

ADMINISTRATIVE OPTIMIZATION

Transformation of the administrative staffing structure at
Vermont State University

Michael K. Smith, Interim President

Vermont State University | October 27, 2023

Introduction and Executive Summary

In recent years Vermont has embarked on a mission to transform public higher education with a deliberate focus on rural public higher education and its delivery. Supported by the state with financial backing and mandated by Act 74 of 2021, the Vermont State Colleges System launched system-wide transformation in 2021. This process included combining three institutions (Castleton University, Northern Vermont University, and Vermont Technical College) into one unified university with a single accreditation, academic program array, and leadership structure. Following years of diligent work by faculty, staff, administrators, and stakeholders, Vermont State University (VTSU) successfully unified, launched, and opened in July 1, 2023, meeting its enrollment targets for its inaugural first-year class and for returning students in the fall of 2023.

To accomplish the transformative work, most operations of the legacy institutions were merged, streamlining processes and data, unifying systems, and reducing redundancies. To ensure work was accomplished and students were served at the legacy institutions through July 1, to create a smooth transition to VTSU, and to successfully launch VTSU, teams worked across both the legacy institutions and the new unified University during the first phase of transformation. As we look to the future of Vermont State University and the next phase of transformation, now is the time to look across the institution and all areas where further consolidation, efficiencies, and streamlining should occur to serve our students more effectively today, and in the future.

Along with the companion report, Optimization 2.0, which looks at future degree programs to be offered at the university, this report looks toward the future administrative structure and costs to achieve greater efficiencies in operations and savings. While none of this work has been easy – in fact, it has been very difficult – it is absolutely necessary if we are to continue to serve our students and ensure our financial health in the years to come.

VTSU has been instructed by lawmakers to close its structural deficit by \$5M per year over a five-year period. Implementation of this report and the Academic Optimization 2.0 report will provide the fiscal rightsizing necessary to accomplish this goal. The governor and legislature have been generous in giving VTSU one-time appropriations (mostly federal Covid relief funds) called “bridge funding” to cover our deficits over the short term. They have also increased base funding over the last few years in support of our shared goals to transform public higher education and secure its future in Vermont. That funding comes with the expectation that we manage our structural deficit and make the hard decisions necessary to ensure our future fiscal health. Without changes, VTSU will not be in the position to eliminate its deficit, and risks its fiscal viability altogether, in the very near-term.

Simply put, this report and the Optimization 2.0 report, paired with healthy enrollment numbers and steady, ongoing support from lawmakers, will put VTSU within reach of financial viability by FY2027. There is a path forward and good reason to be optimistic about the future of VTSU, but we must make the difficult and responsible decisions now to continue the work of transformation and realize the ultimate goal of stability.

Administrative Savings is the Next Piece of Transformation

The faculty have argued, rightly, that if we examine and recommend adjustments to future degree programs—which impact their members—then it is only fair that we examine other parts of the organization for consolidation and savings. This report is an effort to do just that. As a reminder, the purpose of this transformation work is to structure an administration that is right-sized and well-organized to support a unified, rural public university, with multiple campuses and learning centers.

In this report we have identified the following:

- At VTSU, non-faculty personnel reductions will achieve approximately \$3.1 million in savings.
- A reduction of 33 full-time positions, with 21 at the executive, management, or supervisory level.
- Savings at the shared services level of \$500-600K across the system in Fiscal Year 2025.
- Recommended targeted savings in the VSC health care plan of \$3 million for VTSU. VTSU believes it can achieve these savings while still maintaining a platinum plan for employees that is comparable to that of state employees and other public entities.
- Recommended restructuring of retirement benefits to align benefits with other organizations, such as by adding match and vesting requirements. These shifts in total compensation will enable us to redress the below market rate of our salaries and better align our compensation with comparable organizations.
- These recommendations do NOT include any savings from the ongoing master planning work. It is anticipated that savings achieved in this area will support the drive toward financial sustainability in FY27 in alignment with the projections in the Appendix.

Taken together, these recommendations, in conjunction with Optimization 2.0, will achieve ongoing cumulative structural savings of \$12M. It is not an overstatement to say that this report and the recommendations outlined in Optimization 2.0 are crucial for the future academic and fiscal health of the university.

Overstaffed by 20 Percent

As noted above, VTSU's conceptual and launch phases required staffing that supported the ongoing operations of the legacy institutions while simultaneously creating the new university. With unification complete, it is the appropriate time to right size both the academic and administrative sides of the institution to operate as one university. When looking at the staffing levels at comparable universities, VTSU is at the higher end.

Using the peer mean of 14 students per Staff FTE, we are approximately 20 percent overstaffed. While a lower ratio may be justified to some degree given our rural campus locations and operations at multiple locations, the current width of the gap (11 students per Staff FTE) supports right-sizing our operations to meet the needs of our students and communities and achieve financial viability.

Please see the table below for those comparisons.

	Fall 2023	Fall 2021 IPEDS						
Institution Name	VTSU	Fitchburg State University	Framingham State University	Plymouth State University	Western Connecticut State University	Westfield State University	Worcester State University	Eastern Connecticut State University
Full-time Staff*	369	338	334	233	336	469	342	367
FTE Enrollment	4,182	5,289	4,560	4,061	4,382	4,783	4,946	4,001
FTE Enrollment**/FT Staff	11	16	14	17	13	10	14	11
Peers Median	14							
Peers Mean	14							
*Full-Time Staff include unrestricted VTSU employees only. (Workforce Dvmt. and Shared Services excluded)								
**IPEDS Enrollment is 12-month FTE								
Fall 2023 VTSU enrollment is 2023-10-16 FTE								

Methodology

Each recommendation in this report was evaluated using several factors. However, like the Optimization process, all factors were looked at holistically to come up with the recommendations. No single factor was controlling. The factors used:

- Examination of organizational structure and reporting layers.
- Span of control (*i.e.* supervisory capacity) and can it be increased without adversely impacting organizational performance?
- What impact does the recommendation have on revenue generation, students and other parts of the organization?
- Who in the chain of command can assume the work and can it be done in an effective manner? and
- Lastly, what fiscal impact will the recommendation have on the university?

Within this analysis the following strategic design principles were considered:

1. The need to maintain and build strategic leadership and accountability for student success, new enrollment, and academic quality.
2. The need to reduce the number of administrative layers between operational leaders and the front lines working with students, faculty, and staff.
3. The need to unify functional leadership, reduce redundancy across campuses, and reinforce consistency of processes for all VTSU (this will mean more virtual supervisee and student interactions and potentially more travel).¹
4. The need to think strategically about span of control (supervisor capacity and number of direct reports) specifically in operational areas with performance management objectives (Admissions, Advising, Financial Aid, and Registrar) targeting between eight and ten direct reports.
5. In areas where our capacity constraints are acute but temporary, we should consider temporary staff augmentation at the individual contributor level instead of maintaining redundant leadership roles (e.g. Financial Aid and Registrar).

¹ Unifying VTSU's management approach and rebalancing the span of control expectations will require stronger virtual and remote management skills amongst managers and supervisors. As part of these recommendations, a training plan to increase this skillset will be developed and implemented in the Summer of 2024.

Recommended Personnel Reductions at VTSU

To achieve fiscal sustainability, reduce layers of reporting and streamline efficiencies the following personnel reduction recommendations are proposed. These are organized by the respective Vice President's scope of control.

Student Success – Total Estimated Savings \$900K - 8 FTEs

Positions that are currently vacant and will be eliminated:

1. Elimination of 2 Vacant Student Success Advisors (2 FTEs) - \$125K

Presently, six of the eighteen student success advisor positions on the advising team are vacant. In alignment with our lower enrollment for the current academic year and to ensure appropriate student to advisor ratios, we will eliminate two of the vacant student success advisor positions and move forward with recruiting for the remaining four vacancies. We remain heavily invested in the student advising model presented in Spring 2022 and recognize student retention is critical to achieving our fiscal targets. Elimination of these vacancies will continue to allow us to implement this model, support students, and align our staffing with current enrollment.

Positions identified for a reduction in force (RIF):

2. Elimination of position of Associate Deans of Students (4 FTEs) - \$605K

Through modification of reporting structures, we can eliminate the Associate Deans of Students role and reduce the number of reporting levels, layers and bureaucracy. This reduction will be phased in with the elimination of the Associate Deans of Students at Castleton and Johnson at the end of the fall term, and the elimination of the Associate Deans of Students in Williston/Randolph and Lyndon at the end of the academic year.

This restructuring will result in a subsequent restructuring of Residence Life, Student Activities, and Public Safety reporting and job titles, in alignment with the strategic principles described earlier in this report. This restructuring will ensure an appropriate span of control and limit redundancies but will not result in layoffs. Through this restructure the Dean of Students will see streamlined reporting, and appropriate and coordinated management of various student services on each campus, while eliminating duplicative reporting lines.

3. Elimination of 1 Associate Director of Advising (1 FTE) - \$70K

There are currently four Associate Directors of Advising across VTSU. Through consolidation and a streamlined reporting structure, we plan to eliminate one position and restructure the team so that team members report either to one of the three remaining Associate Directors of Advising or to the AVP of Advising. This modification of the reporting structure creates an Advising team of 22 FTEs, which contains three supervisors, each of which would have a span of control of between seven and eight reports. This strikes the appropriate line between delegation of authority and responsible reporting.

4. Elimination of 1 Assistant Director of Applied Learning Opportunities (1 FTE) - \$100K

There are currently five staff within the Career Development and Innovation team. VTSU has determined that four staff members is advisable, with one at Castleton, Johnson, Lyndon, and one shared between Randolph and Williston in alignment with current practices. Through redistribution of work, we can maintain a presence on all our campuses and serve students in new and innovative ways. This eliminates the current redundancy within our organizational chart.

Academic Affairs – Total Estimated Savings \$775K - 9 FTEs

Retirements that will not be filled (2 FTEs) - \$150K:

Two individuals have announced their plans to retire, and their positions will not be filled.

Positions identified for RIF:

1. Elimination and Restructure of Registrar's Office (2 FTEs²) - \$210K

The new Registrar has led efforts to streamline and create process improvement work through transformation and prepared for reorganization of the Registrar's team. Through this reorganization, two supervisory positions will be eliminated, one of which is currently vacant. These roles can be absorbed, and the Registrar can provide direct oversight of operations within our targeted goal of eight to ten direct reports.

2. Buyout of 3 Academic Staff Assistants (3 FTEs) - \$235K

There are currently ten staff assistants supporting both the Deans and Faculty within the academic portfolio. With faculty buyouts and reductions in program offerings, a corresponding administrative staffing reduction is warranted. This proposal is to ask for voluntary buyouts – in a similar construct to the faculty buyouts outlined in Optimization 2.0 for up to three Academic Staff Assistants. A reorganization of administrative support will follow. This is expected to mean that Staff Assistants serve multiple areas.

² One of these positions is vacant.

3. Restructure of President's Support Staff (2 FTEs) - \$180K

There are currently three positions that directly support the President, one is currently vacant. This restructure reducing these positions into a single Manager of the President's Office.

Admissions and Enrollment Services – Total Estimated Savings \$550K - 6 FTEs

Positions identified for RIF:

1. Elimination of 2 Positions in Enrollment Operations and Restructure (2 FTEs) - \$170K

Presently, there are seven staff in enrollment operations and communications and marketing with five at the director and the assistant director level. Two positions in operations are slated for elimination. With the recent hiring of a new director of digital marketing and analytics, there is opportunity to realign staff from university marketing and communications with key functions that will support overall enrollment marketing and communications and allow for greater efficiencies and span of control in these areas.

2. Elimination of 3 Positions in Financial Aid (3 FTEs) - \$240K

The Financial Aid staff currently has nine FTEs, of which four are supervisory positions. It was necessary with the tuition changes and the merger of the university to have a higher level of staffing in the 2023-2024 academic year. Now with unification complete and financial aid of incumbent students performed, a right-size of the Financial Aid team is feasible with a reduction to six FTEs and a streamlined reporting structure. These six positions will report to the AVP of Financial Aid increasing her span of control, consistent with our strategic design principles. Reductions will take place following the implementation of the FAFSA and before the end of the fiscal year, as the federal government has instructed Universities to “staff up” for an unprecedented and one-time shift in the FAFSA.

3. Elimination of the AVP of Admissions (1 FTE) - \$140K

As part of the efforts to improve accountability and streamline reporting structures under the new Strategic Plan for Admissions, the VP of Admissions and Enrollment Services needs to provide direct oversight of the supervisory positions within the Admissions team. Currently, there are duplicative reporting structures so the elimination of the AVP of Admissions is recommended. This AVP previously provided direct supervision, however, closer interaction between the VP and the admissions leads is critical to enrollment growth and accountability and ensures the VP of Admissions meets the span of control goal outlined in our priorities. This shift will restructure admissions leads to directly report to the VP of Admissions and Enrollment Marketing and reduce duplicative supervisory functions.

Business Operations – 10 FTEs - \$900K

Positions that are currently vacant and will be eliminated:

1. Elimination of the Conference and Events Director (Vacant – 1 FTE) - \$100K

Under the transformation redesign a Conference and Events Director was created to oversee Conference and Events at a University level. However, the current Associate Directors of Conference and Events have identified that this layer of reporting is not required to effectively carry out their work. Instead, directly reporting to the AVP of Campus Operations allows for smoother operations and implementation of cohesive procedures. Considering this recommendation, the Randolph Conference and Events position will be filled and the director position which has remained vacant and is unfilled will be eliminated.

2. Elimination of the Assistant Campus Operations Director – Johnson (Vacant - 1 FTE) - \$115K

The Assistant Campus Operations Director position at Johnson is a long-standing vacancy. The work of this position has recently been managed through shifts in duties of existing staff between the Lyndon and Johnson campuses, with the Assistant Campus Operations Director at Lyndon managing both campuses. This shift has been implemented successfully, and this proposal codifies having the existing Assistant Campus Operations Director at Lyndon manage both campuses with the supervisory staff on each campuses continuing their current assigned duties, thus, allowing us to eliminate this position.

Positions identified for RIF:

3. Restructure of the Budget Director Position in Finance - \$30,000

There are currently four positions within the finance and budget team associated with fiscal management with two of those positions at the executive level. This is largely due to legacy staff moving into new roles and retaining high salaries from their previous positions. This proposal is to eliminate the Budget Director position and appropriately replace this position with a Finance Manager position with anticipated annual salary savings of \$30,000. This eliminates multiple, levels of executive compensation within the finance team and more appropriately defines this role as a supervisory position versus an executive position.

In addition to the Budget Director, the Office of Sponsored Programs and Institutional Research will report to the AVP of Finance and Compliance to create a team surrounding, data, analytics, procurement, and grants management. This team will allow for collaborative data analytics and strong fiscal controls across our various teams.

4. Elimination of 2 Staff Assistants in Conference and Events (2 FTEs) - \$100K
5. Elimination of 1 Conference and Events Coordinator (1 FTE) - \$70K

There currently are four positions located at Randolph, Castleton, Lyndon and Johnson that manage conferences and events at each respective campus. In addition, some campuses also have a coordinator and staff assistant role. By streamlining these roles, we can collaborate to run conferences and events more effectively with one position on each campus and share responsibilities for functions such as billing, invoicing, contracts, and phone calls. As a matter of course, our busiest season for conferences and events is during the summer when our campuses are quietest. This practical reality allows the newly formed team to meet the summer demand for events while still supporting student and campus-led events effectively during the academic year.

6. Elimination of 1 Assistant Campus Operations Director, Castleton (1 FTE) - \$100K

A review of staffing in facilities across VTSU shows that there is a disproportionate number of supervisory staff in facilities at the Castleton campus. Most campuses operate with two management/supervisory positions, whereas Castleton has five. While Castleton maintains a higher student body than the other campuses, the need for this level of management is not operationally validated. By eliminating one position, there will continue to be adequate coverage in this area.

7. Elimination of 2 Positions in Communications and Restructure (2 FTEs) - \$180K

The communications team is currently composed of ten positions. Several of these positions are highly specialized and are unable to take on the broad-based communications work of the University. While this was justified as part of the re-branding effort and the additional one-time transformation work, now that the University has unified, these specialty positions are no longer necessary, nor do they meet the current operational needs of the University. As part of this restructure, we will hire an AVP of Communications, External and Alumni Affairs to oversee the functional areas of communications, development, and alumni affairs. The position of AVP of Communications and Marketing will shift to one focused on internal communications with a corresponding title and salary adjustment. This restructure will allow us to better align our external and internal communications and enhance our presence across our stakeholder groups. Correspondingly, marketing staff and marketing functions will move under the new director of digital marketing and analytics in Admissions, consistent with the Admissions Strategic Plan. This will reduce the silos and backlog that currently exist with these workstreams being managed separately today and allow communications to focus efforts on external and internal communications, media and external relations, alumni engagement, brand and reputation positioning and more.

8. Restructure of Alumni Affairs (1 FTE) - \$60K

The Alumni team currently has a vacancy which will not be filled. Work will be reassigned within the communications team restructure allowing the new AVP of Communications, External and Alumni Affairs to streamline communications work and reduce duplications across both teams. With the additional supports from the communications team and the merging of these two teams, the vacancy can be absorbed as it primarily focused on communications efforts. Additionally, this restructure eliminates the AVP of Alumni Relations and Institutional Advancement position, allowing for the creation of the new AVP of Communications, External and Alumni Affairs. A new Director of Alumni Relations position is planned with a targeted hiring skillset of endowment growth and alumni engagement. This skillset is essential and needs to be enhanced within the team and is critical for VTSU's financial sustainability moving forward. VTSU must improve its donor base and increase its revenue generation capacity. Through revenue growth in this area, we can directly address our long-term capital needs, as well as student affordability issues through targeted endowment growth in both capital campaigns and scholarship funds.

9. Elimination of the AVP of Workforce, Community and Economic Development (1 FTE) - \$145K

The workforce team is run by a series of Center Executive Directors who manage both the day to day operations, strategic vision for each respective center, as well as engage with internal and external stakeholders. Through our various workforce efforts lead by the VP of Business Operations and implementation of the workforce plan presented at the Board Retreat in 2023, elimination of the AVP of Workforce, Community and Economic Development has been identified as a necessary restructure. This position is redundant within the Executive Director roles. This restructure will empower the Executive Directors to operate at the executive level commensurate with their positions and compensation. The Executive Directors will report directly to the VP of Business Operations.

Conclusion

In conclusion, the total personnel reductions result in savings estimated at approximately \$3.1M across all units. The plan includes the reduction of thirty-three FTE positions, with six achieved through vacancy savings from currently unfilled positions, two through known and planned retirements, and twenty-five through buyouts or reductions in force.³

Reductions in Force and Buyouts

VTSU fully acknowledges the human impact associated with these recommendations and will approach these departures and changes in roles with dignity and compassion. Existing Collective Bargaining Contracts provide layoff provisions and respective rights which will be followed.

³ Reductions in force will primarily be focused in the non-bargaining unit, however there will be a reduction in force of 6 UPSUP, 4 UPPAT positions, and 4 VSEA members. Additionally, there will be members of NBU who receive notice of their position elimination or demotion of their position that are captured in the narrative of this report but do not result in an FTE reduction.

VTSU will be engaging with the respective unions through impact bargaining to work together to minimize the financial impact to affected staff. These personnel reductions, however, are necessary to align staffing, streamline workflows, reduce layers of reporting and, of course, create fiscal sustainability in the long-term. Very importantly, by taking these steps now, we allow those departing employees the time to find the next opportunity in their career path.

Most impacted staff will receive layoff notices on October 26, 2023. While the union contracts currently tie severance packages to years of service, VTSU is willing to consider union proposals, as provided for in the collective bargaining agreements, to reduce the financial impact on affected staff. We look forward to identifying a path forward to provide affected staff with stability as they navigate their next steps.

As noted above, we will first seek voluntary buyouts for academic staff assistants in the positions identified above, before moving to layoffs. Staff eligible for the buyout will receive information in the coming week.

In recognition of the years of dedicated service provided by these staff, we are committed to working together on a path forward. Our goal is to provide a human-centric approach to these staff reductions and provide financial support as affected staff leave the University.

Recommended Personnel Reductions and Savings at the Shared Services

Shared Services FY25

As budgets in this area are developed, it is imperative that budget reductions are sought as well as opportunities to partner with other organizations and other cost-saving creative solutions. VTSU is recommending cuts to the Shared Services budget for FY25 in the amount of \$500-600K as part of the ongoing budget development process.

Operational Efficiencies Moving Forward

As we move forward VTSU is looking for \$3M through combined operational efficiencies over the next three years. These savings will predominantly be in our services, supplies & travel expenses through contract negotiations, reduced operational expenditures, and efficiencies. We will also continue to look for ways to reduce our Shared Services expenditures in FY26 and FY27.

Other Recommended Personnel Savings

Medical Benefits

The Vermont State Colleges (VSC) provides a robust and self-funded medical benefit in the form of a platinum plus medical plan. This benefit is offered on a sliding scale and has extremely generous co-pays and contributions to deductibles.⁴ This level of benefit is inconsistent with the medical benefits plans offered by other public entities, including the State of Vermont, and it is unsustainable. Given we have a relatively small pool of benefits-eligible employees, we strongly recommend that the system, in coordination with our union partners, explore ways to reduce our costs and align our medical benefits with similar plans offered by other public interest employers.

VSC is approaching the State to explore the feasibility of joining the State’s medical benefits plan, which would add additional lives to the State’s self-funded pool and would provide for administrative cost sharing as well. If successful, such an arrangement would provide VTSU employees with a platinum health benefits package and result in significant ongoing cost savings.

Retirement Benefits

Currently there are the following retirement benefits broken out by each respective Collective Bargaining Agreement (CBA) or respective benefits plan:

CBA/Benefit Plan	Retirement Benefit
Full Time Faculty	10% on the first \$60,000 8% above \$60,000 No match requirement
Part Time Faculty	\$1/\$1 Match up to 7%
United Professionals	10% on the first \$40,000 8% above \$40,000 No match requirement
Staff Federation	10% on the first \$40,000 8% above \$40,000 No match requirement
Non-Bargaining Unit	10% on the first \$40,000 8% above \$40,000 No match requirement

The VSC currently provides robust retirement benefits for full-time employees without any match requirement. Moving forward, we recommend that the VSC adjusts its retirement benefits to align our fringe rate, which is over 60%, with other public service entities, such as the State of

⁴ Sliding scale ranges in our union contracts provide for employee contributions of 0-26% depending on the salary.

Vermont. VTSU recommends changes to reduce the cost of the retirement benefits, while still maintaining a high-level of benefit, to be negotiated as part of collective bargaining.

Total Compensation

To maintain our market competitiveness and ability to hire great talent, we must increase base compensation rates for our lowest paid employees. To do so, VTSU needs to adjust its total compensation package and shift some of the savings associated with the proposed changes to retirement and medical benefits to increase wages for those at the lower ends of the pay scale. This shift will allow for a review of total compensation to support workers at the lower ends of the pay scale in receiving more of their compensation in the form of base pay rather than benefits.

Non Bargaining Unit (NBU) Positions

Similarly, as part of the HR compensation analysis taking place this fall, it is recommended that compensation be adjusted in NBU positions to ensure alignment of our existing compensation-based accountability, span of control, internal equity, market-factors, knowledge, skills and abilities, among other factors. Accordingly, NBU staff may receive contracts with salary reductions or increases to bring compensation into alignment.

Other Recommendations

Expanded revenue partnerships, such as the partnership with the University of Vermont Health Network (UVMHN) and the Respiratory Therapy Program, must be pursued to support and sustain academic programs that are essential to Vermont's workforce. In this case, UVMHN provides a revenue offset to mitigate enrollment numbers that have historically made the program not fiscally viable. Additional partnerships will be explored and evaluated to provide revenue in key programs necessary for the public good or to meet workforce needs, but also to ensure fiscal viability in the respective programs. Partnership in programs, including licensed mental health counseling, radiological science, aviation, ground transportation, and other allied health programs, are being looked at.

Implementation

VTSU must ensure a smooth roll out of these recommendations over the coming months. There are many moving pieces but a careful plan to operationalize these recommendations has been developed and VTSU has the leadership in place capable of executing.

The chart below identifies VTSU's implementation timeline for these changes:

Action	Date
Board of Trustees Meeting	10/24/2023
Union Leadership Notifications	10/26/2023
Notification to Affected Staff	10/26/2023
HR Meetings with Affected Staff	As Requested
Transition planning	10/26/2023 – 12/21/2023
Last Day of On-Site Work for Most Affected Staff	12/21/2023
Majority of NBU Staff Notice Effective Date	1/2/2024
VSEA Layoff Notice Effective Date	1/2/2024
Majority UP/SUP Layoff Notice Effective Date	1/9/2024
Remaining NBU Staff Notice Effective Date (2 FTEs)	5/20/2024
Remaining UP/SUP Staff Notice Effective Date (3 FTEs)	6/30/2024
All personnel savings realized	7/1/2024

APPENDIX

Scenario 1- With Savings

- 3.5% increase in enrollment delta (annual)
- Inflationary increase to tuition and room and board
- 3% increase to appropriation
- 3% general inflation
- \$3M in total savings from Services, Supplies & Travel and Shared Services
- \$3M in health insurance savings
- Personnel expense inflation
- Staff reductions outlined and Faculty Reductions through Optimization 2.0 (\$6M)
- 100 new nurses in FY25, FY26, FY27

Vermont State University (unrestricted in \$1,000's)					
	2023	2024	2025	2026	2027
	Actual	Projection	2025	2026	2027
				Roll-Forward w/ Corrective Actions	
1. REVENUES	141,581	112,524	120,224	128,398	137,076
Tuition & Fees	81,005	62,096	67,633	73,535	79,827
State Appropriation	32,227	27,549	28,375	29,227	30,103
Room & Board	21,084	18,049	19,241	20,512	21,866
Sales & Services	3,939	2,632	2,711	2,792	2,876
Gifts	1,344	1,055	1,086	1,119	1,152
All Other Revenues	1,981	1,144	1,179	1,214	1,251
2. EXPENSES	160,906	131,956	130,865	134,556	140,236
Salaries & Benefits	77,871	69,168	67,978	71,221	76,149
Services, Supplies, & Travel	25,892	26,221	25,508	25,362	25,212
Scholarships & Aid	19,547	9,413	10,252	11,147	12,101
Utilities	6,814	8,221	8,467	8,721	8,983
Other Expenses	-	-	-	-	-
Debt Service & Capital Support	6,304	6,304	6,360	6,114	6,109
Shared Services	11,658	11,658	11,299	10,960	10,621
Chancellor's Office	-	-	-	-	-
Other Transfers	12,820	971	1,001	1,031	1,061
NET REVENUE/(DEFICIT)	(19,325)	(19,432)	(10,641)	(6,157)	(3,160)

Scenario 2- Without Savings

- 3.5% increase in enrollment delta (annual)
- Inflationary increase to tuition and room and board
- 3% increase to appropriation
- 3% general inflation
- Personnel expense and Shared Services inflation
- 100 new nurses in FY25, FY26, FY27

Vermont State University (unrestricted in \$1,000's)		2023	2024	2025	2026	2027
	Actual	Projection				
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Sales & Services		3,939	2,632	2,711	2,792	2,876
Gifts		1,344	1,055	1,086	1,119	1,152
All Other Revenues		1,981	1,144	1,179	1,214	1,251
		160,906	131,956	138,865	146,367	154,531
2. EXPENSES						
Salaries & Benefits		77,871	69,168	73,978	79,063	84,439
Services, Supplies, & Travel		25,892	26,221	27,008	27,818	28,653
Scholarships & Aid		19,547	9,413	10,252	11,147	12,101
Utilities		6,814	8,221	8,467	8,721	8,983
Other Expenses		-	-	-	-	-
Debt Service & Capital Support		6,304	6,304	6,360	6,114	6,109
Shared Services		11,658	11,658	11,799	12,473	13,185
Chancellor's Office		-	-	-	-	-
Other Transfers		12,820	971	1,001	1,031	1,061
		(19,325)	(19,432)	(18,641)	(17,969)	(17,455)
NET REVENUE/(DEFICIT)						