

MEMORANDUM

TO: VSCS Finance & Facilities Committee
David Silverman, Chair
Adam Grinold, Vice-Chair
Lynn Dickinson
Bill Lippert
Jim Masland
Shawn Tester
Sue Zeller

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

DATE: February 4, 2022

SUBJECT: Finance and Facilities Committee Meeting scheduled for February 7, 2022

The Finance and Facilities Committee of the VSC Board of Trustees is scheduled to meet at 2:00 p.m. on Monday, February 7, 2021. This meeting will be held via Zoom.

The following topics are included in this meeting.

1. A consent agenda addressing the minutes of the last meeting, an endowment request for Northern Vermont University, and five American Rescue and Recovery Act grants for legislative scholarships and bridge funding. The complete consent agenda is available in this packet as **ITEM 1**.
2. **Second quarter financial results** are included in this packet as **ITEM 2**. Overall performance is favorable to budget. At this meeting, I will provide a brief summary of performance and answer any questions you may have.
3. By March 1, the Vermont State Colleges must present a 10-year facilities plan to the Vermont State Legislature. This is a multi-faceted project requiring many sources of input. During the meeting, representatives from **Gordian** will present the results of the **Space Utilization Study** that recently concluded. Committee members are encouraged to ask

questions throughout the presentation. A copy of the presentation is available in this packet as **ITEM 3**.

4. Mike Stevens and I will present the **10-year strategic facilities plan** to the Committee for your review and approval. Information regarding the plan and the accompanying resolution is available as **ITEM 4** of this packet.
5. We are recommending a **freeze on tuition and Board approved fees** and a **3% increase in room and board** for the upcoming 2022-2023 academic year. A copy of the rationale and an associated resolution is available as **ITEM 5** in this packet.
6. I will review the **first pass of the FY23 budget** with the Committee at this meeting. The Vermont State Colleges continue to work on budget development and has a significant distance to go to hit its target budget for next year while beginning to invest in its capital infrastructure needs. The first pass budget materials will be supplied in advance of the meeting on Monday as **ITEM 6**. Jen Porrier will notify you as soon as the materials are updated.
7. **Policies 403: System Annual Operating Budget and 407: Responsibilities for Deficits Incurred after 1979** were suspended through the development of the FY22 budget. We are requesting suspension of these policies for the remainder of the calendar year to offer us adequate time to develop financial policies that support financial stability. A description of the rationale along with the resolution suspending the policies is available as **ITEM 7** in this packet.

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

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

Finance and Facilities Committee

February 7, 2022
2:00 p.m. via Zoom

AGENDA

1. Call to Order
2. **Consent Agenda**
 - a. Minutes of the last meeting
 - b. Northern Vermont University - Cathy Higley Graduate Scholarship
 - c. ARPA Funded Grants – Scholarships and Pandemic Deficits / Bridge Funding
3. **Review and Discuss:** FY2022 2nd Quarter Financial Statements
4. **Review and Discuss:** Gordian Space Utilization Study Presentation
5. **Review, Discuss & Approve:** Strategic Facilities Plan
6. **Review, Discuss & Approve:** FY2023 Tuition, Fees, Room & Board
7. **Review and Discuss:** FY2023 1st Pass Budget
8. **Review and Approve:** Extension of Suspension of Policy 403 and 407
9. Other Business
10. Adjourn

Meeting Materials

- ITEM 1:** Consent Agenda
- | | | |
|---------------------------|---|--------------|
| Minutes | December 13, 2021 | |
| Endowment Request | NVU: Cathy Higley
Graduate Scholarship | \$11,335 |
| ARPA Funded Grants | Practical Nursing | \$1,400,000 |
| | Workforce 2.0 | \$3,000,000 |
| | Degree Completion | \$3,000,000 |
| | Critical Occupations Careers | \$5,000,000 |
| | Pandemic Deficits / Bridge | \$21,000,000 |
- ITEM 2:** FY2022 2nd Quarter Results
- ITEM 3:** Space Utilization Study Materials
- ITEM 4:** Strategic Facilities Plan Materials and Resolution 2022-002
- ITEM 5:** FY2023 Tuition, Fees, Room & Board Materials and Resolution 2022-003
- ITEM 6:** FY2023 1st Pass Budget Review
- ITEM 7:** Resolution 2022-004 Renew Suspension of Policy 403 and Policy 407
through June 30, 2023

ITEM 1: CONSENT AGENDA

Due to the length and complexity of the agenda for Monday, February 7, 2022, the following items have been included as part of a consent agenda.

1. Minutes of the Finance and Facilities Committee from October 18, 2021
2. Approval of the Cathy Higley Graduate Scholarship for Northern Vermont University
3. Approval of American Rescue and Recovery Act (ARPA) funds approved as part of Act 74 of 2021. Five grants are included in this packet for approval:

Practical Nursing Training at Long-Term Care Facilities	\$1.4M
Workforce Upskilling	\$3.0M
Critical Occupations Scholarships	\$5.0M
Degree Completion Scholarships	\$3.0M
Pandemic Deficit Support / Bridge Funding	\$21.0M

At the Committee's discretion, any item on the consent agenda may be removed for individual consideration.

Minutes of the VSCS Board of Trustees Finance and Facilities Committee hybrid meeting held Monday, December 13, 2021 at 12:00 p.m. via Zoom and at the Office of the Chancellor, 575 Stone Cutters Way, Montpelier- 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, December 13, 2021 via Zoom.

Committee members present: David Silverman (Chair), Adam Grinold (Vice Chair), Bill Lippert, Jim Masland (1:18 p.m.), Shawn Tester, Sue Zeller

Absent: Lynn Dickinson

Other Trustees present: Mary Moran (12:29)

Presidents: Joyce Judy, John Mills, Pat Moulton, Jonathan Spiro

Chancellor's Office Staff: Donny Bazluke, Network/Security Analyst
Kellie Campbell, Chief Information Officer
Richard Ethier, Director of Facilities
Wilson Garland, Director of Transformation Projects
Katherine Levasseur, Director of Governmental & External Affairs
Jen Porrier, Administrative Director
Sharron Scott, Chief Financial and Operating Officer
Mike Stevens, Manager of Transformation Projects & Planning
Toby Stewart, System Controller
Lit Tyler, Lead Financial Analyst
Patty Turley, General Counsel
Meg Walz, Director, Project Management
Sophie Zdatny, Chancellor
Yasmine Ziesler, Chief Academic Officer

From the Colleges: Roy Brock, Dean of Administration, Northern Vermont University
Sarah Chambers, Coordinator of Instructional Technology, Castleton University
Laura Jakubowski, Chief Budget & Finance Officer, Castleton University
Tom Mauhs-Pugh, Provost, Castleton University

Andy Pallito, Dean of Administration, Community College of Vermont

David Rubin, Dean of Administration, Vermont Technical College

From the Public:

Donna Chow, Senior Analyst, Gordian

Laura Dowdy, Facilities Planning Analyst, Gordian

Pete Zuraw, VP Marketing & Development, Gordian

1. Chair Silverman called the meeting to order at 12:00 p.m.
2. Consent Agenda
 - a. Approval of October 18, 2021 Meeting Minutes
 - b. Russ and Amy Bailas Endowment Request for Northern Vermont University

Trustee Grinold moved and Trustee Tester seconded the motion to approve the October 18, 2021 meeting minutes and to recommend to the Board the approval of the Russ and Amy Bailas Endowment Request for Northern Vermont University. The motion was approved unanimously.

3. FY2022 1st Quarter Financial Statements

Chief Financial and Operating Officer Sharron Scott presented a brief update on FY2022 1st Quarter results which can be found [here](#).

4. Gordian Return on Physical Assets Presentation & Next Steps

CFOO Scott informed the Committee of the legislature's requirement that the VSCS have a ten-year facilities strategic plan available and approved by the Board of Trustees for the legislature by March 1st of 2022. Ms. Scott introduced Donna Chow, Laura Dowdy and Pete Zuraw with Gordian. Donna Chow presented Gordian's work on the first phase of the study, which is the return on physical assets for the three VSC residential institutions. Gordian's presentation can be found [here](#).

Ms. Scott then introduced Dick Ethier, Director of Facilities, who discussed the facilities condition assessment, and Mike Stevens the Manager of Transformation Projects and Planning, who provided an update on the facilities planning exercises currently underway.

Given the press of time, the Committee did not receive an update on the financial analysis and research work that Lit Tyler is undertaking.

5. Public Comment

There was no public comment

6. Executive Session

At 1:15 p.m. Trustee Grinold moved that the VSCS Finance and Facilities Committee enter executive session pursuant to 1 V.S.A. § 313(a)(1)(A) to discuss contracts; 1 V.S.A. § 313(a)(1)(E) to discuss civil litigation; and 1 V.S.A. § 313(a)(1)(F) to receive confidential attorney client communications made for the purpose of providing professional legal services. Because premature general public knowledge of these discussions would place VSC at a substantial disadvantage, it was appropriate for the Committee to enter executive session. Along with the members of the Board present at the meeting, the Board invited the Chancellor, the VSCS Chief Financial and Operating Officer, and the VSCS General Counsel to attend. Trustee Zeller seconded the motion and it passed unanimously.

The Committee exited executive session at 1:53 p.m.

7. Adjourn

Chair Silverman adjourned the meeting at 1:54 p.m.



NorthernVermont.edu

Office of the President
Johnson Campus: 802.635.1240
Lyndon Campus: 802.626.6404

December 14, 2021

Sophie Zdatny, Chancellor
Vermont State Colleges System
PO Box 7
Montpelier, VT 05601

Dear Chancellor Zdatny,

I am pleased to send you the New Funding Source Document for establishing a new endowment at Northern Vermont University-Johnson. An anonymous donor established the Graduate Studies Fund in 2016. Since that time, the fund has been used to support the scholarly work of NVU-Johnson's graduate students. The donor has decided to endow the fund, and as such has made a gift in order to grow the fund big enough to endow. This endowment will be named after retired staff member Cathy Higley in honor of her many years of service to the college. Cathy retired in the spring of 2021, after having served the graduate students of Johnson for more than thirty years. Cathy's commitment, professionalism and no-nonsense attitude endeared her to students, faculty and staff who affectionately referred to her as the "Graduate Goddess".

The **Cathy Higley Graduate Student Scholarly Activity Fund Endowment** will provide small cash awards to matriculated graduate students enrolled in any graduate degree program housed at the Johnson campus. Rewards are intended to enhance a student's participation in scholarly activity related to their degree program. Eligible activities include support for approved research projects, attendance at scholarly conferences, subscriptions to peer-reviewed journals, membership fees for scholarly associations, and other scholarly applications. These funds will not be available as scholarship support to cover program tuition and fees.

Applications will be submitted to the Chair of the Johnson Faculty Graduate Committee. The Graduate Committee will meet to review applications and will notify applicants of their decision. In the absence of a formal Faculty Graduate Committee on the Johnson campus, awards will be made by a review committee of current and, or, former program directors of Johnson graduate degree programs. That review committee will be formed by the current Johnson graduate program directors.

We look forward to the Vermont State Colleges Board of Trustees' approval for the establishment of this new endowment.

Sincerely,

A handwritten signature in black ink that reads "John W. Mills".

Dr. John W. Mills
Interim President

Attachments: Funding Source C document

- NEW FUNDING SOURCE DOCUMENT - ENDOWMENTS ONLY

NORTHERN VERMONT UNIVERSITY
(College Name)

Submit to Chancellor's Office for all activities based upon a new funding source.
Place copy in front of any applicable master file.

1) Name of endowment: (type in all CAPS)

THE CATHY HIGLEY GRADUATE STUDENT SCHOLARLY ACTIVITY FUND ENDOWMENT

2) Granting agency/donor/other funding source: (Attach supporting Documentation)

Anonymous Donor.

3) Purpose of endowment: (Attach supporting Documentation)

The Cathy Higley Graduate Student Scholarly Activity Fund Endowment will provide small cash awards to graduate students enrolled at the Johnson campus. Eligible activities include research, attendance at conferences, journal subscriptions, professional organization membership fees, and other non-scholarship applications. These funds will not be available for scholarship support to cover program tuition and fees.

Applications will be reviewed and approved by the Johnson Graduate Committee. In the absence of a formal graduate committee on the Johnson campus, awards will be made by a committee formed by the Johnson graduate program directors.

4) Proper accounting fund:

Regular Endowment

Term Endowment

5) General Ledger Activity Code(s): (as proposed or assigned)

TBD

6a) Date Endowment Reach Endowment Status:

December, 2021

7) Reporting requirements: (format/to whom/frequency/other)

None.

8a) Funding amount:

\$11,335

8b) One-time - OR

Ongoing funding (indicate timeframe:)
Annual gifts made to grow fund and endowment.

9a) Is principal use allowed:
(w/Board OK?)

No.

11

9b) If yes, is replenishment of principal
allowed or required:

Not Applicable

- NEW FUNDING SOURCE DOCUMENT - ENDOWMENTS ONLY

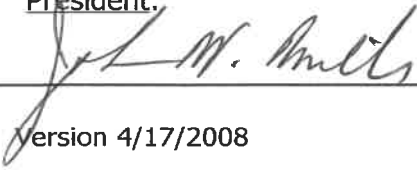
NORTHERN VERMONT UNIVERSITY

(College Name)

10) If investment proceeds generated, indicate intended disposition:

- Per Board Approved Spending Procedure
- Fully expend for program as prescribed
- Increase principal for inflation and expend remainder
- All Investment earnings added for ___ years before expending for endowment purposes begins
- Other (describe:)

11) President:



12) Date to Ch's Ofc:

13) Date Board Approved:

Version 4/17/2008

FORM B: INFORMATION ABOUT THE PROPOSAL

Principal Investigator/Project Initiator (PI)	Sharron Scott
E-mail Address	Sharron.Scott@vsc.edu
Institution	Office of the Chancellor
I am:	Staff
Title of Proposal	Workforce Upskill Opportunity (Workforce 2.0)
Name of Funder (the organization providing the funding DIRECTLY to your institution)	Agency of Administration - Financial Services Division
Is funding for this project being passed through from another organization?	Yes
Name of Primary Funder	United State Treasury (ARPA)
Funding Type (if this is pass-through funding, choose the primary source of funding)	Federal
Proposal Submission Deadline	01/01/22
Estimated Project Start Date	07/01/21
Estimated Project End Date	06/30/22
BUDGET	
Total Project Cost (including direct costs, indirect costs, and match)	3000000
Direct Costs	2700000
Indirect Costs	300000
How were indirect costs determined?	Other: Federal de Minimus
Will matching funds be used for this project?	No
Budget Upload	https://s3.amazonaws.com/files.formstack.com/uploads/4139506/101830626/926555086/101830626_budget.docx

CONFLICT OF INTEREST

I have read and I understand the VSC Employee Conflict of Interest Policy (VSC Policy 210). Yes

I agree to follow the procedures outlined in VSC Policy 210, including notifying the appropriate administrator if I believe I have a conflict of interest based on this grant proposal. Yes

RESEARCH PROPOSALS

Is this a research proposal? (See definition below.) No

Will this proposal obtain, use, study, analyze, or generate identifiable private information or identifiable biospecimens from any individual(s)? No

CERTIFICATION

I agree that the information I have supplied on this form is true and accurate to the best of my ability. Yes

I attest that I am not suspended, debarred, or otherwise excluded from federally-funded projects. Additionally, I attest that any co-PIs on this project (if applicable) are not suspended, debarred, or excluded from federally-funded projects. Yes

Date/Time Feb 03, 2022 06:03 PM

Approvals

Approval Status Approved

Approved By Sharron Scott

Approval Date February 3, 2022 6:28 PM

Comments [Feb 3, 2022 6:27 PM] Sharron Scott APPROVED
[Feb 3, 2022 6:28 PM] Betsy Ward SKIPPED
[Feb 3, 2022 6:28 PM] Sharron Scott: Skipped Betsy Ward as approver

FORM B: INFORMATION ABOUT THE PROPOSAL

Principal Investigator/Project Initiator (PI)	Sharron Scott
E-mail Address	Sharron.Scott@vsc.edu
Institution	Office of the Chancellor
I am:	Staff
Title of Proposal	Degree Completion
Name of Funder (the organization providing the funding DIRECTLY to your institution)	Agency of Administration - Financial Services Division
Is funding for this project being passed through from another organization?	Yes
Name of Primary Funder	United States Department of Treasury
Funding Type (if this is pass-through funding, choose the primary source of funding)	Federal
Proposal Submission Deadline	01/01/22
Estimated Project Start Date	07/01/21
Estimated Project End Date	06/30/22

BUDGET

Total Project Cost (including direct costs, indirect costs, and match)	3000000
Direct Costs	2700000
Indirect Costs	300000
How were indirect costs determined?	Other: Federal de Minimus
Will matching funds be used for this project?	No
Budget Upload	https://s3.amazonaws.com/files.formstack.com/uploads/4139506/101830626/926555676/101830626_budget.docx

CONFLICT OF INTEREST

I have read and I understand the VSC Employee Conflict of Interest Policy (VSC Policy 210). Yes

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CERTIFICATION

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Date/Time Feb 03, 2022 06:10 PM

Approvals

Approval Status Approved

Approved By Sharron Scott

Approval Date February 3, 2022 6:28 PM

Comments [Feb 3, 2022 6:27 PM] Sharron Scott APPROVED
[Feb 3, 2022 6:28 PM] Betsy Ward SKIPPED
[Feb 3, 2022 6:28 PM] Sharron Scott: Skipped Betsy Ward as approver

FORM B: INFORMATION ABOUT THE PROPOSAL

Principal Investigator/Project Initiator (PI)	Sharron Scott
E-mail Address	Sharron.Scott@vsc.edu
Institution	Office of the Chancellor
I am:	Staff
Title of Proposal	Critical Occupations
Name of Funder (the organization providing the funding DIRECTLY to your institution)	Agency of Administration - Financial Services Division
Is funding for this project being passed through from another organization?	Yes
Name of Primary Funder	United States Department of Treasury
Funding Type (if this is pass-through funding, choose the primary source of funding)	Federal
Proposal Submission Deadline	01/01/22
Estimated Project Start Date	07/01/21
Estimated Project End Date	06/30/22

BUDGET

Total Project Cost (including direct costs, indirect costs, and match)	5000000
Direct Costs	4500000
Indirect Costs	500000
How were indirect costs determined?	Other: Federal de Minimus
Will matching funds be used for this project?	No
Budget Upload	https://s3.amazonaws.com/files.formstack.com/uploads/4139506/101830626/926556240/101830626_budget.docx

CONFLICT OF INTEREST

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RESEARCH PROPOSALS

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CERTIFICATION

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Date/Time Feb 03, 2022 06:13 PM

Approvals

Approval Status Approved

Approved By Sharron Scott

Approval Date February 3, 2022 6:27 PM

Comments [Feb 3, 2022 6:27 PM] Sharron Scott APPROVED
[Feb 3, 2022 6:27 PM] Betsy Ward SKIPPED
[Feb 3, 2022 6:27 PM] Sharron Scott: Skipped Betsy Ward as approver

FORM B: INFORMATION ABOUT THE PROPOSAL

Principal Investigator/Project Initiator (PI)	Sharron Scott
E-mail Address	Sharron.Scott@vsc.edu
Institution	Office of the Chancellor
I am:	Staff
Title of Proposal	Pandemic Related Deficits / Bridge Funding (ARPA)
Name of Funder (the organization providing the funding DIRECTLY to your institution)	Agency of Administration - Financial Services Division
Is funding for this project being passed through from another organization?	Yes
Name of Primary Funder	United States Department of Treasury
Funding Type (if this is pass-through funding, choose the primary source of funding)	Federal
Proposal Submission Deadline	01/01/22
Estimated Project Start Date	07/01/21
Estimated Project End Date	06/30/22

BUDGET

Total Project Cost (including direct costs, indirect costs, and match)	21000000
Direct Costs	18900000
Indirect Costs	2100000
How were indirect costs determined?	Other: Federal de Minimus
Will matching funds be used for this project?	No
Budget Upload	https://s3.amazonaws.com/files.formstack.com/uploads/4139506/101830626/926557265/101830626_budget.docx

CONFLICT OF INTEREST

I have read and I understand the VSC Employee Conflict of Interest Policy (VSC Policy 210). Yes

I agree to follow the procedures outlined in VSC Policy 210, including notifying the appropriate administrator if I believe I have a conflict of interest based on this grant proposal. Yes

RESEARCH PROPOSALS

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CERTIFICATION

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Date/Time Feb 03, 2022 06:15 PM

Approvals

Approval Status Approved

Approved By Sharron Scott

Approval Date February 3, 2022 6:27 PM

Comments [Feb 3, 2022 6:27 PM] Sharron Scott APPROVED
[Feb 3, 2022 6:27 PM] Betsy Ward SKIPPED
[Feb 3, 2022 6:27 PM] Sharron Scott: Skipped Betsy Ward as approver

FORM B: INFORMATION ABOUT THE PROPOSAL

Principal Investigator/Project Initiator (PI)	Sharron Scott
E-mail Address	Sharron.Scott@vsc.edu
Institution	Office of the Chancellor
I am:	Staff
Title of Proposal	Practical Nursing Program
Name of Funder (the organization providing the funding DIRECTLY to your institution)	Agency of Administration - Financial Services Division
Is funding for this project being passed through from another organization?	Yes
Name of Primary Funder	United States Department of Treasury
Funding Type (if this is pass-through funding, choose the primary source of funding)	Federal
Proposal Submission Deadline	01/01/22
Estimated Project Start Date	07/01/21
Estimated Project End Date	06/30/24

BUDGET

Total Project Cost (including direct costs, indirect costs, and match)	1400000
Direct Costs	1260000
Indirect Costs	140000
How were indirect costs determined?	Other: Federal de Minimus
Will matching funds be used for this project?	No
Budget Upload	https://s3.amazonaws.com/files.formstack.com/uploads/4139506/101830626/926557681/101830626_budget.docx

CONFLICT OF INTEREST

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RESEARCH PROPOSALS

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Will this proposal obtain, use, study, analyze, or generate identifiable private information or identifiable biospecimens from any individual(s)? No

CERTIFICATION

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Date/Time Feb 03, 2022 06:18 PM

Approvals

Approval Status Approved

Approved By Sharron Scott

Approval Date February 3, 2022 6:27 PM

Comments [Feb 3, 2022 6:27 PM] Sharron Scott APPROVED
[Feb 3, 2022 6:27 PM] Betsy Ward SKIPPED
[Feb 3, 2022 6:27 PM] Sharron Scott: Skipped Betsy Ward as approver

ITEM 2: FY2022 2nd Quarter Results

2nd Quarter Results – Unrestricted Performance

FY2022 financial performance is forecasted stronger than budget with net revenues with an overall improvement of \$15.9M before use of carryforward and Coronavirus Relief Funds (CRF), and is \$16.0M better than budget after use of CRF monies.

	Vermont State Colleges System		
	Projected FY22	Budget FY22	Proj vs. Bud Fav / (Unfav)
TOTAL REVENUES	191,010	173,393	17,617
TOTAL EXPENSES	181,333	179,686	(1,647)
	-	-	-
NET REVENUES/(DEFICIT)	<u>9,677</u>	<u>(6,293)</u>	<u>15,970</u>
Unrestricted use of CRF ¹	(3,735)	(3,826)	(91)
Net Revenue without use of CRF	<u>5,942</u>	<u>(10,119)</u>	<u>16,061</u>

System-wide, overall revenues are \$17.6M better than budget and student revenues (tuition, fees, room, and board) are \$13.9M better than budgeted (including \$2.7M use of institutional HEERF). This correlates strongly with the institutional key performance indicators. All institutions are seeing improved enrollment and housing participation, with enrollment up close to 9% system-wide and room occupancy up more than 19%. An additional item of note is the \$2M increase to the State Appropriation due to the passage of the *Welcome Home Scholarship* after approval of the FY2022 budget.

	Projected FY22	Budget FY22	Proj vs. Bud Fav / (Unfav)
REVENUES			
Tuition and Fees	103,658	95,462	8,196
State Appropriation	59,436	57,436	2,000
Room and Board	19,262	16,247	3,015
<i>CRF/HEERF: Room & Board</i>	<i>2,650</i>	<i>-</i>	<i>2,650</i>
Net Room and Board	21,912	16,247	5,665
Sales and Services	4,095	2,584	1,511
Gifts	1,175	825	350
Other Revenue	734	839	(105)
TOTAL REVENUES	<u>191,010</u>	<u>173,393</u>	<u>17,617</u>

Overall expenses are forecasted approximately \$1.6M higher than budget. Two categories are showing improvements to budget. These include salaries and benefits, and services, supplies, and travel. Combined, these two categories account for a \$4.2M improvement relative to budget.

	Projected FY22	Budget FY22	Proj vs. Bud Fav / (Unfav)
EXPENSES			
Salaries and Benefits	108,730	111,287	2,557
<i>CRF/HEERF: Salaries</i>	<i>(973)</i>	<i>-</i>	<i>973</i>
Services, Supplies, Travel	38,114	38,705	591
<i>CRF: Services/Supplies/Travel</i>	<i>(112)</i>	<i>-</i>	<i>112</i>

These improvements are off-set by a \$3.7M increase in scholarship expense. The increase in scholarship expense is attributable to two primary areas, the first is the \$2M allocated by the Vermont State Legislature for the *Welcome Home Scholarship*. The second, includes increases in scholarship spending at Castleton, \$1.1M, and Northern Vermont University, \$0.6M.

	Projected FY22	Budget FY22	Proj vs. Bud Fav / (Unfav)
EXPENSES			
Scholarships	21,812	18,086	(3,726)

Consolidated system and institutional projected performance is available on the next two pages.

	Projected FY22	Budget FY22	Proj vs. Bud Fav / (Unfav)
REVENUES			
Tuition and Fees	103,658	95,462	8,196
State Appropriation	59,436	57,436	2,000
Room and Board	19,262	16,247	3,015
<i>CRF/HEERF: Room & Board</i>	<i>2,650</i>	<i>-</i>	<i>2,650</i>
Net Room and Board	21,912	16,247	5,665
Sales and Services	4,095	2,584	1,511
Gifts	1,175	825	350
Other Revenue	734	839	(105)
TOTAL REVENUES	191,010	173,393	17,617
EXPENSES			
Salaries and Benefits	108,730	111,287	2,557
<i>CRF/HEERF: Salaries</i>	<i>(973)</i>	<i>-</i>	<i>973</i>
<i>Wage/Ben. Reserve Adj</i>	<i>-</i>	<i>-</i>	<i>-</i>
Services, Supplies, Travel	38,114	38,705	591
<i>CRF: Services/Supplies/Travel</i>	<i>(112)</i>	<i>-</i>	<i>112</i>
Scholarships	21,812	18,086	(3,726)
<i>CRF: Scholarships</i>	<i>-</i>	<i>-</i>	<i>-</i>
Utilities	6,573	6,216	(357)
Other Expenses	14	10	(4)
Debt Service	12,577	12,575	(2)
Chancellor's Office	(2)	-	2
Other Transfers	(5,400)	(3,367)	2,033
<i>CRF: Other Transfers</i>	<i>-</i>	<i>(3,826)</i>	<i>(3,826)</i>
TOTAL EXPENSES	181,333	179,686	(1,647)
NET REVENUES/(DEFICIT)	9,677	(6,293)	15,970
ONE-TIME FUNDS			
Carried Over Funds	(1,656)	1,790	-
Strategic Reserve	(280)	-	-
All Other	-	4,503	-
TOTAL ONE-TIME FUNDS	(1,936)	6,293	-
TOTAL OPERATING RESULT	7,741	-	15,970
Unrestricted use of CRF ¹	(3,735)	(3,826)	(91)
Net Revenue without use of CRF	5,942	(10,119)	16,061

VSCS Board of Trustees
Finance & Facilities Committee Meeting

February 7, 2022

	Community College of Vermont			Castleton University			Northern Vermont University			Vermont Technical College ²			Chancellor's Office		
	Projected	Budget	Proj vs. Bud	Projected	Budget	Proj vs. Bud	Projected	Budget	Proj vs. Bud	Projected	Budget	Proj vs. Bud	Projected	Budget	Proj vs. Bud
	FY22	FY22	Fav / (Unfav)	FY22	FY22	Fav / (Unfav)	FY22	FY22	Fav / (Unfav)	FY22	FY22	Fav / (Unfav)	FY22	FY22	Fav / (Unfav)
REVENUES															
Tuition and Fees	22,838	19,125	3,713	35,000	32,600	2,400	22,937	21,516	1,421	22,883	22,221	662	-	-	-
State Appropriation	6,811	6,811	-	8,169	8,169	-	11,868	11,868	-	8,523	8,523	-	24,065	22,065	2,000
Room and Board	-	-	-	10,150	9,200	950	6,061	4,926	1,135	3,051	2,121	930	-	-	-
<i>CRF/HEERF: Room & Board</i>	-	-	-	242	-	242	2,408	-	2,408	-	-	-	-	-	-
Net Room and Board	-	-	-	10,392	9,200	1,192	8,469	4,926	3,543	3,051	2,121	930	-	-	-
Sales and Services	2	6	(4)	900	700	200	669	689	(20)	2,524	1,189	1,335	-	-	-
Gifts	110	50	60	400	400	-	261	275	(14)	403	100	303	1	-	1
Other Revenue	173	86	87	400	300	100	501	250	251	157	203	(46)	(497)	-	(497)
TOTAL REVENUES	29,934	26,078	3,856	55,261	51,369	3,892	44,705	39,524	5,181	37,541	34,357	3,184	23,569	22,065	1,504
EXPENSES															
Salaries and Benefits	21,529	21,138	(391)	28,750	29,900	1,150	29,173	31,976	2,803	24,706	23,701	(1,005)	4,572	4,572	-
<i>CRF/HEERF: Salaries</i>	-	-	-	(439)	-	439	(382)	-	382	(147)	-	147	(5)	-	5
<i>Wage/Ben. Reserve Adj</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Services, Supplies, Travel	4,510	4,910	400	10,475	10,475	-	10,041	10,041	-	7,783	7,974	191	5,305	5,305	-
<i>CRF: Services/Supplies/Travel</i>	-	-	-	-	-	-	(97)	-	97	(15)	-	15	-	-	-
Scholarships	145	170	25	12,700	11,635	(1,065)	5,254	4,659	(595)	1,713	1,622	(91)	2,000	-	(2,000)
<i>CRF: Scholarships</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	292	292	-	2,200	2,200	-	2,383	2,383	-	1,669	1,312	(357)	29	29	-
Other Expenses	-	-	-	10	10	-	4	-	(4)	-	-	-	-	-	-
Debt Service	1,824	1,823	(1)	3,060	3,061	1	2,340	2,338	(2)	778	778	-	4,575	4,575	-
Chancellor's Office	1,878	1,879	1	2,252	2,254	2	3,276	3,275	(1)	1,976	1,976	-	(9,384)	(9,384)	-
Other Transfers	(871)	(543)	328	851	807	(44)	509	509	-	(793)	956	1,749	(5,096)	(5,096)	-
<i>CRF: Other Transfers</i>	-	(3,826)	(3,826)	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	29,307	25,843	(3,464)	59,859	60,342	483	52,501	55,181	2,680	37,670	38,319	649	1,996	1	(1,995)
NET REVENUES/(DEFICIT)	627	235	392	(4,598)	(8,973)	4,375	(7,796)	(15,657)	7,861	(129)	(3,962)	3,833	21,573	22,064	(491)
ONE-TIME FUNDS															
Carried Over Funds	-	-	-	-	-	-	-	-	-	(1,656)	1,790	-	-	-	-
Strategic Reserve	-	-	-	-	-	-	-	-	-	(280)	-	-	-	-	-
All Other	-	-	-	-	-	-	-	-	-	-	-	-	-	4,503	-
TOTAL ONE-TIME FUNDS	-	-	-	-	-	-	-	-	-	(1,936)	1,790	-	-	4,503	-
TOTAL OPERATING RESULT	627	235	392	(4,598)	(8,973)	4,375	(7,796)	(15,657)	7,861	(2,065)	(2,172)	3,833	21,573	26,567	(491)
Unrestricted use of CRF ¹	-	(3,826)	(3,826)	(681)	-	681	(2,887)	-	2,887	(162)	-	162	(5)	-	5
Net Revenue without use of CRF	627	(3,591)	4,218	(5,279)	(8,973)	3,694	(10,683)	(15,657)	4,974	(291)	(3,962)	3,671	21,568	22,064	(496)

¹ 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
² Vermont Tech's numbers reflect the combination of VTC's collegiate programs and Workforce Development (WFD), which includes CEWD, VMEC, and SBDC.
A separate budget for WFD, with combined revenues of \$1 million, is available on request

2nd Quarter Key Indicators

The FY2022 budget is predicated on key values related to enrollment, room occupancy and employee wages. As part of the FY2022 budgeting process, each institution within the Vermont State Colleges supplied the Finance and Facilities Committee with the foundational metrics upon which their budgets were built as a means for the Committee to gauge current year budget performance. Overall performance related to these key indicators is positive. The following indicators have been updated for the 2nd Quarter.

	Vermont State Colleges			
	FY2022	Q2 Forecast	Var \$	Var %
Student Revenue & Wages (\$millions)				
Net Student Revenue	\$94,989	\$ 102,973	\$ 7,984	8.4%
Annual Employee Wages	\$66,848	\$ 64,693	\$ (2,155)	-3.2%
Full Paying Equivalent Enrollment				
Annual FPE	6,596	7,177	581	8.8%
FPE by Term				
Fall	5,149	6,919	1,770	34.4%
Spring	4,827	6,261	1,434	29.7%
Other	985	1,172	187	19.0%
FPE by Value Stream				
Vermonters	3,766	5,218	1,452	38.6%
Out-of-State	1,051	982	(69)	-6.6%
NEBHE & Good Neighbor	387	320	(67)	-17.4%
Nursing & Allied Health		164	n/a	n/a
Online	264	230	(34)	-12.9%
Graduate				
Vermonters	175	212	37	21.1%
Out-of-State	62	59	(3)	-4.8%
Room Occupancy				
Annual Occupancy	1,398	1,672	274	19.6%
Occupancy by Term				
Fall	1,526	1,738	212	13.9%
Spring	1,268	1,606	338	26.6%
Other	-	-	n/a	n/a

Detailed information by institution is available on the next page.

	Community College of Vermont				Castleton University				Northern Vermont University				Vermont Technical College			
	FY2022	Q2 Forecast	Var \$	Var %	FY2022	Q2 Forecast	Var \$	Var %	FY2022	Q2 Forecast	Var \$	Var %	FY2022	Q2 Forecast	Var \$	Var %
Student Revenue & Wages (\$millions)																
Net Student Revenue	\$18,955	\$ 22,693	\$3,738	19.7%	\$30,165	\$ 32,450	\$ 2,285	7.6%	\$ 21,783	\$ 23,744	\$ 1,961	9.0%	\$ 24,086	\$ 24,086	\$ -	0.0%
Annual Employee Wages	\$14,961	\$ 15,285	\$ 324	2.2%	\$18,603	\$ 17,100	\$ (1,503)	-8.1%	\$ 19,141	\$ 17,456	\$ (1,685)	-8.8%	\$ 14,144	\$ 14,852	\$ 708	5.0%
Full Paying Equivalent Enrollment																
Annual FPE	2,538	3,072	534	21.0%	1,563	1,620	57	3.6%	1,381	1,305	(76)	-5.5%	1,114	1,180	66	5.9%
FPE by Term																
Fall	2,092	2,723	631	30.2%	1,615	1,705	90	5.6%	1,442	1,360	(82)	-5.7%	1,067	1,131	64	6.0%
Spring	1,998	2,338	340	17.0%	1,510	1,535	25	1.7%	1,319	1,249	(70)	-5.3%	1,075	1,139	64	6.0%
Other	985	1,082	97	9.8%	-	-	-	n/a	-	-	-	-	85	90	5	5.9%
FPE by Value Stream																
Vermonters	2,391	2,922	531	22.2%	739	727	(12)	-1.6%	636	547	(89)	-14.0%	964	1,022	58	6.0%
Out-of-State	133	119	(14)	-10.2%	544	601	57	10.5%	159	196	37	23.3%	62	66	4	1.9%
NEBHE & Good Neighbor	15	32	17	117.2%	30	33	3	10.0%	170	162	(8)	-4.7%	87	93	6	3.5%
Nursing & Allied Health	n/a	n/a	n/a	n/a	164	158	(6)	-3.7%	n/a	n/a	n/a	n/a	embedded above		n/a	n/a
Online	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	264	230	(34)	-12.9%	n/a	n/a	n/a	n/a
Graduate																
Vermonters	n/a	n/a	n/a	n/a	50	62	12	24.0%	125	150	25	20.0%	-	-	-	100.0%
Out-of-State	n/a	n/a	n/a	n/a	35	39	4	11.4%	27	20	(7)	-25.9%	-	-	-	0.0%
Room Occupancy																
Annual Occupancy	n/a	n/a	n/a	n/a	762	863	101	13.3%	442	530	88	19.9%	194	279	85	43.8%
Occupancy by Term																
Fall	n/a	n/a	n/a	n/a	800	877	77	9.6%	510	576	66	12.9%	216	285	69	32.2%
Spring	n/a	n/a	n/a	n/a	723	850	127	17.6%	373	483	110	29.5%	172	273	101	58.4%
Other	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Castleton University

FY22 Q2

Narrative

Revenues:

Tuition and Fees: This budget was based on using a projected fall enrollment FTE count of 1,615 and a spring melt projected FTE of 1,510. The actual Fall FTE {Oct 15} ended up at 1,706 and we are now projecting a spring FTE of 1,562. It is also important to note that the mix between in-state and out-of-state enrollments shifted from original budget projections. There are significantly more in the out of state category and fewer in the in-state category. Second quarter spring projections are down slightly from first quarter. In addition to these traditional students, the Center for Schools revenue is also included here and is experiencing a solid, consistent student enrollment count. The overall projected revenue for tuition and fees is projected to be \$2.4M better than budget.

Room & Board: This budget was based on using an annual average of 762 residential students living on the main campus, Rutland apartments and Killington site. As of the second quarter, we estimate an annual average of 863 residential students resulting in the overall revenue for this category projected to be \$1.2M better than budget. As noted above, the result of more out-of-state students than originally budgeted affects the room and meal projections as well. This \$1.2M does include 242K of CRF funding.

Other Revenues (Sales & Services, Gifts, Other): As of Second quarter the overall revenue for this category is projected to be \$300k better than budget due to positive conference and events activity and system investment income.

Expenses:

Salary & Benefits: Savings in this category is project to be \$1.6M. Approximately \$440k of this savings is attributed to Corona Relief Funds {CRF} being available to offset Public Safety and Health Services expenditures. The remaining savings are attributed to unfilled positions, and budget to actual variances in health insurance and other employee benefits. Second quarter results include the vacancy of the provost position as he assumed the position of President when Jonathan Spiro retired at the end of the year. Vacancies also exist in the nursing department, the Criminal Justice department and History department.

Service, Supplies & Travel: First quarter projections anticipated a slight budget overage in this category however at second quarter projections are trending closer to being on budget.

Scholarships: Are projected to be \$1M over budget, which is a direct correlation to the increased out-of-state enrollments that were recognized.

Transfers/Debt: On budget.

Community College of Vermont

FY22 Second Quarter Narrative

Narrative

CCV has had higher enrollment this year which is leading to a small surplus. We believe this enrollment increase is due to unusual patterns and additional grants in the COVID environment.

While we are pleased with this current pattern, as we look to the future, we are uncertain if this level of enrollment will continue. Outside of tuition and fees and the associated faculty pay, all other categories remain generally on budget.

Revenues:

Tuition and Fees: increases due to higher than budgeted enrollment.

Sales & Services/Gifts/Other Revenues: this category is down due to the absence of students and in person classes. Sales of bus passes and papercut (copying) are down and less than budgeted workforce contract revenue. We have had an increase due to a larger than budgeted gift.

Expenses:

Service, Supplies & Travel: decrease due to a lack of in person classes and the associated supplies/services.

Scholarships & Fellowships: this category has an decrease in institutional aid but an increase in vouchers for high school students. Note, CCV's CRF was earned and drawn in during FY 22.

Other Transfers: this is increased due to higher than budgeted cross college revenues.

Northern Vermont University

FY22Q2 Narrative

Revenue: Northern Vermont University is expected to be favorable on projected revenue by \$5.181 million.

Tuition and Fees: We have a projected total year tuition and fees of \$22.9 million instead of the total year budgeted tuition and fees of \$21.5 million. Our tuition and fees projections are related to a favorable out-of-state mix of students. The overall enrollment numbers are behind where they should be. We are down in our Full Pay Equivalent (FPE) at both Johnson and Lyndon. Johnson is down 16 FPE for new undergraduate and Lyndon is down 8 FPE for new undergraduate since the start of FY22 for attrition. The overall budgeted, on the combined campuses, FPE for the Fall 2021 Term was at 1442 and at drop/add we were at 1367. Missing our target by 75 FPE. Spring numbers will be compared at Add/Drop in the 3rd quarter numbers.

Room and Board: The room and board projected \$6.061 million instead of the budgeted \$4.926 million. This favorable projection is related to a higher-than-budgeted student body living on campuses and having CRF/HEERF funding in the amount of \$2.408 million.

Expenses: Northern Vermont University is expected to be favorable on projected expenses by \$2.68 million.

Payroll and Benefits: The favorable projected spend in expenses is attributed to one main category, and that is payroll/benefits. We are expected to be favorable to the budget by \$2.8 million for FY22. That is after putting in estimates for our critical 18.3 Full-Time Equivalent open positions across staff and faculty. There was also CRF/HEERF funding in a total amount of \$479 thousand across payroll/benefits and supplies that is not a part of that \$2.8 million show in payroll above.

Scholarships: The scholarship portion is projected to be \$595 thousand over budget for FY22.

Summary

Overall, Northern Vermont University expects to see a favorable variance to budget of approximately \$7.8 million over the FY22 budget submission. That does include \$2.887 million in CRF/HEERF Funding in both revenue and expenses.

VTC
FY22 Second Quarter Narrative
2/1/22

Revenue:

Overall, as of 12/31/21, Vermont Tech is trending to exceed original revenue projections. The projected FY22 total was \$33.4 million and our new projected total is \$35.8 million, a difference of \$2.4 million. One reason for this development is a better-than-anticipated residential enrollment rebound. We originally budgeted super conservatively – 216 anticipated residents, given the unknowns of the pandemic. In the first quarter, we'd reported that we ended up with 277, eying a moderate spring fall-off. However, this quarter we're showing a strong spring with 285. Also, 3rd-party residence hall leases to the Vermont Dept. of Mental Health (Visiting Nurses) and Vermont Law School have bolstered sales and services projections. The projected total - \$1.3 million – is more than twice the original budgeted amount.

We are experiencing stronger-than-anticipated enrollment, with tuition exceeding projections by a half million. The big story here is: our Nursing and Health Occupations programs have enrolled their largest class ever, by a wide margin, and with 481 FTE, it now accounts for 44% of our overall enrollment.

Expenses:

Conversely, expenses are trending steeper than initially anticipated: \$38.3 million versus projected expenses of \$37.3 million. A combination of factors is driving the trend, with greater heating oil costs than budgeted notable among them. Salary and Wages are trending greater than anticipated for a number of reasons. For one, we'd been anticipating a Title III grant award that failed to materialize, which meant making hires for institutional research and advising without grant funding. These two positions are critical to retention, accreditation, and student success. Also, the general scale-up in Nursing and Health Occupations faculty has been greater than anticipated as we ramp up our expanded operations.

Workforce Development:

It should be noted that Vermont Tech's numbers on the "Budgets by Entity" tab reflect the combination of VTC's collegiate programs and Workforce Development (WFD), which includes: Continuing Education and Workforce Development (CEWD), the Vermont Manufacturing Extension Collaborative (VMEC), and the Small Business Development Center (SBDC). These departments house activities such as the apprenticeship programs and the new Advanced Manufacturing Center. Historically, the numbers have been reported separately. A separate budget for WFD, with combined revenues of \$1 million, is available upon request.

Chancellor's Office

FY22 Q2

Narrative

Revenues:

Tuition & Fees: The Q2 projection includes \$2M for the Welcome Home Scholarship that was not budgeted. Transformation is currently not projected.

Other Revenue: The (\$0.5M) represents the allocation of interest earnings to the institutions.

Expenses:

Salaries and Benefits: Transformation expenses are not budgeted/projected but are covered by the \$8M bridge funding.

Scholarships: The \$2M increase in scholarships represents the Welcome Home Scholarship that was not budgeted but is funded.

ITEM 3: Space Utilization Study

Last August, the Vermont State Colleges hired Gordian, the leading higher education facilities benchmarking and analysis firm to conduct a *return on physical assets* study and a *space utilization* study.

The return on physical assets study, presented to this Committee on December 13, 2021, included a comprehensive review and benchmarking of facility performance against our peers across multiple categories. The study's results offered insights into the impact of the current and historical decisions the Vermont State Colleges have made regarding their facilities, construction, renovation, and maintenance.

The data was benchmarked against similarly sized peer institutions, to get a better understanding of where we are now, as well as offer directional insight into where we could be with the same, less, or more investment. While there were many critical insights in the return on physical assets study, two learnings bear repeating as we consider the space utilization study.

First, while at this moment our space portfolio has an adjusted renovation age that is better than our peers, within ten years – at our current level of investment – our deferred maintenance will exceed that of our regional peers by more than \$2 per square foot and that per square foot cost will only accelerate in the years following.

Second, we learned that the *minimum* investment in our facilities, based on their size and type should be approximately \$8.6M per year to protect our building envelope, prevent catastrophic failure, and meet minimum space programming needs. This is nearly \$7M more than we currently allocate to our facilities renovation and deferred maintenance. While regionally, our peers are also short of the minimum necessary to adequately maintain their facilities, The Vermont State Colleges underfund this work by a much wider margin than our regional public higher education peers, who face comparable enrollment and financial headwinds.

Shelly Gianni, Ditee Hosain, and Pete Zuraw from Gordian will join the Committee to review their findings regarding the space utilization study. They will offer their insights into where the Vermont State Colleges can go next, as we wrestle with how to successfully manage our physical assets in a fiscally sustainable manner while meeting the needs of Vermont's learners.

The Gordian team will be available to answer the Committee's questions during and after their presentation.

Vermont State Colleges System

Space Utilization Analysis

BOT Presentation

February 7, 2022

University of the Sciences in Philadelphia
University of Toledo
University of Vermont
University of Washington
University of West Florida
University of Wisconsin - Madison
Vanderbilt University
Virginia Commonwealth University
Wake Forest University
Washburn University
Washington State University
Washington State University - Tri-Cities Campus
Washington State University - Vancouver
Washington University in St. Louis
Wayne State University
Wellesley College
Wesleyan University
West Chester University
West Virginia Health Science Center
West Virginia University
Western Oregon University
Westfield State University
Widener University
Williams College
Worcester Polytechnic Institute
Worcester State University



Space Utilization: A Strategic Decision-Making Tool

Why are we here today? Why does it matter? What are the goals?



Trusted Data Analysis

Evaluate teaching space utilization at VSC using data provided at the system and institutional levels



Framework for Strategic Decision-Making

Create a framework for decision making to identify opportunities for action informed by unique space characteristics and utilization distribution



Action Plans to Drive Long-Term Optimization

Design actionable strategies to align institutional resources and priorities and optimize campus footprint

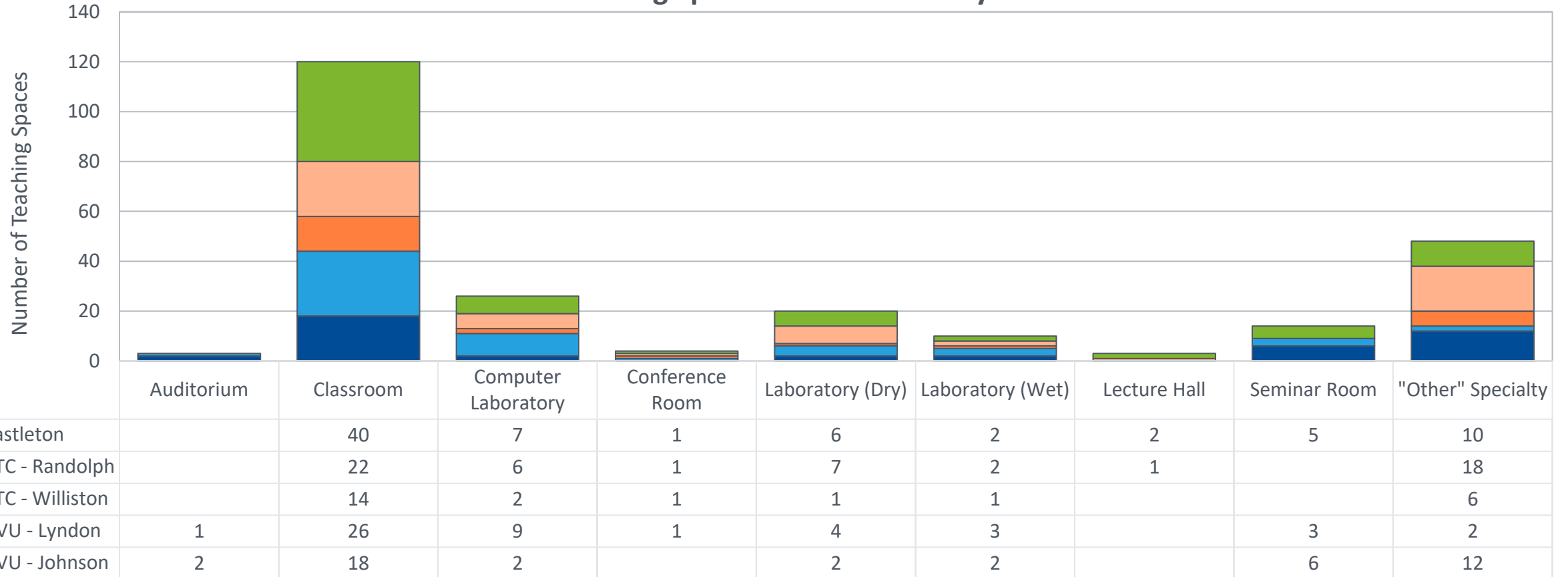
Scope of Analysis for the VSC: NVU, VTC & Castleton



<i>Teaching Space Type</i>	<i>Count</i>
Auditorium	3
Classroom	120
Seminar Room	14
Conference Room	4
Lecture Hall	3
Wet Laboratory	10
Dry Laboratory	20
Computer Laboratory	26
Studio/Performance/Specialty	48

48% of VSC Teaching Space is Classified as Classrooms

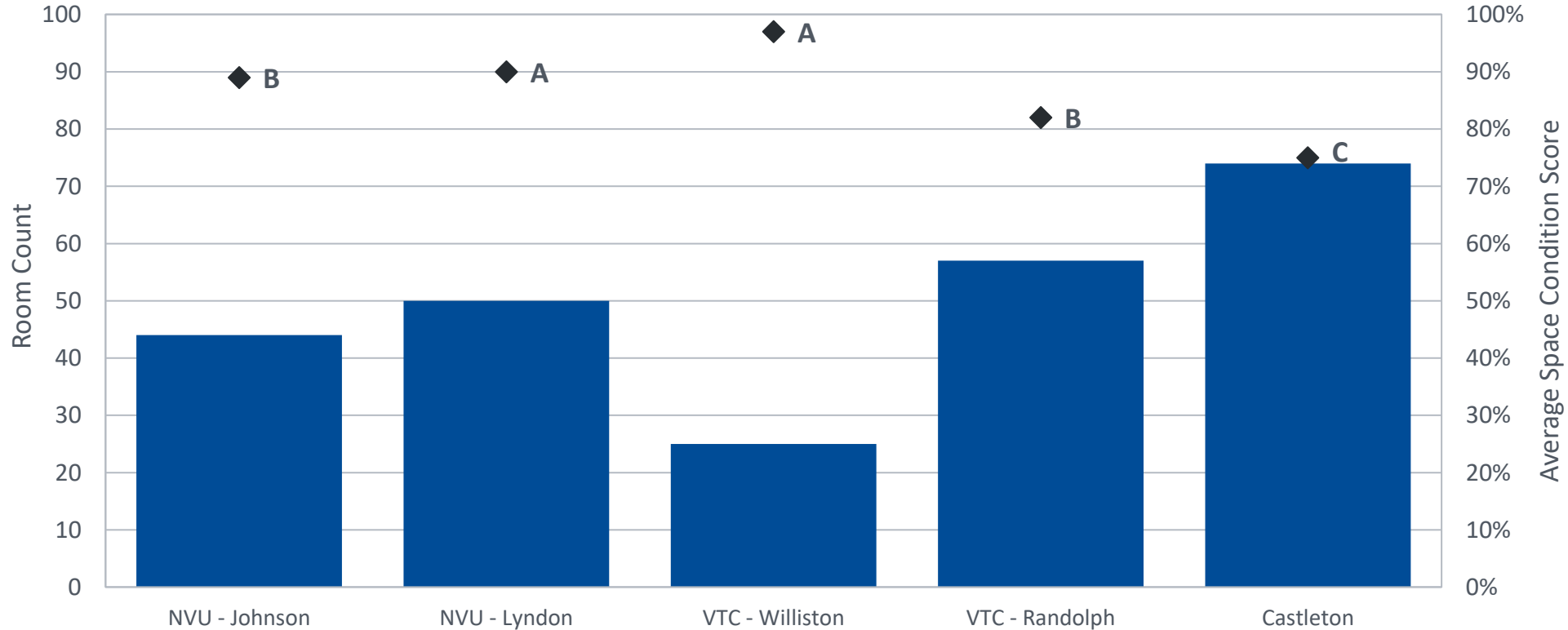
VSC Teaching Space *Classification by Location



Collective Space Condition at VSC is Above Average

Castleton University Space Condition rating trails both NVU and VTC ratings

***Space Condition by Location**



A: >90% B: 80-89% C: 70-79% D: <70%

**VSC
Space Condition
Average:**

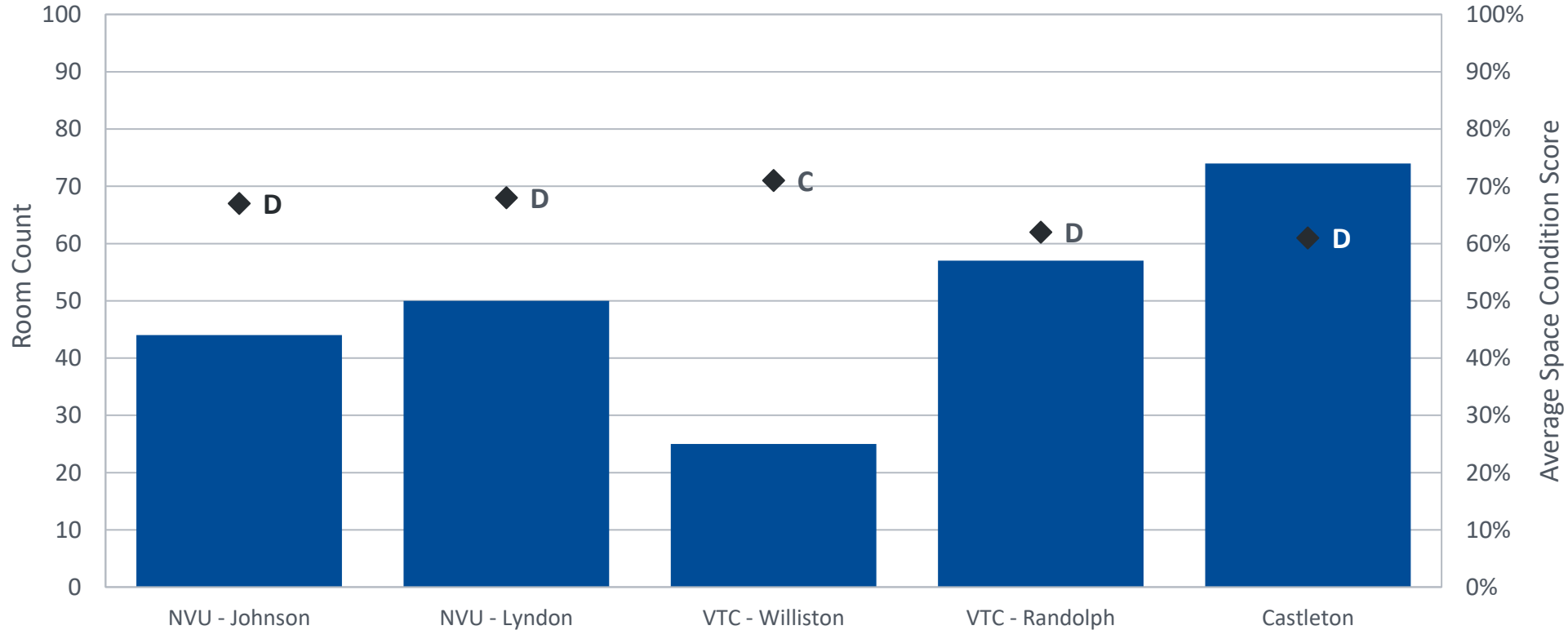
83%

B

All VSC Campus Locations Face a Similar Challenge

Technology Condition at VSC is 20% lower than the comparative VSC Space Condition Rating

***Technology Condition by Location**



A: >90% B: 80-89% C: 70-79% D: <70%

**VSC
Technology
Condition Average:**

64%

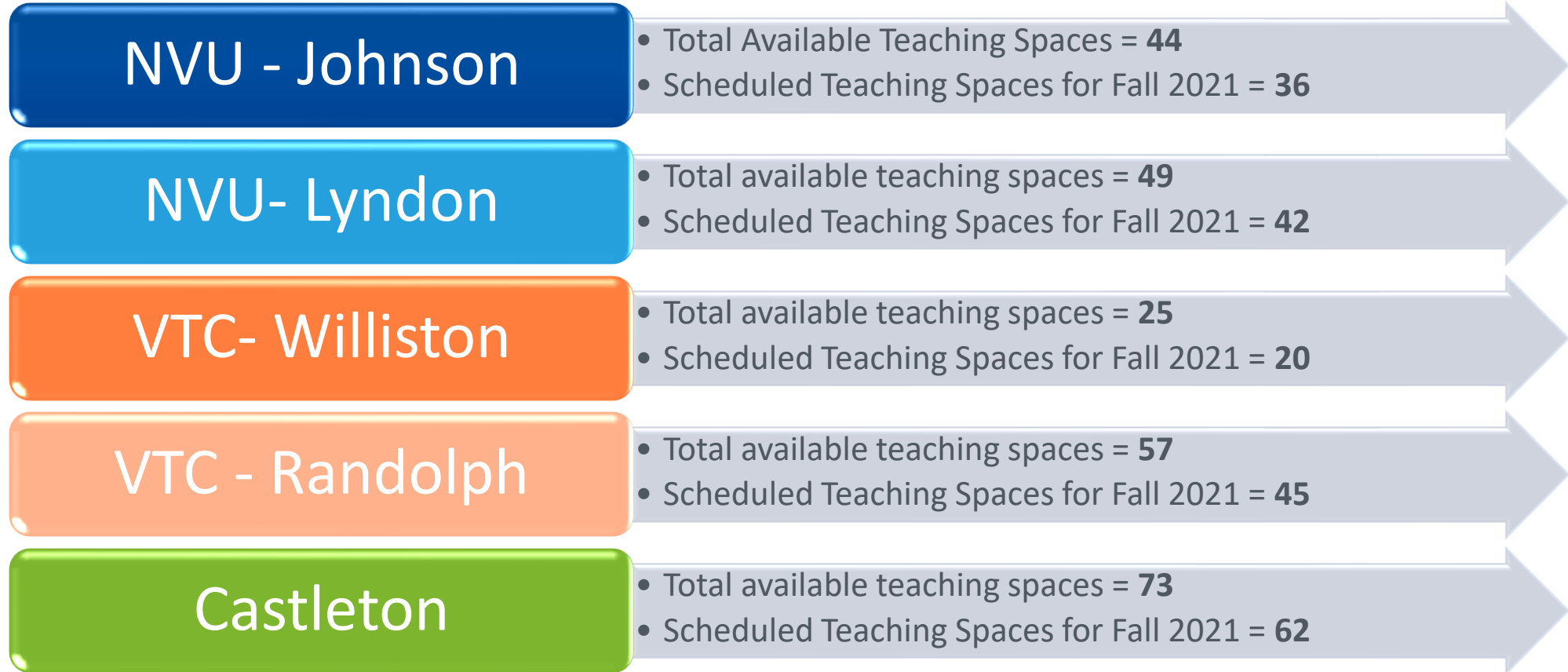
D

Fall 2021 Snapshot



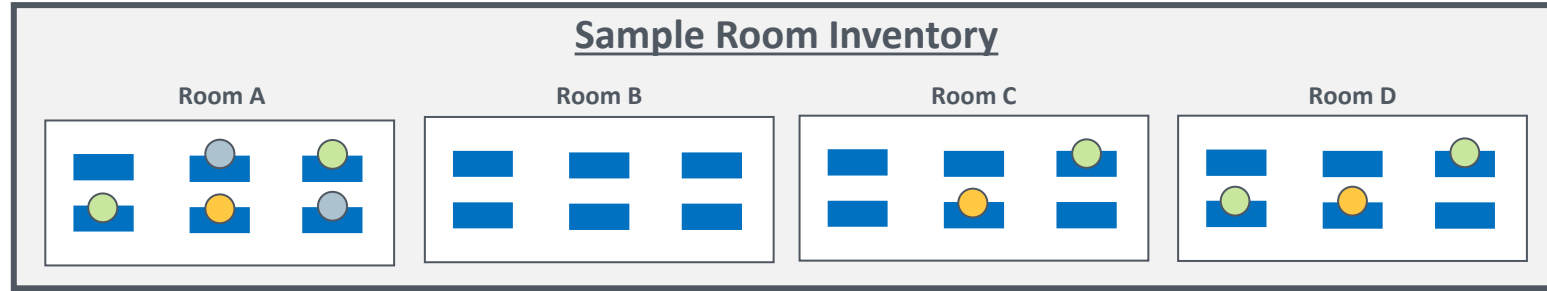
43 System-Wide Teaching Spaces Unscheduled in Fall 2021

*Not all available *Teaching Spaces are scheduled and utilized for classes every semester*



Discreet Teaching Space Count for 4 Semesters = 248, Teaching Space Count Fall 2021 = 205

Space Utilization Terminology



Gordian Term:

Definition:

Example:

Room Utilization



The percentage of available rooms that are scheduled Monday-Friday, 8:00 a.m. through 5:00 p.m.



3 out of 4 rooms are scheduled.
There is a **Room Utilization** of 75%.

Room Capacity



The number of chairs that a teaching space is configured to hold based on the registrar's space inventory.



Room A has a **Room Capacity** of 6.

Position Utilization



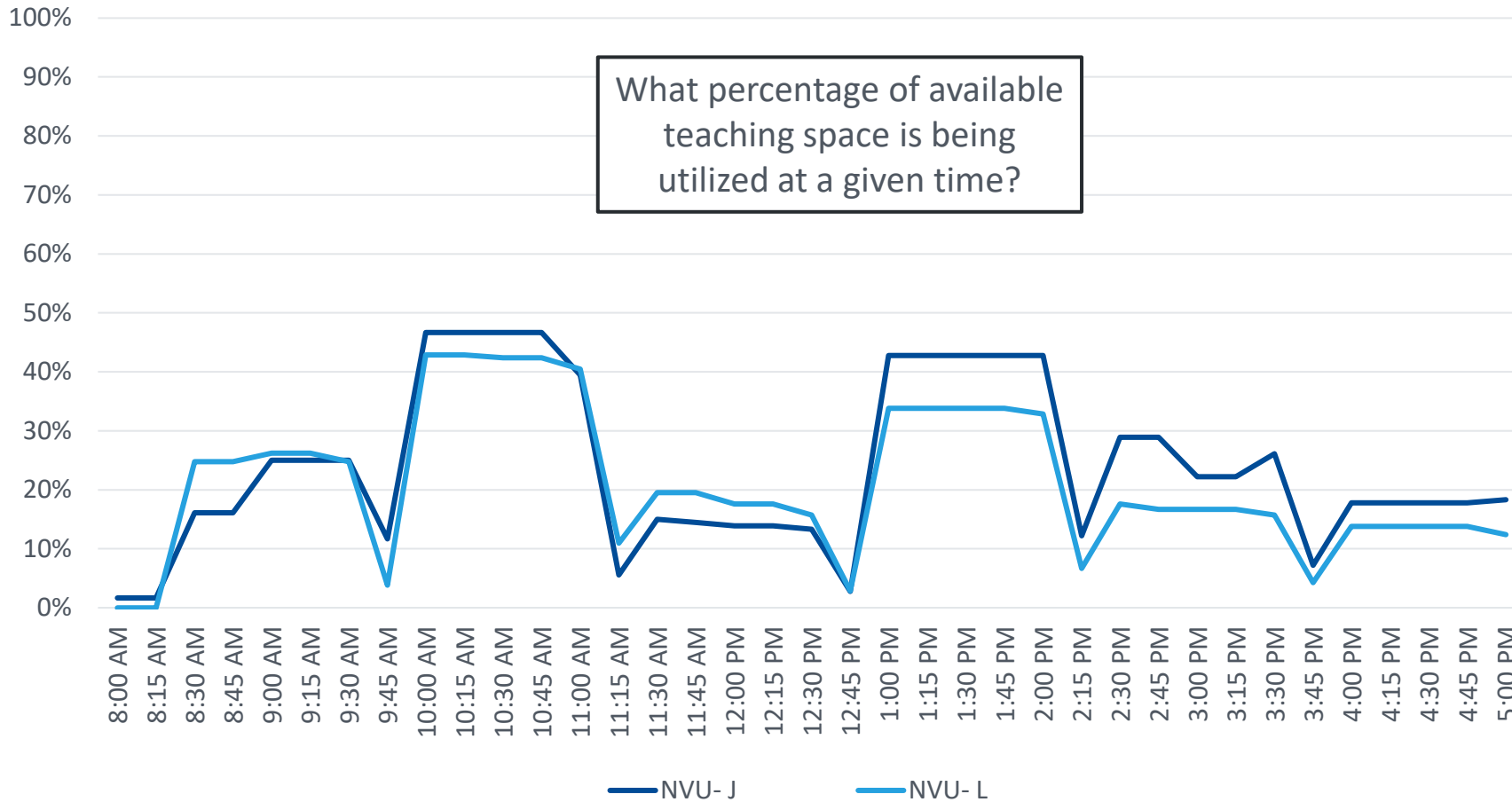
The percentage of available seats that are occupied within each utilized room.



Room D has 3 of 6 seats occupied.
There is a **Position Utilization** of 50%.

Room Utilization Rate at Both NVU Locations is Consistent

Fall 2021 VSC Room Utilization by Location



VSC Average:
8AM-5PM

26%

Average by Location

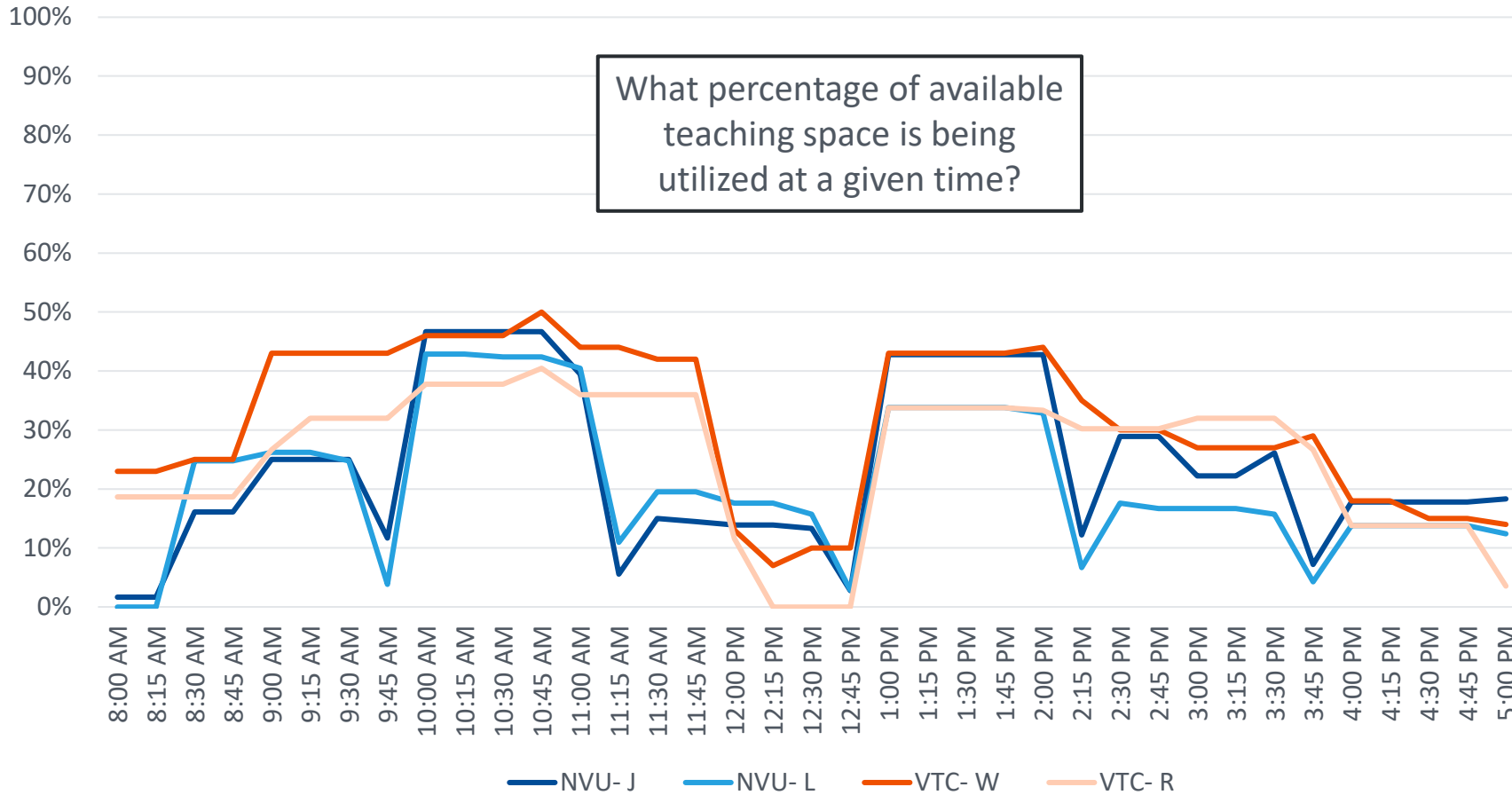
NVU-Johnson: 24%

NVU-Lyndon: 21%

Both VTC Campus Locations Have Greater Utilization Than NVU

Compared to NVU, peak usage remains similarly modest though more sustained

Fall 2021 VSC Room Utilization by Location



VSC Average:
8AM-5PM

26%

Average by Location

NVU-Johnson: 24%
NVU-Lyndon: 21%
VTC-Williston: 32%
VTC-Randolph: 26%

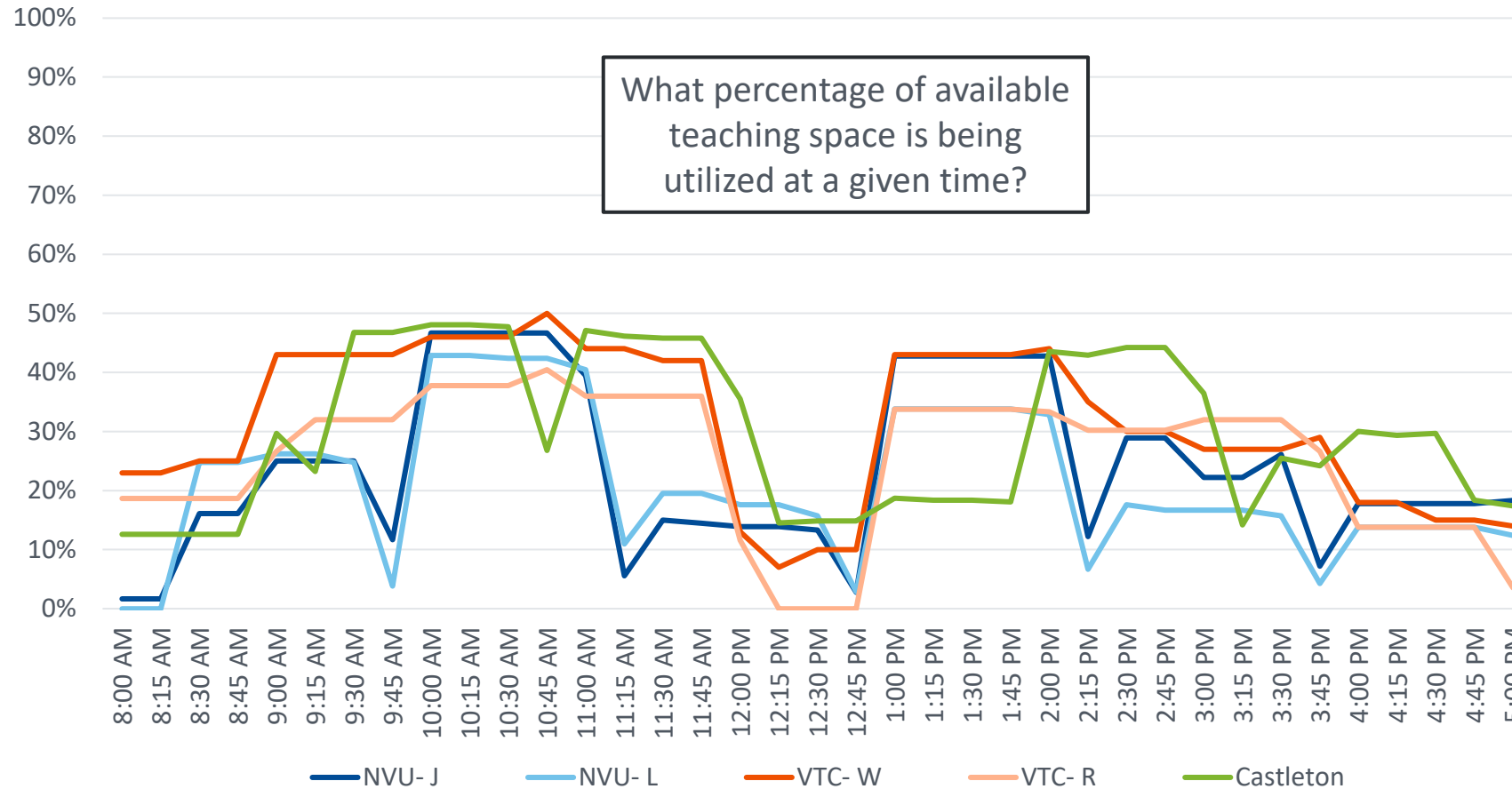
VSCS Board of Trustees
Finance & Facilities Committee Meeting

Castleton Performs at a Similarly Conservative Rate as VTC

February 7, 2022

All VSC locations have a Room Utilization rate < 35%, with never fewer than 5 of 10 spaces available

Fall 2021 VSC Room Utilization by Location



VSC Average:
8AM-5PM

26%

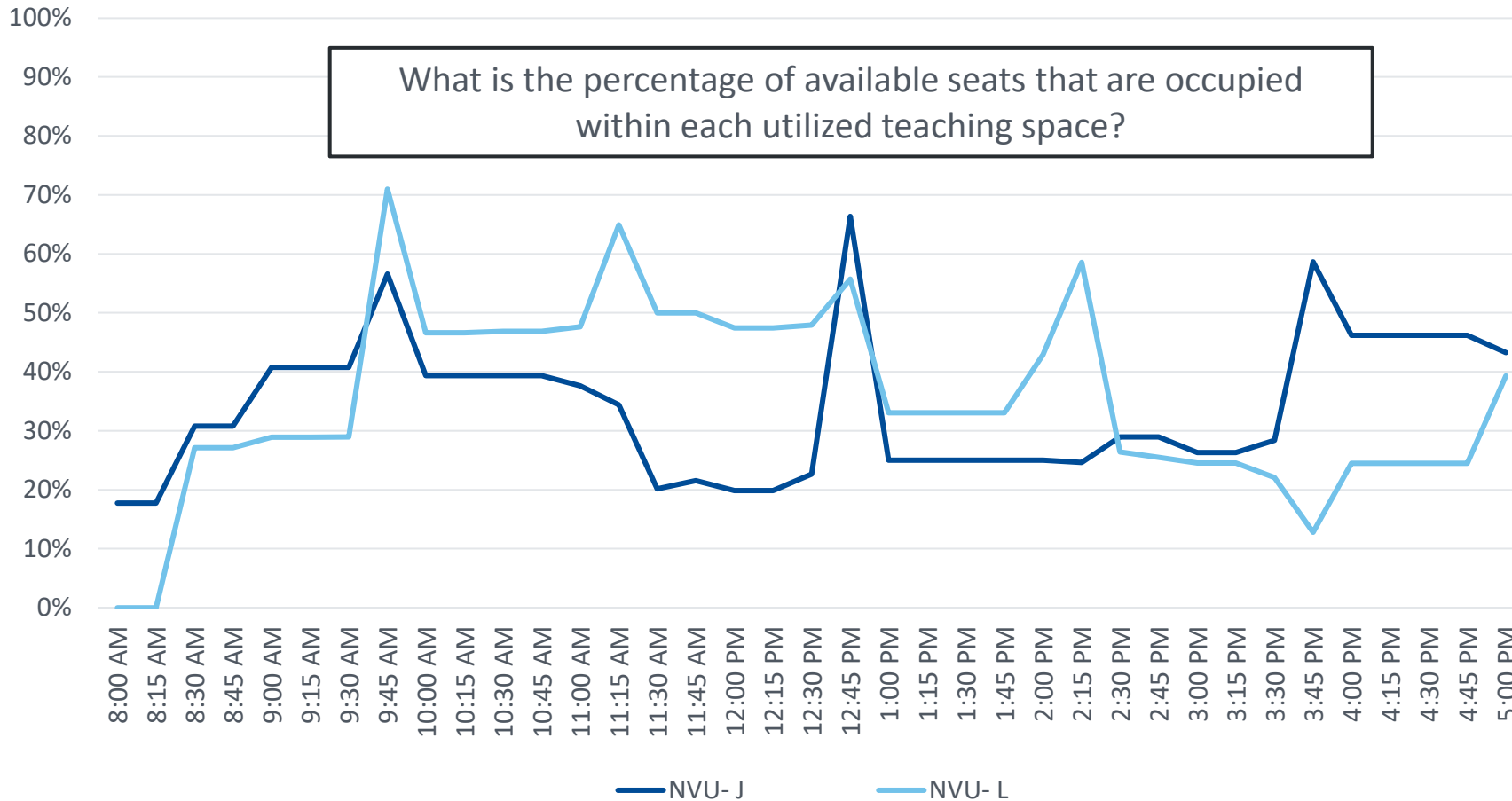
Average by Location

NVU-Johnson: 24%
NVU-Lyndon: 21%
VTC-Williston: 32%
VTC-Randolph: 26%
Castleton: 30%

At NVU, 4/10 Available Seats in Utilized Space are Filled

Noteworthy hour by hour variation often exceeds a 50% Position Utilization threshold

Fall 2021 VSC Position Utilization by Location



VSC Average:
8AM-5PM

48%

Average by Location

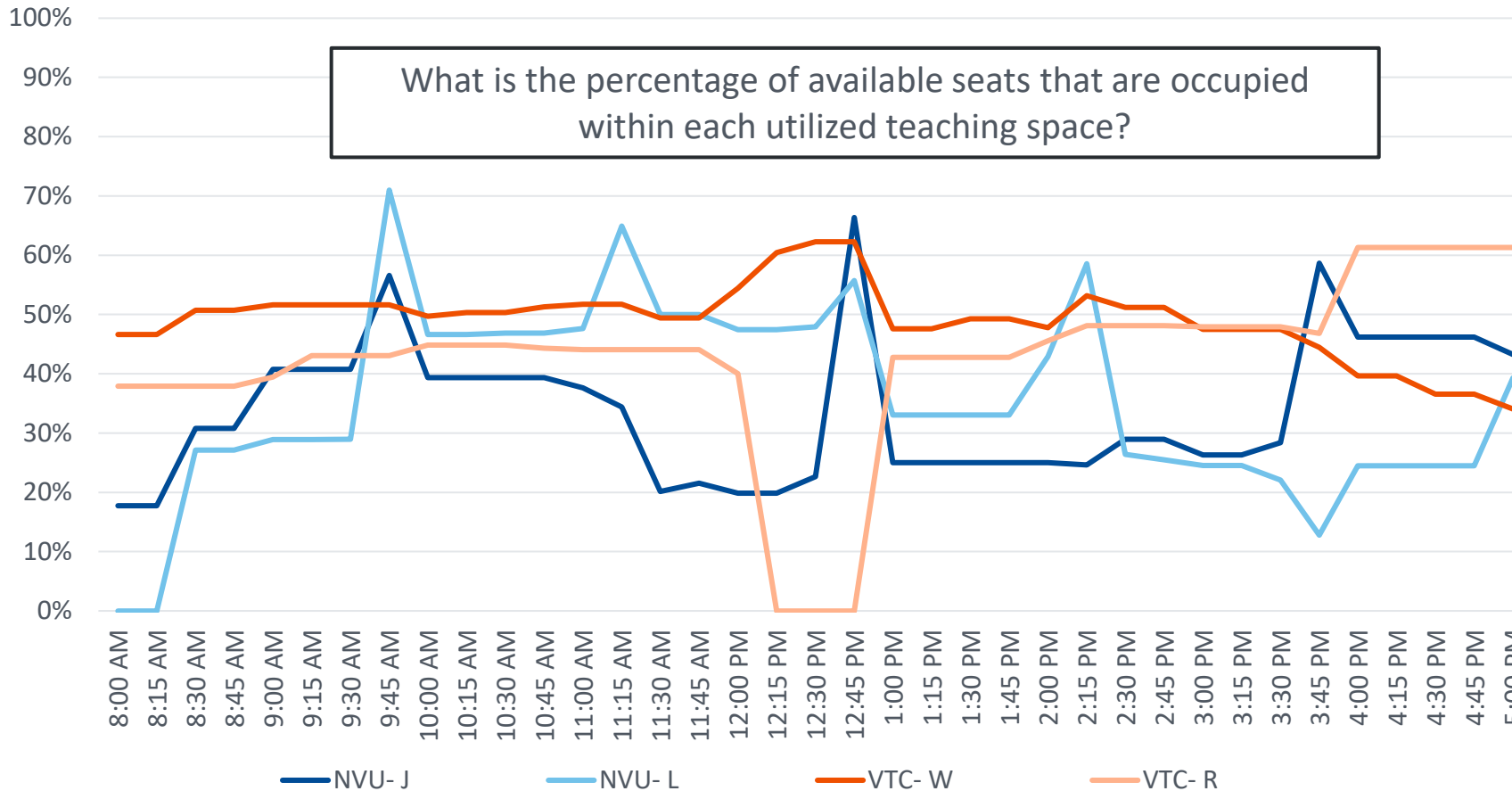
NVU-Johnson: 34%

NVU-Lyndon: 36%

VTC Position Utilization is Consistent Throughout the Day

VTC fills seats at a rate that aligns with the Vermont State Colleges System average

Fall 2021 VSC Position Utilization by Location



VSC Average:
8AM-5PM

48%

Average by Location

NVU-Johnson: 34%

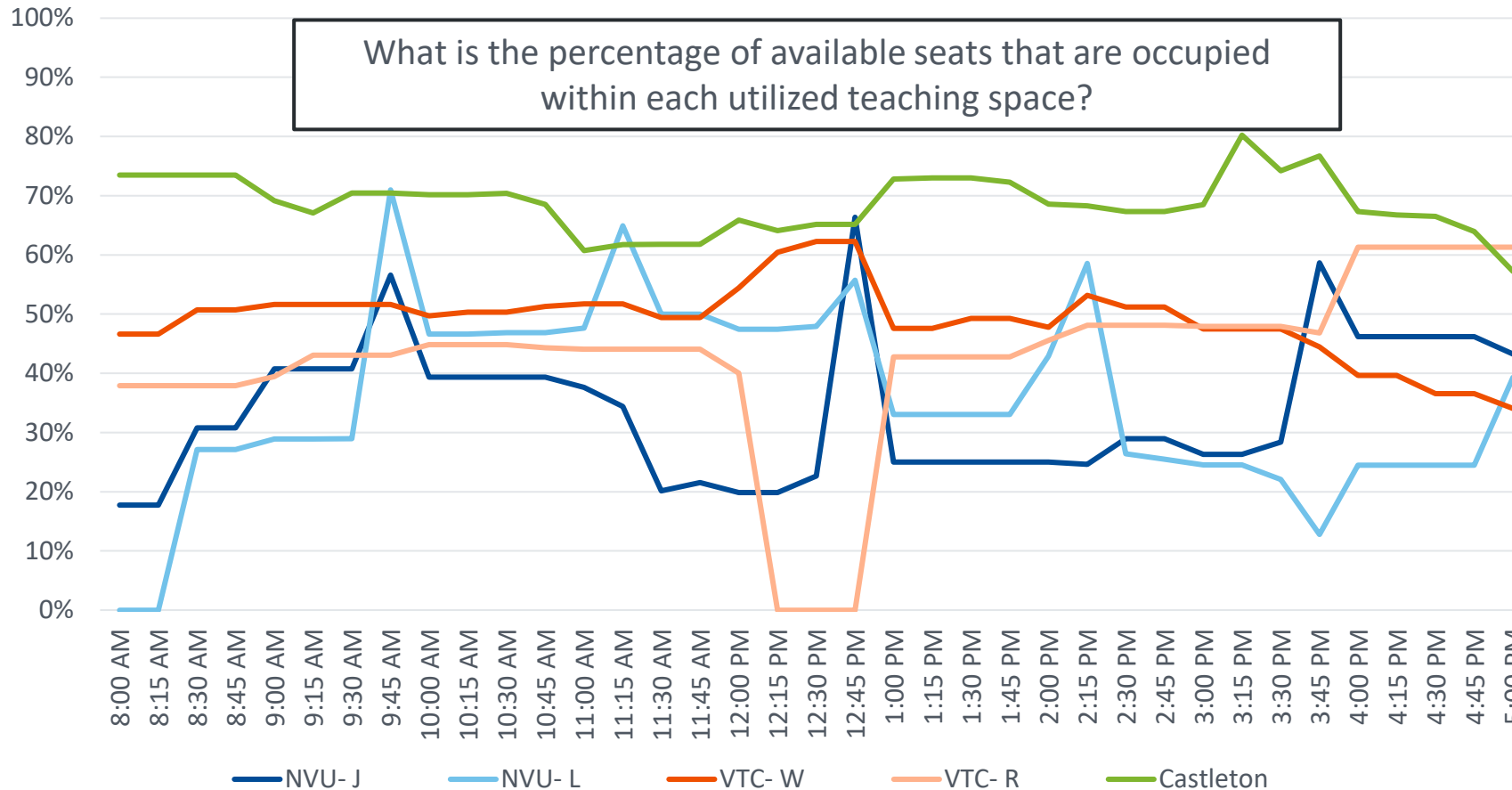
NVU-Lyndon: 36%

VTC-Williston: 49%

VTC-Randolph: 43%

Castleton Usage is Notably Higher and Sustained

Fall 2021 VSC Position Utilization by Location



VSC Average:
8AM-5PM

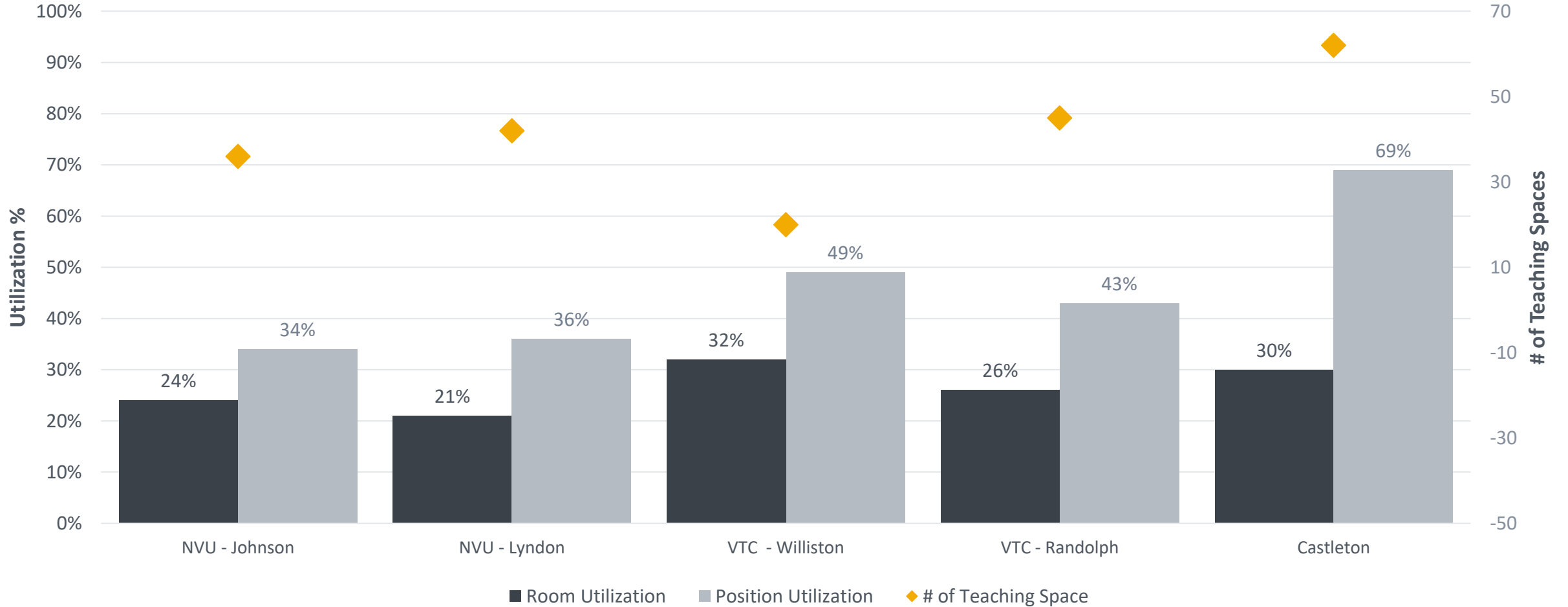
48%

Average by Location

NVU-Johnson: 34%
NVU-Lyndon: 36%
VTC-Williston: 49%
VTC-Randolph: 43%
Castleton: 69%

Opportunity to Explore Alignment in Amount & Size of Space

Fall 2021 VSC Room & Position Utilization by Location

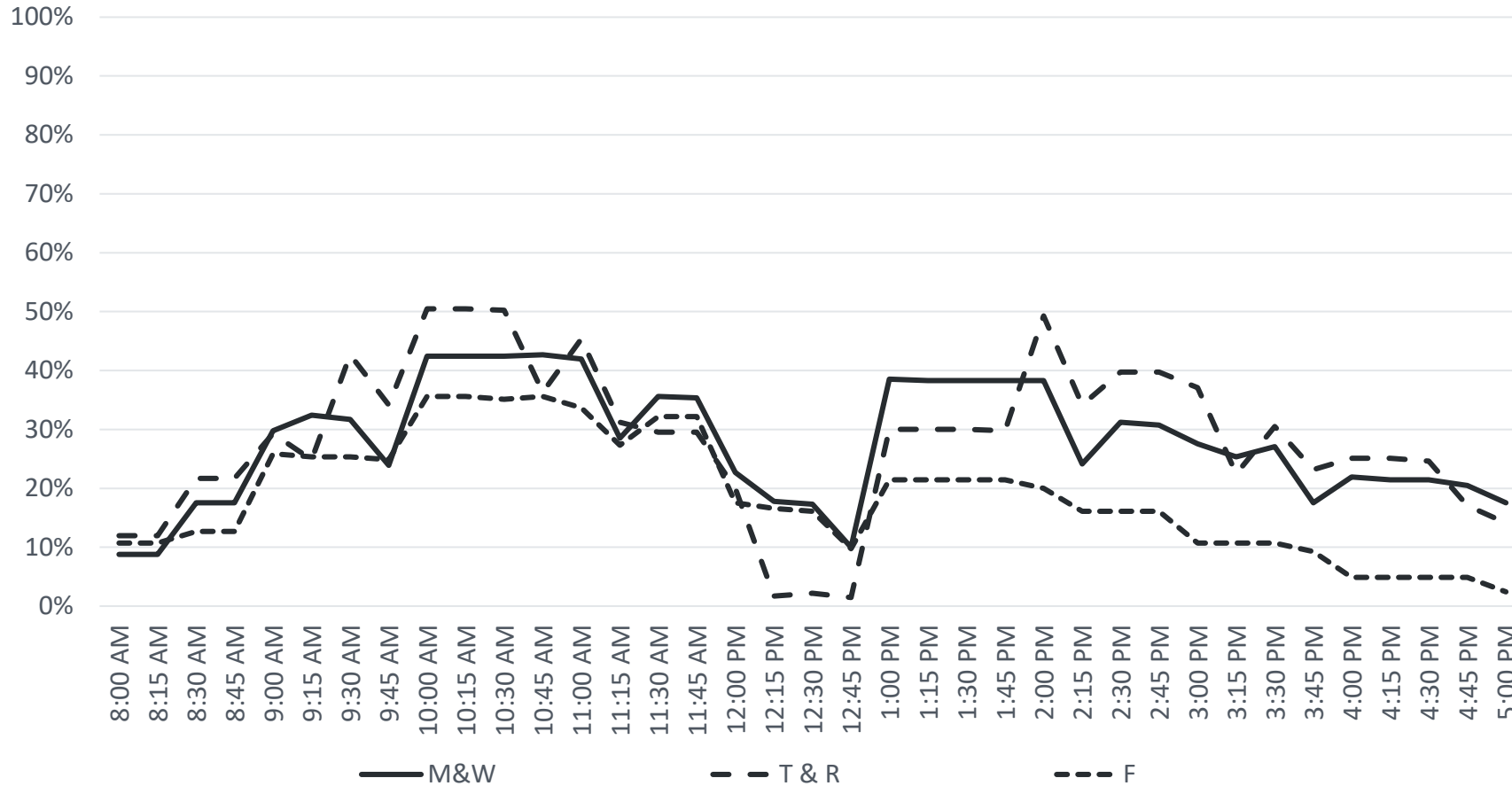


VSCS Board of Trustees
Finance & Facilities Committee Meeting

Academic Calendar Consistency is Reflected Across System

February 7, 2022

Fall 2021 VSC Weekday Room Utilization



Fall 2021
VSC Averages:
8AM-5PM

VSC M&W
Average



VSC T&R
Average

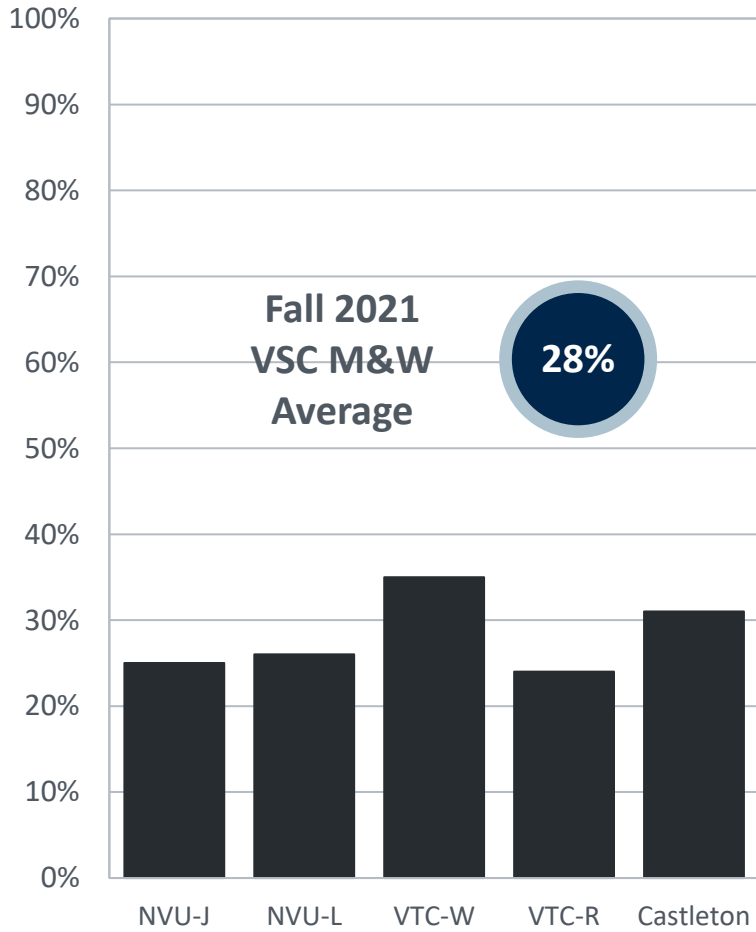


VSC Friday
Average

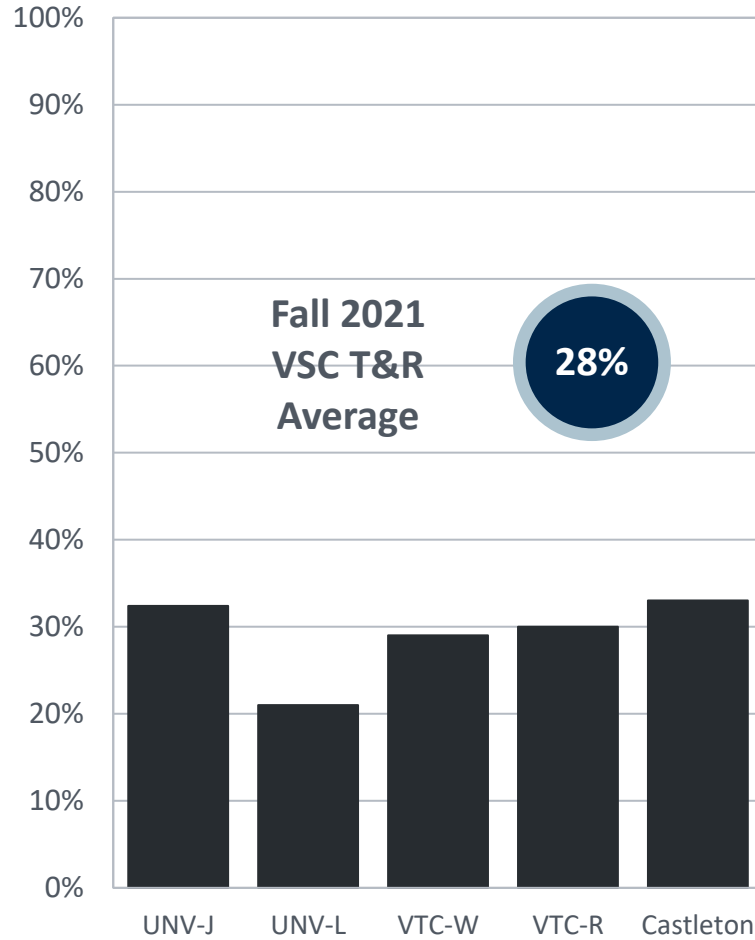


Castleton & VTC-W Weekday Modalities Exceed System Average

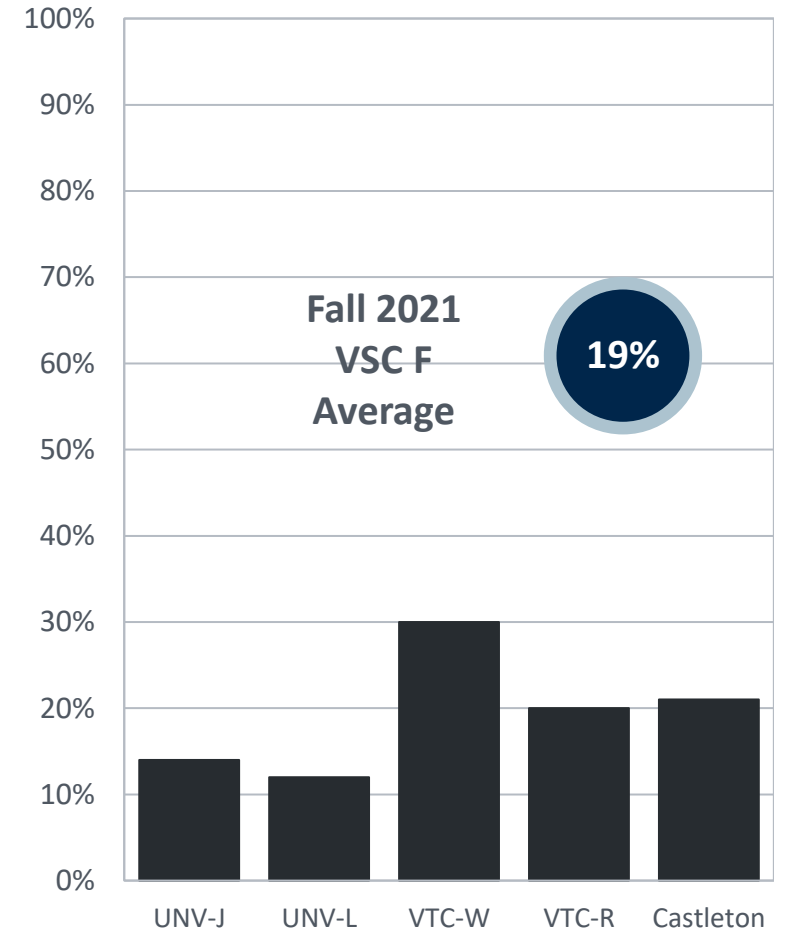
Monday & Wednesday



Tuesday & Thursday

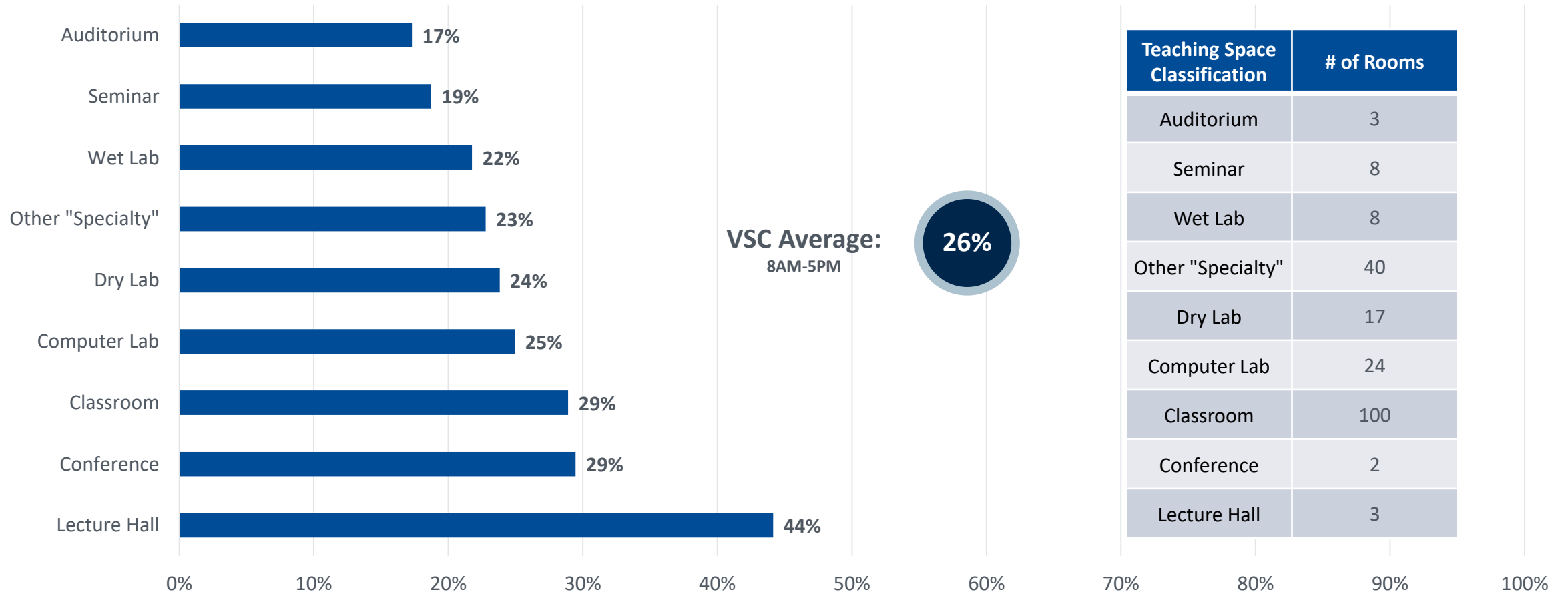


Friday



Most Often, Classification Does Not Drive Variance From VSC Average

Fall 2021 VSC Room Utilization by Teaching Space Classification

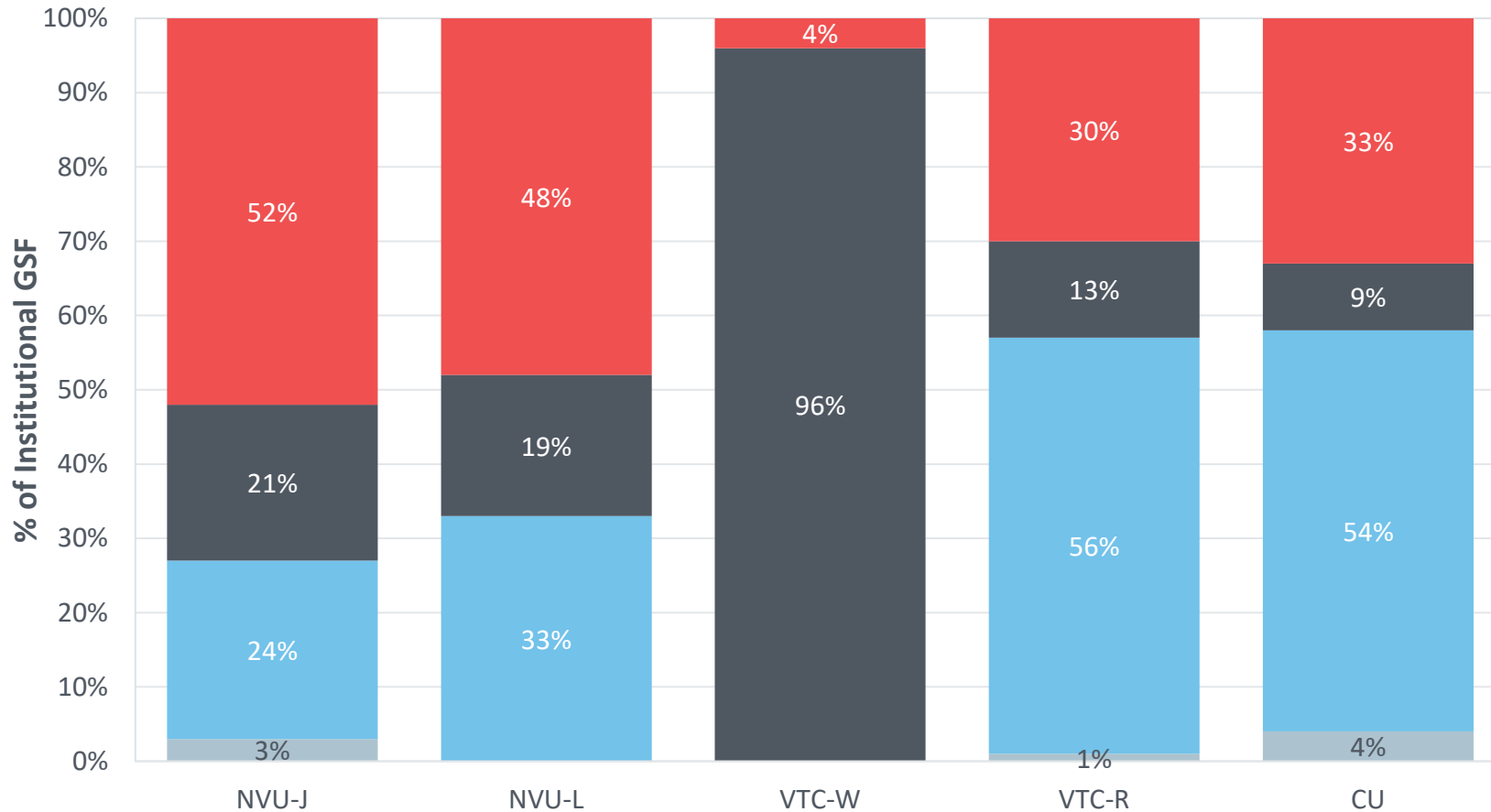


The ROPA Connection



Each Campus Location Carries a Different Level of Risk

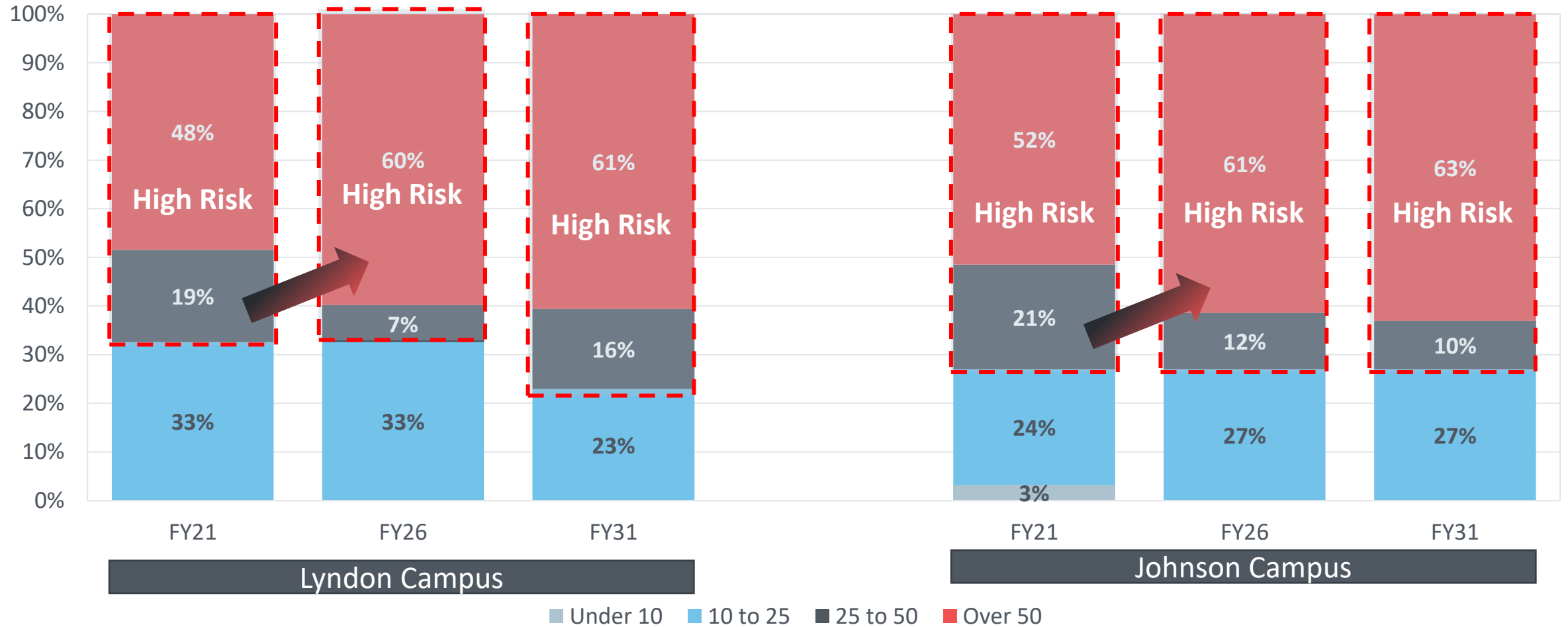
FY21 Campus Renovation Age by Category



	Operational Demands:	Capital Risk:
Over 50	React as Needed: Issues in components past the end of their lifecycles will demand reactive maintenance.	Highest Risk: Life cycles of major components past due – end of building life cycle approaching.
25-50	Balance PM and Reactive Maintenance: Younger components still require PM.	Higher Risk: Life Cycles coming due in core building components.
10-25	Aging components require reactive maintenance.	Medium Risk: Lower cost space renewal updates needed.
Under 10	Focus on PM: Significant need for PM in young systems.	Low Risk: “Honeymoon” period – little need for capital reinvestment.

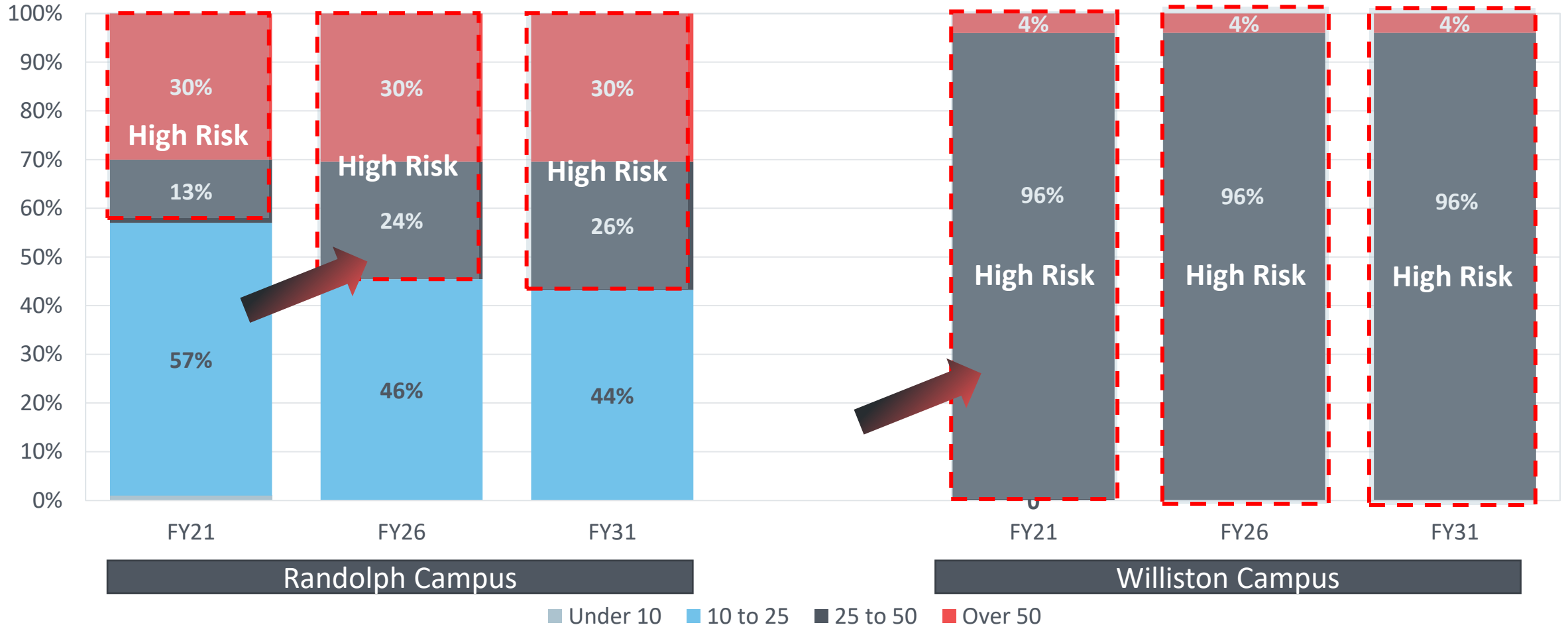
NVU Renovation Age 10-Yr Projection

Northern Vermont University Renovation Age*



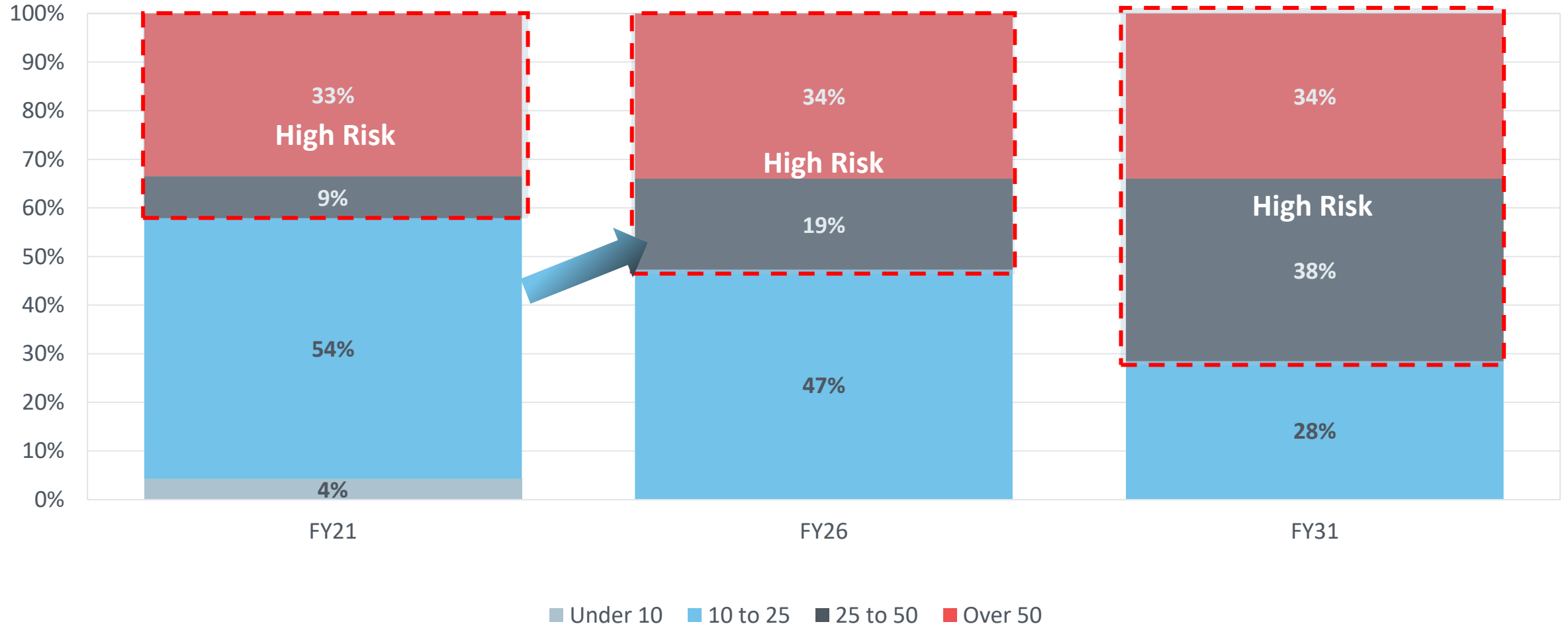
VTC Renovation Age 10-Yr Projection

Vermont Technical College Renovation Age*



Castleton Renovation Age 10-Yr Projection

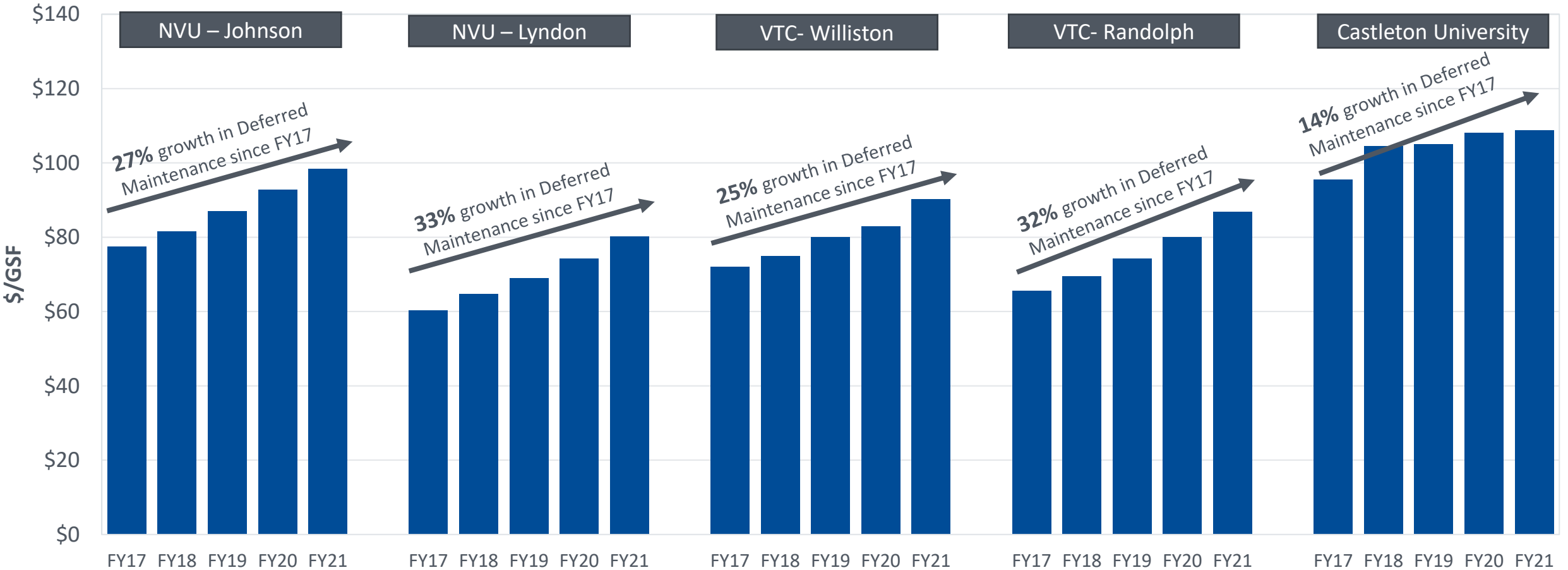
Castleton University Renovation Age*



Underinvestment Yields Quickly Escalating Risk & Opportunity

Clarity creates circumstances to focus investment for the greatest benefit to the overall educational experience

Deferred Maintenance by Campus Location



Vermont State Colleges System Moving Forward

Deeper Exploration

- Evaluate curriculum impact on schedule
- Assess cultural drivers

Optimization

- Size, time of day scheduling, geographic location
- Quality of teaching space

System-Wide Coordination

- Unified resources
- Strategic decision-making

Assessment Integration

- Space Utilization, ROPA Benchmarking
- Facilities Assessment

Appendix



NVU Teaching Space Not Scheduled in Fall 2021

These rooms were scheduled for classes during at least one semester; Spring 2019, Fall 2019, or Spring 2020

Fall 2021 Teaching Spaces = N/A

Campus	Row Labels	Count of Count of Actual Enrollment
NVU-Johnson	BEN-108	1
	MCC-101	1
	MCC-102	1
	MCC-112	1
	MCC-122	1
	MCC-205	1
	MCC-206	1
	MCC-207	1
NVU-Johnson Total		8
NVU-Lyndon	ACT-208	1
	ACT-G2	1
	ACT-S104	1
	ACT-S121	1
	HAC-125	1
	VAIL-412	1
	VAIL-416	1
NVU-Lyndon Total		7
Grand Total		15

VTC Teaching Space Not Scheduled in Fall 2021

These rooms were scheduled for classes during at least one semester; Spring 2019, Fall 2019, or Spring 2020

Fall 2021 Teaching Spaces = N/A

Campus	Row Labels	Count of Count of Actual Enrollment
VTC-Randolph	CON-105	1
	CPM-114	1
	GRE-101B	1
	GRE-204	1
	MOR-122	1
	MOR-123	1
	MOR-130	1
	MOR-132	1
	MOR-134	1
	RSH-108	1
	RSH-109	1
	RSH-200	1
VTC-Randolph Total		12
VTC-Williston	BLP-203	1
	BLP-212	1
	BLP-214	1
	BLP-335	1
	BLP-410	1
VTC-Williston Total		5
Grand Total		17

Castleton Teaching Space Not Scheduled in Fall 2021

These rooms were scheduled for classes during at least one semester; Spring 2019, Fall 2019, or Spring 2020

Fall 2021 Teaching Spaces = N/A

Campus	Row Labels	Count of Count of Actual Enrollment
Castleton	CHPL-10	1
	CHPL-5	1
	FAC-COSTSH	1
	JFDS-225	1
	NOTH-SEM	1
	WDRF-21	1
	WDRF-22	1
	WDRF-25	1
	WDRF-27	1
	WDRF-28	1
	WOOL-STUDIO	1
Castleton Total		11
Grand Total		11

Teaching Space Classification

- Auditorium - A room with auditorium-style fixed-seating; usually with capacity over 60, stage or "performance" area
- Classroom - General classrooms with capacity of more than 20 students
- Computer Laboratory - A classroom with student-access computer stations where computer learning takes place
- Conference Room - Similar to seminar room but can only be configured in one way
- Laboratory (Dry) – Laboratory space used for dry sciences such as Physics and Astronomy
- Laboratory (Wet) - Laboratory space used for wet sciences such as Chemistry and Biology
- Lecture Hall - A room with auditorium-style fixed-seating; generally capacity over 60, not intended for performances
- Seminar Room - General space with capacity of 20 students or less; flexible where seating can be changed to face multiple directions
- Studio/Performance/Specialty - A specialized room such as dance studio, art space, etc.

Space “Condition & Technology” Assessments Methodology

Teaching Space Condition Assessment

Floor 10%	Ceiling 10%	Window Treatment 10%	Screens 15%	Matching Seating 5%
Wall 10%	Window 5%	Other Furniture 10%	Boards 15%	Seating 15%



F: Needs Replacement	C: Poor	B: Good	A: Excellent
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F: Needs Replacement	C: Poor	B: Good	A: Excellent
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Teaching Space Technology Assessment

Temp. Control 5%	Total Board Tech 10%	Projection Capability 20%	Student Comp. Access 25%
Lighting 2.5%	Tech Integration 12.5%	Video Capability 10%	Internet Access 15%



F: Needs Replacement	C: Poor	B: Good	A: Excellent
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Teaching Space “Condition Assessment” Criteria

Individual Teaching Space elements are evaluated using a standardized methodology

Element	0	F: Needs Replacement (1)	C: Poor (2)	B: Good (3)	A; Excellent (4)	Conditions for "Not Scored"	Weighting
Floor Condition Score		Missing or broken tiles, rust spots, water damage, ripped carpeting	Major staining, minor runs in carpeting, many chipped tiles	Minimal runs or scuffs. Minor chipped tiles.	Excellent Condition		10.0%
Wall Condition Score		Holes, mis-matched painting, peeling paint, wall graffiti or markings	Minor damage from chairs or other furniture	Minor scrapes or dents	Excellent Condition		10.0%
Ceiling Condition Score		Missing tiles, peeling paint	Sagging tiles or cracking paint	Significant Water Staining	Excellent Condition		10.0%
Window Condition Score		Broken windows, damaged sills or frames	Major discoloration, minor cracking	"Fogging" (broken seals), minor damage or discoloration to sills and/or frames	Excellent Condition	No windows	5.0%
Treatment Condition Score		Non-Functional window treatments	Broken or damaged window treatments	Minor permanent stains or markings	Excellent Condition	No window treatments	5.0%
Total Proj. Screen Cond		Non-Functional Projection Screen/TV	Frayed screen sides, non-functioning screen, significant markings OR damaged TV	Minor permanent markings, missing pull cord for manual screens	Excellent Condition (Screen or TV)	No projection screen	15.0%
Total Board Cond		Unusable due to discoloration or major cracking	Chips to chalk boards, significant permanent marks to white board, other damage	Minor permanent markings	Excellent Condition	No boards	15.0%
Seating Match Score		<50% matching	50-70% matching	70-99% matching	100% Matching	No seating	5.0%
Seating Condition Score		Multiple chairs are unusable	Few broken or damaged chairs	Minor permanent stains or markings	Excellent Condition	No seating	15.0%
Other Furniture Condition Score		Broken or damaged furniture, gauges/rips in furniture	Major stains or markings, still functional	Minor permanent stains or markings	Excellent Condition	No other furniture	10.0%

Teaching Space “Technology Assessment” Criteria

Individual Teaching Space elements are evaluated using a standardized methodology

<i>Element</i>	0	1	2	3	4	Conditions for "Not Scored"	Weighting
Temperature Control	Non-operable Windows, No Air Conditioning	Operable Windows, manual treatment	Operable Windows, automatic treatment	Air-Conditioning, manual treatment	Air-Conditioning, automatic treatment	No Windows	5.0%
Lighting	Unlit Sections in Room	No Controls	Zone control or independent board lighting	Dimming capabilities	Dimming, zone control and independent board lighting		No Technology
Total Board Tech	No Boards	Chalk Board Only	Only One Whiteboard or Glassboard	Multiple Whiteboards or Glassboards/ Whiteboard Paint	"Smart" Writable Surface	10.0%	
Technological Integration	No Integration	Computer and/or Docking Capabilities at Instructor Station	Computer (and/or Docking Station) and Lighting Controls at Instructor Station	Computer (and/or Dock), Lighting Controls, and Projection Controls at Instructor Station (Fully	Fully Integrated Instructor Station and External Scheduling Integration	12.5%	
Projection Capability Score	No projection	Overhead Projector(s)	Long-Throw Projector	Short-Throw Projector or Large TV	Multiple Long or Short-Throw Projectors or TVs		20.0%
Video Capability Score	None	"Video Capabilities (incoming) [Central Computer + Projector or TV]"	Videoconferencing [Central Computer + Projection + Webcam]	"Integrated Distance Learning Technology [Videoconferencing + Screen Sharing Capabilities]"	"Integrated Distance Learning Technology [Videoconferencing + Screen Sharing Capabilities + Smart		10.0%
Student Computer Access Score	No Plugs	Few Plugs around Perimeter and Limited Desk Space	Few Plugs around Perimeter and Sufficient Desk Space	Plugs at Each Station, Limited Desk Space	Plugs at Each Station and Sufficient Desk Space OR Computer at Each Station		25.0%
Internet Access Score	No Internet Access				Internet Access		15.0%

4: Strategic Facilities Plan & Resolution 2022-002

BACKGROUND

Act 74 of 2021 outlined expectations and requirements for the Vermont State Colleges to meet during system transformation, including:

*“The VSC Board of Trustees shall develop and implement a **10-year strategic plan** for managing its physical assets that is **fiscally sustainable, maintains reasonable net asset value, and meets the needs of Vermont learners.**”*

On or before March 1, 2022, the Chancellor shall present this Board approved plan to the House Committee on Corrections and Institutions and the Senate Committee on Institutions.”¹

Additionally, Act 74 of 2021 requires that:

*“VSC shall **maintain its present campus locations** as educational and student-support centers, recognizing that overall campus size, governance and operational structures as well as program and service offerings may change as circumstances require.”*

Addressed individually, these requirements are daunting. Together, the requirements pose a tremendous challenge as the Vermont State Colleges must seek to meaningfully transform, become fiscally sustainable, meet the needs of Vermont learners, and maintain its five primary campus locations at Castleton, Johnson, Lyndon, Randolph, and Williston.

With these requirements in mind, in August 2021, the Vermont State Colleges began the difficult work to assess the condition of its facilities, understand its current return on physical assets and overall utilization of its space in terms of condition, quality, proportion of teaching spaces in use, and the average seats occupied for each used space.

While in some cases, the results of the work confirmed our own internal assessments, in other cases, as with the space utilization work, the results were eye opening.

¹ Act 74 of 2021

<https://legislature.vermont.gov/Documents/2022/Docs/ACTS/ACT074/ACT074%20As%20Enacted.pdf>

Foundational work

Between August 2021 and January 2022, the Vermont State Colleges completed the following foundational work.²

- **Facilities Assessments** for [Castleton University](#) and [Northern Vermont University - Johnson](#)
- **Updated Facilities Assessments** for [Vermont Technical College](#) and [Northern Vermont University – Lyndon](#)
- **Return on Physical Assets Studies** for Castleton University, Northern Vermont University, and Vermont Technical College
- **Space Utilization Studies** for the Castleton, Johnson, Lyndon, Randolph, and Williston campuses
- **Completion of the *discovery* phase** of Facilities Planning
- **Creation of *design principles*** for Facilities Planning
- **Vermont State University’s *mission, and vision*** were developed and adopted by the Board of Trustees.

KEY TAKEAWAYS FROM FOUNDATIONAL WORK

The foundational planning work identified many key takeaways, used to ground the strategic plan road map, which serves as the foundation of the ten-year facilities plan. Additionally, the takeaways have identified a potential path forward to build a physical infrastructure that is fiscally sustainable, maintains reasonable net asset value, and meets the needs of Vermont learners – all while maintaining a presence in the current primary locations of Castleton, Johnson, Lyndon, Randolph, and Williston. They include:

- **Teaching spaces at the Vermont State Colleges are underutilized.** Approximately 26% of space system-wide is occupied between eight o’clock in the morning and five o’clock in the afternoon, Monday through Friday. There is no point in the week, at any campus location, where more than 50% of spaces are utilized in any given fifteen minute time block. For fall 2021, the highest weekly utilization rate was 32% at the Williston location. The lowest utilization was 21% at the Lyndon campus. While there is an 11% difference between the high and the low, all campuses are underutilized.
- **The Vermont State Colleges underspends the amount necessary to sustain its current building envelope and mechanical systems by approximately \$7 million per year.** On average, the Vermont State Colleges funds 34% of the amount necessary to maintain its existing facilities at Castleton, Johnson, Lyndon, Randolph, and Williston.
- **The Vermont State Colleges deferred maintenance per square foot is rapidly increasing.** While the VSC’s investment in major renovation and construction ten to twelve years ago adjusted the risk profile, it has only delayed the inevitable. By 2029, the VSC’s deferred maintenance per square foot will grow by 23%, surpassing the cost per square foot of our regional peers.

² Vermont Tech’s last assessment was two years ago while Lyndon’s was approximately eight years ago.

- **Across the VSC, the average technology condition grade for teaching spaces is 64% or a ‘D’.** Only the Williston campus earned a modestly higher grade of 71%.
- **The Vermont State Colleges is heavily weighted toward general purpose classrooms at 49% of the total available spaces used in fall 2021.** The weekly utilization of these spaces is 29%. While the spaces are used more heavily than other spaces, in general, with the exception of the Castleton campus, the number of seats occupied are less than 45%.

10 YEAR STRATEGIC FACILITIES PLAN ROAD MAP

Combined, these takeaways from the foundational work provide a strong message – and while it is one that is easy to state, it will be difficult to implement.

Problem Statement

The Vermont State Colleges:

- Owns too much physical space; and its
- Owned space is poorly maintained, because it lacks the operating and non-operating revenue to maintain 2.2 million square feet; and its
- Facilities are inappropriately scaled and lack the equipment to support the *hybrid campus* model; and it
- Must “maintain its present campus locations as educational and student-support centers, recognizing that overall campus size, governance and operational structures as well as program and service offerings may change as circumstances require”³

To solve this problem the Vermont State Colleges proposes a rigorous strategic facilities planning process.

Gathering Data Phase

Already, the team has completed the majority of the “gathering data” phase of the project. Necessary to complete this phase is final approval of the academic program array with anticipated teaching location adjustments, if any. Another primary input into this phase of the project is approval of a student experience model that will describe changes to the co-curricular and student life aspects of Vermont State University.

Beta Learning Environment

In March, the team will kick off a project to develop prototype models to test the *hybrid university* concept. This will allow faculty, staff, and students to trial different methods of

³ Act 74 of 2021 <https://legislature.vermont.gov/Documents/2022/Docs/ACTS/ACT074/ACT074%20As%20Enacted.pdf>

engaging in hybrid learning by fitting up one to three spaces at each campus location to develop models for teaching that are engaging to learners, and support the work of the Teaching and Learning Initiative.

Right Sizing

In May, the team will launch a series of initiatives that will begin the process of right sizing the campuses to better match the Vermont State Colleges current and anticipated space needs. Buildings that will be targeted first will be those unrelated to academics, and/or those that have been tagged for divestment as part of previous master planning activities. These initial activities will include obtaining the necessary permits to subdivide land where necessary.

Future phases of right sizing will take cues from the academic program array as well as the co-curricular and student life needs of Vermont State University students. A proposed phase for this plan is to engage both public and private stakeholders in a request for proposal for the use and/or reuse of facilities. The divestment phase will repeat four times throughout the ten-year planning cycle.

Campus Master Plan

The campus master planning activities will launch in earnest in February 2023 with the final approval of academic program and student experience options. The plan, once complete, will be the guiding document that provides a roadmap for physical alterations of VSC space. Projects selected as part of the campus master plan will be selected based on evaluation of curriculum needs, deferred maintenance, space utilization, and return on investment.

The first phase of the campus master planning activities will be the development of *gamma learning environments*. These learning environments will build off the *beta environments*, and the Teaching and Learning Initiative, by implementing solutions that meet the needs of the *hybrid university*.

Plan Implementation

Three rounds of implementation are planned between August 2024 and May 2031. With each round, selected projects for optimization will be designed. These designs will then be executed and in most cases, additional space will be divested through sale, lease, or demolition.

Title	Start date	Due date
10 year plan	6/1/2021	6/2/2031
<u>Gather Data</u>	6/1/2021	2/1/2023
<u>Mission and Vision</u>	6/1/2021	10/20/2021
<u>Gordian ROPA</u>	9/1/2021	1/10/2022
<u>Gordian Space Utilization</u>	12/1/2021	2/7/2022
<u>SAS Facilities Assessments</u>	8/2/2021	2/11/2022
<u>Program Array approved</u>	10/21/2021	5/2/2022
<u>Program details approved</u>	5/3/2022	11/1/2022
<u>Student experience approved</u>	10/21/2021	2/1/2023
<u>Beta Learning Environments</u>	3/2/2022	8/18/2023
<u>Procure Design Team</u>	3/2/2022	6/2/2022
<u>Design 1 to 3 spaces at each campus</u>	6/3/2022	9/5/2022
<u>Bid Work for Spaces</u>	9/6/2022	10/6/2022
<u>Fit Out Spaces</u>	10/7/2022	6/7/2023
<u>Test and Train</u>	6/8/2023	8/21/2023
<u>Right Sizing</u>	5/2/2022	5/14/2031
<u>Permitting of Subdivisions Phase 1</u>	5/2/2022	11/2/2022
<u>Divestment Phase 1</u>	11/3/2022	5/5/2023
<u>RFP for excess space</u>	5/8/2023	9/8/2023
<u>Divestment Phase 2</u>	9/11/2023	3/11/2024
<u>Divestment Phase 3</u>	8/6/2026	5/13/2027
<u>Divestment Phase 4</u>	8/8/2028	5/14/2029
<u>Campus Master Plan</u>	2/1/2023	8/2/2024
<u>Gamma Learning Environments</u>	8/18/2023	8/18/2024
<u>Phase 1</u>	8/2/2024	5/13/2027
<u>Design optimization projects Phase 1</u>	8/2/2024	8/4/2025
<u>Execute optimization projects Phase 1</u>	8/5/2025	8/5/2026
<u>Lease/Divest vacated space Phase 1</u>	8/6/2026	5/13/2027
<u>Phase 2</u>	8/6/2026	5/14/2029
<u>Design Optimization projects Phase 2</u>	8/6/2026	8/6/2027
<u>Execute optimization Projects Phase 2</u>	8/9/2027	8/7/2028
<u>Lease Divest vacate space phase 2</u>	8/8/2028	5/14/2029
<u>Phase 3</u>	8/7/2028	5/14/2031
<u>Design Optimization Project Phase 3</u>	8/7/2028	8/7/2029
<u>Execute Optimization Project Phase 3</u>	8/8/2029	8/8/2030
<u>Lease Divest vacate space Phase 3</u>	8/9/2030	5/14/2031
<u>10 Year Master Plan</u>	8/2/2030	11/2/2031

FACILITIES PLANNING PRINCIPLES

In October 2021, the Facilities Planning team, a multi-disciplinary and cross-institutional group of faculty and staff, launched *discovery*. The discovery process included identifying what the VSC is doing well in regards to facilities, and where it could do better. Additionally, the group identified a series of *design principles* aimed at guiding the facilities planning work throughout the rest of transformation.

The group completed the *discovery* and *design principles* work in January. The following are the key principles they feel should guide the facilities planning work as we develop our strategic facilities plan.

Building Usage Principles

- There will be a focus on making decisions using data and financial analysis that will support the Vermont State College's need for financial sustainability all while meeting the needs of Vermont learners.
- The plan must lower the total cost of ownership of our facilities or increase the revenue potential.
- The buildings must be accessible to all.

Maintenance and Renovation Principles

- When considering maintenance and renovation projects we will choose projects that will reduce our deferred maintenance and allow us to move to a proactive, instead of reactive, stance.
- We will incorporate systems that will allow us to collect data such as the installation of meters that will support our financial analyses.

Energy Consumption Principles

- An energy management plan with clear goals and objectives will reduce our energy consumption.
- A utilities master plan will ensure that we upgrade systems proactively to increase efficiency.
- Where possible we will partner with outside experts, such as Efficiency Vermont, to make decisions that are grounded in best practices and research.

VERMONT STATE COLLEGES SYSTEM
BOARD OF TRUSTEES
RESOLUTION 2022-002

Approval of 10 Year Strategic Facilities Plan

- WHEREAS, Act 74 of 2021 requires the VSC Board of Trustees to develop and implement a 10-year strategic plan for managing its physical assets that is fiscally sustainable, maintains reasonable net asset value, and meets the needs of Vermont learners; and
- WHEREAS, The approved plan must be presented to the House Committee on Corrections and Institutions and the Senate Committee on Institutions on or before March 1, 2022; and
- WHEREAS, Act 74 of 2021 requires the VSC to maintain its present campus locations as educational and student-support centers, recognizing that overall campus size, governance and operational structures as well as program and service offerings may change as circumstances require, and
- WHEREAS, The VSC has completed the foundational necessary to develop a 10-year strategic plan for managing its physical assets as required by Act 74, and
- WHEREAS, The VSC has completed facilities planning discovery and developed design principles; and
- WHEREAS, The VSC has developed a 10-year strategic facilities plan road map for managing its physical assets in a fiscally sustainable manner, while maintaining net asset value, and meeting the needs of Vermont learners; and
- WHEREAS, The Finance and Facilities Committee of the Board of Trustees has reviewed the foundational materials and 10-year strategic facilities plan and finds them satisfactory; therefore, be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges approves the 10-year strategic facilities plan; and be it further

RESOLVED, That the Chancellor is directed to implement the 10-year strategic facilities plan and provide regular progress updates to the Finance and Facilities Committee.

Approved: _____

Lynn Dickinson, Chair of the Board of Trustees

ITEM 5: FY23 Student Revenue Proposal & Resolution

Setting tuition, fees, room, and board for AY2022-2023 is a difficult decision that must be made in the context of the VSCS budget, the strategic priorities of the Vermont State Colleges System, the transformation effort, regional and national competition.

Strategic Priorities of the Vermont State Colleges & Legislative Requirements

The Board of Trustees has established several key strategic priorities. Included among these are affordability, accessibility, relevance, and quality. These measures are echoed by requirements from Act 74 of the State of Vermont in which the VSC, chief among are the requirements to “achieves financial stability in a responsible and sustainable way” and “ensure that student costs and debt obligations are not barriers to student success.”¹

Affordability for students is largely driven by the cost of tuition and fees. Tuition is driven by two main inputs: the cost of doing business (labor, supplies, services, utilities, debt service) offset by the volume of state appropriation. Prior to FY2021, the historically small higher education state appropriation and substantial fixed costs meant that the VSCS was forced to balance its budget by passing its costs onto students, largely through increases in tuition and fees.

Transformation

Since fall of 2020, the Vermont State Colleges has undertaken a wholesale transformation of the system – beginning the difficult process of merging three institutions into a new, singly accredited university, Vermont State University, and developing plans for the aggressive consolidation of administrative functions. Additionally, the State of Vermont has stepped forward with substantial one-time funds to shore up the Vermont State Colleges as we transform, offered scholarship programs to encourage enrollment, and has taken substantial steps to increase the base appropriation.

Tuition Evaluation Study

Recently, the VSC began a *tuition evaluation study* in partnership with Maguire Associates to assess pricing models and structures for Vermont State University. Maguire is taking a mixed methods approach to assessing pricing and demand. The team will bring back several pricing models for consideration at a future meeting this spring for the Board’s consideration. However, the pricing recommendations will be for the 2023-2024 academic year and will not have an impact on the budget for FY2023.

¹ Act 74 of 2021 as enacted.

<https://legislature.vermont.gov/Documents/2022/Docs/ACTS/ACT074/ACT074%20As%20Enacted.pdf>

AY2022-2023 Tuition Recommendation

Chancellor Zdatny recommends a freeze on tuition for the 2022-2023 academic year. A tuition and required fees freeze has an opportunity cost of approximately \$3M million for FY2023. This loss will be felt by the system; however, the Governor's budget recommended a \$5M increase in the base appropriation for FY2023 and we are hopeful this will remain.

While making this recommendation is difficult, it is an important and meaningful step in making post-secondary education more affordable.

AY2022-2023 Room & Board Recommendation

Management recommends a 3% increase in room and board costs for the 2022-2023 academic year. Unlike VSCS tuition, the system's room and board costs are well below state, regional, and national rates. However, the costs of maintaining these facilities continues. The expected net increase in revenue from this tuition change is \$500K.

VERMONT STATE COLLEGES SYSTEM
DRAFT FY2023 Tuition, Fees, Room & Board
CHANCELLOR'S RECOMMENDATION: TUITION FREEZE
Maximum Full Time Undergraduate Tuition

	<u>FY2023</u>	<u>\$ Change</u>	<u>% Change</u>	<u>FY2022</u>
<u>CCV (per credit hour)</u>				
Vermonters	280	0	0.0%	280
Non-Vermonters	560	0	0.0%	560
<u>Castleton University</u>				
<u>Regular programs</u>				
Vermonters	11,832	0	0.0%	11,832
Non-Vermonters	28,800	0	0.0%	28,800
<u>Nursing</u>				
Vermonters	15,456	0	0.0%	15,456
Non-Vermonters	28,800	0	0.0%	28,800
<u>Northern Vermont University</u>				
Vermonters	11,592	0	0.0%	11,592
Non-Vermonters	25,680	0	0.0%	25,680
<u>Vermont Technical College</u>				
<u>Regular programs</u>				
Vermonters	14,712	0	0.0%	14,712
Non-Vermonters	28,128	0	0.0%	28,128
International	32,352	0	0.0%	32,352
<u>Dental Hygiene</u>				
Vermonters	18,432	0	0.0%	18,432
Non-Vermonters	28,824	0	0.0%	28,824
International	33,048	0	0.0%	33,048
<u>Nursing</u>				
Vermonters	15,432	0	0.0%	15,432
Non-Vermonters	32,592	0	0.0%	32,592
International	36,816	0	0.0%	36,816

Notes

1. Per credit rates are full time divided by 24, unless otherwise noted.
2. Non-Vermonters includes students who do not meet VT residency requirements, except for those in special programs with individually identified rates.
3. New England Board of Higher Education Board (NEBHE) rate is 150% of Vermonters rate (except CCV, for which the NEBHE rate equals the Vermonters rate, and for NVU, for which the NEBHE rate equals the Non-Vermonters rate minus \$6,500).
4. Credits in excess of 18 (19 for VTC, or 12 for NVU online programs) per term will be charged at the per credit rate.
5. Summer rates are billed per credit and billed at the course college rate.

VERMONT STATE COLLEGES SYSTEM
DRAFT FY2023 Tuition, Fees, Room & Board
CHANCELLOR'S RECOMMENDATION: TUITION FREEZE
Maximum Per-Credit Graduate Tuition

	<u>FY2023</u>	<u>\$ Change</u>	<u>% Change</u>	<u>FY2022</u>
<u>Castleton University</u>				
Vermont	662	0	0.0%	662
Non-Vermont	662	0	0.0%	662
<u>Northern Vermont University</u>				
Vermont	629	0	0.0%	629
Non-Vermont	916	0	0.0%	916
<u>Vermont Technical College</u>				
Vermont	745	0	0.0%	745
Non-Vermont	1,425	0	0.0%	1,425
International	1,637	0	0.0%	1,637

Notes

1. Non-Vermont includes students who do not meet VT residency requirements, except for those in special programs with individually identified rates.
2. New England Board of Higher Education Board (NEBHE) rate is 150% of Vermont rate.
3. Summer rates are billed per credit and billed at the college rate.

VERMONT STATE COLLEGES SYSTEM
DRAFT FY2023 Tuition, Fees, Room & Board
CHANCELLOR'S RECOMMENDATION: TUITION FREEZE
Fees, Room & Board

	Proposed FY2023	\$ Change	% Change	FY2022
Individual Service Fees:				
<u>Set by Board</u>				
Application	55	0	0.0% all	55
Graduation	125	0	0.0% all	125
Student Activity Fee	308	0	0.0% /yr	308
Facilities Fee	904	0	0.0% /yr	904
<u>Set by Colleges</u>				
Orientation/Basic Skills Testing/Assessment				
Course Fees				
Partial Payment				
Penalty Fees				
			(can be adjusted for inflation as necessary)	
<u>Room Rates:</u>				
Double Room	7,530	218	3.0% /yr	7,312
Premium for a Single Room	1,972	56	2.9% /yr	1,916
Reduction for Tripling	(1,590)	(46)	3.0% /yr	(1,544)
Single Room Suite	10,396	302	3.0% /yr	10,094
<u>Board Rates:</u>				
Gold Plan/unlimited meals with \$100	4,874	142	3.0% /yr	4,732
Base plan/12 meals/wk with \$150/yr	4,694	136	3.0% /yr	4,558
8 meals/wk with \$220/yr in DB	4,510	130	3.0% /yr	4,380

VERMONT STATE COLLEGES SYSTEM
BOARD OF TRUSTEES
RESOLUTION 2022-0003

AY2022-2023 Tuition Freeze

- WHEREAS, The Chancellor of the Vermont State Colleges recommends a freeze on Tuition and Board Required Fees for the 2022-2023 Academic Year at the February 7, 2022 meeting of the Finance and Facilities Committee, and
- WHEREAS, The Chancellor recommends a 3% increase on room and board for the 2022-2023 Academic year; and
- WHEREAS, The Finance and Facilities Committee of the Board of Trustees has reviewed the recommendation of the Chancellor, and
- WHEREAS, The Finance and Facilities Committee has discussed individual aspects of the proposal with the Chancellor, and
- WHEREAS, The Finance and Facilities Committee recommends a freeze on Tuition and Board Required Fees and a 3% increase in Room and Board for the 2022-2023 Academic Year as proposed by the Chancellor of the Vermont State Colleges; therefore, be it
- RESOLVED, That the Board of Trustees of the Vermont State Colleges System hereby approves a Tuition Freeze for the 2022-2023 Academic Year.

Approved: _____

Lynn Dickinson, Chair of the Board of Trustees

ITEM 6: 1st Pass FY23 Budget

BACKGROUND

The board approved system-wide budgeting process includes three reviews of the Vermont State Colleges operating budget. The reviews typically occur during the first three Finance and Facilities committee meetings of each calendar year. The Committee is tasked with reviewing and approving the system-wide budget in advance of forwarding the budget to the full board for approval at the last meeting of the fiscal year.

In addition to the strategic goals of the Vermont State Colleges: affordability, accessibility, quality, and relevance, the VSC must also achieve the expectations of the State of Vermont in regard to transformation. As outlined in Act 74 of 2021, the “VSC shall reduce its structural deficit by \$5,000,000 per year for five years through a combination of annual operating expense reductions and increased enrollment revenues, for a total of \$25,000,000.” Decades in the making and exacerbated by the ongoing pandemic, the system’s structural deficit is staggering. While the state has provided one-time support to the VSC to backfill the structural deficit and allow transformation to continue strategically and meaningfully, the VSC must take meaningful steps to address the issue. Achieving this requirement is vital to the success of the Vermont State Colleges financial sustainability.

MULTI-YEAR BUDGET PLANNING AS OF FY2022 BUDGET APPROVAL

With approval of the FY2022 budget, a multi-year pro forma budget was shared with the Finance and Facilities Committee in May of 2021. This multi-year forecast offered a path forward for eliminating the Vermont State Colleges Structural deficit within five years.

	Multi-Year Estimate Using FY2022 Budget				
	FY2023E	FY2024E	FY2025E	FY2026E	FY2027E
	Original	Original	Original	Original	Original
TOTAL REVENUES	156,457	161,457	163,957	163,957	163,957
TOTAL EXPENSES	178,908	174,460	171,098	166,265	161,723
NET REVENUES/(DEFICIT)	(22,451)	(13,002)	(7,141)	(2,307)	2,234

We made several assumptions when developing this multi-year estimate:

1. The FY2022 budget is the foundation for all calculations
2. Tuition, fees, room, and board would not increase and student enrollment would remain constant
3. State Appropriation would increase to \$48M by FY2025
4. Increases to wages, benefits, supplies and services would be reduced by a total of \$5M per year
5. Scholarships would increase at a rate of 1.5% per year
6. Utilities would increase at a rate of 4.85% per year
7. Debt service would adhere to the current schedule

As described with the model above, the deficit would decrease from \$22.5M in FY2023 to a modest surplus by FY2027. Bridge funding, in the amounts of \$14.9M, \$16.5M, \$10M, and \$5M for the years FY2023 to FY2026, plus an additional \$10M from Higher Education Emergency Relief (HEERF) or carryover funds for FY2023, would be needed to close the deficit gap for these years.

RECAP OF SECOND QUARTER FORECAST

As stated earlier in this packet, the Vermont State Colleges anticipates performance that is better than budget for FY2022. Net revenues for this year are currently forecasted at \$9.7M as compared to a budgeted deficit of \$6.3M. On the revenue side, improvements to tuition and fees, room and board (inclusive of the use of HEERF), sales and services, and gifts, lift the overall revenue picture. The revenue improvement is furthered by a better than budgeted salaries and benefits line and an improved transfers picture. However, the remainder of expense lines show an increase to budget. For more information, please see **ITEM 2** in this packet of materials.

	FY2022 Budget	FY2022 Forecast
TOTAL REVENUES	173,393	191,010
TOTAL EXPENSES	179,686	181,333
NET REVENUES/(DEFICIT)	(6,293)	9,677

FIRST PASS BUDGET

The first pass budget for FY 23 is the Finance and Facility Committee’s first look at the system-wide budget for the Vermont State Colleges. Because the first pass is *very early* in the budgeting cycle, a series of assumptions are used to develop the budget. This year’s assumptions are:¹

REVENUE ASSUMPTIONS	EXPENSE ASSUMPTIONS
<p>Included:</p> <ul style="list-style-type: none"> • 0% rate increase on tuition, fees, room & board • Student enrollment using current volume, anticipated graduation, and recent persistence rates • Base appropriation increased to \$40.5M and reflect <i>global commitment</i> for Allied Health² • Sales & Services using booked spaces <p>Excluded:</p> <ul style="list-style-type: none"> • Estimated bridge funding • Additional State Funded Scholarships • Transformation Funding 	<p>Included:</p> <ul style="list-style-type: none"> • All currently open and posted positions ~\$4M value • Wage and benefit increases using current estimates • Utilities rates using regional costs for January • Supplies and services adjusting for fixed costs • Chancellor’s lease reduced by two-thirds • CRF Funded software moved to general fund <p>Excluded:</p> <ul style="list-style-type: none"> • Transformation Expenses³ • Space changes • Senior leadership for Vermont State University⁴

It is important to note that these first pass budgets are very early in the budgeting cycle and require significant refinement. Presidents and their leadership teams are evaluating and refining their budgets – the materials presented here will, by necessity, change in the coming weeks as more information is learned.

As shown on the next page, the system-wide first pass budgeted revenue for FY2023 is \$165.6M. This compares favorably to the original forecast of \$156.5M. While this is encouraging, first pass budgeted expenses are \$189.7M compared to an original forecast of \$178.9M. The net change in deficit is approximately \$2.2M.

¹ Budget assumptions are revised throughout the budget cycle. Each institution uses the same set of base assumptions when developing their budget for consistency and analysis. Variances in actual amounts for an individual location reflect conditions at that location.

² VTC receives a separate allocation from the state’s *global commitment fund* to support Allied Health programs.

³ While transformation revenue and expenses flow through the system operating budget they are funded via a separate state appropriation, therefore neither the revenue nor the expenses are charged to the colleges.

⁴ NECHE approval is required for the proposed single president model of FY2023. Pending this decision, no leadership changes are noted in the budget shown here.

	FY2022	FY2023E	
	Forecast	1st Pass	Original
TOTAL REVENUES	191,010	165,628	156,457
TOTAL EXPENSES	181,333	189,745	178,908
NET REVENUES/(DEFICIT)	9,677	(24,638)	(22,451)

Looking carefully at revenues, the first pass budget is approximately \$7.3M better in tuition, fees, room, and board than the original FY2023 forecast. Sales and services revenue, as well as gifts, round out the improvement – as does a modest adjustment to reflect the accounting for the *global commitment funds* for Allied Health programs at Vermont Technical College.

	FY2022	FY2023E	
	Forecast	1st Pass	Original
REVENUES			
Tuition and Fees	103,658	100,762	95,462
State Appropriation	59,436	41,437	40,500
Net Room and Board	21,912	18,180	16,247
Sales and Services	4,095	3,252	2,584
Gifts	1,175	1,210	825
Other Revenue	734	787	839
TOTAL REVENUES	191,010	165,628	156,457

Expenses, on the other hand, are up across all budget categories with the greatest increases occurring in the salaries and benefits, supplies and services, utilities, and scholarship categories. When comparing the first pass budget to the second quarter forecast, all expense categories are up⁵ with total expenses increasing more than \$8M.

	FY2022	FY2023E	
	Forecast	1st Pass	Original
EXPENSES			
Net Salaries and Benefits	107,752	114,459	107,682
Net Services, Supplies, Travel	38,002	39,099	37,160
Scholarships	21,812	19,625	18,357
Utilities	6,573	7,582	6,488
Other Expenses	14	4,585	4,585
Debt Service	12,577	8,003	8,002
Chancellor's Office	(2)	(1)	-
Other Transfers	(5,400)	(3,607)	(3,367)
<i>CRF: Other Transfers</i>	-	-	-
TOTAL EXPENSES	181,333	189,745	178,908
NET REVENUES/(DEFICIT)	9,677	(24,638)	(22,451)

An important item to note regarding the budgeted expenses is that the first pass budgets do not address the underlying capital infrastructure and reserve issues facing the Vermont State Colleges. For example, these budgets do not address the replacement of information technology hardware, deferred maintenance, program

⁵ Due to accounting changes the *other expenses*, *debt service*, and *debt service* lines differ between the FY2022 Q2 forecast and the FY2023 proposed budgets.

enhancements, facilities equipment, or the system’s fleet of vehicles. Additionally, the budgets, as currently drafted, do not take into consideration the need to consider expanding the financial reserves that each institution should set aside.

MULTI-YEAR ROLL FORWARD USING FIRST PASS BUDGET

Using the proposed first pass budget for FY2023, and the same assumptions used to build the multi-year budget estimate during FY2022 budgeting, the Vermont State Colleges will not achieve a balanced budget by the end of FY2026.

	FY2023E		FY2024E		FY2025E		FY2026E		FY2027E	
	1st Pass	Original	1st Pass	Original	1st Pass	Original	1st Pass	Original	1st Pass	Original
TOTAL REVENUES	165,628	156,457	170,628	161,457	173,128	163,957	173,128	163,957	173,128	163,957
TOTAL EXPENSES	189,745	178,908	178,955	174,460	180,069	171,098	179,691	166,265	179,581	161,723
NET REVENUES/(DEFICIT)	(24,638)	(22,451)	(8,327)	(13,002)	(6,941)	(7,141)	(6,563)	(2,307)	(6,453)	2,234

Over the long run the first pass budget continues business as usual – leaving the Vermont State Colleges without the resources necessary to increase affordability and address underlying issues of quality, accessibility, and relevance. In the short run, the colleges can move closer to balancing their budgets but at great opportunity cost.

CHALLENGES FACING THE VERMONT STATE COLLEGES

The Vermont State Colleges System is undergoing an enormous transformation. Transformation takes time, money, and the support of the State of Vermont, the communities surrounding our institutions, the VSCS’s alumni, as well faculty, staff, students, and retirees. As one, we are building the system of the future that will serve Vermont learners and Vermont, as well as welcome regional, national, and international students into our midst.

However, the transformation the Vermont State Colleges is undergoing is not a business-as-usual activity. To be successful the VSC must challenge itself, move away from past practice, and truly embrace the shift to building and becoming the higher education system of the future.

One area in which this is prevalent is related to investment in our capital infrastructure. As James Page noted in his report to the Joint Fiscal Office in June 2020:

*“Balancing an approved budget is an important [and] noteworthy achievement. **Yet a balanced budget is not necessarily a sign that all is financially well.** A budget may underfund depreciation, for example. This strategy can be useful to bridge a short-term budget gap, but chronic underfunding leads to an inevitable and sometimes unrecoverable increase in deferred maintenance, an issue now requiring VSCS attention. Also, a budget that just breaks even may not have included investment funds to update programs, improve classroom technologies, etc. **Any institution that foregoes investing puts itself at a significant competitive disadvantage.**”⁶*

This investment should include an emphasis on deferred maintenance, a sound schedule of information technology replacement, as well as the replacement of academic and facilities equipment.

⁶ Report to the Vermont Legislative Joint Fiscal Office Concerning Vermont State Colleges System Funding for FY2020 and FY2021. James H. Page, June 8, 2020 p. 11

Another area of investment that needs to be funded is curriculum development and innovative program redesign. Academic programs are the VSCS's greatest asset. Frequent and regular updating of the curriculum, and implementing new teaching and learning methods, will be vital to the viability and success of the Vermont State Colleges moving forward.

STATE REQUIREMENTS AND NEXT STEPS

As noted, Act 74 of 2021 requires that "VSC shall reduce its structural deficit by \$5,000,000 per year for five years through a combination of annual operating expense reductions and increased enrollment revenues, for a total of \$25,000,000." Achieving this goal is not optional – it is an expectation of the State of Vermont.

As is the case every year, the first pass budget includes many assumptions that will be clarified in the coming weeks. However, as presented today, the FY2023 first pass budget falls short of the structural deficit reduction goal, as it relies too much on short-term revenue gains to offset ongoing costs and does not invest in itself.

	FY2021	FY2021	FY2022	FY2023E	
	Budget	Forecast	Forecast	1st Pass	Original
REVENUES					
Tuition and Fees	102,520	104,715	103,658	100,762	95,462
State Appropriation	60,237	60,238	59,436	41,437	40,500
Net Room and Board	11,905	17,537	21,912	18,180	16,247
Sales and Services	1,841	1,818	4,095	3,252	2,584
Gifts	850	1,101	1,175	1,210	825
Other Revenue	692	2,481	734	787	839
TOTAL REVENUES	178,045	187,890	191,010	165,628	156,457
EXPENSES					
Net Salaries and Benefits	110,496	104,408	107,752	114,459	107,682
Net Services, Supplies, Travel	37,116	33,164	38,002	39,099	37,160
Scholarships	19,240	18,219	21,812	19,625	18,357
Utilities	5,955	5,409	6,573	7,582	6,488
Other Expenses	4,827	4,842	14	4,585	4,585
Debt Service	6,000	6,000	12,577	8,003	8,002
Chancellor's Office	(23)	(2)	(2)	(1)	-
Other Transfers	(5,958)	7,245	(5,400)	(3,607)	(3,367)
<i>CRF: Other Transfers</i>	-	(1,185)	-	-	-
TOTAL EXPENSES	176,019	171,782	181,333	189,745	178,908
	-	-			
NET REVENUES/(DEFICIT)	2,026	16,108	9,677	(24,638)	(22,451)

ITEM 7: Policy 403 & 407 Suspensions & Resolution

At the August 12, 2020 Board of Trustees meeting, the Board approved resolution 2020-014 regarding the development of a system-wide budget. A key portion of the resolution suspended *Policy 403: System Annual Operating Budget* and *Policy 407: Responsibility for Deficits Incurred after June 30, 1979* through the creation of the FY2022 budget to give time to develop, propose, and discuss new financial policies that benefit Vermont, Vermont's learners, the Vermont State Colleges as a whole, and our individual institutions.

As a reminder, Policy 403 was last updated in August 2020 to exclude extraordinary and other one-time funding from the allocation methodology. While this policy has been under suspension, the system has continued to phase-in to the allocation methodology established in 2018, the FY2023 budget year is the final year of transition to the new methodology.

Since suspension of these policies in 2020, the Vermont State Colleges have undertaken a system-wide transformation. This transformation will necessitate complete overhaul of both policies, among others, and the work must be carefully calibrated to build financial sustainability, enhance our ability to serve Vermont, and prevent unintended consequences.

Therefore, management proposes holding both *Policy 403: System Annual Operating Budget* and *Policy 407: Responsibility for Deficits Incurred after June 30, 1979* in suspension for development of the FY2023 budget. Revision to these, and related, policies will be put in place in advance of development of the FY2024 budget.

VERMONT STATE COLLEGES SYSTEM

BOARD OF TRUSTEES

RESOLUTION No. 2022-004

Suspension of Policy 403 and Policy 407

- WHEREAS, The Vermont State College System is undergoing system transformation; and
- WHEREAS, The institutions of Vermont Technical College, Castleton University, and Northern Vermont University will combine into a singly accredited institution to be called Vermont State University on July 1, 2023; and
- WHEREAS, Policy 403: *System Annual Operating Budget* and Policy 407: *Responsibility for Deficits Incurred After June 30, 1979* were suspended through the development of the FY2022 budget; and
- WHEREAS, The Vermont State Colleges must revise its financial policies to build financial sustainability, enhance its ability to serve Vermont; and
- WHEREAS, This work must be carefully calibrated to prevent unintended consequences; and
- WHEREAS, The Finance and Facilities Committee continues to receive all regular and transformation financial information and is involved in reviewing and approving practices that will support revised financial policies; therefore be it
- RESOLVED, That Policy 403: *System Annual Operating Budget* and Policy 407: *Responsibility for Deficits Incurred after June 30, 1979* shall remain suspended for the creation of the FY2023 budget; and be it further
- RESOLVED, That the VSC Board of Trustees directs the Chancellor to draft revised financial policies and bring forth proposals to the Board of Trustees in advance of the FY2024 budget cycle.

Approved: _____, 2022

Lynn Dickinson, Chair of the Board of Trustees