

Optimization 2.0

VSCS Board of Trustees Meeting

September 18-19, 2023

Recap of Optimization 1.0

- Version 1.0 was the result of analysis by an external consultant (rpkGROUP)
- rpkGROUP looked at program size, enrollment trends, efficiency metrics, student demand, and future labor market potential to group programs into three categories:
 - Invest (10)
 - Optimize (82)
 - Eliminate (21)
- rpkGROUP found that we offered too many programs and courses relative to the size of our enrolled student population.
- In Optimization 1.0 Faculty and the Chief Academic Officers work was to optimize the 82 identified programs to improve their instructional efficiency while also attending to access.
- Development of the In-Person + instructional delivery mode.

Why Optimization 2.0?

- Ensure the program array supports the long-term fiscal sustainability of the five primary campuses and institution
- Clarity for admissions and marketing when describing VTSU programs to prospective students
- Ensure the program array supports the unique identity of our campuses
- Ensure the program array aligns with the needs of the state

Optimization 2.0 is one piece of the puzzle

Moving and consolidating departments, staff offices, residence halls etc.

Not hiring all positions as they become vacant

Review and reduction of administration and cost

Optimizing program offerings, course scheduling, & looking at instructional cost

Reduction of 25-30% of our physical footprint

Debt services

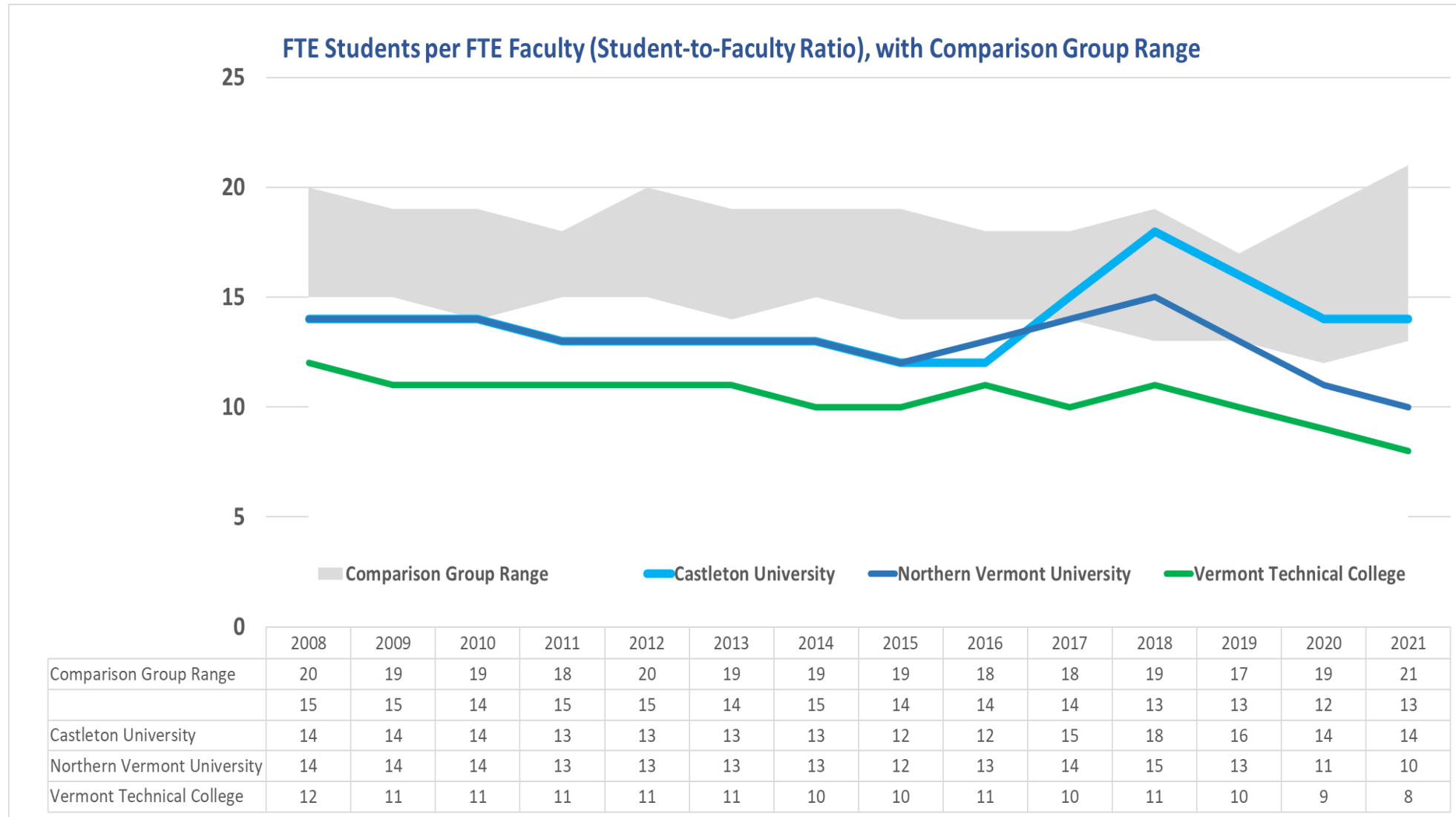
Alignment of personnel costs

Transformation in the way we do business to reduce costs per student

Reallocation of resources into key growth areas and programs grounded in a strong return on investment

The Data Metrics

Realizing Optimal Faculty to Student Ratios



Average Class Size

VTSU Goal is 18

	18FA	19FA	20FA	21FA	22FA
Castleton University					
Average Class Size	16.4	15.3	14.4	15.3	15.5
Percent of Course Sections with <=10 Students	27.8%	30.6%	32.8%	32.1%	33.1%
Northern Vermont University					
Average Class Size	13.9	13.4	11.3	11.7	12.6
Percent of Course Sections with <=10 Students	33.4%	35.1%	48.8%	45.9%	45.0%
Vermont Technical College					
Average Class Size	15.0	15.1	12.6	12.5	12.6
Percent of Course Sections with <=10 Students	34.0%	38.1%	47.9%	44.9%	43.8%

Program Array Size

Institution	Enrollment	#Undergraduate Majors	#Masters
Vermont State University		69/99	16
Plymouth State University	4224	47	21
Keene State College	3100	53	8
University of Southern Maine	7996	91	50
Fitchburg State University	6674	44	20
University of Maine at Farmington	1878	40	6
University of Maine at Augusta	4422	40	2
Worcester State University	5417	42	24
Framingham State University	4495	43	29
Westfield State University	5013	46	18
Salem State University	7131	45	36
Rhode Island College	6331	65	31
UMASS Dartmouth	7717	50	41
Eastern Connecticut State University	4319	40	6
Western Connecticut State University	4802	45	17
	Peer Mean:	49	
	Peer Median:	45	

Data Transparency

- VTSU is committed to transparency with the analysis. We will be releasing:
 - Financial Analysis by program
 - Historical Enrollment
 - Faculty to Student Ratio

Current Status of our Work

- Convened working group of 22 faculty and staff late July
- Worked to create the following data sets that will be used to evaluate the programs:
 - a) Fiscal analysis (see example on next slide)
 - b) Student headcount/full-time faculty ratio
 - c) Enrollment trends, historical and projected
 - d) RPKgroup data
 - e) Critical occupations and high-demand fields
 - f) Program clusters and campus distinctions

Cluster Example:

Fine and Performing Arts

Fine Arts
Fine Woodworking and Furniture Design
Music
Music Business and Industry
Music Education
Musical Theater
Performance, Arts, and Technology
Photography
Theater Arts

Campus Distinction Thematic Areas

Location and Regional Community
Physical Characteristics and Learning Spaces
Campus Personality
Academic Distinction
Co-Curricular Experience

Fiscal Findings - Example

Inputs:

1. Program with incoming cohort of 35
2. Typical 4-year graduation rates
3. Typical retention rates
4. 38 work load hours unique to this program
 - a) - 5 fall classes
 - b) - 5 spring classes
 - c) - 2 course releases
5. Cost allocation to service programs at \$250/credit

SUMMARY FINANCIAL IMPACT

<u>Net Student Revenue</u>		<u>Summary</u>	
Tuition	779,107	Direct Revenue	681,861
Scholarship	-97,247	Service Prog. Rev.	-
Course Fees	-	Cross-enrollment	-438,950
Net	681,861	Direct Exp. Gross	-133,961 108,949
		Overhead	-108,949
		Net	0
<u>Personnel Expense</u>			
FTF Wages	69,000		
FT Admin & Tech	-		
FT Group	22,200		
FT Fringe	15,387		
Adjunct	24,500		
PT Admin	-		
PT Fringe	1,874		
Net	132,961		
<u>Other Direct Expenses</u>			
Supplies	1,000		

Process and Deliverables

By **October 1**, recommendations to Faculty Assemblies by cluster area:

- Continuation with only modest modifications/optimization
- Continuation with major modifications or consolidation
- Relocation to another campus
- Closure

October 10

- President Smith presents recommendations to Joint Faculty Assembly Meeting

October 1 – October 27

- Deans and faculty recommend modifications or provide alternative recommendations

By November 1

- Final decisions are made by President Smith and sent to the Faculty Assemblies by November 1st

November 7

- VTSU President presents and discusses report at the joint Faculty Assembly meeting
- Faculty vote and send outcome to President

Questions?