



VERMONT

— STATE COLLEGES SYSTEM —



Board of Trustees Retreat – Finance Discussion

September 20, 2022

Topics for Discussion

1. Accountability Matrix – Selected Measures
2. Vermont State Colleges Pro-Forma – What-if Scenarios
3. Vermont State University Tuition for FY2024
4. Facilities Update

1. Accountability Matrix

Selected Measures

For all measures see <https://www.vsc.edu/board-of-trustees/meeting-materials/board-trustees-meetings-2022-23/>

Published Tuition

What is the published tuition for Vermont State Colleges institutions?

Vermont State University	In State			Out-of-State		
	CU	NVU	VTC	CU	NVU	VTC
2022-2023 Tuition						
Undergraduate General	11,832	11,592	14,712	28,800	25,680	28,128
Nursing (BSN, RN)	15,456		15,432	28,800		35,592
Dental Hygiene			18,432			28,824
Nursing LPN - 3 term			21,219			44,814
Para medicine - 3 term			21,219			44,814
Radiologic Science			26,464			52,960
Graduate	11,916	11,106	13,410	11,916	16,488	25,650

Community College of Vermont	In State	Out-of-State
Undergraduate	6,720	13,440



Net Cost of Attendance

What is the net cost of attendance for Vermonters at Vermont State Colleges institutions and how does that compare to Median Family Income?

Vermont Median Family Income		63,477		
FY22 Net Cost of Attendance	CCV		VTSU	
FY22 Net Cost of Attendance	Net Cost	% of Median	Net Cost	% of Median
General Undergraduate	6,657	10%	9,654	15%
Engineering & Technology			12,590	23%
Nursing (AA, AS, BS, MS)			14,899	23%
Other Allied Health			17,961	28%
Graduate			12,566	20%
NVU-Online			9,741	15%
All Students	6,657	10%	11,554	18%



Source: <https://www.census.gov/quickfacts/VT>

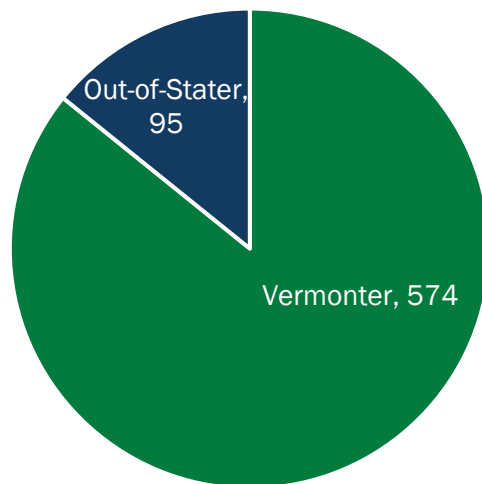
Total Headcount Enrollment

	Fall 2019	Fall 2020	Fall 2021
<u>CCV: Total Headcount</u>	5,104	5,102	5,541
Full-time	746	802	801
Part-time	4,358	4,300	4,740
Degree-seeking (certif. + 2yr)	3,232	3,169	3,754
Non-degree-seeking	1,872	1,933	1,787
<u>VTSU: Total Headcount</u>	6,477	5,728	5,565
Full-time	4,495	3,711	3,406
Part-time	1,982	2,017	2,159
Degree-seeking (certif., 2yr, 4yr)	5,093	4,386	4,117
Graduate students	731	764	879
Non-degree-seeking	653	578	569

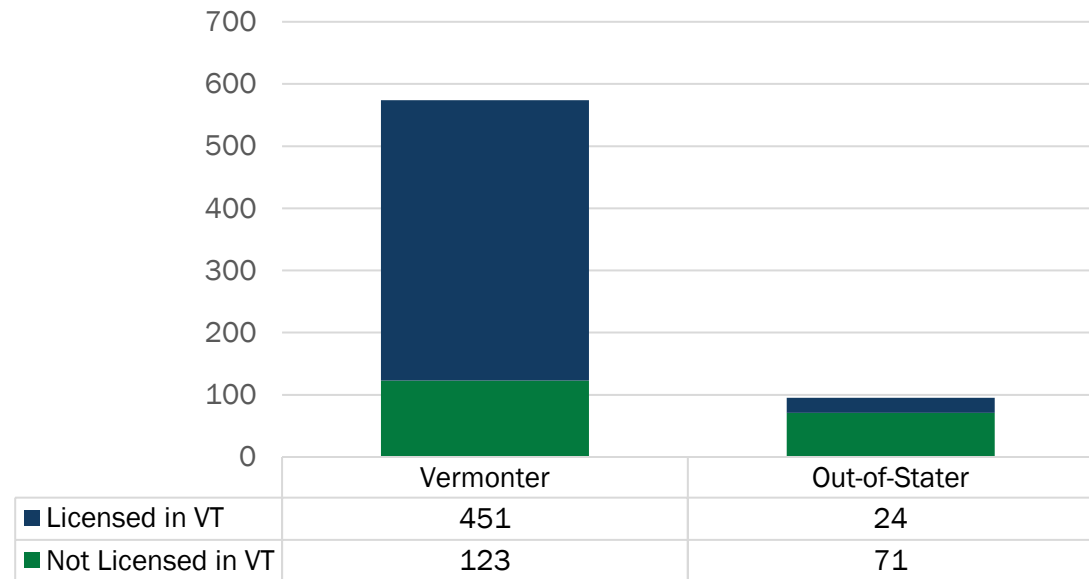
Licensure Programs

How many students graduated from licensure programs in Fall 2020, Spring 2021, and Summer 2021?

Students Graduating Fall 20 to Summer 21 in Programs Leading to Licensure



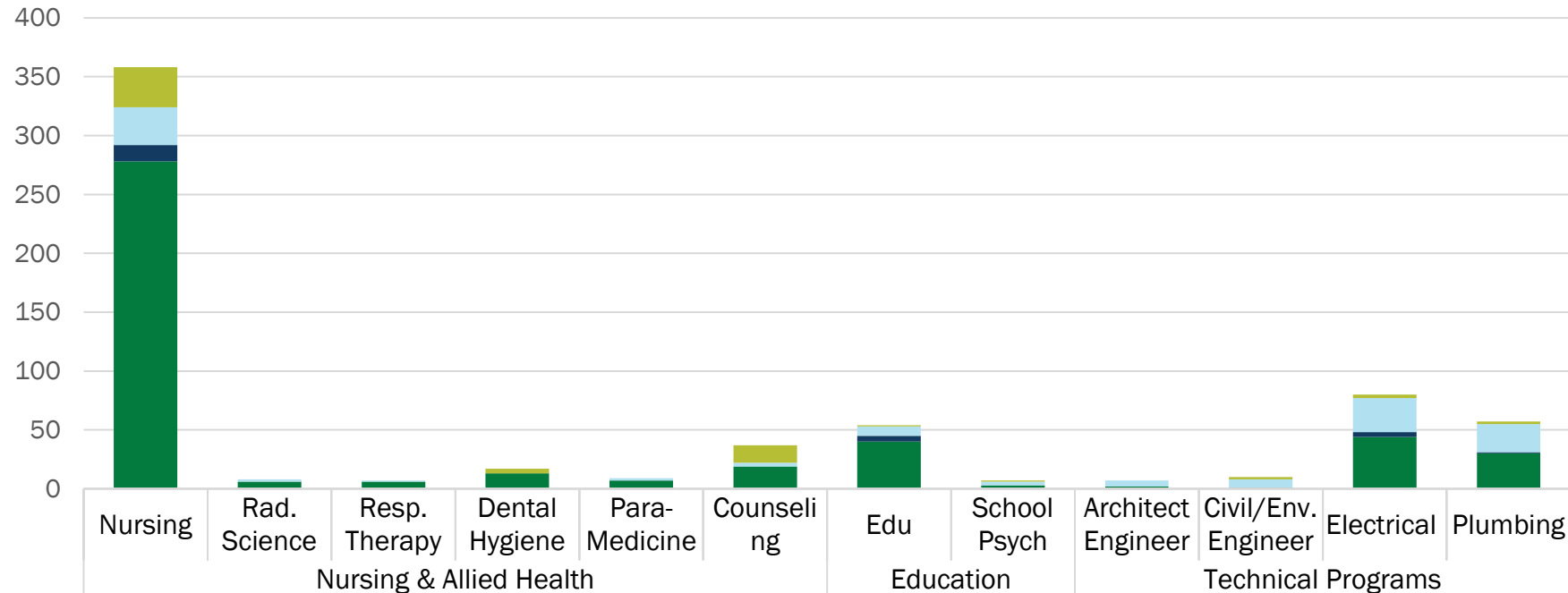
Licensure status by residents for students Graduating Fall 20 to Summer 21



Licensure Programs

How many graduates in licensure programs attained a license in Vermont within 12 months of graduation?

Vermont Licensure Status for Fall 20, Spring 21, and Summer 2021 Graduates

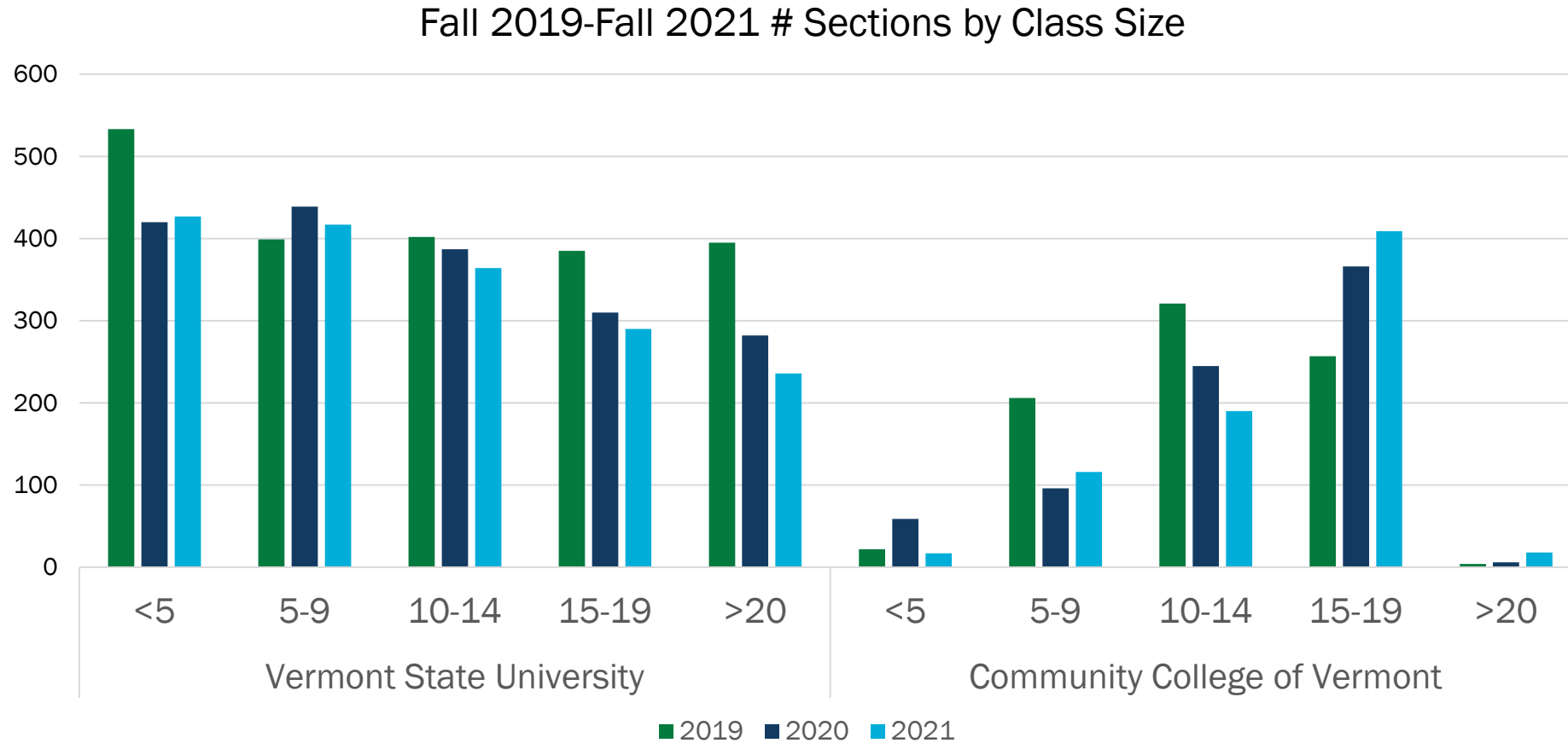


	Nursing & Allied Health					Education			Technical Programs			
■ O/S: Not Licensed in VT	34			4		15	1	1		2	3	2
■ VT: Not Licensed in VT	32	2	1		2	3	8	3	5	7	29	24
■ O/S: Licensed in VT	14						5				4	1
■ VT: Licensed in VT	278	6	6	13	7	19	40	3	2	1	44	30



Class Sizes Over Time

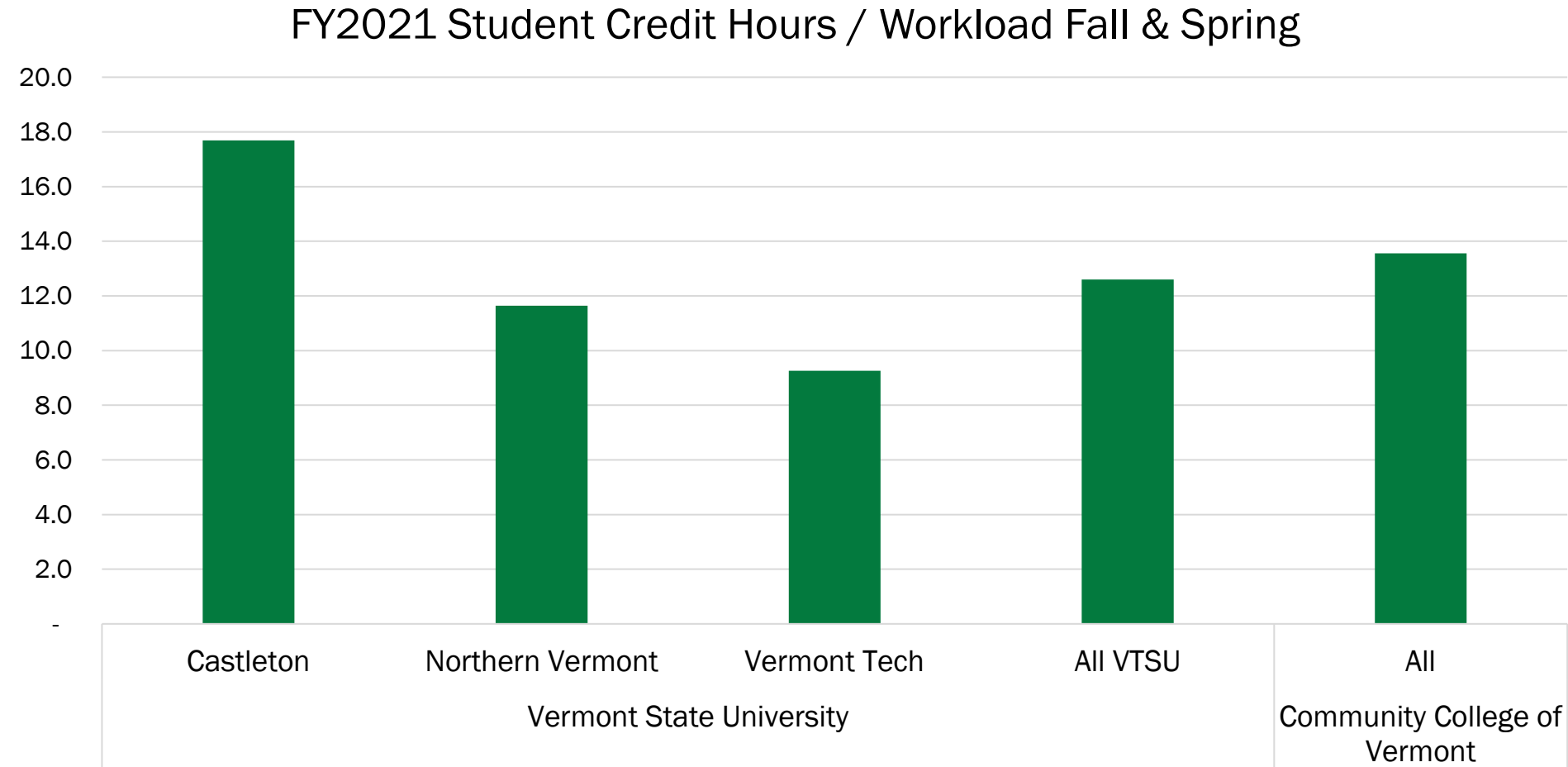
How has the volume of sections taught by class size changed over time?



Note: Courses under 5 are typically independent studies, internships, and other learning opportunities and don't incur the same expense.

Student Credit Hour Production

Per instructor, how many student credit hours are taught?



Note: Includes all Fall, Winter, and Spring Sections. “All” is the weighted average for the institution

Composite Financial Index Scale

How healthy have the Vermont State Colleges been over the last 10 years?

FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12
5.02	2.11	0.59	0.45	0.55	(0.05)	0.14	0.06	0.79	1.23



-1 to 1	Assess viability to survive
0 to 3	Reengineer
3 to 5	Direct resources to allow transformation
5 to 7	Focus resources to compete in future
7 to 9	Opportunities to experiment with new initiatives
8 to 10	Deploy resources to achieve robust mission



NOTE: Financial ratios will be updated upon the conclusion of the FY2022 Financial Audit and will be made available to F&F at the October meeting

2. VSCS Pro-Forma

What-if discussion

Vermont State Colleges Pro-Forma

Pro-forma for Vermont State Colleges as a whole shared May 2022. Assumes no enrollment/tuition change.

All Unrestricted	FY2023	FY2024E	FY2025E	FY2026E	FY2027E
Total Revenues	163,300	166,863	169,363	169,363	16,363
Total Expenses	184,278	179,875	176,558	171,770	167,274
Net Revenues / -Deficit	-20,978	-13,012	-7,196	-2,407	2,089

- *All scenarios* assume CCV balances budget through modest adjustments, subsequent scenarios focus solely on VTSU
- *Planned funding of Deficits via current year and prior year bridge funding. Planned CY bridge is as follows:*
- *FY2023: \$14.9M, FY2024: \$11.5M, FY2025: \$10M, FY2024: \$5M.*



Vermont State University Pro-Forma

What-if enrollment and pricing remains constant through FY2027 and inflation is 5% on supplies?

All Unrestricted	FY2023	FY2024E	FY2025E	FY2026E	FY2027E
Total Revenues	111,908	116,221	118,121	118,121	118,121
Total Expenses	134,581	129,837	125,486	122,347	118,121
Net Revenues / -Deficit	-22,673	-13,615	-7,365	-4,226	0

In this scenario: to hit a fully balanced budget by FY2027 adjustments of 9.6% to personnel and 8% to supplies would be necessary each year between FY2024 and FY2027.

All scenarios assume CCV balances budget through modest adjustments.

*Planned funding of Deficits via current year and prior year bridge funding. Planned CY bridge is as follows:
FY2023: \$14.9M, FY2024: \$11.5M, FY2025: \$10M, FY2026: \$5M.*



Vermont State University

What-if enrollment declined by 0.9% consistent with WICHE regional averages from “Knocking at the College Door”?

VTSU Unrestricted	FY2023	FY2024E	FY2025E	FY2026E	FY2027E
Total Revenues	111,908	115,589	116,762	116,092	115,428
Total Expenses	134,581	129,009	123,941	120,183	115,428
Net Revenues / -Deficit	-22,673	-13,471	-7,179	-4,092	0

In this scenario: to hit a fully balanced budget by FY2027 adjustments of 10.8% to personnel and 7% to supplies would be necessary each year between FY2024 and FY2027

*Planned funding of Deficits via current year and prior year bridge funding. Planned CY bridge is as follows:
FY2023: \$14.9M, FY2024: \$11.5M, FY2025: \$10M, FY2026: \$5M.*

Vermont State University

What-if enrollment declined by 5% and inflation was 5%?

VTSU Unrestricted	FY2023	FY2024E	FY2025E	FY2026E	FY2027E
Total Revenues	111,908	112,424	110,719	107,293	104,038
Total Expenses	134,581	125,504	117,404	111,034	104,038
Net Revenues / -Deficit	-22,673	-13,079	-6,685	-3,741	0

In this scenario: to hit a fully balanced budget by FY2027 adjustments of 12.3% to personnel and 15% to supplies would be necessary each year between FY2024 and FY2027

*Planned funding of Deficits via current year and prior year bridge funding. Planned CY bridge is as follows:
FY2023: \$14.9M, FY2024: \$11.5M, FY2025: \$10M, FY2026: \$5M.*



Vermont State University

What-if enrollment increased 2.5% and room and board increased 4% annually?

VTSU Unrestricted	FY2023	FY2024E	FY2025E	FY2026E	FY2027E
Total Revenues	111,908	117,737	121,208	122,834	124,519
Total Expenses	134,581	-132,968	-131,554	-131,166	-129,519
Net Revenues / -Deficit	-22,673	-14,080	-7,981	-4,686	0

In this scenario: to hit a fully balanced budget by FY2027 adjustments of 6.9% to personnel and 5% to supplies would be necessary each year between FY2024 and FY2027

*Planned funding of Deficits via current year and prior year bridge funding. Planned CY bridge is as follows:
FY2023: \$14.9M, FY2024: \$11.5M, FY2025: \$10M, FY2026: \$5M.*

Vermont State University

What-if no changes were made to personnel and supplies?
How much would enrollment need to increase if room & board increased by 4% during this period and inflation is 5%?

VTSU Unrestricted	FY2023	FY2024E	FY2025E	FY2026E	FY2027E
Total Revenues	111,908	125,117	136,983	148,152	160,673
Total Expenses	134,581	140,385	146,621	154,140	160,673
Net Revenues / -Deficit	-22,673	-15,268	-9,638	-5,987	0

In this scenario: to hit a fully balanced budget by FY2027 enrollment would need to increase by 10.6% annually for four years. While this scenario assumes no increase in personnel or supplies, one must assume an incremental increase in both categories to accommodate increased volume – perhaps as much as 2.5% in personnel after the first or second year of sustained increase.

*Planned funding of Deficits via current year and prior year bridge funding. Planned CY bridge is as follows:
FY2023: \$14.9M, FY2024: \$11.5M, FY2025: \$10M, FY2026: \$5M.*

What-if...

What scenario would you like to review?

Options

Enrollment increase or decrease (percent)

Tuition increase or decrease (percent)

Benefits Increase or decrease (percent)

Wages Increase or decrease (percent)

Receipt of last \$2.5M in base appropriation (yes/no)

Apply WICHE national reduction (yes/no)

Annual inflation (percent)

Supplies increase or decrease (percent)



3. Vermont State University

Tuition for FY2024

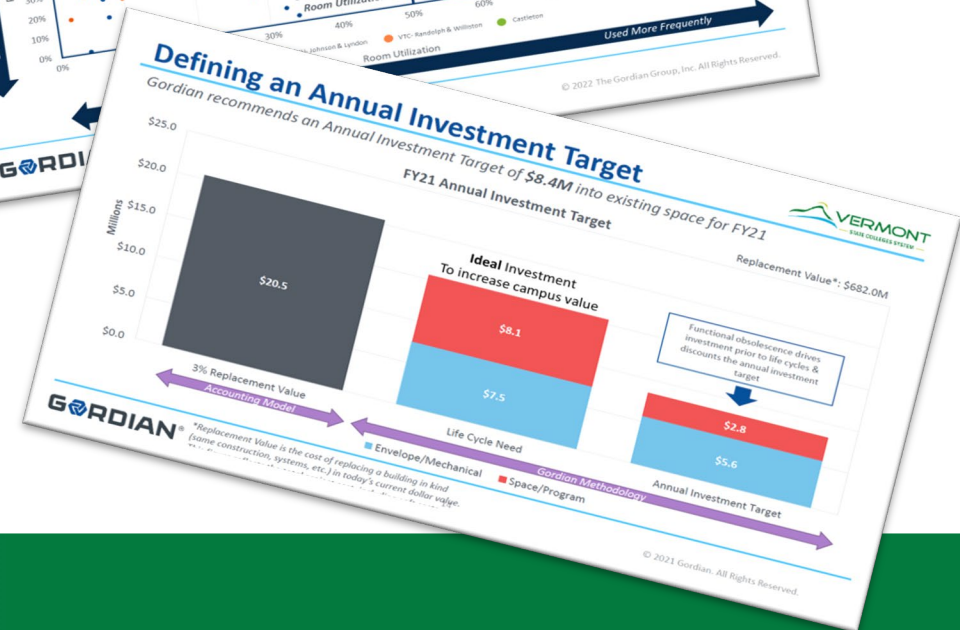
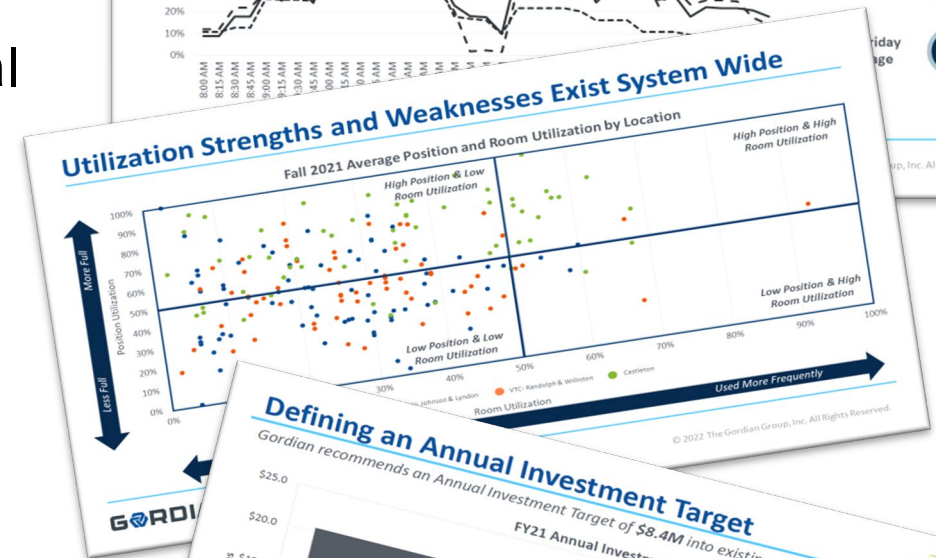
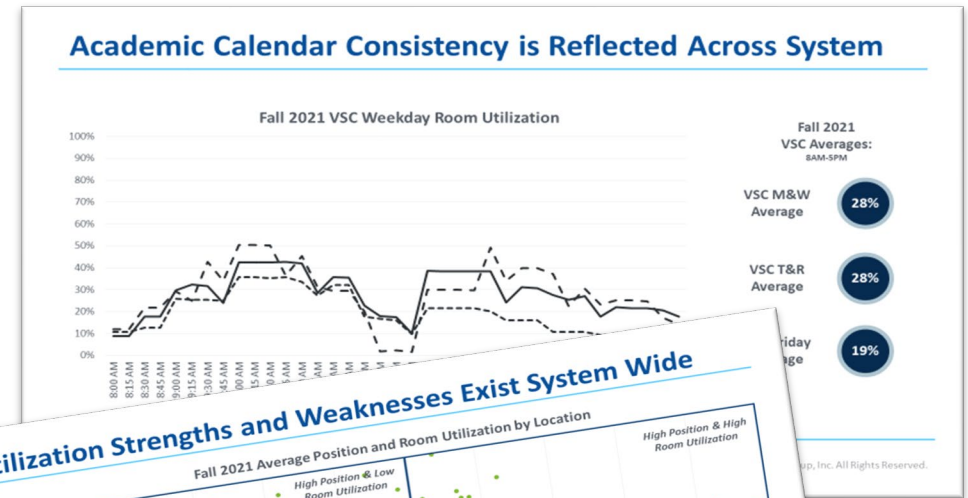
President Parwinder Grewal

4. Facilities Update

Vermont State University

Facilities Background

- Academic space utilization at Vermont State University campuses is roughly 30%. Should be closer to 65%
- To maintain existing conditions, \$8.4 million of Capital Investment is needed. Currently spending \$2 - \$3 million
- Divestment of underused assets is necessary to:
 - Generate revenue
 - Reduce expenses
 - Make existing space feel utilized and more alive
 - 25-30% Cost reduction requires about 35% reduction of square footage through a combination of cut and build back



Planning & Processes

Phase I

- Identified underutilized structures
- Investigate current programmatic use- If non
- Subdivide, amend permits and divest

Phase II

- Identify structures with limited current use and re
- Subdivide and amend permits where needed

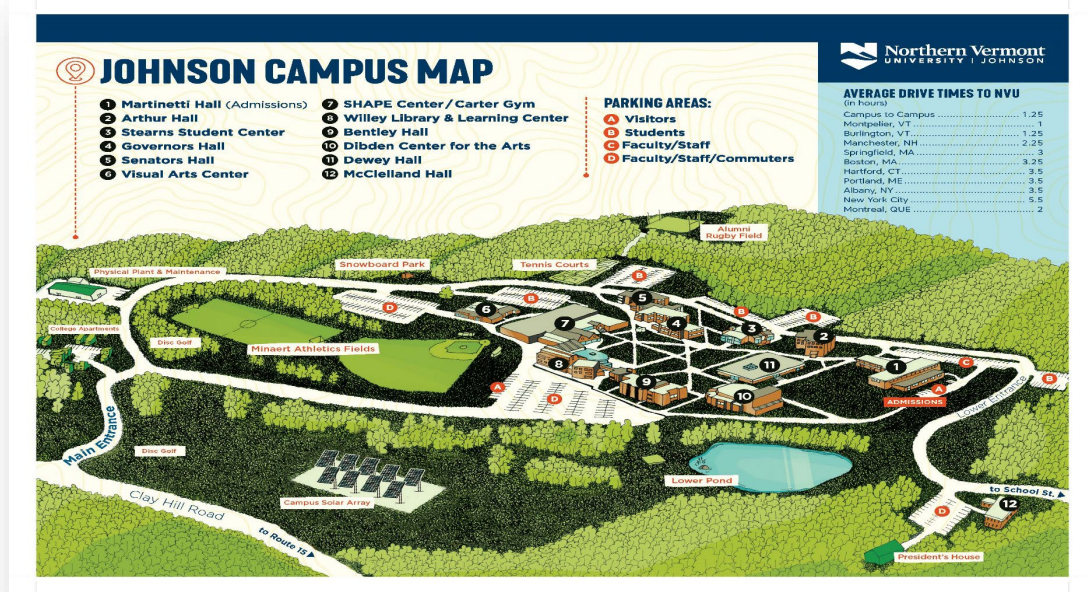
Phase III

- Identified through the master planning process.
- Based on programmatic array
- Actual location and numbers of students
- Projects will be identified to consolidate programs into more useful structures and free up less useful buildings for sale, lease or removal.



Key Activities

- Currently Identified:
 - 18 Phase I properties
 - 16 Phase II properties identified
 - Over 500,000 square feet
- Surveyors on campuses September and October 2022
- Deed and permit work. There is a backlog of up to eight months
- 10-year campus master plan for VTSU launches by February 1, 2023



Required Input FY23

Finance & Facilities & Board of Trustees

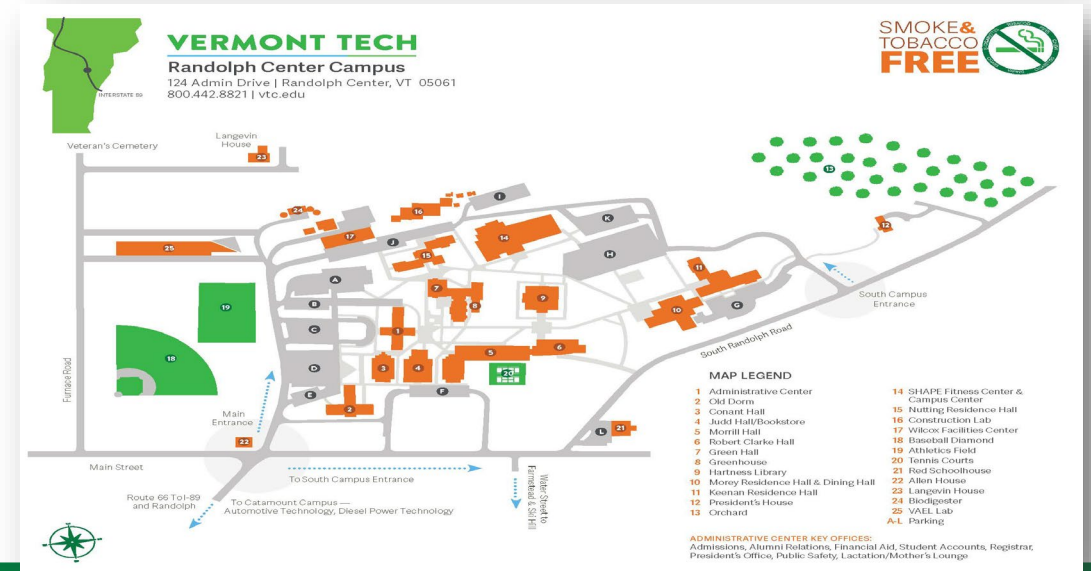
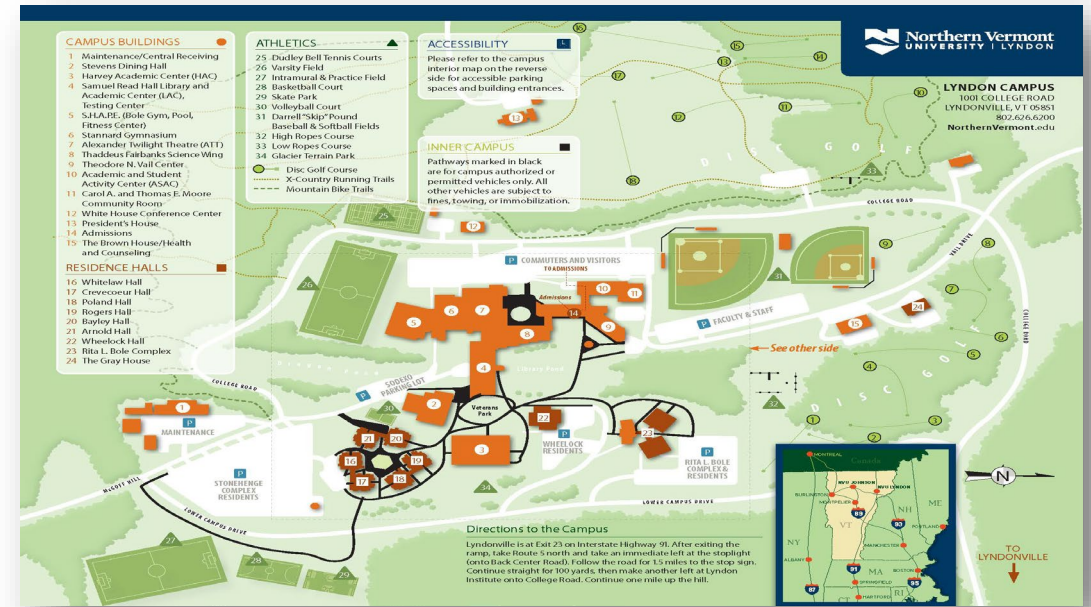
- Regular updates feedback on divestment activities
- Permission to divest of selected properties
- Permission to execute sale

Vermont State Treasurer

- Review properties selected for divestment that used State of Vermont capital within last ten years
- Take actions as required

Vermont Municipal Bond Bank

- Review properties selected for divestment that are part of the security with the Bond Bank



Presenters

Vermont State Colleges

Sharron Scott, Chief Financial & Operating Officer

Littleton Tyler, Senior Financial Analyst

Mike Stevens, Manager Transformation Projects & Planning

Vermont State University

Parwinder Grewal, President

Maurice Ouimet, VP Admissions & Enrollment