

Includes addendum of updated pages
from October 2023

Virginia Community College System

Institution-specific Fact Pack

MAY 2023

Institutional fact pack: table of contents

This deck includes updated pages in an addendum, including data from more recent years and several additional pages on completion outcomes, revenue, and cost effectiveness



Overview

Pg. #

1 - 4



Enrollment

5 - 10



Program Alignment & Performance

11 - 31

- Completion outcomes
- Post-completion outcomes
- Workforce alignment



Financial Effectiveness & Sustainability

32 - 52

- Affordability
- Revenue
- Cost effectiveness



Post-plan Submission Addendum

52 - 57



Appendix

58 - 63

Deep Dive | Virginia Community College System background information

Overview

Founding year: 1966

Size and setting: Two-Year, Very Small-Very Large

Mission: We give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened

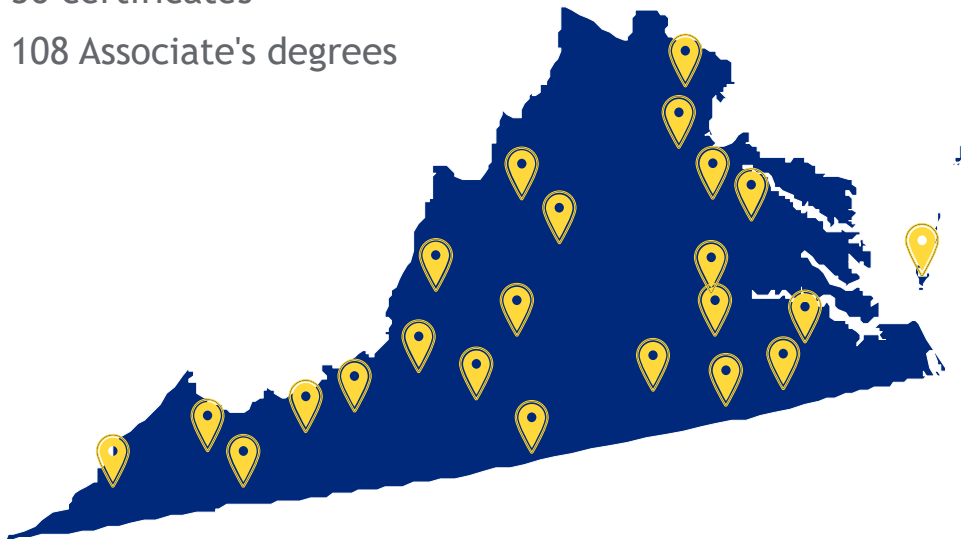
Research Institution: Associate

Carnegie classification: Associate's Colleges

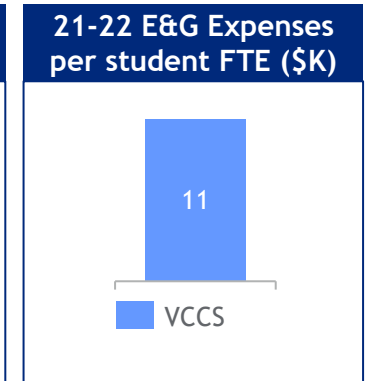
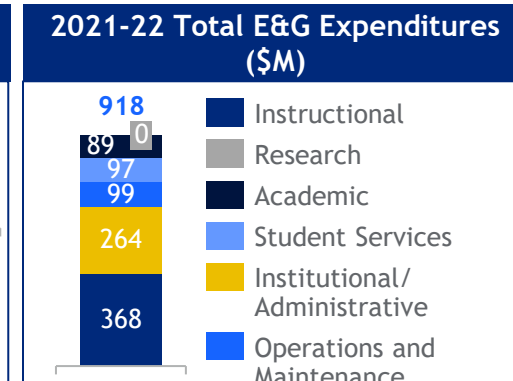
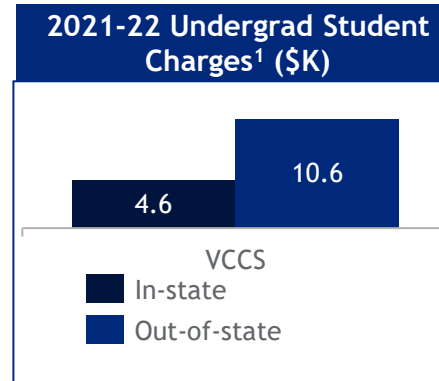
Program offering:

56 certificates

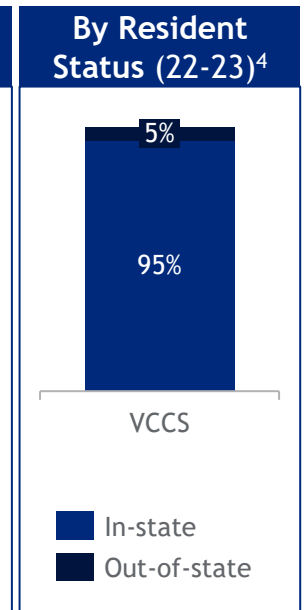
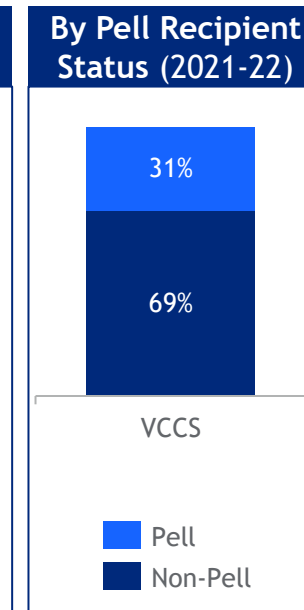
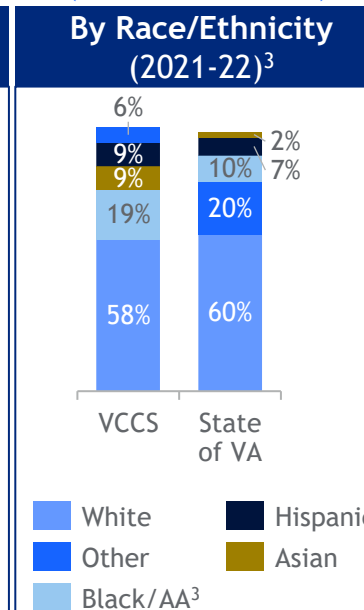
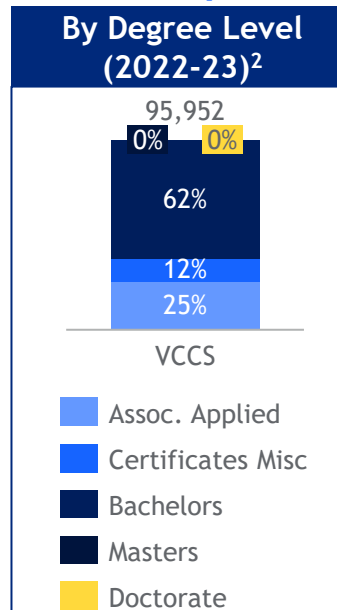
108 Associate's degrees



High-level Financials



Student Population (Headcount)



1. Full-time general UG student charges including tuition, mandatory fees, and average room & board. 2. Excludes non-program-placed students. 3. Undergraduate headcount, excludes international students and unknown / unreported. 4. Based on total UG headcount.

Virginia Community College System: Key metrics at a glance

Enrollment volume & composition

Current enrollment: 95K students in Fall 2022¹

- 5% lower-income students in Fall 2021 (-24 percentage point increase from Fall 2011)

-4.5%

Annual growth in enrollment over 10 years

Program alignment & performance

Current 4-year graduation rate: 27% for freshman cohort of Fall 2016

- 3.5 year avg time-to-degree for first-time in college Associates for Bachelors credit students who graduated in 2022

7.0pp

increase in 4-yr grad rate over 5 years

Current median wage of Associates degree for occupational credit graduates 3-years post-graduation: \$47K (vs. \$35K for those with only a high school degree or equivalent)

+3.8%

Growth in wages of graduates over 9 years

Financial effectiveness & sustainability

Current cost of attendance: \$4.6K in 2021-22

- \$0.6K annual borrowing per student FTE (-9.5% annual growth since 2011)

+2.4%

Annual growth in student attendance cost over 10 years

Current revenue mix: GF is 49% of E&G revenue (\$444M) in 2021-22; 3.4% annual growth since 2011-12

- \$470M of Non-GF E&G total in 2021-22 (51% of total revenue); -1% annual growth since 2011-12
- 7% discount rate in 2021-22 (1 percentage point increase since 2013-14)

+12pp

Growth in share of rev. from Gen. Fund over 10 years

Current per student FTE expenditure (E&G and Auxiliary): \$11K in 2021-22

- \$929M total expenditure in 2021-22 (+0.4% annual growth since 2014-15; 1.1% since 2018-19)

-11.2%

Annual growth in per-student FTE expenditure over 10 years

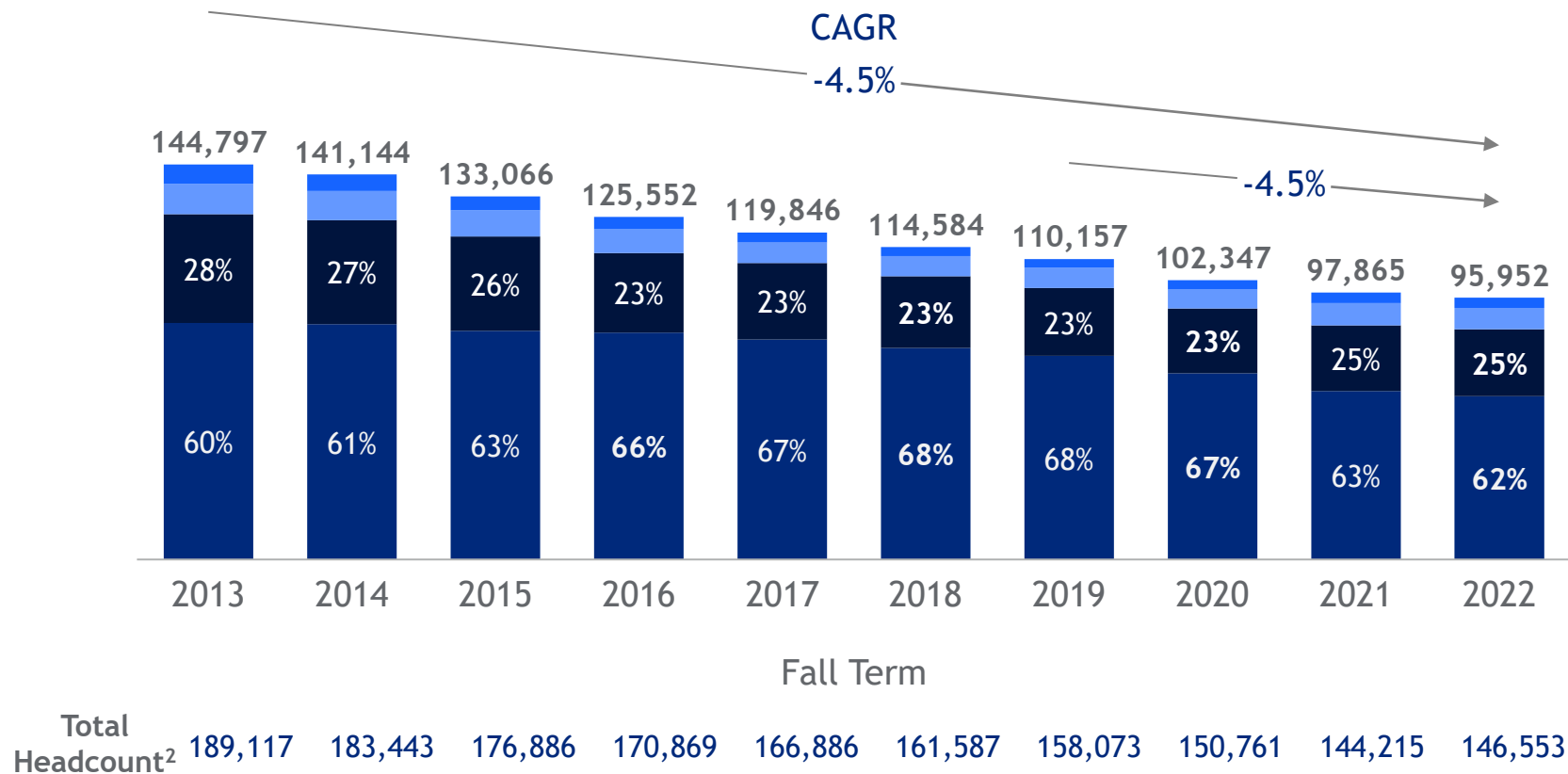
1. Excludes students not program placed.



Enrollment

Chart (A): How is overall enrollment trending over time?

Total Fall Enrollment Headcount by Degree Level



Degree level	Annual growth ¹ (2013-22)	Total growth (2013-22)
Certificates 1yr plus	-6.9%	-47.6%
Certificate less than 1yr	-3.8%	-29.5%
Associate applied	-5.3%	-38.7%
Associate Transfer	-4.0%	-30.9%
Overall	-4.5%	-33.7%

- Associate (Bachelors Credit)
- Associate (Occupational Credit)
- Certificate Less 1 yr
- Certificate 1 yr plus

Enrollment figures include dual enrolled High school students

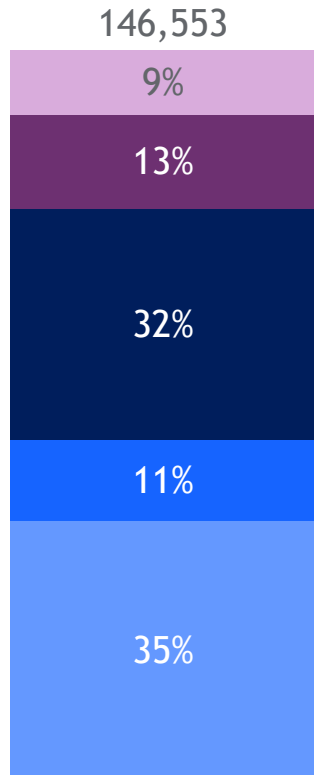
1. "Annual growth" calculated as compound annual growth rate (CAGR)

Note: Graph and annual/total growth table exclude students not program placed.






Source: Data from State Council of Higher Education for Virginia (SCHEV) Research Center Enrollment Report E33: Fall Enrollment by Degree Level

Chart (B): How do enrollment trends differ by size of college?

% of Total Enrollment¹



2022

Category	Enrollment Headcount	2013-22 Totals		Annual Growth ² % (2013-22)		
	2022 Headcount	Headcount Growth	Growth %	Total	Certificate Seeking	Degree Seeking
 Category 1 (0-1499 Annual FTE)	13,039	-5,489	-34.4%	-4.6%	-6.8%	-4.4%
 Category 2 (1500-2499 Annual FTE)	18,796	-7,148	-27.6%	-3.5%	1.6%	-2.8%
 Category 3 (2500-4999 Annual FTE)	46,627	-15,864	-25.4%	-3.2%	-7.9%	-3.9%
 Category 5 (10,000-17,499 Annual FTE)	16,195	-12,804	-44.2%	-6.3%	-4.0%	-8.5%
 Category 6 (17,500-29,999 Annual FTE)	51,896	93	0.2%	0.0%	-3.0%	-3.5%
VCCS Aggregate	146,553	-42,564	-22.5%	-2.8%	-4.9%	-4.4%

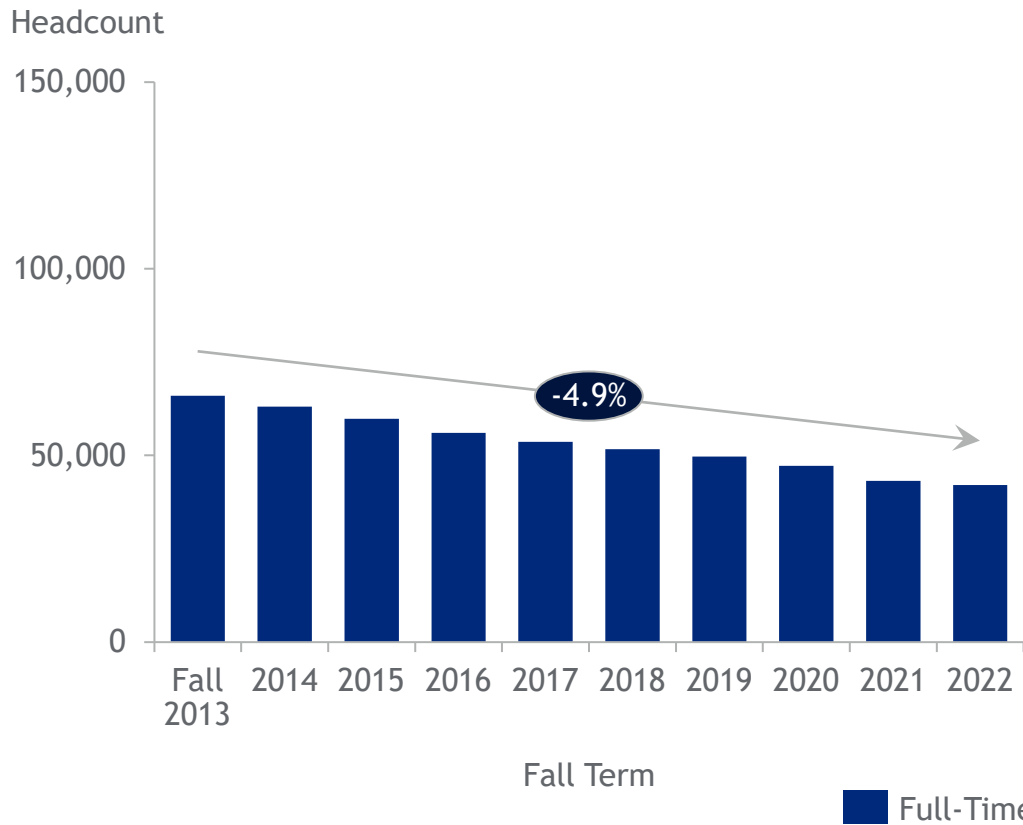
1. Includes students not program placed 2. "Annual growth" calculated as compound annual growth rate (CAGR)

Note: Categories based on annualized FTE of VCCS institutions

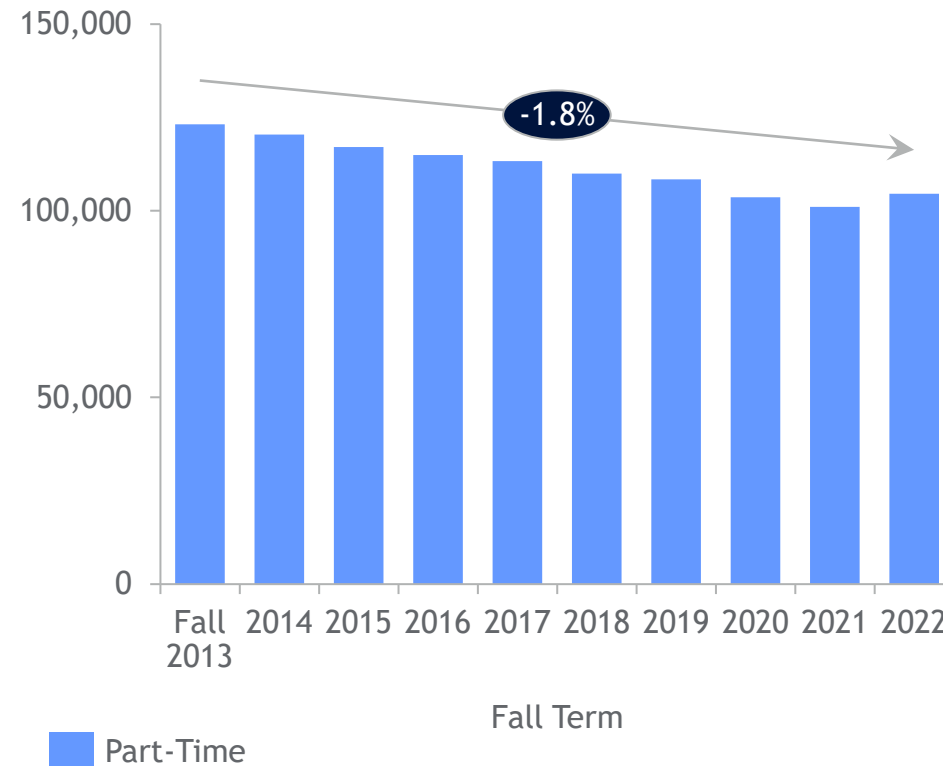
Source: SCHEV E33 Fall Enrollment by Degree Level Report

Chart (C): How have part-time and full-time enrollment trended over time?

Total Enrollment Headcount Full time students



Total Enrollment Headcount Part time students



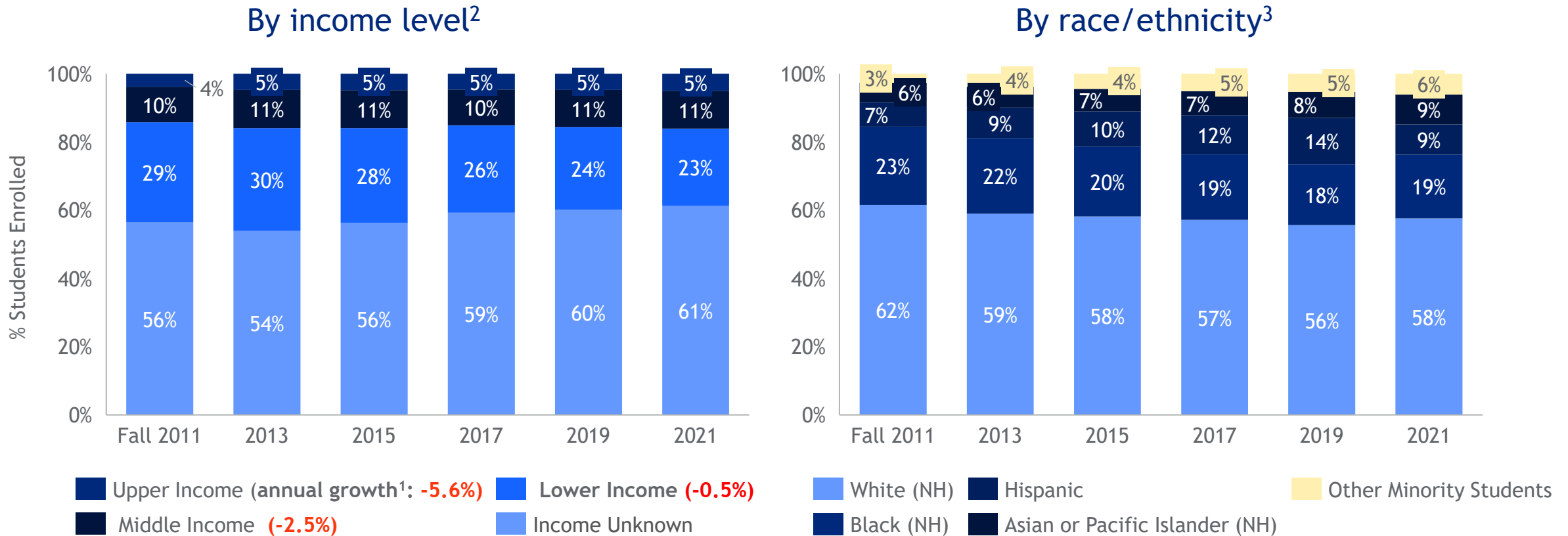
Sub cohort	Annual growth ¹ (2013-22)
Full time	-4.9%
Part time	-1.8%
Overall	-2.8%

1. "Annual growth" calculated as compound annual growth rate (CAGR)

Source: Data from State Council of Higher Education for Virginia Research Center report E02: Fall Enrollment Headcount; SCHEV Enrollment Projection Summary

Chart (D): How is the student body mix changing over time?

Undergraduate Enrollment Headcount by income & race/ethnicity

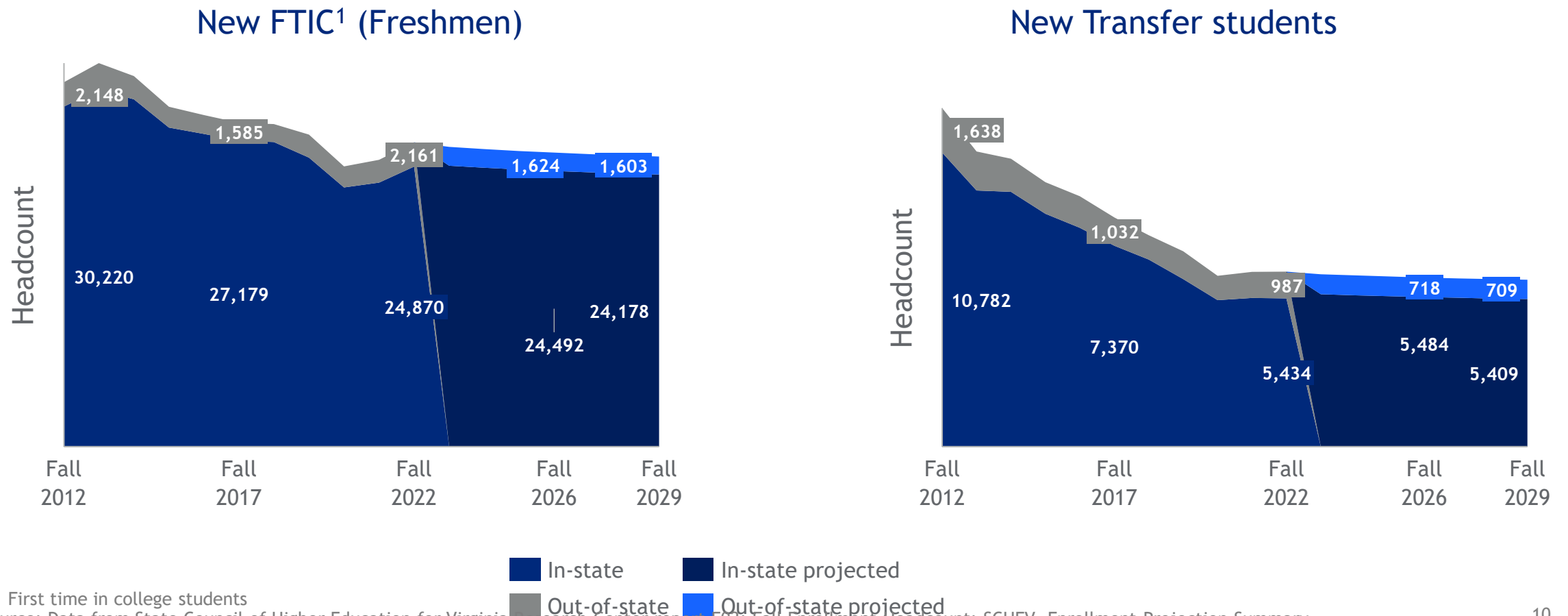


1. "Annual growth" calculated as 10-year compound annual growth rate (CAGR) on headcount numbers 2. Income range (i.e., lower, middle and upper) is defined by the federal poverty level (FPL) "Lower Income Range" ; 0 to 200% of FPL "Middle Income Range"; 201 to 400% of FPL "Upper Income Range" - 401% of FPL and above. 3. Foreign Students & Unknown/Unreported figures omitted from the data.

Source: SCHEV Undergraduate enrollment report E58: Enrollment by income range category and Report E22: Fall Headcount Trends in Race Ethnicity; Financial data from FAFSA, typically representing prior year, as reported on in SCHEV's annual financial file

Chart (E): How do enrollment projections compare to historical trends?

New Enrollment Headcount, New FTIC and Transfer students (projections as of 2023)



1. First time in college students



Program alignment & performance

Program alignment & performance: key considerations



Objective for this section:

- Provide directional insight into how institutions are improving in how they support their unique student population to graduate ready to enter the workforce
- Provide a starting point for institutions to highlight their own proven successes within their unique context



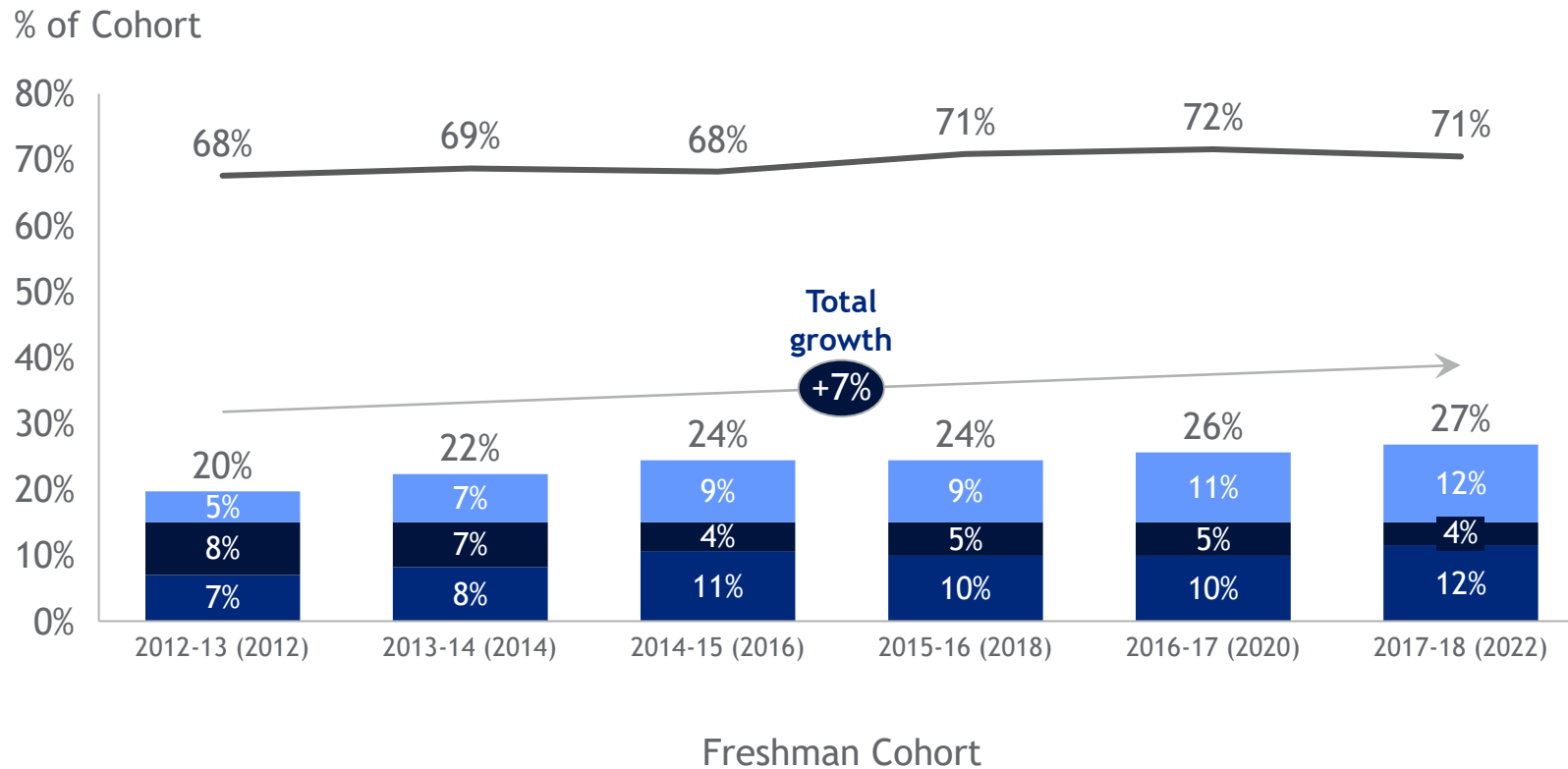
Considerations:

- Outcomes should be viewed in context of an institution's unique mission, student mix, and local conditions; as such, institutions may have different definitions of success
- Workforce outcomes are influenced by a variety of factors beyond the remit of post-secondary institutions (e.g., local labor market trends, macro-economic environment, individual circumstances, etc.)
- Longitudinal data on post-completion outcomes and workforce alignment may have gaps and limitations
- Institutions have varying programmatic strengths and should be encouraged to build on areas of distinctiveness vs. aiming to be "everything for everybody"

Completion outcomes

Chart (A1): How are retention and graduation rates trending over time?

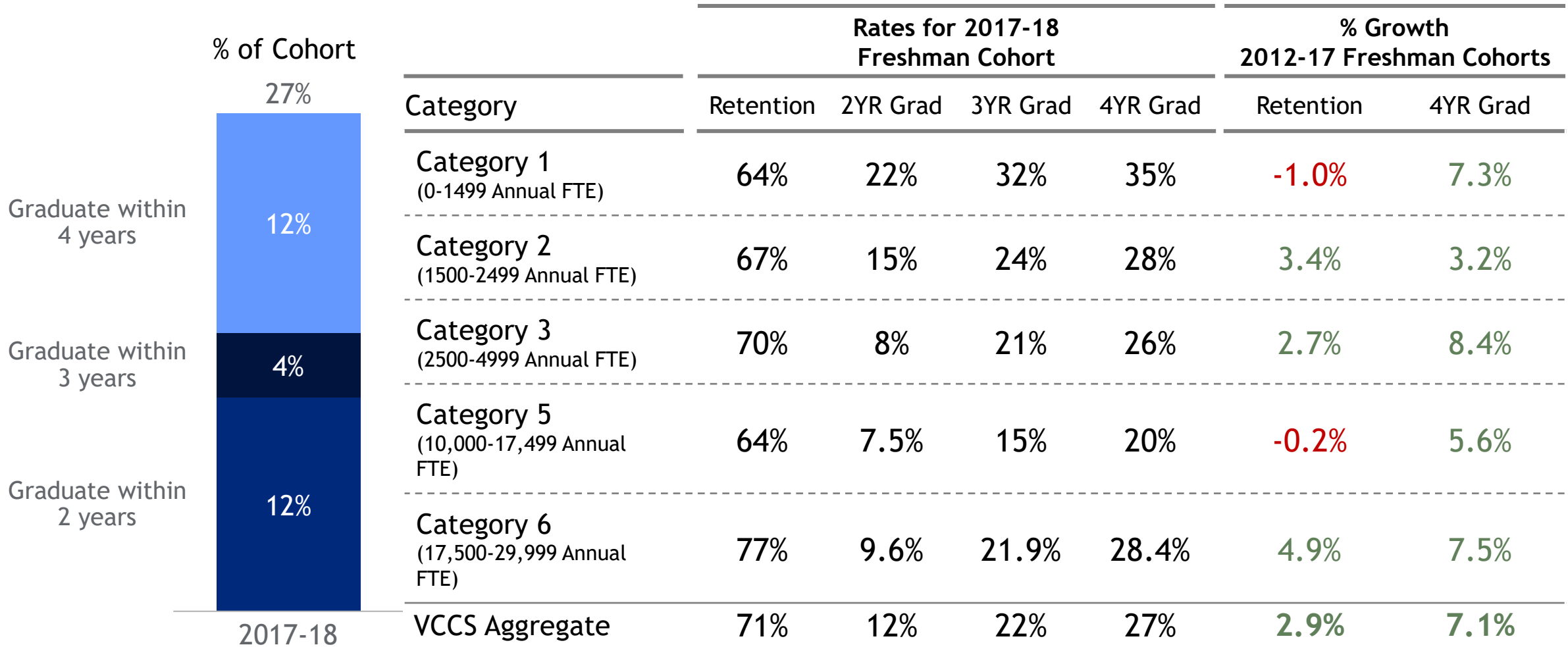
Undergraduate Freshman FTIC Cohort¹ Retention Rate² and Graduation Rates



Rate	Total growth % (2012-17)
Grad within 4 years	7.1%
Grad within 3 years	-4.5%
Grad within 2 years	4.5%
Retention	2.9%

1. First time in college and full-time freshmen cohorts 2. Percent of first-year students retained for following term
Source: SCHEV Sub cohort Retention and Graduation Rates

Chart (A2): How are FTIC¹ retention² and graduation rates trending over time?



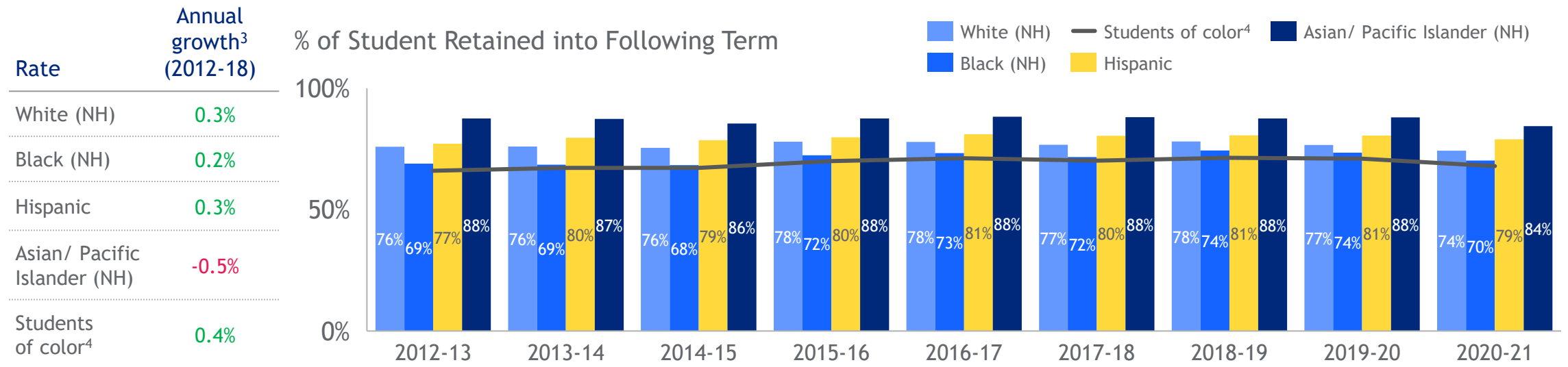
1. First time in college and full-time freshmen cohorts 2. Rate of students retained into the following term.

Note: 3YR, 4YR graduation rates are cumulative. Certificates completed by degree earning student do not impact retention rate.

Source: SCHEV Sub-Cohort Retention and Completion Rate Trends

Chart (B): How are retention rates of students of color trending vs. white students?

First-year retention rate¹ of FTIC² students by race/ethnicity for undergraduate students



	First-Year Cohort									
Race/ethnicity	White (NH)	60%	59%	58%	58%	58%	57%	57%	56%	56%
% of total undergraduate population:	Black (NH)	22%	22%	22%	20%	20%	19%	18%	18%	18%
	Hispanic	8%	9%	10%	10%	11%	12%	12%	14%	12%
	Asian/Pacific Islander	6%	6%	6%	7%	7%	7%	7%	8%	8%

1. Rate of first-year students retained into following term 2. First time in college full time students 3. Excludes Native American due to comprising less than 5% of student population each year 4. Retention rate for students of color at Virginia Community College System

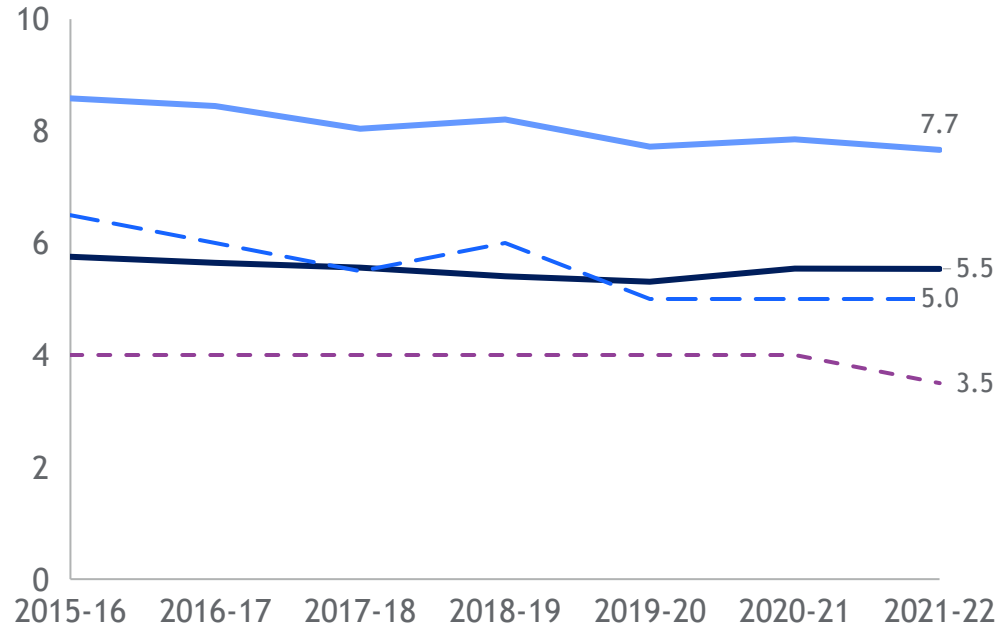
Note: Graph excludes race/ethnicity unknown

Source: SCHEV Retention and Graduation report Sub-Cohort Retention and Completion Rate Trends; RT01: Retention Report (First-time, Full-time Students; E22 Fall Term Enrollment by Race/ethnicity

Chart (C): How long is it taking students to earn their associates degrees?

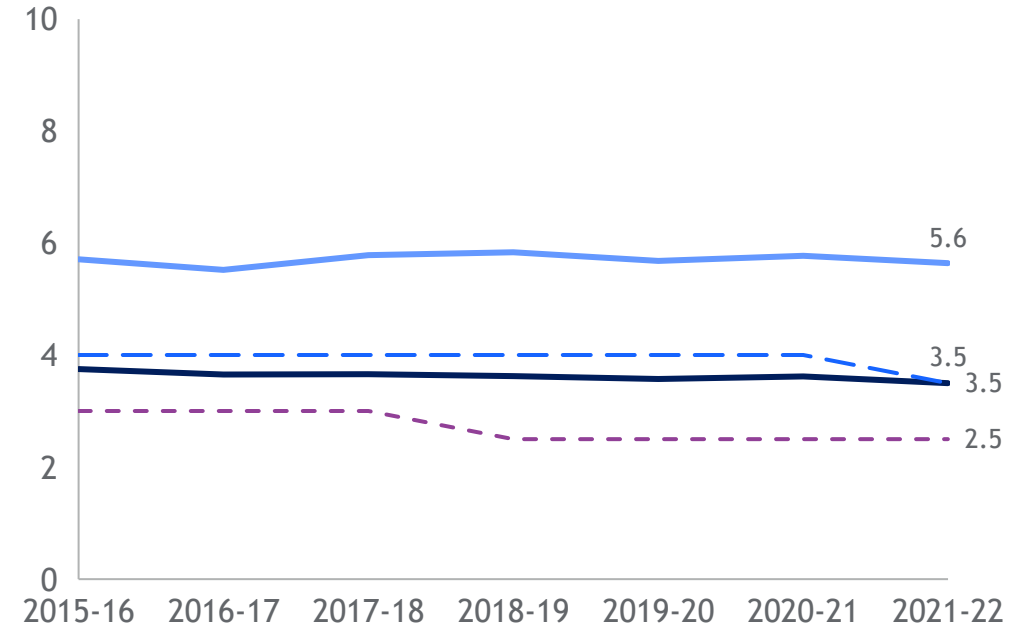
Part-time VCCS Associates degree students

Years to degree



Full-time VCCS Associates degree students

Years to degree



- - - Associates Bachelors Credit : Median
 - - - Associates Occupational/ Technical Credit: Median
— Associates Bachelors Credit: Mean
 — Associates Occupational Credit: Mean

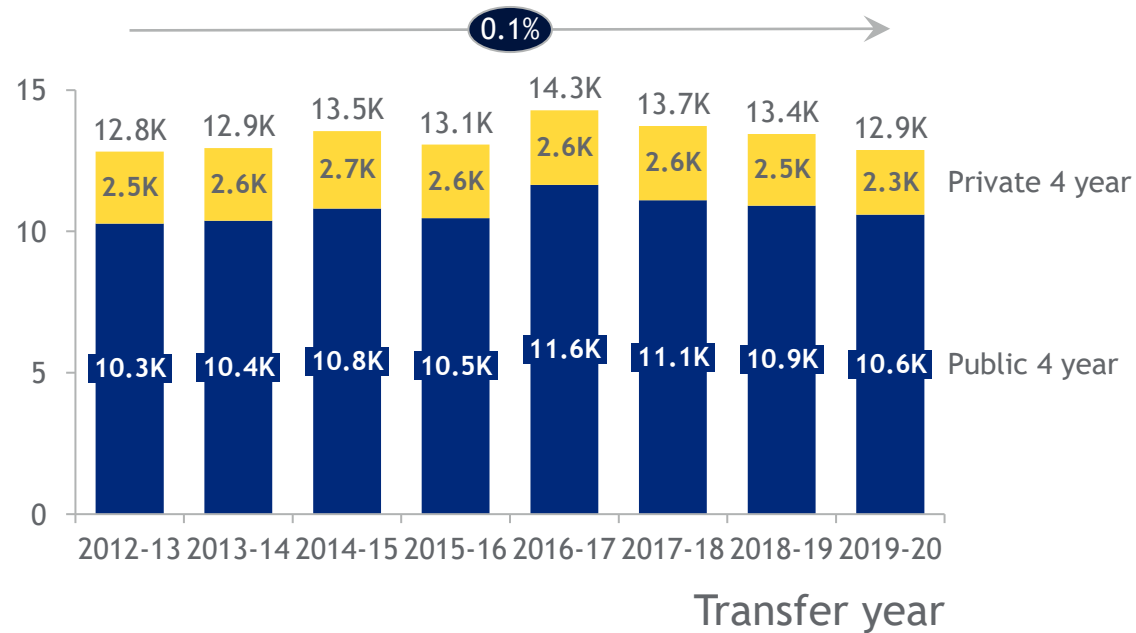
1. First time in college, full-time students 2. "Annual growth" calculated as compound annual growth rate (CAGR).
 2. Source: SCHEV time to degree data

Virginia Community College System

Chart (D1): How many students are transferring from VCCS institutions and completing their degree within 4 years?

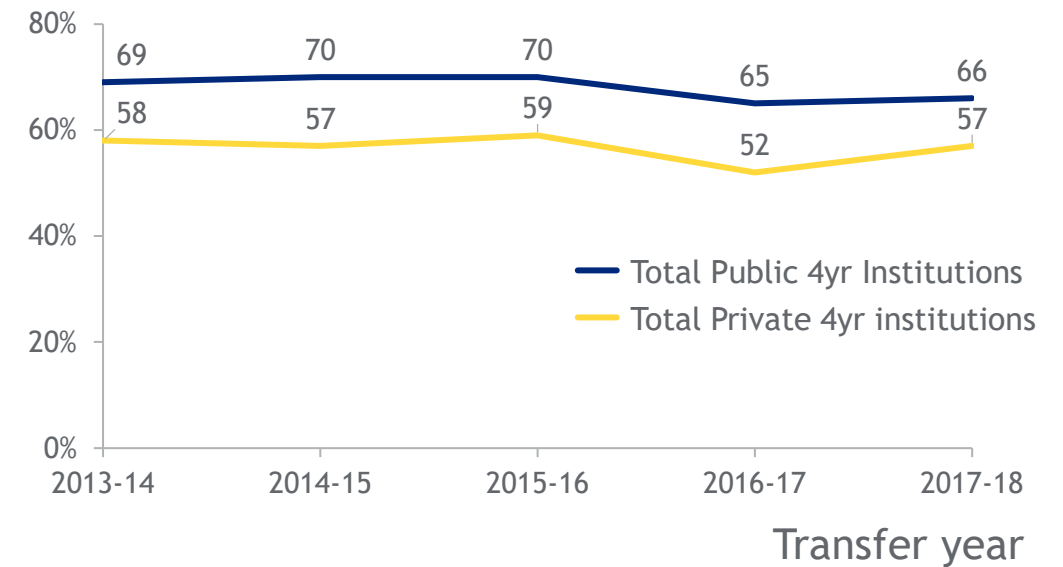
Headcount of new transfers into VA 4-years whose last known attendance prior to transferring was a VCCS institution

New Transfers



Completion Rates of Students Transferring from VCCS into VA Four-Year Institutions

4-year completion rates

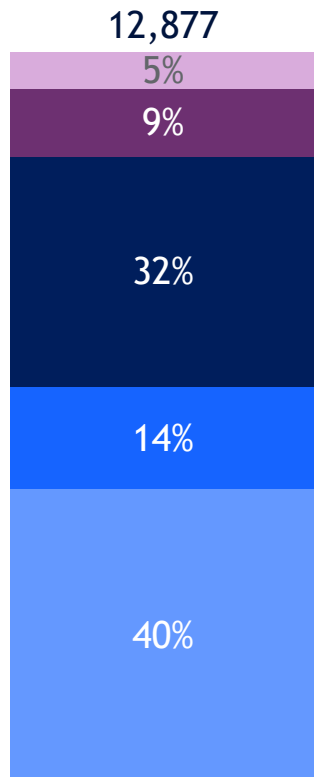


Note: Figures include student transferring in the fall and spring of the designated school year. TR01 includes transfers into 4yrs that graduated within the last 5 years. Transfers may not have been enrolled in VCCS the year prior to transfer

Source: SCHEV Transfer Two-Year TR05: Transfer Four Year Completion report; SCHEV TR01: Trends in Transfer from Two-Year institutions

Chart (D2): How has the headcount of transfer students¹ from VCCS to VA 4yrs trended over time?

% of Total Transfers



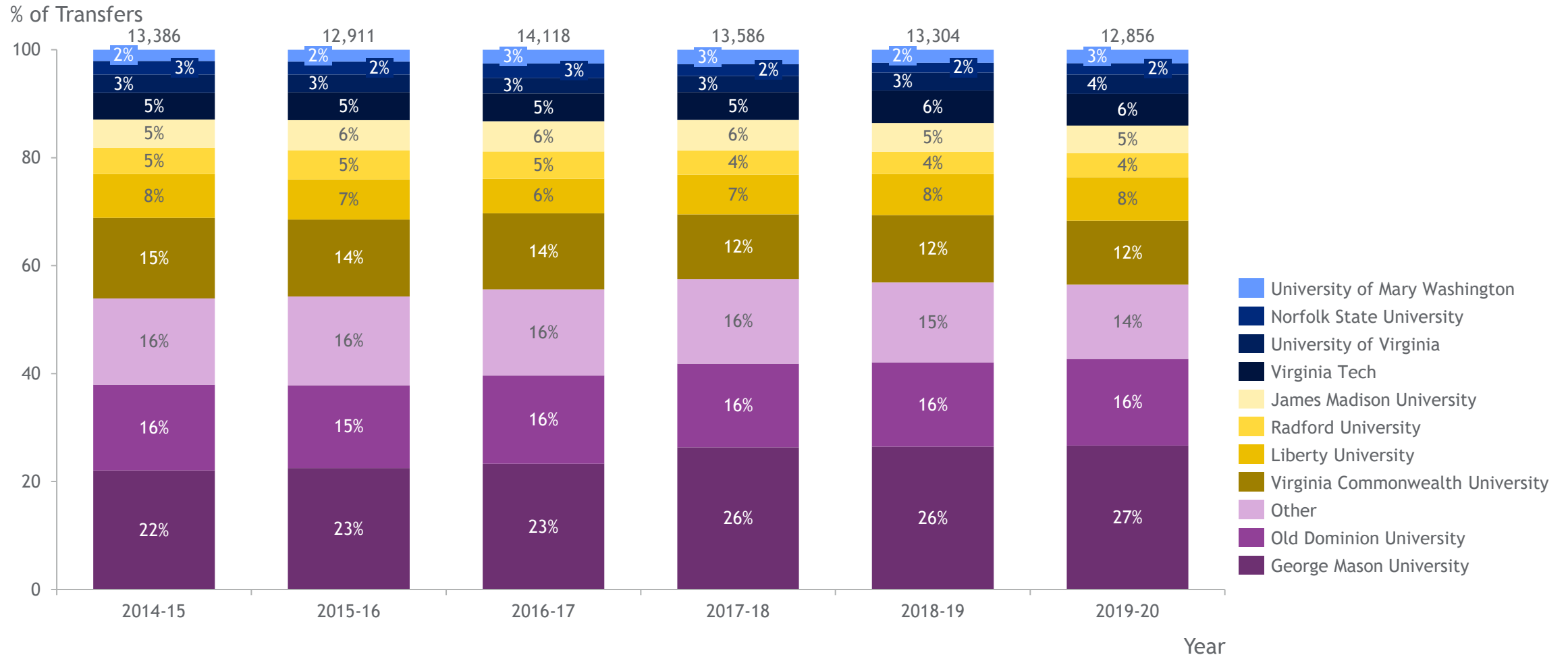
2019-20

Category	Transfers Headcount		Transfer Growth % 2012-19	
	Headcount 2019-20	Growth 2012-19	Total	Annualized
Category 1 (0-1499 Annual FTE)	647	-182	-22.0%	-3.5%
Category 2 (1500-2499 Annual FTE)	1198	-297	-19.9%	-3.1%
Category 3 (2500-4999 Annual FTE)	4066	101	2.6%	0.4%
Category 5 (10,000-17,499 Annual FTE)	1808	-312	-14.7%	-2.2%
Category 6 (17,500-29,999 Annual FTE)	5158	743	16.8%	2.2%
VCCS Aggregate	12,877	53	0.4%	0.1%

1. Transfer students to VA public and private 4yr institutions 2. Annualized growth calculated using CAGR
Source: SCHEV TR01: Trends in Transfer from Two-Year Institutions

Virginia Community College System

Chart (D3): Which VA 4-year institutions are VCCS students transferring to?

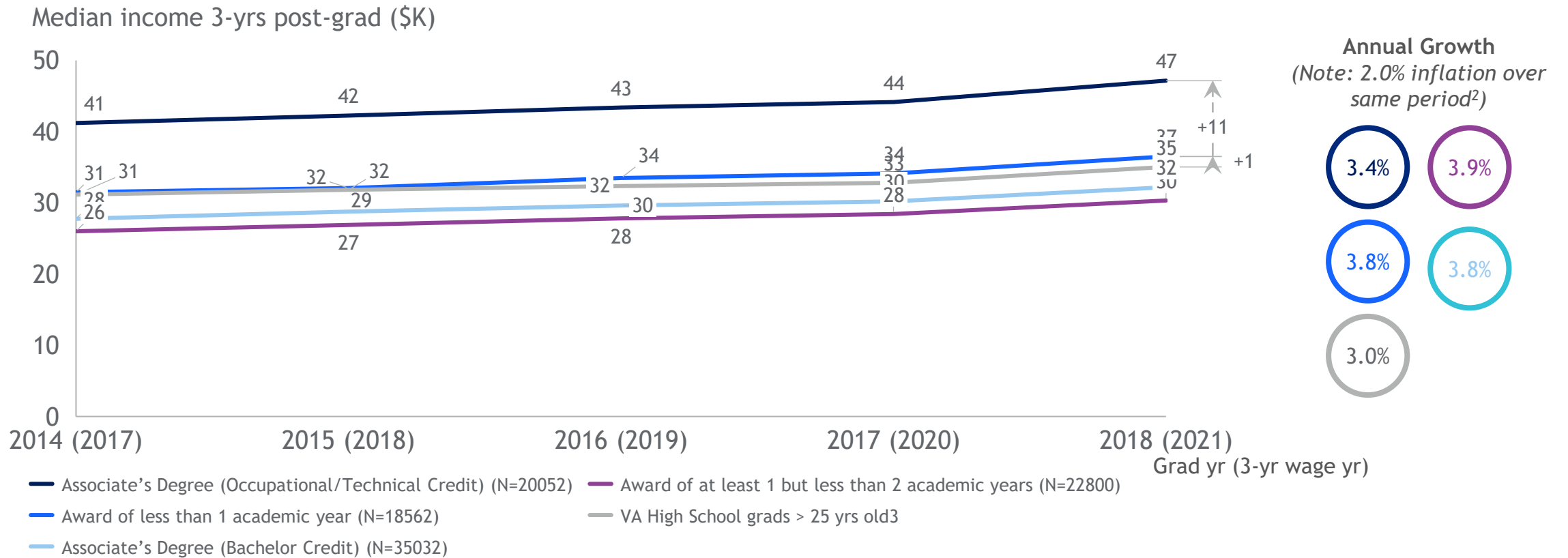


Source: SCHEV Transfer Feedback report Two-Year TR03: Transfer Origins and Recipients

Post-completion outcomes

Virginia Community College System

Graph (A): How much excess wages are generated by higher-ed degrees¹ vs. high school degrees?



1. Only included degrees with >10% of enrollment to ensure large enough N 2. CPI 2017-2021 for Washington-Arlington-Alexandria, DC-VA-MD-WV 3. Wages for Virginians ages 25+ with no more than a high school diploma or equivalent, wages defined as wages, salary, Armed Forces pay, commissions, tips, piece-rate payments, and cash bonuses earned before deductions were made for taxes, bonds, pensions, union dues, etc....and net income from self-employment.”; 2020 includes 5-year estimates due to COVID-data disruption

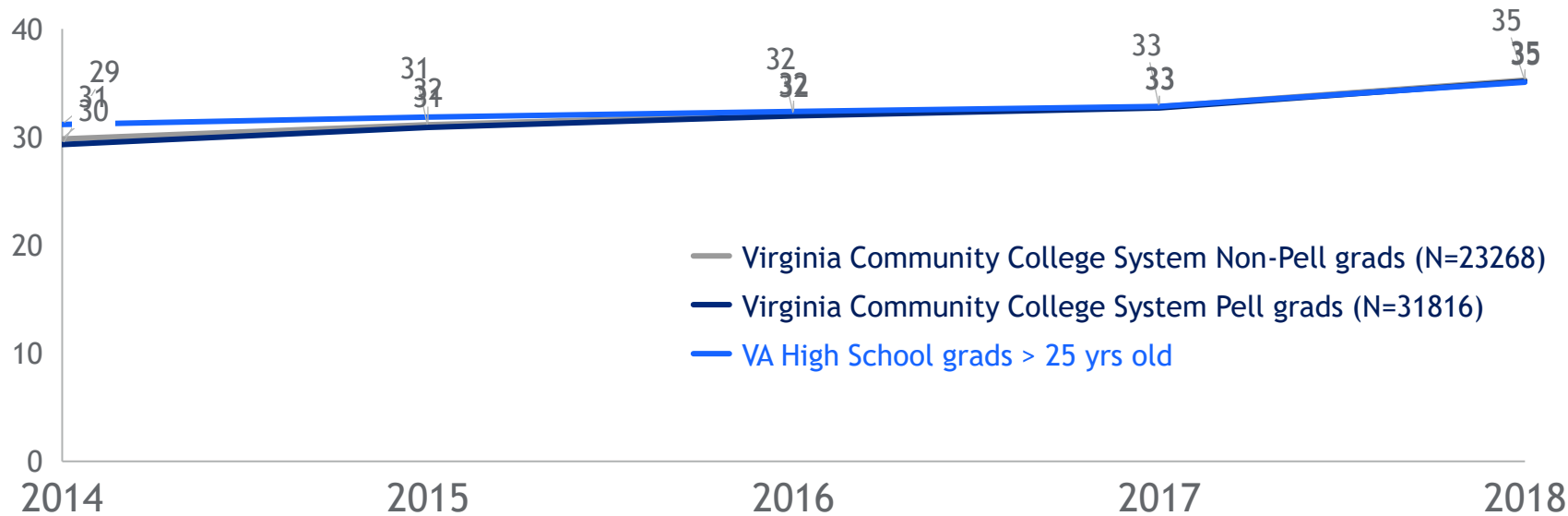
Note: Years represent median wage 3 years post grad in VA of students who graduated in the year combined and students who graduated in the 4 previous years with wages adjusted for inflation to the most recent year of wages, in order to allow for reporting at the program-level; only includes wage data from VA from employers covered under state unemployment insurance; Only included programs with >10% of enrollment to ensure large enough N

Source: SCHEV data extraction, April 2023; Bureau of Labor Statistics; US Census Bureau

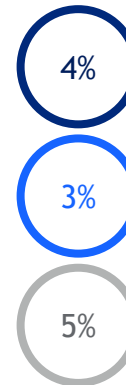
Graph (B): How are median wages trending for lower-income students?

Median income for Pell and Non-Pell students

(\$K) Median income 3-yrs post-grad in VA



Annual Growth



Graduating yr (3-yr wage yr)

1. Wages for Virginians ages 25+ with no more than a high school diploma or equivalent, wages defined as wages, salary, Armed Forces pay, commissions, tips, piece-rate payments, and cash bonuses earned before deductions were made for taxes, bonds, pensions, union dues, etc....and net income from self-employment."; 2020 includes 5-year estimates due to COVID-data disruption
2. Upward mobility defined as earnings greater than 200% of the federal poverty level (5-yrs post-grad) for the average family size for a 25-29 yr old + estimated annual student loan payment; lower-income undergraduates defined as those coming from households at 0-200% of the federal poverty level (income data drawn from FAFSA)

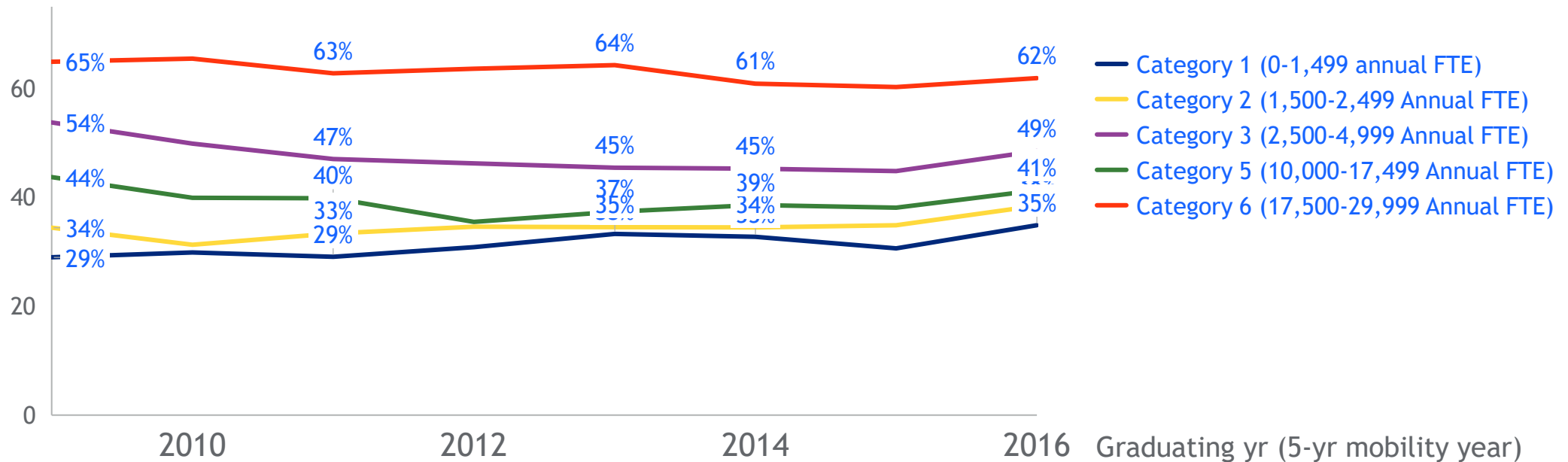
Note: Years represent median wage 3 years post grad in VA of students who graduated in the year combined and students who graduated in the 4 previous years with wages adjusted for inflation to the most recent year of wages, in order to allow for reporting at the program-level; only includes wage data from VA from employers covered under state unemployment insurance

Source: SCHEV data calculation and extract, April 2023; US Census Bureau

Graph (C): How is upward mobility trending for lower-income students?

Upward mobility for lower-income undergrads²

% of lower-income graduates who achieve upward mobility in VA
(measured at 5-yr mark)



1. Wages for Virginians ages 25+ with no more than a high school diploma or equivalent, wages defined as wages, salary, Armed Forces pay, commissions, tips, piece-rate payments, and cash bonuses earned before deductions were made for taxes, bonds, pensions, union dues, etc....and net income from self-employment."; 2020 includes 5-year estimates due to COVID-data disruption 2. Upward mobility defined as earnings greater than 200% of the federal poverty level (5-yrs post-grad) for the average family size for a 25-29 yr old + estimated annual student loan payment; all other schools N=16,805; lower-income undergraduates defined as those coming from households at 0-200% of the federal poverty level (income data drawn from FAFSA)

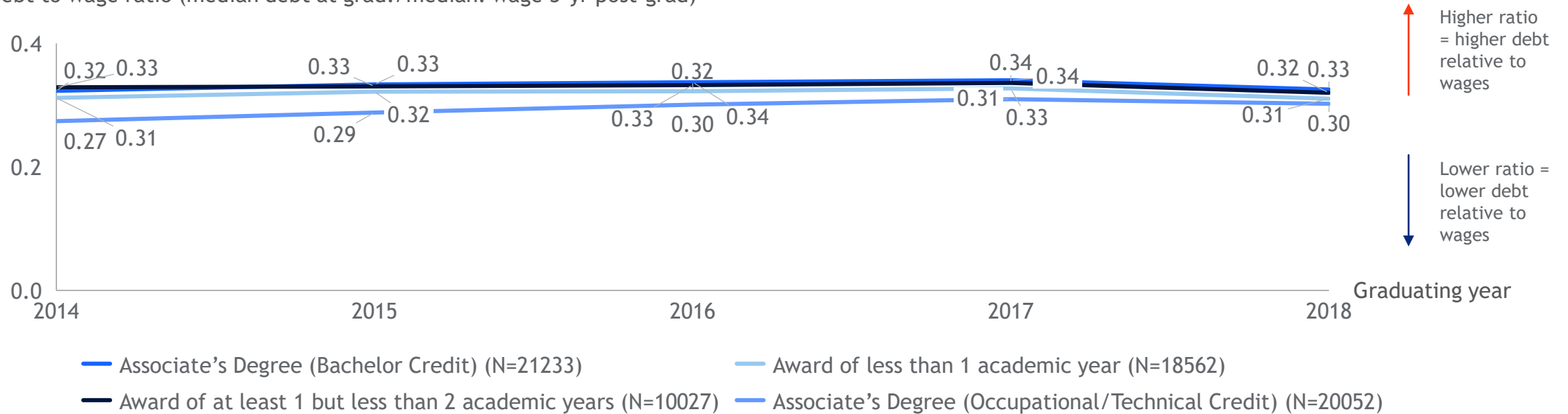
Note: Years represent median wage 3 years post grad in VA of students who graduated in the year combined and students who graduated in the 4 previous years with wages adjusted for inflation to the most recent year of wages, in order to allow for reporting at the program-level; only includes wage data from VA from employers covered under state unemployment insurance

Source: SCHEV data calculation and extract, April 2023; US Census Bureau

Virginia Community College System

Graph (D): How much debt do students take on relative to their future earnings?

Debt to wage ratio (median debt at grad./median. wage 3-yr post-grad)



	2014	2015	2016	2017	2018
Associate's Degree (Bachelor Credit) median debt	\$9.0K	\$9.6K	\$10.0K	\$10.3K	\$10.5K
Award of at least 1 but less than 2 academic years median debt	\$8.6K	\$8.9K	\$9.3K	\$9.6K	\$9.7K
Award of less than 1 academic year median debt	\$9.8K	\$10.3K	\$10.8K	\$11.2K	\$11.3K
Associate's Degree (Occupational/Technical Credit) median debt	\$11.3K	\$12.2K	\$13.1K	\$13.7K	\$14.3K

Note: Years represent median wage 3 years post grad in VA of students who graduated in the year combined and students who graduated in the 4 previous years with wages adjusted for inflation to the most recent year of wages, in order to allow for reporting at the program-level; only includes wage data from VA from employers covered under state unemployment insurance; Debt represents median cumulative debt at graduation

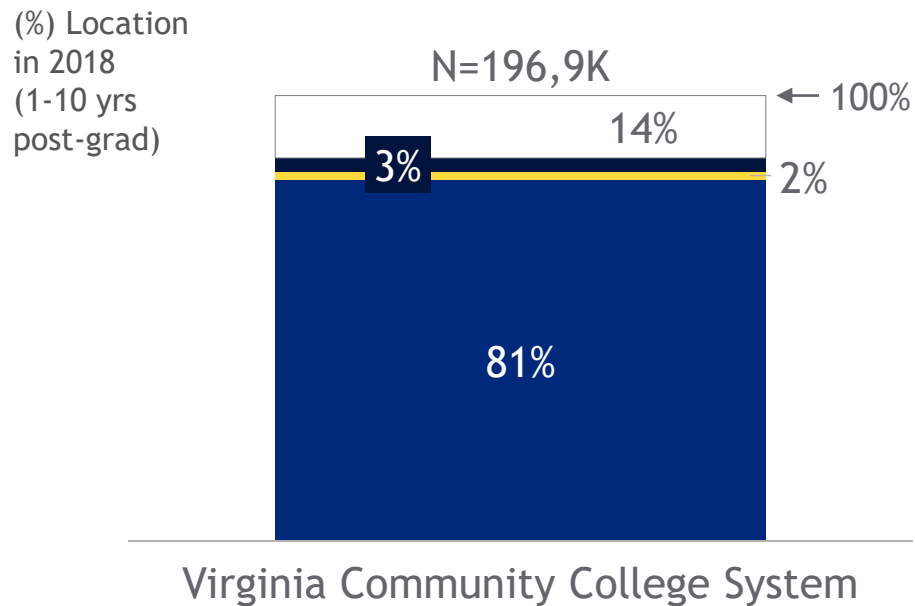
Source: SCHEV data extraction, April 2023



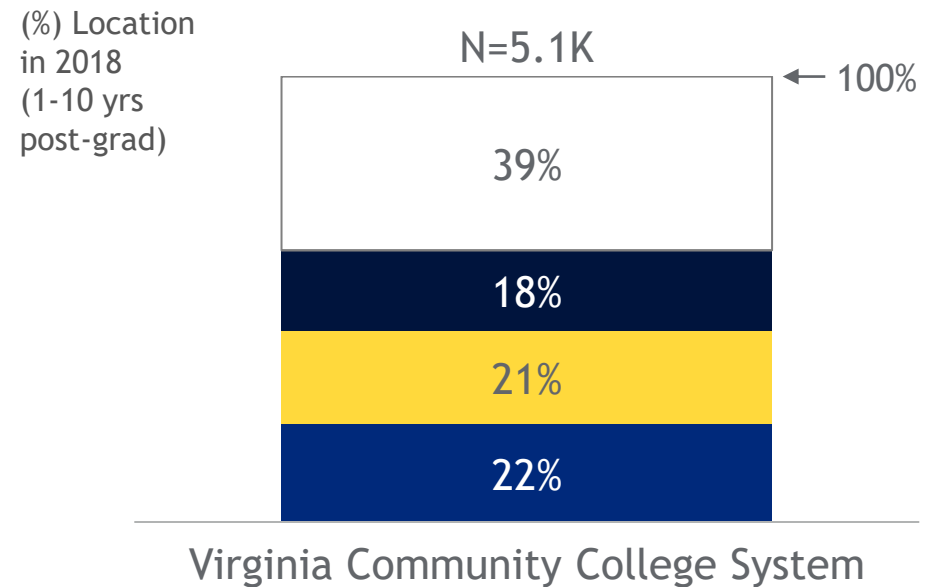
Workforce alignment

Chart (A): Are graduates remaining in Virginia after school?

In-State Graduates (all levels)



Out-of-State Graduates (all levels)



Unknown
 Rest of US
 Border States¹
 In Virginia

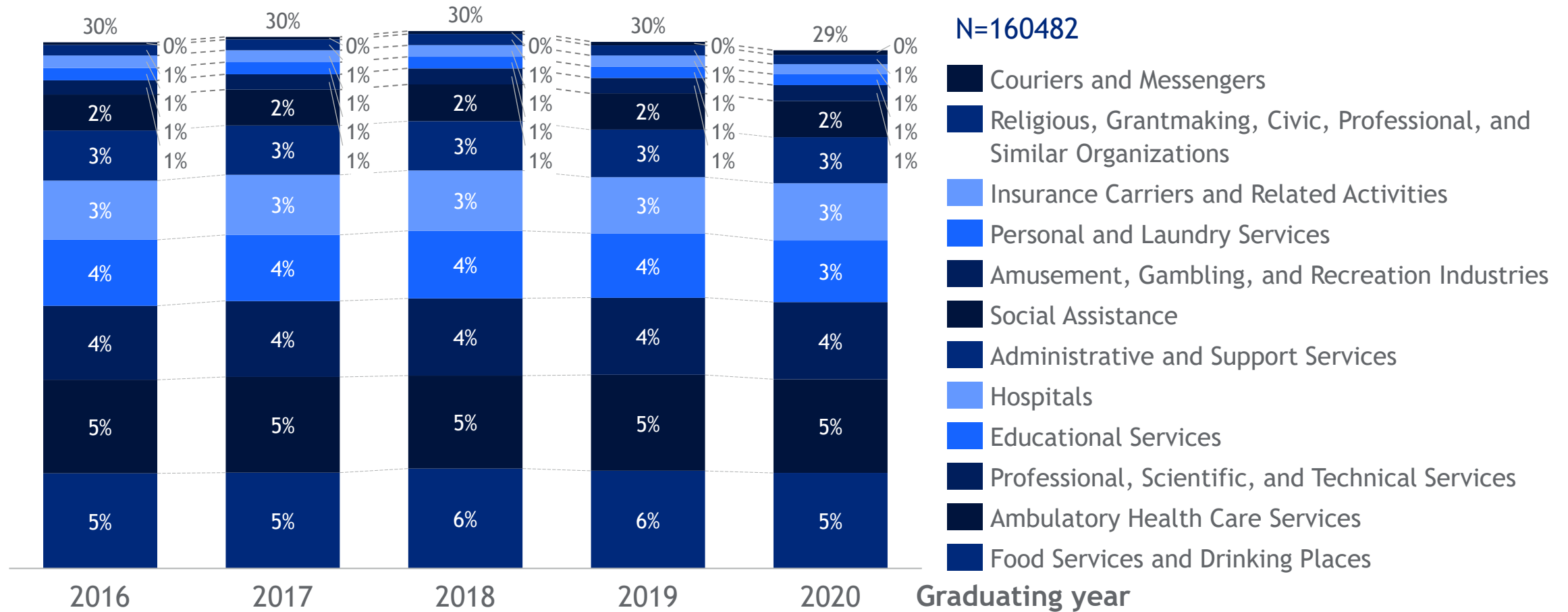
Note: Graduates include students from all degree programs and levels from graduating classes of 2007-08-2017-18

1. Border States Include North Carolina, Tennessee, Kentucky, West Virginia, Maryland and Washington, D.C.

Source: SCHEV Graduate Mobility Website

Chart (B): Are graduates entering industries with the highest job growth in VA?

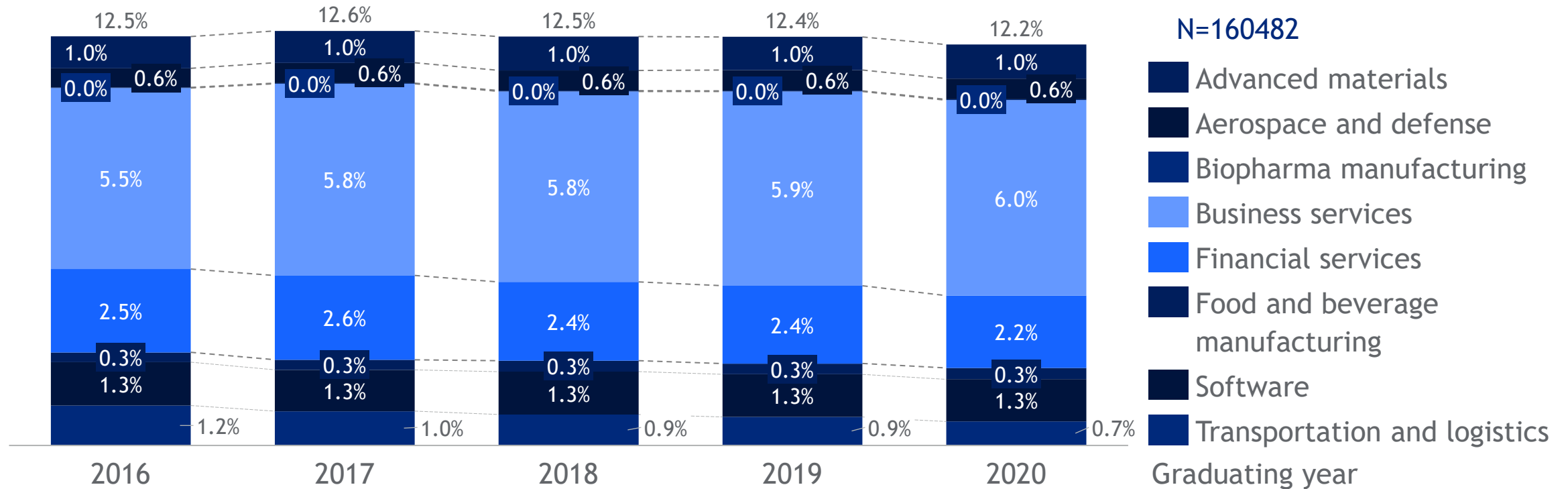
% of graduates working in top 12 high growth industries 1 year post graduation (inclusive of all degree levels)



Note: Excludes State, Local, and Federal Government
 Source: SCHEV graduate data; VOEE data on highest growth industries

Chart (C): Are graduates entering VEDP-designated high-priority tradable industries?

% of graduates working in VEDP priority industries¹ 1 year post graduation (inclusive of all degree levels)



1. Priority industries defined as industries with high potential job growth and alignment to Virginia's strengths that will position Virginia as an unparalleled business location
Source: SCHEV and VEDP

Occupational alignment: key considerations



Objective for this section:

- Provide directional insight into how institutional degree conferrals align to high-growth occupations in the Commonwealth of Virginia



Approach:

- A tailored set of degree programs at 2 & 4-yr levels matching each occupation was chosen based on CIP codes and the most common degree programs across the state (full list in backup)



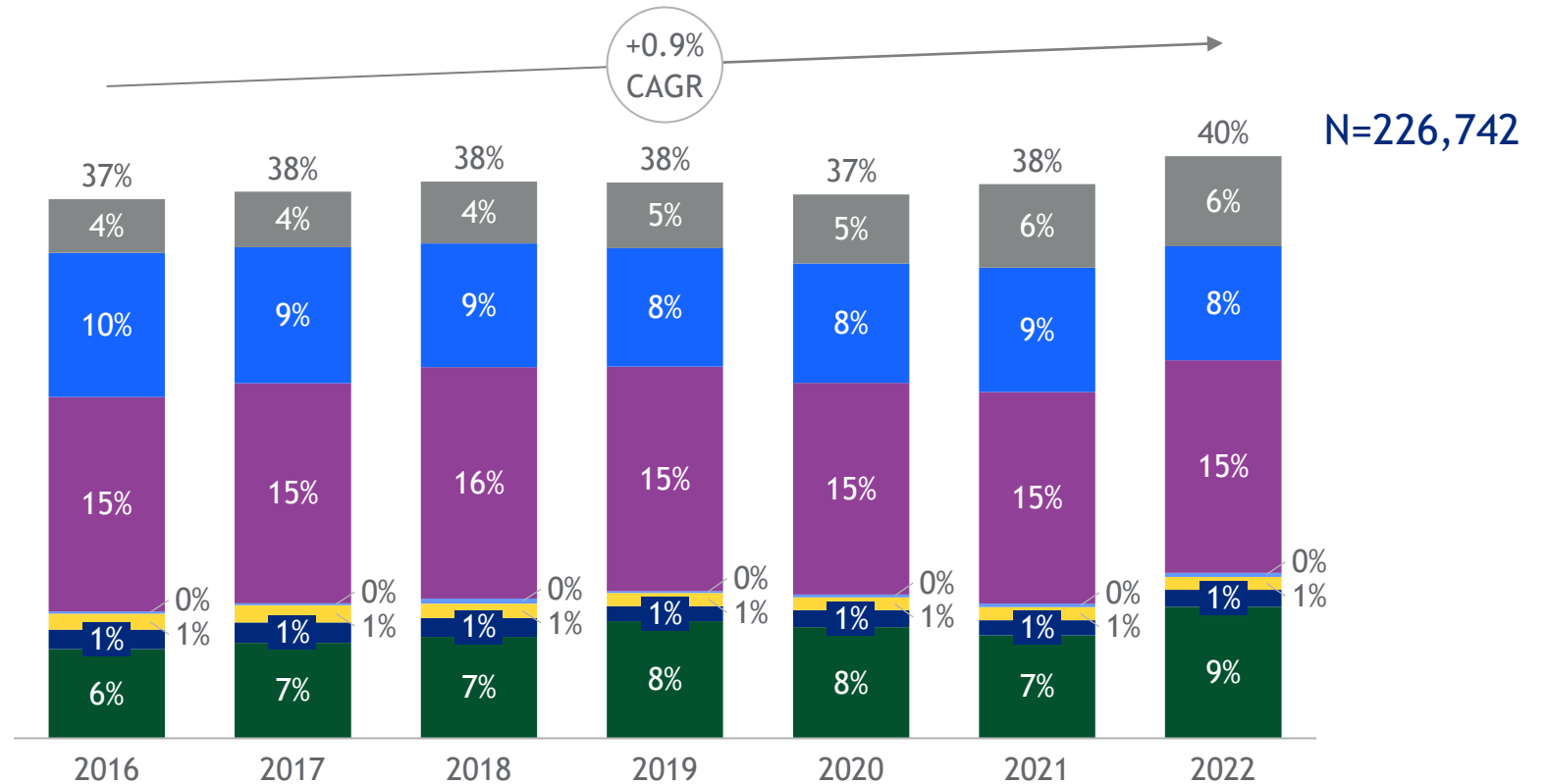
Considerations:

- Occupational alignment data is still nascent; VOEE's "Education and Workforce Alignment" dashboard is pending public release for institutional use.
- The mapping of programs of study to high-growth occupations may have gaps and limitations, as there is no clear 1:1 mapping between degree programs and occupational requirements.
- Some occupations (e.g., business operations specialists) may not capture all projected workforce supply-demand gaps.

Chart (D): Are students graduating from programs that are aligned to occupations that are expected to see high growth in the next 5 years?

Occupations

Share of students graduating from programs aligned to high-growth occupations



Note: Excludes high growth occupations that typically do not require any college education for entry level positions; excludes "Other Management Occupations" due to lack of consistent "core" associated programs
 Source: VOOE occupation growth estimates, SCHEV degree conferral estimates

Backup | High-growth occupation - degree program mapping (1/4)

Computer Occupations	CIP Code
Computer and Information Sciences, General	110101
Information Technology	110103
Computer Science	110701
Mathematics and Computer Science	300801
Computer and Information Systems Security/Auditing/Information Assurance.	111003
Computer and Information Sciences and Support Services, Other	119999
Computer Engineering, General	140901

Business Operations Specialists	CIP Code
Business Administration, Management and Operations, Other	520299
Business Operations Support and Secretarial Services, Other	520499
Business Administration and Management, General	520201
Business/Commerce, General	520101
Business Analytics.	307102
International Business/Trade/Commerce	521101
Small Business Administration/Management	520703

Healthcare Diagnosing or Treating Practitioners	CIP Code
Allied Health Diagnostic, Intervention, and Treatment Professions, Other	510999
Health Information/Medical Records Technology/Technician	510707
Registered Nursing/Registered Nurse	513801

Healthcare Diagnosing or Treating Practitioners	CIP Code
Emergency Medical Technology/Technician (EMT Paramedic)	510904
Licensed Practical/Vocational Nurse Training	513901
Respiratory Care Therapy/Therapist	510908
Health Services/Allied Health/Health Sciences, General	510000
Medical/Clinical Assistant	510801
Nursing Practice	513818
Nursing Science	513808
Psychiatric/Mental Health Nurse/Nursing	513810
Adult Health Nurse/Nursing	513803
Family Practice Nurse/Nursing	513805
Medicine	511201
Nurse Anesthetist	513804
Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing, Other	513899
Geriatric Nurse/Nursing	513821
Maternal/Child Health and Neonatal Nurse/Nursing	513806
Pre-Medicine/Pre-Medical Studies	511102
Clinical/Medical Laboratory Technician	511004
Dental Hygiene/Hygienist	510602
Dental Laboratory Technology/Technician	510603
Diagnostic Medical Sonography/Sonographer and Ultrasound Technician	510910

Backup | High-growth occupation - degree program mapping (2/4)

Healthcare Diagnosing or Treating Practitioners	CIP Code
Medical Office Assistant/Specialist	510710
Medical Radiologic Technology/Science - Radiation Therapist	510907
Occupational Therapist Assistant	510803
Opticianry/Ophthalmic Dispensing Optician	511801
Physical Therapy Assistant.	510806
Radiologic Technology/Science - Radiographer	510911
Surgical Technology/Technologist	510909
Physician Assistant	510912

Preschool, Elementary, Middle, Secondary, and Special Education Teachers	CIP Code
Elementary Education and Teaching	131202
Secondary Education and Teaching	131205
Teacher Education and Professional Development, Specific Levels and Methods, Other	131299
Administration of Special Education	130402
Art Teacher Education	131302
Education, General	130101
Education/Teaching of Individuals with Autism	131013
Education/Teaching of Individuals with Vision Impairments Including Blindness	131009
Educational Leadership and Administration, General	130401
Foreign Language Teacher Education	131306

Preschool, Elementary, Middle, Secondary, and Special Education Teachers	CIP Code
Health Teacher Education	131307
Physical Education Teaching and Coaching	131314
Reading Teacher Education	131315
Special Education and Teaching, General.	131001
Early Childhood Education and Teaching	131210
Education/Teaching of Individuals in Early Childhood Special Education Programs	131015
Education/Teaching of the Gifted and Talented	131004
Educational Assessment, Testing, and Measurement	130604
Education, Other	139999
Education/Teaching of Individuals in Secondary Special Education Programs	131019
Education/Teaching of Individuals with Multiple Disabilities	131007
Educational Administration and Supervision, Other	130499
English/Language Arts Teacher Education	131305
French Language Teacher Education	131325
History Teacher Education	131328
Junior High/Intermediate/Middle School Education and Teaching	131203
Kindergarten/Preschool Education and Teaching	131209
Mathematics Teacher Education	131311
Science Teacher Education/General Science Teacher Education	131316
Social Studies Teacher Education	131318
Special Education and Teaching, Other	131099

Backup | High-growth occupation - degree program mapping (3/4)

Preschool, Elementary, Middle, Secondary, and Special Education Teachers	CIP Code
Teacher Assistant/Aide	131501
Teacher Education, Multiple Levels	131206
Biology Teacher Education	131322
Online Teaching for K-12 Teachers	139998
Geography Teacher Education	131332
Physics Teacher Education	131329
Technology Teacher Education/Industrial Arts Teacher Education	131309

Financial Specialists	CIP Code
Accounting and Related Services, Other	520399
Finance, General	520801
Accounting	520301
Accounting and Finance	520304
Accounting and Business/Management	520305
Finance and Financial Management Services, Other	520899
Actuarial Science	521304

Counselors, Social Workers, and Other Community and Social Service Specialists	CIP Code
Mental and Social Health Services and Allied Professions, Other	511599
Social Work	440701

Counselors, Social Workers, and Other Community and Social Service Specialists	CIP Code
Counselor Education/School Counseling and Guidance Services	131101
Clinical Pastoral Counseling/Patient Counseling	511506
Community Health Services/Liaison/Counseling	511504
Counseling Psychology	422803
Mental Health Counseling/Counselor	511508
Substance Abuse/Addiction Counseling	511501
Vocational Rehabilitation Counseling/Counselor	512310
Clinical, Counseling and Applied Psychology, Other	422899
Genetic Counseling/Counselor	511509
Psychiatric/Mental Health Services Technician	511502

Skilled Trades	CIP Code
Aircraft Powerplant Technology/Technician	470608
Airframe Mechanics and Aircraft Maintenance Technology/Technician	470607
Automobile/Automotive Mechanics Technology/Technician	470604
Construction Trades, General	460000
Diesel Mechanics Technology/Technician	470605
Electrician	460302
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technician	470201

Backup | High-growth occupation - degree program mapping (4/4)

Skilled Trades	CIP Code
Industrial Electronics Technology/Technician	470105
Mechanics and Repairers, General	470000
Precision Metal Working, Other	480599
Welding Technology/Welder	480508
Electrical, Electronic, and Communications Engineering Technology/Technician.	150303



Financial effectiveness & sustainability



Affordability

Virginia Community College System

Chart (A): How has the total cost of attendance been changing over time?

Breakdown of total cost of attendance (COA)¹ for in-state undergraduates [2012-2021]

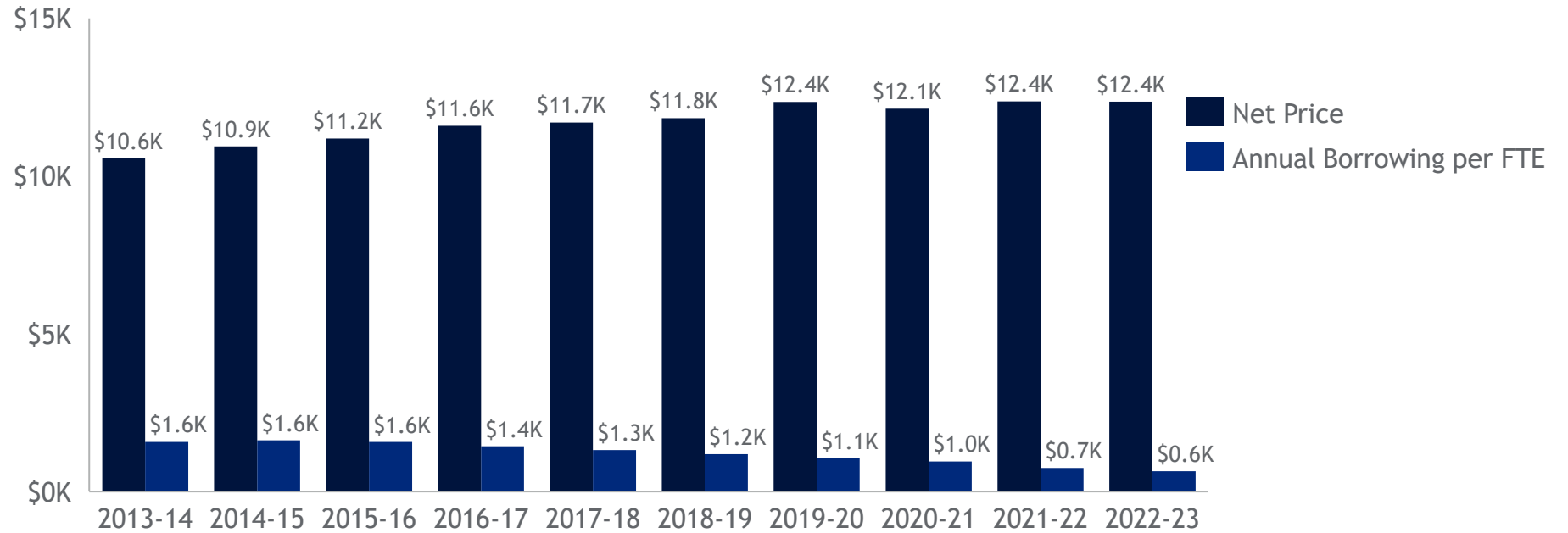


1. COA = calculated cost of attending the institution; includes transportation, room/board, tuition/fees, supplies, books and other expenses 2. Other expenses include transportation, supplies, books, and other expenses 3. "Annual growth" calculated as compound annual growth rate 4. Inflation-adjusted 5. Determined as growth in HEPI/CPI
 Source: Data from SCHEV Research Center Tuition & Fees Report TF01: Student Charges by Student Level and Residency Status for Virginia Community College System; IPEDS; U.S. Census Bureau, American Community Survey 5-yr estimates

Virginia Community College System

Chart (B): How much debt do students need to take on to cover net price?

Net price¹ vs. annual borrowing per total full time equivalents (FTE)² [2013-2022]



Rate	Annual growth ³ (2013-22)
Net price ¹	1.8%
Annual borrowing per FTE	-9.5%

	Annual
Inflation (HEPI) ⁴	2.8%
Inflation (CPI) ⁴	2.6%

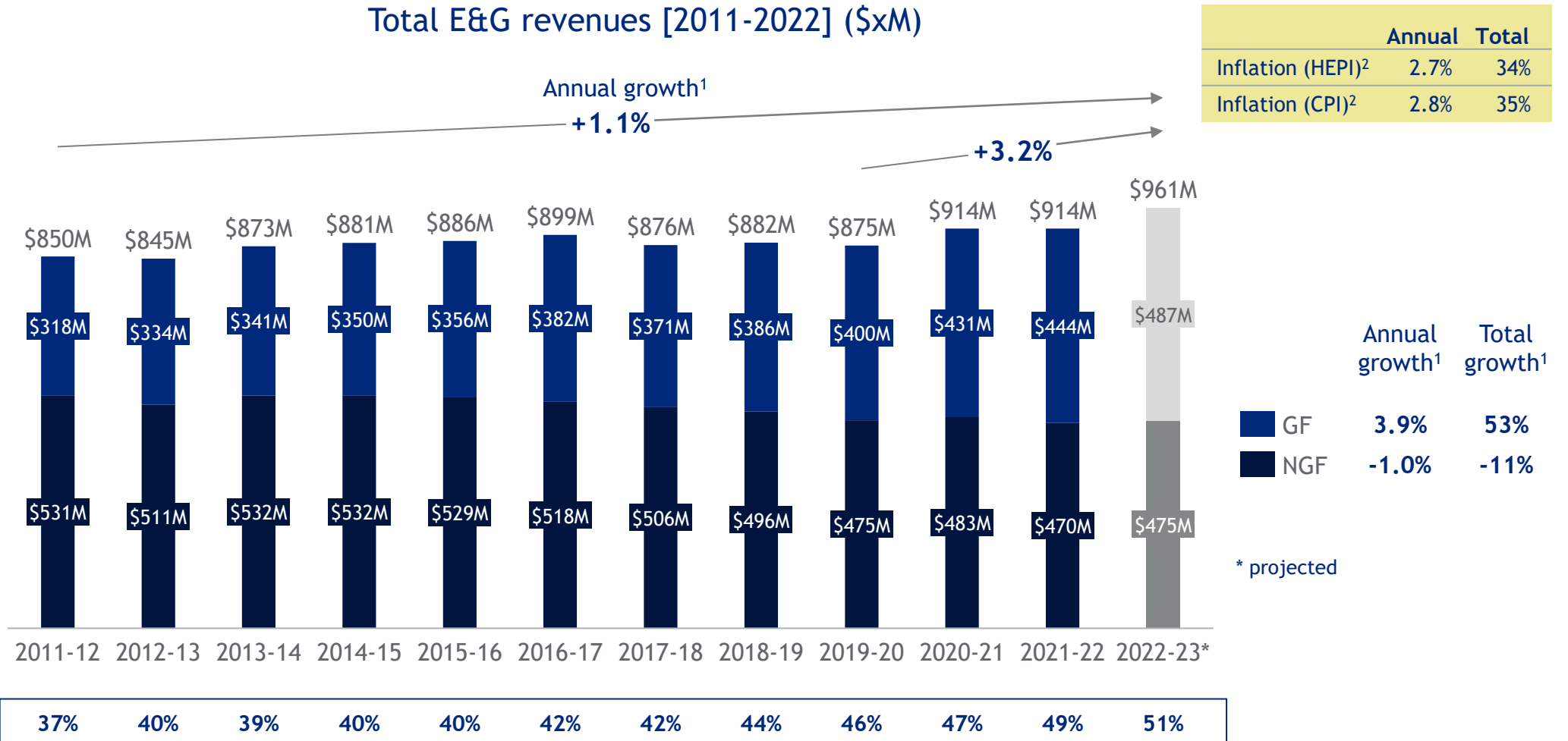
Total annual borrowing	\$194M	\$196M	\$182M	\$159M	\$138M	\$120M	\$105M	\$91M	\$69M	\$56M
Annualized FTE (in-state + out-of-state)	124K	121K	116K	111K	105K	102K	99K	96K	93K	87K
% of students who borrowed ⁵	19%	20%	20%	18%	17%	16%	15%	14%	11%	9%

1. Net price = total cost of attendance - financial aid (average) 2. Determined as total annual borrowing (e.g., private Perkins, Stafford, Plus loans) divided by annualized FTE 3. "Annual growth" calculated as compound annual growth rate (CAGR) 4. Determined as annual growth in Higher Education Price Index over period 5. Determined as the number of students with loans divided by total reported enrollment; excludes non-degree, unclassified, and certificate programs; only includes associate, bachelor's, master's, first professional, and doctor's degree programs
 Source: Data from SCHEV Research Center Financial Aid Report FA19C: Trends in Annual Borrowing Per Annualized Student FTE; IPEDS

Revenue

Virginia Community College System

Chart (A): How much do E&G revenues rely on state general funds?



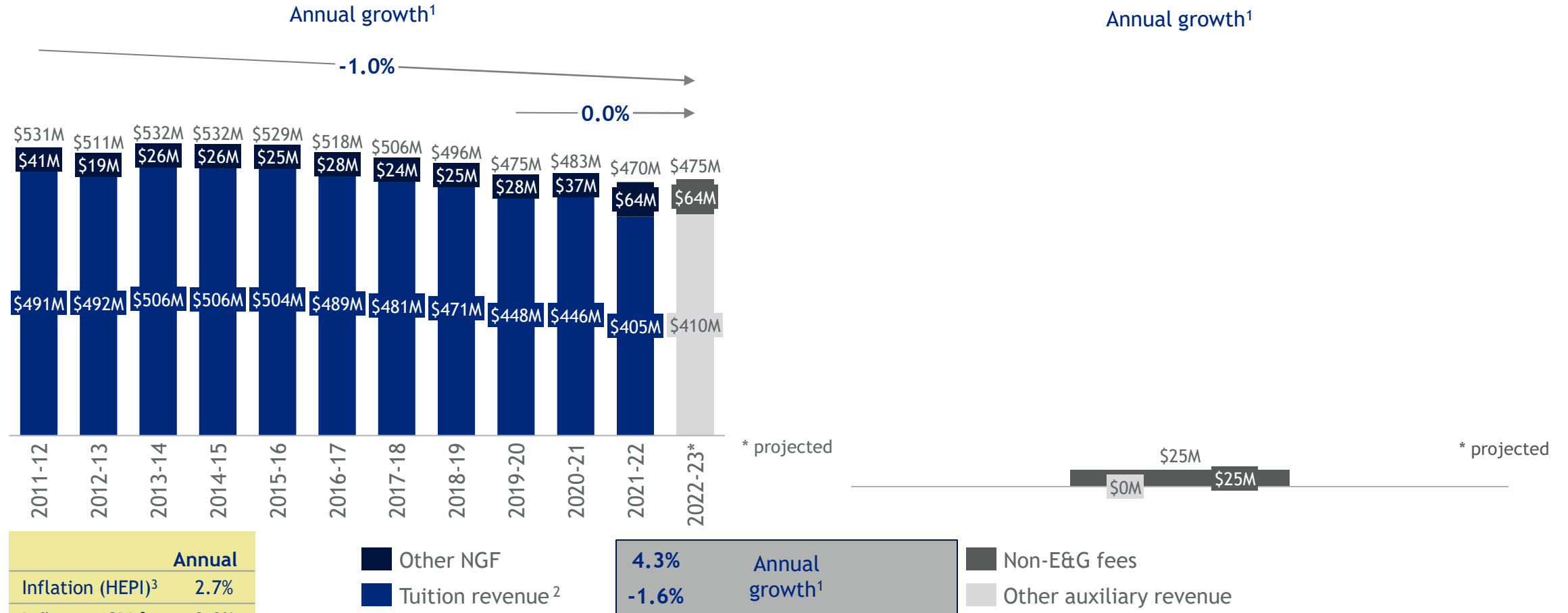
1. "Annual growth" calculated as compound annual growth rate (CAGR) 2. Determined as growth in HEPI/CPI
 Notes: GF=general funds; NGF=non-general funds; total E&G revenues = E&G GF appropriations + total E&G NGF revenue (as reported by institutions)
 Source: SCHEV

Virginia Community College System

Chart (B): How quickly have NGF sources of revenue been changing?

Total NGF E&G revenues [2011-2022] (\$xM)

Total NGF auxiliary revenues [2022-23] (\$xM)

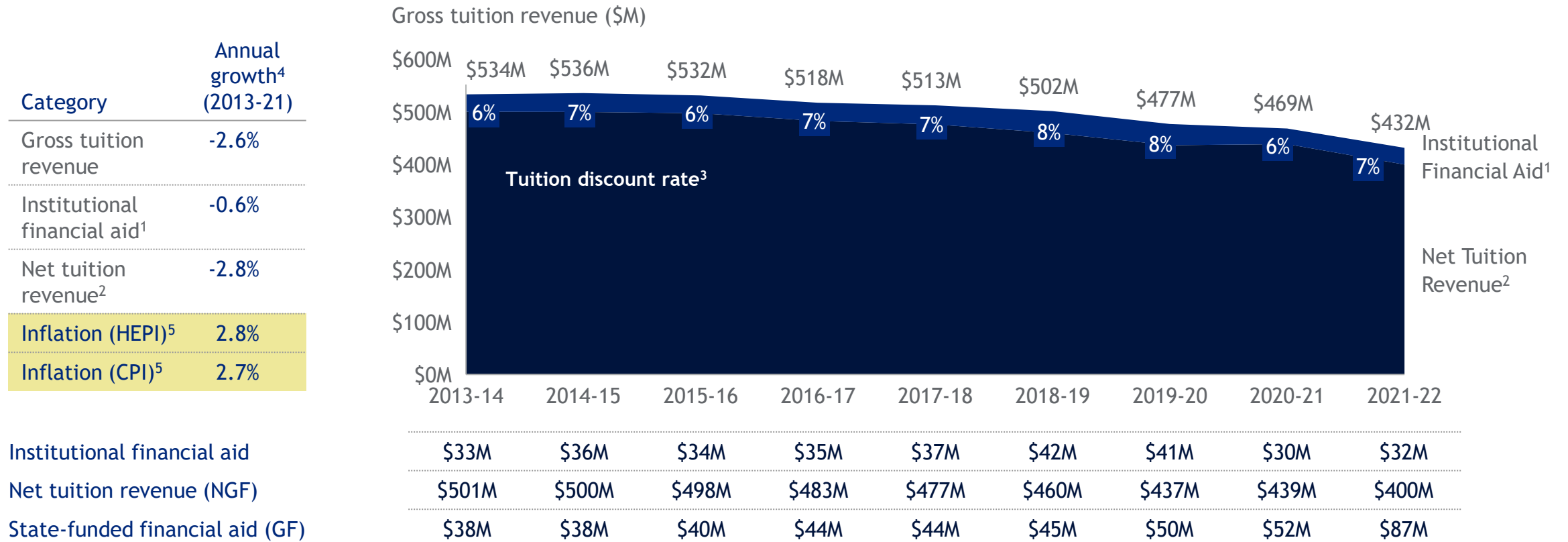


1. "Annual growth" calculated as compound annual growth rate (CAGR) 2. Total NGF tuition revenue included tuition revenue used for financial aid 3. Determined as growth in HEPI/CPI
 Notes: NGF=non-general funds; projected revenues for FY2023 year included
 Source: SCHEV

Virginia Community College System

Chart (C): How is institutional financial aid (e.g., discounts/waivers) offsetting institutional tuition revenue over time?

Institutional financial aid (e.g., tuition discounts/waivers)¹ vs. net tuition revenue² [2013-2021]



1. Institution financial aid = SCHEV S1/S2 collections; includes tuition discounts/waivers (foregone revenue) and non-general fund tuition revenues applied toward financial aid (redirected revenue) 2. Net tuition revenue = gross tuition revenue - total institutional financial aid 3. Tuition discount rate = total institutional aid (tuition discounts/waivers) / gross tuition revenue 4. "Annual growth" calculated as compound annual growth rate (CAGR) 5. Determined as annual growth in HEPI/CPI over period
Source: SCHEV

Cost effectiveness

Expenditures by category

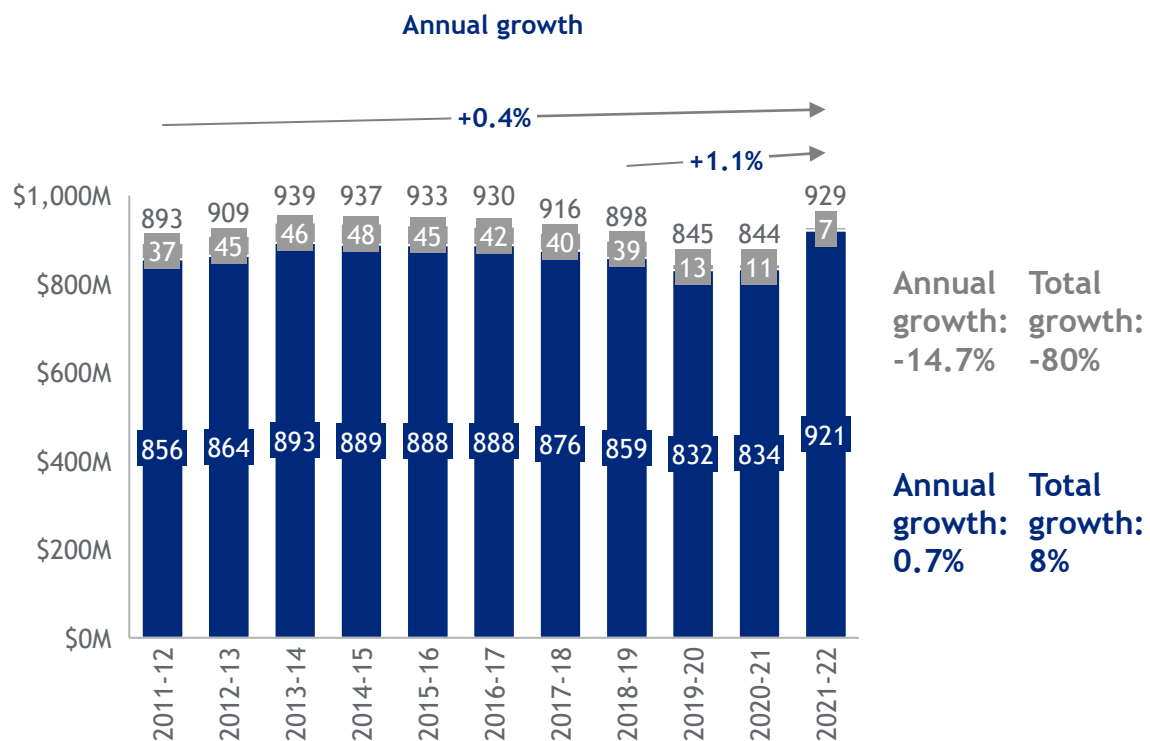
Virginia Community College System

Chart (A1): How are E&G and Auxiliary expenditures (overall and per student) changing over time?

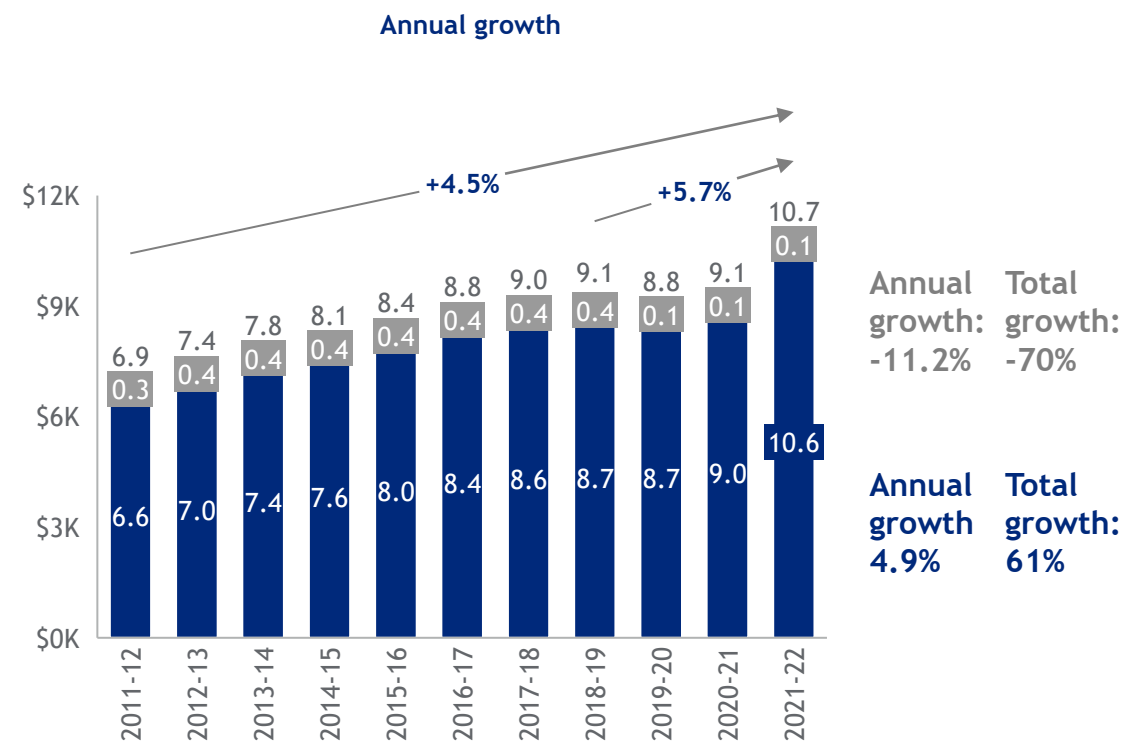
E&G and Auxiliary expenditures and expenditures by student FTE over time

	Annual	Total
Inflation (HEPI) ¹	2.7%	30%
Inflation (CPI) ¹	2.5%	28%

E&G and Auxiliary expenditure [2011-2021] (\$xM)



Expenditure per student FTE [2011-2021] (\$xK)



■ Auxiliary ■ E&G

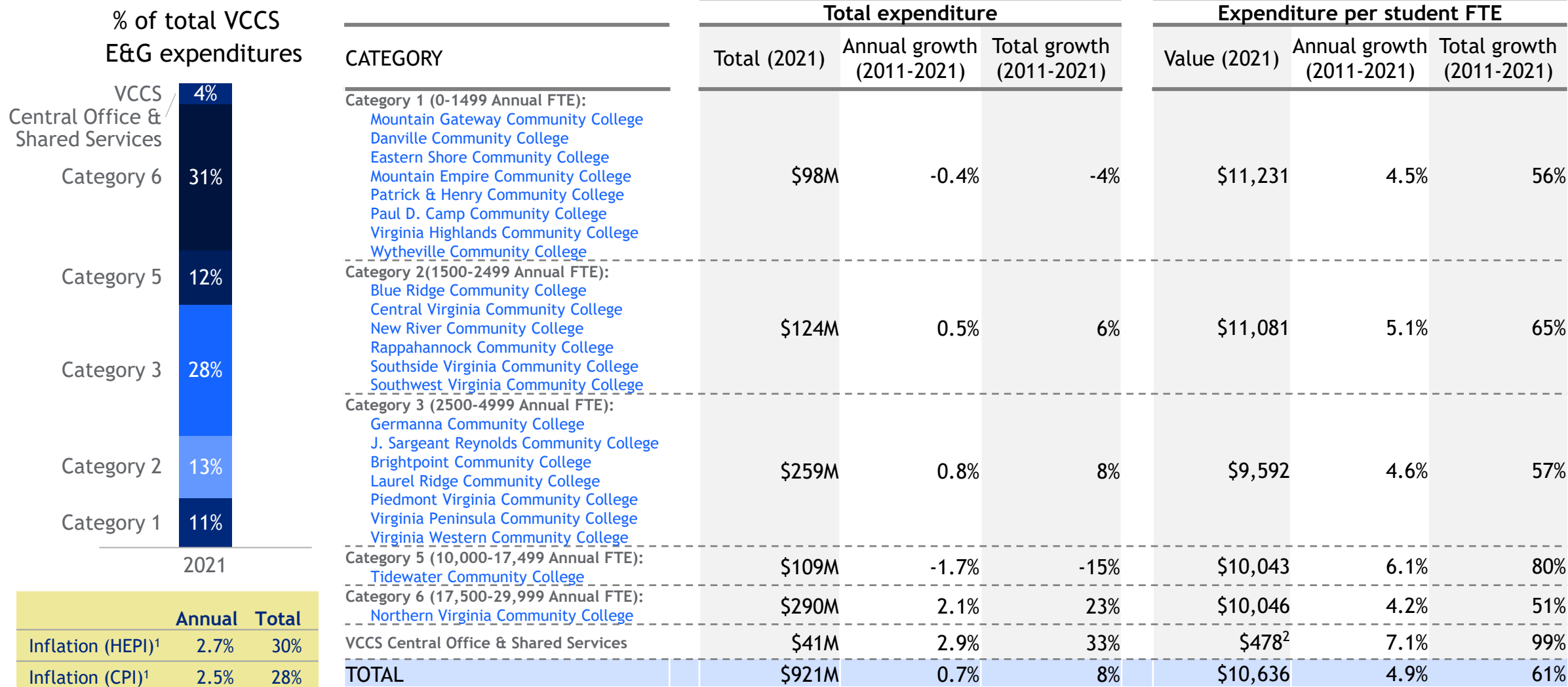
1. Determined as growth in HEPI/CPI over period

Note: Excludes student financial assistance and financial assistance for E&G services (program codes 108 and 110) and program code 199 ("admin/support services"). During the COVID-19 pandemic, institutions incurred one-time expenses such as testing, quarantine housing, and upgrades for distance learning, as well as suppressed personnel expenditures like travel, professional development, and hiring. Including these COVID-related expenses may skew comparisons across those years.

Source: Cardinal Expendwise expenditure data; SCHEV report E5 FTE data

Virginia Community College System

Chart (A2): How do E&G expenditures break down to different VCCS clusters?

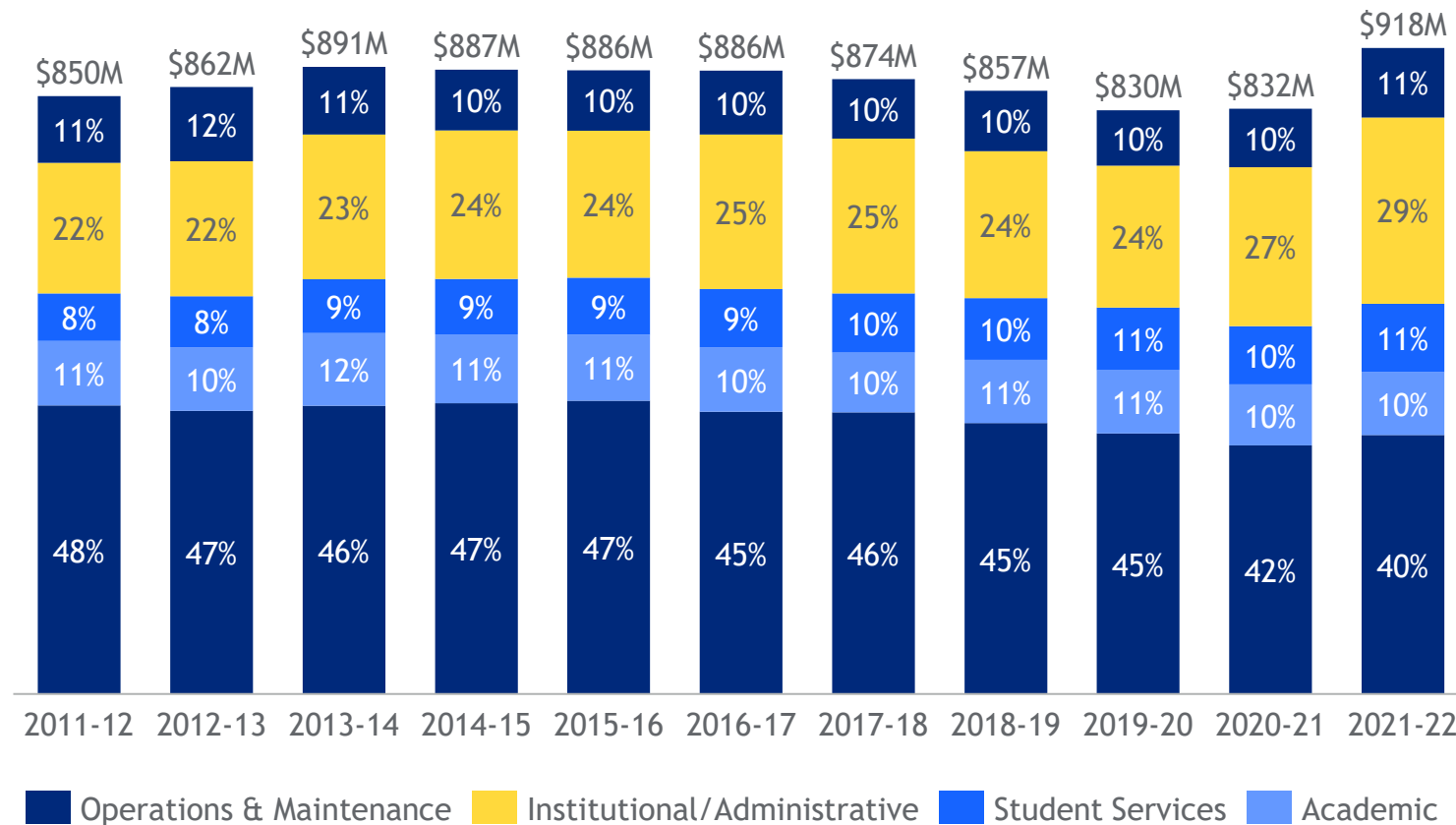


1. Determined as growth in HEPI/CPI over period 2. Uses total student FTE across entire community college system instead of category total FTE
 Source: Cardinal Expenditure data; SCHEV report E5 FTE data

Virginia Community College System

Chart (B): How are E&G expenditures changing over time?

Proportional breakdown of E&G expenditures by category [2011-2021]



	Annual	Total
Inflation (HEPI) ²	2.7%	30%
Inflation (CPI) ²	2.5%	28%

Growth rates (2011-2021)

	Annual	Total
Instructional	-1.1%	-10%
Academic	-0.3%	-3%
Student Services	3.8%	45%
Institutional/Administrative	3.6%	42%
Operations & Maintenance	0.4%	4%

1. "Annual growth" calculated as compound annual growth rate (CAGR). 2. Determined as growth in HEPI/CPI over period

Note: Excludes student financial assistance and financial assistance for E&G services (program codes 108 and 110) and public services due to small expenditures; excludes program code 199 ("admin/support services") and program code 809 ("auxiliary enterprises")

Source: Cardinal Expendwise data

Personnel numbers & costs

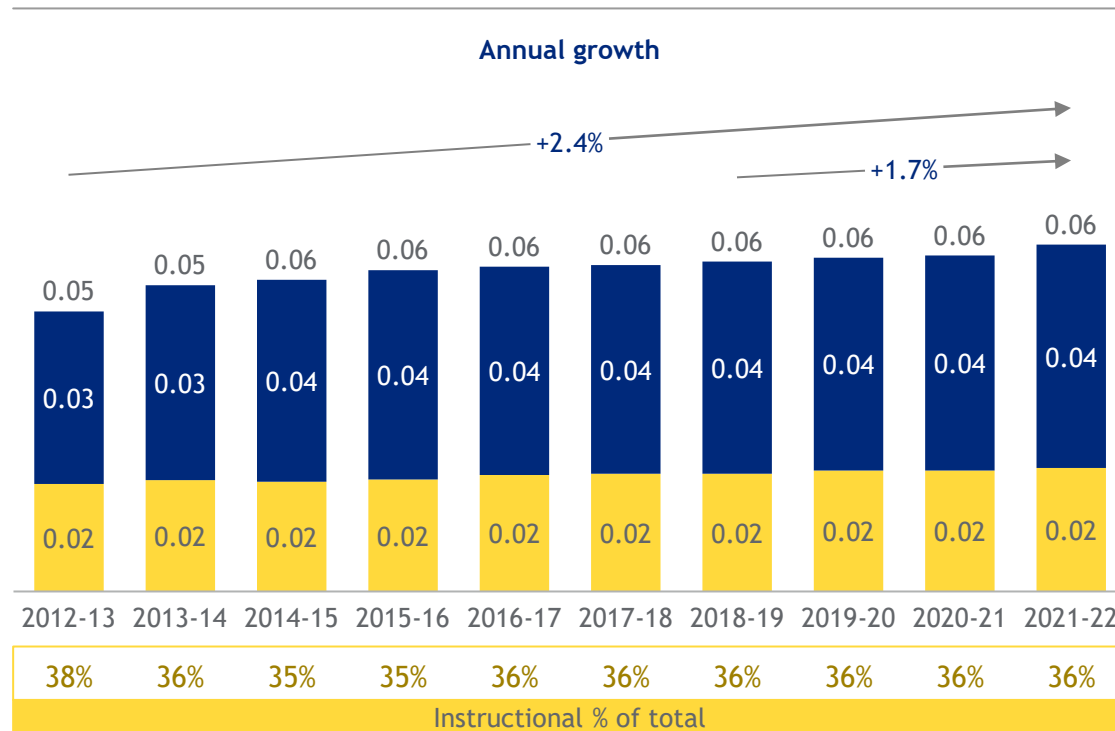
Virginia Community College System

Chart (C1): How has personnel increased on a per-student basis?

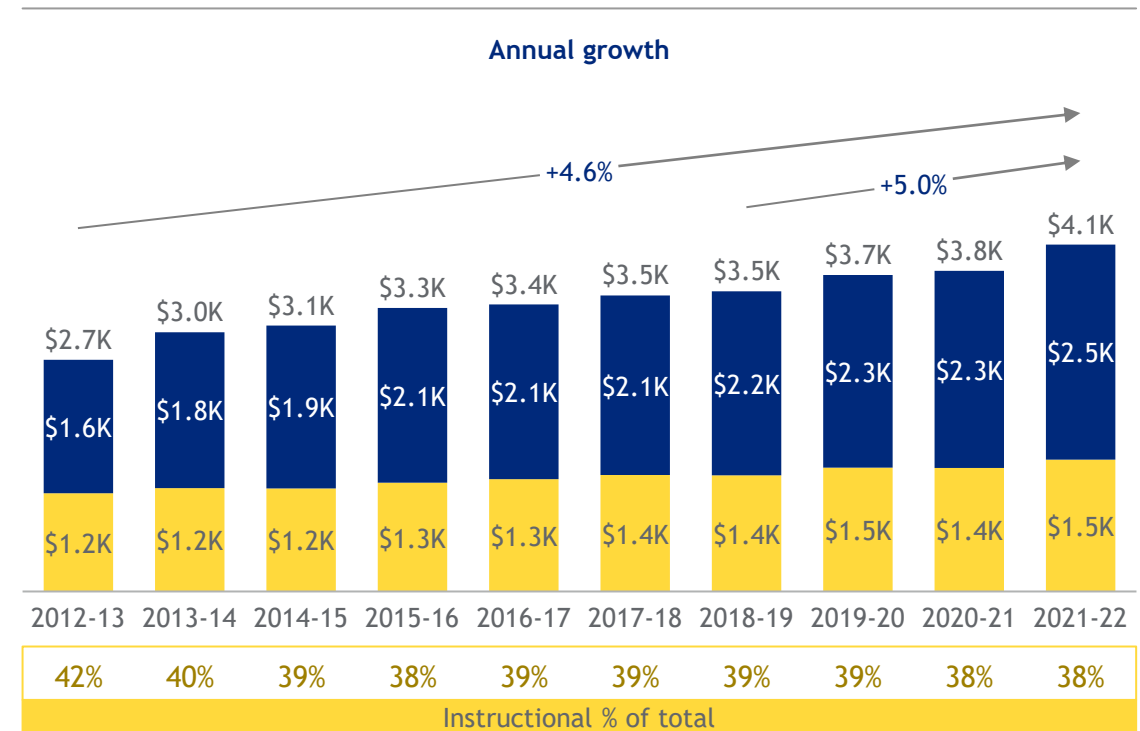
Breakdown of personnel by # and \$ on a per-student basis [2013-2022]

	Annual	Total
Inflation (HEPI) ¹	2.8%	28%
Inflation (CPI) ¹	2.6%	26%

By # of employees per student FTE



By salary outlay \$\$ per student FTE



■ Non-instructional ■ Instructional

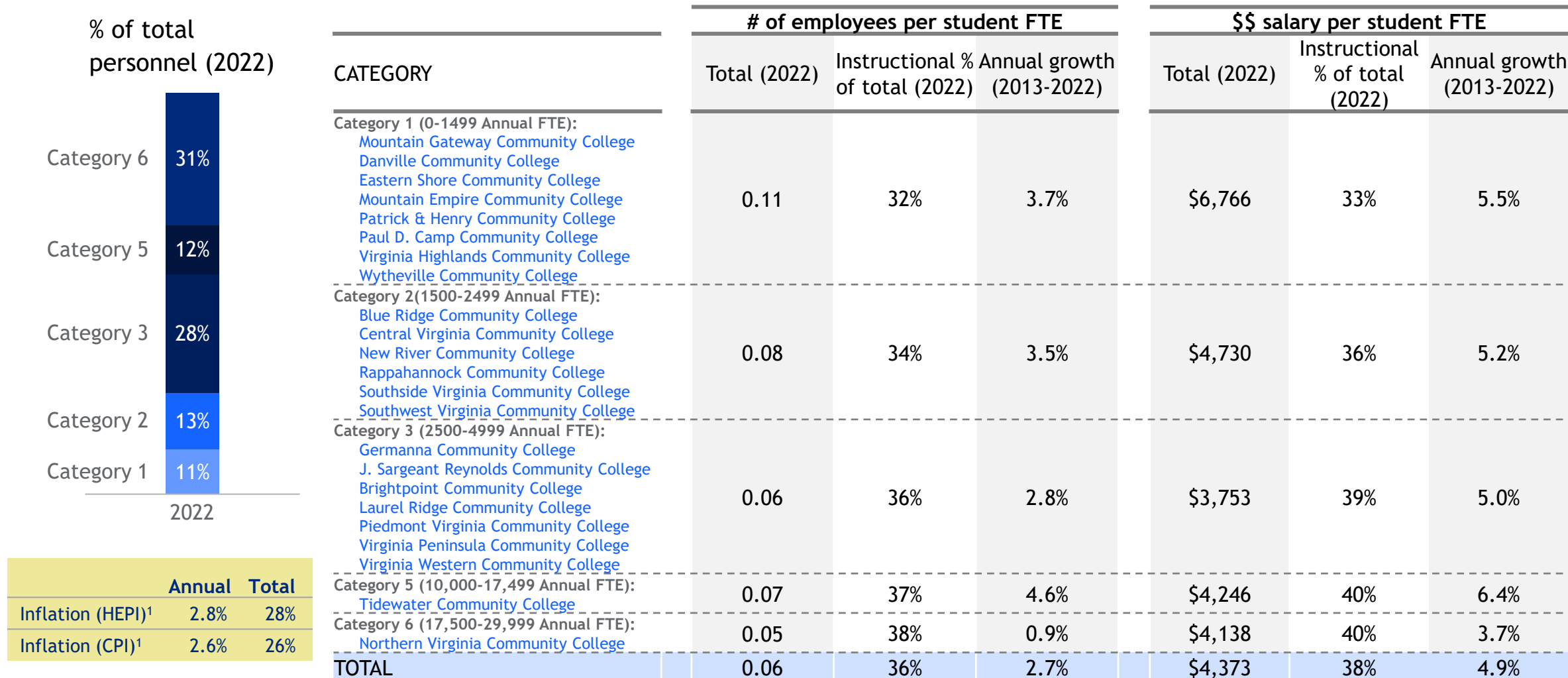
1. Determined as growth in HEPI/CPI over period

Note: full-time personnel only; includes personnel from all sources of funding; William & Mary includes VIMS and VT/VSU include extension campuses

Source: IPEDS

Virginia Community College System

Chart (C2): How has personnel increased within VCCS segments?



1. Determined as growth in HEPI/CPI over period

Note: full-time personnel only; includes personnel from all sources of funding; William & Mary includes VIMS and VT/VSU include extension campuses

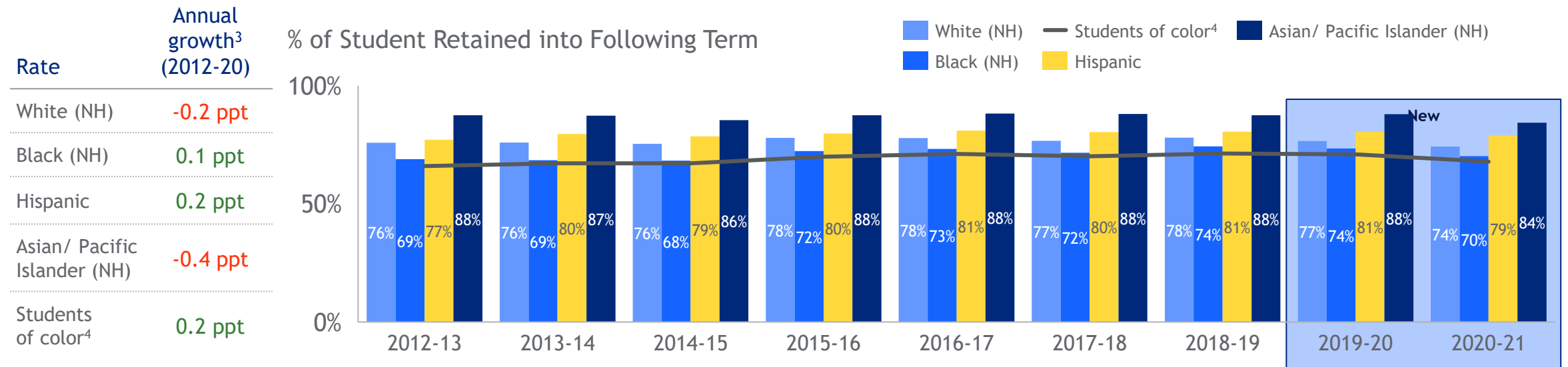
Source: IPEDS

Post-Plan Submission Addendum

Virginia Community College System

Chart (B): How are retention rates of students of color trending vs. white students?

First-year retention rate¹ of FTIC² students by race/ethnicity for undergraduate students



First-Year Cohort

Race/ethnicity	White (NH)	Black (NH)	Hispanic	Asian/Pacific Islander
% of total undergraduate population:	60%	22%	8%	6%
	59%	22%	9%	6%
	58%	22%	10%	6%
	58%	20%	10%	7%
	58%	20%	11%	7%
	57%	19%	12%	7%
	57%	18%	12%	7%
	56%	18%	14%	8%
	56%	18%	12%	8%

1. Rate of first-year students retained into following term 2. First time in college full time students 3. Excludes Native American due to comprising less than 5% of student population each year 4. Retention rate for students of color at Virginia Community College System

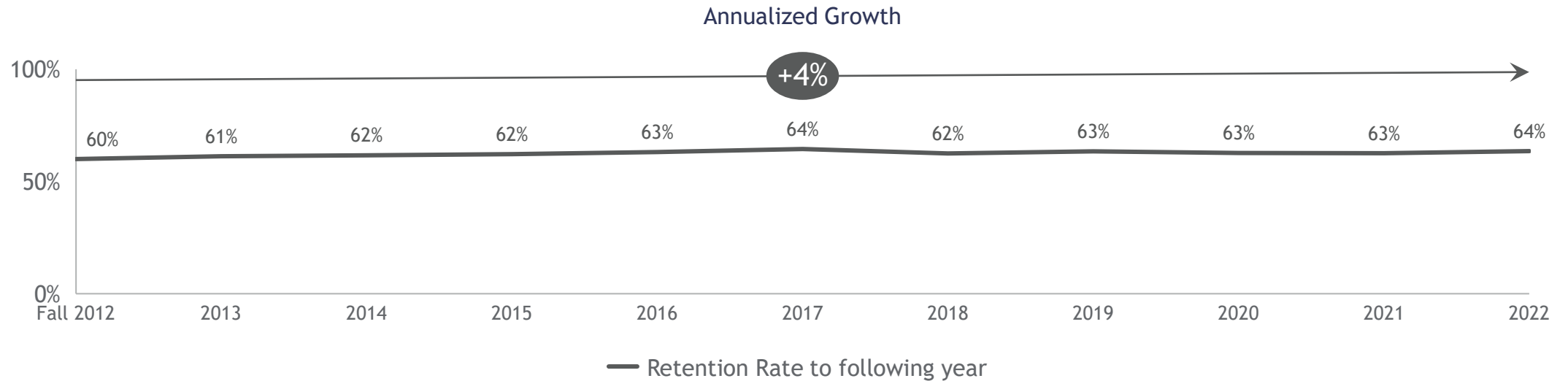
Note: Graph excludes race/ethnicity unknown

Source: SCHEV Retention and Graduation report Sub-Cohort Retention and Completion Rate Trends; RT01: Retention Report (First-time, Full-time Students; E22 Fall Term Enrollment by Race/ethnicity

Virginia Community College System

Chart (E): How is retention of FTIC students changing over time?

Undergraduate FTIC Cohort¹ Retention Rate²



Cohort	18,765	17,546	19,355	19,001	17,572	17,207	16,468	16,705	16,138	14,036	13,556
Retained	11,258	10,740	11,945	11,822	11,100	11,087	10,286	10,600	10,121	8,788	8,609

1. First time in college and full-time freshmen cohorts 2. Percent of first-year students retained for following second-year fall term
Source: SCHEV Retention report RT01

Virginia Community College System

Chart (A): How has the total cost of attendance been changing over time?

Breakdown of total cost of attendance (COA)¹ for in-state undergraduates [2012-2023]

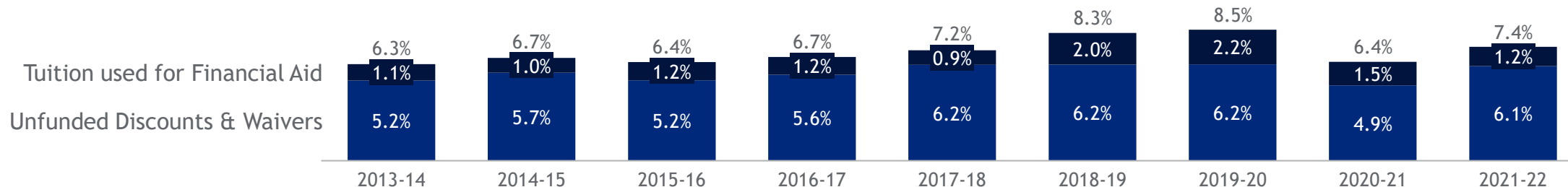


1. COA = calculated cost of attending the institution; includes transportation, room/board, tuition/fees, supplies, books and other expenses 2. Other expenses include transportation, supplies, books, and other expenses. Note 2023 data not available for other expenses so 2022 data was used as a placeholder. 3. "Annual growth" calculated as compound annual growth rate 4. Inflation-adjusted 5. Determined as growth in HEPI/CPI . Note HEPI estimate for 2023 as of June, 2023.
 Source: Data from SCHEV Research Center Tuition & Fees Report TF01: Student Charges by Student Level and Residency Status for Virginia Community College System; IPEDS; U.S. Census Bureau, American Community Survey 5-yr estimates

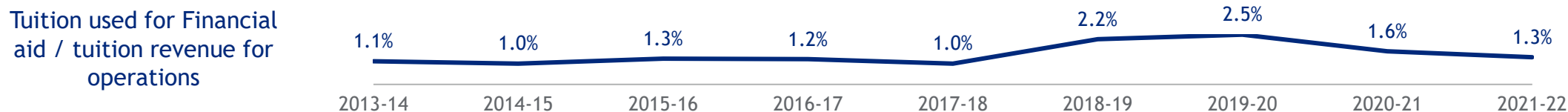
Virginia Community College System

Chart (C): How are unfunded discounts & waivers and tuition used for financial aid offsetting tuition revenue over time?

Discount rate: Institution discounting as % of gross tuition revenue



Redistribution rate: Tuition used for Financial Aid as % of paid/collected tuition



(\$M)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Gross Tuition Rev	\$534.1	\$536.2	\$531.8	\$518.1	\$513.3	\$501.9	\$477.5	\$469.1	\$431.9
Unfunded Discounts & Waivers	\$27.7	\$30.6	\$27.7	\$28.9	\$31.9	\$31.3	\$29.8	\$22.9	\$26.5
Tuition Rev for Financial Aid	\$5.7	\$5.1	\$6.3	\$6.0	\$4.9	\$10.3	\$10.7	\$7.2	\$5.4
Tuition Rev for Operations	\$500.6	\$500.5	\$497.8	\$483.3	\$476.5	\$460.4	\$436.9	\$439.0	\$400.1
% of Gross Tuition for Operations	93.7%	93.3%	93.6%	93.3%	92.8%	91.7%	91.5%	93.6%	92.6%

Source: Previously submitted 6y plans, S1S2 report, SCHEV analysis

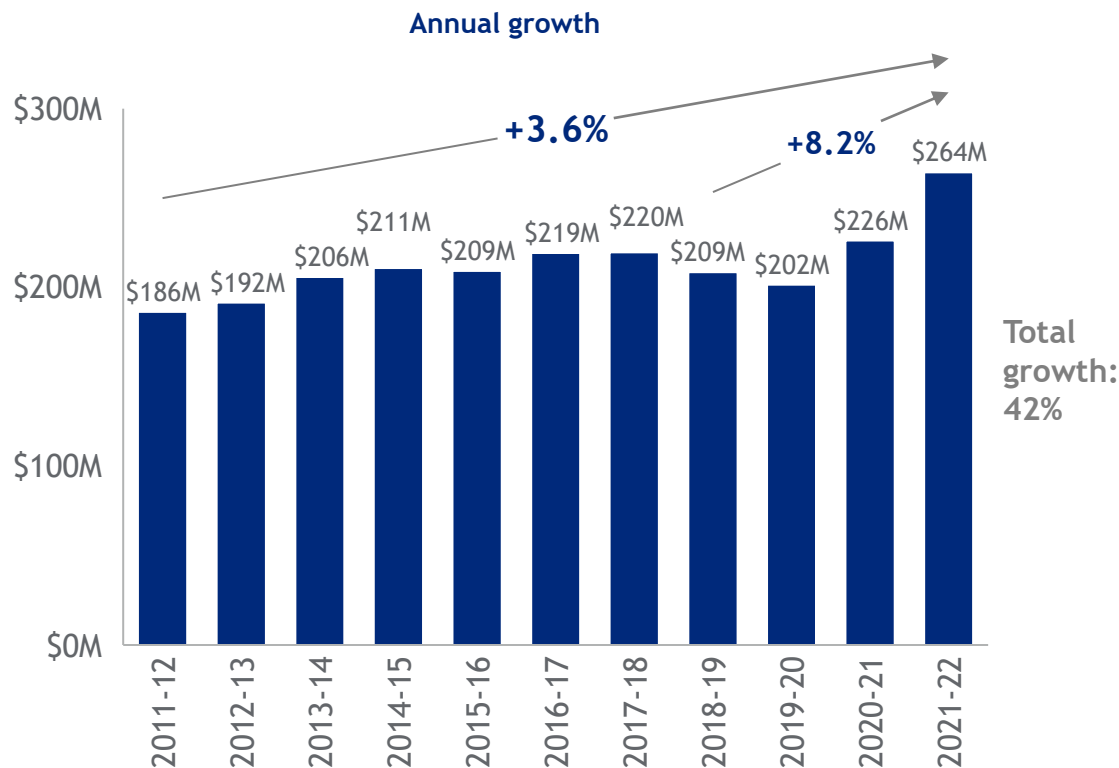
Virginia Community College System

Chart (C): How are institutional/admin expenditures (total and per student) changing over time?

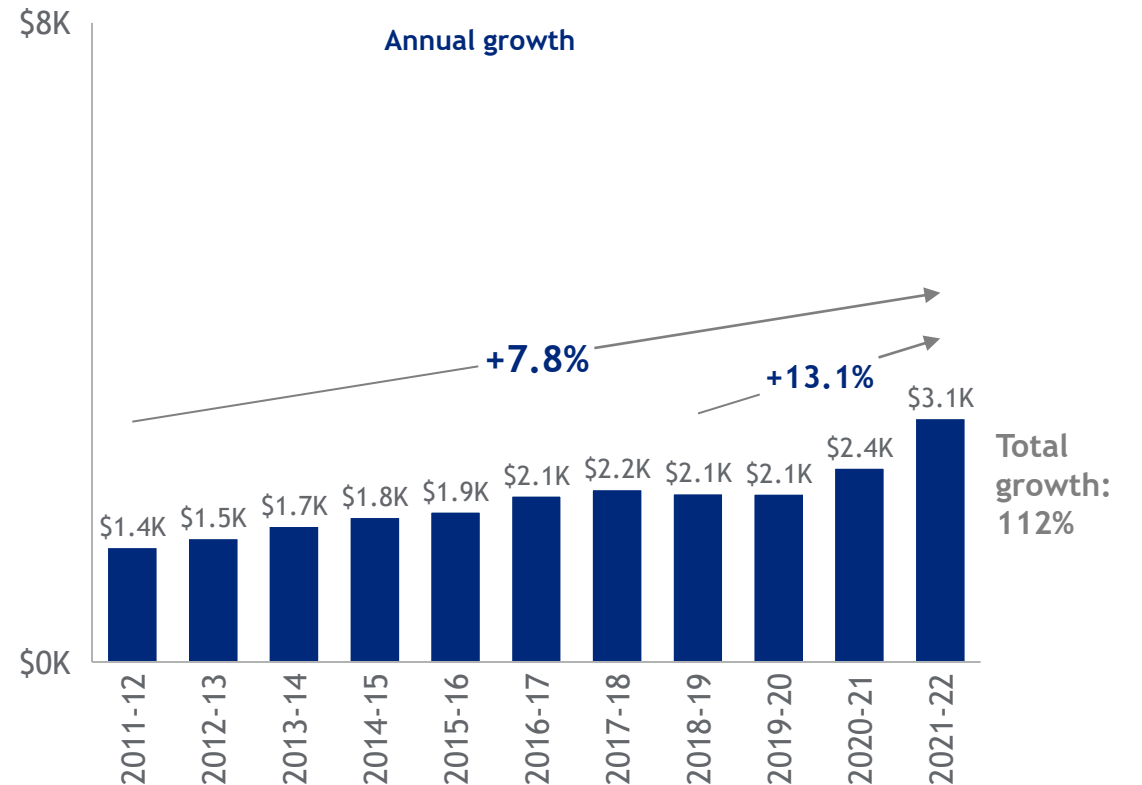
Total institutional/admin (106) expenditures and expenditures by student FTE over time

	Annual	Total
Inflation (HEPI) ¹	2.7%	30%
Inflation (CPI) ¹	2.5%	28%

Total expenditure [2011-2021] (\$xM)



Expenditure per student FTE [2011-2021] (\$xK)



1. Determined as growth in HEPI/CPI over period
 Source: Cardinal Expendwise expenditure data; SCHEV report E5 FTE data

Appendix

Backup | Cardinal programs & service areas (I/III)

Note: level of available detail and relevance of certain categories differ widely by institution

Instruction

General Academic Instruction

Remedial Instruction

Vocational Education

Community Education

Dentistry Instruction

Medicine Instruction

Family Practice Residency Instruction

Veterinary Instruction

Unique Academic Program Activities

Research

Institutes And Research Centers

Individual Or Project Research

Agriculture And Forestry Research

Coal And Energy Research

Environmental And Water Resources Research

Marine Science, Resources, And Environmental Research

Industrial And Economic Development Research

Supporting Research

Veterinary Medical Research

Backup | Cardinal programs & service areas (II/III)

Note: level of available detail and relevance of certain categories differ widely by institution

Academic Support

Libraries

Museums And Galleries

Audio/Visual Services

Computing Support

Ancillary Support

Academic Administration, Personnel
Development, and Course and
Curriculum Development

All Other Subprograms

Student Services

Student Service Administration

Social And Cultural Development

Counseling And Career Guidance

Student Admissions And Records

Financial Aid Administration

Student Health Services

Institutional/Administrative¹

Executive Management

Fiscal Operations

General Administrative Services

Logistical Services

Public Relations And Development

1. "Institutional Support" in Cardinal

Backup | Cardinal programs & service areas (III/III)

Note: level of available detail and relevance of certain categories differ widely by institution

Operations & Maintenance

Administration And Supervision

Alumni Hall

Custodial Service

Building Repairs And Maintenance, Care And Maintenance Of
Grounds, And Utility Lines And Maintenance Repairs

Utilities

Property And General Liability Insurance

Property Rentals

Non-E&G

Auxiliary

Food Services

Bookstores And Other Stores

Residential Services

Parking And Transportation Systems And Services

Telecommunications Systems And Services

Student Health Services

Student Unions And Recreational Facilities

Recreational And Intramural Programs

Other Enterprise Functions

Intercollegiate Athletics

Backup | Cardinal objects (I/II)

Note: level of available detail and relevance of certain categories differ widely by institution

Contractual Services [Objects]	Contractual Services [SubObjects]
Communication services	<ul style="list-style-type: none"> Shipping & postal services Messenger services Printing services Telecom services
Employee development services	<ul style="list-style-type: none"> Memberships Publication subscriptions Employee training courses, workshops, and conferences Employee tuition reimbursement
Health services	<ul style="list-style-type: none"> Clinic services Dental services Hospital/medical services Nursing home services X-ray and laboratory services Insurance premiums
Management & informational services	<ul style="list-style-type: none"> Auditing Fiscal services (banking, accounting) Attorney services / legal services Management services Public information & public relations Media & advertising services

Contractual Services [Objects]	Contractual Services [SubObjects]
Repair & maintenance services	<ul style="list-style-type: none"> Custodial services Electrical repair & maintenance Equipment repair & maintenance Extermination Highway repair Mechanical repair Plant repair Vehicle repair
Support services	<ul style="list-style-type: none"> Architectural & engineering Clerical services Food & dietary services Laundry & linen services Manual labor services Production services
Technical services	<ul style="list-style-type: none"> Information hardware services Computer software development services Computer operating services
Transportation services	<ul style="list-style-type: none"> Moving & relocation services Travel Meal reimbursements

Backup | Cardinal objects (II/II)

Note: level of available detail and relevance of certain categories differ widely by institution

Supplies & Materials

Administrative supplies

Energy supplies

Manufacturing & merchandising
supplies

Medial & laboratory supplies

Repair & maintenance supplies

Residential supplies

Specific use supplies

Equipment

Computer hardware & software

Educational and cultural equipment

Medial & laboratory equipment

Motorized equipment

Office equipment

Specific use equipment

Stationary equipment

Personnel¹

Salaries

Employee benefits

Special payments

Wages

Disability benefits

Continuous Charges

Insurance

Capital lease payments

Operating lease payments

Service charges

Installment purchases

Payments for state employee health
insurance programs

1. "Personal services"