COMMUNITY COLLEGE OF VERMONT
VERMONT STATE UNIVERSITY

VERMONT
— STATE COLLEGES SYSTEM —

OFFICE OF THE CHANCELLOR
PO BOX 7
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MEMORANDUM

TO:

Committee Members	**Committee Liaisons**
David Silverman, Chair	Alexis Anderson, VTSU Staff
Marc Mihaly, Vice Chair	Rick Arend, CCV Faculty
Coleen Bruyette	Ryan Dulude, CCV Staff
Lynn Dickinson	Marybeth Lennox-Levins, VTSU Faculty
David Durfee	
Bob Flint	
Sue Zeller	

FROM: Sharron Scott, Chief Financial & Operating Officer
DATE: August 21, 2025
RE: VSC Finance & Facilities Committee Meeting, August 25, 2025

The VSC Finance & Facilities Committee will meet on **Monday, August 25, 2025, at 10:00 a.m.** remotely at vsc.edu/botzoom.

In preparation for the meeting, please review the accompanying materials including the minutes from the May 12, 2025 meeting, an unaudited financial summary for FY2025, a preliminary recommendation concerning the implementation of Workday for students, and an overview of anticipated procurement policy changes to be presented to the committee in November.

Following public comments and approval of the minutes, the Committee will receive an update on the unaudited financial performance for FY2025. Chief Information Officer Wilson Garland will then provide a status report on the Workday project, including the steering committee's preliminary recommendation regarding the student modules implementation. Subsequently, the Committee will briefly address forthcoming procurement policy changes scheduled for consideration in November. The public session will conclude with a preliminary update on projected FY2026 revenue.

The meeting will conclude with an executive session.

Note: Please be advised that the board has seven members. The quorum for starting the meeting and to take any action is four members of the committee.

The board assistant may be reached at (802) 224-3021 for any questions.

Cc: Council of Presidents   Finance & Facilities Committee Liaisons
Vermont Department of Libraries   VSC Board of Trustees

Vermont State Colleges Board of Trustees

Finance & Facilities Committee Meeting

Zoom Meeting[1]/YouTube Stream[2]

Monday, August 25, 2025 at 10:00 a.m.

AGENDA

1. Call to Order

2. Public Comment[3]

3. Approve Minutes of May 12, 2025

4. FY2025 Unaudited Financial Results

5. Workday Project Update

6. Procurement Policy Update

7. FY2026 Early Financial Look

8. Other Business

9. Executive Session to discuss contracts, labor relations, real estate, records exempt from public records, and to receive confidential attorney-client communications.

10. Adjourn

MATERIALS

1. Minutes of May 12, 2025

2. FY2025 Unaudited Financial Results

3. Workday Student Implementation Methodology Decision Framework

4. Anticipated Procurement Policy Updates for November 2025

[1.] vsc.edu/botzoom
[2.] vsc.edu/live
[3.] Sign up to make a public comment at vsc.edu/signup. You must be present or logged in to the live session at https://www.vsc.edu/botzoom to make a comment.

ITEM 1: Minutes of May 12, 2025

Minutes of the VSC Board of Trustees' Finance & Facilities Committee meeting held Monday, May 12, 2025 at 2:00 p.m. via Zoom. – UNAPPROVED

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

The VSC Board of Trustees Finance & Facilities Committee met on Monday, May 12, 2025 at 2:00 p.m. via Zoom.

<u>**Attendance**</u>

Committee Members:	David Silverman (Chair), Marc Mihaly (Vice Chair), Lynn Dickinson, David Durfee, Bob Flint, Sue Zeller
Other Trustees:	Megan Cluver
Absent:	Coleen Condon
Liaisons:	Alexis Anderson (VTSU staff)
	Ryan Dulude (CCV staff)
	Rick Arend (CCV faculty)
Chancellor:	Elizabeth Mauch
Presidents:	David Bergh, VTSU President
	Joyce Judy, CCV President
Other Attendees:	Nolan Atkins, VTSU Provost
	Kayla Dewey, Executive Assistant, Board of Trustees
	Wilson Garland, Interim CIO
	Lisa Hayward, VTSU Assoc. VP Online Program Administration
	Jason Kaiser, VTSU Learning Spaces Technology Specialist
	Leslie Kanat, VTSU Dean
	Nicole Mace, CCV Dean of Administration
	Katie Mobley, Dean of Enrollment, CCV
	Denise Rhodes, VTSU Student Financial Support Specialist
	Sharron Scott, Chief Financial & Operating Officer
	Sarah Truckle, VTSU Vice President of Business Operations
	Patty Turley, General Counsel
	Littleton Tyler, VTSU Assoc. VP of Finance and Compliance
	Meg Walz, Deputy CIO

1. <u>Call to Order</u>

Chair Silverman called the meeting to order at 2:00 p.m.

Chair Silverman welcomed the Committee's new Trustee Coleen Condon and thanked Trustee Mihaly for assuming the Vice Chair role.

2. Public Comment

There was no public comment.

3. Approval of Approval of minutes – April 14, 2025

Trustee Zeller moved and Trustee Dickinson seconded the motion to approve the April 14, 2025 meeting minutes. The motion was approved unanimously.

4. Review/recommend Policy 408 Grants and External Funding

Chair Silverman invited CFOO Scott to review changes for Policy 408. Ms. Scott reported that some of the changes were made to maintain congruence with federal regulation, including preventing the supplanting of funds unless allowed by the grant, increasing the equipment threshold, and adding specific language to allow additional compensation from grants. The changes increase consistency across the institution.

Trustee Dickinson moved and Trustee Flint seconded the motion to recommend that the full board accepts the recommended changes to policy 408. The motion was approved unanimously.

5. Review/recommend Policy 419 Driver Safety

Chair Silverman invited CFOO Scott to provide an overview of the policy changes. Ms. Scott reported that VSC is required by its insurer to have a driver safety policy. The proposed changes would clarify that the policy applies regardless of the type of vehicle used (e.g., personal, leased, etc.). The proposed changes will be accompanied by a revision of procedures.

Trustee Dickinson moved and Trustee Zeller seconded the motion to recommend that the full board accepts the recommended changes to policy 419. The motion was approved unanimously.

6. Review/Recommend Tuition and Fees Increase Requests for VTSU and CCV

Chair Silverman invited President Judy to make remarks on the topic. She shared that tuition has not increased in five years and they are now proposing a $10/credit increase. CCV prioritizes balancing affordability while ensuring they can attract and retain a quality workforce.

Trustee Zeller moved and Trustee Flint seconded the motion to recommend the CCV request affirmatively to the full board. The motion was approved unanimously.

Chair Silverman invited President Bergh to make remarks on the topic. President Bergh emphasized VTSU's priority is to remain affordable while meeting revenue needs for institutional costs. The cost increases proposed remain lower than regional competitors.

Trustee Dickinson moved and Trustee Durfee seconded the motion to recommend the VTSU request affirmatively to the full board. The motion was approved unanimously.

7. Review/Recommend FY26 System-Wide Budget

Chair Silverman invited CFOO Scott to provide an overview of the FY26 System-Wide Budget. She reported that the budget includes a $4.9 million deficit. The $5 million legislative bridge funding will cover this deficit. VSC will need to have a balanced budget in FY27.

Trustee Dickinson moved and Trustee Zeller seconded the motion to recommend Resolution 2025-005 to the full board. The motion was approved unanimously.

8. Review/Recommend Annual Banking & Investment Resolution

Chair Silverman invited CFOO Scott to provide an overview Annual Banking & Investment Resolution. She reported that this is a routine action to give the Chancellor and CFO authority to manage finances in a number of specific, outlined ways.

Trustee Dickinson moved and Trustee Mihaly seconded the motion to recommend Resolution 2025-006 to the full board. The motion was approved unanimously.

9. Review Third Quarter Financial Results

Chair Silverman invited CFOO Scott to provide an overview of Third Quarter Financial Results. She reported that the third quarter results are favorable to budget. The budget deficit will be covered by designated bridge funding.

10. Review Workday Implementation Project

Chair Silverman invited Interim CIO Garland to provide an update on the Workday Implementation Project. Mr. Garland provided an overview of the project timeline, project guiding principles, and early steps that have been taken by the implementation team in collaboration with the Workday team.

11. Other Business

Chair Silverman asked for Other Business, prior to entering Executive Session. There was no other business.

12. Executive Session

At 3:33 p.m. Chair Silverman moved and Trustee Zeller seconded the motion that the Committee
enter executive session because premature general public knowledge would place the VSC at a substantial disadvantage, pursuant to 1 V.S.A. § 313(a)(1)(F) to receive confidential attorney-client communications, and 1 V.S.A. § 313(a)(2) to discuss real estate options. Along with the members of the Board present at the meeting, in its discretion, the Board invited the VSC Chancellor, the Presidents of Community College of Vermont and Vermont State University, the Chief Financial and Operating Officer, and the VSC General Counsel. The motion was approved unanimously.

The Committee returned from executive session at 3:53 p.m. and took no action.

13. Adjourn

Chair Silverman adjourned the meeting at 3:53 p.m.

ITEM 2: FY25 Unaudited Financial Results

	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)
TOTAL REVENUES	182,893	167,227	15,666
TOTAL EXPENSES	175,100	177,578	2,478
NET REVENUES/(DEFICIT)	7,793	(10,351)	18,144

FY2025 unaudited financial results are projected to exceed budget expectations, with net revenues anticipated to be $18.1M above target. The primary driver of this positive variance is $10M in unbudgeted bridge funding, supplemented by $3.9M in investment income. Favorable expense variances are attributed to reduced retiree medical insurance costs ($0.8M) as well as wage and health insurance savings resulting from position vacancies and lower medical insurance utilization.

	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)
REVENUES			
Tuition and Fees	89,545	90,971	(1,426)
State Appropriation	62,729	51,232	11,497
Room and Board	17,790	19,011	(1,221)
Sales and Services	6,895	4,238	2,657
Gifts	857	1,177	(320)
Other Revenue	5,077	598	4,479
Other Revenue-one time	-	-	-
TOTAL REVENUES	182,893	167,227	15,666

System-wide, overall revenue is currently estimated at $15.7M favorable to budget – the significant drivers include unbudgeted bridge funding received via state appropriation during FY25 and investment income.

From an institutional standpoint, Vermont State University's revenues—as detailed on the following pages—exceeded budget projections by $0.2M overall, though excluding Work Force Development, revenues were $0.8M below budget across several categories. Both enrollment revenue (down 2.2%) and room and board revenue (down 6.4%) fell short of budgeted expectations. These declines in student-related income were partially mitigated by stronger performance in camps and conferences, athletic fundraising, and investment returns. Notably, Work Force Development benefited from a substantial VT-Manufacturing Collaborative contract, resulting in a $1.0M positive variance in WFD revenue.

Community College of Vermont's revenues for FY25 were $1.1m higher than budget largely due to investment income and improved performance in tuition and fees from the summer and spring terms.

The Office of the Chancellor state appropriation variance reflects the FY25 bridge funding that was not budgeted and investment income.

	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)
EXPENSES			
Salaries and Benefits	99,233	103,363	4,130
Retiree Medical Expenses	6,491	7,250	759
Services, Supplies, Travel	41,796	40,477	(1,319)
Scholarships	8,824	9,501	677
Utilities	7,239	8,056	817
Other Expenses	3,846	3,608	(238)
Debt Service	8,054	8,446	392
Shared Services	-	-	-
Chancellor's Office	-	-	-
Other Transfers	(383)	(5,083)	(4,700)
Other Transfers-one time	-	-	-
Strategic Initiatives (2%)	-	980	980
Economic Stabilization (2%)	-	980	980
TOTAL EXPENSES	175,100	177,578	2,478

Overall, unaudited FY2025 expenses are $2.5M lower than budgeted. Salaries & Benefits and Retiree Medical Expenses are the two most significant drivers for this positive variance.

From an institutional standpoint, the Community College of Vermont achieved $1.1 million in improved results through delayed hiring for vacant positions, savings on group medical insurance, reductions in office expenses, and lower bad debt provisions. A one-time transfer of $2.5 million between CCV's unrestricted and capital funds was executed on July 1, 2024; this transaction, postponed from FY24, is internal and does not impact overall system performance. Excluding this transfer, CCV's expenses are $0.8 million favorable to budget.

Vermont State University's operating expenses were $0.9M below budget. Employee wages and benefits accounted for $1.8M, utility usage was $0.8M, scholarships amounted to $0.7M, and lower utility usage totalled an additional $0.8M. These factors enabled VTSU to pay off Vermont Technical College's system debt of $0.4M and allocate $2.0M towards future capital investment projects.
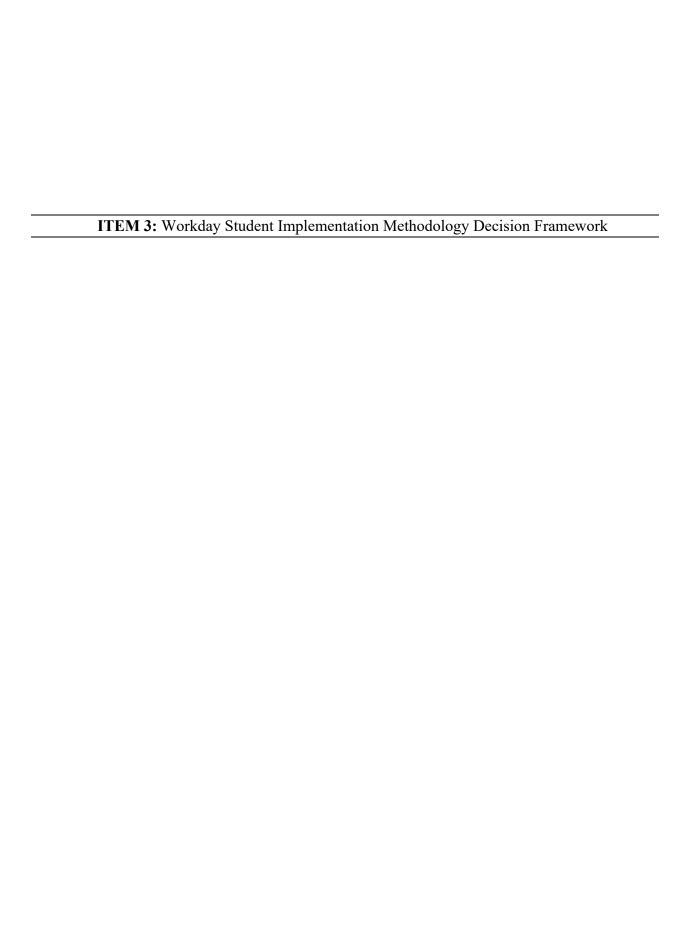
Carryforward projects addressing critical needs at VTSU and CCV will be brought to the Committee for consideration once the audited financial statements are available in October.

Shared Services and Chancellor Office expenses ended FY25 $1.5M and $1.7M lower than budget respectively. The two most significant drivers were wage and benefits ($1.5M combined) and the retiree medical expenses under run of $0.8M, which are tracked within shared services.

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

Vermont State Colleges System

	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)	Act-Prelim. FY25	Budget FY25	Proj vs. Bud Fav / (Unfav)
REVENUES															
Tuition and Fees	89,545	90,971	(1,426)	22,217	21,899	318	67,327	69,072	(1,745)	-	-	-	1	-	1
State Appropriation	62,729	51,232	11,497	9,769	9,769	-	31,104	31,104	-	7,250	7,250	-	14,606	3,109	11,497
Room and Board	17,790	19,011	(1,221)	-	-	-	17,790	19,011	(1,221)	-	-	-	-	-	-
Sales and Services	6,895	4,238	2,657	1	1	-	6,894	4,237	2,657	-	-	-	-	-	-
Gifts	857	1,177	(320)	127	80	47	730	1,097	(367)	-	-	-	-	-	-
Other Revenue	5,077	598	4,479	897	199	698	1,267	399	868	-	-	-	2,913	-	2,913
Other Revenue-one time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	182,893	167,227	15,666	33,011	31,948	1,063	125,112	124,920	192	7,250	7,250	-	17,520	3,109	14,411
EXPENSES															
Salaries and Benefits	99,233	103,363	4,130	21,464	22,282	818	71,647	73,492	1,845	6,270	6,796	526	(148)	793	941
Retiree Medical Expenses	6,491	7,250	759	-	-	-	-	-	-	6,491	7,250	759	-	-	-
Services, Supplies, Travel	41,796	40,477	(1,319)	4,788	5,085	297	27,714	27,709	(5)	7,100	7,328	228	2,194	355	(1,839)
Scholarships	8,824	9,501	677	135	130	(5)	8,689	9,371	682	-	-	-	-	-	-
Utilities	7,239	8,056	817	358	321	(37)	6,870	7,723	853	10	10	-	1	2	1
Other Expenses	3,846	3,608	(238)	-	-	-	-	-	-	-	-	-	3,846	3,608	(238)
Debt Service	8,054	8,446	392	1,694	1,694	-	6,360	6,752	392	-	-	-	-	-	-
Shared Services	-	-	-	4,192	4,192	-	9,942	9,942	-	(14,134)	(14,134)	-	-	-	-
Chancellor's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Transfers	(383)	(5,083)	(4,700)	1,403	(1,406)	(2,809)	2,789	(69)	(2,858)	(44)	-	44	(4,531)	(3,608)	923
Other Transfers-one time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Strategic Initiatives (2%)	-	980	980	-	-	-	-	-	-	-	-	-	-	980	980
Economic Stabilization (2%)	-	980	980	-	-	-	-	-	-	-	-	-	-	980	980
TOTAL EXPENSES	175,100	177,578	2,478	34,034	32,298	(1,736)	134,011	134,920	909	5,693	7,250	1,557	1,362	3,110	1,748
NET REVENUES/(DEFICIT)	7,793	(10,351)	18,144	(1,023)	(350)	(673)	(8,899)	(10,000)	1,101	1,557	-	1,557	16,158	(1)	16,159

ITEM 3: Workday Student Implementation Methodology Decision Framework

Steering Committee Recommendation:
Student Implementation Methodology Decision Framework

PRELIMINARY RECOMMENDATION

Reason for Preliminary Recommendation:

When we implement the Student modules in Workday, we will have both institutions operating in a single Workday tenant and we will need to have the ability for students, staff, and faculty to have access to both institutions under some circumstances while maintaining the ability for both institutions to operate independently as individual institutions with their own identities, OPEIDs, and program arrays serving unique audiences.

Workday has two implementation methods – Single Entity (SE) and Multi Entity (ME) – that can meet these overall requirements, but they have different pros and cons based on the specific configurations, custom reports, and third-party systems that would be needed to ensure a consistent, high quality, and efficient student experience and administrative operation. Initially during the ERP selection process, they had recommended an ME implementation, but once they understood how intertwined our institutions and policies are today, they changed their recommendation to SE. However, Workday is designed in a way that will not allow two different OPEIDs within an SE financial aid module, therefore going SE would require a third-party FA system to be implemented and integrated concurrently. After further evaluation and discussion, Workday and the VSCS agreed that we needed to evaluate both options to determine the best path forward.

Before we start Student implementation, we need to make a final decision on the methodology. Making a change beyond that point would have significant cost and timing considerations that could derail the project and require significant expense.

Current State:

Colleague, the way it was implemented at VSCS, is a single tenant system and the system has been highly customized to allow it to serve multiple institutions. Despite these customizations that allow the institutions to maintain separate identities, there is a single course catalog, students have a single student record and transcript, and many system configurations, internal processes, and policies are shared. Sharing these elements provides a certain level of consistency in the student and employee experience, but it also requires a complex governance process for system and policy changes, often

resulting in compromises and tradeoffs like only being able to present one financial aid offer to applicants and an overwhelming course search experience.

The Team:

Knowing that the implementation methodology was a high stakes decision that would impact Students and stakeholders across the organization, we formed a cross-institution and cross functional team to lead the evaluation of SE and ME and to pull together a recommendation for the Steering Committee and Sponsors.

Wilson Garland – Team Lead

JP Rees/Heather Morrison – Registrars

Ryan Dulude/Teresa McCormack – Financial Aid

Brady Rainville – Advising & Student Support

Doug Eastman – IT Enterprise Systems and Shared Services

In addition to these core team members, there were 14 other participants from Admissions/Marketing, Academics, Advising, Financial Aid, Student Accounts, and Finance that participated in the discovery and playback sessions with the Workday consultants.

Process for Evaluation:

Workday project leaders and a team of Student consultants led an evaluation exercise called Operational and Academic Alignment Assessment (OAAA) where the team was able to evaluate the impact of the SE/ME decision on each of the functions supported by the Workday system and evaluate the fit of each methodology against the decision criteria. The process started with in-depth discovery sessions so that the consultants could understand our desired processes and requirements. In particular, we were seeking to identify areas where the two institutions were aligned and where their requirements diverged. This process resulted in a list of pros and cons for each methodology across each of the processes evaluated.

Areas of Workday system functionality evaluated:
1. Recruiting and Admissions
2. Student Records (Core and Academic Foundation)
3. Curriculum and Advising
4. Financial Aid

5. Student Accounts
6. Core and Cross-Functional

Evaluation Criteria:

1. Student Experience
2. Deployment Complexity
3. Maintenance Considerations
4. Security
5. Scalability
6. Reporting

Summary of Analysis and Findings

Recruiting and Admissions -

The intention is for recruiting and admissions to continue using Slate as their primary CRM system for student applications and communication up to the time applicants are moved to Student. As long as Workday can integrate with our existing two instances of Slate and differentiate between students applying for each institution, the decision between SE and ME, in terms of functionality, should not impact students adversely. The two factors to consider are the relative ability to market to pathway and transfer students in ways that show them a path to achieve their goals and the added complexity of integrating with a third-party Financial Aid system for applicants in Slate.

	Single Entity	Multi Entity
Pros	Less complex transfer from CCV to VTSU (fewer configurations)	Single system for integration No third-party FA system required
Cons	Harder to show distinction between CCV and VTSU. Need to integrate with third-party FA system.	Configurations needed to enable pathways and cross-enrollment.

Student Records (Core and Academic Foundation) -

Setting up Workday in an SE environment would mimic what we have today in terms of a single academic record, single transcript, and shared course catalog. Because of this, it would require a strong unified governance structure but would allow a limited ability to

differentiate key policies and processes at the institution level by configuring the institution as separate academic units. Based on how student records would be displayed, though, configurations would be needed to clarify how cross-enrollment courses and pathways are reflected on a shared academic record and transcript. A significant disadvantage of SE is that a number of key compliance-related reports would require the development of custom reports and practices to enable accurate reporting based on different OPEIDs. Likewise, reporting that relies on communication with core FA systems would require some integration with a third-party FA system.

An ME environment would help provide transparency to students who enroll at both institutions about what work was completed and where, and configurations could help ease the experience of cross-enrollment and pathways transfer. Most compliance-related reporting and processes would more easily be supported and in some cases automated.

In an ME environment, the initial configuration and implementation process would require configuration work to be done twice, and a strong governance process would be needed to ensure consistency of policy and process are maintained where desired.

	Single Entity	Multi Entity
Pros	Ease of configuring to match our current policies and practices	Greater clarity to students about their pathway and what credits had been taken where. Seamless reporting environment with standard reports and processes.
Cons	Lack of flexibility in configuring for different student needs OPEID reporting would require custom reports and processes. This kind of configuration has not been done before in Workday.	Process for moving from a single academic record to an ME environment is not yet well understood from a data conversion perspective.

Curriculum and Advising -

This is the one part of the experience that would require the most complex configuration either way. If we implement in an SE environment, configuration would be needed to provide some better clarity and differentiation for students who are registering for shared courses regarding which institution and which modalities they would be engaging

with for a particular course section. The process for cross-enrollment registration and transfer would be easier because the system treats it like a single institution.

In a multi-entity environment, the differentiation between institutions would be clearer at the time of registration and on the resulting academic plans and records, but configurations like auto-admissions or a simplified application process would be needed to enable cross-enrollment. Also, displaying cross enrolled courses to students and advisors before a final grade is assigned to the course would require some additional solutioning. There is also some uncertainty about the complexity of integrating ME with our current shared instance of SSE Connect.

There are a small number of configuration solutions that the team would like to validate before finalizing the recommendation. Details of the follow up items are provided later in this document.

	Single Entity	Multi Entity
Pros	Ease of cross-registration and transfer as part of student's academic plan.	Greater clarity and transparency of course plan and history based on institution.
Cons	Lack of transparency about registration for shared courses	Lack of visibility of in-progress courses at sister institution Complexity of integrating with SSE Connect

Financial Aid -

For financial aid, the decision is clear cut. ME is the better choice. Implementing an SE environment would require implementing and integrating PowerFAIDS, a third-party system, for financial aid since Workday cannot accommodate two different OPEIDs in an SE environment. This creates a significant amount of complexity for students in how FA operates with both Admission and Advising for enrollment. Users would need to log into two different instances of PowerFAIDS for aid at different institutions. The FA information shared in the Workday dashboard would be more limited.

As a Financial Aid product, PowerFAIDS is a well-known and well-liked product, but it is quickly becoming out of date and in the team's judgment does not offer the same potential for improved functionality or automation. Finally, two instances of PowerFAIDS would be needed, adding significant complexity and expense for both implementation and maintenance.

There are a small number of features and processes that the team would like to validate in Workday's FA module before finalizing the recommendation. Some may be on the Workday roadmap for delivery before implementation.

	Single Entity	Multi Entity
Pros	None.	FA would be implemented within the Workday system, providing numerous improvements to process automation and a better student experience.
Cons	Need to implement and integrate two instances of a third-party FA system, adding significant cost and complexity.	There are some FA features that may not be available within Workday at time of implementation. (FISAP, NCAA reporting will require reporting configuration)

Student Accounts -

Workday was clear that ME is the best methodology for implementation. There is some complexity in implementing student accounts as part of an SE environment, and Workday has not done this before with other customers. We would be a "unicorn," which does not give us comfort either during implementation or receiving the ongoing support and development we would need.

The one drawback to ME is that we would need to create a custom process to automatically transfer funds where a student has a positive balance at one institution and a negative balance at the other institution. An example of this would be students utilizing financial aid at one institution that would pay charges incurred at both institutions.

	Single Entity	Multi Entity
Pros	None.	Standard Workday processes and procedures supported.
Cons	Complexity to configure student accounts and would be only customer to do this.	Custom process needed for balance transfers for shared students.

Core and Cross-Functional -

Core and cross-functional elements are those that are core to the Workday system like user profile and in usage span across modules and functions. Virtually all core and cross-functional elements, features, and functions would be identical in an SE or ME

environment. For example, elements of student profiles, demographics, and identification codes are used across the system no matter which institution a student is attending and stay with them throughout their journey.

	Single Entity	Multi Entity
Pros	N/A	N/A
Cons	N/A	N/A

Other Strategic Considerations:

The vision for the VSCS system is to encourage and support the growth of student pathways where students start at CCV and transfer to VTSU and expect a consistent student experience and a smooth transition.

The system already has a number of administrative functions (IT, Finance, HR) that are organized into shared services for both efficiency and consistency of processes and policies, and there is an expectation that additional administrative functions will be consolidated over time.

Need to consider the complexity and governance required, regardless of the methodology. For SE governance and alignment is required for system configuration without the ability to be flexible. This is a risk in the long-term. For ME governance is not required by the system in all cases but is required organizationally to ensure consistency for students and efficiency of operations.

Preliminary Recommendation:

After considering all the factors summarized above and consulting with the Workday team, we are prepared to provide a preliminary recommendation to move forward with an ME implementation. This approach best aligns with our guiding principles for the Workday program, particularly designing for the future and staying consistent with our principle of Workday First. It will allow us to provide the best combination of features, processes, and experiences for the students, faculty, and staff at the system and institutional level. This approach, with the necessary configurations, would allow us to build on the work we have done to provide a consistent experience for students while maintaining transparency for students and distinct institutional identities.

The ME approach also eliminates a significant amount of technical, financial, and operational risk associated with a third-party system implementation and integration required for Financial Aid. There is also significant uncertainty that comes with being the **only** higher education system to implement as multiple institutions in a Single Entity in the Workday environment. It is clear that their technical roadmap is oriented around the

ME environment. SE would also limit our ability to leverage peer advice and support directly or as part of affinity groups.

Despite our readiness to provide this preliminary recommendation, there are a number of follow-up items that we are seeking from Workday and clarifications of internal processes and policies so that we can confirm this approach. We will be working with the Workday team and our internal stakeholders over the next few weeks to address these items.
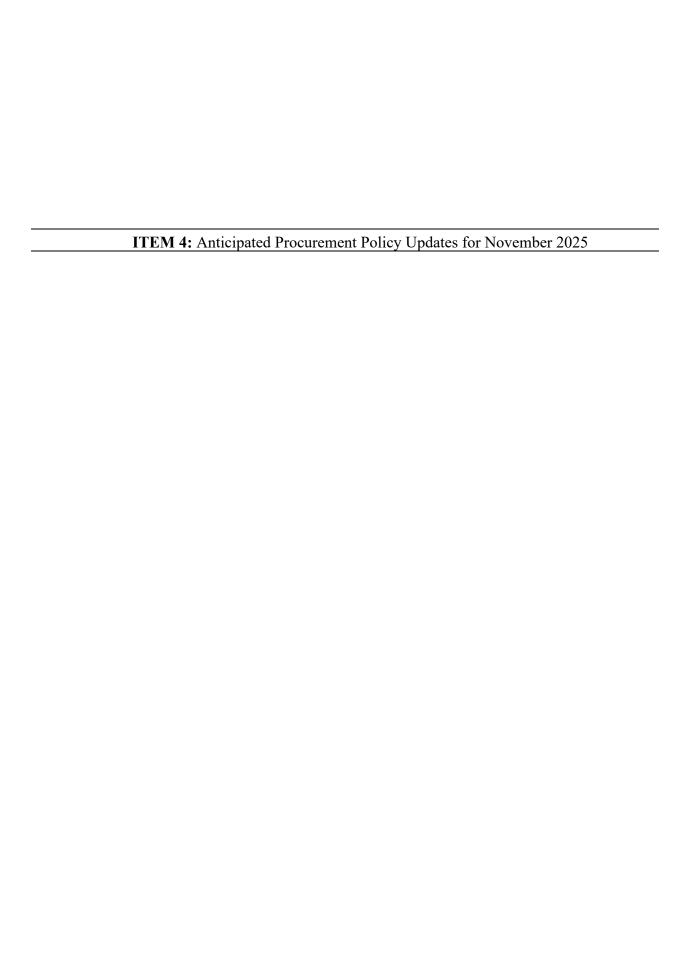
Next Steps to Confirm Recommendation:

As noted above, there are a number of items that we would like to confirm including the following, before we finalize our recommendation:

- Cross enrollment – In an ME implementation, how do we ensure that a student is billed appropriately, full-time or part-time, at their home institution when they are enrolled in credits at the sister institution. Specifically, how does billing work for a matriculated VTSU student enrolled part-time at both institutions and vice-versa? VSCS also needs to understand internally if there are implications for NCAA athletes, international students, veterans, etc.
- Cross enrollment – VSCS is requesting Workday's guidance about how the auto admit workaround could be designed. The request is to document a high-level business process workflow that can serve as the initial design for satisfying this functionality.
  - How does a VTSU student take classes at CCV without having to apply through CCV admissions?
    - § Option 1 – Should the student be enrolled immediately into CCV when the VTSU student is admitted?
    - § Option 2 – Should the VTSU student be entered into some type of simplified enrollment process when they are ready to take a class at CCV?
  - How does a CCV student take classes at VTSU?
- Transcripts -- What does a transcript look like in a ME environment with a student that is cross registered? How does a non-program course or any course taken at CCV appear on the VTSU student's transcript?
- Transcripts -- Can we create a transcript mockup for a few actual VSCS students that demonstrate various scenarios and compare the mockup to their current transcript ? VSCS team members saw some of the scenarios during the Playback sessions (Records, AF, and Curriculum/Advising) and wanted to make sure they understand what shows up on the transcript and when (e.g. after a grade is provided).

- Program Evaluation Progress -- How will students who have taken or plan to take courses at both institutions evaluate their progress toward degree completion? How will they complete "what-if" analyses when exploring a new major at either institution? Specifically, how will this work for a CCV student who is not enrolled in a Pathway program, but rather exploring options after being at CCV for a while? Or for a student who completes 1 – 60 credits at CCV and later decides to explore a degree at VTSU?
- Program Evaluation Progress -- How will students and advisors view in-progress courses for students who are matriculated at one institution and enrolled in courses at both institutions? How will those potential credits be factored into degree planning and major changes before the cross-enrolled courses are complete?
- Advising -- What is required to integrate Workday ME with our current shared instance of Watermark/SSE Connect? What will be the impact on functionality, communications management, and reporting for students? For advisors and other support staff? What will transcripts look like in SSE Connect after integration?
- Refunds -- Billing refunds across institutions – There should be one account, and the refund balance should be applied to the other institution's account balance?
    - Does a check get issued to re-apply the funds or is there an automation that makes this easier for the student to rebalance the funds into the other institution? Please describe what the business process and solution could be for the student's accounts.
- Data conversion – How do we move from the current VSCS single entity environment into the multi-entity environment? We will need to identify institutional filters for deciphering which records (e.g. courses and credits) get applied to where.
    - Please describe the WD DC mechanisms we will employ to determine if a record is loaded into one or the other partition or both.
- Program Pathway visibility – How does a student start at CCV get visibility into what a 4-year program path looks like for that student?
    - VSCS wants to understand how and what a student can see for their degree path requirements. Please describe how this can be accomplished.

Timing:

A final recommendation and a draft change order from Workday detailing any cost implications associated with this recommendation will be presented for approval to the Finance & Facilities Committee and the Board of Trustees at their November meetings.

ITEM 4: Anticipated Procurement Policy Updates for November 2025

PROCUREMENT POLICY UPDATES

Ahead of the Workday project implementation, the Vermont State Colleges will conduct a comprehensive review of all policies and procedures pertaining to finance and financial management. The revision of procurement policies is a key focus of this initiative. At the November 2025 meeting, we will present updated policies regarding the provisioning of supplies, services, equipment, travel, and hospitality.

At present, we anticipate that the revisions will include the following changes:

- **Modification of purchasing methods**: The VSC currently utilizes purchasing cards as its primary purchasing method, with nearly $8 million in annual expenditures made via credit cards. However, since purchases are reviewed post-payment, this approach lacks comprehensive budgetary oversight and compliance. The updated policy will mandate the use of purchase orders for all expenditures, except travel and emergencies, aiming to strengthen overall budget control and adherence to Board policies and procedures.
- **Direct integration with frequent vendors such as Amazon and WB Mason through Workday**: Employees will be able to make purchases from these vendors by utilizing the established purchase order process directly within corporate vendor accounts. This measure is intended to enhance financial oversight and ensure compliance.
- **Restriction of purchasing card usage to travel and emergency situations only**: Moreover, employees who do not routinely travel on behalf of the VSC may utilize personal credit cards for travel-related incidentals and receive reimbursement. This adjustment will decrease the large volume of purchasing cards in circulation and support more effective fund management. Additionally, employees travelling on VSC business will be required to submit a travel authorization to reconcile their expenses.
- **Clarification and linkage of travel and hospitality policies**: The revised policy will explicitly connect allowable spending limits for both travel and hospitality expenses. Currently, it is unclear that travel spending limits also apply to hospitality-related meal expenses; the new policy will address this ambiguity.
- **Relaxation of restrictions regarding the use of personal cards for occasional reimbursements**: While the current policy prohibits personal card usage due to potential conflicts of interest, the revised guidelines will allow occasional (annual or less) and individual (self-only) reimbursements as a controlled exception. Restrictions will remain regarding the use of personal cards for substantial purchases or group expenses, thereby mitigating risk while providing necessary flexibility.

We acknowledge that these changes may initially cause some disruption. Transitioning from a predominantly credit card-driven environment to a more structured purchase order framework will represent a significant adjustment for the CCV, VTSU, and system office. Following the approval of the revised policies, we will implement an educational initiative for our stakeholders and begin compiling the necessary data to establish blanket purchase orders, which should help to facilitate the transition.