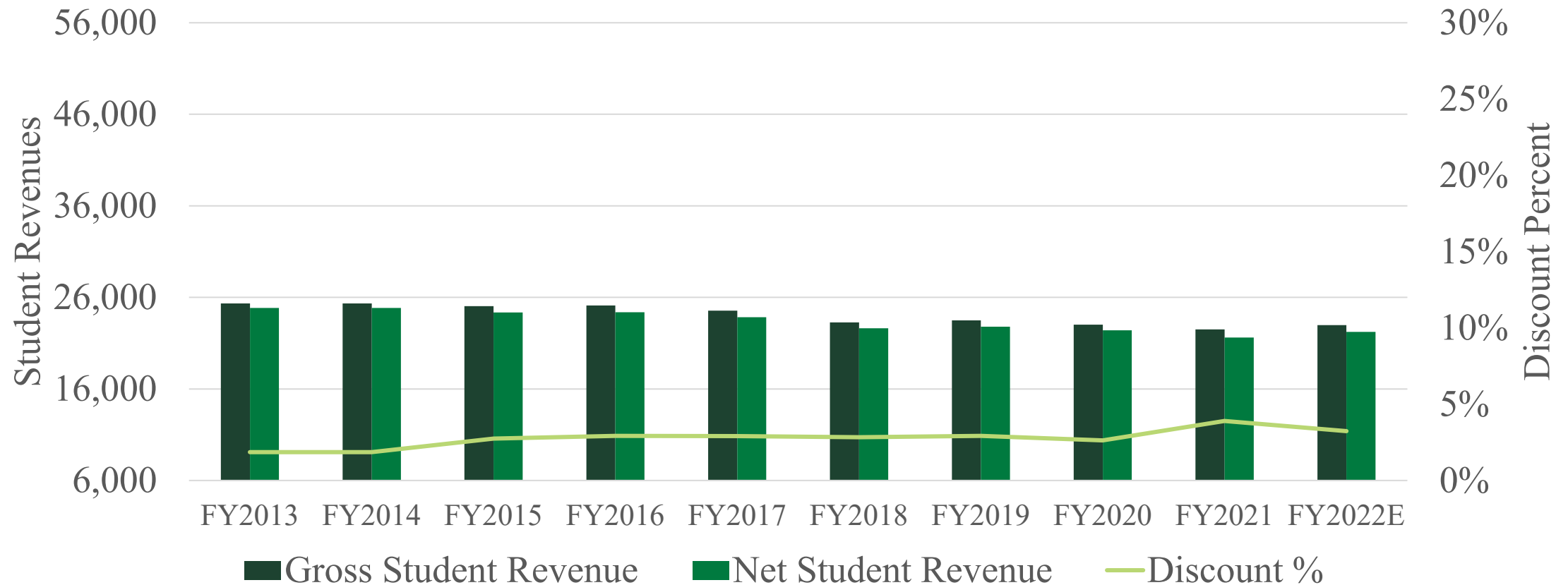
Net Student Revenue & Institutional Discounting

Discount % By Institution	FY2013	FY2021	FY2022E
Community College of Vermont	2%	3%	4%
Castleton University	5%	27%	29%
Northern Vermont University ¹	12%	21%	22%
Vermont Technical College	7%	11%	10%

¹ *FY2013 is the combination of LSC (14%) & JSC (9%)*

Discounting Trend FY13-FY22E

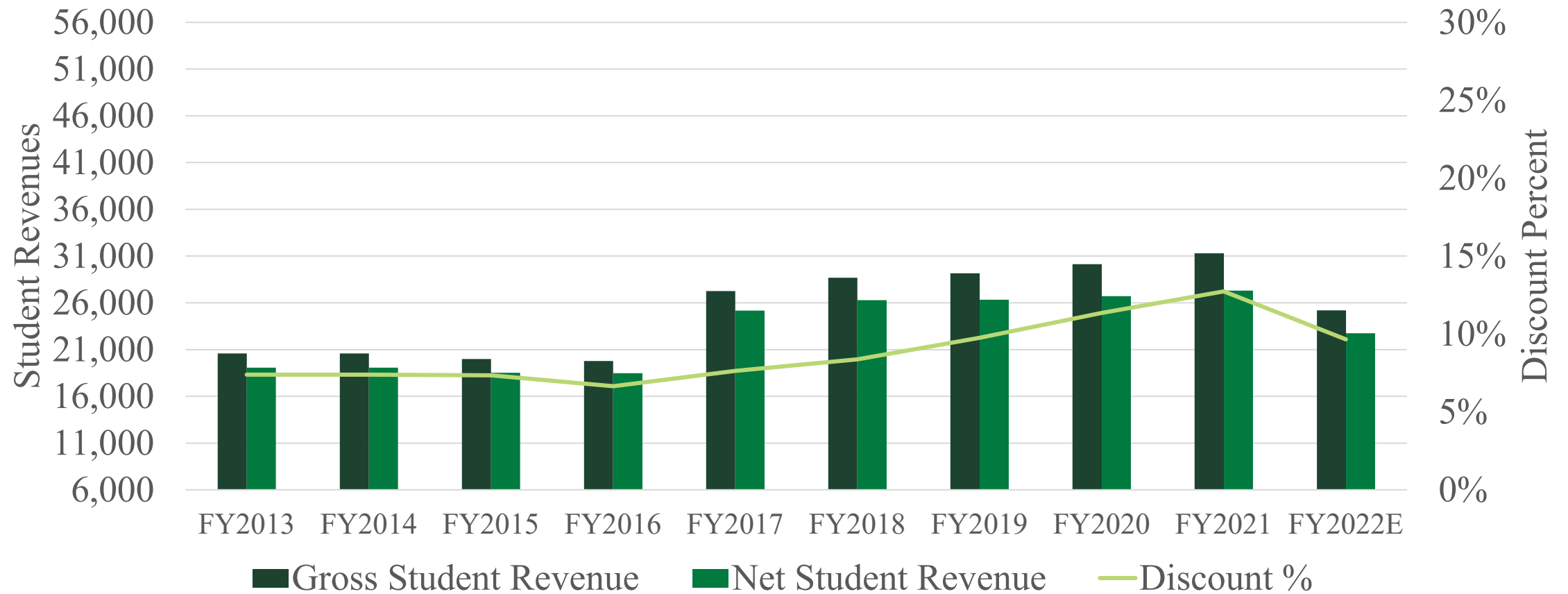
CCV Revenue & Discount Trends



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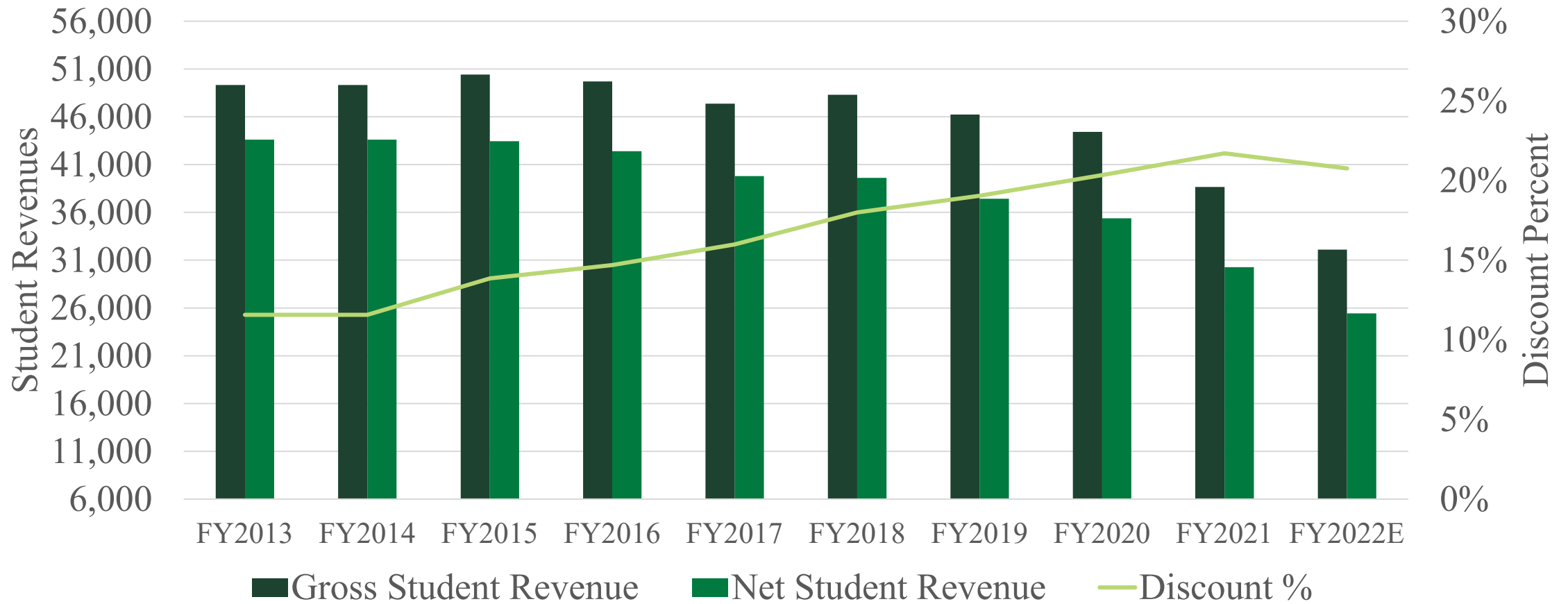
Discounting Trend FY13-FY22E

VTC Revenue & Discount Trends



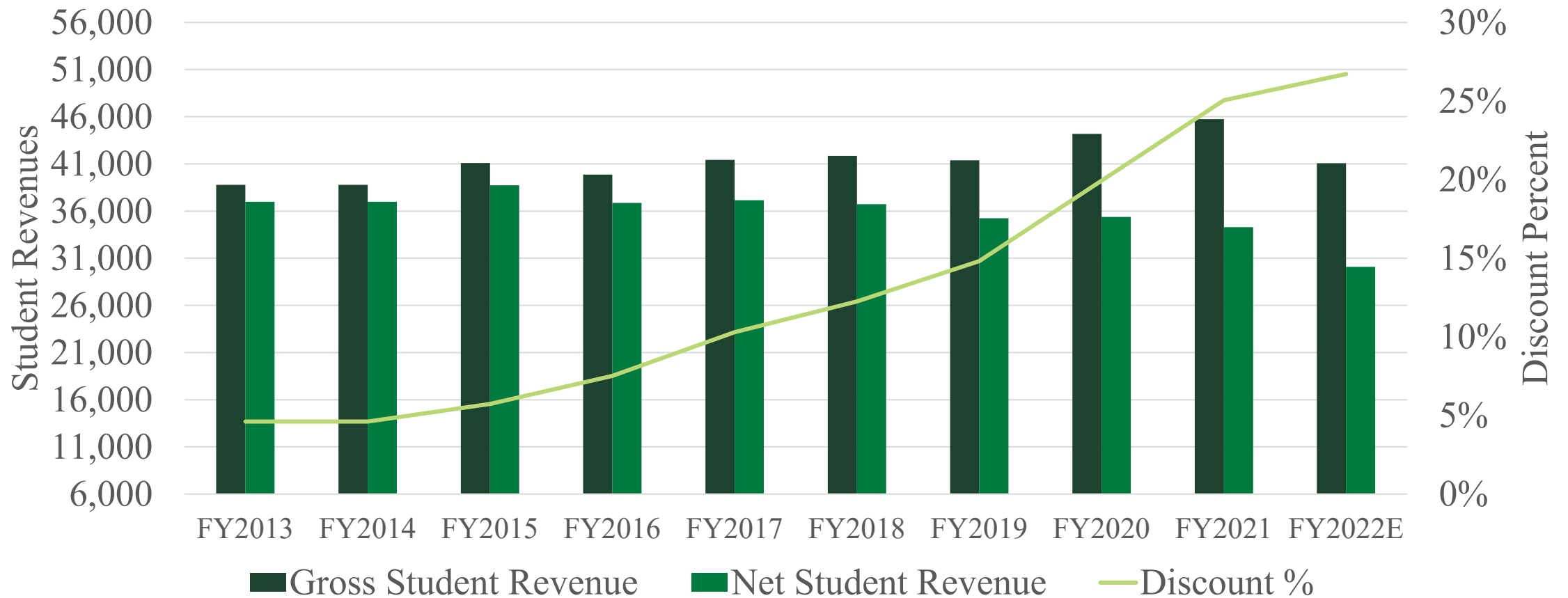
Discounting Trend FY13-FY22E

NVU Revenue & Discount Trends



Discounting Trend FY13-FY22E

CU Revenue & Discount Trends



Current Year Revenue & Expense Adjustments

(values exclude revenue/expense offsets derived from CRF/HEERF)

Expense Reductions		Revenue Enhancements	
Personnel (excludes CRF/HEERF)	2,500,000	Student Revenues (net of Scholarships)	7,500,000
Supplies, Services, Utilities	800,000	Sales, Services & Other Rev.	1,800,000
Total Expenses	3,300,000	Total Revenue	9,300,000

Forecasted Variance to Budget as of Q2 is \$15.5M
including CRF & HEERF

For the benefit of Vermont

Budget Goals for Fiscal Year 2023

Expense Goals		Revenue Goals	
Personnel	-3,500,000	Student Revenues	5,000,000
Supplies, Services, Utilities	-1,500,000		
Expense Target	-5,000,000	Revenue Target	5,000,000

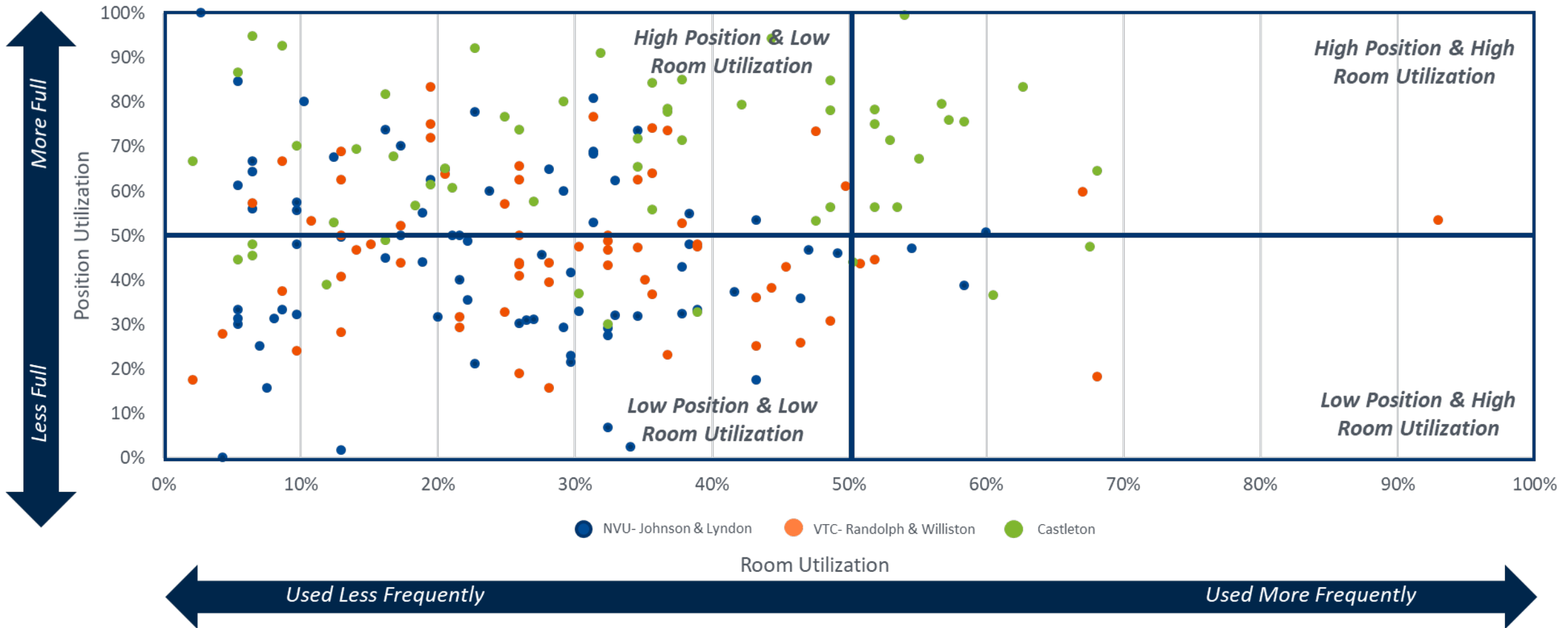
Use savings to invest in Capital Infrastructure (*CapEx*)
Deferred Maintenance, Information Technology, Equipment

Additional Act 74 Requirements

The Chancellor shall ensure all VSC Board of Trustees policies are adhered to unless a process for an exception to a Board policy is used to situationally and temporarily amend a specific Board policy.

The Chancellor shall establish policies and procedures to implement the Board approved transformation plan as developed by the Select Committee on Higher Education.

System-Wide: Low Space Utilization Across all Campuses



For the benefit of Vermont