



## Board of Trustees

### Financial Affairs and Advancement Committee

9:00 a.m.  
February 7, 2023

Innovation Room 304, Nettie Stevens Science & Innovation Center

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

For information about Westfield State's COVID-19 procedures, visit: [www.westfield.ma.edu/covid](http://www.westfield.ma.edu/covid)

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#### 1. Called to Order

Trustee Salehi

#### Financial Affairs

#### 2. Items for Information

- a. Travel Expenses for the President and the President's Direct Reports: July 1 – December 31, 2022
- b. FY23 Second Quarter Financials

Lisa Freeman

Maria Feuerstein

#### 3. Items for Discussion

- a. Facilities and Capital Projects Update
- b. Reserve Funds Use Policy (0530)
- c. Short-Term Investment Opportunities
- d. FY24 Budget Planning Model and Process Update
- e. Multi-Year Planning Process

Maureen Socha

Trustee Salehi

Stephen Taksar

Stephen Taksar/Maria Feuerstein

President Thompson/Stephen Taksar

#### 4. Items for Action

- a. Motion – FY24 Schedule of Annual Tuition and Fees
- b. Motion – Consolidate Bank Accounts
- c. Motion – Travel Policy (0390)

Stephen Taksar

Stephen Taksar

Lisa McMahan/Gary Duggan

#### Advancement

#### 5. Items for Information

- a. Fundraising Report/Second Quarter Dashboard
- b. Owls in Florida/Hogan Classic Golf Tournament
- c. Give A Hoot/Annual Appeal Update

Lisa McMahan

William Hynes

William Hynes

d. Alumni Report

Ryan Meersman

- Communication
- Volunteer
- Experiential
- Philanthropy

**Attachment(s):**

- a. Travel Expenses for the President and the President's Direct Reports: July 1 – December 31, 2022
- b. FY23 Second Quarter Financials (Summary)
- c. FY23 Second Quarter Financials
- e. FY22 Second Quarter Financials
- f. Facilities and Capital Projects Update (Presentation)
- g. Facilities and Capital Projects Update (Memo)
- h. Facilities and Capital Projects Update (Spending Plan)
- i. Reserve Funds Use Policy (0530)
- j. FY24 Budget Planning Model and Process Update
- k. FY24 Budget Planning Model and Process Update (Presentation)
- l. Motion – FY24 Schedule of Annual Tuition and Fees
- m. FY24 Schedule of Annual Tuition and Fees (Recommendation)
- n. FY24 Schedule of Annual Tuition and Fees (New Campus Fees)
- o. FY24 Schedule of Annual Tuition and Fees (Comparison)
- p. FY24 Schedule of Annual Tuition and Fees (CGCE Comparison)
- q. FY24 Schedule of Annual Tuition and Fees (SGA Slides)
- r. Motion – Consolidate Bank Accounts
- s. Motion – Travel Policy (0390)
- t. Travel Policy (Track Changes)
- u. Travel Policy (Clean)
- v. Second Quarter Dashboard
- w. Hogan Golf Info
- x. Give a Hoot FY23 Advocate Toolkit
- y. Alumni Report – Communication (1-5)

**Travel Expenses of the President and the President's Direct Reports  
July 2022 - December 2022**

<b>DAN FORSTER</b> <b>MICHELLE LEDOUX</b> <b>LISA MCMAHON</b> <b>JULINE MILLS</b>	<i>No travel activity.</i>
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<b>MICHAEL FREEMAN</b>			
Destination and Purpose	Date	Amount Expense	Post Date
San Antonio, TX: Attend NCAA Convention - CANCELLED.		\$450.00 Registration	12/21
		<b>\$450.00 TOTAL</b>	

<b>FREEMAN TOTAL</b>	<b>\$450.00</b>
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<b>RICHARD LENFEST</b>			
Destination and Purpose	Date	Amount Expense	Post Date
San Antonio, TX: Attend the NCAA Convention.	01/10-01/15	\$543.19 Airfare	10/27
		\$325.00 Registration	10/27
		<b>\$868.19 TOTAL</b>	

<b>LENFEST TOTAL</b>	<b>\$868.19</b>
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<b>LARUE PIERCE</b>			
Destination and Purpose	Date	Amount Expense	Post Date
Cape Cod, MA: Attend WPS Cape Cod Conference.	10/27-10/30	\$882.80 Hotel	12/21
		\$84.00 Meal Allotment	11/28
		\$316.46 Rental Car/Gas	11/28,12/21
		\$51.30 Tolls	12/21
		<b>\$1,334.56 TOTAL</b>	

<b>PIERCE TOTAL</b>	<b>\$1,334.56</b>
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<b>TIMOTHY ROOKE</b>			
Destination and Purpose	Date	Amount Expense	Post Date
Natick, MA: Attend Early College Conversation with the President and the Secretary of Education.		\$38.43 Mileage	09/28
		<b>\$38.43 TOTAL</b>	

<b>ROOKE TOTAL</b>	<b>\$38.43</b>
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\*Business Meals are per person cost and exclude alcohol charges if paid by the Foundation.  
PCard expenses thru 11/27/2022 and invoices thru 1/23/2023

**Travel Expenses of the President and the President's Direct Reports  
July 2022 - December 2022**

**STEPHEN TAKSAR**

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>	<i>Post Date</i>
New York, NY: Attend EACUBO Conference.	10/30-11/02	\$994.62	Hotel	12/21
		\$91.00	Meal Allotment	12/05
		\$56.50	Mileage	12/05
		\$60.00	Parking	12/21
		\$650.00	Registration	09/21
		\$26.00	Train	11/22, 12/21
		\$35.05	Transportation	12/05,12/21
		<b>\$1,913.17</b>	<b>TOTAL</b>	

Salem, MA: To attend Council of President's Meeting.	11/21	\$7.50	Meal Allotment	12/05
		\$120.06	Mileage	12/05
		<b>\$127.56</b>	<b>TOTAL</b>	

**TAKSAR TOTAL** **\$2,040.73**

**LINDA THOMPSON**

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>	<i>Post Date</i>
Hampton, VA: To meet with Hampton University President to discuss a collaborative partnership with WSU Nursing and Allied Health Department and to learn about developing a partnership with their Engineering and Marine Biology/Marine Science Departments.	08/24-08/29	\$451.21	Airfare	10/05
		\$184.85	Hotel	10/19
		\$80.00	Meal Allotment	10/17
		\$48.29	Rental Car/Gas	10/17
		<b>\$764.35</b>	<b>TOTAL</b>	

Worcester, MA: Attend the Massachusetts Council of Presidents dinner on 9-28-2022 and meeting on 9-29-2022 at Worcester State University.	09/28-09/29	\$209.44	Hotel	11/22
		<b>\$209.44</b>	<b>TOTAL</b>	

**Travel Expenses of the President and the President's Direct Reports  
July 2022 - December 2022**

**LINDA THOMPSON CONTINUED**

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>	<i>Post Date</i>
Washington, D.C.: To attend the American Academy of Nursing 2022 Health Policy Conference and to attend the All-State Alumni Advancement Gathering as well as other events and meeting with WSU alumni and business meetings.	10/23-10/30	\$537.57	Airfare	10/19
		\$2,587.53	Hotel	11/22,12/21
		\$242.00	Meal Allotment	12/22,12/23
		\$96.30	Parking	12/22
		\$1,195.00	Registration	10/05, 11/22
		\$21.73	Transportation	11/22
Dinner with alumnus John Gilbert, Chris Danielewski, Ryan Meersman, Gabriel Aquino, and Sherry Abernathy to discuss Regulatory Law/Science & Strategy as a pathway for WSU students in our MPA program or a new certificate with experiential learning in D.C.	10/23	\$55.19	Business Meal*	11/22
Dinner with Christopher Danielewski, Gabriel Aquino, Sherry Abernathy, Daphne Felton-Green, and Jeffrey Felton-Green to discuss future collaboration with WSU and various government entities in Washington, D.C. including the Department of Justice and the Washington Center.	10/24	\$50.67	Business Meal*	12/23
Attend reception for D.C. area alumni and current students at The Washington Center. The event introduced Dr. Thompson to the area alums and connected them with university. Attendees: Chris Danielewski, Ryan Meersman, Gabriel Aquino, Junior Delgado, and Mike Mazeika.	10/25	\$72.00	Business Meal*	11/22
Dinner with Christopher Danielewski, Marie Washington, Ryan Meersman, Gabriel Aquino, and Gloria Parker to discuss future collaboration with Westfield State University and various business entities in Washington, D.C. including Parker Group Consultants and The Washington Center regarding building successful government relationships.	10/26	\$39.79	Business Meal*	12/22
		<b>\$4,897.78</b>	<b>TOTAL</b>	
Salem, MA: Attend the 2 day COP dinner and meeting at Salem State University.	11/20-11/21	\$183.73	Hotel	12/21
		<b>\$183.73</b>	<b>TOTAL</b>	
Springfield, MA: Hotel accommodations November 12-13, 2022 to attend the City of Bright Nights Ball.	11/12-11/13	\$225.76	Hotel	11/22
		<b>\$225.76</b>	<b>TOTAL</b>	
Boston, MA: Attend NECHE Annual meeting.	12/06-12/09	\$985.00	Registration	11/22
		<b>\$985.00</b>	<b>TOTAL</b>	
Los Angeles, CA: Attend the EAB Presidential Experience Lab hosted in partnership with Arizona State University President and acclaimed film producer/CEO of Dreamscape Immersive-exploring virtual reality's potential to transform learning in higher education.	12/11-12/14	\$836.70	Airfare	12/21
		<b>\$836.70</b>	<b>TOTAL</b>	

\*Business Meals are per person cost and exclude alcohol charges if paid by the Foundation.  
PCard expenses thru 11/27/2022 and invoices thru 1/23/2023

**Travel Expenses of the President and the President's Direct Reports  
July 2022 - December 2022**

**LINDA THOMPSON CONTINUED**

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>	<i>Post Date</i>
Marquette, MI: Attend Northern Michigan University Commencement to receive an honorary degree. Meet with the President of NMU and others to establish collaborative partnerships between WSU and NMU on innovation and faculty and student exchanges.	12/14-12/18	\$677.70	Airfare	12/21
		<b>\$677.70</b>	<b>TOTAL</b>	

**THOMPSON TOTAL** **\$8,780.46**

**GRAND TOTAL** **\$13,512.37**

\*Business Meals are per person cost and exclude alcohol charges if paid by the Foundation.  
PCard expenses thru 11/27/2022 and invoices thru 1/23/2023

**Travel Expenses of the President and the President's Direct Reports  
July 2022 - December 2022**

**OTHER**

**ROBERT MARTIN**

<i>Destination and Purpose</i>	<i>Date</i>	<i>Amount</i>	<i>Expense</i>	<i>Post Date</i>
Westfield, MA: Overnight accommodation after attending campus tour and Homecoming Scholarship Dinner.	10/21-10/22	\$110.58	Hotel	11/22

**MARTIN TOTAL**

**\$110.58**

\*Business Meals are per person cost and exclude alcohol charges if paid by the Foundation.  
PCard expenses thru 11/27/2022 and invoices thru 1/23/2023

**Westfield State University**  
Financial Affairs and Advancement Committee

**FY23 Quarterly Financial Update**

February 7, 2023

**Second Quarter (Q2) Ending December 31, 2022**

**FY23 Quarterly Financial Update and Overview**

Tuition and fee revenue is reported for the fall semester only for the day division and for summer II, fall semester and PA Program cohorts for CGCE. Expenses are actual expenses incurred through the end of the second quarter (December 31<sup>st</sup>, 2022). Since the campus does not develop a quarterly budget, the financial report normalizes for the timing of expenditures and calculates a quarterly budget for the purpose of reporting.

The University's net surplus was \$5.6M at the end of the quarter compared to a budgeted net surplus of \$2.4M, resulting in a positive variance to the budget of \$3.2M with 50.5% of the University's revenues realized and 42.9% of the budget expended. The budget surplus is the result of salary savings from vacancies as well as underspending of special funds such as FEMA, ARPA, and Innovation Funds. ARPA funds are underspent due to lower than anticipated Covid-19 related activity on campus. Approximately \$350k of ARPA funds will be reallocated for capital projects within the current fiscal year (updated project schedule is included in the Facilities and Capital Project materials).

As was reported in the first quarter report, undergraduate enrollment was lower than budget by 15 students or (0.5%). Residential Life experienced a slightly higher than planned occupancy of 24 students or 1.3%. The number of participants in Dining Services is also favorable to the budget by 49 students or 2.4%. CGCE total enrollment, reported in number of credit hours, is favorable to the budget by 2.9%, which is mainly due to increase in graduate enrollment of 19.8% which is offsetting the decline in undergraduate CGCE enrollment of 7.9%.

**Enrollment**

- Full-time Day Division enrollment was approximately 0.5% below budgeted enrollment for the quarter. This resulted in a decline in fall semester budgeted revenue of approximately \$81K. Enrollment for the fall was budgeted at 3,157 versus actual enrollment of 3,142, a difference of 15 students. The financial impact of the enrollment variance will be partially offset by the increase in occupancy and dining plan participation rates.

**Revenue**

- Total revenue is trending below budget by \$925k or -1.6% mainly due to the timing of federal grant funding, state appropriation, and unspent Innovation funds. CGCE, Dining and Residential Life are all trending on target in Q2 with no major revenue variances to report.



CGCE revenue is trending \$0.2M above budget due to higher than anticipated instructional fees related to graduate programs. Dining revenue is trending \$0.1M above budget due to increased meal plan participants and internal catering sales. Despite slightly higher occupancy, Residential Life is trending unfavorable to budget due to variability in student housing selection for premium singles.

### **Expenses**

- Overall expenses are trending favorably versus the Q2 projection by \$4.1M or 7.3% mainly due to vacancy savings and delayed spending of special funds. Combined underspending of \$1.0M in CGCE and Residential Life are mainly related to vacancy savings. Dining expenses are over budget by \$0.2M due to the impact of inflation on food commodities. Significant variances are discussed below.
- University – Compensation expense is below budget by \$1.3M or 6.4% due to savings from vacant positions and hiring lower than plan. Fringe is consequently lower than budgeted by \$0.4M due to vacancy savings. Special Employees expenses (Pool CC) are \$0.2M higher than budgeted due to the increased use of temporary employees as a result of the difficult labor market. Energy costs are above budget by \$0.2M due to rising utility rates. As mentioned previously, special funds such as ARPA, FEMA, and Innovation Funds remain significantly underspent contributing \$1.3M to overall expense favorability.
- CGCE – Compensation expense is below budget by \$0.5M or 12% of their quarterly budget, due to vacant positions. Other variances are immaterial and are due to timing issues contributing \$0.3M to overall favorability. Total expenses are trending below budget by \$0.7M or 12.5%.
- Residential Life – Total expenses are below budget by \$0.3M or 3.7% mainly due to vacancy savings.
- Dining Services – Total expenses are trending unfavorable to budget by \$0.2M or 5.3% due to an increase in the use of special employees due to labor market challenges and an increase in food costs. Also, the increase of 49 additional students participating in the dining program will increase food expenses.

### **Summary for Q2**

- Labor shortages, inflation, and capacity issues continue to have a significant effect on the campus resources. However, the increased vacancies from on-campus positions continue to offset the direct impact of enrollment challenges. The University has been closely monitoring enrollment and attempting to develop a campus culture that supports innovation and growth despite the declining economic circumstances.
- Auxiliary budgets also continue to be challenged with rising costs due to inflation, labor shortages, and energy increases.

- While the Q2 snapshot is favorable, university expenses are lagging, as is the norm at mid-year. It is assumed that expenses will pick up in the spring semester and be more in line with the annual budget except for the overall impact of vacancy savings.

There is nothing to suggest at this point of the year that would indicate a significantly negative impact on the budget or operations. It is anticipated, based on what we know, that we will meet our annual budget target for the year and utilize reserves as approved as part of the glide path strategy for FY23.

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

**Financial Report (Consolidated)**

**Quarter Ending December 31, 2022**

	<b>Annual FY23 Budget</b>	<b>FY23 2nd Qtr Budget</b>	<b>FY23 2nd Qtr Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>	<b>Percent Realized/ Expended</b>
<b>Enrollment</b>						
University (Headcount)	2,997	3,157	3,142	(15)	-0.5%	
CGCE (Credit Hours)	30,132	13,736	14,132	397	2.9%	
<b>Auxiliaries</b>						
Meal Plan Participants	1,998	2,067	2,116	49	2.4%	
Housing Occupancy	1,769	1,860	1,884	24	1.3%	
<b>Staffing</b>						
Administrative	475	475	414	(61)	-12.8%	
Full-time Faculty	217	217	206	(11)	-5.1%	
<b>Total</b>	<b>692</b>	<b>692</b>	<b>620</b>	<b>(72)</b>	<b>-10.4%</b>	
<b>Revenue</b>						
University/SGA	\$ 77,740,239	\$ 39,828,986	\$ 38,773,579	\$ (1,055,407)	-2.6%	49.9%
CGCE	12,140,783	6,070,392	6,258,505	188,114	3.1%	51.5%
Residential Life	15,477,267	8,149,375	7,962,969	(186,406)	-2.3%	51.4%
Dining Services	9,303,938	4,826,548	4,954,851	128,304	2.7%	53.3%
<b>Total Revenue</b>	<b>\$ 114,662,227</b>	<b>\$ 58,875,300</b>	<b>\$ 57,949,905</b>	<b>\$ (925,395)</b>	<b>-1.6%</b>	<b>50.5%</b>
<b>Expenses/Transfers</b>						
University/SGA	\$ 83,789,249	\$ 37,761,661	\$ 34,536,204	\$ 3,225,457	8.5%	41.2%
CGCE	12,215,783	5,834,802	5,105,555	729,248	12.5%	41.8%
Residential Life	16,498,865	8,428,715	8,117,047	311,669	3.7%	49.2%
Dining Services	9,303,938	4,325,652	4,556,575	(230,923)	-5.3%	49.0%
<b>Total Expenses/Transfers</b>	<b>\$ 121,807,835</b>	<b>\$ 56,350,831</b>	<b>\$ 52,315,380</b>	<b>\$ 4,035,450</b>	<b>7.2%</b>	<b>42.9%</b>
<b>Net</b>						
University/SGA	\$ (6,049,010)	\$ 2,067,325	\$ 4,237,375	\$ 2,170,050	105.0%	
CGCE	(75,000)	235,589	1,152,950	917,361	389.4%	
Residential Life	(1,021,598)	(279,340)	(154,077)	125,263	-44.8%	
Dining Services	-	500,896	398,276	(102,620)	-20.5%	
<b>Total</b>	<b>\$ (7,145,609)</b>	<b>\$ 2,524,469</b>	<b>\$ 5,634,524</b>	<b>\$ 3,110,055</b>	<b>123.2%</b>	

**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 represents an estimate of the expected results based on allocating revenue and expenditures by quarter using a variety of metrics.
- (3) CGCE enrollment represents credit hours.

**University/SGA Financial Report**  
**Quarter Ending December 31, 2022**

	<b>Annual FY23 Budget</b>	<b>FY23 2nd Qtr Budget</b>	<b>FY23 2nd Qtr Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>
<b>Enrollment</b>					
Total Undergraduate Enrollment (Billable)	2,997	3,157	3,142	(15)	-0.5%
<b>Staffing</b>					
Administrative	348	348	310	(37)	-10.6%
Full-time Faculty	200	200	190	(10)	-5.0%
<b>Total</b>	<b>548</b>	<b>548</b>	<b>500</b>	<b>(47)</b>	<b>-8.6%</b>
<b>Revenue</b>					
State Appropriation	\$ 35,404,927	\$ 17,702,464	\$ 17,168,400	\$ (534,064)	-3.0%
Tuition Retention	2,315,259	1,227,087	1,291,156	64,069	5.2%
General Fee	28,584,426	15,057,323	14,976,226	(81,097)	-0.5%
Technology Fee	2,187,737	1,152,427	1,145,662	(6,765)	-0.6%
DGCE Fees (technology/capital planning)	250,000	100,000	92,819	(7,181)	-7.2%
Capital Improvement Fee	299,690	157,867	157,040	(827)	-0.5%
Bookstore Commissions	202,253	114,273	66,165	(48,108)	-42.1%
Interest Earnings	115,000	57,500	102,838	45,338	78.8%
Nursing Fee	325,611	162,806	137,241	(25,565)	-15.7%
Parking Decals	198,705	168,899	184,125	15,226	9.0%
Wellness Center	341,527	179,097	227,735	48,638	27.2%
Res Life Dorm Fee	89,400	47,382	-	(47,382)	-100.0%
Dunkin' Donuts & Vending Commissions	108,578	94,289	113,286	18,997	20.1%
Miscellaneous Fees/Revenue	395,796	197,898	262,426	64,529	32.6%
Student Government Association	419,566	218,174	219,873	1,699	0.8%
Federal, State and Private Grants	13,199,185	6,599,593	6,112,987	(486,606)	-7.4%
Scholarship Allowance	(11,520,448)	(5,760,224)	(5,476,823)	283,401	-4.9%
Innovation Funds	800,000	400,000	-	(400,000)	-100.0%
ARPA Funds	1,908,352	954,176	954,176	-	0.0%
Other Auxiliary revenues	1,049,175	638,078	678,370	40,292	6.3%
Foundation Support	1,065,500	359,879	359,879	-	0.0%
<b>Total Revenue</b>	<b>\$ 77,740,239</b>	<b>\$ 39,828,986</b>	<b>\$ 38,773,579</b>	<b>\$ (1,055,407)</b>	<b>-2.6%</b>
<b>Expenses</b>					
AA - Regular Employee Compensation	\$ 44,838,773	\$ 20,787,324	\$ 19,464,282	\$ 1,323,042	6.4%
CC - Special Employees	3,446,980	1,895,839	2,096,717	(200,878)	-10.6%
DD - Pension and Fringe Benefits	4,889,940	2,167,948	1,769,640	398,309	18.4%
<b>Compensation expense subtotal</b>	<b>53,175,693</b>	<b>24,851,111</b>	<b>23,330,638</b>	<b>1,520,472</b>	<b>6.1%</b>
BB - Employee Related expenses	613,455	272,647	147,313	125,334	46.0%
EE - Administrative Expenses	1,596,485	798,242	696,911	101,331	12.7%
FF - Facility Operations	1,208,797	604,399	554,957	49,442	8.2%
GG - Energy Costs and Space Rental	3,005,576	1,244,167	1,443,806	(199,639)	-16.0%
HH - Consultant Services	1,183,100	591,550	686,338	(94,788)	-16.0%
JJ - Operational Services	1,181,590	590,795	606,292	(15,497)	-2.6%
KK - Equipment Purchases	352,098	176,049	64,289	111,760	63.5%
LL - Equipment Leases and Rental	885,431	442,716	332,563	110,152	24.9%
MM - Purchased Client Services	292,837	130,150	74,829	55,321	42.5%
NN - Construction and Improvements	3,078,968	1,026,323	1,163,922	(137,599)	-13.4%
RR - Entitlement Programs (Scholarships)	4,932,263	2,385,076	2,385,076	-	0.0%
SS - Debt Payments and Contingency	1,279,064	232,542	232,542	-	0.0%
UU - Information Technology	4,162,233	2,081,117	2,125,649	(44,533)	-2.1%
Student Government	427,478	205,665	123,313	82,352	40.0%
Athletics - Sport Accounts	519,043	230,686	235,112	(4,426)	-1.9%
Academic Educational Services (ESTF)	354,022	157,343	136,027	21,316	13.5%
Grants	1,759,183	879,592	636,164	243,428	27.7%
FEMA Reimbursement	1,269,232	634,616	50,000	584,616	92.1%
Innovation Funds	800,000	400,000	60,046	339,954	85.0%
ARPA Funds	1,908,352	954,176	537,422	416,754	43.7%
Other Trust Funds	1,685,182	275,732	316,024	(40,292)	-14.6%
University Hall support payment	150,000	150,000	150,000	-	0.0%
Unallocated	779,447	-	-	-	0.0%
University Contingency	145,779	-	-	-	0.0%
Transfer from Dining	(1,342,184)	(671,093)	(671,093)	-	0.0%
Transfer to Res Life	1,136,603	493,302	493,302	-	0.0%
Transfer from CGCE	(2,750,478)	(1,375,239)	(1,375,239)	-	0.0%
<b>Other Expense/Transfers Total</b>	<b>30,613,556</b>	<b>12,910,550</b>	<b>11,205,565</b>	<b>1,704,985</b>	<b>13.2%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 83,789,249</b>	<b>\$ 37,761,661</b>	<b>\$ 34,536,204</b>	<b>\$ 3,225,457</b>	<b>8.5%</b>
<b>Net</b>	<b>\$ (6,049,010)</b>	<b>\$ 2,067,325</b>	<b>\$ 4,237,375</b>	<b>\$ 2,170,050</b>	<b>105.0%</b>

**Note:**

Net of (\$6.0M) refers to Capital rollover, approved use of reserves, and other trust fund rollovers.

**CGCE Financial Report**  
**Quarter Ending December 31, 2022**

	Fiscal Year : July 1st - June 30th			Pending	Fav/(Unfav)		
	<u>Annual FY23</u>	<u>FY23</u>	<u>FY23</u>				<u>Percent</u>
	<u>Budget</u>	<u>2nd Qtr Budget</u>	<u>2nd Qtr Actual</u>	<u>Budget</u>	<u>Percent</u>	<u>Variance</u>	<u>Realized/</u>
				<u>Variance</u>	<u>Variance</u>		<u>Expended</u>
<b><u>Enrollment (Number of Credits)</u></b>							
Graduate	11,010	4,895	5,864	969		19.8%	
PA	3,480	1,886	1,866	(21)		-1.1%	
Undergraduate	15,642	6,954	6,403	(551)		-7.9%	
<b>Total</b>	<b>30,132</b>	<b>13,736</b>	<b>14,132</b>	<b>397</b>		<b>2.9%</b>	
<b><u>Staffing</u></b>							
Administrative	30	30	24	(6)		-20.0%	
Full-time Faculty	17	17	16	(1)		-5.9%	
<b>Total</b>	<b>47</b>	<b>47</b>	<b>40</b>	<b>(7)</b>		<b>-14.9%</b>	
<b><u>Revenue</u></b>							
Tuition (Including Educational Services Fee)	\$ 2,548,734	\$ 1,274,367	\$ 1,283,919	\$ 9,552		0.7%	50.4%
Instructional Fee	8,984,102	4,492,051	4,648,235	156,184		3.5%	51.7%
Registration Fee	389,956	194,978	166,069	(28,909)		-14.8%	42.6%
Miscellaneous	210,891	105,446	153,339	47,893		45.4%	72.7%
Transcripts	7,100	3,550	6,944	3,394		95.6%	97.8%
<b>Total Revenue</b>	<b>\$ 12,140,783</b>	<b>\$ 6,070,392</b>	<b>\$ 6,258,505</b>	<b>\$ 188,114</b>		<b>3.1%</b>	<b>51.5%</b>
<b><u>Expenses</u></b>							
AA - Regular Employee Compensation	\$ 3,587,518	\$ 1,663,179	\$ 1,474,929	\$ 188,249		11.3%	41.1%
CC - Special Employees	2,924,697	1,403,854	1,228,294	175,561		12.5%	42.0%
DD - Pension and Fringe Benefits	1,558,060	705,629	621,153	84,476		12.0%	39.9%
<b>Compensation expense subtotal</b>	<b>8,070,274</b>	<b>3,772,662</b>	<b>3,324,376</b>	<b>448,286</b>		<b>11.9%</b>	<b>41.2%</b>
BB - Employee Related expenses	95,997	42,665	18,807	23,858		55.9%	19.6%
EE - Administrative Expenses	425,108	212,554	106,220	106,334		50.0%	25.0%
FF - Facility Operations	32,700	16,350	23,103	(6,753)		-41.3%	70.7%
HH - Consultant Services	578,425	289,213	196,642	92,571		32.0%	34.0%
JJ - Operational Services	95,065	42,251	831	41,420		98.0%	0.9%
KK - Equipment Purchases	6,000	3,000	-	3,000		100.0%	0.0%
LL - Equipment Leases and Rental	8,000	4,000	-	4,000		100.0%	0.0%
RR - Entitlement Programs (Scholarships)	75,000	37,500	39,784	(2,284)		-6.1%	53.0%
UU - Information Technology	52,255	26,128	20,552	5,575		21.3%	39.3%
Unallocated	26,481	13,241	-	13,241		-	-
Transfer to the University	2,750,478	1,375,239	1,375,239	-		0.0%	50.0%
<b>Other Expense/Transfers Total</b>	<b>4,145,509</b>	<b>2,062,140</b>	<b>1,781,179</b>	<b>280,961</b>		<b>13.6%</b>	<b>43.0%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 12,215,783</b>	<b>\$ 5,834,802</b>	<b>\$ 5,105,555</b>	<b>\$ 729,248</b>		<b>12.5%</b>	<b>41.8%</b>
<b>Net</b>	<b>\$ (75,000)</b>	<b>\$ 235,589</b>	<b>\$ 1,152,950</b>	<b>\$ 917,361</b>		<b>389.4%</b>	

**Residential Life Financial Report**  
**Quarter Ending December 31, 2022**

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

	<b>Annual FY23 Budget</b>	<b>FY23 2nd Qtr Budget</b>	<b>FY23 2nd Qtr Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>	<b>Percent Realized/ Expended</b>
<b>Metrics</b>						
Fall Semester Occupancy	1,860	1,860	1,884	24	1.3%	
Spring Semester Occupancy	1,678			-	0.0%	
Percentage of Capacity	73.6%	38.7%	39.2%			
<b>Staffing</b>						
Administrative	43	43	34	(9)	-20.9%	
<b>Revenue</b>						
Room Rent Fall	\$ 8,019,144	\$ 8,019,144	\$ 7,892,920	\$ (126,225)	-1.6%	98.4%
Room Rent Spring	7,232,661	-	-	-	0.0%	0.0%
Room Rent Summer	35,000	35,000	-	(35,000)	-100.0%	0.0%
Commissions	40,000	20,000	6,887	(13,113)	-65.6%	17.2%
Guest Fees/other	110,462	55,231	15,786	(39,445)	-71.4%	14.3%
Deposits Forfeited	15,000	7,500	56,850	49,350	658.0%	379.0%
Room Damages	25,000	12,500	(9,473)	(21,973)	-175.8%	-37.9%
<b>Total Revenue</b>	<b>\$ 15,477,267</b>	<b>\$ 8,149,375</b>	<b>\$ 7,962,969</b>	<b>\$ (186,406)</b>	<b>-2.3%</b>	<b>51.4%</b>
<b>Expenses</b>						
AA Employee Compensation	\$ 2,126,583	\$ 985,887	\$ 873,733	\$ 112,154	11.4%	41.1%
CC Special Employees/Students	774,190	433,546	329,762	103,784	23.9%	42.6%
DD Fringe Benefits, Insurance	890,826	399,080	341,699	57,381	14.4%	38.4%
<b>Compensation expense subtotal</b>	<b>3,791,599</b>	<b>1,818,514</b>	<b>1,545,195</b>	<b>273,319</b>	<b>49.7%</b>	<b>40.8%</b>
BB Employee Related Expenses	11,000	5,500	1,958	3,542	64.4%	17.8%
EE - Administrative Expenses	34,057	17,029	4,077	12,952	76.1%	12.0%
FF - Facility Operations	229,463	114,732	107,991	6,740	5.9%	47.1%
GG - Energy Costs and Space Rental	1,952,470	878,612	852,655	25,956	3.0%	43.7%
HH - Consultant Services	5,000	2,500	-	2,500	100.0%	0.0%
JJ - Operational Services	497,685	248,843	245,796	3,047	1.2%	49.4%
KK - Equipment Purchases	49,976	24,988	31,397	(6,409)	-25.6%	62.8%
LL - Equipment Leases and Rental	159,691	79,846	85,029	(5,183)	-6.5%	53.2%
NN - Construction and Improvements	11,760	5,880	3,983	1,897	32%	34%
RR - Entitlement Programs (Scholarships)	585,834	210,982	210,982	-	0.0%	36.0%
SS - Debt Payments and Contingency	10,309,563	5,590,909	5,590,909	-	0.0%	54.2%
UU - Information Technology	147,370	73,685	80,376	(6,691)	-9.1%	54.5%
Transfer from the University	(1,286,603)	(643,302)	(643,302)	-	-	50.0%
<b>Total Expenses/Transfers</b>	<b>\$ 16,498,865</b>	<b>\$ 8,428,715</b>	<b>\$ 8,117,047</b>	<b>\$ 311,669</b>	<b>3.7%</b>	<b>49.2%</b>
<b>Net</b>	<b>\$ (1,021,598)</b>	<b>\$ (279,340)</b>	<b>\$ (154,077)</b>	<b>\$ 125,263</b>	<b>-44.8%</b>	

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

**Dining Services Financial Report  
Quarter Ending December 31, 2022**

**Metrics**

	<b>Annual FY23 Budget</b>	<b>FY23 2nd Qtr Budget</b>	<b>FY23 2nd Qtr Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>	<b>Percent Realized/ Expended</b>
Meal Plan Participants - Fall % Participation	1,998	2,067	2,116 67%	49	2.4%	

**Staffing**

Full-time	54	54	46	(8)	-14.8%	
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**Revenue**

Board Revenue	\$ 8,728,938	\$ 4,539,048	\$ 4,584,755	\$ 45,707	1.0%	52.5%
Catering Sales - Internal	200,000	100,000	168,984	68,984	69.0%	84.5%
Catering Sales - External	50,000	25,000	10,908	(14,092)	-56.4%	21.8%
Retail Sales	325,000	162,500	190,045	27,545	17.0%	58.5%
Miscellaneous Revenue	-	-	160	160	-	-
<b>Total Revenue</b>	<b>\$ 9,303,938</b>	<b>\$ 4,826,548</b>	<b>\$ 4,954,851</b>	<b>\$ 128,304</b>	<b>2.66%</b>	<b>53.3%</b>

**Expenses**

AA - Regular Employee Compensation	\$ 2,282,539	\$ 1,049,968	\$ 928,387	\$ 121,580	11.6%	40.7%
CC - Special Employees	1,047,049	523,525	772,629	(249,104)	-47.6%	73.8%
DD - Pension and Fringe Benefits	925,716	402,829	369,483	33,346	8.3%	39.9%
<b>Compensation expense subtotal</b>	<b>4,255,304</b>	<b>1,976,322</b>	<b>2,070,499</b>	<b>(94,177)</b>	<b>-4.8%</b>	<b>48.7%</b>
BB - Employee Related expenses	18,271	9,136	1,900	7,236	79.2%	10.4%
EE - Administrative Expenses	39,400	19,700	20,430	(730)	-3.7%	51.9%
FF - Facility Operations	2,858,073	1,429,037	1,628,039	(199,002)	-13.9%	57.0%
GG - Energy Costs and Space Rental	800	400	104	296	74.0%	13.0%
HH - Consultant Services	19,080	9,540	400	9,140	95.8%	2.1%
JJ - Operational Services	29,846	14,923	7,241	7,681	51.5%	24.3%
KK - Equipment Purchases	35,500	17,750	2,725	15,025	84.6%	7.7%
LL - Equipment Leases and Rental	92,574	46,287	19,448	26,839	58.0%	21.0%
SS - Debt Payments and Contingency	541,105	95,566	95,566	-	0.0%	17.7%
UU - Information Technology	71,800	35,900	39,130	(3,230)	-9.0%	54.5%
Transfer to the University	1,342,185	671,093	671,093	-	0.0%	-
<b>Other Expense/Transfers Total</b>	<b>5,048,634</b>	<b>2,349,330</b>	<b>2,486,076</b>	<b>(136,746)</b>	<b>-5.8%</b>	<b>49.2%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 9,303,938</b>	<b>\$ 4,325,652</b>	<b>\$ 4,556,575</b>	<b>\$ (230,923)</b>	<b>-5.3%</b>	<b>49.0%</b>

**Net**

	\$ -	\$ 500,896	\$ 398,276	\$ (102,620)	-20.5%	
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Fiscal Year : July 1st - June 30th

**Financial Report (Consolidated)**  
**Quarter Ending December 31, 2021**

				Fav/(Unfav)		
	<u>Annual FY22</u>	<u>FY22</u>	<u>FY22</u>	<u>Budget</u>	<u>Percent</u>	<u>Percent</u>
	<u>Budget</u>	<u>2nd Qtr. Budget</u>	<u>2nd Qtr. Actual</u>	<u>Variance</u>	<u>Variance</u>	<u>Realized/</u>
						<u>Expended</u>
<b>Enrollment</b>						
University (Headcount)	3,215	3,389	3,361	(28)	-0.8%	
CGCE (Credit Hours)	31,181	14,182	14,755	573	4.0%	
<b>Auxiliaries</b>						
Meal Plan Participants	1,998	2,067	2,116	49	2.4%	
Housing Occupancy	1,769	1,860	1,884	24	1.3%	
<b>Staffing</b>						
Administrative	451	451	413	(38)	-8.3%	
Full-time Faculty	228	228	210	(18)	-7.9%	
<b>Total</b>	<b>679</b>	<b>679</b>	<b>623</b>	<b>(56)</b>	<b>-8.2%</b>	
<b>Revenue</b>						
University/SGA	\$ 76,777,685	\$ 39,072,538	\$ 44,393,549	\$ 5,321,012	13.6%	57.8%
CGCE	12,024,757	6,012,379	6,083,186	70,807	1.2%	50.6%
Residential Life	14,659,945	7,719,660	7,673,989	(45,671)	-0.6%	52.3%
Dining Services	8,799,412	4,563,194	4,616,352	53,158	1.2%	52.5%
<b>Total Revenue</b>	<b>\$ 112,261,799</b>	<b>\$ 57,367,770</b>	<b>\$ 62,767,076</b>	<b>\$ 5,399,306</b>	<b>9.4%</b>	<b>55.9%</b>
<b>Expenses/Transfers</b>						
University/SGA	\$ 77,090,650	\$ 36,204,535	\$ 39,761,881	\$ (3,557,346)	-9.8%	51.6%
CGCE	12,024,757	5,979,214	5,722,493	256,721	4.3%	47.6%
Residential Life	16,165,966	7,835,344	7,363,009	472,334	6.0%	45.5%
Dining Services	8,799,412	4,092,867	3,928,135	164,731	4.0%	44.6%
<b>Total Expenses/Transfers</b>	<b>\$ 114,080,785</b>	<b>\$ 54,111,959</b>	<b>\$ 56,775,519</b>	<b>\$ (2,663,560)</b>	<b>-4.9%</b>	<b>49.8%</b>
<b>Net</b>						
University/SGA	\$ (312,965)	\$ 2,868,003	\$ 4,631,668	\$ 1,763,666	61.5%	
CGCE	0	33,164	360,693	327,528	987.6%	
Residential Life	(1,506,021)	(115,684)	310,980	426,663	-368.8%	
Dining Services	-	470,328	688,217	217,889	46.3%	
<b>Total</b>	<b>\$ (1,818,986)</b>	<b>\$ 3,255,811</b>	<b>\$ 5,991,558</b>	<b>\$ 2,735,746</b>	<b>84.0%</b>	

**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 represents an estimate of the expected results based on allocating revenue and expenditures by quarter using a variety of metrics.
- (3) CGCE enrollment represents credit hours.



**University/SGA Financial Report**  
**Quarter Ending December 31, 2021**

	Annual FY22	FY22	FY22	Budget	Percent
	Budget	2nd Qtr. Budget	2nd Qtr. Actual	Variance	Variance
<b>Enrollment</b>					
Total Undergraduate Enrollment (Billable)	3,215	3,389	3,361	(28)	-0.8%
<b>Staffing</b>					
Administrative	318	318	301	(17)	-5.3%
Full-time Faculty	211	211	193	(18)	-8.5%
<b>Total</b>	<b>529</b>	<b>529</b>	<b>494</b>	<b>(35)</b>	<b>-6.6%</b>
<b>Revenue</b>					
State Appropriation	\$ 31,988,905	\$ 15,994,453	\$ 15,810,738	\$ (183,715)	-1.1%
Tuition Retention	2,483,753	1,316,389	1,258,675	(57,714)	-4.4%
General Fee	29,629,440	15,616,512	15,489,786	(126,726)	-0.8%
Technology Fee	2,346,950	1,236,985	1,226,692	(10,293)	-0.8%
DGCE Fees (technology/capital planning)	250,000	112,500	90,728	(21,772)	-19.4%
Capital Improvement Fee	321,500	169,450	168,040	(1,410)	-0.8%
Bookstore Commissions	216,973	122,590	81,859	(40,731)	-33.2%
Interest Earnings	325,000	162,500	55,518	(106,982)	-65.8%
Nursing Fee	269,100	134,550	121,633	(12,917)	-9.6%
Parking Decals	213,166	181,191	186,692	5,500	3.0%
Wellness Center	386,186	202,516	192,863	(9,653)	-4.8%
Res Life Dorm Fee	88,450	46,879	-	(46,879)	-100.0%
Dunkin' Donuts & Vending Commissions	116,480	98,240	110,500	12,260	12.5%
Miscellaneous Fees/Revenue	929,369	229,685	156,530	(73,154)	-31.8%
Student Government Association	324,715	171,145	169,559	(1,586)	-0.9%
Federal, State and Private Grants	15,894,351	7,947,176	13,589,713	5,642,538	71.0%
Scholarship Allowance	(10,690,448)	(5,345,224)	(4,975,175)	370,049	-6.9%
Other Auxiliary revenues	844,795	456,189	440,385	(15,804)	-3.5%
Foundation Support	839,000	218,814	218,814	-	0.0%
<b>Total Revenue</b>	<b>\$ 76,777,685</b>	<b>\$ 39,072,538</b>	<b>\$ 44,393,549</b>	<b>\$ 5,321,012</b>	<b>13.6%</b>
<b>Expenses</b>					
AA - Regular Employee Compensation	\$ 41,623,608	\$ 20,602,928	\$ 19,716,280	\$ 886,648	4.3%
CC - Special Employees	3,669,397	2,018,168	1,860,462	157,706	7.8%
DD - Pension and Fringe Benefits	4,785,320	2,198,286	1,759,392	438,894	20.0%
<b>Compensation expense subtotal</b>	<b>50,078,325</b>	<b>24,819,383</b>	<b>23,336,134</b>	<b>1,483,249</b>	<b>6.0%</b>
BB - Employee Related expenses	611,337	271,705	98,133	173,573	63.9%
EE - Administrative Expenses	1,563,755	781,878	665,778	116,099	14.8%
FF - Facility Operations	1,144,101	572,051	629,843	(57,792)	-10.1%
GG - Energy Costs and Space Rental	2,546,695	1,056,025	1,300,377	(244,351)	-23.1%
HH - Consultant Services	927,830	463,915	533,725	(69,810)	-15.0%
JJ - Operational Services	1,165,005	582,502	384,076	198,426	34.1%
KK - Equipment Purchases	268,700	67,175	56,218	10,957	16.3%
LL - Equipment Leases and Rental	892,245	446,123	384,960	61,162	13.7%
MM - Purchased Client Services	282,631	125,614	100,141	25,473	20.3%
NN - Construction and Improvements	2,780,297	926,766	229,733	697,032	75.2%
RR - Entitlement Programs (Scholarships)	4,228,299	2,283,282	2,305,728	(22,447)	-1.0%
SS - Debt Payments and Contingency	1,897,007	259,364	259,364	-	0.0%
UU - Information Technology	3,556,862	1,968,562	1,987,366	(18,805)	-1.0%
Student Government	453,115	217,999	181,514	36,485	16.7%
Athletics - Sport Accounts	521,966	231,985	225,685	6,300	2.7%
Academic Educational Services (ESTF)	346,743	154,108	110,223	43,885	28.5%
Grants	5,203,903	2,601,952	8,614,538	(6,012,587)	-231.1%
Other Trust Funds	1,479,658	308,227	292,423	15,804	5.1%
University Hall support payment	150,000	150,000	150,000	-	0.0%
Lansdowne support payment	104,893	104,893	104,893	-	0.0%
Unallocated	1,030,956	-	-	-	-
University Contingency	234,270	-	-	-	-
Transfer from Dining	(1,121,753)	(560,877)	(560,877)	-	0.0%
Transfer from CGCE	(3,256,191)	(1,628,096)	(1,628,096)	-	0.0%
<b>Other Expense/Transfers Total</b>	<b>27,012,325</b>	<b>11,385,152</b>	<b>16,425,747</b>	<b>(5,040,595)</b>	<b>-44.3%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 77,090,650</b>	<b>\$ 36,204,535</b>	<b>\$ 39,761,881</b>	<b>\$ (3,557,346)</b>	<b>-9.8%</b>
<b>Net</b>	<b>\$ (312,965)</b>	<b>\$ 2,868,003</b>	<b>\$ 4,631,668</b>	<b>\$ 1,763,666</b>	<b>61.5%</b>

**Note:**

Net of (\$.3M) refers to Capital rollover, approved use of reserves, and other trust fund rollovers.

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

**CGCE Financial Report**  
**Quarter Ending December 31, 2021**

**Enrollment (Number of Credits)**

	<b>Annual FY22 Budget</b>	<b>FY22 2nd Qtr. Budget</b>	<b>FY22 2nd Qtr. Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>	<b>Percent Realized/ Expended</b>
Graduate	10,950	4,868	6,004	1,136	23.3%	
PA	3,600	1,920	1,900	(20)	-1.0%	
Undergraduate	16,631	7,394	6,851	(543)	-7.3%	
<b>Total</b>	<b>31,181</b>	<b>14,182</b>	<b>14,755</b>	<b>573</b>	<b>4.0%</b>	

**Staffing**

Administrative	32	32	26	(6)	-17.5%	
Full-time Faculty	17	17	17	-	0.0%	
<b>Total</b>	<b>49</b>	<b>49</b>	<b>43</b>	<b>(6)</b>	<b>-11.3%</b>	

**Revenue**

Tuition (Including Educational Services Fee)	\$ 2,511,322	\$ 1,255,661	\$ 1,330,797	\$ 75,136	6.0%	53.0%
Instructional Fee	8,861,587	4,430,794	4,427,181	(3,612)	-0.1%	50.0%
Registration Fee	384,790	192,395	162,314	(30,081)	-15.6%	42.2%
Miscellaneous	259,958	129,979	156,261	26,282	20.2%	60.1%
Transcripts	7,100	3,550	6,633	3,083	86.8%	93.4%
<b>Total Revenue</b>	<b>\$ 12,024,757</b>	<b>\$ 6,012,379</b>	<b>\$ 6,083,186</b>	<b>\$ 70,807</b>	<b>1.2%</b>	<b>50.6%</b>

**Expenses**

AA - Regular Employee Compensation	\$ 3,522,436	\$ 1,781,462	\$ 1,580,171	\$ 201,291	11.3%	44.9%
CC - Special Employees	2,578,275	1,237,572	1,392,133	(154,561)	-12.5%	54.0%
DD - Pension and Fringe Benefits	1,454,415	735,566	641,419	94,147	12.8%	44.1%
<b>Compensation expense subtotal</b>	<b>7,555,126</b>	<b>3,754,600</b>	<b>3,613,723</b>	<b>140,877</b>	<b>3.8%</b>	<b>47.8%</b>
BB - Employee Related expenses	86,507	38,448	6,049	32,399	84.3%	7.0%
EE - Administrative Expenses	339,863	169,932	91,927	78,004	45.9%	27.0%
FF - Facility Operations	32,240	16,120	23,438	(7,318)	-45.4%	72.7%
HH - Consultant Services	530,360	265,180	295,815	(30,635)	-11.6%	55.8%
JJ - Operational Services	97,115	43,162	2,715	40,447	93.7%	2.8%
KK - Equipment Purchases	5,000	2,500	-	2,500	100.0%	0.0%
LL - Equipment Leases and Rental	8,000	4,000	-	4,000	100.0%	0.0%
RR - Entitlement Programs (Scholarships)	75,000	37,500	38,894	(1,394)	-3.7%	51.9%
UU - Information Technology	39,355	19,678	21,837	(2,160)	-11.0%	55.5%
Transfer to the University	3,256,191	1,628,096	1,628,096	-	0.0%	50.0%
<b>Other Expense/Transfers Total</b>	<b>4,469,631</b>	<b>2,224,614</b>	<b>2,108,771</b>	<b>115,843</b>	<b>5.2%</b>	<b>47.2%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 12,024,757</b>	<b>\$ 5,979,214</b>	<b>\$ 5,722,493</b>	<b>\$ 256,721</b>	<b>4.3%</b>	<b>47.6%</b>
<b>Net</b>	<b>\$ -</b>	<b>\$ 33,164</b>	<b>\$ 360,693</b>	<b>\$ 327,528</b>	<b>987.6%</b>	

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

**Residential Life Financial Report**  
**Quarter Ending December 31, 2021**

	<b>Annual FY22 Budget</b>	<b>FY22 2nd Qtr. Budget</b>	<b>FY22 2nd Qtr. Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>	<b>Percent Realized/ Expended</b>
<b>Metrics</b>						
Fall Semester Occupancy	1,860	1,860	1,884	24	1.3%	
Spring Semester Occupancy	1,678	-	-	-	0.0%	
Percentage of Capacity	73.8%	77.6%	78.6%			
<b>Staffing</b>						
Administrative	45	45	40	(5)	-11.1%	
<b>Revenue</b>						
Room Rent Fall	\$ 7,589,800	\$ 7,589,800	\$ 7,555,199	\$ (34,601)	-0.5%	99.5%
Room Rent Spring	6,845,425	-	-	-	0.0%	0.0%
Room Rent Summer	35,000	35,000	27	(34,973)	-99.9%	0.1%
Commissions	40,000	20,000	12,088	(7,912)	-39.6%	30.2%
Guest Fees/other	109,720	54,860	44,837	(10,023)	-18.3%	40.9%
Deposits Forfeited	15,000	7,500	61,850	54,350	724.7%	412.3%
Room Damages	25,000	12,500	(13)	(12,513)	-100.1%	-0.1%
<b>Total Revenue</b>	<b>\$ 14,659,945</b>	<b>\$ 7,719,660</b>	<b>\$ 7,673,989</b>	<b>\$ (45,671)</b>	<b>-0.6%</b>	<b>52.3%</b>
<b>Expenses</b>						
AA Employee Compensation	\$ 2,202,210	\$ 1,092,014	\$ 946,258	\$ 145,756	13.3%	43.0%
CC Special Employees/Students	545,060	305,234	279,259	25,975	8.5%	51.2%
DD Fringe Benefits, Insurance	866,605	429,566	355,218	74,348	17.3%	41.0%
<b>Compensation expense subtotal</b>	<b>3,613,875</b>	<b>1,826,814</b>	<b>1,580,735</b>	<b>246,079</b>	<b>39.2%</b>	<b>43.7%</b>
BB Employee Related Expenses	6,750	3,375	853	2,522	74.7%	12.6%
EE - Administrative Expenses	44,550	22,275	8,873	13,402	60.2%	19.9%
FF - Facility Operations	258,158	129,079	105,297	23,782	18.4%	40.8%
GG - Energy Costs and Space Rental	1,757,195	831,904	876,995	(45,091)	-5.4%	49.9%
HH - Consultant Services	10,000	5,000	880	4,120	82.4%	8.8%
JJ - Operational Services	506,276	253,138	153,911	99,228	39.2%	30.4%
KK - Equipment Purchases	36,130	18,065	15,280	2,786	15.4%	42.3%
LL - Equipment Leases and Rental	131,716	65,858	54,688	11,170	17.0%	41.5%
NN - Construction and Improvements	8,800	4,400	351	4,049	92.0%	4.0%
RR - Entitlement Programs (Scholarships)	485,094	192,856	192,856	-	0.0%	39.8%
SS - Debt Payments and Contingency	9,392,542	4,658,701	4,551,174	107,527	2.3%	48.5%
UU - Information Technology	157,544	78,772	76,010	2,762	3.5%	48.2%
Unallocated	12,229	-	-	-	-	0.0%
Transfer from the University	(254,893)	(254,893)	(254,893)	-	0.0%	100%
<b>Total Expenses/Transfers</b>	<b>\$ 16,165,966</b>	<b>\$ 7,835,344</b>	<b>\$ 7,363,009</b>	<b>\$ 472,334</b>	<b>6.0%</b>	<b>45.5%</b>
<b>Net</b>	<b>\$ (1,506,021)</b>	<b>\$ (115,684)</b>	<b>\$ 310,980</b>	<b>\$ 426,663</b>	<b>-368.8%</b>	

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

**Dining Services Financial Report**  
**Quarter Ending December 31, 2021**

	<u>Annual FY21 Budget</u>	<u>FY21 2nd Qtr. Budget</u>	<u>FY21 2nd Qtr. Actual</u>	<u>Budget Variance</u>	<u>Percent Variance</u>	<u>Percent Realized/ Expended</u>
<b>Metrics</b>						
Meal Plan Participants - Fall % Participation	1,998	2,067	2,116 63%	49	2.4%	
<b>Staffing</b>						
Full-time	56	56	46	(10)	-17.9%	
<b>Revenue</b>						
Board Revenue	\$ 8,174,412	\$ 4,250,694	\$ 4,349,015	\$ 98,321	2.3%	53.2%
Catering Sales - Internal	150,000	75,000	125,853	50,853	67.8%	83.9%
Catering Sales - External	50,000	25,000	1,849	(23,151)	-92.6%	3.7%
Retail Sales	425,000	212,500	125,727	(86,773)	-40.8%	29.6%
Miscellaneous Revenue	-	-	13,908	13,908	-	-
<b>Total Revenue</b>	<b>\$ 8,799,412</b>	<b>\$ 4,563,194</b>	<b>\$ 4,616,352</b>	<b>\$ 53,158</b>	<b>1.16%</b>	<b>52.5%</b>
<b>Expenses</b>						
AA - Regular Employee Compensation	\$ 2,350,342	\$ 1,081,157	\$ 948,344	\$ 132,813	12.3%	40.3%
CC - Special Employees	786,000	393,000	527,277	(134,277)	-34.2%	67.1%
DD - Pension and Fringe Benefits	955,585	421,169	359,809	61,360	14.6%	37.7%
<b>Compensation expense subtotal</b>	<b>4,091,927</b>	<b>1,895,326</b>	<b>1,835,430</b>	<b>59,896</b>	<b>3.2%</b>	<b>44.9%</b>
BB - Employee Related expenses	19,000	9,500	2,210	7,290	76.7%	11.6%
EE - Administrative Expenses	36,000	18,000	10,409	7,591	42.2%	28.9%
FF - Facility Operations	2,791,757	1,451,714	1,393,634	58,080	4.0%	49.9%
GG - Energy Costs and Space Rental	700	350	251	99	28.2%	35.9%
HH - Consultant Services	2,000	1,000	-	1,000	100.0%	0.0%
JJ - Operational Services	28,788	14,394	18,997	(4,603)	-32.0%	66.0%
KK - Equipment Purchases	42,643	21,322	1,918	19,403	91.0%	4.5%
LL - Equipment Leases and Rental	64,077	32,039	22,055	9,984	31.2%	34.4%
SS - Debt Payments and Contingency	312,774	55,846	55,846	-	0.0%	17.9%
UU - Information Technology	65,000	32,500	26,509	5,991	18.4%	40.8%
Unallocated	222,993	-	-	-	-	-
Transfer to the University	1,121,753	560,877	560,877	-	0.0%	-
<b>Other Expense/Transfers Total</b>	<b>4,707,485</b>	<b>2,197,540</b>	<b>2,092,705</b>	<b>104,835</b>	<b>4.8%</b>	<b>44.5%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 8,799,412</b>	<b>\$ 4,092,867</b>	<b>\$ 3,928,135</b>	<b>\$ 164,731</b>	<b>4.0%</b>	<b>44.6%</b>
<b>Net</b>	<b>\$ -</b>	<b>\$ 470,328</b>	<b>\$ 688,217</b>	<b>\$ 217,889</b>	<b>46.3%</b>	

**Westfield State University**  
**Board of Trustees**  
**Finance and Capital Assets Committee**

**Annual Update on Capital Projects and Planning**

February 7, 2023

Prepared by:

Maureen Socha, Associate Vice President, Facilities and Capital Planning

# Agenda

- FY22 Campus Projects Updates
- Project Highlights
- FY19-23 DM Capital Investment Summary
- FY24-28 Anticipated Funding
- ARPA Funding
- Status of Master Plan
  - Update from Cannon Design
- Parenzo Hall update

# FY22 Capital Project Updates

Wilson Sprinkler Installation	\$3.4M	Complete
Power Plant Condensate and DA	\$784k	May-Aug
Gender Inclusive Restroom In Wilson	\$30k	Complete
HMC AC Replacement	\$575k	On Going
Dower Boiler Replacement	\$341k	Complete
MEP/F Master Plan	\$195k	Compete
DC Dish Machine Replacement	\$720k	Complete
FY23 Studies		
– Wilson Roof Replacement	\$55k	On going
– Trades Roof Replacement	\$42k	On hold

# Wilson Sprinkler





# Dining Commons Dish Machine



# Wilson Gender Inclusive Restroom W208A



# FY 19-23 DCAMM 5 year Critical Repairs Funding Plan

## DCAMM funding to expire 6/30/23

	<b>DCAMM</b>	<b>WSU</b>	<b>SRP*</b>
FY19	92,521	19,596	
FY20	606,241	184,031	
FY21	1,785,096	16,581	1,096,501
FY22	2,750,315	243,611	432,402
<i>FY23</i>	<i>1,201,817</i>	<i>1,677,944</i>	
<b>Total</b>	<b>6,435,990</b>	<b>2,141,763</b>	<b>1,528,903</b>

Original Allotment	6,435,990	3,060,990	
Variance	(0)	(919,228)	1,528,903

\*Small Repair Projects funds did not require matching and could be used on independent small projects or to offset the University Match

# FY 24-28 DCAMM 5 year Critical Repairs Funding Plan

- Another \$9,249,450 Million anticipated
  - Split
    - \$6,271,127 DCAMM
    - \$2,978,323 WSU Match Required
- Detailed Projects/Priorities Due Feb 2023
- Project Priorities
  - Priority Projects based on Facilities Conditions Assessment
  - Add an emergency contingency
  - Add escalation to outlying years

# FY 24-28 Critical Repairs Project Considerations

## **Projects under consideration:**

- Trades Roof Replacement
- Wilson Roof Replacement
- R22 Equipment Replacement
- Arc Flash Testing
- Roads and Sidewalks Repairs
- Dining Machinery Room Renovations
- Wilson HVAC Replacement
- Ely Pool and HVAC Repairs
- Funding Emergencies

# ARPA Funds Projects Update

## Westfield State University Facilitates ARPA Spending Plan

Facilities & Operations ARPA Spending Plan		BOT approval 10/12/22			Requested Changes	Requested Allocation as of 2/7/23			
Option 1	Deferred Maintenance	FY23	FY24	Assumptions		FY23	FY24	Assumptions	
<b>Physical Plant Projects</b>									
1	Ely Hot Water Tanks & Circulator Pumps	Y	\$ 800,000	\$ 550,000	1,350,000	Increase the funds from \$1,350,000 to \$2,073,206	\$ 578,915	\$ 1,494,291	\$ 2,073,206
2	Scanlon/Trades Tunnel & Bates Pump Room Asbestos Remediation	Y	\$ 100,000	\$ 50,000	200,000	Complete, move remaining \$3915 to Ely Project	\$ 196,085	\$ -	\$ 196,085
3	R22 Replacement	Y	\$ 50,000	\$ 300,000	400,000	Need to replace equipment; Not able to replace coolant. Complete the study and move remaining \$300,000 to Ely Project	\$ 100,000	\$ -	\$ 100,000
4	Wilson Study of HVAC issues	Y	\$ 50,000	\$ 114,729	164,729	Study1 complete Study 2 nearing completion; Working with DCAMM and DCAMM Energy. Move remaining \$39,729 to Ely Project	\$ 125,000	\$ -	\$ 125,000
			\$1,000,000	\$1,014,729	2,114,729		\$ 1,000,000	\$ 1,494,291	\$ 2,494,291
							<b>Total Need</b>	<b>\$2,494,291</b>	
							<b>Allocation</b>	<b>\$2,114,729</b>	
							<b>Shortfall</b>	<b>\$ (379,562)</b>	
							<b>Surplus ARPA Funds</b>	<b>\$ 357,843</b>	

\* Any difference can be value engineered or Emergency Facilities Funding

# Campus Facilities Master Plan Update

- Phase 1 - Mechanical, Electrical, Plumbing & Fire Master Plan Complete
  - Prioritize Deferred Maintenance Cannon Design
  - Estimated Project Costs
    - Escalation
    - Contingencies
- Phase 2 – Space Utilization Review Kick off ± 3/1/23
- Phase 3 - Campus Facilities Masterplan FY24

*Funded from capital budget over 3 years*

# Parenzo Project Update

**WALSH BROTHERS**  
Since 1888  
Walsh Brothers, Inc.

Printed on Mon Jan 23, 2023 at 12:24 pm EST

Job #: 1-WSU-210002 WSU PARENZO HALL  
577 WESTERN AVENUE  
WESTFIELD, Massachusetts 01086

**WALSH BROTHERS**  
Since 1888  
Walsh Brothers, Inc.

Printed on Mon Jan 23, 2023 at 12:24 pm EST

Job #: 1-WSU-210002 WSU PARENZO HALL  
577 WESTERN AVENUE  
WESTFIELD, Massachusetts 01086

## Construction

### Description

Taken Date  
01/11/2023 at 07:12 am

Upload Date  
01/11/2023 at 07:12 am

Uploaded By  
Deven Tracy

File Name  
IMG 2023 01 11 07 12...



Page 3 of 3

## Construction

### Description

Taken Date  
01/11/2023 at 08:08 am

Upload Date  
01/11/2023 at 08:08 am

Uploaded By  
Deven Tracy

File Name  
IMG 2023 01 11 08 08...



Page 1 of 3



# Q and A

Facilities & Capital Planning

TO: Steve Taksar, Vice President, Administration and Finance

FROM: Maureen Socha, Associate Vice President, Facilities and Capital Planning

DATE: January 27, 2023

RE: ARPA Funding Reallocation

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In the course of the House Doctor's study of the Ely Hot Water Tank and Circulation Pump Project many unforeseen issues were discovered. These issues include the need for a backup tank, need for asbestos remediation as well as the need for additional valves, etc. The revised scope of the project has driven up the estimated project cost to be \$2,073,206 versus the original estimate of \$1,350,000. To try to balance the approved budget we have moved the unspent and unencumbered funds from the other 3 approved projects, however as you will see from the attached spreadsheet I still have a shortfall in excel of \$300k.

Therefore, I am requesting the use of surplus COVID funds in the ARPA budget outlined in Maria Feuerstein's email dated 1/9/23 to balance the deficit currently in the Facilities and Operations ARPA projects.

At this point the \$2m figure is just an estimate. Once the project goes out to bid and the proposals are evaluated I will certainly communicate if the bids are within the estimated budget.

According to the Trust Fund Policy, changes in funding that are not more than 25% need Board approval. This estimate is 18% increase, as a result I need your approval, the President's approval and to inform the Board of the changes in funding strategy.

Once the use of the surplus funds are approved, we will send out the bid to ensure that the work is able to be completed this summer.

Thank you for your consideration.

**Westfield State University Facilitates ARPA Spending Plan**

Facilities & Operations ARPA Spending Plan			BOT approval 10/12/22			Requested Changes	Requested Allocation as of 2/7/23		
Option 1		Maintenance	FY23	FY24	Assumptions		FY23	FY24	Assumptions
Physical Plant Projects									
1	Ely Hot Water Tanks & Circulator Pumps	Y	\$ 800,000	\$ 550,000	1,350,000	Increase the funds from \$1,350,000 to \$2,073,206	\$ 578,915	\$ 1,494,291	\$ 2,073,206
2	Scanlon/Trades Tunnel & Bates Pump Room Asbestos Remediation	Y	\$ 100,000	\$ 50,000	200,000	Complete, move remaining \$3915 to Ely Project	\$ 196,085	\$ -	\$ 196,085
3	R22 Replacement	Y	\$ 50,000	\$ 300,000	400,000	Need to replace equipment; Not able to replace coolant. Complete the study and move remaining \$300,000 to Ely Project	\$ 100,000	\$ -	\$ 100,000
4	Wilson Study of HVAC issues	Y	\$ 50,000	\$ 114,729	164,729	Study1 complete Study 2 nearing completion; Working with DCAMM and DCAMM Energy. Move remaining \$39,729 to Ely Project	\$ 125,000	\$ -	\$ 125,000
			\$ 1,000,000	\$ 1,014,729	2,114,729		\$ 1,000,000	\$ 1,494,291	\$ 2,494,291
							<b>Total Need</b>		<b>\$ 2,494,291</b>
							<b>Allocation</b>		<b>\$ 2,114,729</b>
							<b>Shortfall</b>		<b>\$ (379,562)</b>
							<b>Surplus ARPA Funds</b>		<b>\$ 357,843</b>

\* Any difference can be value engineered or Emergency Facilities Funding

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## **Reserve Funds Use Policy**

### **Policy**

It is the policy of Westfield State University (WSU) to maintain financial operations to meet the current and long term objectives of the university. Chapter 15A(j) of the Massachusetts General Laws provides that the Westfield State University Board of Trustees (the Board) “have the authority to transfer funds within and among subsidiary accounts... .”

### **Statement of Purpose**

The primary purpose (unless otherwise identified) of the WSU Reserve Funds is to support capital improvements on or about the university. Capital expenditures from the Reserve Funds are subject to the requirements and limitations set-forth in the Expenditure Requests section of this policy. Notwithstanding the aforementioned “Purpose” statement, Reserve Funds may, in limited circumstances, be used for non-capital expenditures. Non-capital expenditures must serve the best interests of the university and its present and future enrollment. Non-capital expenditures are subject to the requirements and limitations set-forth in the “Expenditure Requests section of this policy and require a 2/3 vote of the Board of Trustees.

### **Expenditure Requests**

#### **Capital and Non-Capital Expenditure Requests and Authorizations**

1. Any single unbudgeted capital expenditure to be made from the Reserve Funds, exceeding \$20,000, or any multiple unbudgeted capital expenditures in any three month period exceeding \$50,000 require a majority vote of the Board of Trustees. Any single unbudgeted capital expenditure not exceeding \$20,000 may be made by the President provided however he/she shall report such expenditure to the Board not later than the next Board meeting following the expenditure(s).
2. The President shall request the Board’s express authorization before making a non-capital expenditure from the Reserve Funds, regardless of value. All non-capital expenditures, regardless of value, require a 2/3 vote of the Board.

3. The President shall request the Board's express authorization before making a unbudgeted capital expenditure in excess of \$20,000, unless otherwise authorized by sub-paragraph 5 below.
4. Requests to make capital and/or non-capital expenditures from the Reserve Funds shall be presented at the university's annual budget meeting or from time to time as determined by the President.
5. In the event of a bona-fide emergency that requires an immediate expenditure to ensure the health, welfare and/or safety of students, faculty, staff or capital assets the President is authorized to expend up to \$100,000 from the Reserve Funds to mitigate such threat. In the event the President invokes this emergency authorization clause he/she shall notify the Chairperson of the Board as soon as is practical. Upon such notification the Chairperson shall determine whether an emergency meeting of the Board is necessary to further consider such expenditure and/or further consider the overall budget impact of said emergency.

**Review**

This policy shall be periodically reviewed and updated by the Board of Trustees as necessary.

# **Westfield State University**

## **Board of Trustees**

### **Finance and Capital Assets Committee**

February 7, 2023

Prepared by:

Steve Taksar, Vice President of Administration and Finance

Maria Feuerstein, AVP, Strategic Finance & Institutional Planning

# Agenda

- FY24 Budget Update
- Enrollment Overview
- FY24 Glidepath Update
- Recommended Fees for FY24

# FY24 Budget Update



# FY24 Budget Update

	FY23	FY24	Diff	% Change	Rationale
<b>Enrollment</b>	2,997	2,960	(37)	-1.2%	Current trajectory w/ minor offset for Yield strategy
<b>Revenue</b>	114,662,227	115,848,171	1,185,943	1.0%	\$0.5M State Appropriation Placeholder; \$0.7M General Fee Incr. offset by lower enrollment
<b>Expenses</b>	121,865,011	124,598,412	2,733,400	2.2%	<b>Increases:</b> \$1.1M contractual component of Compensation \$0.6M Utilities \$2.5M Res Life mainly debt increase <b>Offsets:</b> \$0.9M Lower Covid expenditures \$1.3M FEMA Funds 1 time expense in FY23
<b>Net Surplus/(Deficit)</b>	(7,202,784)	(8,750,241)	(1,547,457)		
<b>Reserve Funding:</b>					
Planned Use of Reserves	3,040,784	1,139,378			FY23 Included FEMA Funding of \$1.3M and Financial Aid Funding of \$0.5M, which were both 1 time only
Capital Rollover	1,511,196	1,511,196			Will have an update closer to the end of the fiscal year
<b>Total Use of Reserves</b>	<b>4,551,981</b>	<b>2,650,575</b>			
<b>Structural Deficit Offset</b>	2,650,803	-			Glide Path Strategy
<b>Adjusted Surplus/(Deficit)</b>	-	(6,099,666)			

# Next Steps

- Solve the budget deficit, main opportunity is vacant positions.
- Finalize resource allocation decisions:
  - Strategic Plan
  - Capital
  - Contractual Obligations
  - Other Trust Fund Rollovers
- Develop a Draft Budget by April
- Provisional Budget in June / Final Budget in October

# Enrollment Overview

# FY23 FT Day UG Enrollment – Billed Students

<u>Category</u>	<u>Final Fall</u>	<u>As of: 1/31/2023</u>
Adjusted Billed Fall	3,142	
Billed Students		2,644
Additional students billed		417
Bills reversed for various reasons		(213)
<b>Adjusted Billed</b>	<u>3,142</u>	<u>2,848</u>
Average Annual Billed		2,995
FY23 Budget (Oct. budget)		2,997
<b>Variance to budget</b>		<u>(2)</u>

- Billed students calculation converts enrollment to a financial metric for the annual budget.
- Full time undergrads only (majority of student population)

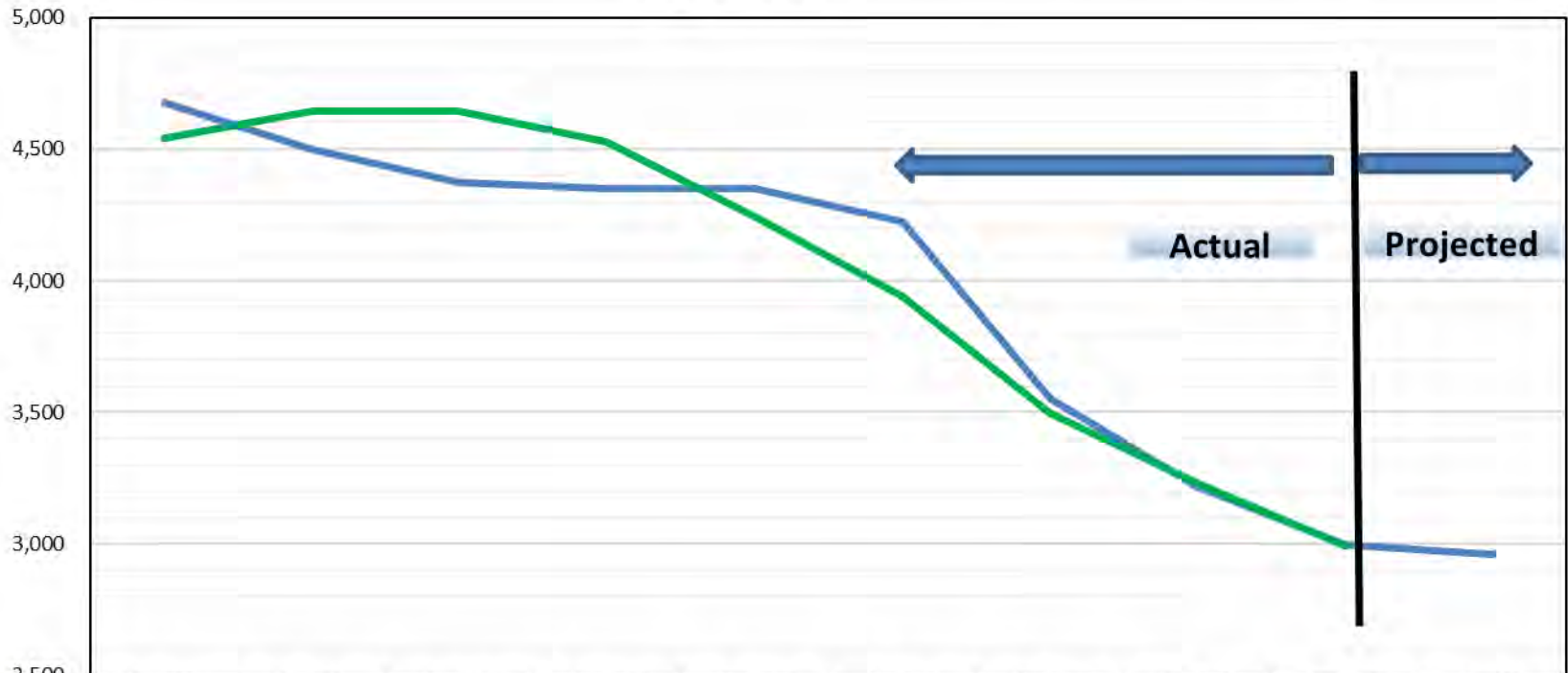
# FY23 CGCE Enrollment

<u>Enrollment (Number of Credits)</u>	<u>Annual FY23 Budget</u>	<u>FY23 2nd Qtr Budget</u>	<u>FY23 2nd Qtr Actual</u>	<u>Budget Variance</u>	<u>Percent Variance</u>
Graduate	11,010	4,895	5,864	969	19.8%
PA	3,480	1,886	1,866	(21)	-1.1%
Undergraduate	15,642	6,954	6,403	(551)	-7.9%
<b>Total</b>	<b>30,132</b>	<b>13,736</b>	<b>14,132</b>	<b>397</b>	<b>2.9%</b>

- Graduate
  - MSW Online resulted in more retained students than in the past
  - Criminal Justice 4+1 had a larger cohort
  
- Undergraduate
  - Fewer registering students, follows similar trend FT U/G enrollment
  - Lower due to decision to fill seats in day division courses

# FT Undergraduate Day Enrollment

**Westfield State University**  
**UG Day Enrollment - Budgeted vs Actual/Projected (Billed)**  
**FY15 - FY24**



	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY2024
— Budget	4,675	4,500	4,372	4,350	4,350	4,223	3,552	3,215	2,997	2,960
— Actual	4,540	4,643	4,645	4,526	4,241	3,940	3,496	3,229	2,995	

— Budget — Actual

# Glide Path Update

# Original 3 Year Glide Path Strategy

Category	FY23	FY24	FY25
<b>Budget Reductions</b>	<b>Moderate (50%)</b>	<b>Moderate</b>	<b>Low</b>
<b>Use of Reserves</b>	<b>Moderate (50%)</b>	<b>Low</b>	<b>None</b>
<b>Enrollment Growth</b>	<b>Low</b>	<b>Moderate</b>	<b>Moderate</b>

Note: Updated from Nov 2021



# FY24 Preliminary Glide Path Assumption

	<b>FY23</b>	<b>FY24</b>	<b>% Change</b>
<b>Enrollment</b>	<b>2997</b>	<b>2960</b>	<b>-1%</b>
<b>Deficit</b>	(5,301,606)	\$ (6,099,666)	<b>15%</b>
<b>50% Campus Reserves</b>	(2,650,803)	\$ (3,049,833)	<b>15%</b>
<b>50% Campus to Solve</b>	(2,650,803)	\$ (3,049,833)	<b>15%</b>

Risk to Initial Glide Path Strategy :

- Enrollment Growth is lower year over year
- Use of Reserves is expected to increase as enrollment is down and expenses are outpacing revenue.

# FY 24 Fee Recommendations

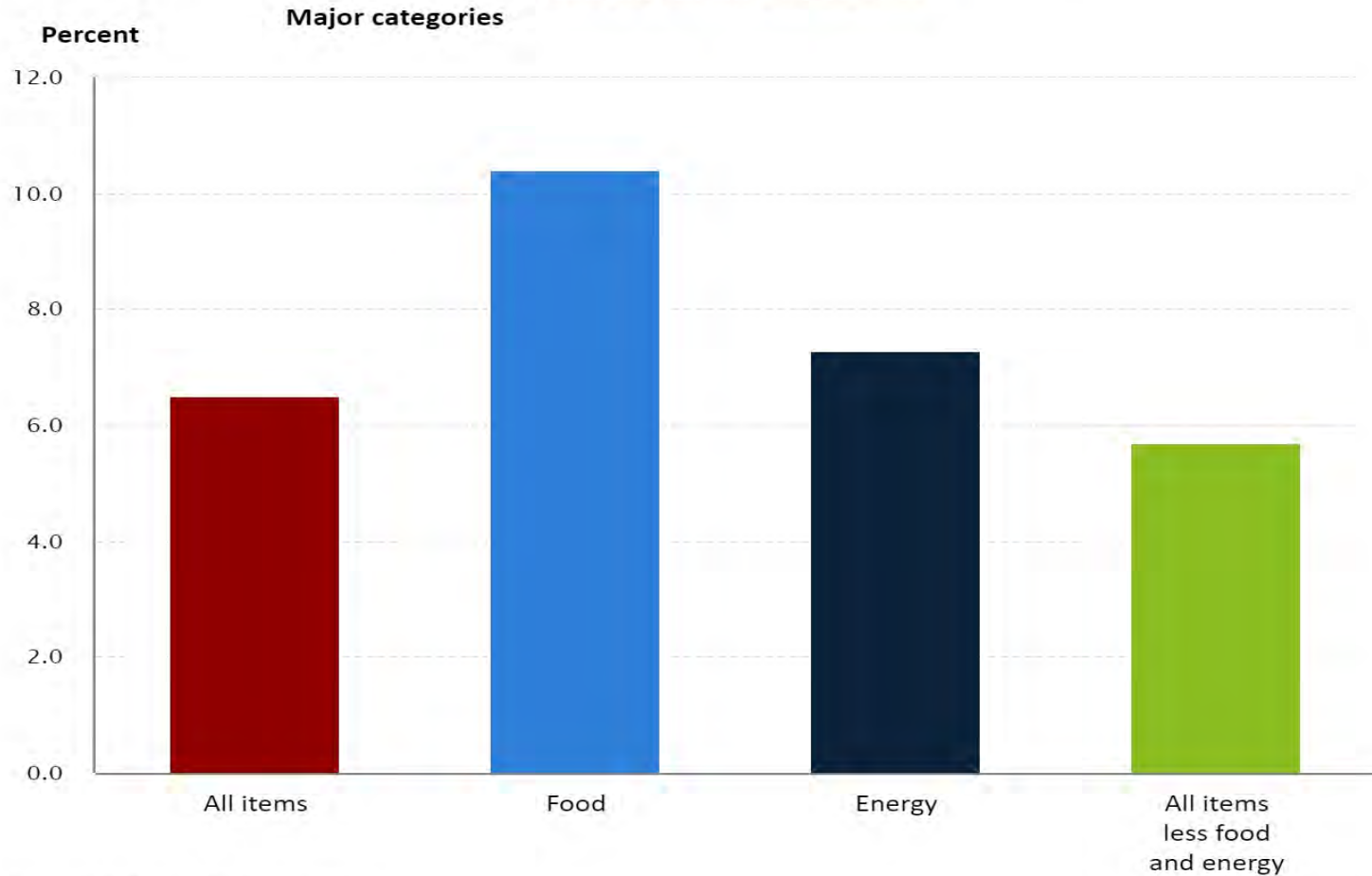
# Annual Fee Setting Process

- Seek campus feedback in fall semester
- Model multiple fee scenarios and budget projections
- Review prior year financial performance
- Assess CPI impact
- Review available market data
- Present analysis and recommendations to SGA
- President's Cabinet recommends fees
- President approves final recommendation
- BOT reviews and approves mandatory fees.

# CPI-U 12 Month Change – December 2022

12-month percentage change, Consumer Price Index, selected categories, December 2022, not seasonally adjusted

Click on columns to drill down



Source: U.S. Bureau of Labor Statistics.

# 5 Year Tuition and Fee Comparison

Segment	Institution	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	1 Yr % Chg	Highest to Lowest
State Universities	Bridgewater State University	10,368	10,732	10,732	10,732	11,056	3%	6
State Universities	Fitchburg State University	10,354	10,504	10,654	10,654	10,920	2%	7
State Universities	Framingham State University	10,520	11,100	11,380	11,380	11,380	0%	5
State Universities	Massachusetts College of Art and Design	13,200	13,700	14,200	14,200	14,570	3%	1
State Universities	Massachusetts College of Liberal Arts	10,560	10,930	11,306	11,306	11,590	3%	3
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State Universities	Worcester State University	10,162	10,162	10,586	10,586	10,786	2%	8
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Weighted Average	State Universities*	10,562	10,895	11,149	11,150	11,439	2%	
Weighted Average	University of Massachusetts*	15,151	15,629	15,699	15,703	16,205	3%	

- Tuition and Mandatory Fees only (excludes Res Life and Dining)
- Full Time In State Students
- Westfield is slightly higher than average of all State Universities

# 5 Year Westfield State Fee History

<b>Westfield State - 5 Year Tuition/Fee History</b>			
<b>Year</b>	<b>Amount</b>	<b>\$ Change</b>	<b>% Change</b>
FY2019	10,430	714	7.3%
FY2020	10,850	420	4.0%
FY2021	11,140	290	2.7%
FY2022	11,140	-	0.0%
FY2023	11,500	360	3.2%
<b>Average</b>	<b>11,012</b>	<b>357</b>	<b>3.5%</b>

# FY24 Tuition and Fee Summary

- Fee recommendations are consistent with approved planning parameters **3.0%-4.5%**; total cost of attendance is **3.5%-3.6%**
- General fee increase is recommended to be **4.0%**; offsets inflationary impact of 7%, utilities, salary and benefit increases, and service contracts.
- Residential Life's Tuition & Fee increase will be a weighted average rate of **3.0%**. Implementing year 2 of flat fee structure with a goal of increasing upper class retention rates.
- Dining Services Meal Plans - To offset significant commodity price increases, the meal plan rates are recommended to increase across-the-board by **5.0%**.
- Student Health Insurance rates are unknown at this time but will be determined by the Council of Presidents (COP) in spring.

# FY24 Proposed Cost of Attendance

Category / Fee	FY23	FY24	\$ Change	% Change
<b>Tuition - Resident</b>	\$ 970	\$ 970	\$ -	0.0%
<b>Mandatory Fees</b>				
Student Activity	\$ 162	\$ 162	\$ -	0.0%
General Fee	\$ 9,538	\$ 9,920	\$ 382	4.0%
Capital Improvement Fee	\$ 100	\$ 100	\$ -	0.0%
Technology Fee	\$ 730	\$ 730	\$ -	0.0%
<b>Total Mandatory Fees</b>	<b>\$ 10,530</b>	<b>\$ 10,912</b>	<b>\$ 382</b>	<b>3.6%</b>
<b>Total in State Tuition and Fees</b>	<b>\$ 11,500</b>	<b>\$ 11,882</b>	<b>\$ 382</b>	<b>3.3%</b>
<b>On Campus Residential Rates</b>				
Room Rates - Weighted Average	8,300	8,550	\$ 250	3.0%
Meal Plan Rates	4,724	4,960	\$ 236	5.0%
<b>Total Residential Rates</b>	<b>\$ 13,024</b>	<b>\$ 13,510</b>	<b>\$ 486</b>	<b>3.7%</b>
<b>Total Cost of Attendance</b>	<b>\$ 24,524</b>	<b>\$ 25,392</b>	<b>\$ 868</b>	<b>3.5%</b>



# New Campus Fee(s) for FY24

- Non-Mandatory \$200 Course Lab Fee to cover the cost of food, beverage, and travel for experiential learning related to beverage courses: Wine appreciation, Brewing Industry & Beer, and Mixology courses in MRKT
- Campus fees are approved by the President.

# FY24 CGCE Mandatory Fees

Graduate and Continuing Education	<u>FY23</u>	<u>FY24</u>	<u>\$</u> <u>Change</u>	<u>%</u> <u>Change</u>
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## MANDATORY FEES:

Undergraduate (per credit)	340	354	14	4.0%
RN-to-BSN (per credit)	350	350	0	0.0%
Graduate - General (per credit)	383	398	15	4.0%
Graduate - Social Work (per credit)	500	520	20	4.0%
Physician's Assistant (per credit) Cohort Four (see note below regarding previous cohorts)	827	877	50	6.0%

### Note:

The Physician's Assistant per credit increase is applicable to the FY24 cohort. The FY21 cohort will continue to pay \$736/credit/\$14,720 per trimester. FY22 cohort pays \$780/credit/\$15,600 per trimester. FY23 cohort continues to pay \$827/credit/\$16,540 per trimester. The FY24 cohort with the approved increase will be \$877/credit/\$17,540 per trimester.

Q&A?

**Westfield State University**  
Financial Affairs and Advancement Committee

**FY24 Budget Planning Model and Process Update**

February 7, 2023

The planning process for the annual budget is well underway based on previous work to develop scenarios presented to the Trustees in December 2022. The mid-case scenario model is still our working assumption with no major changes since the last report.

While revenues are declining and expenses rising, developing a balanced budget moving forward will be equally challenging for next fiscal year as our baseline model has a \$6M deficit. While this is our working budget model, there are still many variables to consider as we work to refine the projection in the spring.

The shared responsibility concept, as grounded in the three-year glide path strategy, will be critical to maintaining a balance between stakeholders in order to develop a long-term sustainable financial strategy. Student fee increases, cost reductions or cost containment, and strategic use of campus reserves, will all be critical to forming a balanced financial strategy for next year. Student fee increases will be requested in February for an overall cost of attendance (COA) of 3.5%. The glide path calls for a reduction in use of reserves as enrollment increases but, that does not appear to be the case. The campus is assuming reserves will be 50% of the projected deficit.

The campus is engaged in a process to foster creativity and focus using the IDEA model as communicated by President Thompson at recent campus events. Innovation, Diversity, Engagement, and Advancement (IDEA) are the themes we are now using to establish institutional priorities and resource allocation decisions. This framework, in tandem with the campus strategic plan, forms the direction and foundation for the University in the near term as a new strategic plan will be developed in FY25.

There are three significant opportunities which may directly impact our FY24 budget planning process: Yield Strategy Program, Fair Share Amendment, and restructuring MSCBA debt.

- Yield Strategy Program – The campus is working with a strategic enrollment partner to focus on increasing the yield on new undergraduate students. If successful, this program could bring in an extra 100 students yielding \$1.5M in additional revenue, assuming half of them are residential students. The results will not be known for some time, but this will be a yearlong effort.
- Fair Share Amendment – While it is too early to know the outcome of this statewide amendment, some portion of the revenue it generates will come to public higher education. Based on the outcome of the political process and timing of the funding, the University and students could see significant benefits, but likely not until FY25 or beyond.

- Restructure MSCBA Debt – Conversations are ongoing with the MSCBA to restructure current debt obligations which will have short- and long-term implications. The benefit would be to defer principal payments in the near term and push out debt service further into the future. The financial analysis is underway to determine the cost/benefit implications of this strategy.

Finally, President's Cabinet is considering the most appropriate budget balancing strategy to meet a projected shared responsibility target of \$3M. There are several approaches to closing the budget shortfall which are under consideration, though no decisions have been made. Routine and ongoing budget support for capital planning, contractual increases and strategic planning support will follow prior year processes.



## Board of Trustees

February 7, 2023

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### MOTION

To approve the FY24 annual tuition and fee schedules, as presented.

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Robert A. Martin, Ph. D., Chair

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Date

**Westfield State University**  
Financial Affairs and Advancement Committee

**FY24 Schedule of Annual Tuition and Fees**

February 7, 2023

**Fee Recommendations**

**Overview**

The campus FY24 Planning Assumptions were presented to the Board of Trustees last October with the expectation that cost of attendance increases would fall within a range of 3.0% - 4.5%, Including CGCE, Dining and Res Life. The campus remains committed to keeping the overall cost of attendance as cost effective as possible, however, given the current rate of inflation at 6.5% as of December 2022, a fee increase is unavoidable. Inflation is still running at historically high levels despite the recent year over year decreases. Therefore, the campus recommendation for the undergraduate cost of attendance fee increase is 3.3% for commuting students and 3.5% for residential students. This approach is consistent with the “shared responsibility” strategy as assumed in the glide path model.

The campus is recommending similar fee increases for the College of Graduate and Continuing Education. A 4.0% fee increase for undergraduate and graduate students, with differential increases for the Physician’s Assistant program at 6.0% (this averages to a 3.0% increase per year for the two-year cohort) and the Masters in Social Work program at 4%. To maintain the pricing strategy from last year on the RN to BSN program, the University is recommending no increase in the RN to BSN program.

On January 9, 2023, the President’s Cabinet discussed and recommended approval of the fees presented today.

**Comparison of Tuition and Fees**

Tuition and mandatory fees at Westfield State are in line with all the other state universities. Westfield has maintained an average market position within the state university fee structure at \$11,500 vs the average of \$11,439. The overall rate of tuition and fee increases has been consistent over time and not out of line with the other public universities. When compared to UMASS, the price differential is \$4,705 or 41% higher than Westfield State’s tuition and fees. The current market position and overall pricing seems appropriate for Westfield State at this juncture. It is important to note that the posted tuition and fee rates are partially offset by financial aid, state waivers, institutional grants and other state provided funding and that the net price most students pay is less than the “sticker price” on tuition and fees approved today.

**Residential Life Fees**

Residential Life is continuing its pricing strategy of using a flatter fee structure to increase upper class retention rates (reduce the gap of residential hall rates). This change is incentivizing

returning students to stay on campus in their junior and senior year and normalize the price for first year students. The University is in the third year of the repricing strategy which has been approved by both the MSCBA and BHE. The result is a year over year weighted average room rate of \$8,550 for FY24 or a 3% increase over FY23.

### **Dining Services Fees**

Dining Services has been significantly impacted by labor shortages and supply chain issues resulting in transportation, fulfillment, and reliability issues related to food and supplies. There have been significant increases in the food commodities, with a CPI of 10.4% as of December 2022. Therefore, an across-the-board increase of 5% for all meal plan rates is recommended. Dining services will continue to require all residential students to purchase a meal plan which offsets dining plan increases due to a higher level of meal plan participants.

### **Summary**

All budget planning models have assumed these increases and are within the FY24 planning parameters previously presented and discussed at prior Board of Trustee meetings this year. Vice President Taksar has also attended two SGA meetings, along with Residential Life and Dining Service staff to discuss the issues and the recommendations presented today. As previously noted, the President's Cabinet recommended, and the President approved, the fee changes proposed in this document. The price sensitivity of our students is of the utmost importance, however, the current challenging economic conditions have resulted in unavoidable increases but are also a part of the "shared responsibility" strategy.



**Westfield State University**  
Financial Affairs and Advancement Committee

**FY24 Schedule of Annual Tuition and Fees**

February 7, 2023

**New Campus Fees for FY24**

**Overview**

Fees charged to students fall into two major categories, mandatory fees and non-mandatory Fees (campus fees). In the University's Trust Fund Management Policy (0604), they are defined as:

Mandatory Fees – Required fees charged to students enrolled in credit coursework. This type of fee applies to a large proportion of students, with few exceptions. Examples include general fee, technology fee, capital improvement fee, student activity fee, CGCE tuition, educational service fee, and registration fee.

Non-Mandatory Fees or Campus Fees – Optional or one-time fees charged to students for a specific purpose or special program/course offering. This fee is not required of the majority of students each year. Examples of non-mandatory fees include non-credit courses, summer programs, testing fees, equipment fees, laboratory fees, transcript fee, late registration fee, late payment fee and parking fees. The President approves non-mandatory fees.

The campus is providing the list of new fees approved by the President for FY24.

**Process**

A formal process was developed in FY23 year to seek recommendations on proposed fee increases. Data was gathered, justifications developed, and all proposed fees were reviewed by the President's Cabinet and approved by the President. Details of new fees and amounts are summarized following this overview.

While the revenues generated from the new campus fees may remain in the general fund, the requesting departmental budgets will be increased accordingly based on the revenues generated and are expected to have a neutral impact to the budget.

**FY24 Approved Fees**

The President has approved one new non-mandatory academic program fee for FY24 follows:

The School of Business, Mathematics, Computing, and Sustainability (BMCS) has received approval for a program fee of \$200/course to cover the cost of food, beverage, and travel to allow students to participate in experiential learning related to beverage and food pairing courses. The courses will include Wine appreciation, Brewing Industry & Beer, and Mixology courses in the Marketing Program. This type of fee is common across universities with similar course offerings in our region.

**WESTFIELD STATE UNIVERSITY**  
**Schedule of Annual Tuition and Fees**  
**FY23 - FY24 Comparison**  
**FY24 Proposed - DRAFT**

	FY23 Approved	FY24 Recommended	\$ Change	% Change
<b>TUITION:</b>				
<b>√ Resident</b>	970	970	0	0.0%
Proximity	1,455	1,455	0	0.0%
Non-Resident & Foreign	7,050	7,050	0	0.0%
<b>MANDATORY FEES:</b>				
Student Activity	162	162	0	0.0%
General Fee	9,538	9,920	382	4.0%
Capital Improvement Fee	100	100	0	0.0%
Technology Fee	730	730	0	0.0%
<b>√ Total Mandatory Fees</b>	<b>10,530</b>	<b>10,912</b>	<b>382</b>	<b>3.6%</b>
<b>Total In-State Tuition/Fees</b>	<b>11,500</b>	<b>11,882</b>	<b>382</b>	<b>3.3%</b>
<b>ROOM RATES:</b>				
<b>√ Estimated and Adjusted Weighted Average Room Rate</b>	<b>8,300</b>	<b>8,550</b>	<b>250</b>	<b>3.0%</b>
<b>MEAL PLAN RATES:</b>				
<b>Unlimited Meal Plan</b>	<b>4,724</b>	<b>4,960</b>	<b>236</b>	<b>5.0%</b>
On the Go Dining Plan	1,546	1,624	78	5.0%
Blue 15	4,516	4,742	226	5.0%
Gold 10	4,306	4,522	216	5.0%
Hoot 5	2,576	2,704	128	5.0%
Commuter 5	2,576	2,704	128	5.0%
<b>Total Recommended Change in Mandatory Fees <sup>(2)</sup></b>	<b>24,524</b>	<b>25,392</b>	<b>868</b>	<b>3.5%</b>
<b>OTHER FEES:</b>				
Bad Check Fee	25	25	0	0.0%
ID Card Replacement Fee	40	40	0	0.0%
Late Payment Fee	100	100	0	0.0%
Late Registration Fee	25	25	0	0.0%
Nursing Fee <sup>(1)</sup>	1,794	1,794	0	0.0%
Parking	100	100	0	0.0%
Parking - CGCE	60	60	0	0.0%
Practical Exam, Equipment and Clinical Fee	240	240	0	0.0%
Reinstatement Fee	50	50	0	0.0%
Student Teaching (practicum) Fee	250	250	0	0.0%
Study Abroad Fee	50	50	0	0.0%
<b>WAIVABLE FEES:</b>				
Lifetime Owls (opt in fee)	75	75	0	0.0%
Student Health Insurance (see note below)	3,663	TBD		
Fitness Center	185	185	0	0.0%

√ Average student annual change in fees is calculated using the gray shaded areas.

√ Student Health Insurance Plan rate is to be determined once rates are made known by the state

**Note:**

1. The Nursing Fee includes coverage for clinical requirements by healthcare facilities and payment for Assessment Technology Institutes (ATI).
2. Actual cost of attendance is determined by financial aid and may vary from the weighted average estimated cost of attendance.

**WESTFIELD STATE UNIVERSITY**  
**Schedule of CGCE Annual Tuition and Fees**  
**FY23 - FY24 Comparison**  
**DRAFT 1.24.23**

<b>Graduate and Continuing Education</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>\$ Change</b>	<b>% Change</b>
<b>MANDATORY FEES:</b>					
Undergraduate (per credit)	330	340	354	14	4.0%
RN-to-BSN (per credit)	370	350	350	0	0.0%
Graduate - General (per credit)	372	383	398	15	4.0%
Graduate - Social Work (per credit)	475	500	520	20	4.0%
Physician's Assistant (per credit) Cohort Four (see note below regarding previous cohorts)	780	827	877	50	6.0%
<b>OTHER CGCE FEES:</b>					
Lab Fee	10	10	10	0	0.0%
Student Teaching (practicum) Fee	250	250	250	0	0.0%
Nursing Fee*	1,794	1,794	1,794	0	0.0%
RN-BSN Capstone Placement Fee**	150	150	150	0	0.0%
Physician's Assistant program Fee	1,000	1,000	1,000	0	0.0%
Psychology Practicum	100	100	100	0	0.0%
School Guidance Counseling Practicum Fee	250	250	250	0	0.0%
Prior Learning Portfolio Assessment Fee	150	150	150	0	0.0%
Late Registration Fee	50	50	50	0	0.0%
Late Payment Fee	100	100	100	0	0.0%
Returned Check Fee	25	25	25	0	0.0%
Late Withdrawal Fee	25	25	25	0	0.0%
Replacement ID Card	40	40	40	0	0.0%
Parking-CGCE	60	60	60	0	0.0%

**Note:**

The Physician's Assistant per credit increase is applicable to the FY24 cohort. The FY21 cohort will continue to pay \$736/credit/\$14,720 per trimester. FY22 cohort pays \$780/credit/\$15,600 per trimester. FY23 cohort continues to pay \$827/credit/\$16,540 per trimester. The FY24 cohort with the approved increase will be \$877/credit/\$17,540 per trimester.

\*The Nursing fee applies to full-time enrolled B.S.N Nursing students and rates are recommended by the Day School.

\*\*The RN-BSN Capstone Placement Fee applies to RN-BSN students completing a practicum placement in a hospital setting.

## 5 Year Tuition and Fee Comparison

Segment	Institution	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	1 Yr % Chg	Highest to Lowest
State Universities	Bridgewater State University	10,368	10,732	10,732	10,732	11,056	3%	6
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- Tuition and Mandatory Fees only (excludes Res Life and Dining)
- Full Time In State Students
- Westfield is slightly higher than average of all State Universities

## 5 Year Westfield State Fee History

Westfield State - 5 Year Tuition/Fee History			
Year	Amount	\$ Change	% Change
FY2019	10,430	714	7.3%
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<b>Average</b>	<b>11,012</b>	<b>357</b>	<b>3.5%</b>



## Board of Trustees

February 7, 2023

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### MOTION

To close the University's certificate of deposit account at M&T Bank (formerly United Bank) at its maturity date of March 7, 2023, and to approve the transfer of \$2,100,395.21, plus interest, to the University's municipal money market account at Westfield Bank.

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Robert A. Martin, Ph.D., Chair

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Date



## **Board of Trustees**

February 7, 2023

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### **MOTION**

To approve the changes and accept the newly revised Travel Policy (0390), as presented.

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Robert A. Martin, Ph.D., Chair

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Date

## TRAVEL

### PURPOSE

To define the Westfield State University guidelines to be undertaken when University related travel expenses are incurred. To provide guidance regarding reimbursable travel related expenses.

### POLICY

All travel by University employees and/or students is to be funded according to Commonwealth of Massachusetts (state) laws and regulations, University policies and procedures, and the applicable collective bargaining agreements. The traveler is responsible for ensuring adherence to applicable travel policies and procedures. All travel is contingent on available funds.

### GUIDELINES

1. All travel funds will be allocated by the Vice President for Administration & Finance to the appropriate department cost center under the approval of the area Vice President on an annual basis. Departmental travel expenses are limited to and shall not exceed the amount budgeted and allocated.
2. In determining the use of travel funds, departmental and administrative area supervisors and Vice Presidents shall consider the extent to which participating in the travel or activity requested will primarily benefit the University.
3. Reimbursements for travel related expenses must follow all University policies and procedures, state laws and regulations, and the applicable collective bargaining agreements regardless of the source of funds. Travel procedures and forms can be found on myWestfield > Documents > Administration and Finance > Travel Information.
4. Prior to any travel, funds must be pre-approved and encumbered on a Request to Travel Form using the travel procedures.
5. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pet, etc.).
6. Student travel is restricted to students registered with the University and must be approved in advance by the President or a Vice President. Such travel must contribute directly to the student's education or benefit the University. (See Student Travel Policy)

7. When combining University business with personal travel, the University will reimburse the business portion of a trip that is combined with personal travel. Documentation must be provided to support the business portion of the trip in addition to a detailed allocation of the expenses that are business related. The traveler should obtain a quote at the time of booking to document the incremental cost that is a personal expense and include it with the Request to Travel Form. Reimbursement will be at the lesser of actual paid or would have paid had the travel not been combined with personal travel.
8. The University may reimburse for expenses for non-personal travel before and after business activity, such as hotels and meals, at the discretion and approval of the Department Head Signature Authority and the Director, Procurement & Administrative Services.
9. In accordance with the Massachusetts Conflict of Interest Law (G.L. c.268A), employees are prohibited from earning personal frequent flier miles, hotel rewards, and other rewards or points during state or university funded travel.

## **TRAVEL ARRANGEMENTS**

All University travel shall be arranged through the Campus Travel Manager to include, but not limited to airfare, hotels, car rentals and conference registrations.

## **NON-REIMBURSABLE EXPENSES**

Expenses of a personal nature, unreasonable or excessive expenditures, and those not specifically related to the conduct of University business are not reimbursable. Types of expenses that will not be reimbursed include, but are not limited to:

1. Alcohol; \*
2. Excessive or extravagant costs (e.g. exclusive restaurants and hotels);
3. Personal entertainment;
4. Travel insurance;
5. Traffic, toll, or parking violations;
6. Insurance for a personally owned or rental car;
7. Articles stolen from a personal or rental car;
8. Briefcase and luggage purchases;



9. First class airline tickets;
10. Expenses incurred in connection with personal business or activities;
11. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pets, etc.);
12. Non-business related conference activities such as tours or tickets to local attractions;
13. Hotel amenities (i.e. phone calls, in room movies, room service, spa/fitness fees, etc.);
14. Charges caused by failure to cancel guaranteed reservations; and
15. Any unexplained expenses.

\* Alcohol is an allowable, reimbursable expense when traveling for business purposes 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, Vice President for Institutional Advancement~~ staff, as authorized by the Vice President of Institutional Advancement, and ~~Major Gift Officers~~ are ~~authorized~~ permitted to purchase or seek reimbursement for 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. Refer to the University Business Expense Policy (0300) and the Procurement Card and Use Policy (0560).

## **PRESIDENT'S TRAVEL AND RELATED EXPENDITURES**

The Board recognizes the duties of the President require that he/she travel. All official travel should be prudently planned so the best interests of the University are served at the most reasonable cost. This may include economy plus seats and direct routes to forgo unreasonable layovers that would not be an efficient use of time. When traveling, the President will be reimbursed for meals using the US General Services Administration (GSA) per diem rates for breakfast, lunch, and dinner based on geographic distance.

The following internal controls are in place:

1. The Board of Trustees, through the Chair or designee (Chair of Finance Committee), will review and approve all travel requests and related expenditures for the President prior to the approval of the Vice President of Administration and Finance.
2. The Presidents approved blanket in-state request to travel can be used for overnight accommodations, in-state, that includes the benefit to the University.

# Westfield State University

Policy concerning:

Section Administrative

number 0390

page 4 of 4

APPROVED: October 1999

REVIEWED ~~October 2017~~ February 2023

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3. The President is directed to submit a report for Travel and Related Expenditures to the Chair of the Board or designee no less than once every semester.

## REPORTING

The Vice President of Administration & Finance will submit to the Chair of the Board of Trustees by July 31 (for the period from January 1 to June 30) and by January 31 (for the period from July 1 to December 31) of each year a matrix summary of the travel of the President, all Vice Presidents, and all direct reports to the President. This summary shall include the following information for each trip: the dates, duration, University purpose, location, and the cost of airfare, lodging and all other expenses and the total cost.

## TRAINING

The Finance Division will offer in person and virtual training programs in complying with all travel related policies. These training sessions will be offered at least once annually. Travelers should contact the Finance Division with any questions about travel and related policies.

## ENFORCEMENT

This policy applies uniformly to all University employees. The Vice President for Administration & Finance will be responsible for consistently enforcing all travel policies, P-Card policies, and any related policies. Failure to comply with all University policies and procedures may result in disciplinary action up to and including suspension and/or termination.

## EXCEPTIONS

Exceptions to this travel policy may be limited but nevertheless may be necessary in unanticipated or very unusual circumstances. All exceptions must be reasonable, both as to arrangements and amounts, and must be approved by the Department Head Signature Authority and the Director, Procurement & Administrative Services. Once the decision has been rendered it is considered final.

## REVIEW

This policy will be reviewed annually by the Vice President for Administration & Finance and the Finance & Capital Assets Committee of the Board of Trustees.

## TRAVEL

### PURPOSE

To define the Westfield State University guidelines to be undertaken when University related travel expenses are incurred. To provide guidance regarding reimbursable travel related expenses.

### POLICY

All travel by University employees and/or students is to be funded according to Commonwealth of Massachusetts (state) laws and regulations, University policies and procedures, and the applicable collective bargaining agreements. The traveler is responsible for ensuring adherence to applicable travel policies and procedures. All travel is contingent on available funds.

### GUIDELINES

1. All travel funds will be allocated by the Vice President for Administration & Finance to the appropriate department cost center under the approval of the area Vice President on an annual basis. Departmental travel expenses are limited to and shall not exceed the amount budgeted and allocated.
2. In determining the use of travel funds, departmental and administrative area supervisors and Vice Presidents shall consider the extent to which participating in the travel or activity requested will primarily benefit the University.
3. Reimbursements for travel related expenses must follow all University policies and procedures, state laws and regulations, and the applicable collective bargaining agreements regardless of the source of funds. Travel procedures and forms can be found on myWestfield > Documents > Administration and Finance > Travel Information.
4. Prior to any travel, funds must be pre-approved and encumbered on a Request to Travel Form using the travel procedures.
5. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pet, etc.).
6. Student travel is restricted to students registered with the University and must be approved in advance by the President or a Vice President. Such travel must contribute directly to the student's education or benefit the University. (See Student Travel Policy)

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## **REVIEW**

This policy will be reviewed annually by the Vice President for Administration & Finance and the Finance & Capital Assets Committee of the Board of Trustees.



Giving Societies	Donors	Dollars
President's Circle (\$25,000 or higher)	4	\$150,022.51
Davis-Bates Circle (\$10,000 - \$24,999)	8	\$101,531.27
Scanlon Circle (\$5,000 - \$9,999)	8	\$49,476.60
Dickinson Circle (\$2,500 - \$4,999)	9	\$25,523.00
1839 Society (\$1,000 - \$2,499)	36	\$44,192.67
Donor (\$1 - \$999)	887	\$89,584.03
<b>Total</b>	<b>952</b>	<b>\$460,330.08</b>

## Donor Retention

### RETAINED DONOR:

A donor who gave last year and gave again this year.

**Increased to 449 vs. 390 retained Q2 last year**

### REACTIVATED DONOR:

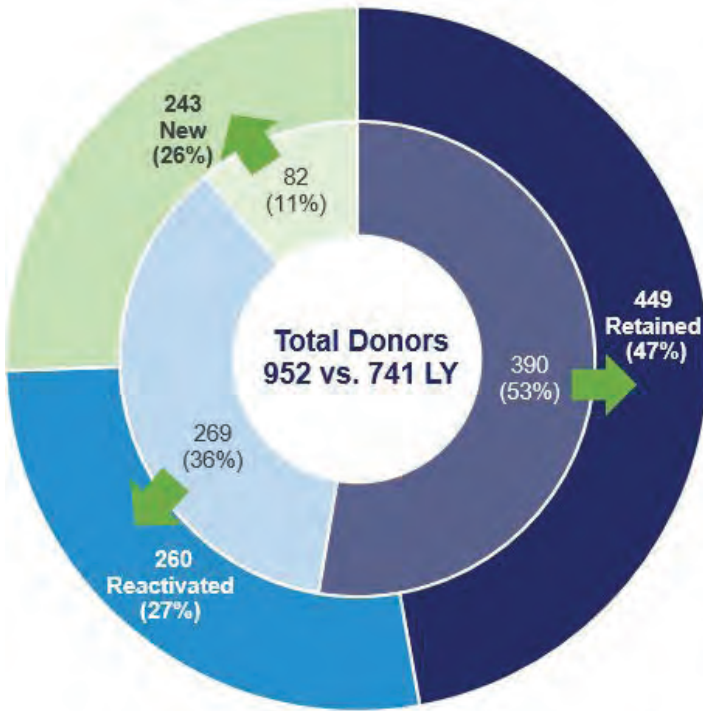
A donor who gave sometime in the past, but not last year, and gave again this year.

**260 reactivated donors vs. 269 in Q2 last year**

### NEW DONOR:

A donor who gave for the first time.

**Increased to 243 vs. 82 New in Q2 last year**



### Grants Received (FY23 Q2)

Commonwealth of MA Endowment Match	\$431,972
Social Work Grant	\$2,500
As Schools Match Wits Grant	\$45,000
<b>Total</b>	<b>\$479,472</b>

## Fundraising Areas



### THE WESTFIELD FUND

GIFTS \$66,334  
DONORS 323

### GROWTH TO THE WESTFIELD FUND

- **58% increase in donors**  
(323 vs 205 in Q2 FY23)
- **24% increase in gifts**  
(\$66,334 vs. 53,448 in Q2 FY23)



### ATHLETICS OWL CLUB

GIFTS \$68,186  
DONORS 274



# Give a Hoot

*Come together for our students*

**SAVE THE DATE | MARCH 22-23, 2023**

## Executive Summary

**\$939,802 TOTAL GIFTS & GRANTS**

\$460,330 Gifts

\$479,472 Grants

**952 DONORS**

553 Alumni & Students\*

132 Employees\*

301 Friends & Organizations

\*A donor may be both an alumni and employee.

**\$255.03 Average Gift**

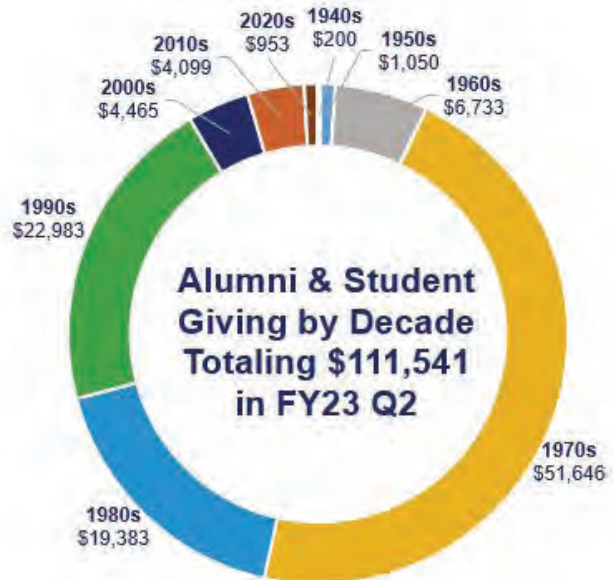
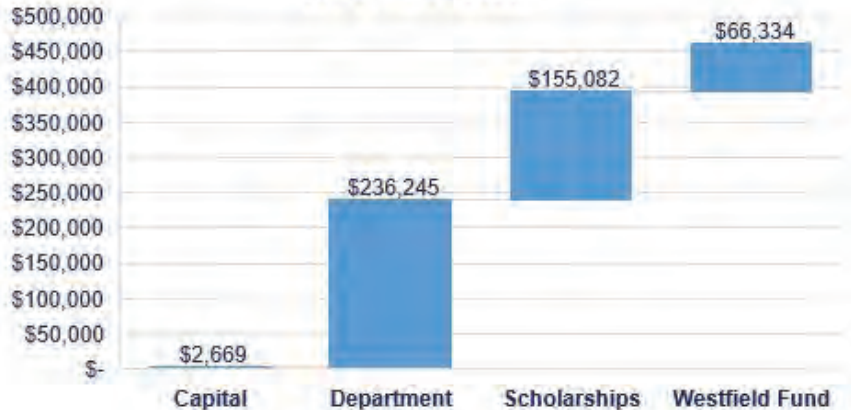
## Highlights

- **20% increase** of alumni donors (553 in Q2 FY23 vs. 459 in FY22)
- **74 class years** of alumni & student giving, ranging from donors in Class of 1949 through 2026
- **9% increase** in overall gifts (\$460,330 vs. \$424,045 Q2 FY22)
- **28% increase** in overall donors (952 vs. 741 in Q2 FY22)

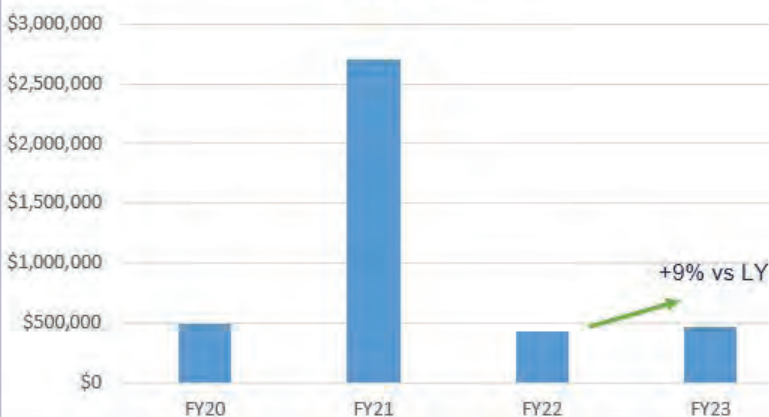
### *Congratulations*

to **Bill Hynes** on his appointment to Director of Advancement & Major Gifts

**FY23 Gifts by Giving Area**  
(as of 12/31/2022)



**Q2 Gifts**



**Q2 Donors increased for the 2nd consecutive year exceeding pre-pandemic levels**







## **2023 Hogan Classic Golf Outing**

Monday, March 13, 2023  
Registration and Buffet at 11:00 a.m.  
Shotgun Start at 12:00 p.m.

Club Pelican Bay  
707 Gulf Drive  
Naples, FL 34108

**Followed By:**

### **Alumni & Friends Reception**

4:30 p.m. at Club Pelican Bay

All alumni & Friends are invited to attend a reception following the golf outing to celebrate Westfield State, and hear from President Linda Thompson. Learn about the university's current initiatives and successes, while enjoying each other's company, great food, and great drink!

Registration includes a buffet, round of golf with cart and a reception following the tournament. A portion of your contribution is tax-deductible. This year's Hogan Classic will benefit President Thompson's Initiatives, supporting access and student success at Westfield State.

Special thanks to Bill III '77 & Susan Hogan, Kevin & Barbara Queenin '70, and Steven '88 & Renee Marcus for hosting this outing and reception.

To guarantee your spot in this year's tournament, please register today:

<https://www.westfieldalumni.org/events/hogangolf2023>



# Give a Hoot

## ANNUAL DAY OF GIVING

Support our students!

**When:** Wednesday, March 22 through Thursday, March 23

**Where:** <https://www.westfield.ma.edu/give>

**Why:** We're asking members of the Westfield State community to come together, give back, and **Give a Hoot** for our students! All dollars raised during this campaign will make an immediate impact on Westfield State students by providing them with access to opportunities that will transform their lives forever.

**Overall Goal:** 350 donors

**Subcampaigns:**

- Academics (gifts can be designated to specific majors)
- Athletics (gifts can be designated to specific teams)
- Owls Helping Owls Student Emergency Fund
- Student Scholarships

**Become a Give a Hoot Advocate!**

Make an impact by encouraging your classmates, family, and friends to support Westfield State University on the **Give a Hoot page** through GiveCampus at <https://www.westfield.ma.edu/give>.



Create an Account at [givecampus.com](https://www.givecampus.com) (or if you already have one, log in)



Make your own gift to Give a Hoot and turn it into a match or challenge!



Share the Give a Hoot page! The built-in sharing buttons on the campaign page generate a personal link that is unique to you to share through email, text, and social media. Use your personal link so we can track and celebrate your impact!



Film a personal plea video asking your friends to Give a Hoot! Share it on the Give a Hoot page and your social media.

## Give a Hoot Advocate Email

Dear [name],

Give a Hoot is happening from March 22-23! Join me in supporting Westfield State on this incredible day of giving. Show your Owl pride by designating your gift to the greatest areas of need including Academics, Athletics, Owls Helping Owls Student Emergency Fund, Student Scholarships, and the Westfield Fund. You can even support a specific major or athletics team.

Make an immediate impact on current Westfield State students at <https://www.westfield.ma.edu/give!>  
Don't miss the opportunity to increase the impact of your gift through donor challenges and matches happening throughout the campaign.

Thank you for joining me in supporting Westfield State!

[Name]

## Give a Hoot Advocate Social Media Posts

- My experience at @WestfieldState was made possible by alumni who came before me. That's why I'm paying it forward by making a gift and contributing to future student success!  
#GiveAHootWSU [insert personal link]
- I'm participating in #GiveAHootWSU because [favorite school memory or takeaway] [photo from your time at Westfield State] #HootHoot [insert personal link]
- When I was a student at @WestfieldState, I [insert favorite memory here]. That's why I'm taking part in #GiveAHootWSU this year! Join me at [insert personal link]

## Facebook, Instagram, and Twitter

Spread the word by sharing Give a Hoot across your social media accounts using **#GiveAHootWSU**

- Facebook [@westfieldstatealumni](#)
- Instagram [@westfieldstatealumni](#)
- Twitter [@westfieldalumni](#)
- Give a Hoot page <https://www.westfield.ma.edu/give>



# ADVOCATE TO-DO LIST

## Tuesday, March 14

Like, follow, and join us on Facebook/Instagram @WestfieldStateAlumni and Twitter @Westfieldalumni to stay informed about our giving day progress!

5:30pm ET – Give a Hoot Advocate Training Meeting hosted by GiveCampus

## Tuesday, MARCH 21 *Give a Hoot is TOMORROW!*

Log into GiveCampus on the Give a Hoot page <https://www.westfield.ma.edu/give>  
Make your gift early and turn your gift into a **challenge or match** to incentivize your classmates and friends to make their own gift to Give a Hoot.

12:00pm – Email **Westfield State Friends**

“Hi Fellow Owls! Just a reminder tomorrow is Give a Hoot, Westfield State’s annual day of giving. Join me in making a gift at (include personal link when logged into GiveCampus)”

## Wednesday, MARCH 22 *Give a Hoot BEGINS!*

9:00am – Like/Comment/Share @WestfieldStateAlumni video post on social media

12:00pm – Email/Text/Call **Westfield State Friends**

“Today is Give a Hoot Westfield State’s annual day of giving. Join me and support any area at Westfield State that means most to you like (choose an area of meaning: specific Athletics team, student scholarships, Academic department, etc.). Here’s the link: (include personal link when logged into GiveCampus)”

5:00pm – Like/Comment/Share @WestfieldStateAlumni video post on social media

## Thursday, MARCH 23 *Give a Hoot ENDS!*

9:00am – Like/Comment/Share @WestfieldStateAlumni post on social media

5:00pm – Final Email/Text/Call **Westfield State Friends**

“There’s still time to support Give a Hoot! Can I count on you to make your gift at (include personal link when logged into GiveCampus).”

7:00pm – Like/Comment/Share final @WestfieldStateAlumni post on social media

## Friday, MARCH 24 – *CELEBRATE!*

Thank your Westfield State Friends who supported Give a Hoot!

## HOME ADDRESS

Verified	Updated	Added
3,326	518	1

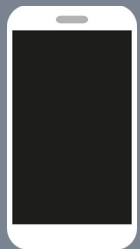


## HOME PHONE

Verified	Updated	Added
958	2,052	165

## HOME EMAILS

Verified	Updated	Added
2,511	572	518

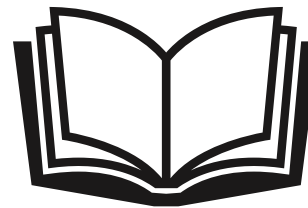


## CELL PHONE

Verified	Updated	Added
435	591	1,525

# ORAL HISTORY PROJECT OUTREACH SUMMARY

Westfield State Alumni Relations Office



2,631 stories



162 donations

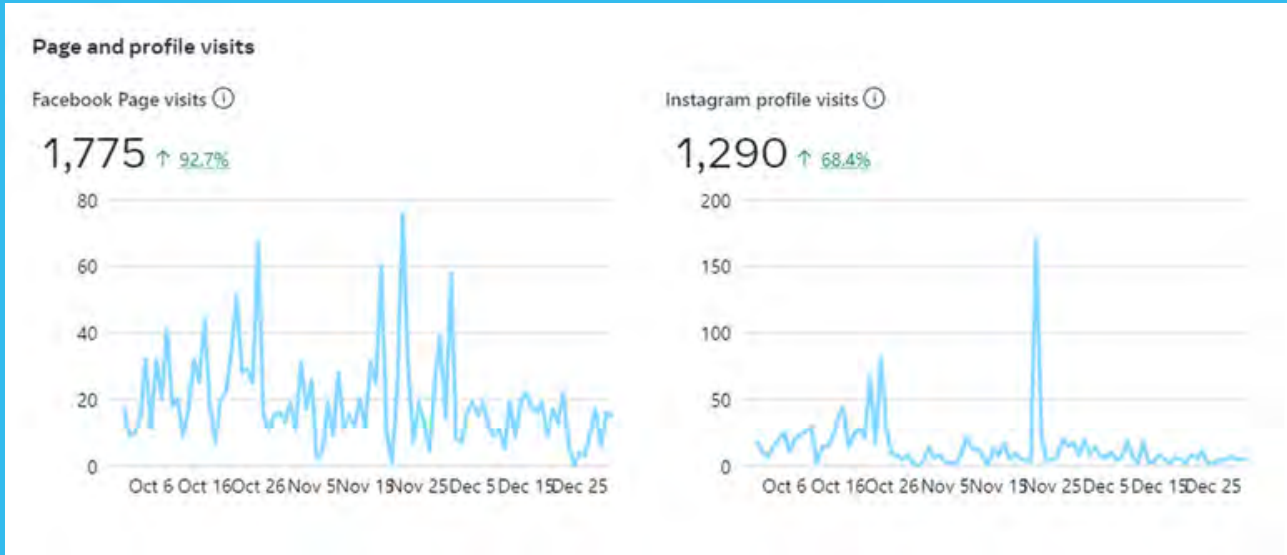
# QUARTER 2 STATISTICS

## Number of Posts

Facebook : 80

Instagram : 73

Twitter : 66

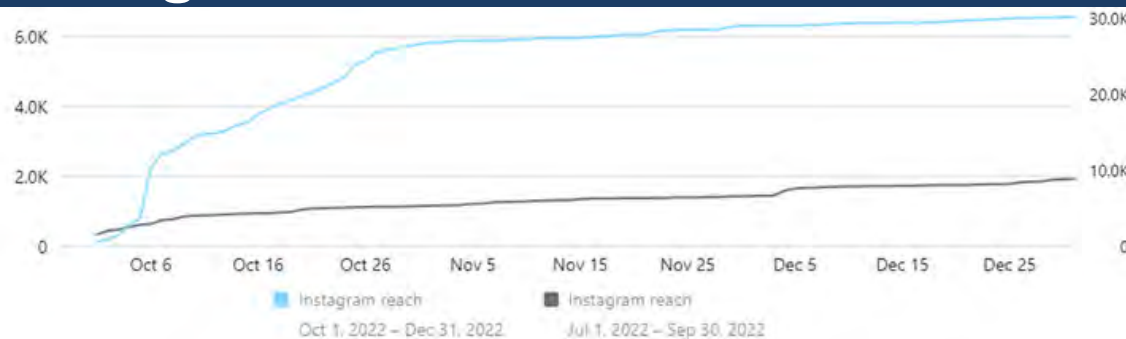


## Page and profile visits Increase in Q2 by almost 93%

Homecoming and Giving Tuesday showed the highest traffic across all of our social media platforms.

Quarter 2	Instagram	Facebook	Twitter
Followers as of 12.31.22	1,431	4,910	878
Change in Followers	+ 69	+ 29	+ 3

## Instagram



## Facebook



# REOCCURRING ENGAGEMENTS

- Philanthropy Friday
  - Posted the last Friday of every month
- Throwback Thursday
  - Posted every 2 weeks
- Meet the IA Staff
  - Posted weekly beginning at the end of September and concluded the middle of November
- 12 Days of Giving
  - Scheduled in the month of December in tandem with email communications

# SOCIAL MEDIA

Quarter 2

## Philanthropy Friday

### #PhilanthropyFriday



As Schools Match Wits  
November 2022

Westfield  
STATE UNIVERSITY

Celebrating a historic 62nd year, As Schools Match Wits has been a longstanding program at Westfield State University thanks to the years of underwriting support from The Massachusetts Teachers Association. In this quiz-show, the best and brightest high school students from all over the region participate in a competitive game of academic performance. Produced at the studios of Westfield State and broadcast on New England Public Media, donations have been essential to keeping this program on air for future generations.

## 12 Days of Giving

## Meet the IA Staff

**WESTFIELD STATE ALUMNI**  
*Ryan Meersman*

Associate Director,  
Alumni Relations

**MEET RYAN!!**

- POSITION**  
ASSOCIATE DIRECTOR,  
ALUMNI RELATIONS
- HOW LONG HAVE YOU BEEN AT WSU?**  
8 YEARS
- FAVORITE MEMORY AT WSU?**  
LIVING IN THE APARTMENT COMPLEX MY SENIOR YEAR 2011-2012 AND THE HALLOWEEN SNOW STORM DURING HOMECOMING
- GO TO KARAOKE SONG?**  
SUSPICIOUS MINDS BY ELVIS

## Throwback Thursday

westfieldstatealumni

westfieldstatealumni in honor of our "telling" into the new semester, this #ThrowbackThursday we are throwing it back to 1982 and the iconic "beat" (who actually has never prior lived at your time at Westfield State? #westfieldstate92)

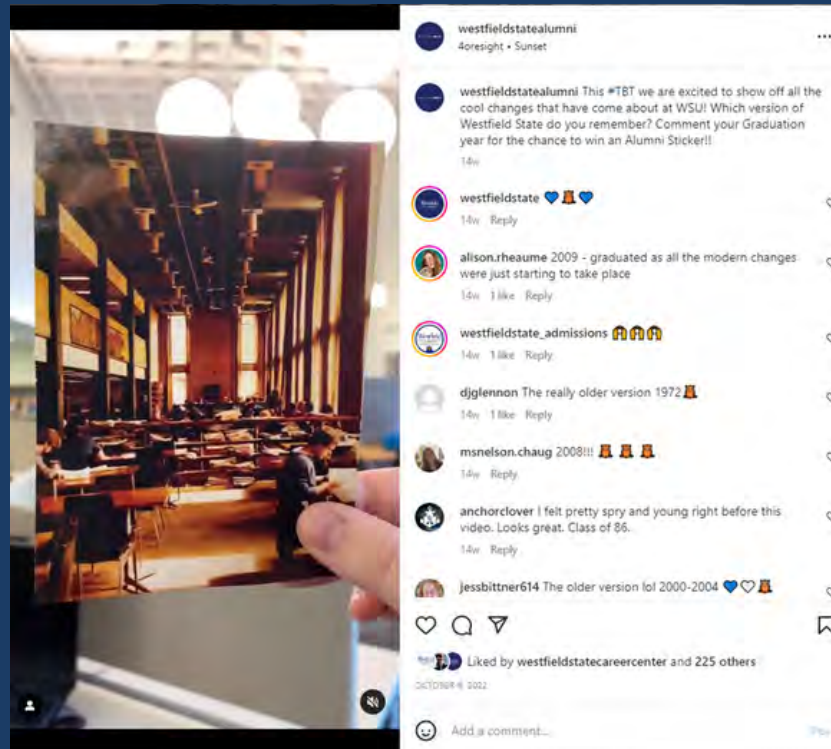
Dr. Catherine Dower gifted the University its first \$1 million donation, becoming the first woman to have a campus academic building named in her honor—the Catherine Dower Center for Performing and Fine Arts.

**12**  
Days of Giving

# SOCIAL MEDIA

Quarter 2

#ThrowbackThursday posts get, on average, 50 more likes per post than any other type of content



The most popular posts of Quarter 2 (October 1, 2022 - December 31, 2022)



# SOCIAL MEDIA

Quarter 2

## Alumni Initiated Interaction

We received a DM from Ashley Frotten, the daughter of Alumna Nicole Garbarino '91 and sister to Alyssa '22 with fun throwback pictures from their days at Westfield State! We sent them both Alumni Stickers to thank them for being proud Alumnae



A group of '01 Alumnae took a roommate trip to Nashville this Fall and were very excited to DM us their picture. We posted it to the alumni social media pages and had a higher than average interaction level.

