



**CASTLETON UNIVERSITY  
COMMUNITY COLLEGE OF VERMONT  
NORTHERN VERMONT UNIVERSITY  
VERMONT TECHNICAL COLLEGE**

# 2020 Reference Packet FY 2021 Budget Request

Senate and House Appropriations Committees  
VSCS Chancellor Jeb Spaulding

# For the Benefit of Vermont...

- 11,060 students enrolled
- 8,933 in workforce education
- 1,843 employees
- locations in 13 of Vermont's 14 counties, and online
- 2,020 degrees and certificates conferred in 2018-19 (75% to Vermonters)



# Institutions, Budgets and Enrollment

- **Castleton University**
  - 2,399 Fall 2019 headcount enrollment
  - \$57.0 million FY2020 operating budget
- **Community College of Vermont**
  - 5,104 Fall 2019 headcount enrollment
  - \$27.8 million FY2020 operating budget
- **Northern Vermont University**
  - 2,608 Fall 2019 headcount enrollment
  - \$58.5 million FY2020 operating budget
- **Vermont Technical College**
  - 1,704 Fall 2019 headcount enrollment
  - \$38.8 million FY2020 operating budget

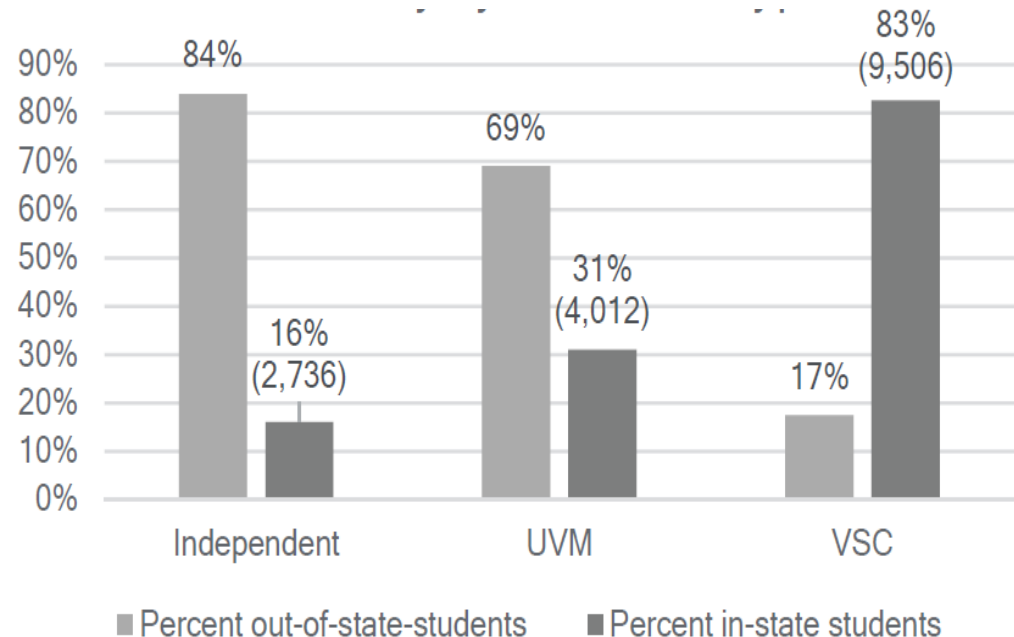


# For the Benefit of Vermont...

Our students are:

- 83% Vermonters
- 48% First Generation
- 40% Pell-eligible

More Vermonters attend VSCS institutions than all other Vermont colleges and universities combined:



Source: VHEC Fall 2018 Enrollment Report

# FY2021 Budget Request

Our continued request: bring the VSCS State funding to the New England average of 30% over the next five (5) years:

	<u>Current Base Appropriation</u>	<u>FY2021 Request</u>	<u>FY2025 Objective</u>
<b>Base Appropriation</b>	<b>\$30,500,464</b>	<b>\$35,500,464</b>	<b>\$54,000,464</b>

## VSCS Allied Health – level funding

Global Commitment	\$409,461
General Fund	<u>748,314</u>
Total Allied Health	\$1,157,775

# FY2021 Budget Request

Continue to increase funding for the VSCS to the 30% average funding level of other 71 New England 2-year and 4-year non-land grant public colleges

<b>Fiscal Year</b>	<b>Base Appropriation Request</b>	<b>Increase vs. Prior Year</b>	<b>Cumulative Increase</b>
<b>FY2021</b>	<b>\$35,500,464</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>
<b>FY2022</b>	<b>\$40,500,464</b>	<b>\$5,000,000</b>	<b>\$10,000,000</b>
<b>FY2023</b>	<b>\$45,500,464</b>	<b>\$5,000,000</b>	<b>\$15,000,000</b>
<b>FY2024</b>	<b>\$50,500,464</b>	<b>\$5,000,000</b>	<b>\$20,000,000</b>
<b>FY2025</b>	<b>\$54,000,464</b>	<b>\$3,500,000</b>	<b>\$23,500,000</b>

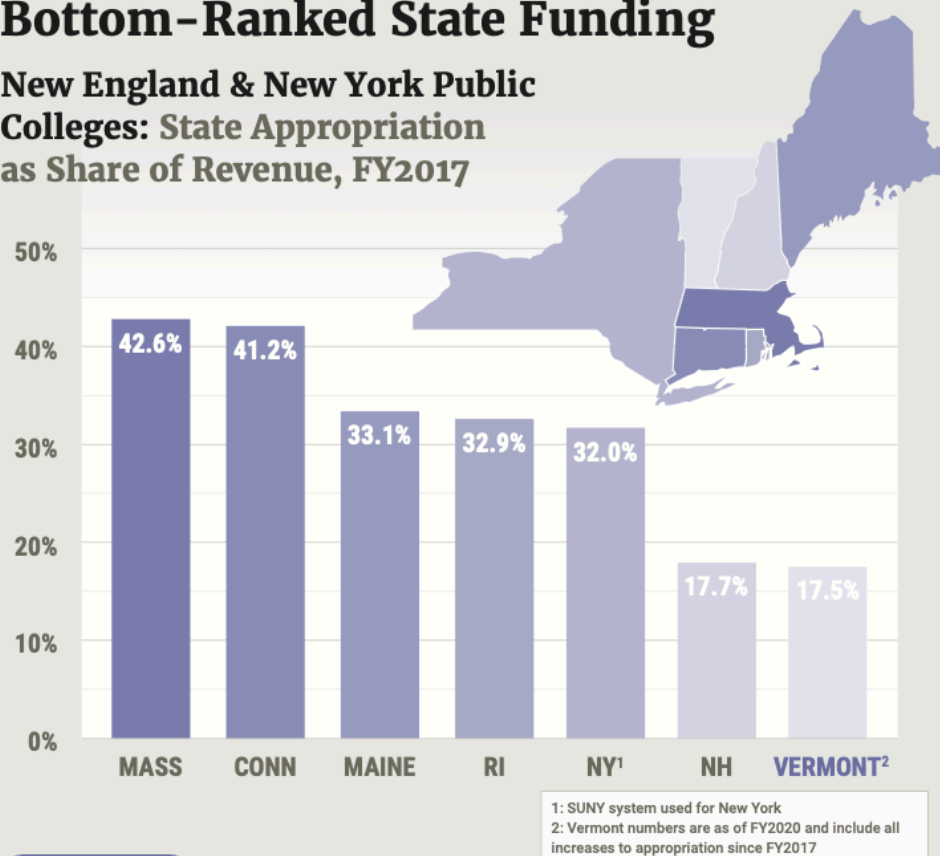
Why is more State funding so critical?

**BECAUSE  
VERMONTERS'  
ACCESS TO QUALITY  
PUBLIC COLLEGE  
IS AT RISK!**

# Vermont is making a choice...

## Bottom-Ranked State Funding

New England & New York Public Colleges: State Appropriation as Share of Revenue, FY2017



49<sup>TH</sup>

Vermont's rank in the nation for in state funding per student (FTE)

Source: State Higher Education Executive Officers, 2018

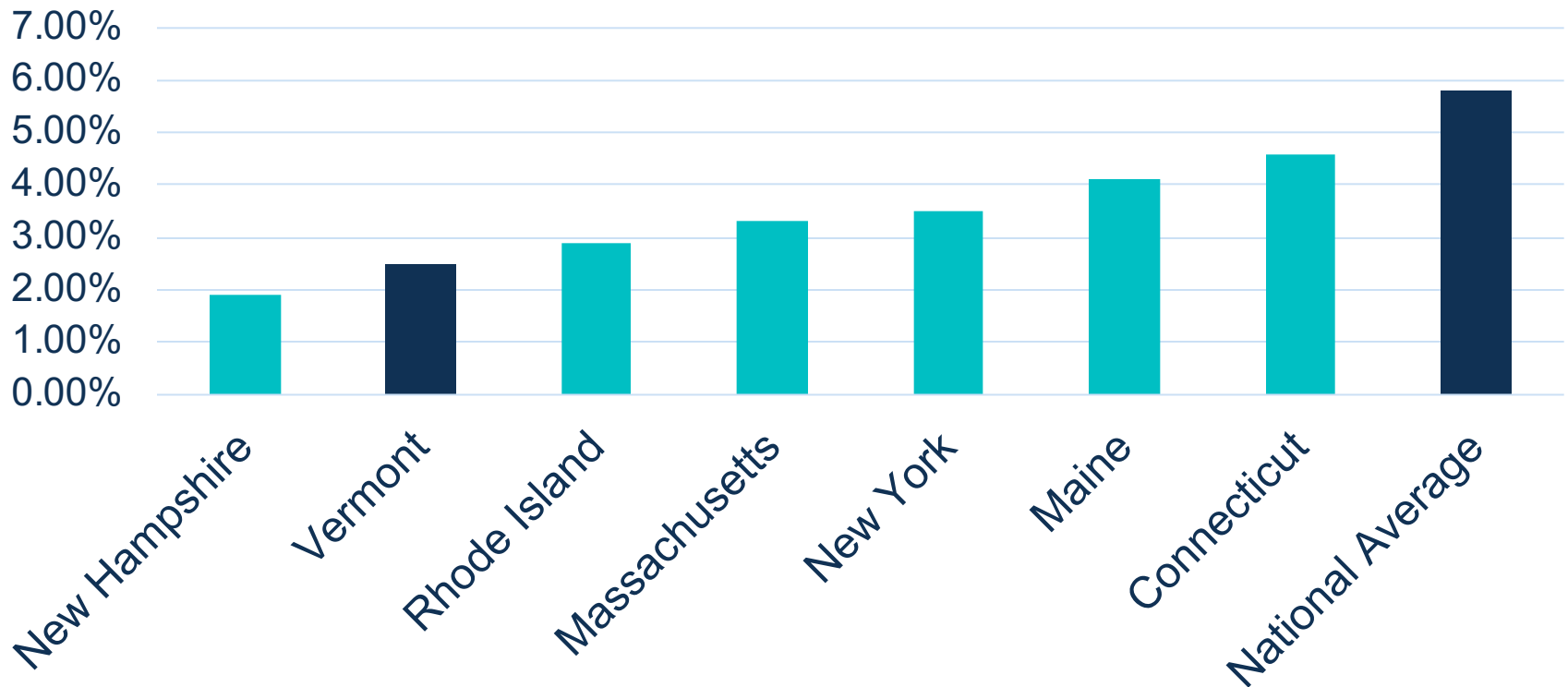
§ 2171. Corporation established; purposes; powers

(a) There is created as a part of the educational system of the State of Vermont a public corporation to be known as "Vermont State Colleges" or any other name that the Board of Trustees, established under section 2172 of this chapter, selects at a meeting duly warned for that purpose, provided that the word "Vermont" shall appear in the selected name. The Corporation shall plan, supervise, administer, and operate facilities for education at the postsecondary level supported in whole or in substantial part with State funds



# Vermont is #49... for State Funding Effort

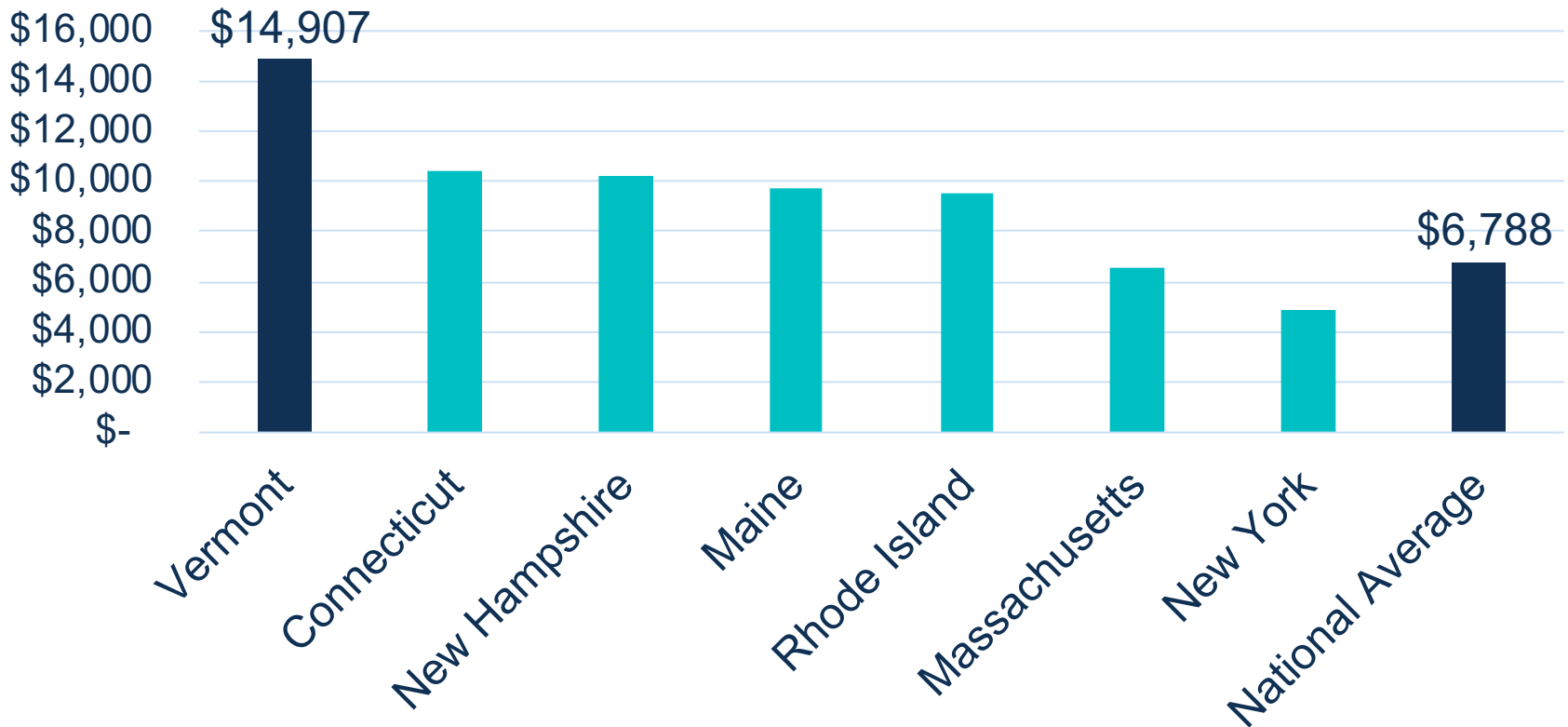
Percent of State Tax Revenues Allocated to Higher Education



Source: [State Higher Education Finance Report FY 2018](#)

# Vermont is #1... for Highest Public Tuition Paid by Students

Net Tuition Revenue per FTE



Source: [State Higher Education Finance Report FY 2018](#)

# A Choice that Impacts Affordability

49<sup>TH</sup>

Vermont's rank in the nation for  
in state funding per student (FTE)

1: SUNY system used for New York  
2: Vermont numbers are as of FY2020 and include all  
increases to appropriation since FY2017

Source: State Higher Education Executive Officers, 2018

[State Higher  
Education  
Executive  
Officers](#)

82%

Family share  
of college  
costs in  
Vermont

Nº1

The highest  
percentage in the  
nation

Young Invincibles State Report Card, 2018

[Young  
Invincibles](#)

42%

...of all  
Vermont  
high school  
graduates do  
not continue  
to college.

64%

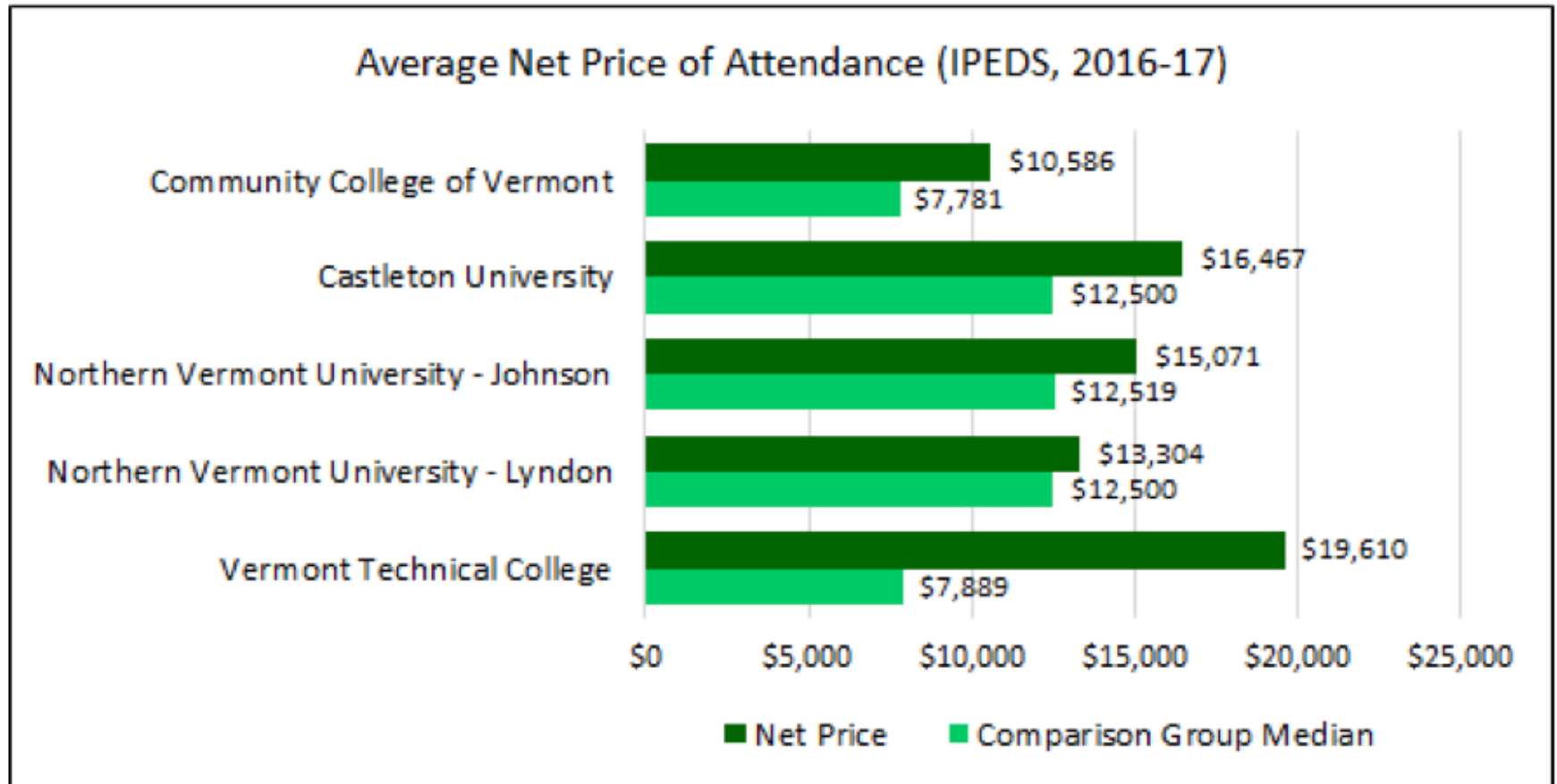
...of economically-  
disadvantaged  
Vermonters do  
not enroll in degree  
programs after  
high school.

Source: New England Common Data Project, 2018

[New England  
Common Data  
Project](#)

**A major part  
of the solution  
to Vermont's  
workforce  
challenges is  
within our  
reach.**

# Is Studying in Vermont Still Affordable?



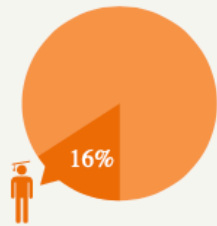
Source: IPEDS, 2018

# This Choice Matters

## Why Postsecondary Attainment Matters

Education beyond high school is a key determinant of economic opportunity and social mobility, but access, affordability, and attainment aren't equitable. Addressing systemic institutional, societal, and policy structures that effect historically marginalized students is both a moral and practical necessity.

Link: <https://advancevermont.org>



16%

ONLY 16 PERCENT OF VERMONT'S CLASS OF 2012 FIRST-GENERATION BOYS OBTAINED A 2 OR 4 YEAR DEGREE WITHIN 4 YEARS OF HIGH SCHOOL GRADUATION



75%

THREE-QUARTERS OF VERMONTERS AGE 16-34 WHO DON'T POSSESS A CREDENTIAL OF VALUE ARE INTERESTED IN STARTING OR FINISHING A COLLEGE DEGREE.



100%

100 PERCENT OF VERMONT'S HIGH-GROWTH, HIGH-WAGE JOBS THROUGH 2028 ARE PROJECTED TO REQUIRE EDUCATION OR TRAINING AFTER HIGH SCHOOL.

# Impacts on Working Vermonters

State Funding Per Capita for Postsecondary Institutions and Student Financial Aid

**\$152.47**

State funding per capita for postsecondary institutions and student financial aid including degree and non-degree programs

Average Student Loan Debt on Completing a Degree

**\$30,651**

Average student loan debt for students in Vermont's 4-year institutions

Proportion with Debt upon Completing Degree

**60%**

of graduates from Vermont's public and private nonprofit 2 and 4-year institutions have accrued student loan debt

Percentage of Family Income Needed to Pay for College

**45%**

of family income is needed for a dependent in a low-income family to attend a 4-year college

Link: <https://advancevermont.org/data-dashboard/#/affordability>

# 2<sup>nd</sup> Quarter FY2020 Results (\$000)

	FY2020 <u>Budget</u>	Outlook as of <u>31-Dec</u>	Dec 31 vs. <u>Budget</u>
<b>REVENUES</b>			
Castleton University	56,958	55,736	(1,222)
Community College of Vermont	27,504	27,862	358
Northern Vermont University	56,730	52,970	(3,760)
Vermont Technical College	38,715	40,262	1,547
Chancellor's Office	<u>500</u>	<u>500</u>	<u>-</u>
<b>TOTAL REVENUES</b>	<b>180,407</b>	<b>177,330</b>	<b>(3,077)</b>
<b>EXPENSES</b>			
Castleton University	56,952	56,487	(465)
Community College of Vermont	27,754	27,962	208
Northern Vermont University	58,496	56,296	(2,200)
Vermont Technical College	38,843	40,193	1,350
Chancellor's Office	<u>500</u>	<u>596</u>	<u>96</u>
<b>TOTAL EXPENSES</b>	<b>182,545</b>	<b>181,534</b>	<b>(1,011)</b>
<b>NET REVENUES/(DEFICIT)</b>			
Castleton University	6	(751)	(757)
Community College of Vermont	(250)	150	400
Northern Vermont University	(1,766)	(3,326)	(1,560)
Vermont Technical College	(128)	69	197
Chancellor's Office	<u>-</u>	<u>(96)</u>	<u>(96)</u>
<b>NET REVENUES/(DEFICIT)</b>	<b><u>(2,138)</u></b>	<b><u>(3,954)</u></b>	<b><u>(1,816)</u></b>
	<b>-1.2%</b>	<b>-2.2%</b>	<b>-1.0%</b>

Note: Internal financial reports, unaudited

# Results Since FY2016 (\$000)

	<b>% FY20</b>	<b>2nd Qtr</b>				
	<b><u>Total</u></b>	<b><u>FY2020</u></b>	<b><u>FY2019</u></b>	<b><u>FY2018</u></b>	<b><u>FY2017</u></b>	<b><u>FY2016</u></b>
<b>REVENUES</b>						
Tuition and Fees	64%	113,879	113,093	110,701	112,047	110,055
State Appropriations	18%	31,938	28,940	28,939	25,938	25,453
Room & Board	14%	24,438	24,126	23,739	24,533	24,564
Sales and Services	2%	4,259	4,534	4,656	5,262	5,454
Other Revenue	2%	2,816	3,218	3,381	3,471	4,811
<b>TOTAL REVENUES</b>	100%	177,330	173,911	171,416	171,251	170,337
<b>EXPENSES</b>						
Employee Wages & Benefits	62%	111,961	109,613	111,893	113,193	114,197
Services, Supplies & Travel	20%	36,019	35,492	35,089	35,976	37,082
Scholarships	11%	19,276	17,332	12,648	10,881	8,662
Utilities	4%	6,816	6,773	5,800	5,475	6,176
Other Expenses	4%	7,212	5,408	4,207	9,023	6,155
<b>TOTAL EXPENSES</b>	100%	181,284	174,618	169,637	174,548	172,273
<b>NET REVENUES</b>		<b>(3,954)</b>	<b>(707)</b>	1,779	<b>(3,297)</b>	<b>(1,936)</b>
		<b>-2.2%</b>	<b>-0.4%</b>	<b>1.0%</b>	<b>-1.9%</b>	<b>-1.1%</b>

Note: internal financial reports, unaudited.



# Wages and Benefit Reductions

<u>Employee Costs</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>
Salaries and Wages	82,488,029	79,922,958	78,963,999	79,467,558	79,583,780	78,107,048
Benefits	42,798,448	42,665,064	42,364,668	41,561,708	42,291,707	42,706,911
Total:	125,286,477	122,588,022	121,328,667	121,029,266	121,875,487	120,813,959
Percent change since FY2014:		<b>-2.2%</b>	<b>-3.2%</b>	<b>-3.4%</b>	<b>-2.7%</b>	<b>-3.6%</b>

<u>Headcount</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>
Full Time	1,090	1,050	1,010	1,006	983	923
Part Time	1,215	1,160	1,123	1,145	1,147	1,107
Total:	2,305	2,210	2,133	2,151	2,130	2,030
Change since FY2014:		(95)	(172)	(154)	(175)	(275)
Percent change since FY2014:		<b>-4.1%</b>	<b>-7.5%</b>	<b>-6.7%</b>	<b>-7.6%</b>	<b>-11.9%</b>

Source: Management's discussion and analysis (unaudited) from annual financial statements.

# Actions Taken in FY19 to Enhance Mission and Reduce Costs

- **Shared Services:** Grants compliance centralized; payroll and benefits administration consolidated with new software
- **New online learning management and advising systems**
- **Full-time faculty contract** completed, reducing retirement contribution by almost 20% across the System and introducing mandatory high-deductible health plan for new employees
- **Northern Vermont University** completed its first full year of operations as a unified entity on June 30, 2019. **Castleton University** launched resort management program at Killington (Green Mountain College) and nursing program in Bennington (Southern Vermont College); **Vermont Tech** launched radiological sciences program in Williston (College of St. Joseph); **Northern Vermont University** launched a M.S. in Clinical Mental Health Counseling (SNHU)

# Ongoing Savings and Efficiencies

- **\$9.3 million** – Decrease in Northern Vermont University's 2<sup>nd</sup> quarter FY2020 result compared to 2016 Unification Study's budget projection
- **\$3.6 million** – Annual savings from multi-year restructuring of Castleton University's operations
- **\$1.0 million** – Annual health care cost savings from addition of high-deductible health plan
- **\$1.3 million** – Annual retirement cost savings from 25% reduction to employer 403(b) plan contribution
- **\$12.0 million** – Total debt service relief and savings from 2017 debt restructuring and 2020 debt refinancing
- **\$4.5 million** – Personnel savings from 275 or 11.9% fewer employees compared to FY2014, a 3.6% total reduction despite annual salary and health care benefit cost increases of nearly 4%

# New Programs & Partnerships for High-Demand VT Workforce Needs

## Certificates

Clinical Medical Assisting (CCV)  
Funeral Director (CCV)  
Graphic Design (CCV)

## Registered Apprenticeships

Manufacturing Production Technician (CCV)  
Medical Assisting (CCV)  
Pharmacy Technician (CCV)  
Advanced Manufacturing (VT Tech)  
Industrial Maintenance (VT Tech)  
Licensed Practical Nursing (VT Tech)

## “Learn & Earn” Employer Partnerships

Castleton Resort and Hospitality Management Program at **Killington Resort**  
**Global Foundries** Technician Apprenticeship Program with credits at Vermont Tech  
CCV and Vermont Tech LPN Training Program at **Central Vermont Medical Center**  
**Brattleboro Memorial Hospital** Accelerated Medical Assistant Program at CCV

## Associate and Bachelor’s Degrees

Data Science (Northern VT U)  
Digital Communications (Northern VT U)  
Early Childhood and Special Education (Castleton)  
Radiologic Science (VT Tech)  
Wildlife and Forest Conservation (Castleton)

## Graduate Programs

MBA (Castleton)  
Leadership Studies (Northern VT U)

# Retention & Graduation

## Our students are

83% Vermonters

48% First-Generation

40% Pell-eligible

Our success rates  
are predominantly  
at or above peer  
institutions  
nationally.

Source:  
2019 IPEDS Data Reports

	First year Retention	On-time graduation rate (2/4 years)	150% Graduation Rate
<u>Castleton University</u>	69%	33%	55%
<i>National peer group</i>	62%	16%	38%
<u>Northern Vermont U.</u>	66%	19%	39%
<i>National peer group</i>	63%	17%	39%
<u>Vermont Tech</u>	77%	34%	51%
<i>National peer group</i>	61%	32%	41%
<u>Community College of VT</u>	53%	10%	22%
<i>National peer group</i>	60%	9%	22%

# Retention Activities 2019-2020

- Faculty development with learning management system for real-time academic success monitoring
- Advising software with predictive analytics
- Evidence-based coaching
- Redesign of high-enrolled courses to use low/no-cost textbooks
- New flexible delivery courses, success videos

# Student Support Services

- First-year seminars and focused advising
- Academic support and disability services  
*funding support from federal TRiO grants*
- Mental health counseling services  
*limited on-campus capacity*
- On-campus/center food pantries & meals  
*supported by faculty, staff, and local food shelf partnerships*

# Nursing and Allied Health Enrollments, Fall 2019

## Castleton University - 246

*Castleton Campus and Bennington Campus*

B.S. Nursing - 246

## Community College of Vermont - 429

*Statewide via 12 academic centers & fully online\**

Administrative Medical Assisting - 2

Allied Health Preparation\* (pre-nursing) - 257

Clinical Medical Assisting - 16

Medical Billing and Coding\* - 35

Health Science (A.S.) – 119

## Vermont Technical College – 539

*Campuses in Williston, Randolph, Brattleboro, and Bennington  
Telepresence locations in Lyndonville, Middlebury, Newport, St.  
Albans, and White River Junction. \*RN to BSN coursework is online.*

Practical Nursing (LPN) - 171

Associate Degree Nursing (RN) – 155

RN to BSN Completion\* - 56

B.S. Dental Hygiene - 75

A.S. Respiratory Therapy – 19

B.S., A.S. Radiographic Science – 14, 17

Paramedicine (Certif.) - 22





# Serving Vermont Students by Securing the Future of the VSCS

## Challenges Identified in Whitepaper

- Historically weak demographics
- Bottom-ranked State support
- Accelerating pricing pressures
- Barriers to adaptability
- Changing student preferences and attitudes
- Disruptive technology and delivery

## VSCS Institutions Planning to Meet New Metrics

- Consistent positive operating results
- Sustainable campus configurations consistent with realistic enrollment and revenue projections
- Increased opportunities for non-traditional students
- Improved affordability for students
- Improved retention and graduation rates
- Increased system collaborations

# Serving Vermont Students by Securing the Future of the VSCS

1. Review of Chancellor's Office Services, Staffing, Expenses, Location (March 2020)
2. VSCS Presidents Report to Trustees on Action Steps (June 2020)
3. VSCS Board Committee Review of Current Initiatives and Recommendation of Potential Actions (through 2020):
  - Improve transparency of transfer processes and pathways
  - Accelerate use of open educational resources to lower textbook expenses
  - Adopt flexible and faster degree completion strategies
  - Increase number of industry-recognized credentials offered
  - Improve retention and graduation rates
  - Review shared services and consolidated business functions
  - Develop additional alternative revenue streams

# Minimum FY21 Request to Continue Progress

## Inflationary Increase:

- Continue the \$500,000 of one-time funds in FY2020 as ongoing base funding in FY2021, along with a three percent inflationary increase on a base appropriation of \$31,000,000 or \$930,000.
- = \$1.43 million increase for FY2021

# For further information...

[VSCS Impact Statement – 2018-2019](#)

[VSCS Financial Reports](#)

[VSCS Website](#)

[Secure the Future](#)

Colleges:

[Castleton University](#)

[Community College of Vermont](#)

[Northern Vermont University](#)

[Vermont Technical College](#)