



**Setting the stage for the
“Securing Our Future” project**

Chancellor Jeb Spaulding

Long Range Planning Committee

May 29, 2019

A Vision to Secure Our Future

To ensure the Vermont State Colleges System will **thrive** in the years ahead, Trustees must have the **foresight** to recognize the forces upon us and the **fortitude** to make **necessary** and **timely** decisions about what, how, and where to deliver relevant postsecondary education to Vermonters. They will **strategically and rapidly** focus resources on **new delivery platforms** and **flexibly-delivered credentials** that reach **both traditional-age and adult students**, creating opportunities **distributed across a lifetime**.

The Role of the VSCS in Vermont

- “For the benefit of Vermont”
- 11,000+ students and 2,000+ employees
- 20 locations
- 9,000 adults served in workforce development
- Over 80% of students are Vermonters who stay in Vermont.
- Extension of public preK-12 system.
- Vermont’s access institutions.

Our System's Strengths

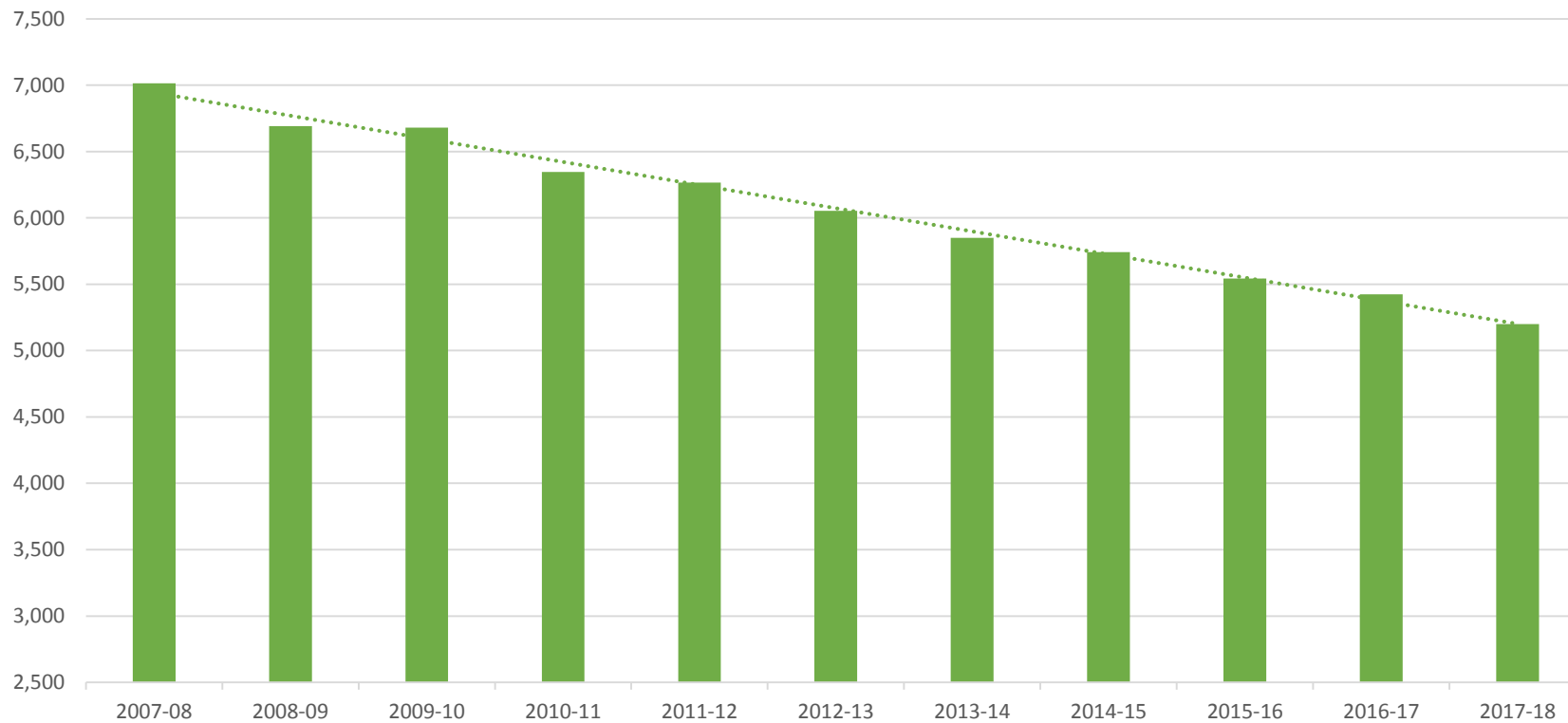
- Diversity of offerings across the system
- Capacity for efficiencies and resource sharing
- Commitment to serving a wide range of students
- Faculty and staff committed to student success
- Statewide footprint
- An entity of the State of Vermont
- Strong leadership at all levels: faculty, staff, presidents, trustees

Challenges We Face

- Historically weak demographics
- Bottom-ranked state support
- Accelerating pricing pressures
- Barriers to adaptability
- Changing student preferences and attitudes
- Disruptive technologies and delivery

Demographics

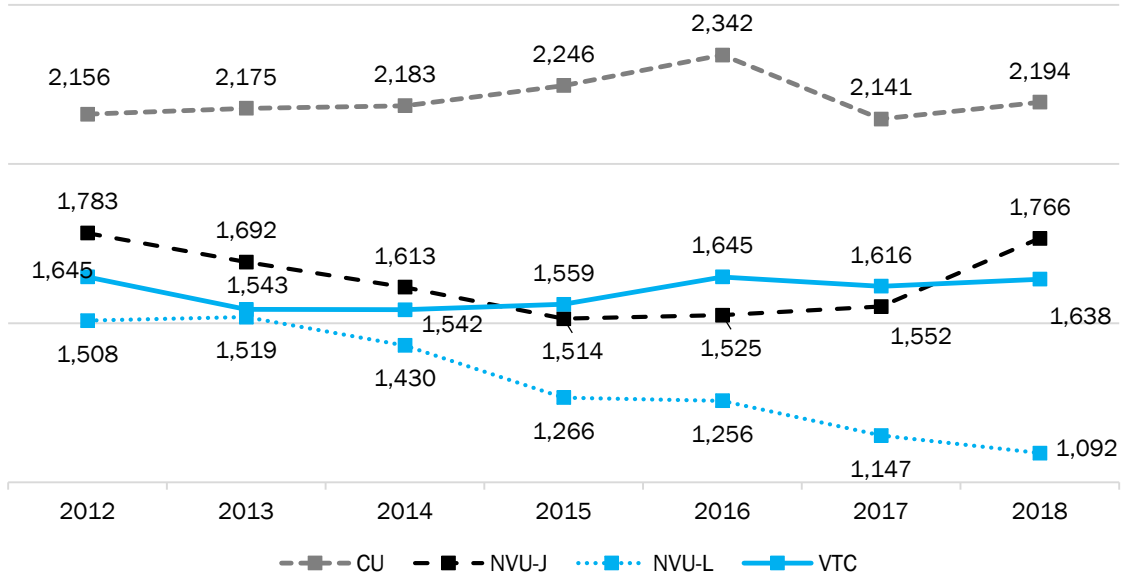
12th Grade Enrollment in Vermont Public Schools



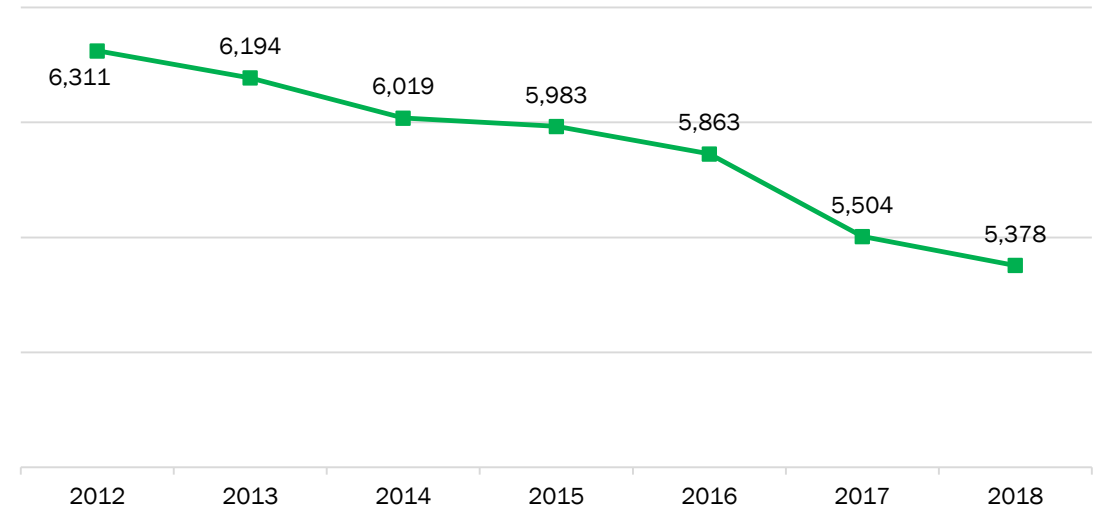
Source: Vermont Agency of Education School Enrollment Reports
<http://edw.vermont.gov/REPORTSERVER/Pages/ReportViewer.aspx?%2fPublic%2fEnrollment+Report>

Demographics

Fall Headcount Enrollment - CU, NVU-J, NVU-L, VTC



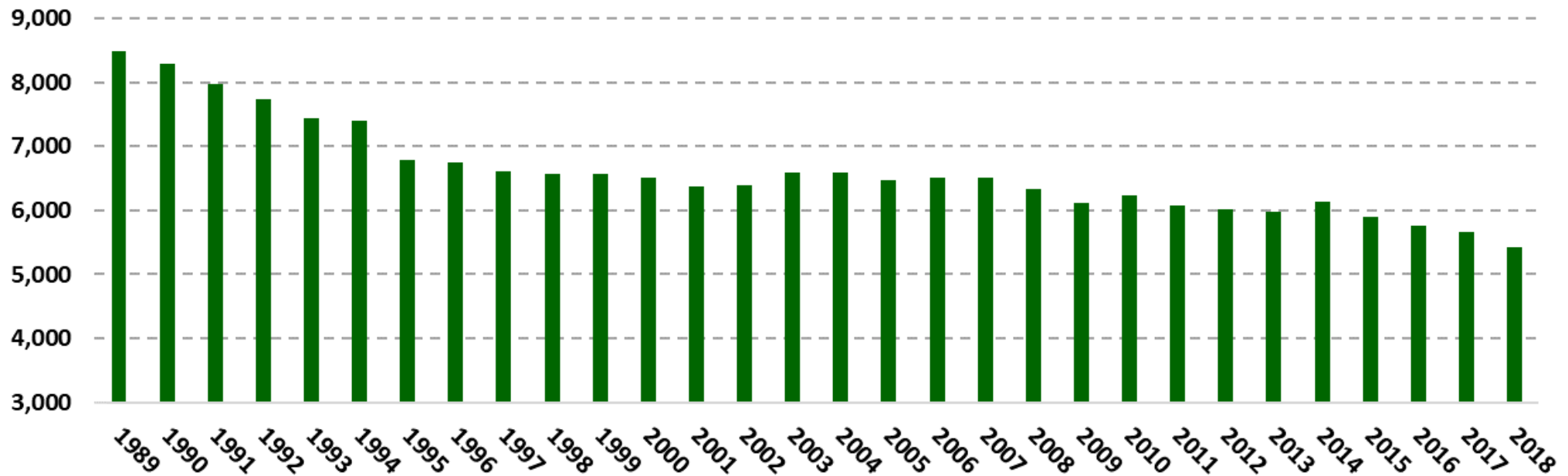
Fall Headcount Enrollment - CCV



Source: VSCS Sourcebook of Institutional Data, 2018
<https://www.vsc.edu/sourcebook-2018-final/>

Demographics

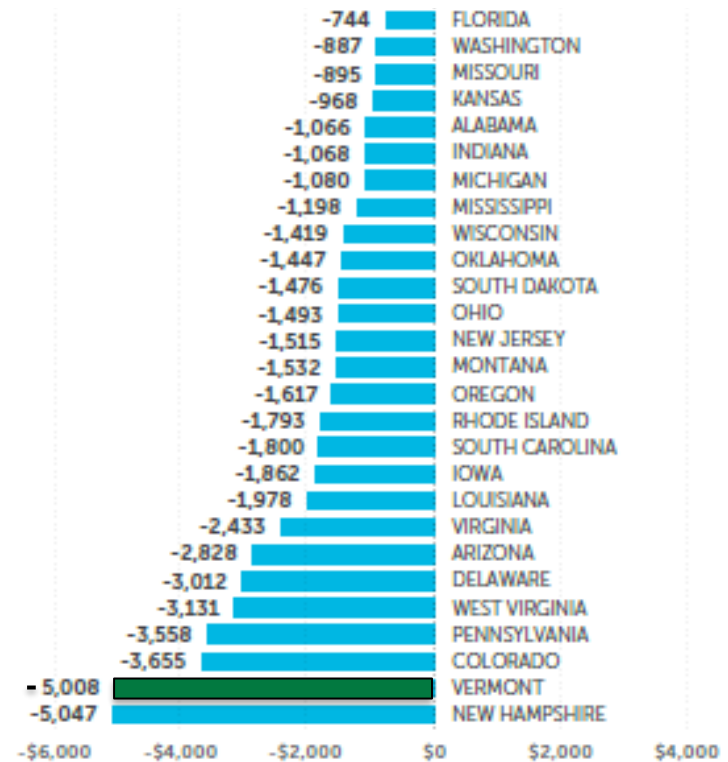
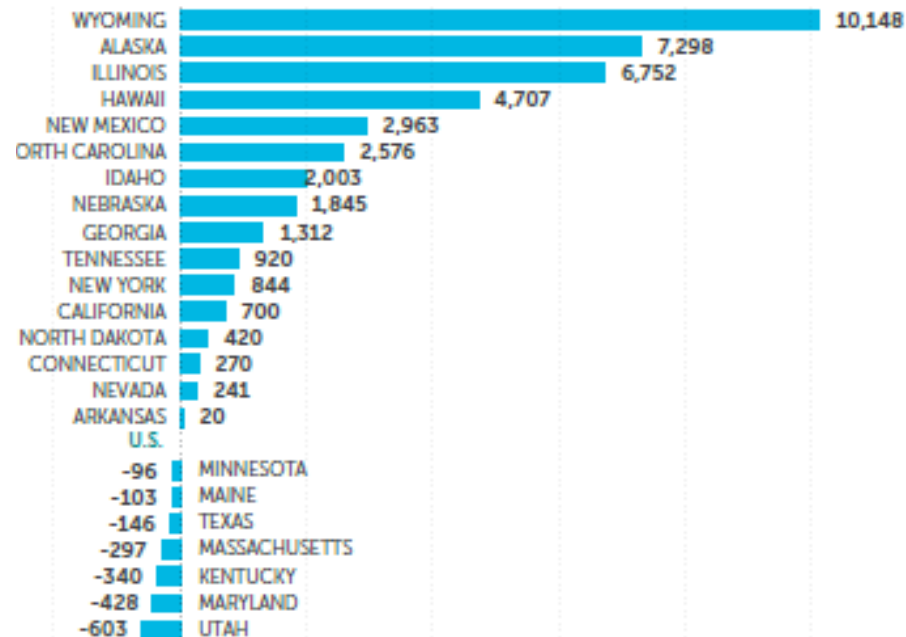
State of Vermont
Live Births by Year, 1989 to 2018
(Data from Vermont Agency of Human Services)



Source: Vermont Agency of Human Services, 2019

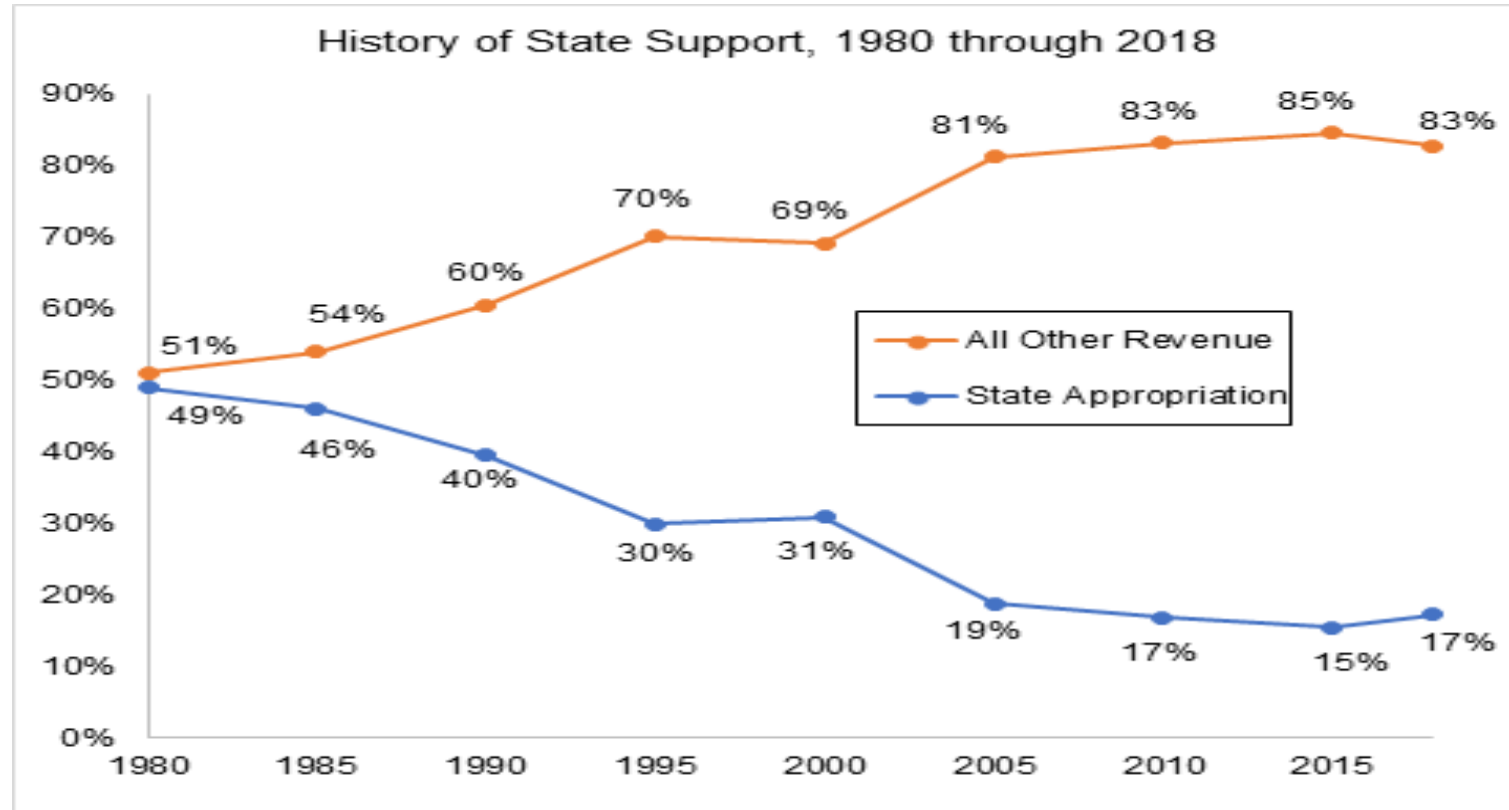
State Support

FIGURE 8
EDUCATIONAL APPROPRIATIONS PER FTE (ADJUSTED) -
DIFFERENCE FROM U.S. AVERAGE, FY 2018



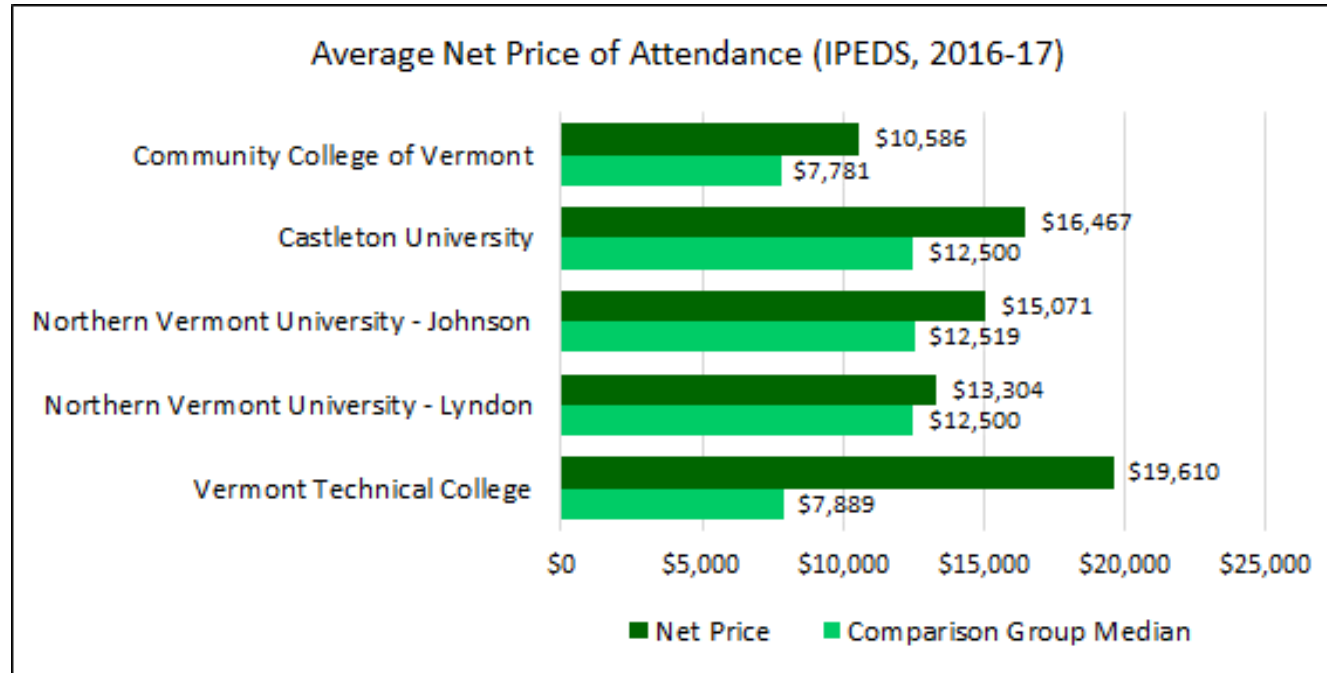
State Higher Education Executive Officers Association, 2018 State Higher Education Finance report <https://sheeo.org/project/state-higher-education-finance/>

State Support



Source: VSCS

Price Pressure

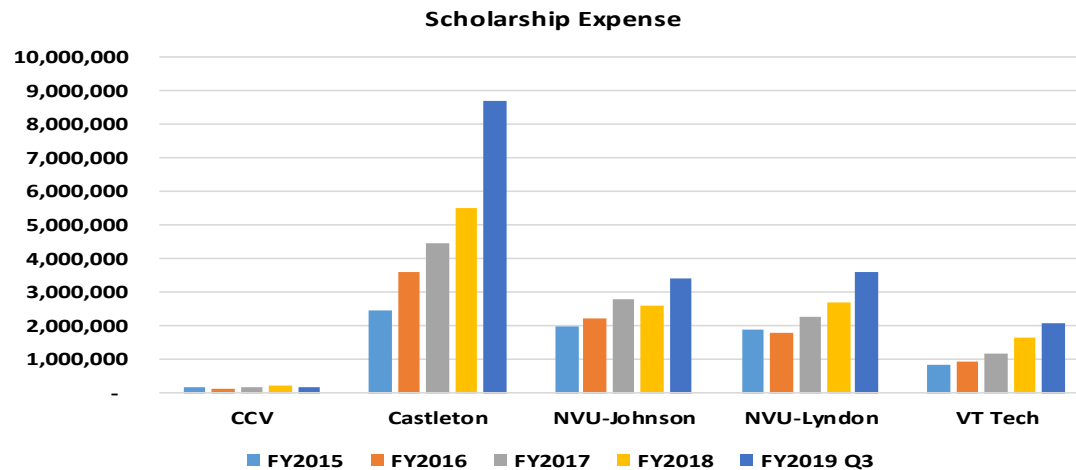


Source: The Integrated Postsecondary Education Data System (IPEDS)
<https://nces.ed.gov/ipeds/>

Price Pressure

**Vermont State Colleges System
Scholarship Expenses
(Actuals from FY2015-2018, Projected as of FY2019 Q3)**

Institution	ACTUALS				PROJECTED
	FY2015	FY2016	FY2017	FY2018	FY2019 Q3
CCV	184,990	137,819	183,459	223,141	185,000
Castleton	2,470,654	3,590,458	4,438,251	5,492,793	8,700,000
NVU-Johnson	2,002,492	2,212,756	2,812,971	2,591,705	3,433,461
NVU-Lyndon	1,878,286	1,802,724	2,256,240	2,713,293	3,594,539
VT Tech	818,417	918,523	1,190,411	1,627,708	2,070,000
System					

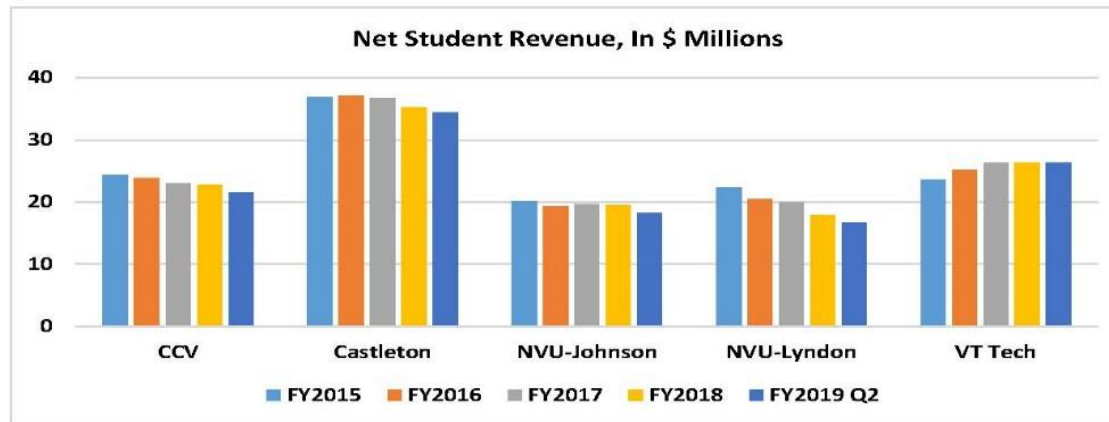


Source: VSCS Sourcebook of Institutional Data, 2018
<https://www.vsc.edu/sourcebook-2018-final/>

Price Pressure

Vermont State Colleges System
 Net Student Revenues
 (Actuals from FY2015-2018, Projected as of FY2019 Q2)

Institution	ACTUALS				PROJECTED
	FY2015	FY2016	FY2017	FY2018	FY2019 Q2
CCV	24.4	23.8	23.1	22.8	21.5
Castleton	36.9	37.2	36.7	35.2	34.4
NVU-Johnson	20.1	19.3	19.7	19.5	18.2
NVU-Lyndon	22.3	20.5	19.9	17.9	16.7
VT Tech	23.7	25.2	26.3	26.3	26.4
System	127.3	126.0	125.7	121.8	117.3



Notes:

1. Net student revenues are tuition, fees, room and board minus scholarships and waivers.
2. NVU's 6.5% overall decline as of FY2019 Q2 applied to both Johnson and Lyndon campuses.

Source: VSCS Sourcebook of Institutional Data, 2018
<https://www.vsc.edu/sourcebook-2018-final/>

Barriers to Rapid Adaptation

- Chronic resource scarcity slows pace of innovation
- Budget cuts reduce staff bandwidth for creating new programs, credentials, and delivery methods
- Dated facilities - \$54 million in deferred maintenance
- Mature union contracts and tenure sometimes reduce flexibility and pace of adaptation

Changing Student Preferences

GALLUP BLOG APRIL 12, 2019

A Crisis in Confidence in Higher Ed

BY STEPHANIE MARKEN

Confidence in higher education in the U.S. has decreased significantly since 2015, more so than for any other U.S. institution that Gallup measures. This drop in confidence in the higher education industry comes after Gallup detected a similar decline in the public's view that higher education is available to those who need it, suggesting that access -- and more specifically, rising costs -- may be affecting the public's view of the industry more generally.

Pew Research Center: “just 16% of all Americans think that a four-year degree prepares students very well for a well-paying job in today’s economy”

Higher Education

THE HECHINGER REPORT

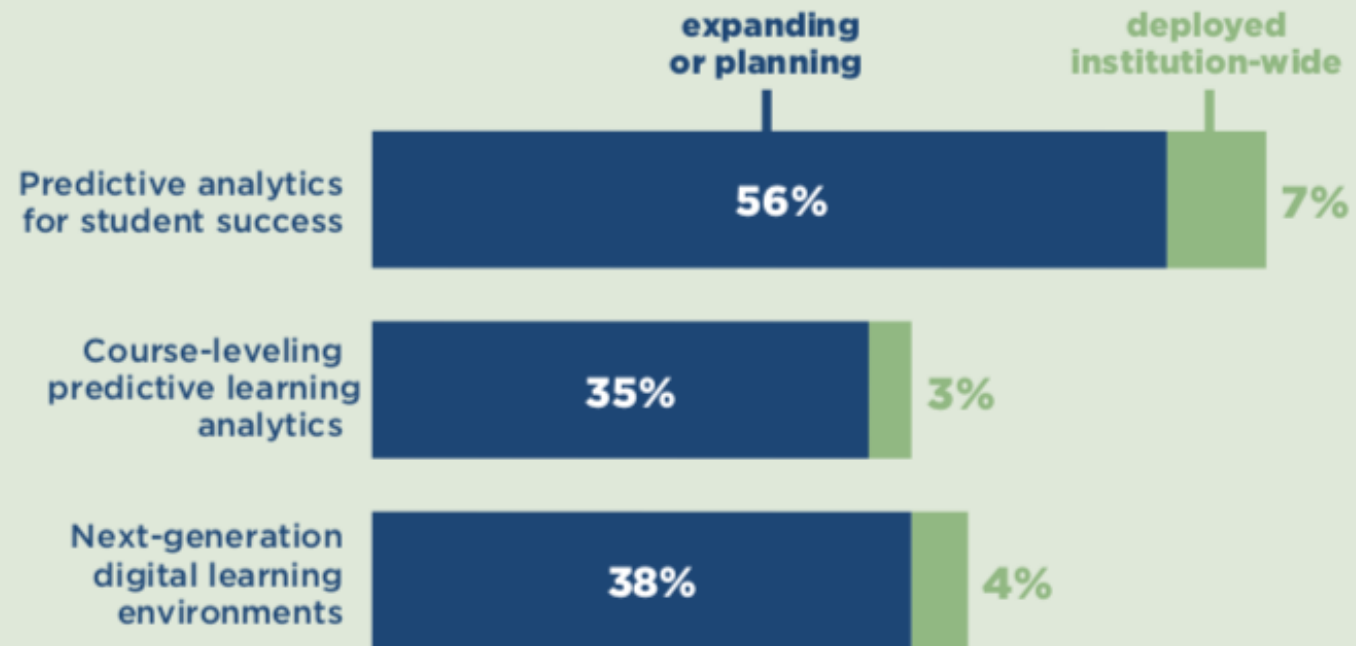
What if we hired for skills, not degrees?

The last decade has seen widespread ‘degree inflation.’ But a growing movement of employers, workers and training groups offers a rebuke to a culture that exalts a bachelor’s as the gold standard for upward mobility



Pace & Scope of Technological Change

Deployment status of particular technologies in higher education:



—EDUCAUSE Strategic Technologies, 2019

Pace & Scope of Technological Change

66% of students agree or strongly agree that the **technological skills** they develop in their courses now will adequately prepare them for their careers.

—2018 Student Study



Our Strategic Priorities

1. Increase postsecondary continuation rate of high school students.
2. Improve our retention and graduate rates.
3. Be recognized as an attractive destination for Vermont high school graduates.
4. Serve well more working age Vermonters.
5. Operate as a more integrated system to expand student opportunities and achieve operational efficiencies.
6. Increase state financial support and other supplemental revenues.

UPDATE, Strategic Priorities: Long Range Planning Committee, October 25, 2017 (p. 24)

<https://www.vsc.edu/wp-content/uploads/2017/10/2017-10-25-Long-Range-Planning-Committee-Meeting-Materials.pdf>

Proposed Project Timeline

May 29, LRPC Meeting

Introduce “Secure Our Future” Project

June 19, LRPC Meeting

Discuss challenges upon us in White Paper.

July-August, Campus and Online Listening Sessions

Present and solicit feedback on White Paper.

August 26, LRPC Meeting

Discuss findings from campus listening sessions and finalize White Paper.

September, Campus and Online Listening Sessions

Share and solicit ideas about how the VSCS will confront challenges

October 21, LRPC Meeting

Discuss potential recommendations to present to Board in December.