



Board of Trustees Financial Affairs Committee

June 20, 2024
10:30 a.m.

Conference Rooms A & B, University Hall

A live stream of the meeting for public viewing will also take place at the following link: <https://www.westfield.ma.edu/live>

Committee Members Present: Committee Chair George Gilmer (attending remotely), Vice Chair Paul Boudreau, Secretary Chris Montemayor, and member Daniel Currier.

Committee Members Excused: Theresa Jasmin.

Also present and participating were Westfield State University President, Dr. Linda Thompson; Vice President of Administration & Finance, Stephen Taksar; Associate Vice President of Facilities & Capital Planning, Maureen Socha and Financial Accounting, Lisa Freeman.

Committee Chair Gilmer called the meeting to order at 10:37 a.m., did a roll call of attendees, and stated the meeting was being livestreamed and recorded.

MOTION made by Trustee Currier and seconded by Trustee Montemayor, to approve the minutes of the April 25, 2023, Financial Affairs Committee meeting. A roll call was taken and there being no discussion, **motion passed unanimously**.

Outstanding Debts Policy (0150)

The U.S. Department of Education announced a regulation to not withhold transcripts due to debts owed to the University if the student had received financial aid and have paid that debt off. The University does not have resources to access that information therefore won't withhold transcripts at all.

MOTION made by Trustee Currier and seconded by Trustee Montemayor. The Financial Affairs Committee recommends approval to the full Board: to approve the revised Outstanding Debts Policy (0150), as presented. The policy was revised due to a U.S. Department of Education regulation prohibiting withholding of transcripts in specific situations.

Roll Call

Trustee Paul Boudreau	yes
Trustee Chris Montemayor	yes

Trustee Currier	yes
Trustee George Gilmer	yes

There being no further discussion, **motion passed unanimously.**

New Investment Accounts

The University was rebidding it's investment advisor contracts. Several companies came to campus to present to a working search committee. There is now a new contract in place, but Board policy requires approval to set up these accounts.

MOTION made by Trustee Currier and seconded by Trustee Montemayor, The Financial Affairs Committee recommends approval to the full Board: to transfer management of the University's investment funds, held by Charles Schwab, in-kind to Fund Evaluation Group LLC before June 30, 2024. Westfield State University's new investment advisors.

Roll Call

Trustee Paul Boudreau	no
Trustee Chris Montemayor	yes
Trustee Currier	yes
Trustee George Gilmer	yes

There being no further discussion, **motion passed by majority.**

FY25 Provisional Operating Budget

This presentation is a starting point and the finalized budget will be presented in the October Board Meeting. Enrollment summary shows we are projected close to last fiscal years class numbers. The number of students will flow up and down until school starts and will be able to present accurate numbers in the fall.

Three significant campus investments include, innovation fund support, strategic investment fund, and FY reinvestment strategy. Budget challenges were discussed, including a deficit, but by the end of the year there is a better idea of why that is. Significant challenges are campus housing, since COVID, the University has not been able to recover well, along with deferred maintenance. Trustee Gilmer would like to see the past five years of deferred maintenance costs. The University is balancing the budget by utilizing vacancy savings, rollover funds and larger class entering this year.

MOTION made by Trustee Currier and seconded by Trustee Montemayor. The Financial Affairs Committee recommends approval to the full Board: to approve the FY25 provisional campus budget, as presented, including, but not limited to the following elements: operating budget, capital budget, vehicle lease/purchase program and sponsorships. Further, to authorize the President and/or the Vice President for Administration and Finance to make budget adjustments to these funds as allowed in the Trust Fund Management Policy (0604).

Roll Call

Trustee Paul Boudreau	yes
Trustee Chris Montemayor	yes
Trustee Currier	yes

Trustee George Gilmer yes

There being no further discussion, **motion passed unanimously.**

Investment Subcommittee Update

On May 13, 2024, they reviewed first quarter performance provided by advisors, asset allocation, equity portfolio, policy changes on the spending policy, and investment advisor process.

Strategic Investments

President Thompson went over the strategic investment plan, involving marketing, enrollment, facilities, advancement and enhancing community and culture.

FY24 Sponsorships

The handout provided was presented. There was no discussion.

Annual Charter Review

Not discussed.

There being no further business, **MOTION** made by Trustee Boudreau and seconded by Trustee Montemayor, to adjourn the meeting. There being no discussion, **motion passed unanimously.** Meeting adjourned at 11:30 a.m.

Materials

- a. Minutes 4-25-24 (Draft)
- b. Motion – Outstanding Debts Policy (0150)
- c. Outstanding Debts Policy (Clean)
- d. Outstanding Debts Policy (Track Changes)
- e. Motion – New Investment Accounts
- f. Motion – FY25 Provisional Operating Budget
- g. FY25 Provisional Operating Budget
- h. Strategic Investments
- i. FY24 Sponsorships
- j. Annual Charter Review

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees, Financial Affairs Committee meeting held on June 20, 2024.

Chris Montemayor, Secretary

Date



Board of Trustees

October 23, 2024

MOTION

The Financial Affairs Committee recommends approval to the full Board:

To approve the revised University Business Expenses and Petty Cash Funds Policy (0300), as presented.

UNIVERSITY BUSINESS EXPENSES

PURPOSE

To define Westfield State University business expenses not pertaining to travel, provide a policy for timely reimbursement of expenses incurred on behalf of the University, and to meet auditing requirements.

DEFINITIONS

“University business expenses” refers to expenditures made on behalf of the University for reasonable business purposes.

“Reimbursable University business expenses” refers to expenditures made on behalf of the University for which the individual is entitled to reimbursement.

“Petty Cash Funds” refers to reimbursable expenditures made from an approved University cash-on-hand account that is maintained specifically to cover allowable, small dollar amount expenditures where reimbursement is made to make the petty cash account whole.

“Allowable” refers to those expenditures allowed under University policies.

POLICY

A. Statement

1. University business expenses must comply with all applicable statutes, regulations, policies, and procedures which include, but are not limited to, the Board of Higher Education – Standards for the Expenditures of Trust Funds.
 - a. The purchase of gift cards is specifically prohibited.
2. It is University policy to make payment/reimbursements for allowable expenses incurred on behalf of the University documented by original, itemized receipts. An **original** itemized receipt identifying the vendor, what was obtained, date, detailed cost, and purpose of expense, is required.
3. To request reimbursement, the **Authorization-to-Pay form** must be submitted with the **original** receipts attached. (Reimbursement for travel-related expenses requires a **Travel Reimbursement form** and cannot be charged to any petty cash funds.)

4. The University is exempt from paying sales tax and sales tax on meals and therefore does not normally reimburse for this component of an expense. Employees and students making purchases on behalf of the University must make every reasonable effort to avoid paying sales tax and sales tax on meals by presenting our Form ST-2 Certificate of Exemption to each vendor. This certificate is widely available – it is given to all campus constituents who request use of University retailer-specific procurement cards, and it is also available in the Documents site on myWestfield. This tax-exempt certificate must only be used for University business purposes. Any other use is considered fraudulent.

B. Controls

1. Reimbursement Timeliness:

- a. Requests for reimbursement must be received by the Financial Accounting office within 45 calendar days of the expense with one exception for year-end expenditures. Expenses not submitted with proper documentation within 45 days of incurrence will not be reimbursed by the University.
- b. Fiscal year-end (June) expenditures must be submitted no later than the third week of July as announced by Financial Accounting each year, in order to guarantee reimbursement. To avoid problems with year-end reimbursements, expenditures should be planned well in advance of the year-end deadline.
- c. The Accounts Payable office will process reimbursements within 10 business days of receipt.

2. Business Meals:

- a. Meals are considered a business expense only when they are part of a meeting or activity with a non-University associate and when a clear and specific business discussion takes place. An example of a business meal is taking a candidate for employment to dinner during the interview process. A **Business Meals form**, found on the Documents site of myWestfield, is required for each meal. An original itemized receipt is required. Gratuities are limited to 20%.
- b. A reasonable cost of meals for official University-sponsored events may be permitted based on moderate limits established by the Board of Trustees. All such expenditures must include the purpose and number of attendees.

- c. Food and/or beverages for on and off-campus department meetings, retirement gatherings or similar expenses are not permitted.
- d. Alcohol is an allowable expense in limited situations for the benefit of the University providing the expense is incurred in the recruitment of employees, donor cultivation or other comparable activities. Only the President and Institutional Advancement staff, as authorized by the Vice President for Institutional Advancement are authorized to purchase alcohol. The preferred method of payment is with the procurement card (P-Card) but reimbursement of expenses incurred on a personal credit card is also allowable.

3. Equipment

Any equipment purchase made directly by an employee or student cannot be reimbursed. A purchase order must be issued to the vendor for equipment purchases to ensure proper inventory control. This is consistent with the Fixed Assets, Capitalization, and Inventory Control Policy (0601).

4. Contractor/Vendor Business Expenses

Contractors, vendors, and suppliers will only be reimbursed for pre-approved travel and other business expenses in accordance with their signed Contract for Services and all University policies and procedures.

ENFORCEMENT

This policy applies uniformly to all University employees. The Vice President for Administration and Finance will be responsible for consistently enforcing all travel, expense reimbursement, P-Card, and related expense policies.

TRAINING AND COMMUNICATION

The Administration and Finance Division will offer training documents for complying with expense payment policies as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.

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APPROVED: October 1996

REVIEWED: October 2024

REVIEW

This policy will be reviewed every three years by the Associate Vice President of Finance.

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APPROVED: October 1996
2024

REVIEWED: April-2018 October

UNIVERSITY BUSINESS EXPENSES

AND PETTY CASH FUNDS

Commented [A1]: Petty cash is insignificant to this policy and does not need to be included in the name.

PURPOSE

To define Westfield State University business expenses not pertaining to travel, provide a policy for timely reimbursement of expenses incurred on behalf of the University, and to meet auditing requirements.

DEFINITIONS

“University business expenses” refers to expenditures made on behalf of the University for ~~R~~reasonable ~~B~~business ~~P~~purposes.

“Reimbursable University business expenses” refers to expenditures made on behalf of the University for which the individual is entitled to ~~a~~ reimbursement.

“Petty Cash Funds” refers to reimbursable expenditures made from an approved University cash-on-hand account that is maintained specifically to cover allowable, small dollar amount expenditures where reimbursement is made to make the petty cash account whole.

“Allowable” refers to those expenditures allowed under University policies.

POLICY

A. Statement

1. University business expenses must comply with all applicable statutes, regulations, policies, and procedures which include, but are not limited to, the Board of Higher Education – Standards for the Expenditures of Trust Funds.
 - ~~1-a.~~ The purchase of gift cards is specifically prohibited.
2. It is University policy to make payment/reimbursements for allowable expenses incurred on behalf of the University documented by original, itemized receipts. An original itemized receipt identifying the vendor, what was obtained, date, detailed cost, and purpose of expense, is required.
3. To request reimbursement, the **Authorization-to-Pay form** must be submitted with the original receipts attached. (Reimbursement for travel-

Commented [A2]: Already on the P-Card policy and Taxation policy. This was strongly recommended by our auditors around 2016.

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APPROVED: October 1996
2024

REVIEWED: April-2018 October

related expenses requires a **Travel Reimbursement form** and cannot be charged to any petty cash funds.)

4. The University is exempt from paying sales tax and sales tax on meals and therefore does not normally reimburse for this component of an expense. Employees and students making purchases on behalf of the University must make every reasonable effort to avoid paying sales tax and sales tax on meals by presenting our Form ST-2 Certificate of Exemption to each vendor. This certificate is widely available – it is given to all campus constituents who request use of University retailer-specific procurement cards, and it is also available in the Documents site on myWestfield. This tax-exempt certificate must only be used for University business purposes. Any other use is considered fraudulent.

B. Controls

1. Reimbursement Timeliness:

- a. Requests for reimbursement must be received by the Financial Accounting office within 45 calendar days of the expense with one exception for year-end expenditures. Expenses not submitted with proper documentation within 45 days of incurrence will not be reimbursed by the University.
- b. Fiscal year-end (June) expenditures must be submitted no later than July 15th the third week of July as announced by Financial Accounting each year, in order to guarantee reimbursement. To avoid problems with year-end reimbursements, expenditures should be planned well in advance of the year-end deadline.
- c. The Accounts Payable office will process reimbursements within 30-10 business days of receipt.

2. Business Meals:

- a. Meals are considered a business expense only when they are part of a meeting or activity with a non-University associate and when a clear and specific business discussion takes place. An example of a business meal is taking a candidate for employment to dinner during the interview process. A **Business Meals form**, found on the Documents site of myWestfield, is required for each meal. An original itemized receipt is required. Gratuities are limited to 20%.
- b. A reasonable cost of meals for official University-sponsored events may be permitted based on moderate limits established by the Board of

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2024

REVIEWED: April-2018 October

Trustees. All such expenditures must include the purpose and number of attendees.

- c. Food and/or beverages for on and off-campus department meetings, retirement gatherings or similar expenses are not permitted.
- d. Alcohol is an allowable expense in limited situations for the benefit of the University providing the expense is incurred in the recruitment of employees, donor cultivation or other comparable activities. Only the President, and Institutional Advancement staff, as authorized by the Vice President for Institutional Advancement ~~and Major Gift Officers~~ are authorized to purchase alcohol. The preferred method of payment is with the procurement card (P-Card) but reimbursement of expenses incurred on a personal credit card is also allowable.

Commented [A3]: Updated to mirror the Travel policy.

3. Equipment

Any equipment purchase made directly by an employee or student cannot be reimbursed. A purchase order must be issued to the vendor for equipment purchases to ensure proper inventory control. This is consistent with the Fixed Assets, Capitalization, and Inventory Control Policy (0601).

4. Contractor/Vendor Business Expenses

Contractors, vendors, and suppliers will only be reimbursed for pre-approved travel and other business expenses in accordance with their signed Contract for Services and all University policies and procedures.

ENFORCEMENT

This policy applies uniformly to all University employees. The Vice President for Administration and Finance will be responsible for consistently enforcing all travel, expense reimbursement, P-Card, and related expense policies.

TRAINING AND COMMUNICATION

The Administration and Finance Division will offer training documents for complying with expense payment policies as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per

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APPROVED: October 1996
2024

REVIEWED: April 2018 October

calendar year.

REVIEW

This policy will be reviewed ~~bi-annually~~ every three years by the Associate Vice President of Finance.

Commented [A4]: This would make the most sense to occur at the start of each semester, and then more often if necessary.



Board of Trustees

October 23, 2024

MOTION

The Financial Affairs Committee recommends approval to the full Board:

To approve the revised Administration and Control of Petty Cash and Cash Receipts Policy (0400), as presented.

PETTY CASH FUNDS AND CASH RECEIPTS

PURPOSE

The purpose of this policy is for Westfield State University to establish controls concerning the use of petty cash funds, and overall handling of cash by all departments; communicate expectations; and encourage ethical practices, socially responsible behavior, and overall fiscal responsibility.

POLICY

The petty cash system is only to be used for small, urgent purchases or reimbursements of such purchases. Petty cash may also be authorized for use as a change fund, where a department is collecting cash receipts on a regular basis. Departments requiring the use of petty cash funds must request funds from the Financial Accounting department. The Associate Vice President of Finance will review all relevant information and at their discretion, approve or deny each request. The Financial Accounting department must provide justification for denial in writing.

In accordance with M.G.L. c. 30 § 27, as well as the Cash Recognition and Reconciliation policy of the Commonwealth of Massachusetts, all cash must be deposited on the next business day following receipt.

INAPPROPRIATE USAGE

Petty cash must never be used for:

1. Employee travel;
2. Payment of invoices made out to Westfield State University or to reimburse an individual who has paid such an invoice;
3. Wages, stipends, or honoraria;
4. Purchases costing over \$200; or
5. Instances where the department has an established account at a business; the purchase should be charged on that account rather than using petty cash.

PROCEDURES

I. PETTY CASH

A. REQUEST AND ESTABLISHMENT

1. Departments requiring the use of petty cash funds must complete the **Petty Cash Request Form** for submission to the Associate Vice President of

Finance. The form must include all relevant details including the name of the benefitted employee who will be the official custodian and administrator of the funds, the amount required, and a detailed explanation of the necessity for petty cash and examples of use. The form must be signed by the department head and approved by the appropriate division vice president or Department Head Signatory Authority (DHSA). Signatures also acknowledge agreement and adherence to this policy.

2. If the request is approved, a copy of the form will be returned to the department head marked as such. The department must then submit an authorization-to-pay form (ATP) to the Accounts Payable office signed by the department head and DHSA. Custodian name and amount requested must match the Petty Cash request. A check will then be issued to the custodian. All checks must be cashed immediately. Once cashed, funds must be secured on campus within the same business day.

B. REPLENISHMENT

At all times, the sum of receipts and cash-on-hand must equal the original amount of the department's petty cash fund. All requests for fund replenishment must be accompanied by original itemized receipts and an ATP form within forty-five (45) days of incurrence of the expense(s). ATP forms must include the proper account code(s) and amount(s) to be charged. In addition, budgets must be checked to ensure that there are sufficient funds for replenishment. Personal and petty cash purchases must never be co-mingled on the same receipt. Replenishment checks are made out to the official custodian on record with Financial Accounting. All checks must be cashed immediately. Once cashed, funds must be secured on campus within the same business day. To be secured, funds must be kept within a locked box enclosed in a locked cabinet, or a similar but equally secure method. Access must be restricted to authorized employees.

C. ANNUAL RECALL

Prior to the end of the fiscal year, the Financial Accounting department will contact applicable custodians to recall petty cash funds. All cash-on-hand must be turned in accompanied by original itemized receipts and a listing of amounts to be charged to account codes. Departments whose business needs do not allow them to be without petty cash during the approximately four-week closing period can make other arrangements by contacting the Associate Vice President of Finance.

D. RE-ESTABLISHMENT

Once the new fiscal year has commenced, the department must submit to the

Associate Vice President of Finance an Authorization-to-Pay form showing the dollar amount, the petty cash custodian's name and the date the check is needed; this form must be approved by the department head and the DHSA.

II. CASH HANDLING

A. SECURITY AND RECONCILIATION

All funds must be secured (locked up) at all times when not in use. While in use, cash must be kept reasonably secure. Examples of reasonable security include the use of a locking cash box or cash register machine. All departments must keep a log of transactions which must be reconciled daily. Whenever feasible, cash duties must be separated. Tasks including collecting cash, making deposits, and reconciliations cannot be performed by a single employee. At minimum, a supervisor must review all tasks and approve all reconciliations. All variances must be immediately reported to the Financial Accounting department, per Policy 0490: Unaccounted for Variances, Losses, Shortage or Theft of Funds or Property Reporting.

B. DEPOSITS

Departments must never retain excess cash (or checks). All funds in excess of authorized petty cash amounts must be deposited at the department of Student Accounts within one business day of collection, per Commonwealth policy.

C. MAKING CHANGE FROM LARGER BILLS

When necessary, departments can make change to obtain smaller bills and coins in their petty cash funds, only utilizing the following methods:

1. By placing a change request in their locked, daily deposit bag; or
2. From a local banking institution.

In all cases, funds must be kept secure at all times, and change-making transactions must be completed during a single business day. All change-making transactions must be logged and documented so that the sum of receipts and cash-on-hand equals the original amount of the department's petty cash fund at all times.

INTERNAL CONTROL

The Financial Accounting department will maintain a list of departments and amounts of petty cash funds in their care. Financial Accounting staff will regularly audit petty cash funds on a quarterly basis or more often if necessary. The Financial Accounting

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APPROVED: September 1999

REVIEWED: October 2024

department reserves the right to additionally audit any petty cash funds without prior notice and/or to revoke petty cash funds due to inappropriate use or procedural violation.

TRAINING AND COMMUNICATION

The Financial Accounting department will offer training documents for complying with this policy and procedures as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.

REVIEW

This policy will be reviewed every three years by the Associate Vice President of Finance.

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APPROVED: September 1999
~~2015~~October 2024

REVIEWED: ~~December~~

~~ADMINISTRATION AND CONTROL~~ ~~OF~~ PETTY CASH FUNDS AND CASH RECEIPTS

Commented [SS1]: Name is too lengthy in my opinion which can be confusing to departments. Administration and control are implied by it being a policy.

PURPOSE

The purpose of this policy is for Westfield State University to establish controls concerning the use of petty cash funds, and overall handling of cash by all departments; communicate expectations; and encourage ethical practices, socially responsible behavior, and overall fiscal responsibility.

POLICY

The petty cash system is only to be used for small, urgent purchases or reimbursements of such purchases. Petty cash may also be authorized for use as a change fund, where a department is collecting cash receipts on a regular basis. Departments requiring the use of petty cash funds must request funds from the Financial Accounting ~~office~~department. The Associate Vice President of Finance will review all relevant information and at their discretion, approve or deny each request. The Financial Accounting ~~office-department~~ must provide justification for denial in writing.

In accordance with M.G.L. c. 30 § 27, as well as the Cash Recognition and Reconciliation policy of the Commonwealth of Massachusetts, all cash must be deposited on the next business day following receipt.

INAPPROPRIATE USAGE

Petty cash must never be used for:

1. Employee travel;
2. Payment of invoices made out to Westfield State University or to reimburse an individual who has paid such an invoice;
3. Wages, stipends, or honoraria;
4. Purchases costing over \$200; or
5. Instances where the department has an established account at a business; the purchase should be charged on that account rather than using petty cash.

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~~2015~~October 2024

REVIEWED: ~~December~~

PROCEDURES

I. PETTY CASH

A. REQUEST AND ESTABLISHMENT

1. Departments requiring the use of petty cash funds must complete the **Petty Cash Request Form** for submission to the ~~Financial Accounting office~~Associate Vice President of Finance. The form must include all relevant details including the name of the benefitted employee who will be the official custodian and administrator of the funds, the amount required, and a detailed explanation of the necessity for petty cash and examples of use. The form must be signed by the department head and approved by the appropriate division vice president or Department Head Signatory Authority (DHSA). Signatures also acknowledge agreement and adherence to this policy.
2. If the request is approved, a copy of the form will be returned to the department head marked as such. The department must then submit an authorization-to-pay form (ATP) to the Accounts Payable office signed by the department head and ~~division vice president~~DHSA. Custodian name and amount requested must match the Petty Cash request. A check will then be issued to the custodian. All checks must be cashed immediately. Once cashed, funds must be secured on campus within the same business day.

B. REPLENISHMENT

At all times, the sum of receipts and cash-on-hand must equal the original amount of the department's petty cash fund. All requests for fund replenishment must be accompanied by original itemized receipts and an ATP form within forty-five (45) days of incurrence of the expense(s). ATP forms must include the proper account code(s) and amount(s) to be charged. In addition, budgets must be checked to ensure that there are sufficient funds for replenishment. Personal and petty cash purchases must never be co-mingled on the same receipt. Replenishment checks are made out to the official custodian on record with Financial Accounting. All checks must be cashed immediately. Once cashed, funds must be secured on campus within the same business day. To be secured, funds must be kept within a locked box enclosed in a locked cabinet, or a similar but equally secure method. Access must be restricted to authorized employees.

C. ANNUAL RECALL

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APPROVED: September 1999
~~2015~~October 2024

REVIEWED: December

Prior to the end of the fiscal year, the ~~Associate Vice President of Finance will issue a memo~~ Financial Accounting department will contact applicable custodians to recalling petty cash funds. All cash-on-hand must be turned in accompanied by original itemized receipts and a listing of amounts to be charged to account codes. Departments whose business needs do not allow them to be without petty cash during the approximately four-week closing period can make other arrangements by contacting the Associate Vice President of Finance. ~~If it is determined that the department cannot be without petty cash during the closing period, Financial Accounting staff will perform a random audit of the department's petty cash fund.~~

Commented [SS2]: This is redundant as we already audit quarterly including in May or June right before most departments turn in their cash.

D. RE-ESTABLISHMENT

Once the new fiscal year has commenced, the department must submit to the Associate Vice President of Finance an Authorization-to-Pay form showing the dollar amount, the petty cash custodian's name and the date the check is needed; this form must be approved by the department head and the ~~division vice president~~ DHSA.

II. CASH HANDLING

A. SECURITY AND RECONCILIATION

All funds must be secured (locked up) at all times when not in use. While in use, cash must be kept reasonably secure. Examples of reasonable security include the use of a locking cash box or cash register machine. All departments must keep a log of transactions which must be reconciled daily. ~~Whenever feasible, cash duties must be separated. Tasks including collecting cash, making deposits, and reconciliations cannot be performed by a single employee. At minimum, a supervisor must review all tasks and approve all reconciliations. All variances must be immediately reported to the Financial Accounting office~~ department, per Policy 0490: Unaccounted for Variances, Losses, Shortage or Theft of Funds or Property Reporting.

B. DEPOSITS

Departments must never retain excess cash (or checks). All funds in excess of authorized petty cash amounts must be deposited at the ~~office~~ department of Student Accounts within one business day of collection, per Commonwealth policy.

C. MAKING CHANGE FROM LARGER BILLS

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APPROVED: September 1999
~~2015~~October 2024

REVIEWED: December

When necessary, departments can make change to obtain smaller bills and coins in their petty cash funds, only utilizing the following methods:

1. By placing a change request in their locked, daily deposit bag; or
2. From a local banking institution.

In all cases, funds must be kept secure at all times, and change-making transactions must be completed during a single business day. All change-making transactions must be logged and documented so that the sum of receipts and cash-on-hand equals the original amount of the department's petty cash fund at all times.

INTERNAL CONTROL

The ~~Associate Vice President of Finance~~Financial Accounting department will maintain a list of departments and amounts of petty cash funds in their care. ~~Financial Accounting staff will regularly audit petty cash funds on a quarterly basis or more often if necessary.~~ The Financial Accounting ~~office-department~~ reserves the right to ~~additionally~~ audit any petty cash funds without prior notice and/or to revoke petty cash funds due to inappropriate use or procedural violation.

Commented [SS3]: This is the current practice.

TRAINING AND COMMUNICATION

~~The Financial Accounting department will offer training documents for complying with this policy and procedures as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.~~

Commented [SS4]: Added to mirror Policy 0300 Business Expenses

Commented [A5]: This would make the most sense to occur at the start of each semester, and then more often if necessary.

REVIEW

This policy will be reviewed ~~annually every three years~~ by the ~~Associate~~ Vice President of ~~Administration and Finance~~.

Commented [SS6]: Removed petty cash request form as we have done with other policies.



Board of Trustees

October 23, 2024

MOTION

The Financial Affairs Committee recommends approval to the full Board:

To approve the revised Unaccounted for Variances, Losses, Shortage or Theft of Funds or Property Reporting Policy (0490), as presented.

UNACCOUNTED FOR VARIANCES, LOSSES, SHORTAGE OR THEFT OF FUNDS OR PROPERTY REPORTING

PURPOSE

Internal control procedures within state agencies are governed by Chapter 647 of the Acts of 1989. The law established the minimum level of quality acceptable for internal control systems for state agencies of the Commonwealth.

This law also requires that all unaccounted variances, losses, shortage or thefts of funds or property be immediately reported to the Office of the State Auditor.

POLICY

To ensure that all departments are in compliance with the requirement for reporting unaccounted variances, losses, shortage or thefts of funds or property to the Office of the State Auditor.

PROCEDURES

A. Supervisor Responsibilities

All supervisors are to report any unaccounted for variances, losses, shortages or thefts of property to their respective division vice president on the proper form. In turn, the division vice president will forward the form with any accompanying reports to the Office of the Vice President for Administration and Finance which will complete and submit the online form at the Office of the State Auditor webpage.

B. Form – Report on Unaccounted Variances, Losses, Shortages, or Thefts of Funds or Property.

The official university form to report such occurrences is entitled **Policy 0490 Reporting Form**. It can be found on the myWestfield Documents and Policies SharePoint.

C. Internal Control Resources

Internal controls are in place to prevent variances, losses, shortages, and thefts, and are monitored by using various university computerized accounting and student systems, such as Banner. The university also maintains Internal Control Plans, both University-wide and department-

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APPROVED: May 1995

REVIEWED: October 2024

specific. These plans are available on the myWestfield Documents and Policies SharePoint.

TRAINING AND COMMUNICATION

The Financial Accounting department will offer training documents for complying with this policy as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.

REVIEW

This policy shall be reviewed every three years by the Associate Vice President of Finance.

Westfield State University

Policy concerning:

section Administrative
number 0490
Page 1 of 2

APPROVED: May 1995
~~2016~~ October 2024

REVIEWED: ~~April~~

UNACCOUNTED FOR VARIANCES, LOSSES, SHORTAGE OR THEFT OF FUNDS OR PROPERTY REPORTING

PURPOSE

Internal control procedures within state agencies are governed by Chapter 647 of the Acts of 1989. The law established the minimum level of quality acceptable for internal control systems for state agencies of the Commonwealth.

This law also requires that all unaccounted variances, losses, shortage or thefts of funds or property be immediately reported to the Office of the State Auditor.

POLICY

To ensure that all departments are in compliance with the requirement for reporting unaccounted variances, losses, shortage or thefts of funds or property to the Office of the State Auditor.

PROCEDURES

A. Supervisor Responsibilities

All supervisors are to report any unaccounted for variances, losses, shortages or thefts of property to their respective division vice president on the proper form. In turn, the division vice president will forward the form with any accompanying reports to the Office of the Vice President for Administration and Finance which will complete and submit the online form at the Office of the State Auditor webpage.

B. Form – Report on Unaccounted Variances, Losses, Shortages, or Thefts of Funds or Property.

The official university form to report such occurrences is entitled **Report on Unaccounted for Variances, Losses, Shortages, or Thefts of Funds or Property** **Policy 0490 Reporting Form**. It can be found on the ~~Documents site of myWestfield~~ Documents and Policies SharePoint.

C. Internal Control Resources

Internal controls are in place to prevent variances, losses, shortages, and

Westfield State University

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section Administrative

number 0490

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APPROVED: May 1995

~~2016~~ October 2024

REVIEWED: ~~April~~

thefts, and are monitored by using various university computerized accounting and student systems, such as Banner. The university also maintains Internal Control Plans, both University-wide and department-specific. These plans are available ~~at the Documents section of~~ on the myWestfield Documents and Policies SharePoint.

TRAINING AND COMMUNICATION

The Financial Accounting department will offer training documents for complying with this policy as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.

Commented [A1]: This would make the most sense to occur at the start of each semester, and then more often if necessary.

REVIEW

This policy shall be reviewed ~~annually~~ every three years by the Associate Vice President ~~for Administration and of~~ Finance.



Board of Trustees

October 23, 2024

MOTION

The Financial Affairs Committee recommends approval to the full Board:

To approve the revised Taxation of Gifts, Prizes, and Awards Policy (0603), as presented.

TAXATION OF GIFTS, PRIZES, AND AWARDS

PURPOSE

The purpose of this policy is to ensure that Westfield State University complies with all applicable laws and regulations, communicates expectations, and encourages ethical practices, socially responsible behavior, and fiscal responsibility with regard to the procurement and issuance of university funded gifts, prizes, and awards.

POLICY

Payments made from university funds, or items of value given to employees, are considered compensation subject to federal, state and employment tax withholding, and reporting on Form W-2, unless a specific exemption applies. Payments made or items of value given to students and non-employees are considered gross income to the recipients reportable on Form 1099-MISC, unless a specific exemption applies. Departments are required to provide the Financial Accounting office with identifying information for all recipients of gifts, prizes, and awards.

DEFINITIONS

Employee – Any individual currently performing services at the university which are compensated through the payroll office and receiving a Form W-2 at the conclusion of a calendar year.

Student – Any individual enrolled in a minimum of one course for credit at the time in which a gift, prize, or award is issued.

Non-employee – Any individual not defined as an employee and/or student as described above.

In the case where an individual defined as a student is also defined as an employee, and vice versa, the circumstances of why a gift, prize, or award was issued will determine the prevailing role for taxation purposes.

Gift – A cash or non-cash item given as a gesture of goodwill or appreciation, or in recognition of, or in connection with a holiday season, or some other purpose not specifically related to regular job performance. Examples may include holiday or birthday gifts.

Award – A cash or non-cash item given to show thanks, support, goodwill, or recognition of an outstanding accomplishment. Examples include achievement in teaching, research, retirement, or other job performance related activity.

Prize – A cash or non-cash item given at random or as a result of chance, not directly related to job or academic performance. Examples include random door prizes and raffles at university sponsored events.

De minimis – A threshold or maximum amount for single item, single event gifts, prizes, and awards where tracking for tax purposes is unreasonable and administratively impractical. The de minimis principle applies only for non-cash or cash equivalent gifts, prizes, and awards which are only given on an occasional basis.

Non-functional item – Any gift, prize, or award which is personalized or engraved, making it unable to be re-sold or used. Such items are deemed only to have sentimental value and no market value; therefore these items qualify as de minimis. Examples of valid items include engraved plaques and floral arrangements. Items composed of valuable metals or materials (e.g. gold or silver) do not qualify as resale is still possible after engraving or personalization.

Single item – A single gift, prize, or award granted to a single individual for a single distinct purpose at a single defined event.

Event – For the purposes of this policy, an event is considered to either be any occasion taking place during one day or a specifically defined occasion that may take place over multiple days.

NON-TAXABLE ITEMS

1. De minimis gifts, prizes, and awards are items valued below \$50 and meeting all requirements of the definitions of *de minimis*, *single item*, and *event* stated above.
2. Employee recognition awards given only for length-of-service or safety are not taxable when meeting the following criteria:
 - a. They are awarded in a meaningful presentation that emphasizes the purpose of the award.
 - b. The value of the award funded by the University may not exceed \$400 per year per employee.
 - c. Must not be cash or a cash equivalent.
 - d. For length-of-service, they must not be granted more frequently than every 5 years.
 - e. For safety, they cannot be given to greater than 10% of eligible employees during a calendar year, and managers, administrators, clerical, and professional staff are ineligible for the award.

3. Other items may not be taxable. If there is any question on whether a gift, prize, or award is taxable or not, the department must request that a determination be made by the Associate Vice President of Finance.

PROCEDURES

A. PROCUREMENT

1. Gifts, prizes, and awards are allowed to the extent the expense is reasonable and necessary to carry out the mission of the University. They may not be lavish or extravagant and must comply with any funding source restrictions. This is in accordance with the Trust Fund Guidelines of the Massachusetts Board of Higher Education and of Westfield State University.
2. Proper classification of payments is necessary to differentiate between awards, gifts, prizes, or any other items.
3. All procurement policies and procedures must be followed.
4. The purchase of gift cards/certificates is strictly prohibited.
5. Gifts and awards for student-athletes are additionally governed by NCAA policies. Departments must be in compliance with these policies when completing requisitions to purchase items of this nature.

B. ISSUANCE

1. Gifts, prizes, and awards must not be issued without first collecting identifying information on all recipients.
2. Information must be documented on the **Gift/Prize/Award Reporting Form**. The form is located on the myWestfield Documents and Policies SharePoint. For large quantities of recipients in a single event, a spreadsheet may be attached.
3. All recipients must sign the Gift/Prize/Award form or a log sheet to certify that they received an item.

C. PAYMENT

1. All Gift/Prize/Award forms must be included when submitting Authorization-to-Pay (ATP) forms for purchased gifts, prizes, and awards.

2. Financial Accounting staff will determine taxability and person status based on the information provided on Gift/Prize/Award forms. Employee information will be forwarded to the Payroll office for entry onto the individual's next paycheck; tax and FICA withholdings will be made. Students and non-employees' information will be entered into the 1099-MISC database of the Banner accounting system. Form 1099-MISC is only issued to individuals with a calendar year total income of at least \$600.

EMPLOYEE ACCEPTANCE OF GIFTS

All employees of the University (benefitted and non-benefitted) are considered state employees for the purposes of the Massachusetts Conflict of Interest Law (MGL c. 268A). In accordance with this law, employees may not accept gifts and gratuities valued at \$50 or more given to influence their official actions or because of their official position. Exemptions for MGL c. 268A are included in Massachusetts regulations 930 CMR 5.00.

ENFORCEMENT

Identifying information must be provided to the Financial Accounting department so that tax reporting can occur in compliance with the Internal Revenue Code and any state regulations. Violations of this policy will result in a written warning being issued to the department head. Repeated warnings will result in the department having all non-essential purchases frozen for a period of time as determined by the Vice President of Administration and Finance.

TRAINING AND COMMUNICATION

The Financial Accounting department will offer training documents for complying with this policy as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.

REVIEW

This policy shall be reviewed every three years by the Associate Vice President of Finance.

Westfield State University

Policy concerning

Section Administrative

Number 0603

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APPROVED: February 2016

REVIEWED: ~~March 2023~~ October 2024

TAXATION OF GIFTS, PRIZES, AND AWARDS

PURPOSE

The purpose of this policy is to ensure that Westfield State University complies with all applicable laws and regulations, communicates expectations, and encourages ethical practices, socially responsible behavior, and fiscal responsibility with regard to the procurement and issuance of university funded gifts, prizes, and awards.

POLICY

Payments made from university funds, or items of value given to employees, are considered compensation subject to federal, state and employment tax withholding, and reporting on Form W-2, unless a specific exemption applies. Payments made or items of value given to students and non-employees are considered gross income to the recipients reportable on Form 1099-MISC, unless a specific exemption applies. Departments are required to provide the Financial Accounting office with identifying information for all recipients of gifts, prizes, and awards.

DEFINITIONS

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Award – A cash or non-cash item given to show thanks, support, goodwill, or recognition of an outstanding accomplishment. Examples include achievement in

Westfield State University

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Section Administrative

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APPROVED: February 2016

REVIEWED: ~~March 2023~~ October 2024

teaching, research, retirement, or other job performance related activity.

Prize – A cash or non-cash item given at random or as a result of chance, not directly related to job or academic performance. Examples include random door prizes and raffles at university sponsored events.

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 - e. For safety, they cannot be given to greater than 10% of eligible employees during a calendar year, and managers, administrators, clerical, and

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APPROVED: February 2016

REVIEWED: ~~March 2023~~ October 2024

professional staff are ineligible for the award.

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PROCEDURES

A. PROCUREMENT

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Westfield State University

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APPROVED: February 2016

REVIEWED: ~~March 2023~~ October 2024

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Westfield State University

Policy concerning

Section Administrative

Number 0603

Page 5 of 5

APPROVED: February 2016

REVIEWED: ~~March 2023~~ October 2024

REVIEW

This policy shall be reviewed every three years by the Associate Vice President of ~~Administration and~~ Finance.



Board of Trustees

October 23, 2024

MOTION

The Financial Affairs Committee recommends approval to the full Board:

To conditionally approve the FY25 campus budget, as presented, including, but not limited to the following elements: operating budget, capital budget, vehicle lease/purchase program and sponsorships . Conditional approval requires a full review of a revised 2025 budget for the December 9, 2024 meeting. Further, to authorize the President and/or the Vice President for Administration and Finance to make budget adjustments to these funds as allowed in the Trust Fund Management Policy (0604).

Westfield State University
Financial Affairs Committee

FY25 Operating Budget
October 23, 2024

Executive Summary

The University utilizes a Provisional FY25 Budget approach to allow more time for better information on key metrics such as enrollment, occupancy, and meal plan participation as well as state appropriation. The Provisional FY25 budget projected a budget imbalance of \$3.7M, with a commitment to provide a final balanced budget at the October Board of Trustees meeting. The campus is now seeking final approval for the FY25 October Budget with the accompanying budget balancing strategies. The focus of this document is to provide a written context on key revenue and expense changes and major variances from the FY24 Budget to the FY25 October Budget.

The campus was able to present a balanced FY25 October Budget due to following balancing strategies:

- Glidepath Use of Reserves (Year 3) - \$1.6M
- Additional DGCE Contribution - \$0.2M
- A 1% Retention Improvement Target - \$0.4M
- Enrollment Related Revenue Recognition - \$0.4M
- Vacancy Savings - \$0.3M
- Release of Prior Year Unspent Innovation Funds - \$0.4M

Review of FY24 Year End

- Revenue was up by \$4.9M over budget primarily due to \$3M in unbudgeted state appropriation and higher than budgeted grant revenue (1.1M).
- Expenses were under budget by \$5.1M primarily due to savings on Residential Life debt refinancing (\$3.1M), unspent rollovers (\$2.6M), and general underspending in utilities, dining, and debt service. This was offset by overspending in the adjunct budget and financial aid.
- Major budget variances in FY24 were analyzed prior to establishing a baseline FY25 budget. Top budget variances were unspent rollover funds/underspending and financial losses in Residence Life due to lower than breakeven occupancy at 63%.

FY25 Budget Planning Process

The FY25 Budget Planning Process was centered on making strategic investments thereby aligning financial resources toward progress on the presidential goals of Enrollment, Culture, and Financial Health through reallocation; \$6.1M of resources were allocated as follows:

- Culture - \$0.1M
- Economic Health - \$1.5M
- Enrollment - \$0.5M
- One-time Investments in Capital & IT - \$4.1M

Additional position investments were made in academic affairs in the Grants Office and Institutional Research after most of the budget allocations were made.

Enrollment

The campus is estimating an additional 126 entering class student increase which has been factored into the October budget. Overall, the annual average full time undergraduate enrollment of billable students is anticipated to be 2,932, which is 72 students higher than the prior year budget of 2,860, a 2.5% increase. The campus is experiencing enrollment growth mainly due to the higher discount rate of 30% for first year students, versus the previous rate of 13%. The additional enrollment is expected to have a positive impact on residential hall occupancy and dining program participation rates. The campus utilizes an average annual enrollment by semester and factors in historical average declines from fall to spring to arrive at an annual projected total. The DGCE enrollment budget is projected to remain relatively flat with no major adjustments to the enrollment assumptions. Any growth realized will most likely be attributed to graduate enrollment, with a minor expectation of a 17-student increase over the prior year.

Revenue

Revenue has increased significantly from the FY24 Budget to the FY25 October budget by \$9.2M, mainly due to the following:

- \$4.0M of state appropriation for collective bargaining
- \$4.0M of tuition and fee revenue for the day division as well as housing and dining; based on a 72 student FTE gain over prior year and approved fee increases.
- \$2.5M of additional grant revenue
- \$1.2M of DGCE revenue, now recognizing fee increases and minor enrollment gains in the graduate segment.
- (\$2.2M) of revenue from FY24 was ARPA funds, which are not available in FY25
- (\$0.4M) lower bookstore commissions and other trust fund revenues

Expenses

Expenses have increased from the FY24 Budget to the FY25 October budget by \$15M. Major changes are as follows:

- \$2.9M increase in Compensation and Fringe related collective bargaining; offset by lower fringe costs due to increase in state appropriation (typically, state appropriation allocations are not known at the time budgets are prepared).

- \$5.4M increase to department operations due to \$1.2M strategic investments made during the FY25 Budget Planning Process, most are net neutral by way of repurposing existing funds; and \$3.5M of rollovers from prior year unspent special funds, Economic Progress, Reinvestment Fund, Innovation Fund, etc.
- \$2.4M increase to Financial Aid due to the 30% tuition discount model that was put in place in FY25.
- \$1.3M of additional capital projects; \$1M is funded by the use of reserves for deferred maintenance.
- DGCE \$0.9M as FY25 expenses include collective bargaining, a \$200k investment in marketing, and an additional \$300k contribution to the campus to support the two-college structure.
- \$2.1M Residential Life includes CBA; Lammers renovation projects; and MSCBA debt.
- \$0.6M Dining capital investment to upgrade Tim & Jeanne's, collective bargaining, and a rollover of unspent prior year capital funds due to timing.
- \$1.0M Grants, net neutral to the bottom line, no impact on the operating budget.
- (0.9M) represents FEMA spending progress.

Reserves

The overall campus use of planned cash reserves has increased from the FY24 Budget by \$2.4M as follows:

- \$2.8M capital projects - \$1M for deferred maintenance; \$1M Ely pool restoration; \$0.8M Switchgear project
- \$1.7M Residential Life use of reserves to resolve their funding gap
- (\$2.0M) Lower use of glidepath use of reserves due to budget balancing activities, higher enrollment, and the use of residential life reserves instead of operating funds.

Total budgeted rollover requests equal \$9.1M vs \$8.9M in FY24.

Total planned use of cash reserves equal \$6.1M vs \$3.7M in FY24.

Summary

Revenue growth through enrollment and alternative revenue sources continues to be one of the highest campus priorities as the industry prepares for the future enrollment cliff, which projects a 15% decline in graduating high school seniors between 2025 and 2029. The financial aid discounting strategy has been paramount to our recent success in increasing enrollment year over year. Developing a successful retention strategy is crucial to enrollment stabilization as enrollment has a compounding effect through several fiscal years.

Financial challenges of ongoing rollovers and campus underspending creates a complexity to resource planning and communication. The campus must evaluate the entire rollover process and migrate to a limited rollover approach and a new reporting strategy.

Many campus activities to increase enrollment are underway focusing on enrollment, retention, alternative revenue streams such as summer conference revenue and fundraising. Grants have also increased, though most have minimal impact to the bottom line (grant expenses offset grant revenue), but instead focus on affordability, student enrichment, and student outcomes.

The strategic planning process is underway, which leadership and multiple groups are now fine tuning the recommendations for each goal. The results of the strategic planning process is expected to sharpen our focus on opportunities for growth and investments over the next five years.



Westfield State University

Board of Trustees

Financial Affairs Committee

October 23, 2024



Agenda

- FY24 Year-End Financial Overview
- FY25 Resource Allocation Strategy
- FY25 Financial Accomplishments
- Key Financial Issues
- Financial Metrics/KPI's
- FY26 Budget Planning Strategy

Fiscal Year : July 1st - June 30th

Financial Report (Consolidated)

Quarter Ending June 30, 2024

Financial Report (Consolidated)						Fav/(Unfav)		
Quarter Ending June 30, 2024	Annual FY24		FY24		FY24	Budget		
	Budget		4th Qtr Budget		4th Qtr Actual	Variance		
Revenue								
University/SGA	\$	81,711,846	\$	81,711,846	\$	85,916,088	\$	4,204,242
CGCE		12,140,783		12,140,783		12,964,603		823,820
Residential Life		14,541,806		14,541,806		14,059,519		(482,287)
Dining Services		9,618,607		9,618,607		9,671,959		53,352
Total Revenue	\$	118,013,042	\$	118,013,042	\$	122,612,170	\$	4,599,128
Expenses/Transfers								
University/SGA	\$	85,709,362	\$	85,709,362	\$	84,339,775	\$	1,369,588
CGCE		12,340,783		12,340,783		12,176,637		164,146
Residential Life		18,638,776		18,638,776		15,525,880		3,112,896
Dining Services		10,231,159		10,231,159		9,747,520		483,639
Total Expenses/Transfers	\$	126,920,081	\$	126,920,081	\$	121,789,812	\$	5,130,269
Net								
University/SGA	\$	(3,997,516)	\$	(3,997,516)	\$	1,576,314	\$	5,573,830
CGCE		(200,000)		(200,000)		787,966		987,966
Residential Life		(4,096,970)		(4,096,970)		(1,466,360)		2,630,610
Dining Services		(612,552)		(612,552)		(75,561)		536,991
Total	\$	(8,907,038)	\$	(8,907,039)	\$	822,359	\$	9,729,397

Notes:

1. This report provides a internally compiled summary of the revenues and expenses of Westfield State University for the subject period.
This information is unaudited and is for internal management purposes only.
2. This report does not include all revenues/expenses that will be included in the University's financial statements such as unbudgeted items (i.e. Investment gains/state capital appropriations), accounting year-end adjustments (i.e. GASB's, depreciation, state capital appropriation spending).

Primary Reasons for \$9.7M Variance

- a. Underspending rollovers \$4.6M (capital, special funds, other trust funds)
- b. One Time Debt Savings Res Life Refinancing - \$3.0M
- c. CGCE (DGCE) \$987k, higher revenue and lower actual expenses (more marketing in FY25)
- d. Dining - \$536k, unspent rollover for equipment/furniture (timing, will spend in FY25)

FY25 Resource Allocation Strategy

- Support Institutional Priorities
 - Enrollment
 - Economic Health
 - Culture
- Enhance multi-year financial planning (5 year plans)
- Link resource decisions to campus strategies/priorities (see summary)
- Utilize re-allocation of funds model
- Capital and Technology – zero based budgets
- Incremental budgeting model
- Pivoted to support new Academic Resource Requests

FY25 Financial Accomplishments

- Aligned resource allocations to campus strategies
- Implemented pooled budget process for position funding
- Created new positions for Academic Affairs to support grants, faculty center, and institutional research
- Provided funding to support Colleges structure/faculty positions (\$868k)
- Allocated \$4M to capital/deferred maintenance
- Funded start up and transition for new Learning Management System (\$275k) in 2025
- Multiple Enrollment investments
- Continuation of the Innovation Fund - \$800k

Key Financial Issues

- Rollover Funding (\$9.2M)

- Grown substantially in recent years, continually underspent
- FY24 – budgeted \$8.9M (includes planned use reserves), spent \$2.6M
- Distorts budget reporting/resource allocation

Next Steps:

- Restructure Budgeting/Expense tracking for rollovers in FY25 for FY26
- Improve review process and implement new guidelines

- Ongoing losses in Residential Life (\$5.3M)

- Occupancy Challenges (FY24 – 63%, FY25 fall – 68%)
- Deferred Maintenance increasing

Next Steps:

- Expand non-traditional use, adjust capacities, re-purpose spaces

Westfield State University
FY25 Enrollment Target

9/18/2024

	FY24 October Budget	FY24 Actual	FY25 October Budget	Variance YoY
	<i>a</i>		<i>b</i>	<i>= b-a</i>
New Freshman	704	703	830	126
Transfers	200	200	208	8
Returning	2,212	2,221	2,101	(111)
Total Fall	3,116	3,124	3,139	23
Spring Melt Rate 10%	2,804	2,812	2,825	20
Average Billable	2,960	2,968	2,982	22
Less: XRG	(100)	(100)	(50)	50
Adjustment: Other				
Full Year Average Billable Students	2,860	2,868	2,932	72

	FY24 October Budget	FY24 Actual	FY25 October Budget	Variance YoY
	<i>a</i>		<i>b</i>	<i>= b-a</i>
Graduate	612	654	628	17
PA	60	61	58	(2)
Undergraduate	652	592	651	(1)
Total CGCE Student FTE Conversion	1,323	1,306	1,338	14
Total UG & CGCE FTE	4,184	4,174	4,269	86

Notes:

1. DGCE provided credit hours which were converted into billable students. Received UG Day division freshmen and transfers from Admissions
2. Backed into total returning students using estimated 10% melt rate, and avg and XRG estimates.

Westfield State University
FY25 Preliminary October Budget Balancing

	Preliminary October	Notes
FY25 October Budget Imbalance (estimated)	\$ 3,273,000	Factors new enrollment projection of 2,904; increase of 83, & \$500k unresolved allocation at FY25 Budget Process
Budget Balancing Recommendations:		
Glidepath	\$ 1,636,500	50% reserves
Additional DGCE Contribution	\$ 200,000	Inflationary impacts have not been passed on to DGCE overhead charge
1% improvement to retention	\$ 388,125	Impacts to operating budget, dining, and res life calculated
Revenue Recognition	\$ 350,000	Achieved by additional enrollment
Temporary Hiring Pause	\$ 298,375	
Innovation Fund - Release to fund reallocations	\$ 400,000	Current unallocated is \$1.3M
Total Budget Balancing Actions	\$ 3,273,000	
Remaining to Solve	\$ -	

Note:

Vacancy Savings topside of \$3.7M was removed from the FY25 October Budget Model

FY25 October Budget Deficit reflects an increase to enrollment of 83 from the Provisional Budget

Dining and Residential Life Additional Revenue are factored into the FY25 October Budget Deficit w high level calculations

Westfield State University
FY25 October Budget
Use of Reserves / Rollovers

FY24 Preliminary Reserve Assumptions	Existing Budgeted Funds <i>Smooths Timing Issues</i>	Draw from Cash Reserves <i>Reduces Liquidity</i>	Total
Capital Rollover	\$ 2,038,822	\$ 2,788,135	\$ 4,826,957
Other Trust Fund Rollover	\$ 372,638		\$ 372,638
Operations Rollover	\$ 3,734,241		\$ 3,734,241
CURCA	\$ 48,950		\$ 48,950
CGCE Marketing Rollover	\$ 200,000		\$ 200,000
FEMA Rollover	\$ 549,547		\$ 549,547
Dining Equipment Replacement	\$ 300,000		\$ 300,000
Innovation Fund Rollover	\$ 953,329		\$ 953,329
Lammers Project - Rollover	\$ 983,109		
Residential Life Reserves to cover the deficit and partial 5% reserve minimum		\$ 1,662,160	\$ 1,662,160
Glide Path Strategy 50% Split		\$ 1,636,500	\$ 1,636,500
Total	\$ 9,180,635	\$ 6,086,795	\$ 15,267,430

Ref	Strategic Goal	Key Initiative	Request Amount	
IA-14	Culture	RIDE Coordinator Into Permanent Funding Source - Position #00325201	\$ 84,569	
	Culture Total		\$ 84,569	
A&F-3	Economic Health	Facilities Contractual Increases and Compliance Requirements	\$ 425,000	
A&F-4	Economic Health	Information Technology Contractual Increases for Software, Hardware and Campus Network.	\$ 518,150	
A&F-7	Economic Health	Hire 3 New FT IT staff: LMS Training Specialist, Plato Admin Support Specialist, Technologist for Lab Suppo	\$ 275,000	
Athl.-6	Economic Health	Team Physician	\$ 10,000	
Athl.-7	Economic Health	Contractual Increases	\$ 10,445	
EMSA-13	Economic Health	Electronic Medical Record	\$ 24,000	
EMSA-15	Economic Health	Removal of staff positions from SGA programming fund	\$ 180,000	
IA-8	Economic Health	Advancement Services Coordinator	\$ 71,680	
	Economic Health Total		\$ 1,514,275	
Athl.-2	Enrollment	Meal Replacement	\$ 10,000	
Athl.-3	Enrollment	Part Time Head Coaches	\$ 13,110	
Athl.-4	Enrollment	Student Athlete Per Diem	\$ 36,000	
EMSA-1	Enrollment	GA Transfer Recruiter	\$ 4,500	
EMSA-2	Enrollment	Marketing/CRM Specialist	\$ 94,276	
EMSA-3	Enrollment	Multicultural recruiter	\$ 65,000	
EMSA-4	Enrollment	Additional tour/campus events	\$ 34,000	
EMSA-5	Enrollment	additional UG/TR admissions travel	\$ 16,000	
EMSA-6	Enrollment	College Board Subscription	\$ 48,000	
EMSA-7	Enrollment	Common App subscription	\$ 38,000	
EMSA-8	Enrollment	Niche subscription	\$ 24,000	
EMSA-10	Enrollment	Campus Work Initiative	\$ 20,000	
EMSA-11	Enrollment	Extension of counseling hours and psy services	\$ 25,000	
EMSA - NEW	Enrollment	EAB Base Funding for Admissions	\$ 65,000	
	Enrollment Total		\$ 492,886	
	Grand Total		\$ 2,091,730	a
Ref	Strategic Goal	Key Initiative	Request Amount	
A&F-1	Economic Health	Annual Facilities Capital Allocation	\$ 2,894,000	
A&F-2	Economic Health	Information Technology Annual Capital Allocation & Lifecycle Replacements	\$ 1,181,000	
	Total One Time Investments Capital & IT		\$ 4,075,000	b
	Total Base Funded and One Time Strategic Investments Through the FY25 Budget Process		\$ 6,166,730	a + b c
	Academic Affairs Investments (Includes Fringe at 45.05%)		Incremental Amount Only*	
	Faculty Positions		\$ 722,437	
	Two College Structure		\$ 146,373	
	Academic Affairs Additional Positions (Grants, Inst. Research, Faculty Center)		\$ 456,908	
	Total Academic Affairs Investments - additive to the base budget		\$ 1,325,718	d
	Grand Total - All Funding Allocations		\$ 7,492,448	= c + d

Westfield State University
FY25 October Budget

	a	b	c	d = b + c	d - a	% Change YoY B/(W)	% Change YoY	Budget Variance YoY Commentary
	FY24 Final October Budget	FY25 October Budget (Excl. Rollovers/Timing)	FY25 Rollovers	FY25 October Budget	Budget Variance YoY B/(W)			
Revenue:								
State Appropriation	36,610,982	40,520,761		40,520,761	3,909,779	11%		CBA & minor formula funding increase
Total Tuition/Fee Revenue	33,731,605	35,546,835	208,000	35,754,835	2,023,229	6%		Enrollment Incr. YoY 72 students & Fee Increases
Foundation	1,195,500	1,213,500		1,213,500	18,000	2%		
Grant Revenue	2,632,937	5,103,333		5,103,333	2,470,396	94%		Mass Grant Plus Expansion \$2M; Federal Grants \$400k
Other Revenue	5,347,103	3,732,194	1,226,821	4,959,015	(388,088)	-7%		Lower Bookstore Commissions & DTF Rollover Revenue
DGCE	12,140,783	13,410,276		13,410,276	1,269,493	10%		Previously held steady state, now reflects spending plan under new leadership
Residential Life	14,541,806	15,420,590		15,420,590	878,784	6%		Impact of enrollment & fee increases
Dining Services	9,618,608	10,806,937		10,806,937	1,188,329	12%		Impact of enrollment increase & fee increases
Grants: ARPA	2,193,719	-		-	(2,193,719)	-100%		ARPA Grant exhausted
Total Revenue	\$ 118,013,042	\$ 125,754,425	\$ 1,434,821	\$ 127,189,246	\$ 9,176,204	8%		
Reserve Funding - Rollovers & Timing								
Planned Use of Reserves	3,031,451			7,141,813	4,110,363	136%		Innovation Fund, Lammers Project, and Economic Progress Fund Rollover
Capital Rollover	1,819,618			2,038,822	219,204	12%		
FEMA Rollover for Capital Projects	377,637			(377,637)	(377,637)	-100%		Represents spending progress
Total Reserve Funding - Rollovers & Timing	\$ 5,228,705	\$ -	\$ -	\$ 9,180,835	\$ 3,951,930	76%		
Total Resources	\$ 123,241,748	\$ 125,754,425	\$ 1,434,821	\$ 136,369,881	\$ 13,128,134	11%		
Expense:								
Compensation & Fringe	48,658,439	51,421,383	78,755	51,500,138	2,841,700	6%		Mainly CBA
Department Operations	14,862,763	16,534,771	3,734,241	20,269,011	5,406,249	36%		FY25 Approvals \$1.2M; Rollovers \$3.5M
Utilities	3,403,383	3,403,383		3,403,383	-	0%		
Financial Aid	4,443,151	6,826,425		6,826,425	2,383,274	54%		30% Tuition Discount for 1st years
Debt Service	1,488,098	1,513,984		1,513,984	25,886	2%		
Contingency	650,000	650,000		650,000	-	0%		
Capital Investments	6,127,946	5,363,135	2,038,822	7,401,957	1,274,011	21%		\$1M added in FY25 for deferred maintenance; Lammers Project
DGCE	9,590,305	10,313,425	200,000	10,513,425	923,120	10%		Additional Contribution \$200k, \$146k to solve for 2 college structure
Residential Life	20,133,499	21,236,358	983,109	22,219,467	2,085,968	10%		Capital Projects & CBA; Lammers IT was spent in FY24 instead of FY25
Dining Services	9,170,507	9,424,483	300,000	9,724,483	553,976	6%		Increase to capital contingency
Strategic Investments	351,581	328,677		328,677	(22,904)	-7%		Moved to fund FY25 Strategic Requests
All Other - Grants & OTF's	5,220,463	4,425,197	1,777,654	6,202,850	982,387	19%		
Innovation Fund	1,359,976	400,000	953,329	1,353,329	(6,647)	0%		
FEMA Reimbursement Funds	1,459,972	-	549,547	549,547	(910,425)	-62%		Reflects spending progress
Total Expense	\$ 126,920,081	\$ 131,841,221	\$ 10,615,456	\$ 142,456,676	\$ 15,536,595	12%		
Net Result Fav/(Unfav)	\$ (3,678,333)	\$ (6,086,795)	\$ (9,180,635)	\$ (6,086,795)	\$ (2,408,462)	65%		
Use of Reserves - Cash								
Capital Projects		\$ 2,788,135		\$ 2,788,135	\$ 2,788,135			
Residential Life - Reserves		\$ 1,662,160		\$ 1,662,160	\$ 1,662,160			
Glide Path Use of Reserves	\$ 3,678,333	\$ 1,636,500		\$ 1,636,500	\$ (2,041,833)	-56%		Lower due to campus balancing strategy
Total Use of Reserves - Cash	3,678,333	6,086,795	-	6,086,795	2,408,463	65%		
Difference Incr/(Decr)	-	-	(9,180,635)	-	-			

Westfield State University
FY25 Detailed Budget by Trust Fund
FY25 October Budget

	Operating Budget	FEMA Fund	Innovation Fund	Grants	Capital Project Fund	DGCE	Residential Life	Dining Services	Other Trust Funds	FY25 Provisional Budget
Revenue										
Scholarship Allowance				(14,660,448)						(14,660,448)
Tuition and Fees	35,754,835					13,410,276			208,000	49,373,111
Federal Grants and Contracts				10,803,781						10,803,781
State Grants and Contracts				8,565,000						8,565,000
Private Grants and Contracts				395,000					-	395,000
Residence Fees							15,148,864			15,148,864
Dining Fees								10,806,937		10,806,937
Other Operating Revenues	595,085						249,726		1,226,821	2,071,632
Commissions	214,109						22,000			236,109
State General Appropriations	40,520,761									40,520,761
Foundation Support	1,213,500									1,213,500
Innovation Fund			800,000							800,000
Investment Income	1,915,000									1,915,000
Total Revenue	80,213,290		800,000	5,103,333	-	13,410,276	15,420,590	10,806,937	1,434,821	127,189,246
Planned Use of Reserves	3,734,241	549,547	953,329	48,950		200,000	983,109	300,000	372,638	7,141,813
Capital - Rollover / Timing					1,538,822		500,000			2,038,822
Total Rollovers / Timing	3,734,241	549,547	953,329	48,950	1,538,822	200,000	1,483,109	300,000	372,638	9,180,635
Total Resources	83,947,530	549,547	1,753,329	5,152,283	1,538,822	13,610,276	16,903,699	11,106,937	1,807,459	136,369,881
Expenses										
Personnel	47,737,639			336,000		4,496,028	2,674,720	2,530,243	53,466	57,828,095
Fringe Benefits	3,762,500			152,587		1,977,898	1,204,961	1,159,533	25,289	8,282,768
Operations	19,719,464			3,889,746		3,964,499	3,249,717	5,446,375	1,728,705	37,998,505
Strategic Investments	328,677									328,677
Utilities	3,403,383						2,320,729			5,724,112
Debt Payments	1,513,984							540,685		2,054,669
FEMA Reimb. Spending Plan		549,547								549,547
Operating Contingency	650,000							47,647	-	697,647
Capital Projects					7,243,562			-		7,243,562
Scholarships	6,826,425			725,000		75,000	465,721	-	-	8,092,146
Transfers	(1,011,649)		400,000	48,950	(3,916,605)	3,096,851	-	1,382,454		-
MSCBA Assessment							12,303,619			12,303,619
Innovation Fund Expenditures			1,353,329							1,353,329
Total Expense and Transfers	82,930,422	549,547	1,753,329	5,152,283	3,326,957	13,610,276	22,219,467	11,106,937	1,807,459	142,456,676
Net Revenue over Expense	1,017,108	-	-	-	(1,788,135)	-	(5,315,768)	-	-	(6,086,795)
Capital - Use of Cash Reserves	1,000,000				1,788,135					2,788,135
Residential Life Reserves							1,662,160			1,662,160
Glide Path - Cash Reserves	1,636,500									1,636,500
Total Use of Reserves	2,636,500	-	-	-	1,788,135	-	1,662,160	-	-	6,086,795
Net Surplus/(Loss)	3,653,608	-	-	-	-	-	(3,653,608)	-	-	-

Notes:

1. Other Operating Revenues consist of parking, application fees, phone fee, non-credit program revenue and other miscellaneous fees
2. Transfers represent the movement of cash from one trust fund to another

			Funding Source					Total	
			Campus	Rollover Incomplete FY24 Projects	Campus Funded from Use of Reserves	DCAMM	MSCBA Debt Release Funds		MSCBA
Deferred Maintenance									
Physical Plant Projects									
1	Deferred Maintenance & Project Mgmt	Y	685,019			4,016,334		T.B.D.	4,701,353
2	Water Main Repairs/Replacement	Y	400,000						400,000
3	Scanlon Hall 3rd Floor Partial Renovation	Y	300,000						300,000
4	Replacement Fire Reporting System / City of Westfield	Y	250,000						250,000
5	Critical Repair Contingency	Y	140,000						140,000
6	Critical Equipment Repair		93,981						93,981
7	Facilities Planned Equipment Replacement	Y	150,000						150,000
8	CODE- Sprinkler Heads & Escutcheon	Y	125,000						125,000
9	Facilities Master Plan	Y	100,000						100,000
10	Emergency Equipment Failure	Y	100,000						100,000
11	Emergency Infrastructure Failure	Y	100,000						100,000
12	CODE- Fire Damper Study & Testing	Y	100,000						100,000
13	Steam Line Emergency repairs	Y	100,000						100,000
14	Central Feed Water Pump Replacement	Y	100,000						100,000
15	CODE -Storm Water Mgt Plan, Testing & Repair	Y	50,000						50,000
16	Ely Library Certified Study	Y	50,000						50,000
17	Facilities Studies		50,000						50,000
Sub-total			2,894,000	-	-	4,016,334	-	-	6,910,334
Information Technology									
18	ODA Hardware Replacement		350,000						350,000
19	LMS Upgrade		225,000						225,000
20	Faculty Staff Lifecycle		200,000						200,000
21	Classroom Technology Lifecycle		150,000						150,000
22	Campus Computer Labs Lifecycle		125,000						125,000
23	Science Wing Network Upgrades		76,000						76,000
24	Banner Upgrades		55,000						55,000
Sub-total			1,181,000	-	-	-	-	-	1,181,000
Total			4,075,000	-	-	4,016,334	-	-	8,091,334
Projects Funded via Rollover									
25	Rollover Facility Projects	Y		895,444					895,444
26	Rollover for DCAMM Projects	Y		578,798					578,798
27	Rollover for IT Projects			64,579					64,579
28	Rollover for Dining Services								-
29	Rollover - Lammers (Hot water, Dryer)						500,000		500,000
Subtotal - Rollovers for FY24 Projects			-	1,538,822	-	-	500,000	-	2,038,822
Other - Use of Cash Reserves									
30	Ely Pool Restoration				1,000,000				1,000,000
31	Switchgear Testing & Repairs				788,135				788,135
Sub-total			-	-	1,788,135	-	-	-	1,788,135
Grand Total			4,075,000	1,538,822	1,788,135	4,016,334	500,000	-	11,918,291

Notes:

1) MSCBA Projects are not yet known at the time of planning and may change as final decisions are made

FY25 October Capital Budget - Institutional Projects; Facilities & Non-Facilities

Item	Type	Project	Estimated Construction Cost / Match	Description
1	F&O	Ely Pool Restoration (DCAMM)	3,701,097	General pool renovations, safety & code upgrades and HVAC replacement
2	F&O	Facility Emergencies (DCAMM)	250,000	Match placeholder for emergency projects added to the DCAMM plan
3	F&O	R22 Replacement (DCAMM)	1,421,609	Replacement of equipment and coolant
4	F&O	Match Relief (DCAMM)	158,395	Match relief allowed by DCAMM. Funds the Project manager
5	F&O	Parenzo Paving & Banacos Offset (DCAMM)	350,000	Paving done as change order to project that WSU reimburses for
6	F&O	Water Main Repairs/Replacement	400,000	Water main is failing, funds to repair and replace. Multi year plan
7	F&O	Scanlon Hall 3rd Floor Partial Renovation	300,000	Refresh for the occupants of Mod Hall closure
8	F&O	Replacement Fire Reporting System / City of Westfield	250,000	City is no longer supporting the existing fire monitoring on campus
9	F&O	Critical Repair Contingency	140,000	
10	F&O	Critical Equipment Repair	93,981	
11	F&O	Facilities Planned Equipment Replacement	150,000	Planned replacement of failing/obsolete equipment
12	F&O	CODE- Sprinkler Heads & Escutcheon	125,000	Code - replacement of the fire system sprinkler heads and escutcheons
13	F&O	Facilities Master Plan	100,000	Additional funds needed to complete the Facilities Master Plan
14	F&O	Emergency Equipment Failure	100,000	Emergency repairs to equipment interior and exterior
15	F&O	Emergency Infrastructure Failure	100,000	Emergency infrastructure repair
16	F&O	CODE- Fire Damper Study & Testing	100,000	Code required testing on the Fire system
17	F&O	Steam Line Emergency repairs	100,000	Continued Steam line repairs (multi year)
18	F&O	Central Feed Water Pump Replacement	100,000	Feed Water pump for the boiler room needs to be replaced
19	F&O	CODE-Storm Water Mgt Plan, Testing & Repair	50,000	Code required testing and repair
20	F&O	Ely Library Certified Study	50,000	Study to look at dehumidification in the Library
21	F&O	Facilities Studies	50,000	House Doctor studies
22	F&O	Switchgear Testing & Repairs	788,135	Study of Electrical Systems and Testing
Total Facilities Projects			\$ 8,878,216	

1	Non F&O	ODA Hardware Replacement	350,000	Hardware Banner Suite resides on is end of life/end of support (EOL/EOS)
2	Non F&O	LMS Upgrade	225,000	Migrating to a new LMS as the current version is EOL/EOS before end of FY25
3	Non F&O	Faculty Staff Lifecycle	200,000	Lifecycle Computers for Faculty and Staff
4	Non F&O	Classroom Technology Lifecycle	150,000	Lifecycle for Class Technology Replacements
5	Non F&O	Campus Computer Labs Lifecycle	125,000	Lifecycle for Computer Lab Replacements
6	Non F&O	Science Wing Network Upgrades	76,000	Wired/Wireless network gear is EOL/EOS
7	Non F&O	Banner Upgrades	55,000	Degree Works Upgrade, Oracle Patching (security updates for Banner database), Argos Prof Services (report development and migration)
Total Non-Facilities Projects			\$ 1,181,000	

Total FY25 Project Cost	10,059,216
Less: DCAMM Funding	-4,016,334
Less: FY24 Rollover for DCAMM Funding	-179,747
Total Campus Funding	\$ 5,863,135
Less: FY24 Approved Reserve Funding	\$ (1,788,135)
Ely Pool & Switchgear	
FY25 Net Campus Funding	\$ 4,075,000

Note:

- Funding may be from multiple sources; DCAMM, rollover funding from prior year, FY25 Campus Capital Budget
- Amounts represented above are estimates
- FY24 Reserve Funding of \$1.78M was approved for Ely Pool Repair and Switch Gear Upgrades

Westfield State University
FY25 Lease and Motor Vehicle Schedule

6/11/2024

Existing Vehicle Summary	Quantity	Cost/ Month	Annual Cost
Existing Lease Commitments:			
Facilities, Public Safety, Media Services, Mail Services, Catering,			
Information Technology	25	\$ 14,200	\$ 170,400
5% Escalation			\$ 8,520
Program Service fee			\$ 8,082
Vehicle Lease Contingency			\$ 27,621
FY25 Lease Schedule			\$ 214,623

FY24 Vehicle Lease Schedule \$ 214,623

FY25 Vehicle Lease Schedule \$ 214,623

Difference \$ -

Notes:

1. The annual budget amount for leased vehicles is \$225k.
2. The Reduction in leased vehicle costs is a result of a 1-time offer from Ford to replace 15 of the vehicles that we lease at a lower cost. As of June 2024, we have received 12 of the 15 vehicles that we ordered through this program.



Facilities & Capital Planning

Capital Spending/Deferred Maintenance Summary

FY2020 – FY2024

October 21, 2024

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Deferred Maintenance Spending	2,851,188	3,591,386	3,632,423	3,509,701	2,572,595	16,157,292
Non-DM Capital	500,727	345,730	687,278	908,018	688,223	3,129,977
ARPA Funding				810,290	1,740,796	2,551,086
DM Sub-total	3,351,915	3,937,116	4,319,701	5,228,009	5,001,614	21,838,355
Parenzo Hall DM	397,612		2,994,280	10,779,408	1,197,712	15,369,012
DM Total with Parenzo Hall	3,749,527	3,937,116	7,313,981	16,007,417	6,199,326	37,207,367

Note:

- a. Deferred Maintenance Spending includes DCAMM and University funds
- b. Non-DM Capital – Related expenses but not considered deferred maintenance (FF&E, consultants)
- c. Parenzo Hall DM – is an estimate based only on construction costs; total project cost was \$43M

Financial Metrics/KPI's - Draft

Metric	Frequency	Note
Composite Financial Index	Annually	Complete assessment of financial health including a composite of four financial ratios; Debt, Viability, Primary Reserve, Return Net Assets and Operating Revenues. Industry standard and required by Dept of Higher Ed.
Financial Aid Discount Rate	Annually	Institutional financial aid as a percent of total tuition and fees.
Change in Non-Tuition and Fee Revenue	Annually	Track changes in foundation, summer conferences and grants as a percent of the total revenue budget.
Cash Reserves	Quarterly	Includes all cash and investments.
Full Time Employees	Semi-Annually	Identifies total number of full time benefited employees.
Deferred Maintenance	Annually	Value of backlog and ongoing deferred maintenance.

FY26 Budget Planning Strategy

- Present FY26 Planning Parameters/Schedule (today)
- Review Enrollment/Financial Aid assumptions
- Review/Recommend FY26 fee changes
- Continue strategic resource allocation process
- Continue to foster Integrated Planning approach
- Support and develop Multi-Year Planning
- Revise rollover process, tracking and account ability

QUESTIONS & ANSWERS





Thank you

Westfield State University
Financial Affairs Committee

FY26 Budget Planning Assumptions and Timeline
October 23, 2024

The development of a campus budget for FY26 will follow a process similar to prior years for Trustee input, review and final approval. Discussions on preliminary planning assumptions is necessary to align campus planning and develop budget scenarios for the FY26 Budget. The campus will begin the planning process in the fall as soon as the FY25 enrollment is finalized. While much is still unknown at this point, the process must begin soon to lay the foundation to support an effective resource allocation model.

FY26 Planning Assumptions and Timeline:

FY26 Major Planning Assumptions

Revenues

- Enrollment – assuming flat first time first year, slight improvement to DGCE Graduate students.
- Retention improvement target of 1.0%
- Cost of attendance with a range of 2.0% - 2.5% (CPI for last 12 months through September is 2.4%).
- Potential Technology and Capital Fee Increases
- State Appropriation – flat (most increases fund collective bargaining increases)
- DGCE contribution funding remains fixed at \$3.1M.
- Residential Life increase align to CPI

Expenses

- Continue to fund Innovation Budget - \$800k
- Support year 2 of the 30% undergraduate student first year discount rate model.
- Department Operating Budgets – assumes no across the board increase.
- Expect Utilities to Increase by 2.0-4.0%
- Fund mandatory service contractual increases for services, facilities, and technology contracts.
- Salary Increases – assume non-collective bargaining expense increases (NUP's, CBA shortfall, auxiliaries, DGCE); collective bargaining increases funded by state.
- Benefit Rate – assume 46% based on a conservative historical average annual increase.
- Residence life – Expect continued deficit (\$5M – \$6M) due to a low occupancy and debt service.

Reserves

- Capital Projects – Rollover funding for capital projects not finished by year end.
- Assume continued rollover of special funds (Economic Progress, Reinvestment, Innovation Fund).
- Assumes continuation of glide path support.

Board of Trustees - FY26 Budget Planning Timeline

October 2024	• Discuss Preliminary Planning Assumptions • Budget Planning Calendar Distributed
December 2024	• Follow up on FY26 Planning Assumptions/Fees • Review Enrollment Projection
February 2025	• Approve Fee Recommendations (based on parameters)
April 2025	• FY26 Budget Update
June 2025	• FY26 Provisional Budget Approved • FY26 Capital Budget Approved
October 2025	• FY26 Final Budget Approved

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DAVID CARUSO

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Bridgewater, MA: Attend the Council of Presidents and Chief Administrative Officers meetings.	11/28-11/29	\$158.61	Hotel
		\$22.00	Meal Allotment
		\$124.84	Mileage
		\$305.45	TOTAL
Boston, MA: Attend NECHE Annual Conference.	12/05-12/08	\$660.27	Hotel
		\$91.00	Meal Allotment
		\$103.62	Mileage
		\$186.00	Parking
		\$955.00	Registration
		\$1,995.89	TOTAL
Worcester, MA: Visit Worcester State University for meeting regarding Teaching and Learning.	01/09	\$52.52	Mileage
		\$52.52	TOTAL
Boston, MA: Attend the Chief Academic Officers meeting.	02/27-02-28	\$29.50	Meal Allotment
		\$136.01	Mileage
		\$165.51	TOTAL
Buzzards Bay, MA: Attend the Chief Academic Officers Conference.	06/13-06/14	\$279.28	Hotel
		\$155.70	Mileage
		\$434.98	TOTAL
CARUSO TOTAL		\$2,954.35	

MICHAEL FREEMAN

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Springfield, MA: Attend Western Mass Developers Conference.	10/18	\$20.00	Registration
		\$20.00	TOTAL
Springfield, MA: Attend retirement celebration for Henry M Thomas III from Urban League of Springfield.	11/29	\$81.88	Registration
		\$81.88	TOTAL
Phoenix, AZ: Attend NCAA Convention.	01/10-01/14	\$625.97	Airfare
		\$1,301.32	Hotel
		\$57.00	Meal Allotment
		\$47.71	Parking
		\$19.72	Taxi
		\$600.00	Registration
Business Meal: Breakfast with Dick Lenfest to discuss athletics program.		\$25.88	Business Meal
Business Meal: Lunch with Dick Lenfest to discuss athletics program.		\$28.62	Business Meal
		\$2,706.22	TOTAL
FREEMAN TOTAL		\$2,808.10	

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KEVIN HEARN

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Baltimore, MD: To attend NACAC Conference. CANCELLED	09/21-09/23	\$475.00	Registration
		\$475.00	TOTAL
Washington, DC: Attend Executive Leadership Academy.	06/12-06/15	\$562.96	Airfare
		\$935.72	Hotel
		\$56.50	Meal Allotment
		\$22.24	Mileage
		\$69.76	Taxi
		\$1,647.18	TOTAL
Buzzards Bay/Salem, MA: Attend Chief Enrollment Officer meeting and the State VPSA meeting.		\$264.29	Hotel
		\$49.50	Meal Allotment
		\$221.77	Mileage
		\$10.85	Tolls
		\$546.41	TOTAL
HEARN TOTAL		\$2,668.59	

MICHELLE LEDOUX

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Plymouth, NH: Travel to Plymouth State University with President Thompson for NECHE site visit.	11/05-11/08	\$231.87	Mileage
		\$231.87	TOTAL
LEDOUX TOTAL		\$231.87	

RICHARD LENFEST

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Paxton, MA: Attend Football Game.	09/02	\$85.28	Mileage
		\$85.28	TOTAL
Worcester, MA: Attend Cross Country Championships.	10/27	\$83.18	Mileage
		\$83.18	TOTAL
Bridgewater, MA: Attend Championship Soccer game.	11/05	\$152.22	Mileage
		\$152.22	TOTAL
Phoenix, AZ: Attend NCAA Convention.	01/19-01/14	\$463.96	Airfare
		\$1,626.65	Hotel
		\$207.50	Meal Allotment
		\$325.00	Registration
Business Meal: Breakfast with Mike Freeman to discuss athletics program.		\$25.88	Business Meal
Business Meal: Lunch with Mike Freeman to discuss athletics program.		\$28.62	Business Meal
		\$2,677.61	TOTAL
Cape Cod, MA: Attend annual MASCAC meeting.	05/19-05/21	\$165.96	Hotel
		\$22.00	Meal Allotment
		\$186.93	Mileage
		\$374.89	TOTAL
LENFEST TOTAL		\$3,373.18	

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LISA MCMAHON

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Holyoke, MA: Visits with donor Roland Damon.	08/04, 08/14, 09/29	\$17.13	Business Meal
		\$55.29	Mileage
		\$72.42	TOTAL
Florida: Attend Alumni and Donor Events. Attend Alumni and Friends Outing at Red Sox Spring Training Game. Attend Alumni and Friends reception after St. Patrick's Day parade.	03/14-03/19	\$566.70	Airfare
		\$90.00	Baggage
		\$1,825.95	Hotel
		\$173.50	Meal Allotment
		\$11.45	Mileage
		\$2,667.60	TOTAL
Atlanta, GA: Meet with Alumni and prospective donors and host a reception for alumni and friends featuring special guest Nettie Washington Douglass.	06/03-06/06	\$704.54	Airfare
		\$1,290.56	Hotel
		\$192.00	Parking
		\$264.52	Rental Car
Business Meal: Breakfast meeting with Nettie Washington Douglas, Kristin Leary, and Linda Thompson to discuss how WSU can work with the Frederick Douglass Family Initiatives on social justice on campus for students.		\$31.61	Business Meal
		\$2,483.23	TOTAL
Cape Cod, MA: Meet with an alum/donor who is preparing to make a significant gift to the University.	05/31-06/01	\$125.96	Mileage
		\$125.96	TOTAL
Boston, MA: Host an Alumni Relations Kick-off event for Summer of Fun.	06/06	\$91.12	Mileage
		\$91.12	TOTAL
MCMAHON TOTAL		\$5,440.33	

LARUE PIERCE

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Windsor Locks, CT: Pick up/drop off guest speaker at the airport.	01/18-01/20	\$95.82	Rental Car
		\$5.60	Toll
		\$101.42	TOTAL
PIERCE TOTAL		\$101.42	

TIMOTHY ROOKE

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Ireland: Attend meetings in Dublin with the American Ambassador to Ireland and Irish Government Officials and attend meetings in Belfast at Ulster University to expand recruitment of international students from Ireland and Northern Ireland and develop a partnership with Ulster University.	11/18-11/25	\$3,028.85	Airfare
		\$2,284.08	Hotel
		\$224.00	Parking
		\$235.58	Taxi
		\$70.74	Train
		\$22.24	WiFi
		\$5,865.49	TOTAL
ROOKE TOTAL		\$5,865.49	

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STEPHEN TAKSAR

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Canada: Attend EACUBO Conference.	10/22-10/25	\$781.82	Hotel
		\$113.00	Meal Allotment
		\$127.62	Parking
		\$650.00	Registration
		\$451.36	Rental Car/Fuel
		\$5.60	Tolls
		\$2,129.40	TOTAL
Baltimore, MD: Attend the EACUBO 2024 workshop to generate innovative ideas, learn best practices, and network.	03/04-03/06	\$359.96	Airfare
		\$420.66	Hotel
		\$91.00	Meal Allotment
		\$55.58	Parking
		\$475.00	Registration
		\$89.36	Transportation
		\$1,491.56	TOTAL
South Yarmouth, MA: Attend the annual Massachusetts Community College and State University CFO's and Controller's retreat.	06/12-06/14	\$478.40	Hotel
		\$12.50	Meal Allotment
		\$192.36	Mileage
		\$150.00	Registration
		\$833.26	TOTAL
TAKSAR TOTAL		\$4,454.22	

LINDA THOMPSON

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Brunswick, GA: Tour the Federal Law Enforcement Training Center-(FLETC) Glynco Campus with WSU faculty, Institutional Advancement, and alumni.	08/22-08/24	\$974.40	Airfare
		\$462.48	Hotel
		\$168.00	Meal Allotment
		\$1,604.88	TOTAL
Washington, DC: Attend the Massachusetts State Universities Alumni Event and Westfield State Alumni Event as well as other events and meetings with legislators and business contacts. Attend reception for D.C. area alumni and current students. Attendees: Chris Danielewski, Ryan Meersman, William Hynes, Dr. Ruby Shadow, Catherine Thomas, Dr. Cyndie Shadow, alumni, and students.	09/12-09/15	\$375.81	Airfare
		\$1,474.89	Hotel
		\$270.00	Meal Allotment
		\$46.28	Parking
		\$55.61	Taxi
		\$2,222.59	TOTAL
Framingham, MA: Attend the NECHE Committee Meeting and the Council of President's Meeting.	09/21-09/22	\$213.77	Hotel
		\$213.77	TOTAL
Washington, DC: Attend the American Academy of Nursing Health Policy Conference and attend meetings with legislators and alumni.	10/04-10/08	\$404.80	Airfare
		\$1,375.32	Hotel
		\$208.00	Meal Allotment
		\$48.17	Parking
		\$1,195.00	Registration
		\$47.73	Taxi
		\$3,279.02	TOTAL
Springfield, MA: Attend Western Mass Developers Conference.	10/18	\$20.00	Registration
		\$20.00	TOTAL

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LINDA THOMPSON CONTINUED

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Springfield, MA: Attend the City of Bright Nights Ball.	11/11-11/12	\$225.76	Hotel
		\$225.76	TOTAL
Natick, MA: Attend Goddard House Board Meeting.	11/17-11/18	\$199.94	Hotel
		\$36.00	Meal Allotment
		\$15.00	Parking
		\$250.94	TOTAL
Ireland: Attend meetings in Dublin with the American Ambassador to Ireland and Irish Government Officials and attend meetings in Belfast at Ulster University to expand recruitment of international students from Ireland and Northern Ireland and develop a partnership with Ulster University.	11/18-11/25	\$3,028.85	Airfare
		\$2,229.35	Hotel
		\$745.00	Meal Allotment
		\$251.00	Parking
		\$70.74	Train
		\$6,324.94	TOTAL
Bridgewater, MA: Attend Council of President's Meeting.	11/28-11/29	\$194.78	Hotel
		\$31.00	Meal Allotment
		\$225.78	TOTAL
Boston, MA: Attend NECHE Annual Meeting.	12/05-12/08	\$660.27	Hotel
		\$128.00	Meal Allotment
		\$985.00	Registration
		\$1,773.27	TOTAL
Boston, MA: Attend meetings and events including the Governor's State of the Commonwealth Address. Meeting with Special Envoy for Ireland.	01/16-01/18	\$660.52	Hotel
		\$112.00	Meal Allotment
		\$174.00	Parking
		\$29.63	Taxi
		\$976.15	TOTAL
Boston, MA: Attend dinner with Minister Simon Harris hosted by the Consul General of Ireland to develop partnerships with international constituencies and higher education leaders.	02/15-02/16	\$607.00	Hotel
		\$18.00	Meal Allotment
		\$625.00	TOTAL
Boston, MA: Attend COP meetings, meeting with legislators at the state house, meeting with Simmons University President.	02/27-02/29	\$474.99	Hotel
		\$54.00	Meal Allotment
		\$116.00	Parking
		\$644.99	TOTAL
New York, NY: Attend Irish Unity Summit and other meetings and events.	03/01-03/03	\$443.24	Hotel
		\$112.00	Meal Allotment
		\$42.90	Taxi
		\$233.00	Train
		\$831.14	TOTAL
Boston, MA: Attend an event with Ireland Taoiseach Leo Varadkar hosted by the Consul General of Ireland.	03/12-03/13	\$431.42	Hotel
		\$18.00	Meal Allotment
		\$65.00	Parking
		\$514.42	TOTAL
Florida: Attend the Owls in Florida Alumni events including meetings with alumni. March with Westfield State University alumni at the Naples St. Patrick's Day Parade. Attend reception and meetings with alumni. Attend Annual Hogan Classic Golf Tournament. Attend Alumni and Friends Outing at Red Sox Spring Training Game. Attend Alumni and Friends reception after St. Patrick's Day parade.	03/14-03/19	\$517.00	Airfare
		\$1,862.84	Hotel
		\$223.00	Meal Allotment
		\$97.93	Parking
		\$548.82	Rental Car
		\$8.18	Toll
		\$3,257.77	TOTAL

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LINDA THOMPSON CONTINUED

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>
Atlanta, GA: Meet with Alumni and prospective donors and host a reception for alumni and friends featuring special guest Nettie Washington Douglass.	06/03-06/06	\$851.21	Airfare
		\$1,388.32	Hotel
		\$225.00	Meal Allotment
		\$55.24	Parking
Business Meal: Breakfast meeting with Nettie Washington Douglas, Kristin Leary, and Lisa McMahon to discuss how WSU can work with the Frederick Douglass Family Initiatives on social justice on campus for students.		\$31.61	Business Meal
		\$2,551.38	TOTAL
Boston, MA: Meet with business associate Gloria Noronha and attend the Baystate Health BOD meeting.	06/10-06/11	\$532.19	Hotel
		\$72.00	Parking
		\$36.00	Meal Allotment
Business Meal: Dinner with Gloria Noronha to gain knowledge to assist with the development of an institute dedicated to Social Justice, Inclusion, Belonging, and Learning.		\$66.08	Business Meal
		\$706.27	TOTAL
Boston, MA: Attend the Baystate Health BOT Retreat, Goddard House BOD meeting, Dinner with Chair Salehi.	06/12-06/13	\$636.99	Hotel
Business Meal: Dinner with Chair Salehi, Mandana Salehi, and Christopher Danielewski to discuss Presidential priorities.		\$47.95	Business Meal
		\$684.94	TOTAL
Buzzards Bay, MA: Attend the Council of President's Meeting.	06/13-06/14	\$227.75	Hotel
		\$227.75	TOTAL
Denver, CO: Attend the GlobalMindED 10th Celebration, Reunion, and Acknowledgement and 2024 Inclusive Leader Awards Ceremony to receive an award.	06/17-06/18	\$1,526.20	Airfare
		\$299.79	Hotel
		\$74.00	Meal Allotment
		\$164.48	Taxi
		\$2,064.47	TOTAL
THOMPSON TOTAL		\$29,225.23	
GRAND TOTAL		\$57,122.78	