

MEMORANDUM

TO: VSCS Finance & Facilities Committee
David Silverman, Chair
Adam Grinold, Vice-Chair
Lynn Dickinson
Jim Masland
Linda Milne
Shawn Tester

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

DATE: April 14, 2021

SUBJECT: Finance and Facilities Committee Meeting scheduled for April 19, 2021

The Finance and Facilities Committee of the VSC Board of Trustees will meet between 3:00 p.m. and 4:30 p.m. on Monday, April 19, 2021. This meeting will be held via Zoom.

In addition to review and approval of the minutes of the meeting of March 27, there are three primary topics up for discussion:

1. As part of doing business with the USDA all entities must now formally authorize individuals to perform tasks within their system. Included in the materials is a **resolution formally designating the Grants Compliance Officer and Director of Financial Operations as authorized personnel** within the USDA computer systems.
2. Each year, with the conclusion of the annual audit the institutions may **request the use of Carryover Funds from the previous year**. The Community College of Vermont, Castleton University, Northern Vermont University, and Vermont Technical College have Carryover requests for your consideration. With the exception of CCV, all institutions have requested use of these funds to assist with the FY2021 budget deficit.
3. The current academic year has been challenging to navigate and predict, with numerous factors depressing enrollment for the current year. These factors have contributed to the VSCS's difficulty in predicting enrollments for fall 2021 and beyond. However, there are some encouraging signs at all of our institutions. Enclosed in this packet is an **enrollment update**. These materials will be augmented by a **brief presentation on enrollment trends**.

Should you have any questions regarding these materials, or any other matter, please contact me at Sharron.Scott@vsc.edu or 802.224.3022.

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

**Vermont State Colleges Board of Trustees
Finance and Facilities Committee**

**April 19, 2021
3:00 – 4:30 p.m. via Zoom**

AGENDA

1. Call to Order
2. Review Minutes of the March 27, 2021 Meeting of the Finance & Facilities Committee
3. USDA Grant Authorized Signers
4. Carryover Requests
5. Enrollment Update
6. Other Business
7. Public Comment
8. Adjourn

MATERIALS

ITEM 1: Minutes of the March 27, 2021 Finance & Facilities Committee

ITEM 2: USDA Grant Authorized Signers Request

ITEM 3: Carryover Request

ITEM 4: Enrollment Update

ITEM 1:
March 27, 2021 Minutes

Minutes of the VSCS Board of Trustees Finance and Facilities Committee held Saturday, March 27, 2021 at 9:00 a.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 Saturday, March 27, 2021 via Zoom.

Committee members present: David Silverman (Chair), Adam Grinold (Vice Chair), Lynn Dickinson, Jim Masland, Linda Milne, Shawn Tester

Other Trustees present: Megan Cluver, Ryan Cooney, Dylan Giambatista, Bill Lippert, Karen Luneau, Mary Moran

Presidents: Elaine Collins, Joyce Judy, Pat Moulton, Jonathan Spiro

Chancellor's Office Staff: Donny Bazluke,
Kellie Campbell, Chief Information Officer
Katherine Levasseur, Director of Governmental & External Affairs
Jen Porrier, Administrative Director
Sharron Scott, Chief Financial and Operating Officer
Patty Turley, General Counsel
Meg Walz, Director, Project Management
Sophie Zdatny, Chancellor
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Sarah Chambers, Coordinator of Instructional Technology, Castleton University
Michael Fox, Dean of Enrollment & Marketing, Northern Vermont University
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University
Tom Mauhs-Pugh, Provost, 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: Jim Page, Chancellor, University of Maine (ret)

1. Chair Silverman called the meeting to order at 9:01 a.m.
2. Approve minutes of February 2, 2021

Trustee Milne moved and Trustee Tester seconded the motion to approve the February 2, 2021 meeting minutes. The motion was approved unanimously.

3. Approve Higher Education Emergency Relief Fund (HEERF II) grants

Chief Financial and Operating Officer Sharron Scott shared that these Higher Education Emergency Relief Fund Grants, issued by the US Department of Education, offer emergency funding to post-secondary education institutions and contain separate student aid and institutional components. The total award value is approximately \$12 million.

Trustee Grinold moved and Trustee Tester seconded the motion to recommend to the Board the approval of the HEERF II Grants. The motion was approved unanimously.

4. Other Business

There was no other business.

5. Public Comment

There was no public comment.

6. Adjourn

Chair Silverman adjourned the meeting at 9:15 a.m.

ITEM 2:
USDA Grant Authorized Signers

The USDA has recently updated their computer systems and grant procedures. The updates require Board assignment of roles for the purposes of certifying signatures, submitting grant documents, and reports. A formal resolution must be passed at a regular or special board meeting granting such authority. Upon passage of the resolution, the following form on the next page of these materials must be completed.

SECRETARY'S CERTIFICATE

I, _____ do hereby certify that: I am the Secretary of the Board of Trustees for the Vermont State Colleges; that the following are true and correct copies of resolutions duly adopted by the Board of Trustees of the Vermont State Colleges at regular meeting held on ____, 20__, and entered in the minute book of the entity; that the meeting was duly and regularly called and held in accordance with the bylaws of the entity; and that none of the following resolutions have been rescinded or modified:

RESOLUTION

1. RESOLVED that Betsy Ward, the Grants Compliance Officer of the Vermont State Colleges, have the assigned Representative- Signature-Certifier security role on behalf of the Vermont State Colleges, who shall be responsible for providing signatures, authorizing certifications, entering/updating applications, submitting applications for consideration, and assigning access to new users in USDA's Online Application System for the ReConnect Program and Community Connect Grant Program. If application(s) are awarded under either Program, the Representative-Signature-Certifier security role on behalf of the Corporation, shall also be responsible for authorizing certifications, entering/updating compliance reports, submitting compliance reports, and assigning access to new users in USDA's Online Financial Reporting and Compliance System.

2. RESOLVED that Jocelyn Haley, Director of Financial Operations for the Vermont State Colleges, have the assigned Administrator security role on behalf of the Vermont State Colleges, who shall be responsible for assigning access to new users and entering/updating applications in USDA's Online Application System for the ReConnect Program and Community Connect Grant Program. If application(s) are awarded under either Program, the Administrator security role on behalf of the Corporation, shall also be responsible for assigning access to new users and entering/updating compliance reports in USDA's Online Financial Reporting and Compliance System.

3. RESOLVED that the Representative-Signature-Certifier and Administrator for the Vermont State Colleges shall comply fully with all security procedures and policies of the Online Application System for the ReConnect Program and Community Connect Grant Program and USDA's Online Financial Reporting and Compliance System.

I FURTHER CERTIFY THAT each member of the Board of Trustees of the Vermont State Colleges was furnished with notice of said meeting in compliance with the bylaws of the Vermont State Colleges.

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of the Corporation this _____ day of _____, 2021 .

Secretary

VERMONT STATE COLLEGES SYSTEM

BOARD OF TRUSTEES

RESOLUTION 2021-009

USDA Authorized Signers

- WHEREAS, The Vermont State Colleges has grants with the USDA; and
- WHEREAS, The USDA requires Board authorization to assign signers to the USDA computer system with the following roles: Representative-Signature-Certifier and Administrator; and
- WHEREAS, The Representative-Signature-Certifier is authorized to provide signatures, authorize certifications, enter/update applications, submit applications for consideration, and assign access to new users in USDA's Online Application System for the ReConnect Program and Community Connect Grant Program and to enter, update compliance reports, submit compliance reports, and assign new access roles in the USDA's computer system; and
- WHEREAS, The Administrator is authorized to assign user access roles; and enter and update applications; and
- WHEREAS, The Representative-Signature-Certifier and Administrator are required to comply fully with all security procedures and policies for the Online Application System for the ReConnect Program and Community Connect Grant Program and USDA's Online Financial Reporting and Compliance System; therefore be it
- RESOLVED, The Representative-Signature-Certifier role is assigned to the Grants Compliance Officer of the Vermont State Colleges; and be it further
- RESOLVED, The Administrator role is assigned to the Director of Financial Operations for the Vermont State Colleges.

ITEM 3:
Carryover Request

According to Policy 403, Annual Operating Budget, upon the close of each year’s audit, Carried Over Funds available (net of encumbrances forward, commitments forward, maintained contingency, and CRM Reserves) may be proposed for one-time uses subject to concurrence of the Chancellor and approval by the Board. With the conclusion of the Single Audit, the Colleges propose use of carryover funds as follows:


Community College of Vermont	\$925,000
Economic Contingency Fund	165,000
Community College of Vermont Website	160,000
NECHE Accreditation Support	300,000
Marketing	150,000
Information Technology & Classroom Upgrades	150,000

Castleton, Northern Vermont University and Vermont Technical College propose using their Carried Over funds for the purposes of FY2021 Deficit Reduction.

Castleton University	\$2,385,624
Northern Vermont University	\$746,000
Vermont Technical College	\$1,790,000
<u>Total Requested Carried Over Funds</u>	<u>\$5,846,624</u>

Of these funds, \$4,921,624 shall be designated for FY2021 deficit reduction.

TO: Sophie Zdatny, Chancellor, Vermont State Colleges

FROM: Joyce Judy, President, Community College of Vermont 

DATE: April 12, 2021

SUBJECT: FY 2020 Carry Forward

Due to lower than anticipated expenses due to COVID in FY 2020 and better than expected enrollments CCV ended the fiscal year with \$925,000 available in unrestricted net assets. I therefore request approval to carry the following funds forward into Fiscal Year 2020 to be used for the following purpose:

- In FY2021, COVID is still heavily affecting operations at all CCV sites. Although fall enrollment was strong, every semester remains a challenge particularly with the ongoing effects of COVID. Therefore, CCV would like to carryforward \$165,000 in an economic contingency fund for CCV to use to offset these effects and to be able to react quickly to the potential COVID or other unforeseen impact on our operations.
- The CCV website is in need of a redesign. CCV would like to carryforward \$160,000 towards this need.
- CCV would like to carryforward \$300,000 towards CCV's upcoming NECHE accreditation, including institutional research and data support.
- CCV would like to carryforward \$150,000 towards additional marketing of our programs and to enhance enrollment.
- CCV would like to carryforward \$150,000 towards information and classroom technology upgrades.

Thank you for your consideration.

VERMONT STATE COLLEGES SYSTEM

BOARD OF TRUSTEES

RESOLUTION 2021-010

Use of FY2020 Carryover Funds

- WHEREAS, VSC Policy 403 prescribes that with close of each audit, any carryover funds available – after provision for encumbrances and/or other commitments forward plus maintained college reserves – may be proposed for “one time” uses subject to concurrence of the Chancellor and approval by the Board of Trustees; and
- WHEREAS, The Chancellor has concurred with college proposals for one-time use of carried over funds available from the fiscal year ended June 30, 2020; therefore be it
- RESOLVED, The Vermont State Colleges Board of Trustees hereby authorizes the proposed use of FY2020 carryover for use by the Vermont State Colleges in the cumulative amounts of \$5,846,624 of which \$4,921,624 shall be used for FY2021 deficit reduction.

ITEM 4:
Enrollment Update

Enrollment Update

Student tuition, fees, room and board account for approximately 80% of revenues of the Vermont State Colleges. The single largest driver of success regarding the VSCS is therefore enrollment from new and returning students. The enrollment process for undergraduate students at Vermont Tech, Castleton University and Northern Vermont University often begins when students are sophomores or juniors in high school, with much of the interest in our institutions established well in advance of each academic year. What we see, in the form of applications, acceptances, deposits, and ultimately enrollment, is the culmination of many years of cultivation and hard work by our admissions teams.

The current academic year has been challenging to navigate and predict, with numerous factors depressing enrollment for the current year. These factors have contributed to the Vermont State Colleges difficulty in predicting enrollments for fall 2021 and beyond. However, there are some encouraging signs at all of our institutions.

Year-to-Date Comparison - April 1, 2021 vs. April 1, 2020										
04/01/21	Castleton University			Northern Vermont University			Vermont Tech			
	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	
Applications	2021	771	1,617	2,388	571	3,555	4,126	1,009	463	1,472
	2020	775	1,214	1,989	684	1,587	2,271	966	451	1,417
	Variance	(4)	403	399	(113)	1,968	1,855	43	12	55
	% Variance	-1%	33%	20%	-17%	124%	82%	4%	3%	4%
Acceptances	2021	696	1,406	2,102	476	2,373	2,849	431	227	658
	2020	713	1,050	1,763	600	996	1,596	452	243	695
	Variance	(17)	356	339	(124)	1,377	1,253	(21)	(16)	(37)
	% Variance	-2%	34%	19%	-21%	138%	79%	-5%	-7%	-5%
Deposits	2021	70	98	168	115	90	205	186	37	223
	2020	88	70	158	111	56	167	193	20	213
	Variance	(18)	28	10	4	34	38	(7)	17	10
	% Variance	-20%	40%	6%	4%	61%	23%	-4%	85%	5%

First, looking year-over-year at undergraduate data, applications are up between 4% and 82% overall. These numbers are greatest at Northern Vermont University, which is showing a 124% increase in out-of-state applications, and the smallest at Vermont Tech, showing an overall 4% increase in applications. Tempering this good news is a decline in applications from Vermonters for both Castleton at a modest -1% and Northern Vermont University, with a decline of 17%.

Turning attention to acceptances, both Castleton and Northern Vermont University show an overall increase in acceptances, with a high of 79% at NVU to a smaller increase of 19% at CU. Vermont Tech's acceptances are down approximately 5% year-over-year, with declines in acceptances of both Vermonters and out-of-state students.

Deposits, however, were up year-over-year at all three institutions. With modest increases of 5% and 6% for Vermont Tech and Castleton to a large increase in the deposit of out-of-state students for Northern Vermont University.

Year-over-year enrollment, however, is not typically the best indicator of performance. Instead, it is best to look at the historical figures over several years to spot trends. The following chart therefore shows year-to-date (as of April 1) fall applications, acceptances, and deposits between for the years 2016 to 2021.

Year-to-Date Comparison - April 1, 2021 - April 1, 2016											
April 1 Fall		Castleton University			Northern Vermont University			Vermont Tech			
	Fall	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	
Applications	2021	771	1,617	2,388	571	3,555	4,126	1,009	463	1,472	
	2020	775	1,214	1,989	684	1,587	2,271	966	451	1,417	
	2019	913	1,413	2,326	773	2,202	2,975	1,078	679	1,757	
	2018	887	1,336	2,223	791	1,191	1,982	1,136	507	1,643	
	2017	925	1,419	2,344	986	1,498	2,484	993	368	1,361	
	2016	1,005	1,490	2,495	1,085	1,435	2,520	970	297	1,267	
	Variance '21-'16	(234)	127	(107)	(514)	2,120	1,606	39	166	205	
	% Variance	-23%	9%	-4%	-47%	148%	64%	4%	56%	16%	
Acceptances	2021	696	1,406	2,102	476	2,373	2,849	431	227	658	
	2020	713	1,050	1,763	600	996	1,596	452	243	695	
	2019	793	1,136	1,929	650	1,555	2,205	509	373	882	
	2018	740	1,098	1,838	791	1,191	1,982	529	338	867	
	2017	770	1,066	1,836	852	1,122	1,974	417	197	614	
	2016	803	1,107	1,910	960	1,119	2,079	439	147	586	
	Variance '21-'16	(107)	299	192	(484)	1,254	770	(8)	80	72	
	% Variance	-13%	27%	10%	-50%	112%	37%	-2%	54%	12%	
Deposits	2021	70	98	168	115	90	205	186	37	223	
	2020	88	70	158	111	56	167	193	20	213	
	2019	95	81	176	129	88	217	207	42	249	
	2018	95	83	178	121	81	202	158	37	195	
	2017	74	66	140	175	111	286	144	31	175	
	2016	96	56	152	178	123	301	127	23	150	
	Variance '21-'16	(26)	42	16	(63)	(33)	(96)	59	14	73	
	% Variance	-27%	75%	11%	-35%	-27%	-32%	46%	61%	49%	

Comparing performance for fall 2016 as of April 1 with fall 2021, overall acceptances are up for all three institutions. However, performance varies by category. For example, NVU's out-of-state acceptances are up 112% during this term, but acceptances for Vermonters are down by 50%. Similarly, Castleton's out-of-state acceptances are up 27% while their acceptances for Vermonters are down by 13%. Vermont Tech has seen similar performance, with out-of-state acceptances up 54% during this period. However, unlike Castleton and NVU, Vermont Tech's Vermonter pool is only down 2%.

Deposit performance also varies widely between the institutions with NVU and Castleton both seeing double digit declines in Vermont deposits. However, while NVU is currently seeing a decline of about 27% (33 students) in out-of-state deposits from 2016 to 2021, Castleton has seen an increase of 75% (42 students). Vermont Tech has seen the greatest improvement in performance during this period, with a 49% increase in deposits (73 students) overall.

Performance at a point in time during the admissions cycle tells only one part of the story. In any given year changes in admissions procedures, practices, recruiting format, financial aid, and review activities can dramatically change the results on any given year-to-date or year-over-year report. For example, institutions making a switch to "test optional" will complete the acceptance process more rapidly than institutions requiring tests such as the SAT or ACT. The year in which this change occurs will see faster turnaround regarding acceptances and deposits. This year Castleton experienced a version of this acceptance change with the switch to test optional

A more complete evaluation of performance measures the number of enrolled students half-way through the fall semester over time. The chart below therefore shows applications, acceptances, deposits, and enrolled undergraduate students completing the admissions process as of October 15 from fall 2016 through fall 2020.

End of Fall Comparison - October 15										
Fall October 15		Castleton University			Northern Vermont University			Vermont Tech		
	Fall	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total
Applications	2020	982	1,379	2,361	1,064	1,932	2,996	1,274	158	1,432
	2019	1,238	1,615	2,853	1,203	2,606	3,809	1,343	820	2,163
	2018	1,151	1,540	2,691	1,233	1,517	2,750	1,451	705	2,156
	2017	1,134	1,534	2,668	1,065	1,623	2,707	1,298	458	1,756
	2016	1,254	1,674	2,928	1,174	1,585	2,746	1,260	403	1,663
	Variance 19-16	(16)	(59)	(75)	29	1,021	1,063	83	417	500
	% Variance to 16	1,254	-4%	-3%	2%	64%	39%	7%	103%	30%
Acceptances	2020	867	1,169	2,036	957	1,298	2,255	734	334	1,068
	2019	1,074	1,285	2,359	1,045	1,902	2,947	825	501	1,326
	2018	1,015	1,254	2,269	1,105	1,150	2,255	857	481	1,338
	2017	993	1,185	2,178	965	1,222	2,199	760	277	1,037
	2016	1,062	1,276	2,338	1,174	1,585	2,497	771	236	1,007
	Variance 19-16	12	9	21	(129)	317	450	54	265	319
	% Variance to 16	1%	1%	1%	-11%	20%	18%	7%	112%	32%
Deposits	2020	342	233	575	431	194	625	483	74	557
	2019	521	283	804	533	241	774	570	124	694
	2018	458	244	702	573	238	811	582	122	704
	2017	423	169	592	516	279	766	547	112	659
	2016	499	221	720	579	319	853	569	50	619
	Variance 19-16	22	62	84	(46)	(78)	(79)	1	74	75
	% Variance to 16	4%	28%	12%	-8%	-24%	-9%	0%	148%	12%
Enrolled	2020	317	226	543	290	169	459	468	66	534
	2019	506	278	784	489	212	701	554	120	674
	2018	445	243	688	540	222	762	562	113	675
	2017	412	167	579	462	238	697	526	105	631
	2016	484	214	698	520	270	717	547	99	646
	Variance 19-16	22	64	86	(31)	(58)	(16)	7	21	28
	% Variance to 16	5%	30%	12%	-6%	-21%	-2%	1%	21%	4%

Due to the pandemic, it could be argued that fall 2020 should be ignored if attempting to identify a normal admissions pattern. Therefore, the chart above calculates the variance of fall 2016 to fall 2020. Overall, admissions undergraduate starts (enrollment) changed modestly across the three institutions. With a high of 12% at Castleton, to a decline of 2% at Northern Vermont University. It should be noted that fall 2019 was an inflection point for Castleton, with the closures of Green Mountain College, Southern Vermont College and College of St. Joseph all having a positive impact on enrollment during this period. Northern Vermont University's decline in new starts during this period was somewhat masked by an increase in part-time matriculated and non-matriculated students resulting in lower than anticipated student full-time equivalencies.

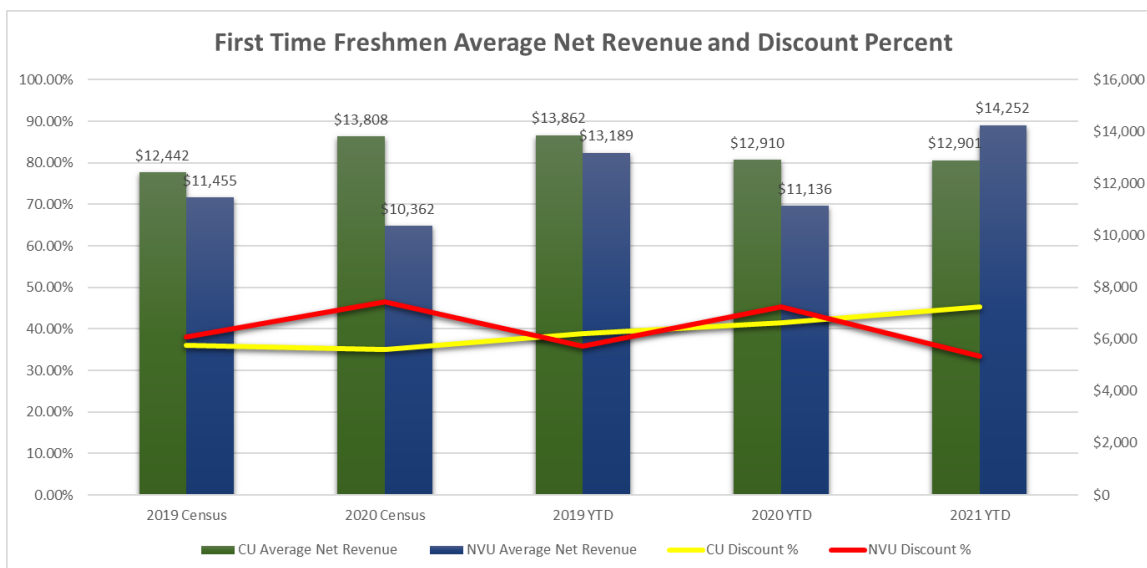
In prior meetings, the institutions have shared strategies they are employing to increase the number of applications, the widest point of the admissions funnel. Overall, applications dictate the number of students that can be considered prospective students for the institution. While it is a truism that it is extraordinarily difficult to yield more students from a smaller applicant pool, there is no direct correlation between the size of the

applicant pool, and the number of students who will ultimately enroll. In fact, it is generally true that when the applicant pool increases the overall yield on applicants (the proportion of students who ultimately enroll) decreases. The actual number of students who enroll is influenced by many factors including things an institution may or may not have control over. For example, for institutions that are not highly selective, factors such as net cost of attendance, the size of the financial aid award, whether one is recruited for a sport, the location of the institution (rural or urban), and the size of highly desirable academic programs play an outside role in overall enrollment.

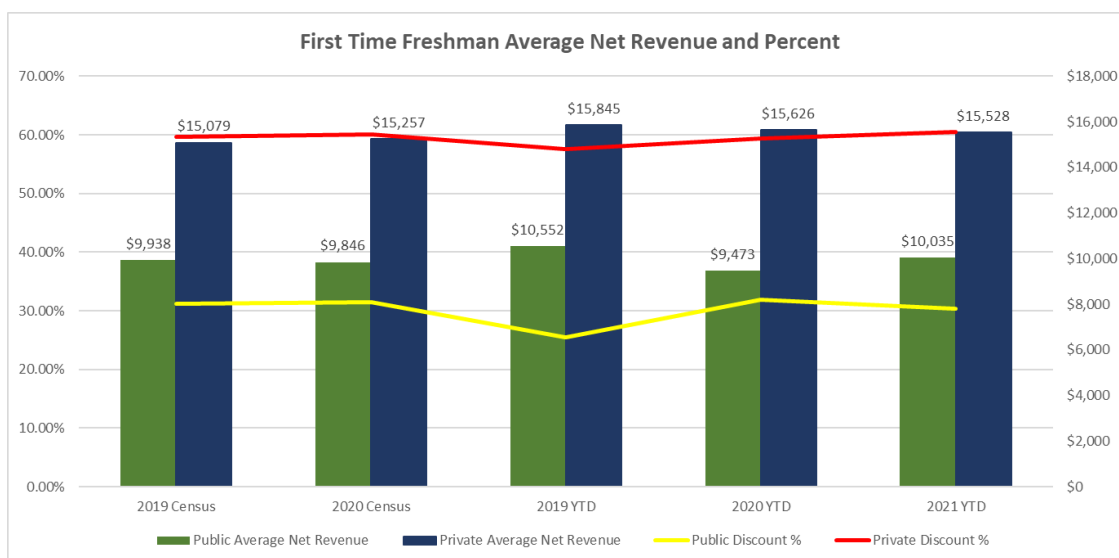
The chart below shows the percent yield by institution between fall 2016 and fall 2020. For reference, the applications for the same period are also shown on this chart. As noted here, NVU’s very large increase in out-of-state applications from fall 2018 to fall 2019 showed a correspondingly large reduction in yield during the same period. VTC shows a similar decrease in yield on applications from fall 2017 to fall 2018 when their applicant pool increased sharply.

End of Fall Comparison - October 15										
Yield	App - Enroll %	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total
	2020		32%	16%	23%	27%	9%	15%	37%	42%
2019		41%	17%	27%	41%	8%	18%	41%	15%	31%
2018		39%	16%	26%	44%	15%	28%	39%	16%	31%
2017		36%	11%	22%	43%	15%	26%	41%	23%	36%
2016		39%	13%	24%	44%	17%	26%	43%	25%	39%
Applications	Fall	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total	Vermonters	Out-of-State	Total
	2020	982	1,379	2,361	1,064	1,932	2,996	1,274	158	1,432
2019	1,238	1,615	2,853	1,203	2,606	3,809	1,343	820	2,163	
2018	1,151	1,540	2,691	1,233	1,517	2,750	1,451	705	2,156	
2017	1,134	1,534	2,668	1,065	1,623	2,707	1,298	458	1,756	
2016	1,254	1,674	2,928	1,174	1,585	2,746	1,260	403	1,663	

As noted previously, the net cost of attendance, dictated largely by the financial aid award, plays a large role in student enrollment. Recently, Castleton and Northern Vermont University engaged Educational Advisory Board (EAB) with the development and management of financial aid packages to recruit best-fit students for their respective institutions. Early data from the work with EAB has been promising with both institutions seeing increases in overall enrollment.



Early indicators, based on acceptances year-to-date, show an increase in the discount rate at Castleton and a decrease in the discount rate for Northern Vermont University. This decline in the discount rate, along with the substantial increase in average net revenue, is due largely to the dramatic increase in applications and acceptances of out-of-state students. Castleton’s slight (\$9 per student average decline) in net revenue is associated with an increase of approximately 5% in the discount rate.

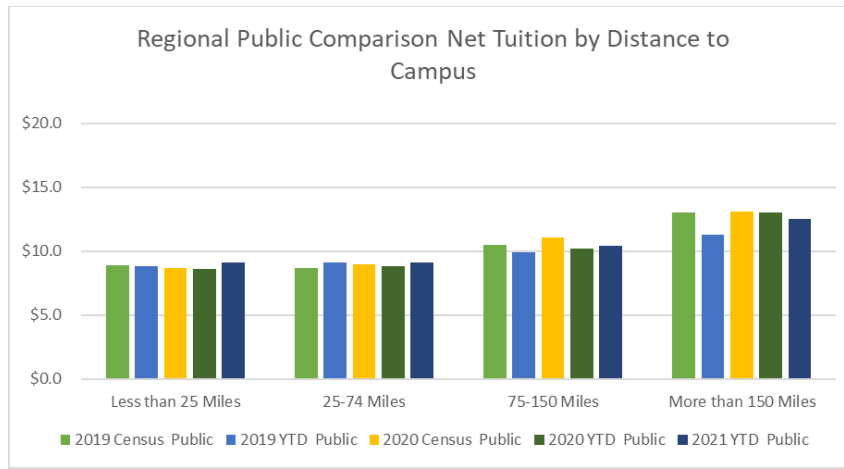


Traditional college students, those ages eighteen to twenty-four, often make enrollment decisions based on some combination of the largest guaranteed scholarship at the point of application and the net price paid, or the net price after aid has been applied. It is important to note that Castleton and Northern Vermont University compete in a highly competitive regional marketplace where students frequently comparison shop between institutions. Two comparator pools are shown in the slide above. The first is an average net tuition for New England Public colleges of similar size and scope to Castleton and NVU. The second comparison is to regional non-selective private institutions. Both comparisons are shown because the VSCS competes with both well-funded public higher education and private institutions alike. Cross applications between the institutions, Castleton and Northern Vermont University, as well as between private non-selective institutions and regional public institutions are frequent.

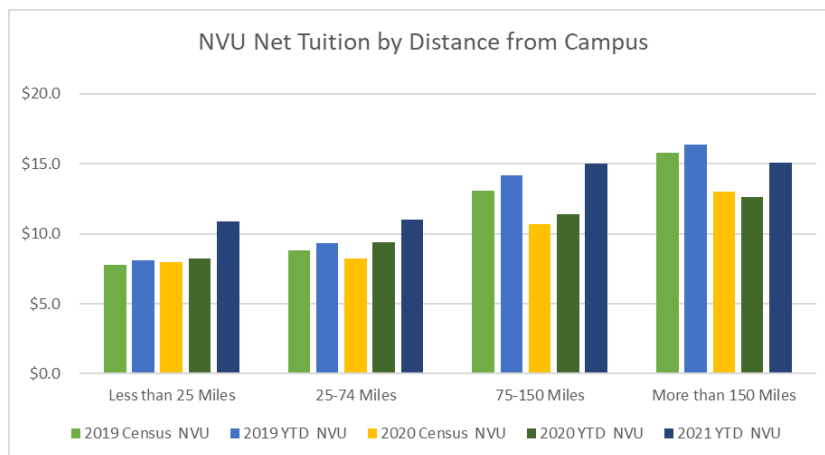
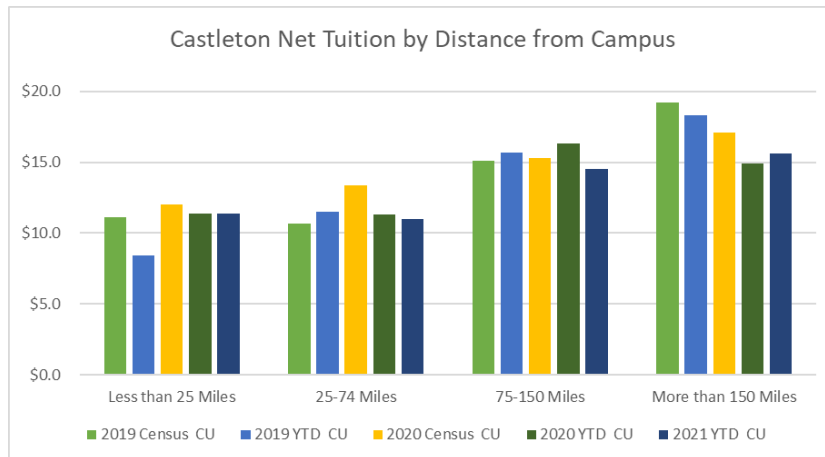
Using just the 2021 year-to-date figures both NVU and Castleton have net tuition revenue (costs) greater than their public counterparts, and while Castleton and NVU have lower net tuition revenue than regional private non-selective institutions the values are fairly close with NVU’s higher net tuition revenue driven by its very large increase in out-of-state applicants who pay a higher rate of tuition.

	Net Tuition 4/1/2021 Revenue
Castleton	12,901
NVU	14,252
Public	10,035
Private	15,528

Of interest to the committee should be the net tuition revenue based on both distance from campus (a proxy for in-state or out-of-state residency) and net tuition based on expected family contribution (a proxy for income status). Turning first to distance from campus, regional publics tend to have greater net tuition the farther the distance from campus.

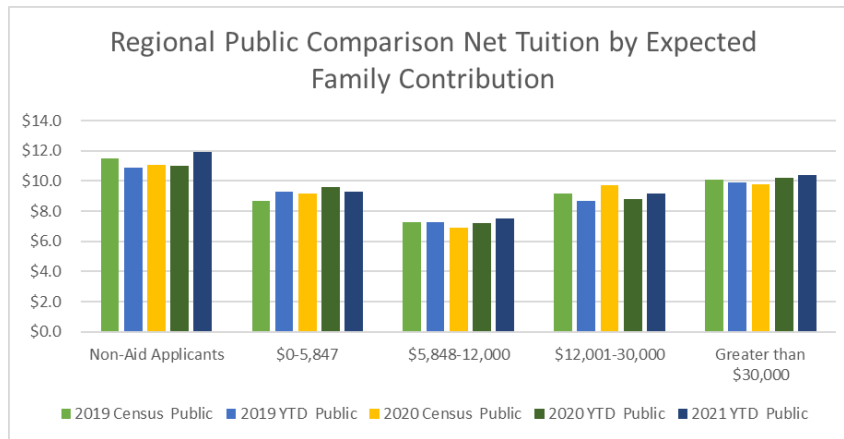


The trend is generally true for both Castleton and Northern Vermont University, especially as each institution has begun working closely with EAB.

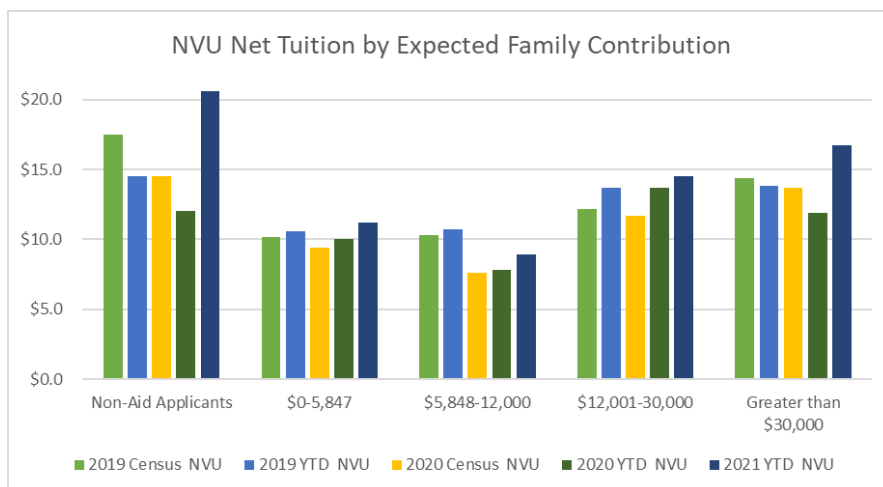
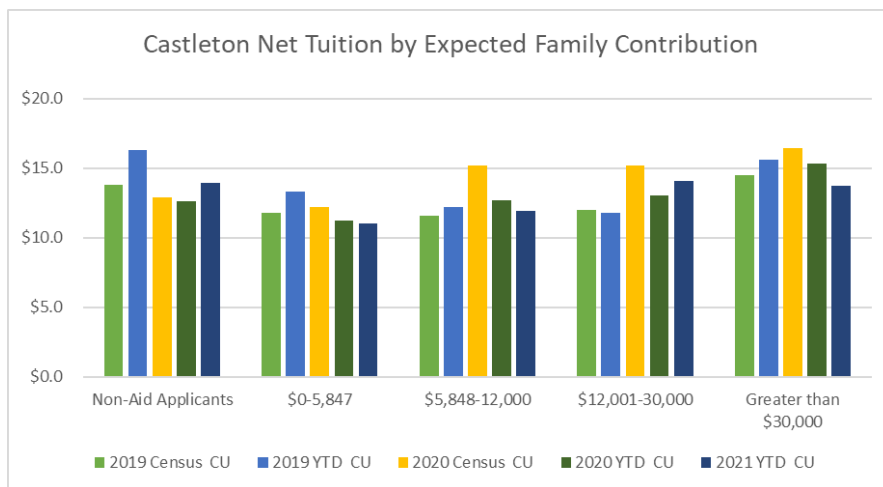


In general, it is expected that as public institutions out-of-state students will have higher net tuition than for Vermonters due to the support the Vermont State Colleges receives from the State of Vermont.

Of greater concern, in terms of the Board’s affordability priority, is the average net tuition by expected family contribution. Comparing to regional public institutions, both NVU and Castleton have net tuitions higher than their counterparts. As shown below, net tuition is lowest for regional public institutions for the group of students just above Pell Eligibility – the \$5,848-12,000 EFC band and highest for the non-aid (or no need) applicants.



For both Castleton and NVU, when comparing to regional public institutions, net tuition generally follows the same pattern. However, there are some differences, specifically between the two institutions. This difference is something that over the next eighteen months will need to converge into a single cohesive strategy.



As stated earlier in this section, there are encouraging signs regarding new undergraduate enrollment. Early indicators are suggesting, for Castleton and Northern Vermont University the possibility of somewhat stronger out-of-state enrollment than may have been predicted. However, in-state enrollment, specifically for Northern Vermont University is concerning. Vermont Tech's in-state numbers are very encouraging when compared to the prior year, and may be on track with starts from fall 2019. However, out-of-state enrollment is only modestly better than the prior year.

The Vermont State Colleges admissions and enrollment teams are in close contact with prospective students. Given the mixed nature of the results we are seeing, and the unknown impact of COVID on enrollment, it is unlikely that we will have a firm handle on enrollment until just before the start of the fall semester. However, leading indicators give a hopeful perspective, a bright spot in what has been an otherwise challenging year.