



Board of Trustees

Finance and Capital Assets Committee

10:30 a.m.
April 27, 2022

Loughman Living Room, Scanlon Hall

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

COVID-19 Procedures: Masks are required when indoors at Westfield State University, regardless of vaccination status. For more information about Westfield State's COVID-19 procedures, visit: <https://www.westfield.ma.edu/spring-2022covid/faq>.

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| 1. Called to Order | Trustee Salehi |
| 2. Minutes | |
| a. February 17, 2022 | Trustee Salehi |
| 3. President's Remarks | President Thompson |
| 4. Items for Information | |
| a. FY22 Third Quarter Financials | Lisa Freeman/Maria Feuerstein |
| b. Investment Subcommittee Update | Trustee Landrau/Stephen Taksar |
| c. Parenzo Hall Renovation Update | Stephen Taksar |
| 5. Items for Discussion | |
| a. FY23 Provisional Operating Budget Update | Stephen Taksar/Maria Feuerstein |
| b. Residential Life Strategy | Maggie Balch/Joshua Hettrick |
| 6. Items for Action | |
| a. Motion – Vehicle Purchase (Ambulance) | Christopher Perkins/Robert Rausch |

Attachment(s):

- a. Minutes 2-17-2022 (Draft)
- b. Third Quarter Financials (Summary)
- c. Third Quarter Financials (FY22)

- d. Third Quarter Financials (FY21)
- e. FY23 Provisional Budget (Summary)
- f. FY23 Provisional Budget (Scenario Summary)
- g. FY23 Provisional Budget (Detail by Trust Fund)
- h. Residential Life Strategy
- i. Motion – Vehicle Purchase (Ambulance)
- j. Vehicle Purchase Ambulance (Memo from Department)
- k. Vehicle Purchase Ambulance (Memo from Provost)



BOARD OF TRUSTEES

Finance and Capital Assets Committee

February 17, 2022

Minutes

Loughman Living Room, Scanlon Hall

And via Zoom in accordance with Massachusetts Gov. Charlie Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing also took place on YouTube.

MEMBERS PRESENT: Committee Chair Ali Salehi, Vice Chair Theresa Jasmin, and Trustee Chloe Sanfacon

MEMBERS PARTICIPATING REMOTELY: Secretary Paul Boudreau and Madeline Landrau

TRUSTEE GUESTS PRESENT: Trustees Melissa Alvarado, Dr. Robert Martin, and Dr. Gloria Williams

Dr. Linda Thompson, President of Westfield State University, was also present.

Committee Chair Salehi called the meeting to order at 11:07 AM.

MOTION made by Trustee Jasmin, seconded by Trustee Sanfacon, to approve the minutes of the December 16, 2021 meeting.

There being no discussion, ROLL CALL VOTE taken:

Trustee Boudreau	Yes
Trustee Jasmin	Yes
Trustee Landrau	Yes
Trustee Sanfacon	Yes
Trustee Salehi	Yes

Motion passed unanimously.

It was announced that the meeting was being livestreamed and recorded.

President's Remarks. President Thompson stated she is committed to the glide path and enrollment growth and will make necessary reductions if the enrollment goal is not reached.

Parenzo Hall Renovation. Key members of the Parenzo Hall Renovation project management team from Division of Capital Asset Management and Maintenance (DCAMM), Miller Dyer Spears Architects (MDS), and Walsh Brothers Construction (the new construction manager), gave updates on the project.

- The project overview, goals and schedule were reviewed. The project is in the demolition and abatement process with most of the work to be complete by the end of this July with a move-in for most departments by July 2023.

- The project is currently tracking at \$43,429,788, which is \$3,229,788 over the budget of \$40,200,000. The overage will be split between DCAMM at 53% and Westfield State at 47%, creating a need of \$1,518,000. The Board of Trustees approved a campus allocation of \$20,000,000. The current campus shortfall above this approved amount is \$468,000, less \$200,000 in fundraising, which nets an unfunded overrun of \$268,000. Grant funds will be requested and/or ARPA funds will be used to fund the remaining shortfall. There was extra work needed in the steam tunnels between Parenzo and Scanlon Halls, the tunnel to the trades building, and steam piping in Davis Hall. DCAMM is funding those projects while they are already working on campus, which will not affect the budget outside of the 53% they are contributing. The current market is very abnormal, some trades have come in high, and DCAMM and Walsh Brothers ensured all numbers were accurate. Increased costs are due to the high rate of escalation and delay in bids due to the change in general contractor. It is not desirable to re-bid the project at this time.
- The project design is very cost efficient and value engineering challenges were shared in the process to show how they calculated the \$3.3 million. There were 74 options developed and shared with the working group, which led to \$400,000 in savings.
- No major design changes can be made as design and construction documents were completed and accepted in August 2021, and bidding was completed in the fall/winter of 2021.
- It was questioned whether the former contractor had any liability toward the \$3 million overage. It was stated that DCAMM tried to obtain additional funding and that maybe there was no negligence on the contractor's part but changing contractors did delay the project. The best way to move forward was securing Walsh Brothers and staying on schedule.
- There are some contingencies in the budget to take care of small change orders and DCAMM has a separate fund for unforeseen items that arise.
- Board approval is being sought for additional funding to keep the project on the current schedule to open for school year 2023.

Capital Projects Update. A corroded pipe from a residence hall was shown. Its failure resulted in moving 76 students from one hall to another because heat could not be supplied. Many people assisted in the difficult move for students to an empty apartment building which had been reserved for Covid isolation. The Massachusetts State College Building Authority (MSCBA) is being worked with to assist with funding. The condition of the pipes in all apartments will be reviewed this summer.

- The projection for deferred maintenance is approximately \$120 million, with the study first of single points of failure having a negative effect of running the campus, such as utilities and steam lines.
- The list of completed and ongoing FY21 capital project updates was shared.
- The list of FY22 planned projects was shown, with some projects being split between FY22 and FY23 due to their size.
- June 30, 2023 is the deadline to finish the projects identified in the DCAMM five-year deferred funding plan.
- The funding for FY24 to FY28 will remain the same so the University's match would be \$3,058,028, to which contingencies will be added for emergencies.
- We are in phase one of three phases to create a Facilities Master Plan to be a guide through the next round of funding.
- It is expected to receive \$3.5 million in funding soon from the American Rescue Plan Act (ARPA) to use for maintenance, repairs, and Covid expenses, which may be able to be used to backfill some of the overrun on the Parenzo renovation. These funds will be in additions to the FY22/FY23 funding and will be factored into the capital planning process.

Travel Expenses for the President and the President's Direct Reports: July 1 – December 31, 2021. This report is required to be presented to the Board by the travel policy. There were no questions.

FY22 Second Quarter Financials. Major points were highlighted, with 28 students under budget. Auxiliaries had an average favorability to the total budget at the time of the federal HEERF grant. Overall expenses of \$2.7 million were unfavorable, but net neutral to the final result. Underspending of \$3.3 million offsets the \$6 million grant overage. Savings from vacant positions are due to timing lags. There is an overall net surplus of \$2.6 million, with the projected surplus reduced by \$1.2 million for dining and housing credits for the spring semester. The short-term strategy should be realized by the end of the fiscal year with a best guess to break even. This report is for December's static point in time and not a projection.

FY23 Planning Model and Budget Process Update. President Thompson and Stephen Taksar, Vice President for Administration and Finance, shared the following.

- The projection for enrollment seems to be holding. The 10-year enrollment trend shows the projection now closer to actuals. It is assumed that overall enrollment next year will be flat, but there is still a need to recruit more new students.
- Major changes to the FY23 Scenario B Model were shared. The update to the FY23 budget model compared to the February 2022 model shows a deficit of \$5,273,084.
- The glide path approach and funding were shared.
- Recommended fee increases and expected utility and vendor increases are included in this model.
- Current recommendations with background information have been presented to the Student Government Association (SGA) twice. Tuition has not changed in 20 years (determined by the state legislature) and the fees over the last five years were shown. Tuition and fees were flat last year, and we are \$10 below the weighted state average.
- The FY23 tuition and fee recommendation proposes a 3.5% increase. We are in year two of a residential repricing plan to increase retention of upper classmen. Pricing of meal plans is problematic due to very unstable supply chain challenges. Dining is proposing a 5% increase on their rates due to labor, CPI, and supply chain issues.
- SGA suggested a \$39 student activity fee increase. Total mandatory fees increase 3.2% for commuter and 3.6% for residential students for a total of a 3.4% average.
- Graduate and continuing education fees were discussed with the president's cabinet, which are tracking at 3% in general. The recommendation is to reduce the RN-to-BSN tuition/fees for FY23.
- Course and lab fees (campus fees) are new this year for specific courses. The president has the authority to approve these fees and they will be added to student bills as appropriate. There are eight new fees going forward connected to onboarding and specific classes. Fees are shown on the course offerings and student accounts webpage, so students know about the fees before registering for classes.
- There is a need to review an overall repricing strategy based on specialized majors that require additional funding. Trustee Salehi stated that shared sacrifice is needed across the entire University.
- The Parenzo Hall renovation financial summary was presented. Part of the DCAMM contribution of 53% was related to bond funding set aside. They contributed more at the beginning and we contributed less after the project was started, so we have had more capacity to address the shortfall because they had a greater percentage of the match.
 - Some of our \$468,000 shortfall for the project overage will be covered from the Dever Seat fundraiser. Our additional cost will be between \$200,000 to \$300,000.
 - The scope of reductions has been identified. Possible grant funding is being pursued for technology. The ARPA funding will be used as a last resort.
 - If the \$43,429,788 figure holds, there will be enough options to reduce the overall impact for funding needed for campus and not use reserves.

- Every piece of the project is for the safety and success of our students. Today the Board is being asked to approve our share.

Motion – FY23 Schedule of Annual Tuition and Fees (Undergraduate and Graduate).

MOTION made by Trustee Jasmin, seconded by Trustee Sanfacon, to approve the FY23 annual tuition and fees schedule for undergraduate students and College for Graduate and Continuing Education (CGCE) students, as presented.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Boudreau	Yes
Trustee Jasmin	Yes
Trustee Landrau	Yes
Trustee Sanfacon	Yes
Trustee Salehi	Yes

Motion passed unanimously.

Motion – Parenzo Hall Renovation.

MOTION made by Trustee Jasmin, seconded by Trustee Sanfacon, to allow the President to execute a new Interdepartmental Service Agreement (ISA) with DCAMM for the Parenzo Hall renovation project and to approve an increase in the overall campus commitment up to \$20,468,000. Due to unanticipated cost escalations, the project is now projected to cost \$43,429,788 vs. the original budget of \$40,000,000. The University’s proportional share of the project cost is \$20,468,000, an increase of \$468,000 above the previously approved commitment of \$20,000,000. Funding for the difference above \$20,000,000 will be provided from a combination of the following sources: reduced scope or cost savings from the project, fundraising, external grant funding, or other state capital funding sources. The campus will provide a report to the Finance and Capital Assets Committee on the final funding sources once they have been confirmed.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Boudreau	Yes
Trustee Jasmin	Yes
Trustee Landrau	Yes
Trustee Sanfacon	Yes
Trustee Salehi	Yes

Motion passed unanimously.

There being no further business, **MOTION** made by Trustee Jasmin, seconded by Trustee Sanfacon, to adjourn.

There being no (further) discussion, **ROLL CALL VOTE** taken:

Trustee Boudreau	Yes
Trustee Jasmin	Yes
Trustee Landrau	Yes
Trustee Sanfacon	Yes
Trustee Salehi	Yes

Motion passed unanimously.

Meeting adjourned at 12:48 PM.

Attachments presented at this meeting:

- a. Minutes 12-16-21 (Draft)
- b. Parenzo Hall Renovation
- c. Capital Projects Update
- d. Travel Expenses for the President and the President's Direct Reports July 1 – December 31, 2021
- e. Second Quarter Financials (Summary)
- f. Second Quarter Financials (FY22)
- g. Second Quarter Financials (FY21)
- h. FY23 Planning Model and Budget Process (Summary)
- i. FY23 Planning Model and Budget Process (Model)
- j. Motion – FY23 Schedule of Annual Tuition and Fees
- k. FY23 Schedule of Annual Tuition and Fees (Recommendations)
- l. FY23 Schedule of Annual Tuition and Fees (New Campus Fees)
- m. FY23 Schedule of Annual Tuition and Fees (Schedule)
- n. FY23 Schedule of Annual Tuition and Fees (Phase II Rate Restructure Plan and Housing Rates)
- o. FY23 Schedule of Annual Tuition and Fees (CGCE Schedule)
- p. FY23 Schedule of Annual Tuition and Fees (CGCE Summary)
- q. FY23 Schedule of Annual Tuition and Fees (Assumptions and Timeline)
- r. Motion – Parenzo Hall Renovation

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Finance and Capital Assets Committee meeting held on February 17, 2021.

Paul Boudreau, Secretary

Date

Westfield State University
Finance and Capital Assets Committee

FY22 Quarterly Financial Update

April 27, 2022

Third Quarter (Q2) Ending March 31, 2022

FY22 Quarterly Financial Update and Overview

Tuition and fee revenue is reported at 100% of the fall and spring semesters for the day division and for summer II, fall, winter and spring terms and PA Program cohorts for CGCE. Expenses are actual expenses incurred through the end of the third quarter (March 31st, 2022). Since the campus does not develop a quarterly budget, the financial report normalizes for the timing of expenditures and presents a calculated quarterly budget for the purpose of reporting.

The University's third quarter performance exceeds the quarterly budget by \$3.2M with 99.6% of the University's revenues realized and 75.1% of the budget expended. The net impact of revenue versus expenses is a temporary overstatement of a surplus, until all expenses are processed to coincide with revenues earned. The budget surplus is the result of salary savings from vacancies as well as a timing lag for non-compensation expenses and capital projects.

Undergraduate day division enrollment and dining program participants were almost exactly on budget with a positive variance to budget of 0.1%. Residential Life experienced a slightly higher than planned occupancy of 22 students or 1.2%. CGCE total enrollment, reported in number of credit hours, is favorable to the budget by 0.3%.

Enrollment

- Full-time Day Division enrollment was 0.1% above budgeted enrollment for the quarter. Full year average enrollment was budgeted at 3,215 versus 3,218 billable students, a difference of 3 students.

Revenue

- Total revenue is trending above budget by \$4.5M or 4.2% mainly due to the timing of federal HEERF grant funding. CGCE is trending above target by 3.6% while Dining and Residential Life are both unfavorable due to spring semester room and board credits of \$1.25M issued to students due to the move to remote delivery of classes for two weeks to begin the semester.

Expenses

- Overall expenses are trending unfavorably versus the Q3 projection by \$1.3M or 1.6%. Combined underspending of \$0.7M in CGCE, Residential Life and Dining Services offset the university operations unfavorable variance of \$2.0M. Significant variances are discussed below.

Expenses-continued

- University – Compensation expense is below budget by \$1.2M or 3.3% due to savings from vacant positions and hiring lower than plan. Construction expenses (pool NN) are trending below budget by \$0.5M due to timing delays in starting capital projects. Grant expenses are higher by \$5.5M due to federal HEERF grant spending on grants to students – these grant expense increases are offset by grant revenue increases, making them net neutral to the overall financial results. Other expenses are below budget by \$2.0M and energy costs are above budget by \$0.3M due to rising utility rates.
- CGCE – Variances are due to timing issues. Total expenses are trending below budget by \$0.3M or 3.5%.
- Residential Life – Total expenses are below budget by \$0.4M or 2.8% partly due to vacancy savings of \$0.2M and lower than planned debt payments of \$0.2M. Energy costs are above budget by \$0.2M due to rising utility rates. Other variances are due to timing issues.
- Dining Services – Total expenses are on budget at the end of the quarter but rising food costs continue to be a concern.

Summary for Q3

- Enrollment challenges and the pandemic continue to have a significant effect on the campus budget. One-time funding from federal HEERF grant funds provided a funding source for one-time initiatives and pandemic-related costs in this fiscal year however, these funds are not a solution to the structural budget deficit and will not exist in the future.
- Auxiliary budgets also continue to be challenged with declines in occupancy of on campus housing and rising costs due to inflation and energy increases. The University is closely monitoring the effects of rising costs and utilities on the total budget.

Other updates

- The University issued credits to resident students for spring semester room and board charges due to the move to remote delivery of classes for two weeks to begin the semester. The value of the credits and revenue losses was \$1.25M which the university intends to cover with unallocated Federal HEERF grant funds.

Fiscal Year : July 1st - June 30th

Financial Report (Consolidated)
Quarter Ending March 31, 2022

				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>3rd Qtr. Budget</u>	<u>3rd Qtr. Actual</u>	<u>Variance</u>	<u>Variance</u>	<u>Realized/</u>
						<u>Expended</u>
<u>Enrollment</u>						
University (Headcount)	3,215	3,215	3,218	3	0.1%	
CGCE (Credit Hours)	31,181	27,127	27,214	87	0.3%	
<u>Auxiliaries</u>						
Meal Plan Participants	1,998	1,998	2,000	2	0.1%	
Housing Occupancy	1,769	1,769	1,791	22	1.2%	
<u>Staffing</u>						
Administrative	451	451	419	(32)	-7.0%	
Full-time Faculty	228	228	205	(23)	-10.1%	
Total	679	679	624	(55)	-8.0%	
<u>Revenue</u>						
University/SGA	\$ 76,777,685	\$ 73,511,129	\$ 78,943,223	\$ 5,432,094	7.4%	102.8%
CGCE	12,024,757	10,581,786	10,959,467	377,681	3.6%	91.1%
Residential Life	14,659,945	14,612,515	13,702,884	(909,631)	-6.2%	93.5%
Dining Services	8,799,412	8,643,162	8,277,949	(365,213)	-4.2%	94.1%
Total Revenue	\$ 112,261,799	\$ 107,348,592	\$ 111,883,523	\$ 4,534,931	4.2%	99.7%
<u>Expenses/Transfers</u>						
University/SGA	\$ 77,090,650	\$ 55,108,180	\$ 57,178,957	\$ (2,070,778)	-3.8%	74.2%
CGCE	12,024,757	8,807,076	8,495,457	311,619	3.5%	70.6%
Residential Life	16,165,966	14,310,211	13,905,556	404,655	2.8%	86.0%
Dining Services	8,799,412	6,152,114	6,139,288	12,826	0.2%	69.8%
Total Expenses/Transfers	\$ 114,080,785	\$ 84,377,581	\$ 85,719,259	\$ (1,341,678)	-1.6%	75.1%
<u>Net</u>						
University/SGA	\$ (312,965)	\$ 18,402,949	\$ 21,764,265	\$ 3,361,316	18.3%	
CGCE	0	1,774,710	2,464,010	689,300	38.8%	
Residential Life	(1,506,021)	302,304	(202,672)	(504,976)	-167.0%	
Dining Services	-	2,491,048	2,138,661	(352,387)	-14.1%	
Total	\$ (1,818,986)	\$ 22,971,011	\$ 26,164,264	\$ 3,193,253	13.9%	

Notes:

- (1) This report provides an 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 March 31, 2022

Enrollment

	Annual FY22 Budget	FY22 3rd Qtr. Budget	FY22 3rd Qtr. Actual	Budget Variance	Percent Variance
Total Undergraduate Enrollment (Billable)	3,215	3,215	3,218	3	0.1%

Staffing

Administrative	318	318	307	(11)	-3.5%
Full-time Faculty	211	211	188	(23)	-10.9%
Total	529	529	495	(34)	-6.4%

Revenue

State Appropriation	\$ 31,988,905	\$ 31,988,905	\$ 32,313,788	\$ 324,883	1.0%
Tuition Retention	2,483,753	1,316,389	1,258,675	(57,714)	-4.4%
General Fee	29,629,440	29,629,440	29,669,886	40,446	0.1%
Technology Fee	2,346,950	2,346,950	2,349,286	2,336	0.1%
DGCE Fees (technology/capital planning)	250,000	220,000	200,906	(19,094)	-8.7%
Capital Improvement Fee	321,500	321,500	321,820	320	0.1%
Bookstore Commissions	216,973	156,221	120,150	(36,071)	-23.1%
Interest Earnings	325,000	243,750	76,133	(167,617)	-68.8%
Nursing Fee	269,100	269,100	242,728	(26,372)	-9.8%
Parking Decals	213,166	197,179	207,588	10,409	5.3%
Wellness Center	386,186	386,186	373,423	(12,764)	-3.3%
Res Life Dorm Fee	88,450	88,450	-	(88,450)	-100.0%
Dunkin' Donuts & Vending Commissions	116,480	107,360	114,305	6,945	6.5%
Miscellaneous Fees/Revenue	929,369	831,457	731,001	(100,455)	-12.1%
Student Government Association	324,715	324,715	325,038	323	0.1%
Federal, State and Private Grants	15,894,351	14,593,375	19,077,247	4,483,872	30.7%
Scholarship Allowance	(10,690,448)	(10,690,448)	(9,641,761)	1,048,687	-9.8%
Other Auxiliary revenues	844,795	701,180	723,588	22,408	3.2%
Foundation Support	839,000	479,421	479,421	-	0.0%
Total Revenue	\$ 76,777,685	\$ 73,511,129	\$ 78,943,223	\$ 5,432,094	7.4%

Expenses

AA - Regular Employee Compensation	\$ 41,486,287	\$ 29,866,878	\$ 28,969,704	\$ 897,174	3.0%
CC - Special Employees	3,686,940	2,765,205	2,985,083	(219,878)	-8.0%
DD - Pension and Fringe Benefits	4,785,643	3,250,958	2,739,863	511,095	15.7%
Compensation expense subtotal	49,958,870	35,883,041	34,694,651	1,188,390	3.3%
BB - Employee Related expenses	641,436	498,895	165,821	333,074	66.8%
EE - Administrative Expenses	1,558,230	1,168,673	780,494	388,179	33.2%
FF - Facility Operations	1,147,101	860,326	701,361	158,965	18.5%
GG - Energy Costs and Space Rental	2,546,695	1,910,022	2,218,529	(308,507)	-16.2%
HH - Consultant Services	1,109,030	831,773	831,181	592	0.1%
JJ - Operational Services	1,209,562	907,171	702,327	204,845	22.6%
KK - Equipment Purchases	253,700	126,850	84,096	42,754	33.7%
LL - Equipment Leases and Rental	877,245	657,934	601,323	56,612	8.6%
MM - Purchased Client Services	282,631	219,824	174,674	45,150	20.5%
NN - Construction and Improvements	2,770,297	1,269,719	779,350	490,369	38.6%
RR - Entitlement Programs (Scholarships)	4,228,299	4,228,299	4,213,678	14,621	0.3%
SS - Debt Payments and Contingency	1,897,007	1,434,118	859,930	574,188	40.0%
UU - Information Technology	3,562,139	2,763,515	2,652,292	111,223	4.0%
Student Government	453,115	369,037	274,574	94,463	25.6%
Athletics - Sport Accounts	521,966	405,974	391,995	13,979	3.4%
Academic Educational Services (ESTF)	346,743	250,426	175,133	75,293	30.1%
Grants	5,203,903	3,902,927	9,435,486	(5,532,559)	-141.8%
Other Trust Funds	1,479,658	448,221	470,629	(22,408)	-5.0%
University Hall support payment	150,000	150,000	150,000	-	0.0%
Lansdowne support payment	104,893	104,893	104,893	-	0.0%
Unallocated	965,853	-	-	-	-
University Contingency	200,220	-	-	-	-
Transfer from Dining	(1,121,753)	(841,315)	(841,315)	-	0.0%
Transfer from CGCE	(3,256,191)	(2,442,143)	(2,442,143)	-	0.0%
Other Expense/Transfers Total	27,131,780	19,225,139	22,484,307	(3,259,168)	-17.0%
Total Expenses/Transfers	\$ 77,090,650	\$ 55,108,180	\$ 57,178,957	\$ (2,070,778)	-3.8%

Net

	\$ (312,965)	\$ 18,402,949	\$ 21,764,265	\$ 3,361,316	18.3%
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Note:

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

CGCE Financial Report
Quarter Ending March 31, 2022

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

Enrollment (Number of Credits)

	Annual FY22 Budget	FY22 3rd Qtr. Budget	FY22 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Graduate	10,950	9,526	11,252	1,726	18.1%	
PA	3,600	3,132	3,303	171	5.5%	
Undergraduate	16,631	14,469	12,659	(1,810)	-12.5%	
Total	31,181	27,127	27,214	87	0.3%	

Staffing

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

Revenue

Tuition (Including Educational Services Fee)	\$ 2,511,322	\$ 2,209,964	\$ 2,443,977	\$ 234,013	10.6%	97.3%
Instructional Fee	8,861,587	7,798,197	7,966,493	168,296	2.2%	89.9%
Registration Fee	384,790	338,615	291,615	(47,000)	-13.9%	75.8%
Miscellaneous	259,958	228,763	246,853	18,090	7.9%	95.0%
Transcripts	7,100	6,248	10,530	4,282	68.5%	148.3%
Total Revenue	\$ 12,024,757	\$ 10,581,786	\$ 10,959,467	\$ 377,681	3.6%	91.1%

Expenses

AA - Regular Employee Compensation	\$ 3,522,436	\$ 2,488,229	\$ 2,329,688	\$ 158,540	6.4%	66.1%
CC - Special Employees	2,578,275	1,907,923	2,068,627	(160,704)	-8.4%	80.2%
DD - Pension and Fringe Benefits	1,454,415	1,040,489	980,922	59,567	5.7%	67.4%
Compensation expense subtotal	7,555,126	5,436,641	5,379,238	57,404	1.1%	71.2%
BB - Employee Related expenses	85,357	66,389	10,115	56,274	84.8%	11.9%
EE - Administrative Expenses	341,513	256,135	133,749	122,386	47.8%	39.2%
FF - Facility Operations	32,240	24,180	25,652	(1,472)	-6.1%	79.6%
HH - Consultant Services	539,360	404,520	406,771	(2,251)	-0.6%	75.4%
JJ - Operational Services	93,615	70,211	3,066	67,146	95.6%	3.3%
KK - Equipment Purchases	1,000	750	-	750	100.0%	0.0%
LL - Equipment Leases and Rental	8,000	6,000	42	5,958	99.3%	0.5%
RR - Entitlement Programs (Scholarships)	75,000	72,091	72,091	-	0.0%	96.1%
UU - Information Technology	37,355	28,016	22,590	5,426	19.4%	60.5%
Transfer to the University	3,256,191	2,442,143	2,442,143	-	0.0%	75.0%
Other Expense/Transfers Total	4,469,631	3,370,435	3,116,220	254,215	7.5%	69.7%
Total Expenses/Transfers	\$ 12,024,757	\$ 8,807,076	\$ 8,495,457	\$ 311,619	3.5%	70.6%

Net

	\$ -	\$ 1,774,710	\$ 2,464,010	\$ 689,300	38.8%	
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Fiscal Year : July 1st - June 30th

Fav/(Unfav)

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

Metrics

	Annual FY22 Budget	FY22 3rd Qtr. Budget	FY22 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Fall Semester Occupancy	1,860	1,860	1,884	24	1.3%	
Spring Semester Occupancy	1,678	1,678	1,698	20	1.2%	
Percentage of Capacity	73.6%	73.6%	74.5%			

Staffing

Administrative	45	45	39	(6)	-13.3%	
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Revenue

Room Rent Fall	\$ 7,589,800	\$ 7,589,800	\$ 7,554,478	\$ (35,322)	-0.5%	99.5%
Room Rent Spring	6,845,425	6,845,425	6,014,809	(830,616)	-12.1%	87.9%
Room Rent Summer	35,000	35,000	27	(34,973)	-99.9%	0.1%
Commissions	40,000	30,000	15,448	(14,552)	-48.5%	38.6%
Guest Fees/other	109,720	82,290	46,534	(35,756)	-43.5%	42.4%
Deposits Forfeited	15,000	11,250	71,600	60,350	536.4%	477.3%
Room Damages	25,000	18,750	(13)	(18,763)	-100.1%	-0.1%
Total Revenue	\$ 14,659,945	\$ 14,612,515	\$ 13,702,884	\$ (909,631)	-6.2%	93.5%

Expenses

AA Employee Compensation	\$ 2,202,210	\$ 1,561,902	\$ 1,406,328	\$ 155,573	10.0%	63.9%
CC Special Employees/Students	536,460	402,345	398,602	3,743	0.9%	74.3%
DD Fringe Benefits, Insurance	866,605	617,640	557,910	59,731	9.7%	64.4%
Compensation expense subtotal	3,605,275	2,581,887	2,362,840	219,047	20.6%	65.5%
BB Employee Related Expenses	6,750	5,063	1,818	3,245	64.1%	26.9%
EE - Administrative Expenses	44,550	33,413	9,938	23,474	70.3%	22.3%
FF - Facility Operations	247,358	185,518	141,288	44,230	23.8%	57.1%
GG - Energy Costs and Space Rental	1,757,195	1,344,116	1,536,638	(192,522)	-14.3%	87.4%
HH - Consultant Services	10,000	7,500	5,577	1,923	25.6%	55.8%
JJ - Operational Services	466,976	350,232	298,484	51,749	14.8%	63.9%
KK - Equipment Purchases	42,130	31,598	25,377	6,220	19.7%	60.2%
LL - Equipment Leases and Rental	134,516	100,887	79,021	21,866	21.7%	58.7%
NN - Construction and Improvements	10,400	7,800	7,876	(76)	-1.0%	75.7%
RR - Entitlement Programs (Scholarships)	485,094	370,166	370,166	-	0.0%	76.3%
SS - Debt Payments and Contingency	9,392,542	9,392,542	9,174,986	217,556	2.3%	97.7%
UU - Information Technology	205,844	154,383	146,440	7,943	5.1%	71.1%
Unallocated	12,229	-	-	-	-	0.0%
Transfer from the University	(254,893)	(254,893)	(254,893)	-	0.0%	100%
Total Expenses/Transfers	\$ 16,165,966	\$ 14,310,211	\$ 13,905,556	\$ 404,655	2.8%	86.0%

Net

	\$ (1,506,021)	\$ 302,304	\$ (202,672)	\$ (504,976)	-167.0%	
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Fiscal Year : July 1st - June 30th

Fav/(Unfav)

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

Metrics

	Annual FY22 Budget	FY22 3rd Qtr. Budget	FY22 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Meal Plan Participants - Fall	1,998	2,067	2,116	49	2.4%	
% Participation			63%			
Meal Plan Participants - Spring	1,998	1,929	1,884	(45)	-2.3%	
% Participation			61%			

Staffing

Full-time	56	56	47	(9)	-16.1%	
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Revenue

Board Revenue	\$ 8,174,412	\$ 8,174,412	\$ 7,835,089	\$ (339,323)	-4.2%	95.8%
Catering Sales - Internal	150,000	112,500	221,543	109,043	96.9%	147.7%
Catering Sales - External	50,000	37,500	24,826	(12,674)	-33.8%	49.7%
Retail Sales	425,000	318,750	182,584	(136,166)	-42.7%	43.0%
Miscellaneous Revenue	-	-	13,908	13,908	-	-

Total Revenue	\$ 8,799,412	\$ 8,643,162	\$ 8,277,949	\$ (365,213)	-4.23%	94.1%
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Expenses

AA - Regular Employee Compensation	\$ 2,350,342	\$ 1,615,493	\$ 1,417,647	\$ 197,846	12.2%	60.3%
CC - Special Employees	786,000	573,780	815,863	(242,083)	-42.2%	103.8%
DD - Pension and Fringe Benefits	955,585	660,715	573,779	86,936	13.2%	60.0%
Compensation expense subtotal	4,091,927	2,849,988	2,807,289	42,699	1.5%	68.6%
BB - Employee Related expenses	19,000	14,250	3,190	11,060	77.6%	16.8%
EE - Administrative Expenses	36,000	27,000	14,708	12,292	45.5%	40.9%
FF - Facility Operations	2,788,732	1,952,112	2,139,333	(187,221)	-9.6%	76.7%
GG - Energy Costs and Space Rental	700	525	385	140	26.6%	55.0%
HH - Consultant Services	2,000	1,500	-	1,500	100.0%	0.0%
JJ - Operational Services	31,813	23,860	26,116	(2,256)	-9.5%	82.1%
KK - Equipment Purchases	42,643	31,982	1,918	30,064	94.0%	4.5%
LL - Equipment Leases and Rental	64,077	48,058	45,906	2,152	4.5%	71.6%
SS - Debt Payments and Contingency	312,774	312,774	227,461	85,313	27.3%	72.7%
UU - Information Technology	65,000	48,750	31,667	17,083	35.0%	48.7%
Unallocated	222,993	-	-	-	-	-
Transfer to the University	1,121,753	841,315	841,315	-	0.0%	-

Other Expense/Transfers Total	4,707,485	3,302,126	3,331,999	(29,873)	-0.9%	70.8%
Total Expenses/Transfers	\$ 8,799,412	\$ 6,152,114	\$ 6,139,288	\$ 12,826	0.2%	69.8%

Net	\$ -	\$ 2,491,048	\$ 2,138,661	\$ (352,387)	-14.1%	
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Fiscal Year : July 1st - June 30th

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

				Fav/(Unfav)		
	<u>Annual FY21 Budget</u>	<u>FY21 3rd Qtr. Budget</u>	<u>FY21 3rd Qtr. Actual</u>	<u>Budget Variance</u>	<u>Percent Variance</u>	<u>Percent Realized/ Expended</u>
Enrollment						
University (Headcount)	3,552	3,552	3,496	(56)	-1.6%	
Enrollment						
CGCE (Credit Hours)	31,026	25,162	29,874	4,712	18.7%	
Staffing						
Administrative	456	456	417	39	8.5%	
Full-time Faculty	238	238	228	10	4.2%	
Part-time Dining Services	-	-	-	-	0.0%	
Adjuncts (University Only) FTE	146	146	146	-	0.0%	
Total	840	840	791	49	5.8%	
Revenue						
University/SGA	\$ 71,396,184	\$ 70,312,298	\$ 75,801,839	\$ 5,489,541	7.8%	106.2%
CGCE	12,222,687	10,633,738	11,344,780	711,043	6.7%	92.8%
Residential Life	9,692,044	9,636,044	5,321,001	(4,315,043)	-44.8%	54.9%
Dining Services	5,197,401	5,074,901	3,333,872	(1,741,029)	-34.3%	64.1%
Total Revenue	\$ 98,508,316	\$ 95,656,980	\$ 95,801,492	\$ 144,512	0.2%	97.3%
Expenses/Transfers						
University/SGA	\$ 73,460,953	\$ 53,795,685	\$ 53,515,125	\$ 280,560	0.5%	72.8%
CGCE	12,222,687	9,099,343	8,508,149	591,195	6.5%	69.6%
Residential Life	10,571,787	8,923,070	8,576,103	346,967	3.9%	81.1%
Dining Services	7,113,002	4,178,061	3,058,590	1,119,471	26.8%	43.0%
Total Expenses/Transfers	\$ 103,368,429	\$ 75,996,159	\$ 73,657,966	\$ 2,338,193	3.1%	71.3%
Net						
University/SGA	\$ (2,064,769)	\$ 16,516,613	22,286,714	\$ 5,770,101	34.9%	
CGCE	-	1,534,394	2,836,632	1,302,237	84.9%	
Residential Life	(879,743)	712,974	(3,255,102)	(3,968,076)	-556.6%	
Dining Services	(1,915,601)	896,840	275,282	(621,557)	-69.3%	
Total	\$ (4,860,113)	\$ 19,660,821	\$ 22,143,526	\$ 2,482,705	12.6%	

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 March 31, 2021

	<u>Annual FY21</u>	<u>FY21</u>	<u>FY21</u>	<u>Budget</u>	<u>Percent</u>
	<u>Budget</u>	<u>3rd Qtr. Budget</u>	<u>3rd Qtr. Actual</u>	<u>Variance</u>	<u>Variance</u>
Enrollment					
Total Undergraduate Enrollment (Billable)	3,552	3,552	3,496	(56)	-1.6%
Staffing					
Administrative	323	323	298	25	7.7%
Full-time Faculty	222	222	210	12	5.4%
Adjuncts (FTE)	146	146	146	-	0.0%
Total	691	691	654	37	5.4%
Revenue					
State Appropriation	\$ 26,516,934	\$ 26,516,934	\$ 30,992,952	\$ 4,476,018	16.9%
Tuition Retention	2,658,593	2,658,593	2,674,182	15,589	0.6%
General Fee	32,732,527	32,732,527	32,231,444	(501,083)	-1.5%
Technology Fee	2,592,719	2,592,719	2,552,226	(40,493)	-1.6%
DGCE Fees (technology/capital planning)	250,000	217,500	215,644	(1,856)	-0.9%
Capital Improvement Fee	355,167	355,167	349,620	(5,547)	-1.6%
Bookstore Commissions	239,694	172,580	77,712	(94,867)	-55.0%
Interest Earnings	635,188	476,391	247,180	(229,211)	-48.1%
Nursing Fee	269,100	269,100	232,323	(36,777)	-13.7%
Parking Decals	235,488	235,488	120,488	(115,000)	-48.8%
Wellness Center	426,627	426,627	197,460	(229,167)	-53.7%
Cable TV	227,447	227,447	118,278	(109,170)	-48.0%
Res Life Dorm Fee	133,793	133,793	69,575	(64,218)	-48.0%
Phone Service	133,793	133,793	69,575	(64,218)	-48.0%
Dunkin' Donuts & Vending Commissions	128,677	116,508	88,255	(28,253)	-24.2%
Miscellaneous Fees/Revenue	522,532	413,199	298,462	(114,737)	-27.8%
Student Government Association	341,280	341,280	353,116	11,836	3.5%
Federal, State and Private Grants	11,876,998	11,479,111	13,058,998	1,579,888	13.8%
Scholarship Allowance	(10,285,448)	(10,285,448)	(8,838,931)	1,446,517	-14.1%
Other Auxiliary revenues	960,075	796,862	391,152	(405,711)	-50.9%
Foundation Support	445,000	302,127	302,127	-	0.0%
Total Revenue	\$ 71,396,184	\$ 70,312,298	\$ 75,801,839	\$ 5,489,541	7.8%
Expenses					
AA - Regular Employee Compensation	\$ 41,955,909	\$ 31,024,868	\$ 30,725,218	\$ 299,650	1.0%
CC - Special Employees	3,282,230	2,461,673	3,055,471	(593,798)	-24.1%
DD - Pension and Fringe Benefits	6,803,704	4,968,324	3,526,308	1,442,017	29.0%
Compensation expense subtotal	52,041,843	38,454,865	37,306,996	1,147,869	3.0%
BB - Employee Related expenses	305,188	228,891	83,776	145,115	63.4%
EE - Administrative Expenses	1,259,622	944,716	639,676	305,040	32.3%
FF - Facility Operations	968,753	726,565	671,502	55,063	7.6%
GG - Energy Costs and Space Rental	2,308,595	1,731,447	1,698,643	32,803	1.9%
HH - Consultant Services	779,992	584,994	669,811	(84,817)	-14.5%
JJ - Operational Services	835,668	626,751	363,415	263,336	42.0%
KK - Equipment Purchases	164,398	82,199	47,403	34,797	42.3%
LL - Equipment Leases and Rental	763,332	572,499	559,360	13,139	2.3%
MM - Purchased Client Services	211,537	164,529	113	164,415	99.9%
NN - Construction and Improvements	2,680,064	1,786,710	1,824,502	(37,793)	-2.1%
RR - Entitlement Programs (Scholarships)	3,753,553	3,122,362	3,122,362	-	0.0%
SS - Debt Payments and Contingency	800,098	578,098	263,476	314,623	54.4%
UU - Information Technology	3,483,048	2,612,286	2,569,500	42,786	1.6%
Student Government	421,780	328,051	155,067	172,984	52.7%
Athletics - Sport Accounts	443,474	344,924	138,682	206,242	59.8%
Academic Educational Services (ESTF)	257,771	200,488	126,176	74,312	37.1%
Grants	1,660,003	1,245,002	4,220,067	(2,975,065)	-239.0%
Other Trust Funds	1,400,118	672,092	266,381	405,711	60.4%
University Hall support payment	150,000	150,000	150,000	-	0.0%
Lansdowne support payment	1,422,807	1,067,105	1,067,105	-	0.0%
Unallocated	268,561	-	-	-	-
University Contingency	319,267	-	-	-	-
Transfer from Dining	-	-	-	-	-
Transfer from CGCE	(3,238,519)	(2,428,889)	(2,428,889)	-	0.0%
Other Expense/Transfers Total	21,419,110	15,340,820	16,208,129	(867,309)	-5.7%
Total Expenses/Transfers	\$ 73,460,953	\$ 53,795,685	\$ 53,515,125	\$ 280,560	0.5%
Net	\$ (2,064,769)	\$ 16,516,613	\$ 22,286,714	\$ 5,770,101	34.9%

Notes:

- 1) Adjunct FTE Calculation represents term FTE Calc
- 2) Net of (\$2.06M) 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 March 31, 2021**

	Annual FY21 Budget	FY21 3rd Qtr. Budget	FY21 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment (Number of Credits)						
Graduate	10,781	9,379	11,542	2,163	23.1%	
PA	3,600	3,132	3,719	587	18.7%	
Undergraduate	16,645	12,650	14,613	1,963	15.5%	
Total	31,026	25,162	29,874	4,712	18.7%	
Staffing						
Administrative	32	32	28	4	11.1%	
Full-time Faculty	16	16	18	(2)	-12.5%	
Total	48	48	46	2	3.2%	
Revenue						
Tuition (Including Educational Services Fee)	\$ 2,874,390	\$ 2,500,719	\$ 2,599,453	\$ 98,734	3.9%	90.4%
Instructional Fee	8,700,741	7,569,645	8,252,902	683,257	9.0%	94.9%
Registration Fee	377,880	328,756	322,144	(6,611)	-2.0%	85.3%
Miscellaneous	262,576	228,441	160,146	(68,295)	-29.9%	61.0%
Transcripts	7,100	6,177	10,135	3,958	64.1%	142.7%
Total Revenue	\$ 12,222,687	\$ 10,633,738	\$ 11,344,780	\$ 711,043	6.7%	92.8%
Expenses						
AA - Regular Employee Compensation	\$ 3,416,692	\$ 2,526,519	\$ 2,466,402	\$ 60,117	2.4%	72.2%
CC - Special Employees	2,944,741	2,179,108	2,096,020	83,088	3.8%	71.2%
DD - Pension and Fringe Benefits	1,414,220	1,045,764	958,792	86,972	8.3%	67.8%
Compensation expense subtotal	7,775,652	5,751,391	5,521,214	230,177	4.0%	71.0%
BB - Employee Related expenses	78,157	60,789	5,523	55,266	90.9%	7.1%
EE - Administrative Expenses	394,071	295,553	163,368	132,185	44.7%	41.5%
FF - Facility Operations	30,428	22,821	26,541	(3,720)	-16.3%	87.2%
HH - Consultant Services	494,310	370,733	283,420	87,313	23.6%	57.3%
JJ - Operational Services	88,712	68,998	132	68,866	99.8%	0.1%
KK - Equipment Purchases	7,700	5,775	-	5,775	100.0%	0.0%
LL - Equipment Leases and Rental	2,000	1,500	-	1,500	100.0%	0.0%
RR - Entitlement Programs (Scholarships)	75,000	64,803	64,803	-	0.0%	86.4%
UU - Information Technology	37,455	28,091	14,258	13,833	49.2%	38.1%
Unallocated	683	-	-	-	-	-
Transfer to the University	3,238,519	2,428,889	2,428,889	-	0.0%	75.0%
Other Expense/Transfers Total	4,447,035	3,347,952	2,986,935	361,017	10.8%	67.2%
Total Expenses/Transfers	\$ 12,222,687	\$ 9,099,343	\$ 8,508,149	\$ 591,195	6.5%	69.6%
Net	\$ -	\$ 1,534,394	\$ 2,836,632	\$ 1,302,237	84.9%	

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

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

	<u>Annual FY21 Budget</u>	<u>FY21 3rd Qtr. Budget</u>	<u>FY21 3rd Qtr. Actual</u>	<u>Budget Variance</u>	<u>Percent Variance</u>	<u>Percent Realized/ Expended</u>
Metrics						
Fall Semester Occupancy (Excludes Lansdowne)	1,385	1,385	1,353	(32)	-2.3%	
Spring Semester Occupancy (Excludes Lansdowne)	1,291	1,291	715	(576)	-44.6%	
Percentage of Capacity	48.6%	48.6%	37.6%			
Staffing						
Administrative	46	46	44	2	4.3%	
Revenue						
Room Rent Fall	\$ 4,267,637	\$ 4,267,637	\$ 2,851,198	\$ (1,416,439)	-33.2%	66.8%
Room Rent Spring	5,165,407	5,165,407	2,377,123	(2,788,284)	-54.0%	46.0%
Room Rent Summer	35,000	35,000	-	(35,000)	-100.0%	0.0%
Commissions	90,000	67,500	14,444	(53,056)	-78.6%	16.0%
Guest Fees/other	94,000	70,500	62,351	(8,149)	-11.6%	66.3%
Deposits Forfeited	15,000	11,250	24,150	12,900	114.7%	161.0%
Room Damages	25,000	18,750	(8,265)	(27,015)	-144.1%	-33.1%
Total Revenue	\$ 9,692,044	\$ 9,636,044	\$ 5,321,001	\$ (4,315,043)	-44.8%	54.9%
Expenses						
AA Employee Compensation	\$ 2,068,591	\$ 1,529,648	\$ 1,526,714	\$ 2,933	0.2%	73.8%
CC Special Employees/Students	710,817	533,113	332,803	200,309	37.6%	46.8%
DD Fringe Benefits, Insurance	742,868	549,324	551,744	(2,420)	-0.4%	74.3%
Compensation expense subtotal	3,522,276	2,612,084	2,411,262	200,823	37.3%	68.5%
BB Employee Related Expenses	14,000	10,500	3,882	6,618	63.0%	27.7%
EE - Administrative Expenses	30,000	22,500	4,969	17,531	77.9%	16.6%
FF - Facility Operations	580,400	435,300	95,130	340,170	78.1%	16.4%
GG - Energy Costs and Space Rental	2,895,111	2,354,451	2,281,847	72,604	3.1%	78.8%
HH - Consultant Services	447,168	335,376	2,272	333,104	99.3%	0.5%
JJ - Operational Services	496,620	372,465	277,594	94,871	25.5%	55.9%
KK - Equipment Purchases	29,000	21,750	780	20,970	96.4%	2.7%
LL - Equipment Leases and Rental	110,000	82,500	67,744	14,756	17.9%	61.6%
NN - Construction and Improvements	25,330	18,998	24,648	(5,650)	-29.7%	97.3%
RR - Entitlement Programs (Scholarships)	386,704	290,028	205,848	84,180	29.0%	53.2%
SS - Debt Payments and Contingency	3,557,940	3,557,940	4,387,392	(829,452)	-	123.3%
UU - Information Technology	35,045	26,284	29,842	(3,558)	-13.5%	85.2%
Unallocated	15,000	-	-	-	-	0.0%
Transfer from the University	(1,572,807)	(1,217,105)	(1,217,105)	-	0.0%	77%
Total Expenses/Transfers	\$ 10,571,787	\$ 8,923,070	\$ 8,576,103	\$ 346,967	3.9%	77.4%
Net	\$ (879,743)	\$ 712,974	\$ (3,255,102)	\$ (3,968,076)	-556.6%	

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

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

	Annual FY21 Budget	FY21 3rd Qtr. Budget	FY21 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Metrics						
Meal Plan Participants - Fall	1,432	1,508	1,430	(78)	-5.2%	
% Participation			39%			
Meal Plan Participants - Spring	1,432	1,357	757	(600)	-44.2%	
% Participation			23%			
Staffing						
Full-time	55	55	47	8	14.5%	
Part-time (including students)					0.0%	
Total	55	55	47	8	14.5%	
Revenue						
Board Revenue	\$ 4,707,401	\$ 4,707,401	\$ 3,233,920	\$ (1,473,481)	-31.3%	68.7%
Catering Sales - Internal	200,000	150,000	16,827	(133,173)	-88.8%	8.4%
Catering Sales - External	-	-	(29)	(29)	-	-
Retail Sales	290,000	217,500	50,396	(167,104)	-76.8%	17.4%
Miscellaneous Revenue	-	-	32,759	32,759	-	-
Total Revenue	\$ 5,197,401	\$ 5,074,901	\$ 3,333,872	\$ (1,741,029)	-34.31%	64.1%
Expenses						
AA - Regular Employee Compensation	\$ 1,982,294	\$ 1,465,834	\$ 1,271,538	\$ 194,296	13.3%	64.1%
CC - Special Employees	704,760	514,475	252,911	261,564	50.8%	35.9%
DD - Pension and Fringe Benefits	737,773	545,556	491,569	53,987	9.9%	66.6%
Compensation expense subtotal	3,424,827	2,525,865	2,016,018	509,847	20.2%	58.9%
BB - Employee Related expenses	20,740	15,555	3,899	11,656	74.9%	18.8%
EE - Administrative Expenses	36,000	27,000	9,593	17,407	64.5%	26.6%
FF - Facility Operations	1,868,863	1,308,204	856,566	451,638	34.5%	45.8%
GG - Energy Costs and Space Rental	700	525	145	380	72.3%	20.8%
HH - Consultant Services	2,000	1,500	-	1,500	100.0%	0.0%
JJ - Operational Services	31,400	23,550	11,333	12,217	51.9%	36.1%
KK - Equipment Purchases	51,000	38,250	17,552	20,698	54.1%	34.4%
LL - Equipment Leases and Rental	64,077	48,058	17,373	30,685	63.8%	27.1%
NN - Construction and Improvements	1,402,125	45,475	45,475	-	-	3.2%
RR - Entitlement Programs (Scholarships)	4,000	3,000	-	3,000	100.0%	0.0%
SS - Debt Payments and Contingency	103,204	103,204	40,602	62,602	-	39.3%
UU - Information Technology	50,500	37,875	40,033	(2,158)	-5.7%	79.3%
Unallocated	53,566	-	-	-	0.0%	-
Transfer to the University	-	-	-	-	-	-
Other Expense/Transfers Total	3,688,175	1,652,196	1,042,572	609,624	36.9%	28.3%
Total Expenses/Transfers	\$ 7,113,002	\$ 4,178,061	\$ 3,058,590	\$ 1,119,471	26.8%	43.0%
Net	\$ (1,915,601)	\$ 896,840	\$ 275,282	\$ (621,557)	-69.3%	

Westfield State University

Board of Trustees

Finance and Capital Assets Committee

April 27, 2022

Prepared by:

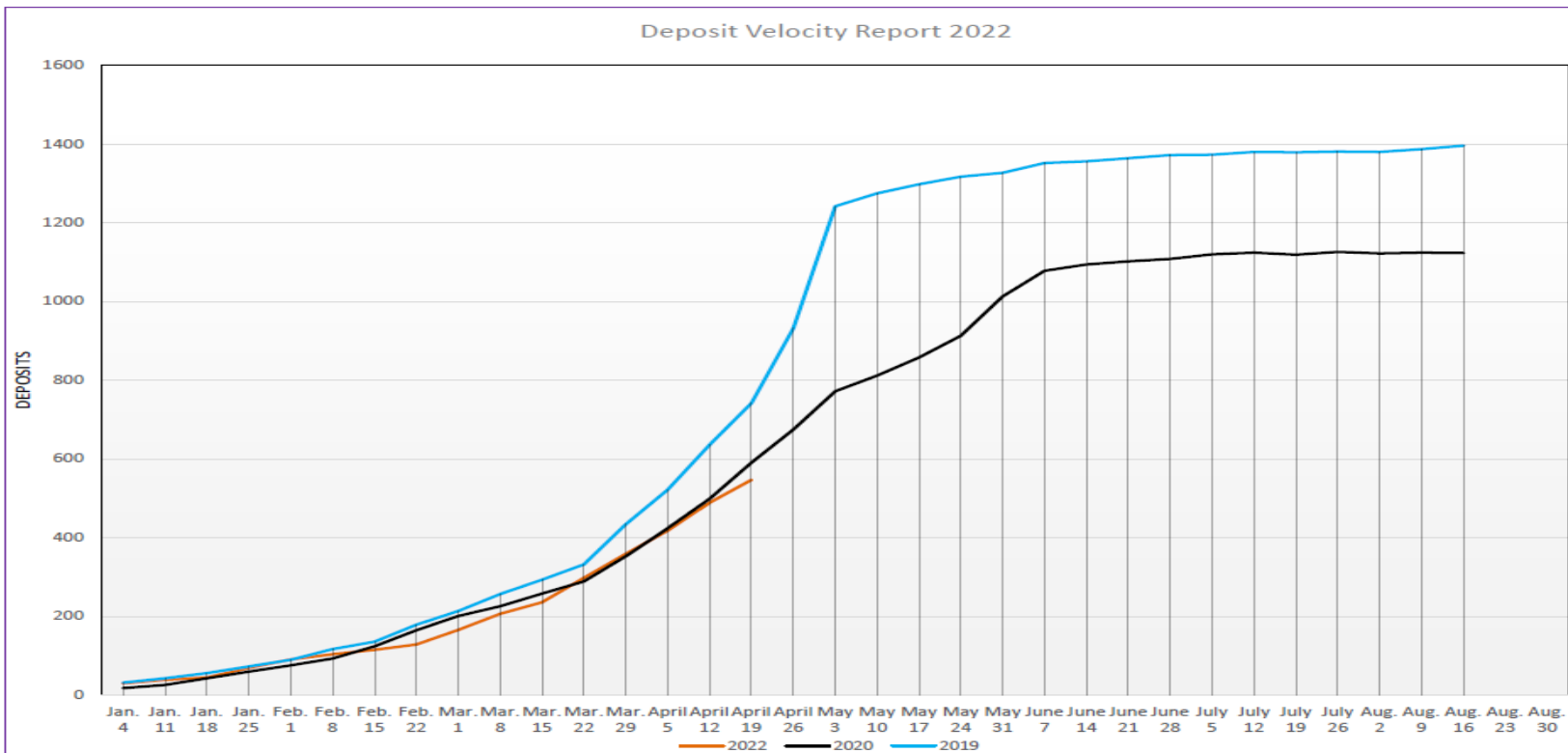
Steve Taksar, Vice President of Administration and Finance

Maria Feuerstein AVP, Strategic Finance & Institutional Planning

Agenda

- Enrollment Overview
- FY23 Scenario B Planning Model
- Glidepath Strategy
- Budget Process
- Innovation Fund / Opportunities

FY22 Enrollment – Velocity Report



- Cumulative trend of deposits received
- Peak deposits typically happens in May
- Deposits are lagging

FY23 Enrollment – Revenue Impact

Enrollment Impacts on Revenue	
Avg Billable Students	Revenue Impact on General Fees
1	\$ 11,461
10	\$ 114,610
50	\$ 573,050
100	\$ 1,146,100

FY23 Budget Scenario as of 4/19/22

	FY22 Final Budget	FY23 Provisional Budget	Year-Over-Year Comparison	
		4.19.22	\$-Fav / (Unfav)	%-Fav / (Unfav)
Total Revenue	\$ 112,261,799	\$ 109,537,724	\$ (2,724,075)	(2.4%)
Total Expense	\$ 114,080,785	\$ 117,247,318	\$ (3,166,533)	(2.8%)
Unadjusted Net Profit/(Loss)	\$ (1,818,986)	\$ (7,709,594)	\$ (5,890,608)	(323.8%)
Revised Structural Deficit	\$ (2,883,584)	\$ -	\$ 2,883,584	100.0%
Net Profit/(Loss)	\$ (4,702,570)	\$ (7,709,594)	\$ (3,007,024)	(63.9%)
Reserve Funding:				
Planned Use of Reserves	950,958	1,450,958	(500,000)	(52.6%)
Capital Rollover	868,028	868,028	-	0.0%
Total Use of Reserves	\$ 1,818,986	\$ 2,318,986	\$ (500,000)	(27.5%)
Temporary Structural Deficit Offset	\$ 2,883,584	-	\$ (2,883,584)	(100.0%)
Adjusted Surplus/(Deficit)	-	\$ (5,390,609)	(5,390,609)	(100.0%)

Residential Life Funding Requirements

	FY22 - BOT Approved	FY22 Projected	FY23 Budget Scenario Update
Net Deficit Coverage	1,506,021	1,506,021	\$ 144,724
Reserve Balance Coverage	576,546	576,546	\$ 821,149
HEERF Funding Offset Refunds & Debt		1,500,199	
Total Funding Required	2,082,567	3,582,766	965,873

- Residential Life requires an ongoing funding commitment to balance its budget and maintain the 5% reserve balance requirement.
- The FY22 Projection includes \$860k of HEERF funding to cover early fall refunds.
- The FY23 Budget Scenario Update is a revised estimate that reflects the ongoing need for campus funding.

3 Year Glide Path Strategy

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

Note: Updated from Nov 2021

3 Year Glide Path Strategy – Year 1

FY23 Deficit Strategy

Estimated Deficit as of 4/14/22	\$	5,400,000
Less: Temporary Covid Funding		(1,500,000)
Estimated Structural Deficit		3,900,000
50% Reserve Funding		(1,950,000)
50% Campus Reductions		(1,950,000)
Remaining Deficit	\$	-

FY23 Budget Planning Process

- Shared responsibility between students, campus, and trustees
- Evaluate financial shortfall regularly
- Cabinet strategy developed for provisional budget in June 2022
- Final plan implemented by October 2022 budget approval for Board of Trustees

FY23 President's Innovation Fund

- Funded from Investment Income based on investment policy
- \$200,000 allocated to Associate Deans (\$50k/College)
- \$300,000 allocated to competitive campus proposal process
 - Focus on enrollment and program growth opportunities
 - Positive return on investment
 - One time funding only
 - Open to any department or individual
 - Final decision by President with advice from working group

FY23 Opportunities

- Support new ideas for innovation via President's Innovation Fund Program
- Focus on growth areas for high demand academic programs, certificates and micro-credentials
- Pedagogical opportunities; collaborations, new core, NECHE self-study conclusions
- Increase federal grants, state funding, private grants
- Expand partnerships with community colleges
- Enhance web effectiveness and content
- Re-evaluate financial aid model
- Expand summer program opportunities

Q&A?

Westfield State University
Finance and Capital Assets Committee

FY23 Provisional Budget Planning Scenario Update

April 27, 2022

Overview

Steady and significant enrollment declines are causing financial pressure on revenues for the campus and especially auxiliary units such as Dining and Residential Life. The current enrollment projection for FY23 is expected to be 3,250 and represents a slight increase due to expanding the nursing program by 35 students. The campus is expected to continue to experience a structural deficit as enrollment declines as well as inflationary pressure is expected to continue. Furthermore, while all indications point toward an endemic phase of the COVID-19 virus, the campus must still remain positioned to respond to any impacts the virus may have on both our students and workforce. The campus has set aside funding in the provisional budget to address any COVID-19 related needs as additional federal funding is not expected.

The campus has not achieved full projected savings from the UEAAC Report due to the timing of implementation and complexity of the process. While it is difficult to predict fall enrollment at this juncture, the month of May is a critical indicator of student deposits. Further, students may be depositing later than normal making enrollment forecasting more challenging. It is expected that the campus will use the current budget model as a basis to present a FY23 provisional budget at the June board of trustees meeting, barring any major shift in assumptions.

Enrollment

Westfield State University along with many campuses in our region are continuing to experience enrollment volatility due to several factors, including COVID-19, regional demographics of less graduating high school students, and lower retention for returning students. Based on the projected enrollment, the campus has developed an updated planning model, Scenario B, which assumes a full-time undergraduate enrollment of 3,250 students. This translates to only a minor enrollment increase of approximately 1% compared to the FY22 Budget of 3,215, which represents 35 additional nursing students. In order to achieve level enrollment, the entering class must be substantially larger than this year to account for the number of graduating seniors and retention rates of upper-class students.

A financial aid discount strategy to increase enrollment is being developed at this time. This represents a significant shift away from the previously utilized fixed funding model for financial aid which relied on strategic funding to support financial aid increases. The discount rate model requires a greater financial investment with the hopes of incentivizing students to enroll with improved financial aid packages. The current model includes the \$500,000 in reserves for additional financial aid approved by the Board of Trustees at the March meeting.

Revenue

- State Appropriation is flat at \$31.9M compared to the FY22 Budget until the campus receives additional funding to cover salary increases as required in the collective bargaining agreements. Once confirmed, the appropriation (and related expenses) will be adjusted.
- Tuition and Fee and Other Revenue are expected to increase by \$1.6M due to fee increases and additional nursing students.
- Residential Life occupancy is expected to be 1,788, which is relatively flat compared to the FY22 budgeted occupancy of 1,769, factoring only for the additional nursing students mentioned above.
- Dining Services is anticipating lower revenue of 10% but further analysis is needed to verify this projection. Their campus contribution remains flat at approximately \$1.1M, significantly lower than pre-pandemic years when the contribution was closer to \$2.4M.
- CGCE revenue is expected to remain flat at \$12M and is expected contribute \$2.75M toward overhead costs.

Expenses

- Collective Bargaining Increases for FY21-FY22 are expected to be paid prior to the end of this fiscal year. This includes FY21 increase of 2.5%, FY22 increase 2.0% and a 1.5% COVID-19 bonus for all full-time employees. While most of the collective bargaining expenses will be funded, not all commitments are funded by the state (e.g., promotions, post tenure review, adjunct salary increases, etc.). The campus is responsible for fully funding non-unit increases and auxiliary unit salary increases.
- Fringe rate is increasing from 39.43% to 41.89% following the Comptrollers recent guidance, however, additional state appropriation will provide some fringe benefit relief.
- A majority of Residential Life expenses are fixed; however, expenses will increase substantially year-over-year. This is mainly due to a decrease in MSCBA debt relief in FY23 with level funding returning in FY24. At that time, the debt service will increase by approximately \$2.0M compared to FY23.
- Dining Services is planning for continued inflationary pressure on staffing, food costs, and employee related expenses. In order to balance the budget and provide a flat overhead contribution of \$1.1M to campus in FY23, Dining is anticipating cost reductions of 10%, or roughly \$800k.
- Residence Life - It is expected that Residential Life will likely need to continue to use reserves to offset a revenue deficit caused by lower occupancy, which is unsustainable in the long run, given the MSCBA required reserve balance threshold of 5% of prior year expenses. The Residential Life deficit in FY23 is expected to be \$2.0M which will be partially offset by the existing beginning reserve balance. An additional minimum amount of approximately \$0.9M will be required to fully fund the required reserve. It is expected that campus operating funds would be transferred to Residential Life in order

to assist in achieving the minimum reserve requirement in FY23. An overview is represented in the chart below:

Item	FY22 Approved	FY22 Projected	FY23 Proposed
RHTF Beginning Balance	\$ 1,437,207	\$ 1,437,207	\$ 1,906,742
Net Gain/Loss	\$ (3,296,512)	\$ (1,613,032)	\$ (2,051,466)
RHTF Ending Balance	\$ (1,859,305)	\$ (175,825)	\$ (144,724)
University Contribution to Achieve 5% Minimum	\$ 2,082,567	\$ 2,082,567	\$ 965,873
5% of previous FY expenses is minimum required	\$ 553,951	\$ 553,951	\$ 821,149

Summary for FY23

The outlook for FY23 remains challenging due to a decrease in undergraduate enrollment and a continued monitoring of COVID-19. This continues to impact tuition and fee revenue and auxiliary operations such as Residence Life and Dining Services, which rely heavily on undergraduate residential enrollment. The FY23 deficit is projected to be \$5.3M, of which \$3.9M is structural and related to declining enrollment, and \$1.5M is temporary due to COVID-19 funding.

As of this writing, use of the ARPA funding from the state, estimated to be \$3.4M, is unclear in terms of timing, use, ability to spend in multiple fiscal years etc. Department of Higher Education (DHE) is in the process of developing guidelines and transferring the funding. It is expected that the funds will be used for COVID-19 support and facilities maintenance priorities, based on preliminary guidance from the DHE.

The campus is working on the detailed plan to bring the FY23 budget in balance leveraging year 1 of a 3-year glide path strategy which utilizes reserve funding to offset 50% of the structural deficit and the remaining portion is solved by way of permanent cost reductions.

The campus will be working diligently to monitor and analyze any additional financial budget implications to propose a beginning operational budget for the June meeting. There are still many moving parts to our fiscal environment, some of which are not in our direct control. Short term fiscal flexibility is needed to navigate unsettling and shifting circumstances. The campus expects to bring forward a provisional budget in June based on the best information available at that time grounded in the budget modeling currently underway and presented today.

Westfield State University
FY23 Provisional Budget

DRAFT 4/19/22

	FY22 Final Budget	FY23 Provisional Budget	Year-Over-Year Comparison	
		4.19.22	\$-Fav / (Unfav)	%-Fav / (Unfav)
Revenue:				
State Appropriation	31,988,905	31,988,905	-	0.0%
Total Tuition/Fee Revenue	36,100,094	37,705,755	1,605,661	4.4%
Other Revenue	2,645,783	1,883,064	(762,719)	(28.8%)
CGCE	12,024,757	12,140,783	116,026	1.0%
Residential Life	14,659,945	15,477,267	817,322	5.6%
Dining Services	8,799,412	7,967,013	(832,399)	(9.5%)
Foundation	839,000	839,000	-	0.0%
Grant Revenue	1,535,937	1,535,937	-	0.0%
HEERF Grant	3,667,966	-	(3,667,966)	(100.0%)
Total Revenue	\$ 112,261,799	\$ 109,537,724	\$ (2,724,075)	(2.4%)
Expense:				
Compensation	43,040,061	44,165,017	(1,124,956)	(2.6%)
Fringe	5,043,794	5,742,796	(699,002)	(13.9%)
Department Operations	14,542,147	15,047,432	(505,285)	(3.5%)
Strategic Investments	351,581	451,581	(100,000)	(28.4%)
Financial Aid	4,299,221	5,088,621	(789,400)	(18.4%)
Debt Service	2,099,258	1,481,315	617,943	29.4%
Contingency	650,000	650,000	-	0.0%
Capital Investments	2,575,000	2,575,000	-	0.0%
CGCE	8,768,566	9,349,879	(581,313)	(6.6%)
Residential Life	16,270,859	17,528,733	(1,257,874)	(7.7%)
Dining Services	7,677,659	6,845,260	832,399	10.8%
Utilities	2,370,619	3,195,940	(825,320)	(34.8%)
All Other	4,610,169	4,979,665	(369,496)	(8.0%)
HEERF Expenses	3,667,966	1,500,000	2,167,966	59.1%
UEAAC Savings	(1,886,114)	(1,353,920)	(532,194)	(28.2%)
Total Expense	\$ 114,080,785	\$ 117,247,318	\$ (3,166,533)	(2.8%)
Unadjusted Net Profit/(Loss)	\$ (1,818,986)	\$ (7,709,594)	\$ (5,890,608)	(323.8%)
Revised Structural Deficit	\$ (2,883,584)	\$ -	\$ 2,883,584	100.0%
Net Profit/(Loss)	\$ (4,702,570)	\$ (7,709,594)	\$ (3,007,024)	(63.9%)
Reserve Funding:				
Planned Use of Reserves	950,958	1,450,958	(500,000)	(52.6%)
Capital Rollover	868,028	868,028	-	0.0%
Total Use of Reserves	\$ 1,818,986	\$ 2,318,986	\$ (500,000)	(27.5%)
Temporary Structural Deficit Offset	\$ 2,883,584	\$ -	\$ (2,883,584)	(100.0%)
Adjusted Surplus/(Deficit)	-	\$ (5,390,609)	(5,390,609)	(100.0%)

**Westfield State University
FY23 Provisional Budget**

DRAFT 4/19/22

	FY22 Final Budget	FY23 Provisional Budget	YoY Change B/(W)
Revenue Assumptions			
Billable Students	3,215	3,250	(35)
% Change YoY	-9.5%	-5.6%	
Housing Students	1,769	1,788	(19)
% Change YoY	32%	1%	
Occupancy Rate	73%	81%	
In-State Tuition and Fees Incr.	0%	3.5%	3.5%
General Fee Increase	-	322	322
Residential COA Incr. (weighted avg.)	3%	0%	3%
State Appropriation as % of Revenue	28%	29%	-1%
Investment Earnings	\$325K	\$115K	-\$210K
Operating Reserve / Contingency	\$650K	\$650K	-
Expense Assumptions			
Strategic Plan Funding 1-Time	\$100k	\$100k	-
Financial Aid Increase	\$200k	\$700k	\$500k
UEAAC Savings	\$1.7M	\$1.3M	-\$400k
Overhead Contributions			
Dining Contribution	\$1.1M	\$1.1M	-
CGCE Contribution	\$3.2M	\$2.75M	-\$450k
Net Results			
CGCE Surplus	-	\$41k	\$41k
Residential Housing Deficit	\$1.6M	\$2.0M	-\$400k
Lansdowne Deficit	\$100k	-	\$100k
Dining Deficit	-	-	-

Notes:

A portion of the overall Utility expense increase is included in the Residential Life expense budget of \$1.8M. Campus wide, Utilities are expected to increase by 25.4% or \$1M.

Westfield State University
FY23 Detailed Budget by Trust Fund
Provisional Budget - DRAFT 4/19/22

	Operating Budget	HEERF III Covid-19 Grant	Grants	Capital Project Fund	CGCE	Residential Life	Dining Services	Other Trust Funds	FY23 Budget
Revenue									
Scholarship Allowance			(10,690,448)						(10,690,448)
Tuition and Fees	37,705,755				12,140,783			75,000	49,921,538
Federal Grants and Contracts		-	8,718,385						8,718,385
State Grants and Contracts			3,355,000						3,355,000
Private Grants and Contracts			153,000					120,000	273,000
Residence Fees						15,251,805			15,251,805
Dining Fees							7,967,013		7,967,013
Other Operating Revenues	586,187					185,462		649,795	1,421,443
Commissions	337,083					40,000			377,083
State General Appropriations	31,988,905								31,988,905
Foundation Support	839,000								839,000
Investment Income	115,000								115,000
Total Revenue	71,571,929	-	1,535,937	-	12,140,783	15,477,267	7,967,013	844,795	109,537,724
Expenses									
Personnel	44,165,017		288,000		3,578,268	2,194,132	2,116,117	76,618	52,418,152
Fringe Benefits	5,742,796		114,320		1,554,185	919,122	805,627	33,487	9,169,537
Operations	15,993,474		965,617		4,142,427	2,346,630	3,396,884	1,208,787	28,053,818
Strategic Investments	451,581								451,581
Utilities	3,195,940					1,819,890			5,015,830
Debt Payments	1,481,315						312,774		1,794,089
Operating Contingency	650,000						208,858	95,767	954,625
Capital Projects				3,443,028					3,443,028
Scholarships	5,088,621		168,000		75,000	89,395	5,000	65,000	5,491,016
Transfers	(1,247,537)		100,784	(2,575,000)	2,750,000	(150,000)	1,121,753		-
MSCBA Assessment						10,309,563			10,309,563
HEERF Grant Covid Expenses		1,500,000							1,500,000
UEAAC Savings	(1,353,920)								(1,353,920)
Total Expense and transfers	74,167,286	1,500,000	1,636,721	868,028	12,099,879	17,528,733	7,967,013	1,479,658	117,247,318
Net Revenue over Expense	(2,595,356)	(1,500,000)	(100,784)	(868,028)	40,904	(2,051,466)	-	(634,863)	(7,709,594)
Planned Use of Reserves	715,310		100,784					634,863	1,450,958
Capital Rollover				868,028					868,028
Total Use of Reserves	715,310	-	100,784	868,028	-	-	-	634,863	2,318,986
Net Surplus/(Loss)	(1,880,046)	(1,500,000)	-	-	40,904	(2,051,466)	-	-	(5,390,609)

Notes:

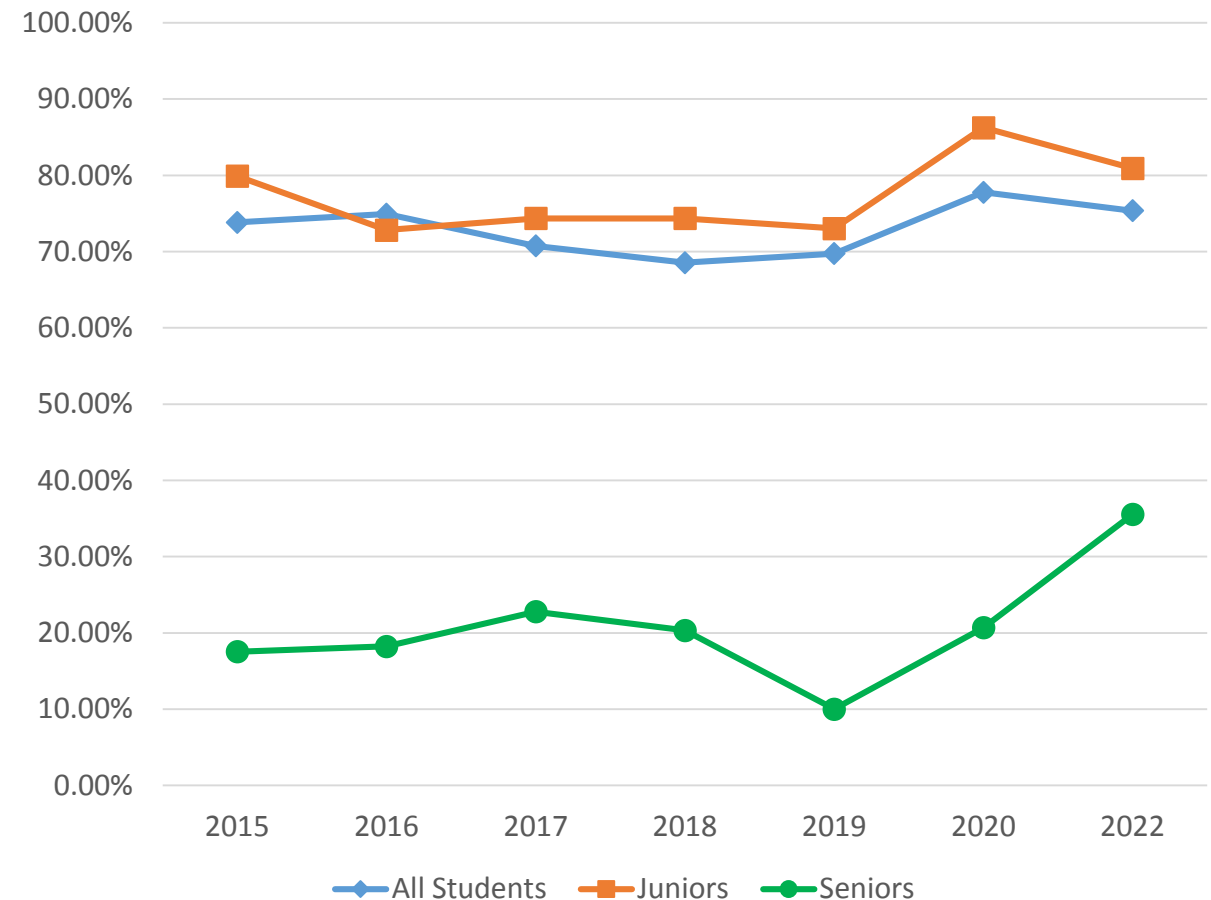
1. Other Operating Revenues consist of parking, application fees, phone fee, non-credit program revenue and other miscellaneous fees
2. Transfers represent the movement of cash from one trust fund to another
3. Planned Use of Reserves may require minor adjustments following year end accounting validation.

Innovations

- One rate for housing averaging a low \$922 per month:
 - Features all-inclusive rate including utilities, cable, internet, laundry and parking*
 - Is very competitive with the off campus rental market's increasing prices
- Year-round housing available
- Microfridge amenity in all traditional halls
- Coed housing available for all students
- Theme Housing Communities
 - Honors Housing, Performing & Fine Arts, JEDI, & Healthy Living

*Available to continuing students participating in Housing Selection & living on campus for full academic year only

Continuing Students Registering for Housing



Moving Forward

Challenges

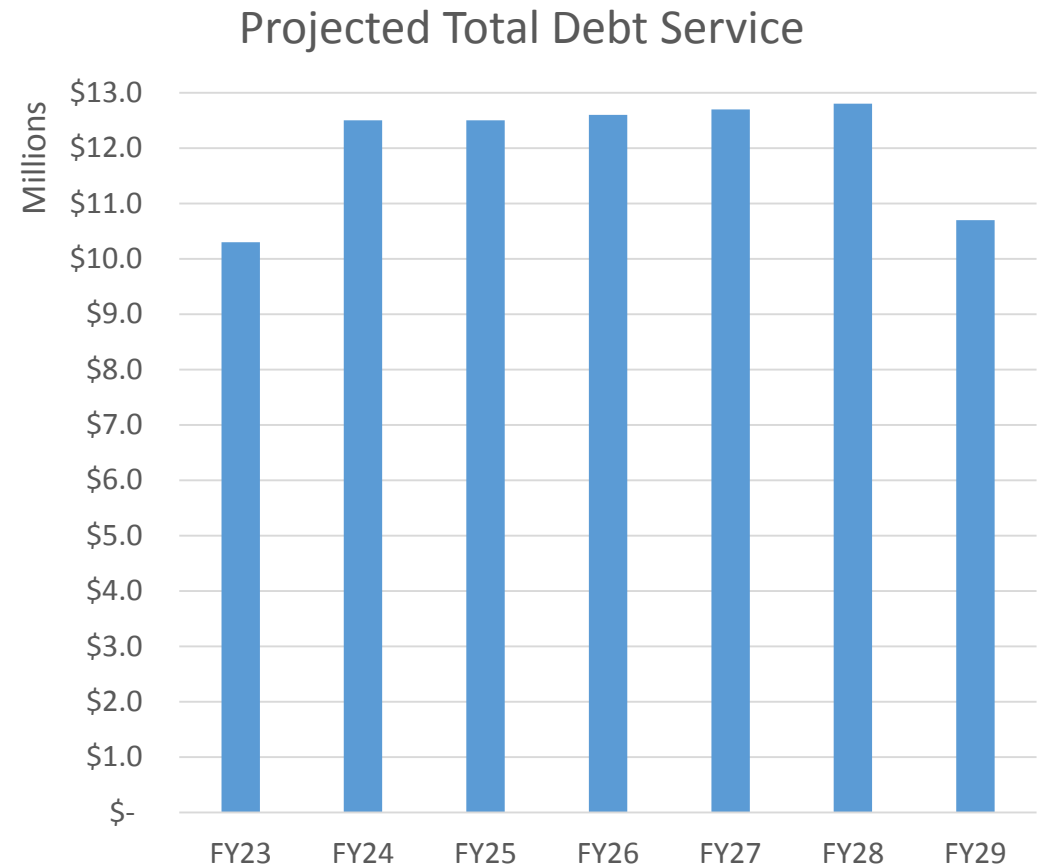
- Current and projected enrollment does not support our design capacity
- Undergraduate students requesting housing has declined
- Majority of housing on campus is double bedrooms
- Significant increases in utility costs

Opportunities

- Work with the MSCBA to sell Scanlon Hall to DCAMM for additional administrative space
- Welch Hall has been converted to graduate student housing
- Lower occupancy has lead to increased number of premium singles being available
- Engage the MSCBA on grant funding for solar panel projects

Future Outlook

- The MSCBA provided debt relief during the past two fiscal years to assist campuses
- FY23 will be the last year of relief in the amount of \$2.2M
- In FY29 the “System Debt” will be paid off decreasing our annual assessment by approximately \$2M per year



Westfield State University

Residential Life Program

Room selection has just concluded for the 2022-2023 academic year and while we are projecting occupancy to remain relatively flat for fiscal year 2023, room selection participation rates are showing improvement over recent years. We believe this is a direct result of listening to what students are looking for in a holistic residential experience, coupled with the implementation of new and creative initiatives.

The information below outlines what Westfield State University has, and plans to do, to address the debt service from the MSCBA. These innovations, challenges and opportunities will begin to guide us through the next few years.

Innovations

- All standard housing options cost the same low rate and include utilities, cable, internet and laundry
- The cost of housing on campus for the academic year will average \$922 per month in FY23 making us competitive with the off-campus rental market
- Year-round housing has been available to students experiencing housing insecurity (approx. 100 students), international students, and students with local commitments
- Students are guaranteed housing during their entire enrollment, whether they are full or part-time
- Microfridge units are a standard amenity in all traditional hall rooms
- Coed housing is available for all students in all residence halls
- Living Learning Theme Housing for this coming year (JEDI, Arts, Healthy Living, Honors)

Challenges

- Inventory of student's preferred housing type does not meet the current demand; students largely prefer to have their own bedrooms while double rooms are the vast majority of what is available
- During the pandemic students have not been able to depend on stable and consistent housing on campus as the University has adjusted to conditions at the time
- Staffing levels during the past three years have made it impossible to provide the level of customer service our students expect and deserve

Opportunities

- Scanlon Hall is no longer needed as a residence hall and can continue to be utilized as administrative space; the University should work with the MSCBA to have the building purchased by DCAMM to reduce the debt service on the residence halls
- The University should work with the MSCBA to identify grant money for the installation of solar panels on the residence halls that can reduce energy costs
- Increased number of single rooms available through double room buy-out process to generate additional revenue
- Graduate student housing is now available for 60 students in Welch Hall

Conclusion

While we are certainly encouraged with the participation rates, we will remain vigilant in monitoring our occupancy; the debt service remains at the forefront of minds. We did not get in this position overnight and thus we will not recover overnight. As we enter the post-pandemic era, and gain support from the entire campus community to establish a robust student experience, we believe we can begin to close the gap on the debt service; we are on the right trajectory.



Board of Trustees

April 27, 2022

MOTION

To approve the request from the Sports Medicine and Human Performance Department to purchase an ambulance from the Town of Southwick in FY22 for \$5,000. Should the vehicle be unable to be delivered to the University by June 30, 2022, Academic Affairs will work with Finance to request a rollover of funds to FY23.

Robert A. Martin, Ph.D., Chair

Date

Memo

To: Westfield State University Board of Trustees
From: Chris Perkins
Cc: Robert Rausch
Date: 4/15/2022
Re: Vehicle Acquisition - Ambulance

- **Funding source**
 - The ambulance will cost \$5,000. Funding will be budget rollover non-credit or reserves.
- **Identify the fiscal year in which the purchase would be made (FY22)**
 - FY2022 or 2023
- **Identify if the vehicle will be delivered before our fiscal year end (June 30, 2022).**
 - The Southwick Fire Chief states that it may be tight to get it by the end of this fiscal year. The ambulance is still currently in service as they await their new ambulances.
- **Reason/need for the purchase**
 - Being able to show and practice with a live ambulance throughout the semester is crucial.
 - We will be able to adapt to the students' needs more.
 - There are skills specific to the inside of the ambulance that we cannot practice effectively by simulating.
 - Currently we are relying on outside services/Departments, on their schedule
 - Westfield Fire Department
 - Put on hold when the Pandemic began
 - There is a cost to the University for each visit.
 - Southwick Ambulance
 - Provided an ambulance free during the Fall 2021 Program
 - Is essential for our Inter Professional Healthcare Collaboration (IPHC) Simulations with the Athletic Training Program students
 - Provides real time response, use and function, and "Puts it all together"
 - Could also use the ambulance for Continuing Education courses
 - EVOC Emergency Vehicle Operators Certificate course
 - Added training and certification for students, making them more marketable to employers
 - Long term goal for the current First Responders Club through SGA is to become a licensed agency and provide higher emergency medical coverage that they already provide.

- This could also open up the opportunity for students to have observation and ride alongs.
- **Consequences if the request were not to be approved**
 - Continue to outsource to services who can provide an ambulance for a few hours during class time.
 - Utilized Westfield Fire Department (pre-Pandemic)
 - Approx. \$500 per 4 hour class
 - only active with students for about 3 hours
 - Rotating students through, might see it for 45-60min each
 - Previously scheduled for 5 nights of ambulance overview and 3 other classes to conduct the IPHC Simulations
 - This semester we did not have an ambulance come to class due to
 - The cost of Westfield Fire Department
 - Southwick Fire's ambulance availability while one ambulance is out of service at the moment
- **What will happen with the ambulance the department currently has**
 - The current 1993 ambulance was given to the EMT Program from the Nursing Department in 2016 or 2017 when Michael Tryon was the Program Director. I am not aware of any "official" hand over or agreement and no one wanted to take responsibility for upkeep/maintenance, hence its current state.
 - Last I knew the ambulance batteries were not holding a charge and needed to be constantly jump-started. The batteries have since been removed, do not know by whom, but was not the EMT Program.
 - The ambulance has not been able to be used for a few years other than to show what it looks like.
 - It will be sent to scrap.



ACADEMIC AFFAIRS

April 14, 2022

To: Stephen Taksar, Vice President, Administration and Finance
Board of Trustees, Finance and Capital Assets Committee

From: Juline Mills, Interim Provost and Vice President, Academic Affairs

Re: Purchase of Ambulance

This letter is written in support of the purchase of an ambulance from the Southwick, MA Fire Department. This ambulance would replace our current vehicle which has been inoperable for a number of years. The replacement would allow the Department of Sports Medicine and Human Performance to once again provide hands-on opportunities for students in its programs. This includes experiences such as the Inter Professional Healthcare Collaboration (IPHC) simulations with the Athletic Trainers and Emergency Management Training to practice for certification. This ambulance would also provide integrative experiences for all our health programs including the Health Sciences and Nursing.

Students in these programs will be able to practice real time response, use and function with the live ambulance throughout the semester gaining crucial skills specific to the inside of the ambulance that we current cannot practice effectively by simulation. Currently, the program relies on outside services visiting twice per semester at a cost of \$4000 per year. The ongoing long-term annual cost of securing this outside support will certainly exceed the one-time \$5000 cost of the vehicle.

The purchased ambulance will also be used for the development of Continuing Education courses such as Emergency Vehicle Operators Certificate (EVOC) course and other training and certification for students, making them more marketable to employers.

Our thanks and appreciation to the Southwick, MA Fire Department.