

## MEMORANDUM

TO: VSCS Finance & Facilities Committee  
David Silverman, Chair  
Lynn Dickinson  
Adam Grinold  
Linda Milne  
Michael Pieciak  
Shawn Tester

FROM: Sharron R. Scott, Chief Financial and Operating Officer

DATE: October 26, 2020

SUBJECT: Finance and Facilities Meeting on October 29, 2020

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The Finance and Facilities Committee of the Board of Trustees is scheduled to meet from 12:30 p.m. to 3:00 p.m. via Zoom.

Items up for review and action for this meeting:

1. **Consent Agenda:** the consent agenda (**Attachment 1**) includes the minutes from the August 24, 2020 meeting as well as a system-wide FIPSE grant supporting the VSC Strong Project. This project is designed to improve Vermont high school to college continuation rates through expanded dual enrollment programming, targeted professional development, and strategic investments in technology that will improve distance learning throughout the VSC system.
2. **FY21 Budget Review and Approval:** the enclosed budget materials (**Attachment 2**) describe the requests from each institution together with a system-wide summary and analysis. With an eye toward development of FY22's system-wide operating budget, we have implemented several formatting changes that we hope increase transparency and offer greater opportunity for substantive questions. We look forward to a robust discussion of the FY21 budget requests.
3. **Enrollment Update:** October 15, 2020 (**Attachment 3**) fall headcount and full-time equivalency as well as a Fall 2020 admissions summary is included in the packet for your review. During the meeting the institutions will be available to discuss the risks, challenges, and opportunities each faces in predicting enrollment for Spring 2021 and FY22.

4. **FY22 Budget Update:** we will begin our discussion of the FY22 Budget with a review of the proposed Capital Budget (**Attachment 4**) followed by a discussion of a preliminary budget roll-forward of FY21 to FY22, lastly we will discuss the proposed State Appropriation request. A New York Times Article “Colleges Slash Budgets in the Pandemic with ‘Nothing Off-Limits’” is attached for your review.
5. **Investment Subcommittee:** in advance of an investment subcommittee meeting in early calendar year 2021 add members to the committee.
6. **Review and approve a gift for NVU:** This will be the last item on the agenda and will require an executive session.

Should you have any questions regarding these materials or any other matter, please contact me at [Sharron.Scott@vsc.edu](mailto:Sharron.Scott@vsc.edu) or (802) 224-3022.

Enclosures

CC: VSC Board of Trustees  
Council of Presidents  
Business Affairs Council



## Vermont State Colleges Board of Trustees Finance & Facilities Committee Meeting

October 29, 2020  
12:30 p.m. – 3:00 p.m. via Zoom

### AGENDA

1. Call to order
2. Approve consent agenda
  - a. Minutes of August 24, 2020 meeting
  - b. FIPSE Grant: VSC Strong Project
3. **Introduction:** Renee Hunt, Vermont State Colleges System Controller
4. FY21 Budget **Review** and **Approve**
5. FY2020 Fund Balance **Review**
6. FY2020 Fund Balance Analysis **Review**
7. Enrollment **Update**
  - a. October 15, 2020
  - b. Discussion of risks, opportunities, and challenges in enrollment
8. FY22 Budget **Update**
  - a. Capital Budget Proposal
  - b. State Appropriation Proposal
  - c. FY21 – FY22 Rollforward
9. Investment Subcommittee
10. Other Business
11. Public Comment
12. **Review** and **approve** gift for NVU (executive session)
13. Adjourn

**Minutes of the VSCS Board of Trustees Finance and Facilities Committee held Monday, August 24, 2020 at 2:00 p.m. via Zoom - UNAPPROVED**

*Note: These are unapproved minutes, subject to amendment and/or approval at the subsequent meeting.*

The Vermont State Colleges Board of Trustees Finance and Facilities Committee met on Monday, August 24, 2020 via Zoom.

Committee members present: David Silverman (Vice Chair), Lynn Dickinson, Adam Grinold, Linda Milne, Mike Pieciak

Other Trustees present: Ryan Cooney, Karen Luneau

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Jonathan Spiro (Interim)

Chancellor's Office Staff: Donny Bazluke, Network/Security Analyst  
Kevin Conroy, Chief Information Officer  
Jen Porrier, Administrative Director  
Sharron Scott, Chief Financial and Operating Officer  
Patty Turley, General Counsel  
Meg Walz, Program Manager, Library Coordinator  
Sophie Zdatny, Chancellor  
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Leah Hollenberger, University Development & External Relations Officer, Northern Vermont University  
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University  
Karen Madden, Director of Academic Support Services, Northern Vermont University  
Maurice Ouimet, Dean of Enrollment, Castleton University  
Andy Pallito, Dean of Administration, Community College of Vermont  
Toby Stewart, Dean of Administration, Northern Vermont University  
Littleton Tyler, Dean of Administration, Vermont Technical College  
Beth Walsh, President, VSCUP, Northern Vermont University

From the Public: Amy Nixon, Reporter, Caledonian Record  
Jolie Sherman, Reporter, Local 22/44

1. Vice Chair Silverman called the meeting to order at 2:03 p.m.
2. Approve minutes of July 23, 2020

**Trustee Dickinson moved and Trustee Milne seconded the motion to approve the July 23, 2020 meeting minutes. The motion was approved unanimously.**

3. Update on Campus Reopening

Castleton University Interim President Jonathan Spiro reminded the Committee that CU announced in the summer the school would be teaching all courses online while also allowing students wishing to live on campus to do so. The campus recently welcomed about 300 students onto the Castleton campus, along with an additional 55 students welcomed to the apartments in downtown Rutland, and 24 students to the program located at the Killington Resort. President Spiro noted that CU has tested 800 students, resulting in one positive case. The student was reported to be asymptomatic and is in isolation with their suitemates.

Community College of Vermont President Joyce Judy shared that CCV finished its summer semester recently and its fall semester is scheduled to begin on September 8<sup>th</sup>. President Judy reminded the Committee that CCV is offering courses largely remotely via five teaching formats. However, several lab and art courses will be taught in a hybrid format requiring some face-to-face instruction. CCV's academic centers are not open to the public, only to staff and students.

Northern Vermont University President Elaine Collins started by reiterating NVU's policy of reinforcing their Health Pledge, stating one student who was not in compliance with quarantine restrictions had been asked to return home to study remotely. President Collins stated that NVU has conducted 2,347 COVID-19 tests to date, with zero positive results. NVU is providing consistent messaging and education on the current health policies. President Collins shared some statistics regarding distribution of students in class modalities: under 6% fully online, 48% fully face to face, 62% hybrid with face to face components. NVU has closed its facilities to the public, maintaining a "bubble" on its campus for faculty, staff and students.

Vermont Technical College President Pat Moulton reminded the Committee that VT Tech is using a hybrid model this semester with remote lectures and low residency programs that include rotating lab weeks on campus. However, there will be some students living on campus for the

full semester, housed in single rooms. The second round of COVID-19 tests were all negative. VT Tech has also closed all of its facilities to the public.

#### 4. Legislative Update

Chancellor Zdatny shared that Governor Scott issued his budget last week, proposing to roll forward the VSCS base appropriation from last year of \$31 million, and providing \$30 million in bridge funding (if there are available CRF funds and they can be used with greater flexibility than is currently permitted). Chancellor Zdatny and Chief Financial/Operating Officer Sharron Scott testified in front of a joint meeting of the House Appropriations and Education Committees at which they presented the VSCS's request for \$23.8M in bridge funding. This amount, coupled with the previously-approved \$5M in general fund bridge, \$7.5M in CRF bridge, and an estimated \$4M in FY20 carry forward is needed to cover the VSC's anticipated \$40.3M deficit for the current fiscal year.

#### 5. FY2021 Budget Update

CFO/COO Scott shared that while the system is still in the midst of year-end close and audit process, and does not have final numbers, it does anticipate ending FY2020 with a carryover of approximately \$4 million. As a result, each institution will have fully-funded Board required reserves. Where practicable, the VSCS will also be paying off any internal loans that still exist. FY2021 budget development is still in process at this time.

#### 6. Review and Discuss System-Wide Budgeting Process

CFO/COO Scott gave a presentation on the System-Wide Budgeting Process, noting that this process is vital to the success of the Vermont State Colleges as it allows the System to drive initiatives and investments, develop a unified plan, and allows the Board to exercise fiduciary authority. The process begins with the Board establishing key strategic priorities and identifying key initiatives and investments for the upcoming budget in September. Between October and December the institutions will develop multi-year budgets, delivering a first pass to the Chancellor's office in January, a second pass in March and the final system-wide budget delivered in May. The full presentation can be found in the materials packet [here](#).

#### Executive Session

**At 3:01 p.m. Trustee Silverman moved that the VSCS Finance and Facilities Committee enter executive session pursuant to 1 V.S.A. § 313(a)(2) to discuss negotiating or securing real estate purchase or lease options. The motion stated that, as appropriate and permitted by law, the Board may take action regarding real estate during this executive session.**

**Trustee Silverman further moved that the Finance and Facilities Committee of the VSCS Board of Trustees enter executive session pursuant 1 V.S.A. § 313(a)(1) (D) to discuss a grievance. The motion stated that because premature general public knowledge of these discussions would place the VSCS at a substantial disadvantage it was appropriate for the Committee to enter executive session. The Committee would not take action with respect to this item in executive session. Along with the members of the Board present at the meeting, the Board invited the Chancellor, the members of the Council of Presidents, the Dean of Administration of Northern Vermont University, the VSCS Chief Financial and Operating Officer, and the VSCS General Counsel to attend. Trustee Grinold seconded the motion and it passed unanimously.**

The Board exited Executive session at 3:36 p.m. The Board did take action on a resolution regarding a land transaction during executive session as allowed by law.

7. Other Business

There was no other business.

8. Public Comment

There was no public comment.

9. Adjourn

Vice Chair Silverman adjourned the meeting at 3:38p.m.

CASTLETON UNIVERSITY  
COMMUNITY COLLEGE OF VERMONT  
NORTHERN VERMONT UNIVERSITY  
VERMONT TECHNICAL COLLEGE



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## FORM A: Intent to Submit a Proposal

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Complete this form if you are applying for a grant or other externally-funded project. Submit as soon as you can after the project is conceptualized so that you receive institutional approval to proceed with the proposal development.

Name of principal investigator/project initiator (PI): Yasmine Ziesler

Institution: Castleton University, on behalf of the VSC System

Phone: 802-224-3025 E-mail: yasmine.ziesler@vsc.edu

Name(s) of co-principal investigator (if applicable):

Brief description of project:

The VSC Strong Project will improve high school-college continuation rates through expanded dual enrollment programming, targeted professional development, and strategic investments in technology that will improve distance learning throughout the VSC system.

Note: This is CARES Act funding, but distributed through a competitive grant process by the Dept of Ed's Fund for the Improvement of Postsecondary Education (FIPSE).

Funding Type:  Federal  State  Foundation  Other \_\_\_\_\_

Name of funding organization: US Department of Education

Is funding being passed through from another organization besides the one listed above? (Example: federal funding passed through a state entity.) No

Estimated amount requested: \$1,797,653 Estimated match amount (if required): N/A

Indicate the indirect rate you plan to use for the proposal. NOTE: Unless the sponsor specifies the indirect rate, you should use your institution's federally-negotiated indirect rate.

- Your institution's federally-negotiated indirect rate
- The rate mandated by the sponsor, which is \_\_\_\_\_ %
- The sponsor doesn't allow for indirect costs to be charged
- Other (please explain) \_\_\_\_\_



Estimated start and end dates for project: January 2021-December 2022

Deadline for proposal submission: October 20, 2020

Will your proposal require any of the following?


Board of Trustees approval *(Required for proposals of \$750,000+ per year and/or match of \$350,000+ per year)*

Course release       New equipment       New personnel       Research \*

*\* If the proposal involves research on human subjects, please discuss with your Institutional Review Board.*

PI Signature:  Date: 10-21-20

**Approval to Proceed with Proposal Development**

Dean of Administration/Chief Budget Officer:  Date: 10/21/20

Cc: Chief Academic Officer  
Institutional Advancement/Grants Office

CASTLETON UNIVERSITY  
COMMUNITY COLLEGE OF VERMONT  
NORTHERN VERMONT UNIVERSITY  
VERMONT TECHNICAL COLLEGE



## FORM B: Budget Review and Compliance Certification

**DIRECTIONS:** Submit this form, along with the required documents, at least 2 business days before the proposal is due.

### SECTION 1. Information on Proposal

Name of principal investigator/project initiator (PI): Yasmine Ziesler

Title of proposal: The VSC Strong Project

Name of sponsoring organization: US Department of Education

### SECTION 2: Budget

Total amount requested: \$1,797,653 Direct costs: \$1,403,325 Indirect costs: \$394,328

Amount of match (if applicable): N/A Source(s) of match: N/A

Describe what ongoing funding or other support the sponsor expects or requires from your institution when the project ends: N/A

### BUDGET:

Table 16. Budget Narrative by Task for Each Project Year		
<b>Project Personnel</b>	<b>Year 1</b>	<b>Year 2</b>
Project Manager, Instructional Design Coordinator, and Academic Readiness Coordinator	\$277,500	\$285,825
<b>Task #1: Technology &amp; Design Standards</b>	<b>Year 1</b>	<b>Year 2</b>
Faculty stipends for distributed-delivery model development (\$5,000*8 faculty)	\$40,000	\$0
Classroom technology to support distributed-delivery expansion (12 new classrooms, 20 updated)	\$360,000	\$100,000
<b>Task #2: Faculty Professional Development</b>	<b>Year 1</b>	<b>Year 2</b>
Stipends to support faculty work on course delivery transformation	\$100,000	\$100,000
Resources to support quality design standards, including professional subscriptions	\$15,000	\$15,000
<b>Task #3: Academic Readiness and Dual Enrollment Access</b>	<b>Year 1</b>	<b>Year 2</b>
Stipends to support faculty and teacher work on course development for reading/writing	\$40,000	\$0

5/18/20

Stipends to support expansion and ongoing professional development for EMC2 and reading/writing course	\$15,000	\$15,000
Stipends to support training on technologies for distributed delivery	\$10,000	\$10,000
Resources to support quality design, including professional development, conferences, and professional memberships and subscriptions	\$10,000	\$10,000
<b>Two-year Project Total = \$1,403,325</b>	<b>\$867,500</b>	<b>\$535,825</b>
Indirect Costs per Castleton Univ. NICRA (70%)	\$194,250	\$200,078
<b>Total Project Costs = \$1,797,653</b>	<b>\$1,061,750</b>	<b>\$735,903</b>

**SECTION 3: Human Subjects Research**

Does this proposal involve research on human subjects?

NO

YES – Please answer the following:

I have received IRB approval

My application is pending IRB approval

I have not yet submitted an IRB application

**SECTION 4. Conflict of Interest**

Please initial the boxes below indicating that you understand and agree to the following:

I have read and understand VSCS Policy 210, "Employee Conflict of Interest."

I agree to follow the procedures outlined in VSCS Policy 210, including notifying the appropriate administrator if I believe I have a conflict of interest based on this grant proposal, and I agree to comply with the final outcome of these procedures.

**SECTION 5. Financial Conflict of Interest in Research (for research proposals only)**

*NOTE: If you are not requesting external funding for research, you do not need to complete this section.*

**"Research"** is defined as a systematic investigation, study, or experiment designed to develop or contribute to generalizable knowledge. The term encompasses basic and applied research (e.g., a published article, book or book chapter) and product development (e.g., a diagnostic test or drug).

1. Complete **Form D: Disclosure of Significant Interests**. Any co-PIs listed on the proposal must also fill out Form D and include with this form.

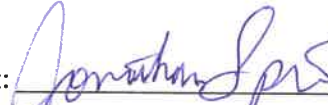
**UPLOAD FORM D HERE**


2. Complete CITI Conflict of Interest (COI) Training. Any co-PIs listed on the proposal must also take the training and include their completion certificates with this form.

**UPLOAD COI COMPLETION CERTIFICATE HERE**

This complies with the Department of Health and Human Services regulation 42 CFR Part 50, "Promoting Objectivity in Research," the National Science Foundation requirement of PAPPG IX.A, "Conflict of Interest Policies," and VSCS Policy 435, "Financial Conflict of Interest in Research."

PI Signature:  Date: 10/21/20

President:  **Approval to Submit Proposal** Date: 10/21/20

Dean of Administration/Chief Budget Officer:  Date: 10/21/20

**Office of Sponsored Projects Review**

Reviewer: \_\_\_\_\_ Date: \_\_\_\_\_

- If Form D is required:  No significant financial interests indicated  
 Significant financial interests indicated

*For proposals of \$750,000+ per year and/or \$350,000+ match per year:*

F&F Committee approval date: \_\_\_\_\_ Board approval date: \_\_\_\_\_

**FY2020 UNRESTRICTED OPERATING RESULTS**

FY2020 was a highly unusual year punctuated by rapid closure of residence halls and transition to remote learning in March 2020 due to the Coronavirus. Throughout March and April, the VSCS completed the transition of all faculty, staff, and students to remote environments. The cost of this transition was extremely high with room and board refunds in excess of \$5M, unanticipated salary expense due to leave plans (FFCRA), and pandemic costs such as hardware, software, protective equipment, and HVAC solutions.

With tremendous gratitude the VSCS received funding in the form of Institutional CARES and HEERF funding as well as Coronavirus Relief Funding allocated by the General Assembly of the State of Vermont. These funds allowed the VSCS to end FY2020 with a revenues over expenses (surplus) of approximately \$7.2M, or approximately 4.4%, as compared to a budgeted deficit of \$2.1M or -1.2%. As noted above, this favorable variance was driven largely from receipt of one-time funds in the form of Institutional CARES Act, HEERF, and Coronavirus Relief Funds (CRF) with more than \$14M applied to the VSC at the end of FY20. Without receipt of these funds, the Vermont State Colleges would have closed FY20 with a deficit balance of \$7.1M, or \$5M more than originally budgeted.

Unrestricted Fund	Community College of Vermont	Castleton University	Northern Vermont University	Vermont Technical College	Chancellor's Office	Vermont State College System
<b>TOTAL REVENUES</b>	28,156	53,162	49,890	39,491	1,113	171,812
<b>TOTAL EXPENSES</b>	27,231	50,462	49,144	36,626	1,138	164,601
<b>NET REVENUES/(DEFICIT)</b>	925	2,700	746	2,865	(25)	7,211
	<b>3.40%</b>	<b>5.35%</b>	<b>1.52%</b>	<b>7.82%</b>	<b>-2.20%</b>	<b>4.38%</b>
Unrestricted use of CRF <sup>1</sup>	497	5,648	5,289	2,831	50	14,316
Net Revenue without use of CRF	428	(2,948)	(4,544)	34	(75)	(7,105)

<sup>1</sup> The materials represented here reflect only the unrestricted fund of the Vermont State Colleges. Additional CRF spending is paid directly from the restricted funds for purchases that do not flow through the institutions

Table 1: Unrestricted Revenues and Expenses Net of use of CARES, HEERF and CRF

It is important to note that not all of the \$7.1M in surplus balance is available for carryforward. Funds required for the board required contingency reserve, capital reserve and other commitments such as those for restricted fundraising and designated accounts limit access to these funds for this purpose. However, it is anticipated that more than \$4M is available for deficit reduction in FY21.

## **FY2021 UNRESTRICTED BUDGET REQUEST**

The VSC's FY21 unrestricted operating deficit, prior to the use of bridge funding equaling \$28.8M and CRF equaling \$1.6M, is approximately \$28.4M. The distribution of deficits is shown below.

Unrestricted Fund	Community College of Vermont	Castleton University	Northern Vermont University	Vermont Technical College	Chancellor's Office	Vermont State College System
<b>NET REVENUE/(DEFICIT)</b>						
FY21 Net Revenue	-	(10,800)	(11,561)	(5,445)	(562)	(28,368)
Coronavirus Relief Funds	-	530	930	174	-	1,634
Bridge Funding	-	-	-	-	28,800	28,800
<b>TOTAL NET REVENUE/(DEFICIT)</b>	-	(10,270)	(10,631)	(5,271)	28,238	2,066

Table 2: FY21 Unrestricted Net Revenue/(Deficit) before use of One-Time Funds

The Community College of Vermont continues to be in the strongest financial position. CCV's strength is derived from several factors including its highly variable cost structure, its small number of owned facilities, and its flexible delivery model. Additionally, CCV does not have an auxiliary revenue stream (room and board, camps and conferences) thus the financial impact of the pandemic is limited solely to tuition and fees.

By contrast, Northern Vermont University, Castleton University, and Vermont Technical College have experienced significantly greater impacts on their revenue streams than CCV. Each institution has robust auxiliary enterprises in the form of room and board, as well as campus and conferences. Additionally, their cost structures have fewer degrees of freedom as it relates to salaries and benefits and physical infrastructure. The result is an anticipated net deficit for FY21 for each of these institutions.

## **REVENUES**

FY2021 BUDGET	CCV		CU		NVU		VTC		VSCS	
	Budget	Var % <sup>2</sup>	Budget	Var %	Budget	Var %	Budget	Var %	Budget	Var %
<b>SELECTED REVENUES</b>										
Tuition and Fees	20,517	-6%	34,400	-6%	25,053	-16%	22,550	-12%	102,520	-10%
Room and Board <sup>1</sup>	-	0%	5,000	-53%	5,983	-32%	922	-81%	11,905	-51%
Sales and Services	6	-25%	560	-35%	250	-76%	1,025	-34%	1,841	-47%
Other Revenue	86	-52%	400	-16%	150	-72%	56	-84%	692	-72%
<b>TOTAL SELECTED REV.</b>	<b>20,609</b>	<b>-6%</b>	<b>40,360</b>	<b>-17%</b>	<b>31,436</b>	<b>-19%</b>	<b>24,553</b>	<b>-23%</b>	<b>116,958</b>	<b>-17%</b>

<sup>1</sup> This is the gross and board number before application of refunds due to Coronavirus

<sup>2</sup> Variance Percent is a comparison to FY20 actual results.

Table 3: Selected Revenues, FY2021 Budget Compared to FY2020 Actual



Chart 1: FY2016 - FY2021E System Revenue<sup>1</sup>, Headcount<sup>2</sup> and Discount Percent<sup>3</sup>

Since FY16 gross student revenues (gross tuition and fees plus room and board) have remained largely constant despite tuition increases averaging more than 2% per year. This is due largely to declining enrollment across the Vermont State Colleges (Chart 1). Student revenue net of discounts (gross tuition and fees plus room and board less student tuition waivers and institutional aid) has declined substantially since FY16 due to a significant increase in discounting across the four Vermont State Colleges. Between FY16 and FY20 gross student tuition increased by approximately \$2M. However, student revenue net of discounts decreased by approximately \$7.5M. During this term, the average discount, across the system, increased by approximately 8%.

It is important to note that the challenging environment in which the VSCS operates with declining demographics regionally with well-qualified, and better-funded, institutions competing for the same student pool. Increasing student discounting, even when it means declining revenue per student, has often been seen as the only means for bringing in the revenue necessary to cover one's costs.

As shown in Chart 2, no institution within the VSC was immune to an increase in discounting. However, Castleton University's discounting increased at a significantly faster pace than its sister institutions with an increase of 16.2% between FY16 and FY20. In the same period, Vermont Tech's discounting increased by 6.5%, Northern Vermont University by 5.7% and CCV's increased by 1.1%.

<sup>1</sup> **Student Revenue** = Tuition + Fees + Room + Board, **Student Revenue Net of Discounts** = Student Revenue – Student Tuition Waivers – Institutional Aid

<sup>2</sup> **Headcount** = Headcount on October 15 of each fiscal year. Fiscal years conclude on June 30. Therefore Fall FY2020 is October 2019, Fall FY2021E is October 2020

<sup>3</sup> **Discount Percent** = (Student Tuition Waivers + Institutional Aid) / (Tuition + Fees + Room Board)

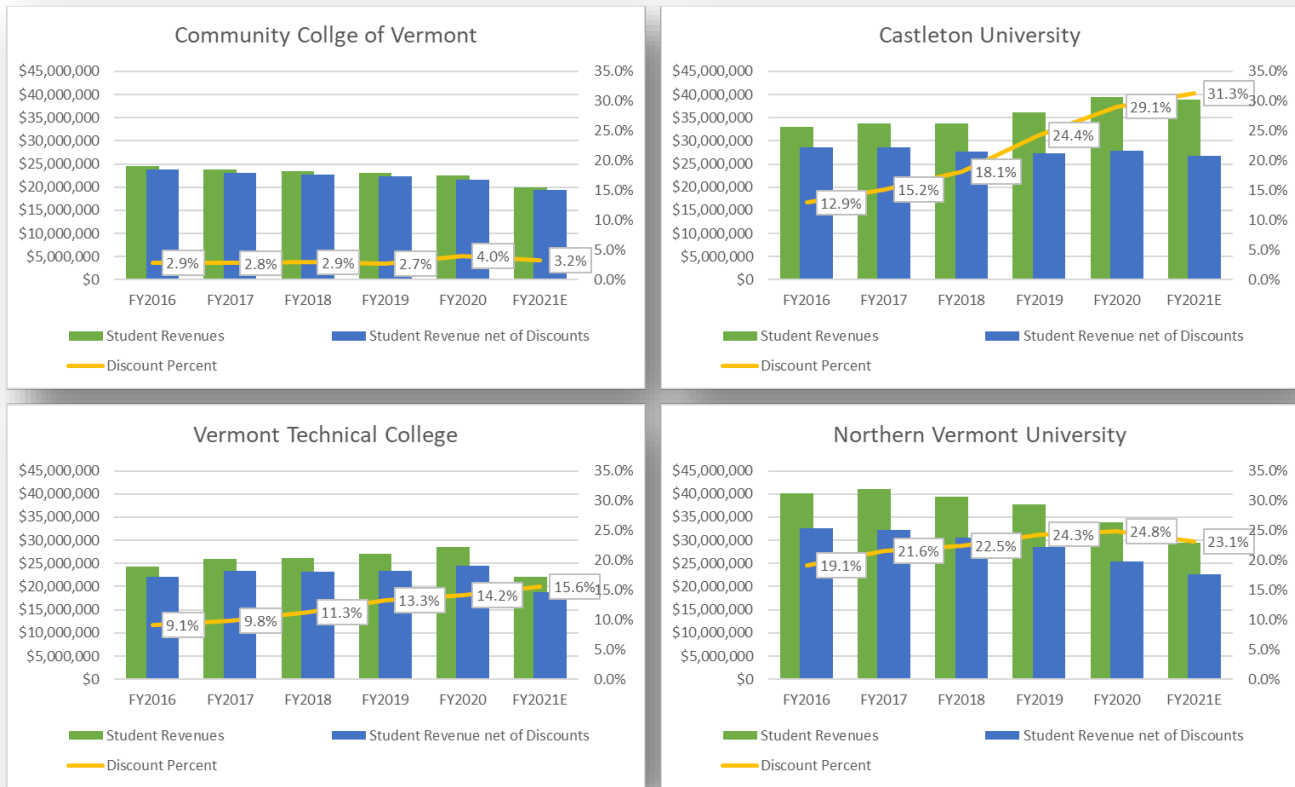


Chart 2: Institutional Student Revenue, Student Revenue net of Discounts, and Discount Percent FY2016 - FY2021E

As shown in Chart 3, there is not a direct relationship between the discounting rate for an institution and overall enrollment. This increase in discounting is in direct response to both internal (enrollment and revenue) and external (competition) pressures.



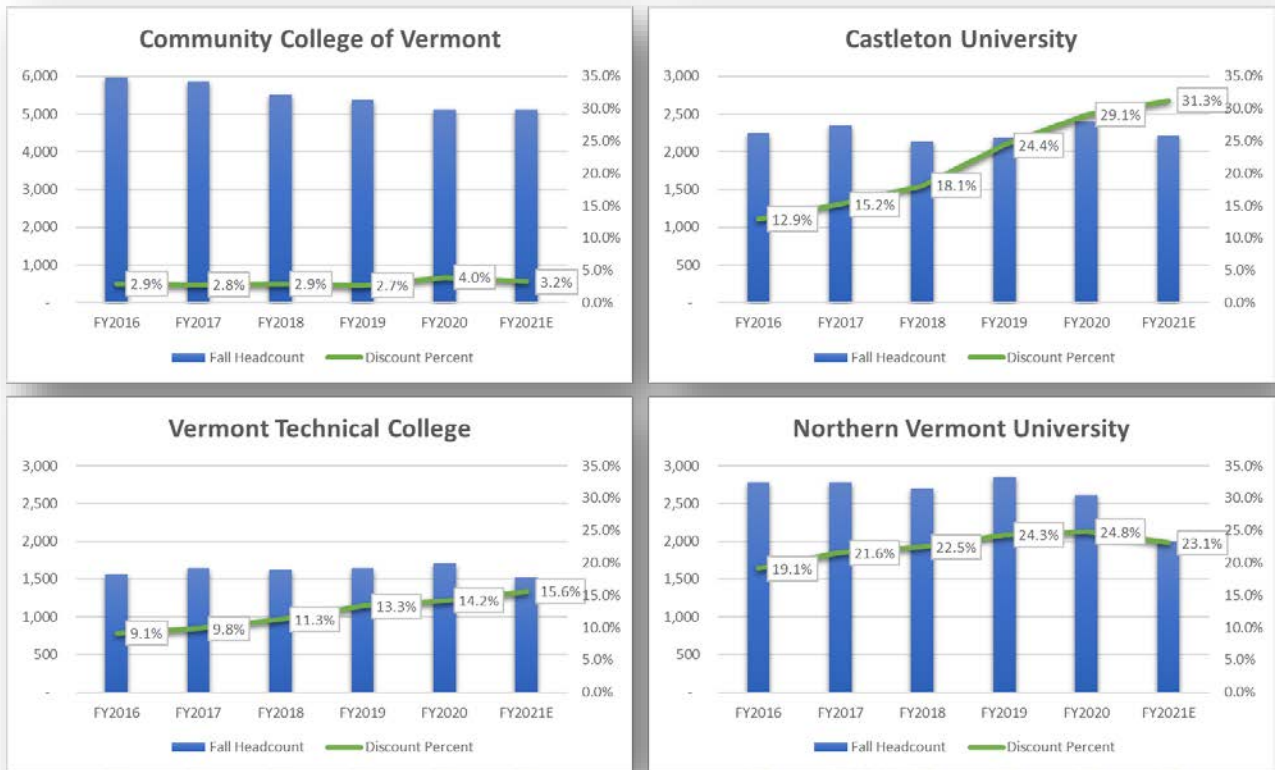


Chart 3: Institutional Headcount and Discount Percent FY2016 - FY2021E

The FY2021 Budget’s for each institution is predicated on the current rate (in-state, out-of-state, NEBHE/Good Neighbor), volume (number of students enrolled and their credit volume) and the mix of these factors as well as the discount rate currently proposed. As presented in the budget materials up for review, the discount rates are 3.2% for CCV, 15.6% for Vermont Tech, 23.1% for Northern Vermont University, and 31.3% for Castleton University. The actual discount percent will vary based on the take rate (the number and type of students who accept the aid and continue with enrollment) as well as upon other factors such as changes in teaching modality. For example, if Castleton returns to face-to-face instruction and more students live on campus, the discount percent may go down relative to what has been proposed here.

This fall the Vermont State Colleges hired EAB to perform several critical enrollment functions including financial aid optimization. While it is far too early to tell whether this work will improve the net revenue picture it is important that all institutions have access to the same resources.

**EXPENSES**

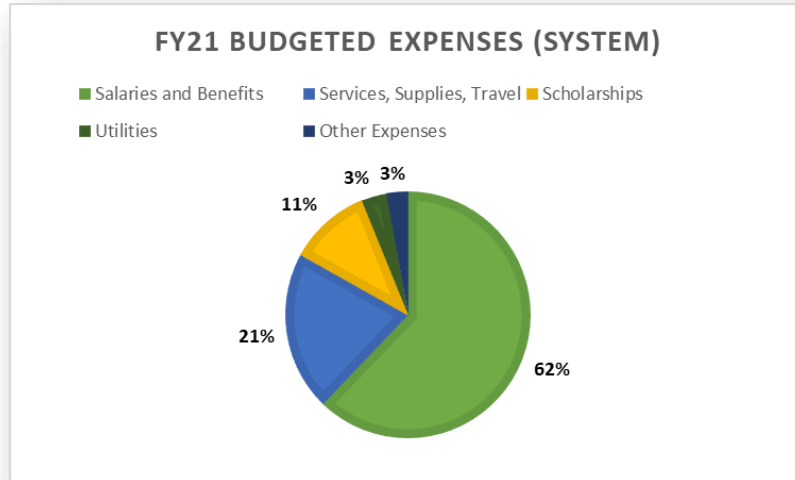


Chart 4: FY21 Budgeted Expenses for the VSCS

More than 62% of budgeted expenses for the unrestricted fund are for wages and benefits. This has been a relatively stable statistic at approximately 62% or 63% of all unrestricted expenses for the last several years. Between FY16 and FY20, at the same time, enrollment fell 13.8%, salaries fell by 3.2% and benefits fell by 4%. On the surface it appears that salaries and benefits have not fallen fast enough proportionately to the decline in enrollment, however, annual increases in wage and benefits costs mask the overall proportional decline in the number of employees.

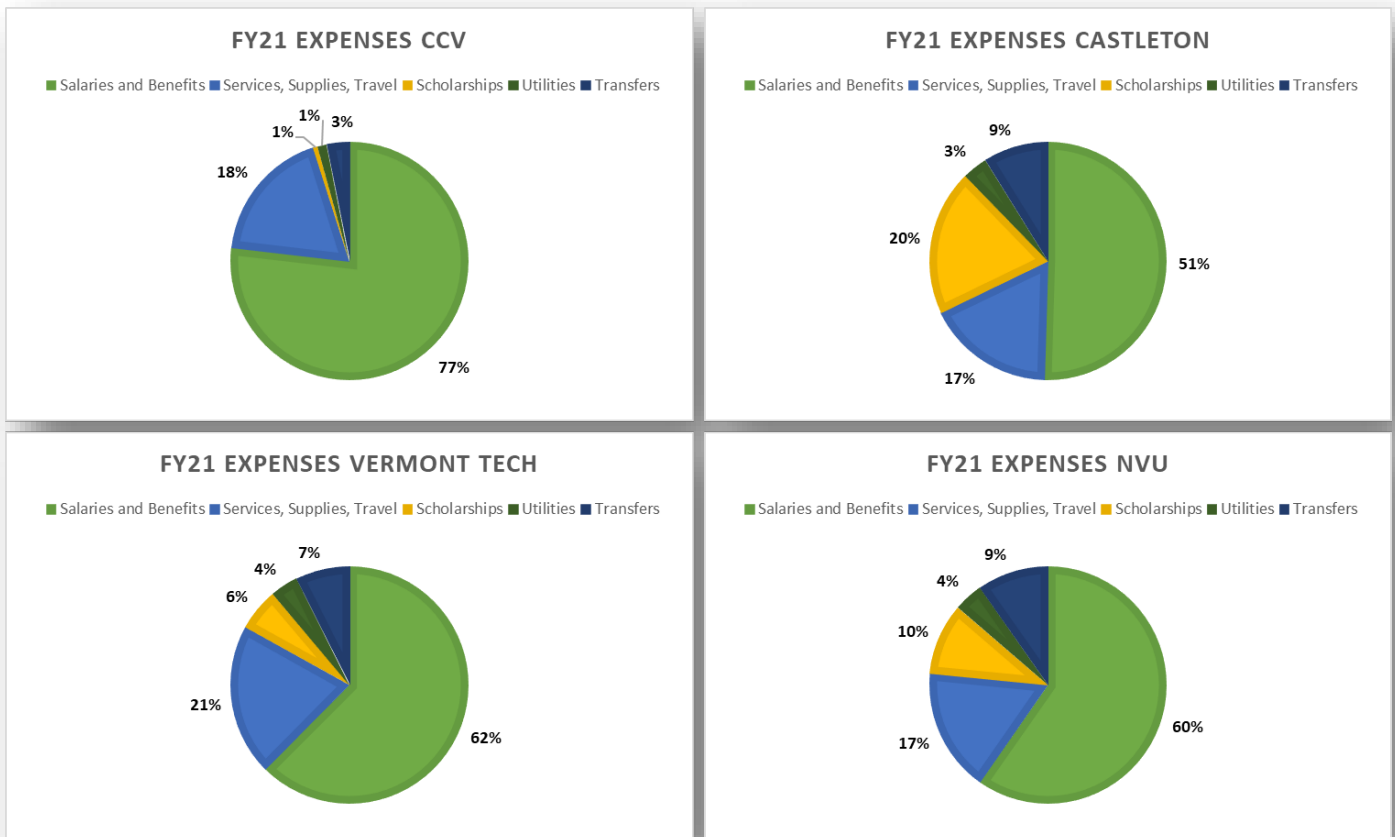


Chart 5: FY21 Budgeted Expenses by Institution

The pie charts shown in Chart 5 show the FY21 Budgeted Expenses by Institution. These charts, reflect the budgeted expenses by primary expense category<sup>4</sup>.

Supplemental narrative information by institution is supplied following these pages.

The Vermont State Colleges have been fortunate to receive substantial one-time support from the General Assembly in the form of Bridge Funding and Coronavirus Relief Funds. The FY21 budget reflects careful use of these funds and is an important first step in transitioning the VSC to a new leaner, more nimble organization.

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<sup>4</sup> The Scholarship expense shown on Charts 4 and 5 of this document reflect only institutional aid. Student Tuition Waivers that are off-set directly against tuition are not reflected here. Revenue line waivers are reflected as a direct revenue off-set. There are nuanced differences in accounting that must be normalized before a direct comparison between institutions can occur using these charts however each institution's materials are internally consistent.

**Vermont State Colleges System**  
**Unrestricted Revenues and Expenses**  
**FY2021 Budget Proposal October 29, 2020**  
(Amounts rounded to \$1,000)

	Community College of Vermont			Castleton University			Northern Vermont University			Vermont Technical College <sup>2</sup>			Chancellor's Office			Vermont State College System		
	FY2020	FY2021	Variance	FY2020	FY2021	Variance	FY2020	FY2021	Variance	FY2020	FY2021	Variance	FY2020	FY2021	Variance	FY2020	FY2021	Variance
	Actual	Budget	Percent	Actual	Budget	Percent	Actual	Budget	Percent	Actual	Budget	Percent	Actual	Budget	Percent	Actual	Budget	Percent
<b>REVENUES</b>																		
Tuition and Fees	21,769	20,517	-6%	36,498	34,400	-6%	29,662	25,053	-16%	25,740	22,550	-12%	-	-	0%	113,669	102,520	-10%
State Appropriation	6,119	6,020	-2%	6,418	6,821	6%	11,331	11,006	-3%	7,757	7,590	-2%	120	28,800	23900%	31,745	60,237	90%
Room and Board	-	-	0%	10,699	5,000	-53%	8,863	5,983	-32%	4,807	922	-81%	-	-	0%	24,370	11,905	-51%
<i>CRF: Room/Board Refunds</i>	-	-	0%	(2,230)	-	-100%	(2,052)	-	-100%	(1,098)	-	-100%	-	-	0%	(5,380)	-	-100%
Sales and Services	8	6	-25%	858	560	-35%	1,045	250	-76%	1,562	1,025	-34%	-	-	0%	3,473	1,841	-47%
Gifts	80	50	-38%	441	420	-5%	508	250	-51%	383	130	-66%	9	-	-100%	1,421	850	-40%
Other Revenue	180	86	-52%	478	400	-16%	533	150	-72%	340	56	-84%	984	-	-100%	2,515	692	-72%
<b>TOTAL REVENUES</b>	<b>28,156</b>	<b>26,679</b>	<b>-5%</b>	<b>53,162</b>	<b>47,601</b>	<b>-10%</b>	<b>49,890</b>	<b>42,692</b>	<b>-14%</b>	<b>39,491</b>	<b>32,273</b>	<b>-18%</b>	<b>1,113</b>	<b>28,800</b>	<b>2488%</b>	<b>171,812</b>	<b>178,045</b>	<b>4%</b>
<b>EXPENSES</b>																		
Salaries and Benefits	21,817	20,497	-6%	29,117	29,495	1%	32,649	32,400	-1%	23,938	23,555	-2%	4,802	4,549	-5%	112,323	110,496	-2%
<i>CRF: Salaries</i>	(497)	-	-100%	(1,188)	(330)	-72%	(1,185)	(587)	-50%	(636)	(174)	-73%	(50)	-	-100%	(3,556)	(1,091)	-69%
<i>Wage/Ben. Reserve Adj</i>	-	-	0%	-	-	0%	-	-	0%	-	-	0%	(3,942)	-	-100%	(3,942)	-	-100%
Services, Supplies, Travel	4,538	4,870	7%	8,520	10,158	19%	7,618	9,135	20%	7,258	7,782	7%	5,673	5,171	-9%	33,607	37,116	10%
<i>CRF: Services/Supplies/Travel</i>	-	-	0%	-	(200)	0%	-	(343)	0%	-	-	0%	-	-	0%	-	(543)	0%
Scholarships	145	170	17%	10,686	11,600	9%	6,216	5,290	-15%	2,138	2,180	2%	-	-	0%	19,185	19,240	0%
Utilities	291	325	12%	1,965	2,000	2%	2,139	2,158	1%	1,645	1,433	-13%	39	39	0%	6,079	5,955	-2%
Other Expenses	-	-	0%	5	-	-100%	-	-	0%	-	-	0%	4,945	4,827	-2%	4,950	4,827	-2%
Debt Service	1,319	1,034	-22%	3,483	2,096	-40%	2,357	1,756	-25%	1,923	1,114	-42%	-	-	0%	9,082	6,000	-34%
Chancellor's Office	1,621	1,622	0%	1,729	1,837	6%	3,102	2,965	-4%	1,650	1,653	0%	(8,100)	(8,100)	0%	2	(23)	-1250%
Other Transfers	(2,003)	(1,839)	-8%	(1,625)	1,255	-177%	(1,700)	549	-132%	(192)	1	-101%	(2,229)	(5,924)	166%	(7,749)	(5,958)	-23%
<i>CRF: Other Transfers</i>	-	-	0%	(2,230)	-	-100%	(2,052)	-	-100%	(1,098)	-	-100%	-	-	0%	(5,380)	-	-100%
<b>TOTAL EXPENSES</b>	<b>27,231</b>	<b>26,679</b>	<b>-2%</b>	<b>50,462</b>	<b>57,911</b>	<b>15%</b>	<b>49,144</b>	<b>53,323</b>	<b>9%</b>	<b>36,626</b>	<b>37,544</b>	<b>3%</b>	<b>1,138</b>	<b>562</b>	<b>-51%</b>	<b>164,601</b>	<b>176,019</b>	<b>7%</b>
<b>NET REVENUES/(DEFICIT)</b>	<b>925</b>	<b>-</b>		<b>2,700</b>	<b>(10,310)</b>		<b>746</b>	<b>(10,631)</b>		<b>2,865</b>	<b>(5,271)</b>		<b>(25)</b>	<b>28,238</b>		<b>7,211</b>	<b>2,026</b>	
	<b>3.40%</b>	<b>0.00%</b>		<b>5.35%</b>	<b>-17.80%</b>		<b>1.52%</b>	<b>-19.94%</b>		<b>7.82%</b>	<b>-14.04%</b>		<b>-2.20%</b>	<b>5024.56%</b>		<b>4.38%</b>	<b>1.15%</b>	
Unrestricted use of CRF <sup>1</sup>	(497)	-		(5,648)	(530)		(5,289)	(930)		(2,831)	(174)		(50)	-		(14,316)	(1,634)	
Net Revenue without use of CRF	428	-		(2,948)	(10,840)		(4,544)	(11,561)		34	(5,445)		(75)	28,238		(7,105)	392	

<sup>1</sup> The materials represented here reflect only the unrestricted fund of the Vermont State Colleges. Additional CRF spending is paid directly from the restricted funds for purchases that do not flow through the institutions

<sup>2</sup> Includes Workforce Development



## Community College of Vermont

### FY21 Budget Narrative

#### **REVENUES**

**Tuition and Fees:** in building our budget, we projected a decrease in enrollment. This is in response to Vermont demographic trends. However, CCV's Fall 2020 enrollment was strong and exceeded budget projections. CCV still has two more enrollments for the year (spring and summer) before we will have an actual picture of our overall enrollment. That said, CCV's enrollments are trending in a positive direction. CCV has balanced its budget using the smaller enrollment projection.

**State Appropriation:** CCV has not included any bridge funds in this budget.

#### **EXPENSES**

**Salary & Benefits:** Assumptions in this budget line include a 10% premium increase on Health Insurance and an overall decrease in faculty contracts due to running less courses.

**Service, Supplies & Travel:** We are projecting an increase in this line item predominately due to cleaning protocols associated with COVID. We will be purchasing a lot of cleaning supplies and equipment (such as plastic dividers, thermometers), most of which will be covered by CRF funding.

**Transfers/Debt:** A significant savings is recognized in the FY21 debt support category as a result of the recent refinancing of system-wide existing debt. Unfortunately this significant savings is for this year and will rise again in FY2022. CCV has accumulated some funds through carryforward to somewhat offset the year over year increase and slope the increase over several years.



**Castleton University**  
**FY21 Budget Narrative**

**REVENUES**

**Tuition and Fees:** This budget represents the actual FTE enrollment as of late September 2020. The FTE count used in this budget is 1,753 as compared to October 15, 2019 FTE of 1,965. This represents a 10.8% decline in projected enrollment. In addition to these FTE counts we also include the Center for Schools revenue here and it is experiencing a solid, consistent student enrollment count.

**Room & Board:** This budget represents a total of 434 residential students living on the main campus, Rutland apartments and Killington site. Due to COVID-19 and the need for on-line delivery of instruction this has resulted in a significant change from the FY20 budget count of 1,123 residential students.

**Other Revenues (Sales & Services, Gifts, Other):** This budget represents a decrease from FY20 of \$750,000. This projected decrease is primarily due to lost Conference and Events, Athletic Receipts, and Residential student fees and charges. All a result of COVID-19 challenges.

**EXPENSES**

**Salary & Benefits:** Assumptions in this budget line include a 10% premium increase on Health Insurance, 0% increase in most of the bargaining and non-bargaining units, three necessary Faculty hires offset with many unfilled positions, at this time, due to natural attrition.

**Service, Supplies & Travel:** Saving assumptions in this budget line include travel expenditures in the area of athletics and admissions, reduced meal/room expenses for athletic travel, reduced Sodexo costs due to reduced residential students, and no foreign travel. One increase is in the Admissions budget due to a new system wide EAB contract that will help to improve our enrollment and retention rates in the upcoming years.

**Scholarships:** The increase in scholarships for FY21 can be attributed to the success of the Maple Scholarship program for out of state students. This program grants the equivalent of Vermont resident tuition to out of state students as many regional publics in our area are also doing. The approximate value of \$17,000 per student results in several million dollars of additional scholarship expenditures. During non-COVID-19 times, students are expected to live on campus as recipients of this scholarship. In future years the hope will be to move the

expenditure of the Maple Scholarship to that of tuition waivers rather than scholarships to be consistent with other system practices.

**Transfers/Debt:** A significant savings is recognized in the FY21 debt support category as a result of the recent refinancing of system-wide existing debt. Unfortunately, this significant savings is offset by the reduction of budgeted medical reserve allocation. It is also important to note that this debt savings is only for FY21, we will have a significant increase in our payment in FY22. This category also includes a \$580,000 system loan payment that will reduce Castleton's outstanding loan amount down to \$129,000

### **FUND BALANCE**

**Board Required Reserve Fund:** As of June 30, 2020 Castleton, University's Board Required Reserve fund is fully replenished at the required 2.5% or \$1,463,825.



## Northern Vermont University

### FY21 Budget Narrative

#### REVENUES

**Tuition and Fees:** NVU is planning for a mix of in person/hybrid/remote classes for both FA20 and SP21. This budget represents the actual FTE enrollment as of late September 2020. The FTE count used in this budget is 1,607 for FA20 as compared to 1,960 for FA19. This represents an 18% decline in projected enrollment. Historical persistence rates are used to project SP21 enrollment.

**Room & Board:** The assumption is that there are no COVID related campus interruptions during FY21. For safety reason due to COVID, NVU made the decision to assign residential students to single rooms. This budget represents a total of 580 residential students living on campus for FA20. This compares to 871 residential students FA19. Historical fall to spring persistence was used to project SP21 residential participation.

**Other Revenues (Sales & Services, Gifts, Other):** This budget represents a decrease from FY20 of \$1,460,000. This projected decrease is primarily due to lost Conference and Events. A traditional summer 2021 Conference and Events schedule is being planned.

#### EXPENSES

**Salary & Benefits:** Assumptions in this budget line include a 10% premium increase on Health Insurance, 0% increase in most of the bargaining and non-bargaining units. Total wages will be lower in FY21 as a result of evaluating all vacancies and retirements and aligning existing staff with operational demands.

**Service, Supplies & Travel:** Significant savings are assumed from traditional expenditure levels. Savings in this budget line are driven by reduced athletic schedules, elimination of international class trips, and across the board operational reductions. There are some increases built in the budget to address the need for COVID testing and supplies as well as cost associated with sanitation and cleaning in SP21, after the CRF deadline. Additionally, the system wide EAB contract is included to improve our enrollment and retention rates in the upcoming years.

**Transfers/Debt:** A significant savings is recognized in the FY21 debt support category as a result of the recent refinancing of system-wide existing debt.





## Vermont Technical College

### FY21 Budget Narrative

#### REVENUES

**Tuition and Fees:** The budgetary assumptions under which the attached has been developed reflect up-to-date enrollment and revenue trends, utilizing data student billing data from the final week of September. In aggregate, we are seeing a 13.9% year-to-year decline in Tuition & Fee revenue, with significantly more pronounced decline in out-of-state (-34.0% O/S; -29.6% NEBHE) than in-state (-5.9%). with assumptions these trends continue for the spring 2021 semester Our fee revenue is down roughly proportionally. Vermont Tech is projecting a decline of \$3.2MM in Tuition & Fee revenue from FY20.

**Room & Board:** Vermont Tech has adopted a hybrid approach to Residential Life, with the majority of students adopting either an online-only experience or a low-residency experience. (Approximately 116 students remain in the dormitories.) Prior to the Coronavirus pandemic beginning in March '20, VTC had projected an FY20 R & B revenue of \$4.8MM; following the subsequent restriction and refund, this revenue line declined to \$3.7MM. In FY21, VTC is projecting a R & B revenue of \$0.9MM, a decline of 75% from prior year.

**Other Revenues** (Sales & Services, Gifts, Other): This budget represents a decrease from FY20 of \$0.5MM. The majority of this change is also due to Coronavirus related factors: the near-complete loss of Conferences and Events, SHAPE Income, and etc.

#### EXPENSES

**Salary & Benefits:** Assumptions in this budget line include a 10% premium increase on Health Insurance, wage increases between 0% and 2% depending on bargaining unit, and an overall decline in workforce size of approximately 1% due as a result of previously announced actions (Digester closure; Program Curtailments) at the conclusion of FY20.

**Service, Supplies & Travel:** While CRF funds have covered many expenses in the fall, Vermont Tech is anticipating carrying increased cost related to COVID-19 during the spring. We anticipate cleaning, student testing, and other COVID-related costs of approximately \$0.3MM.

**Transfers/Debt:** A significant savings is recognized in the FY21 debt support category as a result of the recent refinancing of system-wide existing debt. Unfortunately this significant savings is offset by the reduction of budgeted medical reserve allocation. This category also includes another \$400,000 payment against Vermont Tech's outstanding system loan.

VERMONT STATE COLLEGES SYSTEM  
BOARD OF TRUSTEES  
RESOLUTION 2020-022

FY2021 Vermont State Colleges System Annual Operating Budget

- WHEREAS, The Chancellor of the Vermont State Colleges has recommended the FY2021 budget presented at the October 29, 2020 meeting of the Finance and Facilities Committee, and
- WHEREAS, The Finance and Facilities Committee of the Board of Trustees has reviewed the FY2021 budget information, and
- WHEREAS, The Finance and Facilities Committee has discussed individual aspects of the proposals with the Chancellor and the Presidents of the individual institutions, and
- WHEREAS, The Finance and Facilities Committee recommends the FY2021 System Annual Operating Budget to the full Board; therefore, be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges System hereby approves the System Annual Operating Budget of \$176,019,000 including a projected surplus, net of Bridge and CRF funding, of \$2,026,000, consistent with the attached materials.

Approved: \_\_\_\_\_

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Lynn Dickinson, Chair of the Board of Trustees

FALL HEADCOUNT AND FTE ENROLLMENT 2016 - 2020

<b>Headcount</b>	<b>Fall 2016</b>	<b>Fall 2017</b>	<b>Fall 2018</b>	<b>Fall 2019</b>	<b>Fall 2020</b>
Community College of Vermont	5,863	5,504	5,378	5,104	5,102
Castleton University	2,342	2,141	2,194	2,399	2,211
Northern Vermont University	2,781	2,699	2,858	2,608	1,999
Vermont Technical College	1,645	1,616	1,638	1,704	1,518
<b>Total</b>	<b>12,631</b>	<b>11,960</b>	<b>12,068</b>	<b>11,815</b>	<b>10,830</b>
<b>FTE</b>	<b>Fall 16</b>	<b>Fall 17</b>	<b>Fall 18</b>	<b>Fall 19</b>	<b>Fall 20</b>
Community College of Vermont	2,984	2,813	2,754	2,625	2,645
Castleton University	2,015	1,851	2,434	2,579	2,287
Northern Vermont University	2,338	2,235	2,600	2,385	1,985
Vermont Technical College	1,335	1,297	1,533	1,573	1,313
<b>Total</b>	<b>8,672</b>	<b>8,196</b>	<b>9,321</b>	<b>9,162</b>	<b>8,230</b>
<b>FTE % of Headcount</b>	<b>Fall 16</b>	<b>Fall 17</b>	<b>Fall 18</b>	<b>Fall 19</b>	<b>Fall 20</b>
Community College of Vermont	51%	51%	51%	51%	52%
Castleton University	86%	86%	111%	108%	103%
Northern Vermont University	84%	83%	91%	91%	99%
Vermont Technical College	81%	80%	94%	92%	86%
<b>Total</b>	<b>69%</b>	<b>69%</b>	<b>77%</b>	<b>78%</b>	<b>76%</b>

Overall fall enrollment has declined between Fall 2016 and Fall 2020, though both Castleton and Vermont Tech saw an increase in headcount between Fall 2016 and Fall 2019. Additionally, student credit hour production, as shown by full time equivalency,<sup>1</sup> has also declined between Fall 2018 and Fall 2020 for all institutions.

Looking at full time equivalency as a percent of headcount, both CCV and NVU have seen an increase in credit hour production for Fall 2020. This suggests students are enrolling in more credits than usual, possibly due to the flexible delivery models of both NVU Online and CCV. Castleton and Vermont Tech are showing a FTE as a percentage of headcount for Fall 2020 suggesting students are enrolling in fewer credits.

The chart on the next page shows new starts (Admissions) for Fall 2020 as compared to Fall 2019 across the primary enrollment activities. These activities include Application, Acceptance, Deposit, and Enrollment<sup>2</sup> (Registration). This report is an important input into the FY22 System Annual Operating budget as new starts comprise a significant portion of the returning student enrollment for each of institution within the VSCS.

<sup>1</sup> Full time equivalency prior to Fall 2018 was calculated as a modified form of full paying equivalency, meaning full-time students (those taking credits between 12 and 18) counted as one FTE. Beginning in Fall 2018 the VSCS began using the IPEDS definition of full time equivalency. This calculation approximates FTE based on student credit hour production based on 12 credit hours as a full-time student. Hours above and below 12 are calculated proportionately.

<sup>2</sup> For ease of display this report shows all student enrollment categories. Institutions that do not report on a category show zero in each line.

<b>Fall Enrollment</b>	<b>CCV</b>			<b>Castleton</b>			<b>Northern Vermont</b>			<b>Vermont Tech</b>		
<b>Applications</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>
First year	1,130	1,166	3%	2,172	1,934	-11%	3,024	2,221	-27%	992	826	-17%
Transfer	776	738	-5%	521	316	-39%	363	306	-16%	914	803	-12%
Returning	318	399	25%	15	19	27%	55	69	25%	159	139	-13%
EDP	-	-	0%	-	0	0%	49	159	224%	-	-	0%
Under Grad Total	2,224	2,303	4%	2,708	2,269	-16%	3,491	2,755	-21%	2,065	1,768	-14%
HS	933	878	-6%	80	38	-53%	72	99	38%	-	-	0%
Masters	-	-	0%	131	81	-38%	125	90	-28%	-	-	0%
Non-Degree	872	1,054	21%	8	7	-13%	-	-	0%	-	-	0%
Early College	138	213	54%	57	61	7%	74	68	-8%	95	69	-27%
VSC Direct Admission	-	-	0%	9	19	111%	208	124	-40%	4	1	-75%
Total	4,167	4,448	7%	2,993	2,475	-17%	3,970	3,136	-21%	2,164	1,838	-15%
<b>Acceptances</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>
First year	752	1,117	49%	1,819	1,707	-6%	2,347	1,676	-29%	665	483	-27%
Transfer	522	492	-6%	400	232	-42%	240	190	-21%	478	446	-7%
Returning	280	368	31%	10	15	50%	46	61	33%	104	82	-21%
EDP	-	-	0%	-	-	0%	44	101	130%	-	-	0%
Under Grad Total	1,554	1,977	27%	2,229	1,954	-12%	2,677	2,028	-24%	1,247	1,011	-19%
HS	863	786	-9%	80	38	-53%	67	88	31%	-	-	0%
Masters	-	-	0%	112	60	-46%	94	60	-36%	-	-	0%
Non-Degree	797	1,039	30%	8	6	-25%	-	-	0%	-	-	0%
Early College/Vast	116	213	84%	45	54	20%	58	59	2%	76	56	-26%
NVU Online	-	-	0%	-	-	0%	161	117	-27%	-	-	0%
VSC Direct Admission	-	-	0%	6	15	150%	1	-	-100%	4	1	-75%
Total	3,330	4,015	21%	2,480	2,127	-14%	3,058	2,352	-23%	1,327	1,068	-20%
<b>Deposits</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>
First year	570	748	31%	431	373	-13%	336	231	-31%	219	129	-41%
Transfer	412	375	-9%	249	128	-49%	133	77	-42%	327	310	-5%
Returning	198	261	32%	6	11	83%	36	41	14%	82	66	-20%
EDP	-	-	0%	-	-	0%	24	56	133%	-	-	0%
Under Grad Total	1,180	1,384	17%	686	512	-25%	529	405	-23%	628	505	-20%
HS	792	706	-11%	80	38	-53%	65	85	31%	-	-	0%
Masters	-	-	0%	77	45	-42%	71	47	-34%	-	-	0%
Non-Degree	690	688	0%	8	-	-100%	-	-	0%	-	-	0%
Early College/Vast	101	165	63%	38	45	18%	49	45	-8%	67	51	-24%
VSC Direct Admission	-	-	0%	1	6	500%	-	-	0%	-	1	100%
NVU Online	-	-	0%	-	-	0%	130	93	-28%	-	-	0%
Total	2,763	2,943	7%	890	646	-27%	844	675	-20%	695	557	-20%
<b>Registered</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>	<b>2019</b>	<b>2020</b>	<b>Variance</b>
First year	492	675	37%	430	369	-14%	329	227	-31%	218	127	-42%
Transfer	378	336	-11%	248	127	-49%	126	71	-44%	321	304	-5%
Returning	168	229	36%	6	10	67%	34	37	9%	79	62	-22%
EDP	-	-	0%	-	-	0%	20	44	120%	-	-	0%
Under Grad Total	1,038	1,240	19%	684	506	-26%	509	379	-26%	618	493	-20%
HS	783	694	-11%	80	36	-55%	64	81	27%	-	-	0%
Masters	-	-	0%	72	39	-46%	61	47	-23%	-	-	0%
Non-Degree	592	632	7%	8	-	-100%	-	-	0%	-	-	0%
Early College/Vast	99	165	67%	38	40	5%	49	45	-8%	66	51	-23%
NVU Online	-	-	0%	-	-	0%	102	70	-31%	-	-	0%
VSC Direct Admission	-	-	0%	1	6	500%	-	-	0%	-	1	100%
Total	2,512	2,731	9%	883	627	-29%	785	622	-21%	684	545	-20%



**FY2022 CAPITAL APPROPRIATION REQUEST  
- STATE FUNDED PROJECTS -**

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**Energy Conservation: \$4,500,000**

The Vermont State Colleges expends more than \$6M annually on utilities and is heavily reliant on fossil fuels. While VSCS institutions have partnered with Efficiency Vermont and regional developers to reduce the use of fossil fuels and reduce utilities costs, including such actions as light replacements and solar installations, the system lacks the funds necessary to make energy conservation a top priority. The VSCS proposes decreasing its use of fossil fuels and reducing its costs by tackling energy conservation from several directions including such items 1) reducing peak demand for electrical consumption, 2) converting electric heat to another source, 3) reducing overall kilowatt demand, 4) renovating and repairing steam heating systems, 5) upgrading boilers and boiler control system, and 6) standardizing building management systems. The combination of these projects will have positive impact on the VSCS' use of fossil fuels, and institutional budgets, by 2024.

**Vermont State Colleges Transformation: \$10,000,000**

The Vermont State Colleges is preparing for a fundamental transformation of the organization. The Legislative Select Committee on the Future of Higher Education in Vermont formed by the General Assembly in September 2020 is anticipated to complete its work by April 2021. While not complete the Vermont State Colleges System anticipates the recommendations will require transformation of the VSCS' physical footprint. The VSCS therefore proposes a project to fund the transformation as recommended by the Select Committee and approved by the Vermont State Colleges Board of Trustees.

**Major Maintenance: \$3,500,000**

The Vermont State Colleges System owns 145 buildings consisting of more than 2.34 million square feet. Major regular maintenance accounts for a significant portion of the facilities budget for the Vermont State Colleges. A major maintenance project, similar to that of Buildings and General Services, would allow the VSCS to better support its mission to serve the State of Vermont by allowing the VSCS to address major maintenance of building systems on a regular schedule. A fund of \$3,500,000, proportionately comparable to the money received by BGS would allow the VSCS to properly fund major maintenance activities before they become a crisis and result in an emergency repair.

**Emergency Repairs: \$200,000**

As in previous years, this is annual funding to provide the college system with a contingency fund that will be used to fund unplanned emergencies that inevitably arise across VSC's more.

**Roof Repair and Replacement: \$300,000** To address the most serious roofing concerns as assessed from annual review of all structures throughout the college system.



**Academic Facility Site Improvements: \$250,000** CCV owns or leases twelve academic facilities. Therefore, the burden for interior maintenance and improvement falls within CCV's responsibilities, either through lease agreements or ownership. Significant increases for contract work necessitate an increase in requested funds. Examples of candidate projects for FY 22 site improvement funds are:

- Adaptation of facilities for new and revised programmatic offerings.
- Adaptation and expansion of facilities, and equipment for changes in enrollment.
- Addressing workplace safety and accessibility issues.
- Continued fit-out of site-based science and art rooms, computer labs, libraries, and other non-standard classroom facilities.
- Replacement/upgrade of building support systems (HVAC, EMS, etc.)



**Library & Woodruff Elevator Upgrades Project: \$140,000** The Library & Woodruff elevators are 1980's vintage and do not comply with current Life Safety and ADA codes. Bay State Elevator Company is recommending we upgrade these elevators to reduce liability exposure and to increase dependability. It is common for these elevators to be "out of service" which creates issues for students and staff in this heavily used building.

**Wheeler and Hudon Roof Replacement Project: \$170,000** These two roofs are in need of replacement. Wheeler Hall's roof was installed in 2003 and is constantly leaking and being repaired. Hudon Dining Hall has a Firestone rubber membrane roof that was installed in 1999. This EDPM membrane roofing has recently started having roof leaks and is starting to dry rot. It is recommended that we replace the roofing on this building within the next 1-2 years.

**Adams Underground Steam line Replacement Project: \$180,000** The section of steam and condensate lines running between Adams and Haskell Halls has developed a condensate leak and appears to be in need of replacement. This steam line was installed in the early 90's and is nearing its expected life. Replacement of these lines due to age and condition is recommended.

**Campus Building Management Upgrades Project: \$125,000** The concerns around the ability of our building control system to regulate fresh air in buildings and the dependability of the control systems in older building suggests we start upgrading our control system. It is proposed we add additional control points to the system to give more operational flexibility and start replacing the outdated controllers with new units that will interact with our newer software system. This project will include new hardware and updated software, as well as testing and commissioning of the new system components.

**Herrick and Jeffords Flooring Replacement Project: \$16,000** There are numerous areas on campus where the carpet or tile needs to be replaced due to wear and tear. This project would allow Castleton to replace the carpet in the Herrick and Jeffords Auditoriums. These two auditorium spaces are used heavily for classes and are also on the prospective student tours, so the appearance of the space is very important in these areas.

**SHAPE Boiler Demo & Mechanical Reno Project: \$45,000** The York Shipley boiler was installed in 1955, refurbished in 1989, is no longer operable and has not been run since 2011. The condensate tank, the connective piping and steam header associated with this unused boiler should be removed. Piping serving the newer Cleaver Brooks boiler in the adjoining room needs to be secured and reinsulated. The cleanup of this area of the boiler room will allow for future use of the space.

**Spartan Synthetic Turf Replacement Project Phase I: \$136,500** The Spartan Stadium synthetic turf field was constructed in 2009. Recently the turf manufacturer Sportex was contacted by Castleton and asked to evaluate the field and advise on the remaining useful life of the synthetic turf. Sportex estimated that the turf was ending its useful life and would need to be replaced within the next 3 years at a cost of approximately \$650,000. They also made recommendations on the replacement product, which is considered as an upgrade from the existing system.



**Johnson**

**Bentley Perimeter Heat Project: \$400,000** This building has close to 30,000 sqft and is still heated with electric baseboard perimeter heat. These type systems is one of the most inefficient ways of heating buildings and have been so for over 20 years. By switching this system over to a hydronic heating system, we will significantly reduce our electrical demand which will generate savings.

**Campus Safety Compliance Project: \$40,000** These funds are sought in order to progress the campus towards the constantly changing compliance standards. These funds are intended to address items like arc flash labeling, fall protection, equipment grounding, ADA signage and other like requirements

**Building Control Systems Upgrades Project: \$40,000** Our controls system has aging components whose proper operations are required for effective operations of the systems. It is proposed to replace the existing and outdated EMS unit controllers with new units that will interact with newer software systems.

**McClelland Parking Lot Repave Project: \$180,000** The asphalt in this lot is nearing the end of its useful life. The lot needs to be repaved as it is filled with cracks and potholes which cause excessive wear on equipment when we plow in the winter. The Brick handicap ramp must also be repaired. The ramp has heaved due to frost and now need to be reset.

**Campus Concrete Repair Project: \$90,000** The extreme weather conditions on our campus subject our exposed concrete surfaces to extensive wear and tear. There are a series of repairs needed on various walks, stairs and loading docks around the campus. Three different elements contribute to the deterioration of these surfaces. They all see significant expansion and contraction as they fluctuate from temperatures that may be as low as the -30's and as high as the 90's. Many of these surfaces require significant salt treatment during the winter months to make for safe passage but these salts are detrimental to the overall integrity of the concrete. There are also other areas where settlement has played a role in degrading campus elements.

**Campus Storm Water Upgrade Project Phase I: \$62,500** The Johnson Campus has an inadequate stormwater system per the recently adapted Vermont ANR Stormwater Regulations. The campus storm water systems must be upgraded in order to comply with these new State of Vermont Storm Water Regulations.



**Lyndon**

**Vail Sprinkler Project Phase I: \$350,000** Lyndon would like to continue the installation of sprinkler systems in academic buildings. The Vail building is 56,000 square feet and houses a number of functions for the college, such as the college's administration, business, financial aid offices, student activities and classroom spaces. The building is currently occupied without sprinkler protection and during recent discussions with Public Safety Officials and our Insurance company, it was suggested that we should work towards the completion of this project.



**Condensate and Heating Hot Water Tank Replacements Project: \$75,000** Our insurance company has discovered degradation in some of our systems on campus. They are recommending the replacement of the domestic hot water storage tank in Activities and the condensate/feed tank In Wheelock. These components are critical to the proper operations of our systems. One tank captures the condensate that returns in the system and acts as the measuring vessel that controls the make-up water. The other stores a large amount of hot water so feed the showers in the locker rooms. Some tests were conducted on these vessels to check their thickness. The original tank thickness was .25". The lowest readings were found to be at the bottom of the tank. This reading was .085". We must have a reliable vessel in order to ensure continuous operation of this crucial system.

**Safety Compliance Project: \$40,000** These funds are sought in order to progress the campus towards the constantly changing compliance standards. These funds are intended to address items like arc flash labeling, fall protection, equipment grounding, ADA signage and other like requirements.

**Building Efficiency Investments Project: \$75,000** These funds are requested for the upgrading to more efficient pumps, adding frequency drives, converting to heat pumps and other energy upgrades across the campus. These upgrades would reduce our electrical consumption and reduce operating and repair costs.

**Campus Concrete Repair Project: \$40,000** The extreme weather conditions on our campus subject our exposed concrete surfaces to extensive wear and tear. There are a series of repairs needed on various walks, stairs and loading docks around the campus. Three different elements contribute to the deterioration of these surfaces. They all see significant expansion and contraction as they fluctuate from temperatures that may be as low as the -30's and as high as the 90's. Many of these surfaces require significant salt treatment during the winter months to make for safe passage but these salts are detrimental to the overall integrity of the concrete. There are also other areas where settlement has played a role in degrading campus elements.

**Control System Upgrades Project: \$40,000** Our controls system has aging components whose proper operations are required for effective operations of the systems. It is proposed to replace the existing and outdated EMS unit controllers with new units that will interact with newer software systems. These new EMS controllers will replace 20+ year old units that are failing, outdated, and no longer serviceable or manufactured. Failed units can only be replaced with used equipment that are in short supply, and are not guaranteed to operate for any length of time. This project will include new hardware and software, as well as testing and commissioning of the new system components. It is proposed to replace the existing and outdated EMS unit controllers with new units that will interact with newer software systems. These new EMS controllers will replace 20+ year old units that are failing, outdated, and no longer serviceable or manufactured. Failed units can only be replaced with used equipment that are in short supply, and are not guaranteed to operate for any length of time. This project will include new hardware and software, as well as testing and commissioning of the new system components.

**Vail Window Replacement Project Phase I: \$192,500** The window seals and caulking is starting to fail in many location around the Vail Building. This results in aesthetic impacts but it also affects the overall efficiency of the building. By replacing these windows, we can improve our building envelope and install a more efficient glazing system. The replacement windows will reduce solar gain in the summer and will work to retain more heat in the colder seasons.



**Central Heating Plant Boiler Controls Project: 214,000** The Central Heating has three #4 oil fired boilers. The boilers are early 70's vintage and are still in good condition. The burners, and controls are mostly original equipment or direct replacements. Given their age, it is a fact that the controls actually over fire the boilers thus have a tendency to use a little more fuel than needed. New technology is now available to refine the boiler operation and make them more fuel efficient. We would like to upgrade the burner control systems to get some fuel savings.

**Campus Building Exterior Caulking and Repairs Project: \$92,500** The exterior caulking around windows, doors and expansion joints on the Facilities Center, Clarke Hall Green Hall and Building 700 are in need replacement or repair. This caulking keeps the moisture and wind from penetrating the building envelope, causing premature failure of the building veneer and interior damage. The Facilities Condition Assessment recommended these repairs be made to prevent building deterioration.

**Green Hall Roof Replacement Project \$145,000** The current EDPM membrane roof on this building is 20+ years old and is close to the end of its useful life. Over the years, a number of repairs have been made to this roof to extend its life, but in recent years leaks have become more commonplace. It is recommended that the roof be replaced within the next 1-2 years with a .060 EDPM membrane system.

**Campus Wide ADA Upgrades Project: \$110,000** Anticipated repairs to ensure that all Randolph Center Campus buildings are ADA compliant. These upgrades are to correct deficiencies with respect to interior/exterior signage, door hardware, ADA bathrooms fixtures/clearances, etc., ensure accessible exterior pathways and entries into buildings, accessible academic labs, etc. Facilities Condition Assessment recommendation.

**Conant Window Replacement Project: \$203,000** We would like to replace the existing original (1964) single pane hopper windows in this building. There are 36 total windows in this building, and we would like to replace these windows with energy efficient Double Pane/Low E model units. The storefront windows the entry door systems have been replaced and are in good condition; hence, they are not included in this project

**Green Stairwell Improvements Project: \$48,000** The three stairwells in Green Hall are 50 years old and are in need of refurbishing and upgrading. This project would allow us to repaint, replace the asbestos covered treads and update railings to meet code compliance.

**VERMONT STATE COLLEGES  
FY 2022 CAPITAL APPROPRIATION REQUESTS  
- DORM / DINING PROJECTS -**

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**CU**

**Wheeler / Morrill Hall Shower Room Reno Project: \$214,000** The shower areas in these two residence halls are in need of renovation. The shower heads and valves need replacing as well as the walls tiled and floors epoxied. There are a total of 28 restrooms that need to be upgraded.

**Ellis Restroom Renovations A&E Project: \$36,000** The 21 shower areas in the Ellis residence hall are in need of renovation. Ceilings need to be replaced, shower fixtures and valves need upgrading and the floors and walls finishes need to be replaced. Also, the changing areas need to be reconfigured and finishes upgraded. This project would provide funding for the construction documents that will be needed to solicit bids for the project.

**NVU-J**

**Residence Hall Carpet & Window Treatments Replacement Project: \$100,000** The carpets and window treatment in the residence halls are at the end of their useful life. In many areas the carpets are worn and stained leaving visitors with a negative impression of the facilities.

**Safety and Compliance Project: \$40,000** These funds are sought in order to progress the campus towards the constantly changing compliance standards. These funds are intended to address items like arc flash labeling, fall protection, equipment grounding, ADA signage and other like requirements.

**Building Efficiency Investments Project: \$50,000** These funds are requested for the upgrading to more efficient pumps, adding frequency drives, converting to heat pumps and other energy upgrades.

**Emergency Repairs Projects: \$30,000** Each year our campuses experience system failures such as heating system failures, broken piping, and electrical system failures. These unexpected repair costs often put a strain on the operational budgets. This project would help cover these unexpected repair costs.

**Furniture and Bed Upgrades Project Phase I: \$30,000** Student room furnishing and common space furniture in the residence halls are approaching the end of their useful life. Much of this

furniture has a tired and worn appearance and should be replaced. The funding of this project would allow NVU-J to start a phase approached to their replacement.

### **NVU-L**

**Wheelock Electrical Upgrade Project: \$250,000** There has been a concentrated effort over the last several years to upgrade many elements of the Wheelock building and this is another request to continue that effort. We are just finishing bathroom renovations and a new fire alarm system has been installed. This request is to upgrade the main electrical infrastructure. The electrical switch gear and main distribution panels are original equipment and given their age, the equipment manufacturers no longer support these products making it extremely difficult to find replacement parts. This project would allow us to replace this outdated equipment with products that support current technology.

### **VTC**

**Keenan Restroom Renovations and HVAC Project: \$250,000** We would like to renovate the existing multi-use restrooms and explore the possibility of adding single-use gender neutral bathrooms. The existing multi-use restrooms in this resident hall are approximately 52 years old. Minor upgrades have been completed through the years but these facilities are in need of extensive renovations. The flooring, vanity's, lighting, plumbing fixtures, and wall surfaces will be upgraded, Ventilation will be increased, as well as exploring the possibility of constructing two single-use, gender neutral, restrooms on each floor in order to better serve the changing needs of our student customers.

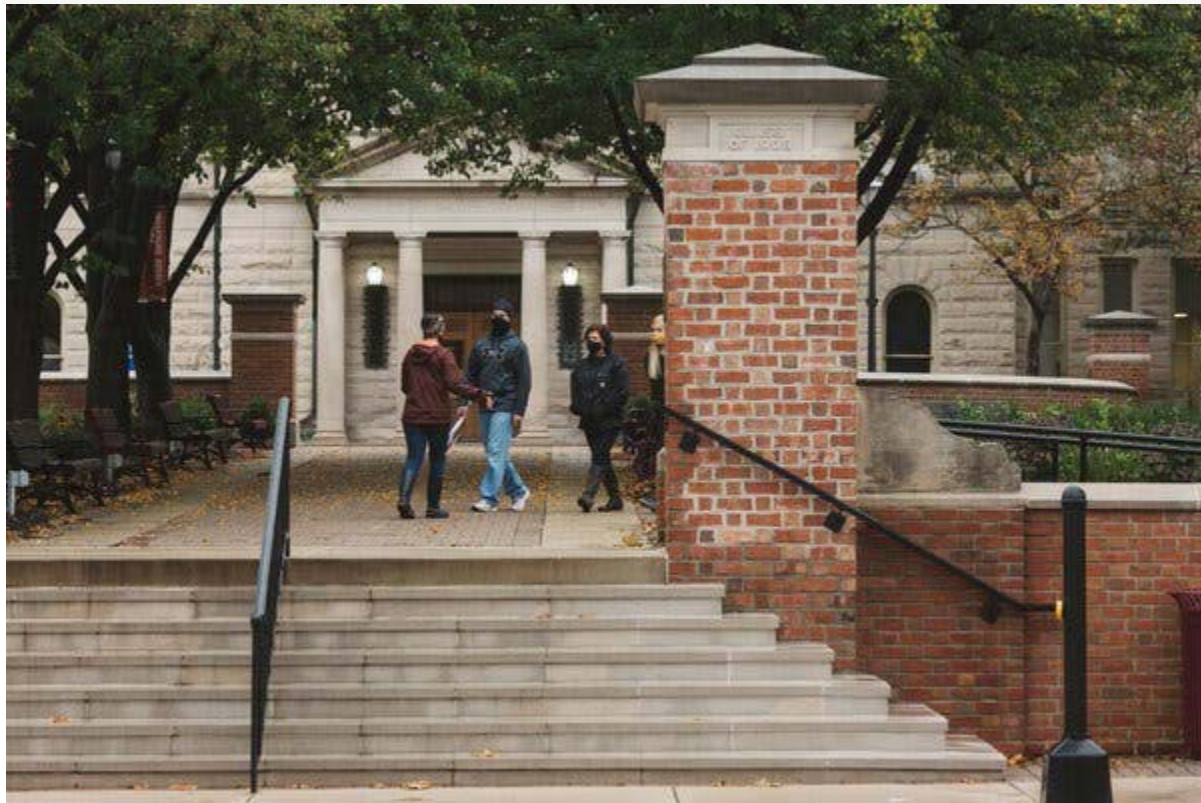
**VERMONT STATE COLLEGES**  
**FY2021 Capital Appropriations Requests**

<b>VSCS</b>	Energy Conservation Improvements	4,500,000
	Vermont State Colleges Transformation	10,000,000
	Major Maintenance	3,500,000
	Emergency Maintenance and Repair	200,000
	Roof Repair /Replacement	300,000
		18,500,000
<b>CCV</b>	Academic Facility Improvements	250,000
<b>Castleton</b>	Library & Woodruff Elevator Upgrades	140,000
	Wheeler & Huden Roof Replacement	170,000
	Adams Steamline Replacement	180,000
	Campus Building Management Upgrades	125,000
	Herrick and Jeffords Flooring Replacement	16,000
	SHAPE Boiler Demo & Mechanical Reno	45,000
	Spartan Turf Replacement Phase I	136,500
		812,500
<b>NVU-Johnson</b>	Bentley Perimeter Heat	400,000
	Campus Safety Compliance	40,000
	Building Control Upgrades	40,000
	McClelland Parking Lot Repave	180,000
	Campus Concrete Repairs	90,000
	Campus Storm Water Improvements Phase I	62,500
		812,500
<b>NVU-Lyndon</b>	Vail Sprinkler Project	350,000
	Condensate and Heating Hot Water Tank Replacement	75,000
	Campus Safety Compliance	40,000
	Building Efficiency Investments	75,000
	Campus Concrete Repair	40,000
	Control System Upgrades	40,000
	Vail Window Replacement Phase I	192,500
		812,500
<b>Vermont Tech</b>	Central Heating Plant Controls Upgrade	214,000
	Campus Building Exterior Recaulking	92,500
	Green Hall Roof Replacement	145,000
	Campus ADA Upgrades	110,000
	Conant Window Replacement	203,000
	Green Hall Stairwells Improvements	48,000
		812,500
<b>Total Proposed Projects</b>		22,000,000

<https://www.nytimes.com/2020/10/26/us/colleges-coronavirus-budget-cuts.html?referringSource=articleShare>

## ***Colleges Slash Budgets in the Pandemic, With ‘Nothing Off-Limits’***

Liberal arts departments, graduate student aid and even tenured teaching positions are targets as the coronavirus causes shortfalls.



Ohio Wesleyan University is eliminating or phasing out majors in comparative literature, urban studies, journalism and 15 other subjectsCredit...Andrew Spear for The New York Times

**By Shawn Hubler**

- Oct. 26, 2020Updated 12:18 p.m. ET

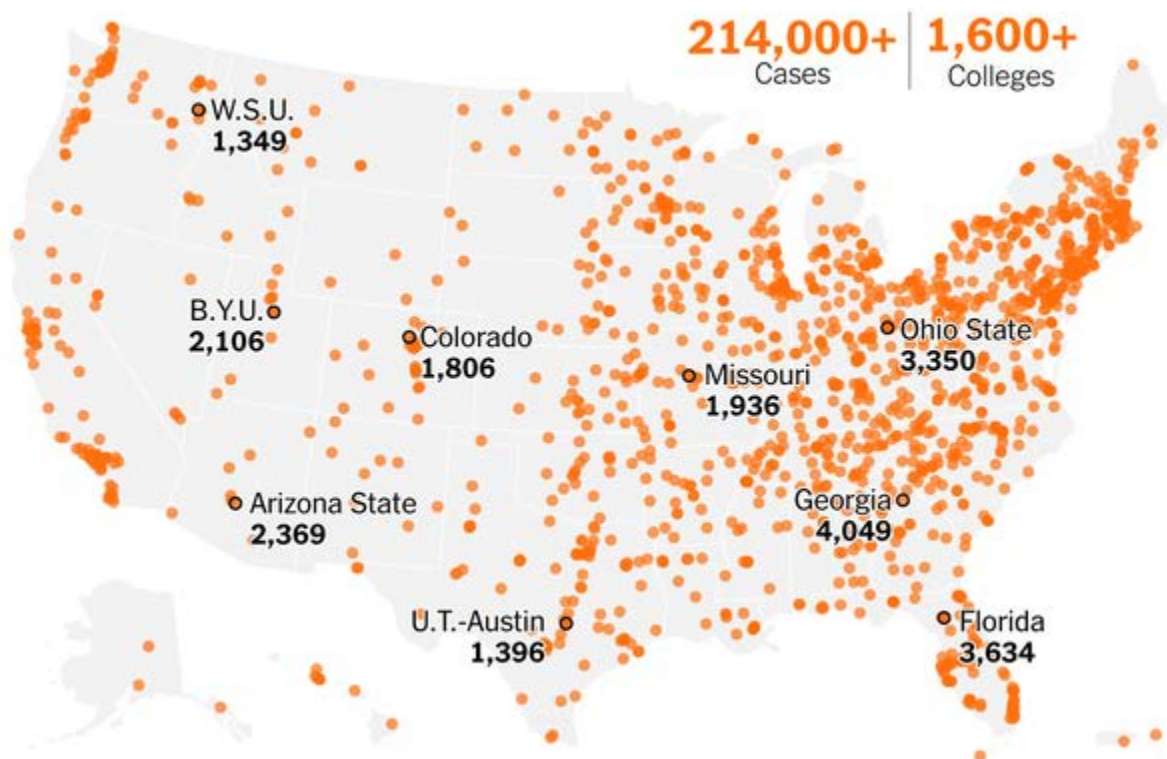
Ohio Wesleyan University is eliminating 18 majors. The University of Florida’s trustees this month took the first steps toward letting the school furlough faculty. The University of California, Berkeley, has paused admissions to its Ph.D. programs in anthropology, sociology and art history.



As it resurges across the country, the coronavirus is forcing universities large and small to make deep and possibly lasting cuts to close widening budget shortfalls. By one estimate, the pandemic has cost colleges at least \$120 billion, with even Harvard University, despite its \$41.9 billion endowment, reporting a \$10 million deficit that has prompted belt tightening.

Though many colleges imposed stopgap measures such as hiring freezes and early retirements to save money in the spring, the persistence of the economic downturn is taking a devastating financial toll, pushing many to lay off or furlough employees, delay graduate admissions and even cut or consolidate core programs like liberal arts departments.

The University of South Florida announced last week that its college of education would become a graduate school only, phasing out undergraduate education degrees to help close a \$6.8 million budget gap. In Ohio, the University of Akron, citing the coronavirus, [successfully invoked a clause](#) in its collective-bargaining agreement in September to supersede tenure rules and [lay off 97 unionized faculty members](#). “We haven’t seen a budget crisis like this in a generation,” said Robert Kelchen, a Seton Hall University associate professor of higher education who has been [tracking the administrative response](#) to the pandemic. “There’s nothing off-limits at this point.”



### [Tracking the Coronavirus at U.S. Colleges and Universities](#)

As fall classes continue, campus outbreaks keep emerging.



Even before the pandemic, colleges and universities were grappling with a [growing financial crisis](#), brought on by years of shrinking state support, declining enrollment, and student concerns with skyrocketing tuition and burdensome debt. Now the coronavirus has amplified the financial trouble systemwide, though elite, well-endowed colleges seem sure to weather it with far less pain.

“We have been in aggressive recession management for 12 years — probably more than 12 years,” Daniel Greenstein, chancellor of the Pennsylvania State System of Higher Education, told his board of governors last week as they voted to forge ahead with a proposal to merge a half-dozen small schools into two academic entities.

Once linchpins of social mobility in the state’s working-class coal towns, the 14 campuses in Pennsylvania’s system have lost roughly a fifth of their enrollment over the past decade. The proposal, long underway but made more urgent by pandemic losses, would merge Clarion, California, and Edinboro universities into one unit and Bloomsburg, Lock Haven and Mansfield universities into another to serve a region whose demographics have changed.

Such pressures have reached critical mass throughout the country in the months since the pandemic hit. State governments from [Washington](#) to [Connecticut](#), tightening their own belts, have told public universities to expect steep cuts in appropriations. Students and families, facing skyrocketing unemployment, have [balked at the prospect of paying full fare](#) for largely online instruction, opting instead for gap years or less expensive schools closer to home.

Costs have also soared as colleges have spent millions on testing, tracing and quarantining students, only to face outbreaks. [A New York Times database](#) has confirmed more than 214,000 cases this year at college campuses, with at least 75 deaths, mostly among adults last spring, but also [including some students](#) more recently.

Freshman enrollment is down more than 16 percent from last year, [the National Student Clearinghouse Research Center](#) has reported — part of a 4 percent overall drop in undergraduate enrollment that is taking tuition revenue down with it.

[In a letter to Congress](#) this week, the American Council on Education and other higher education organizations estimated that the virus would cost institutions more than \$120 billion in increased student aid, lost housing fees, forgone sports revenue, public health measures, learning technology and other adjustments.

And because donations to all but the heftiest endowments limit those funds to specific uses, most colleges cannot freely dip into them as emergency reserves. Harvard has the largest endowment in the nation, but its pandemic losses turned a \$300 million-plus surplus in 2019 into a \$10 million operating loss in 2020, according to an [annual report](#)

[posted this week](#), forcing the university to freeze hiring, slash capital spending and cut senior managers' pay.

Image



Ithaca College plans to cut back on full-time faculty jobs and has furloughed nonfaculty members. Credit...Heather Ainsworth for The New York Times

That has meant months of cutbacks, including abolishing athletic programs, deferring campus construction and laying off administrative staff and cafeteria workers. Scores of graduate programs, including some at elite research universities such as Harvard, Princeton and U.C. Berkeley, have temporarily stopped taking new Ph.D. students — the result of financial aid budgets strained by current doctoral candidates whose research is taking more time because of the pandemic.

[A Chronicle of Higher Education database](#) tracking the budgetary triage has documented more than 100 such suspended programs, from the [University of Pennsylvania's](#) School of Arts and Sciences, which will not take new school-funded doctoral students next fall, to [Rice University](#), which paused admissions to all five of the Ph.D. programs in its school of humanities.

Most of the suspensions are in social sciences and humanities programs where the universities — rather than outside funders such as corporations, foundations and the federal government — typically underwrite the multiyear financial aid packages offered to doctoral students. University officials say the suspensions are necessary to ensure their strapped budgets can continue supporting students already in Ph.D. pipelines.

But Suzanne T. Ortega, president of the Council of Graduate Schools, noted that interrupting that pipeline could also have a lingering impact on the higher education work force, diverting promising students from low-income households, for example, or discouraging candidates who might bring much needed diversity to faculty rosters.

As it is, the pandemic has had an outsize impact on less affluent students: [A survey of 292 private, nonprofit schools](#) released last week by the National Association of Independent Colleges and Universities reported a nearly 8 percent decrease in enrollment among students who receive federal Pell Grants.

“A couple years off is not necessarily the end of the world and may even be a wise thing,” Ms. Ortega said. “But if our universities don’t remain in touch with those students, and connect with them, and encourage them to keep thinking about grad school, we could have our own lost generation of students who get busy with other things and then don’t fulfill their dreams.”

As schools exhaust the possibilities of trims around the margins, what is left, administrators say, is payroll, typically the largest line item in higher education. Since February, when the coronavirus hit, the [Bureau of Labor Statistics](#) has reported that colleges and universities have shed more than 300,000 mostly nonfaculty jobs.

“Some of these institutions have redone their budgets three, four, five times,” said Jim Hundrieser, vice president for consulting and business development at the National Association of College and University Business Officers, a professional organization for finance officers in higher education.

“As this next chapter unfolds, what’s left is just staffing. For most, this will be the toughest round.”

In central New York, Ithaca College’s provost and senior vice president for academic affairs, La Jerne T. Cornish, said “there is no joy” as the school accelerated plans to [cut 131 full-time faculty jobs](#), a result of declining enrollment exacerbated by the pandemic. Ms. Cornish said the school had already furloughed 167 nonfaculty staff members and offered early retirement to 30 faculty members to address an \$8 million shortfall.

But, Ms. Cornish said, further action was needed to bring the payroll into line with enrollment declines.

Ohio Wesleyan’s president, Rock Jones, told students in a recent email that the university would eliminate or phase out majors in comparative literature, urban studies, journalism and 15 other subjects. The move, he wrote, would merge religion and philosophy into one department and lump Black studies and women’s studies into a single “critical identity studies” program, but also will save about \$4 million and limit faculty layoffs to one tenured post.

The school’s plan followed a year-long faculty-led review, but Mr. Kelchen, the higher education professor, said such consolidations often can allow institutions to downsize

despite faculty job protections as well as encourage people in positions deemed redundant to take early retirement.

“Even if the faculty can stay on,” he said, “they’ll get reassigned, maybe to teach in another department or do administrative work.”

Other schools are laying the groundwork now for cuts they expect later. Trustees at the University of Florida took the first step in September to allow faculty furloughs to help close a projected \$49 million shortfall from the coronavirus. Steve Orlando, a university spokesman, said the next step — a formal furlough policy — is expected to come to the board this year.

Daniel Meisenzahl, a spokesman for the University of Hawaii, said the 10-campus system had embarked on an exhaustive fiscal review in which “every single unit” was being examined, including an array of bachelors’ programs and university centers for public policy and conflict resolution. The system is facing a projected 13 percent decline in revenue and a net loss of nearly \$67 million in operating income.

Mr. Kelchen said that the coronavirus had worked its way into the core of the nation’s academic machinery, and that the damage would likely be lasting.

“These cuts are going to continue long past the pandemic,” he said.

*Shawn Hubler is a California correspondent based in Sacramento. Before joining The Times in 2020 she spent nearly two decades covering the state for The Los Angeles Times as a roving reporter, columnist and magazine writer, and shared three Pulitzer Prizes won by the paper's Metro staff. @ShawnHubler*