



Board of Trustees

Finance and Capital Assets Committee

10:30 AM

April 24, 2019

President's Boardroom, The Horace Mann Center

- | | |
|-----------------------------------------------------------------------|-------------------------------------|
| 1. Called to Order | Trustee Sullivan |
| 2. Minutes
February 7, 2019 | Trustee Sullivan |
| 3. Items for Information | |
| a. Emergency Notification System Policy (3030) | Thomas Kettle |
| b. Emergency Response and Preparedness
Authorization Policy (3040) | Thomas Kettle |
| c. FY19 Third Quarter Financials | Lisa Freeman |
| d. Capital Projects Update | Stephen Taksar/David Riggles |
| 4. Items for Discussion | |
| a. Preliminary FY20 Budget | President Torrecilha/Stephen Taksar |
| 5. Items for Action | |
| a. Motion – Investment Advisor | Stephen Taksar |

Attachment(s):

- a. Minutes 2-7-19 (Draft)
- b. Emergency Notification System Policy (3030) Draft
- c. Emergency Notification System Policy (3030) Clean
- d. Emergency Response and Preparedness Authorization Policy (3040) Draft
- e. Emergency Response and Preparedness Authorization Policy (3040) Clean
- f. Third Quarter Financials (Summary)
- g. Third Quarter Financials (FY19)
- h. Third Quarter Financials (FY18)
- i. Capital Projects Update (Summary)
- j. Capital Projects Update (Parenzo Hall)

- k. Preliminary FY20 Budget – Narrative
- l. Preliminary FY20 Budget – FY20 to FY19 Comparison
- m. Preliminary FY20 Budget – Detailed Budget by Trust Fund
- n. Preliminary FY20 Budget – Capital Funding
- o. Preliminary FY20 Budget – Schedule of Annual Tuition and Fees (Undergraduate)
- p. Preliminary FY20 Budget – CGCE Narrative (For-Credit)
- q. Preliminary FY20 Budget – CGCE Narrative (Non-Credit)
- r. Preliminary FY20 Budget – Schedule of Annual Tuition and Fees (Graduate)
- s. Motion – Investment Advisor
- t. Investment Advisor (Summary)



BOARD OF TRUSTEES

Finance and Capital Assets Committee

Minutes

President's Boardroom, Horace Mann Center

February 7, 2019

Board of Trustees committee members in attendance: Committee Chair Sullivan (remotely), Vice Chair Hagan, Secretary Martin, Trustees Marcus (remotely), Queenin and Swan.

Trustee guests present: Trustees Hill and Magovern.

Dr. Ramon S. Torrecilha, President of Westfield State University, was also present.

The meeting was called to order at 9:38 AM by Committee Vice Chair Hagan, who stated that Trustees Sullivan and Marcus were participating remotely and that all votes would be by roll call.

MOTION was made by Trustee Swan, seconded by Trustee Martin, to approve the minutes of the December 5, 2018 meeting.

Roll call vote:

Trustee Hagan - Yes

Trustee Martin - Abstain

Trustee Queenin - Yes

Trustee Swan - Yes

Trustee Marcus - Abstain

Trustee Sullivan - Yes

Trustees Martin and Marcus abstained from voting and the Motion passed unanimously.

Committee Vice Chair Hagan welcomed Lisa Freeman, Associate Vice President for Administration and Finance, who highlighted the second quarter financials and travel reports:

- Revenue was trending below budget by \$241,000 and total expenses were trending below budget by \$5.9 million.
- The net operating surplus is \$5.7 million favorable to the budget as a result of lagging expenses due to timing issues.
- Occupancy this year is 8% lower than last year with a prediction of a continuing decline next year.
- Travel expenses of direct reports to the President show P-Card charges through a post date of the end of November with travel payments through December.

Stephen Taksar, Vice President of Administration and Finance, came to the table and shared the following:

- A space utilization architect is collecting information to assess options to accommodate the occupants of Mod Hall into Parenzo Hall. Meetings are being held with each department affected.

- The study should be done within a month.
- The Design Selection Board (DSB) in Boston reviewed 22 proposals for the Parenzo architect services and agreed with three of our top five, who will come to campus for a site visit. Finalists will present their information to the DSB on February 20 and a contract will be awarded that day. Working groups have created white papers to provide to the consultant, architect and space planner to transform Parenzo into reality. A campus-wide meeting will be held to give an update on the progress. The Parenzo working group is the guiding group meeting with the Division of Capital Asset Management and Maintenance (DCAMM) and the space planner. The group consists of a variety of individuals including Vice President Taksar, the chief of staff, provost, internal architect, and chairs of the three other working groups.
 - Proposals for an investment advisor are being reviewed. The Investment Subcommittee will flush out the proposals and invite three advisors to campus for detailed presentations this spring. The goal is to finish before the end of the spring semester to move funds to areas providing greater investment returns. This is critical as we have assumed an increase in our FY20 budget.
 - An update on the residence hall debt refinance was given. The refinance rate was one percent less than anticipated so the interest cost avoidance was a savings of \$7 million, for a total cost of \$3 million. This will provide relief to the debt structure for Residential Life and stabilize the debt repayment. Trustee Hill left the meeting at 9:57 AM.
 - The FY20 Budget Update showed the current model being used for budget purposes. In January, notice was received that the state's payroll tax rate was increasing (as part of an overall benefit rate), which would represent an almost one-half percent increase in payroll (another \$350,000 which hadn't been budgeted for), equating to a student fee increase of another one-half percent. The assumptions are still in line with anticipated state appropriations. There isn't a balanced scenario for FY21 yet. The largest class graduates in 2021 so there will be a new enrollment baseline. This needs to be kept on the radar as work on the budget and Strategic Plan goes forward. It is important to have a rolling 5-year plan and to bring forward as an agenda item for long-term budget planning once a year.

Vice President Taksar brought forward the next agenda item, the schedule of annual tuition and fees.

MOTION was made by Trustee Queenin, seconded by Trustee Martin, to approve the FY20 annual tuition and fees schedule for undergraduate and graduate students, as presented.

Roll call vote:

- Trustee Hagan - Yes
- Trustee Martin - Yes
- Trustee Queenin - Yes
- Trustee Swan - Yes
- Trustee Marcus - Yes
- Trustee Sullivan - Yes

Motion passed unanimously.

Trustee Swan said an increase in fees of \$700 for two years is concerning and should not become a normal practice. Vice President Taksar stated that even with the increases, we are still in the lower range of overall cost of attendance in Massachusetts state universities. The investment in the Strategic Plan will be a critical part of the assumptions. Dr. Shelley Tinkham, Dean of the College of Graduate and Continuing Education, gave an explanation of the materials provided for the increases in graduate programming and mentioned we are slated to get full accreditation next November for the Physician's Assistant (PA) program. There were 700 applicants for the 30 slots open for the second cohort. Trustee Martin would be interested in

knowing more about the diversity of the PA applicants.

The following MOTION was made by Trustee Hagan, and seconded by Trustee Swan: The Board of Trustees is required to approve the use of any reserves according to the University's Reserve Funds Use Policy. The purpose of this motion is to approve the use of reserves to fund the purchase of replacement equipment for the TV Studio in Ely Hall. This reserve has been set aside specifically for this purpose and currently has a cash balance of \$148,310. The anticipated cost of the replacement equipment is approximately \$145,086. The campus is seeking board approval for the use of these reserves as documented in the attached request from Academic Affairs.

The camera equipment to be replaced is 12 years old. It provides training for students in marketing, communications, and video. The City of Westfield has been contributing annually to help keep the equipment going. There is a need to create life cycles for new equipment going forward, but it is hard to do with technology constantly changing.

Roll call vote:

Trustee Hagan - Yes
Trustee Martin - Yes
Trustee Queenin - Yes
Trustee Swan - Yes
Trustee Marcus - Yes
Trustee Sullivan - Yes

Motion passed unanimously.

Chair Queenin commented on the fee increase and stated that for the past two years, the financial budgets have shown the need for the increase, but the Board will continue to work with the budget to try to keep the University affordable for students. The issue also has to do with state appropriations as the cost to provide education continues to go up but the percentage contributed by the state keeps going down. The Board needs to help get the message to Boston to increase the state appropriation to Westfield State. It was suggested that for every increase in tuition and fees, a percentage should be going into financial aid. Vice President Taksar stated that as part of the Strategic Plan, increases in financial aid were planned. It was requested to follow through on these items as an action plan.

There being no further business, Committee Vice Chair Hagan asked for a motion to adjourn.

MOTION was made by Trustee Hagan, seconded by Trustee Swan, to adjourn.

Roll call vote:

Trustee Hagan - Yes
Trustee Martin - Yes
Trustee Queenin - Yes
Trustee Swan - Yes
Trustee Marcus - Yes
Trustee Sullivan - Yes

Motion passed unanimously.

The meeting was adjourned at 10:36 AM.

Attachments presented at this meeting:

- a. Minutes of December 5, 2018

- b. Second Quarter Financials (Summary)
- c. Second Quarter Financials (FY19)
- d. Second Quarter Financials (FY18)
- e. Travel Expenses for the President and the President's Direct Reports: July 1 – December 31, 2018
- f. Parenzo Hall Renovation (Schedule)
- g. Residence Hall Debt Refinance (Memo)
- h. Residence Hall Debt Refinance (Table)
- i. FY20 Budget (Summary)
- j. FY20 Budget (Scenarios)
- k. Motion - Schedule of Annual Tuition and Fees
- l. Schedule of Annual Tuition and Fees (Summary) Undergraduate
- m. Schedule of Annual Tuition and Fees (Undergraduate)
- n. Schedule of Annual Tuition and Fees (Summary) CGCE
- o. Schedule of Annual Tuition and Fees (Graduate)
- p. Schedule of Annual Tuition and Fees (MA Public Universities)
- q. Schedule of Annual Tuition and Fees (Comparison)
- r. Motion - Reserve Funding Request
- s. Reserve Funding Request (Summary)

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 7, 2019.

Robert Martin, Secretary

Date

Westfield State University

Policy concerning:

Section Public Safety

Number 3030

Page 1 of 4

APPROVED: April 2013

REVIEWED: ~~July 2017~~ April 2019

EMERGENCY NOTIFICATION SYSTEM ~~POLICY~~

PURPOSE

The purpose of this policy is to authorize and outline the University's emergency notification systems and procedures in place to respond to a critical incident affecting the health and safety of the campus community.

This policy complies with the Emergency Notification requirements of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Higher Education Opportunity Amendments of 2008 and applicable Department of Education regulations.

DEFINITIONS

Critical Incident: Any situation that represents a significant emergency or dangerous situation affecting the health and/or safety of the University community. Typically, a critical incident will tax or overwhelm the normal operating systems of the University and cause a disruption to the continuity of the University's day to day operations.

Emergency Notification System: Multi-modal forms of communication that allow approved University personnel to communicate information to the rest of the University in the event of a critical incident. Emergency notifications shall be sent via e-mail, text messaging, sirens, telephone calls, and/or oral and written communications.

POLICY

A. Description of Emergency Notification Systems Utilized by the University

- 1 **RAVE Electronic Messages** – The RAVE system sends messages to faculty, staff and students who have signed up to receive them. Individuals may sign up for these notifications through the University's main website link entitled "Emergency Notification System". An e-mail reminder shall be sent each semester by the Director of Emergency Preparedness and Response to the campus community reminding them of this option. Messages are sent ~~either~~ via text, e-mail, and/or cell phone. Public Safety is authorized to send all

messages that are sent through this system at the request of Public Safety command staff, the Director of Emergency Preparedness and Response, or the Emergency Response Team (ERT) when Public Safety command staff ~~is not un-~~available.

- 2 Emergency Alarm/Voice Command System – This system provides external notification to the campus via the sounding of sirens followed by voice instructions. Speakers have been installed outside campus buildings for the system to serve outdoor areas. This system shall be upgraded as renovations occur to include connection to internal fire alarm systems in each building which will allow for internal sirens and voice commands. Public Safety is authorized to send all messages utilizing this system at the request of Public Safety command staff, the Director of Emergency Preparedness and Response, or ERT when Public Safety command staff is unavailable.
- 3 Traditional Telephone and Staff Communications – The University will continue to rely on traditional office, building, and staff communications including telephone, ~~verbal communication, and~~ e-mail, and verbal communication. Unless otherwise instructed for reasons of privacy, all University employees are authorized and expected to communicate emergencies to others around them upon notification of a critical incident.
- 4 Written Postings/University Website – Written postings and flyers as well as updates on the University website will be made consistent with instructions from the Office of Public Safety/ERT. Written postings or updates to the website may be done by ERT members ~~of the ERT~~ and/or designees.

B. Authorized Staff Responsible for Notifications

1. Authorization for the content and release of emergency information utilizing any of the emergency response systems described in this policy lies with the Director of Emergency Preparedness and Response, Emergency Response Team and/or the command staff of Public Safety. Public Safety shall develop a wide range of template messages in order to modify and release messages efficiently. –In those cases where there is no predetermined template message in the system, the individual issuing the alert will develop/send the most succinct message to convey the appropriate information to the University community.
2. ERT members/designees will update website and may post paper flyers and emergency notifications around campus as needed.

C. Content and Delivery of Message

1. The first emergency message is intended to ALERT the community or appropriate segment of the campus community of the dangerous condition and the actions they should take to be safe. Messages distributed in this phase of the rapidly unfolding critical incident will generally be concise and direct. Example: *“The campus is experiencing a major power outage affecting the following buildings, Brown, Red, White and Yellow Halls. All occupants of these buildings should immediately evacuate and meet at the designated building rally point.”*
2. The second emergency message (sent as needed) is intended to inform the community or appropriate segment of the campus community about additional details regarding the critical situation. This message is generally distributed once first responders and the emergency operations center have additional information. Example: *“The power outage affecting Brown, Red, White, and Yellow Halls was caused by a cut power line. WG&E are responding along with facilities personnel to repair the damage. We expect the outage will last until 2PM. Refer to the University homepage for additional information or dial 413-572-5262.”*
3. The third message (sent as needed) is generally distributed once the situation is nearly or completely resolved. The purpose of this message is to reassure the community that the University has restored or is working to restore normal operations.- It may also be used to provide additional resource information Example: *“The power in Brown, Red, White and Yellow Halls has been restored. If you are continuing to experience individual outages in your residence hall room, please contact your RD.”*

D. Testing of University Emergency Notification Systems

Tests of each University emergency notification system will be ~~done twice annually~~ completed bi-annually, generally once per semester. Tests will be coordinated through the Office of Public Safety and the ~~Emergency Response Team~~ Director of Emergency Preparedness and Response. Tests ~~of the system~~ will be documented and maintained by the Office of Public Safety.

Westfield State University

Policy concerning:

Section Public Safety

Number 3030

Page 4 of 4

APPROVED: April 2013

REVIEWED: ~~July 2017~~ April 2019

REVIEW

The ultimate authority for this policy as well as any emergency preparedness and response lies with the President of the University. Review of this policy and its supporting documents will be done ~~annually every three years~~ by the Director of Emergency Preparedness and Response and the Emergency Response Team Managers.

EMERGENCY NOTIFICATION SYSTEM

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REVIEWED: April 2019

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EMERGENCY RESPONSE AND PREPAREDNESS AUTHORIZATION

PURPOSE

To define the various campus teams who are authorized to prepare for, evaluate and respond to critical or potentially critical and threatening incidents that occur on or at university grounds or events or significantly impact campus operations.

BACKGROUND

The University's emergency response and preparedness teams include two separate groups with distinctive but related responsibilities. These teams are the Emergency Response Team (ERT) and the Student Threat Assessment Team (STAT). Combining the expertise of key campus units, the University's crisis response teams meet regularly to coordinate responses to students at risk or potential risk for danger and to manage critical or potentially critical incidents on the campus.

POLICY

A. University Emergency Response Team (ERT)

1. The University Emergency Response Team (ERT) under the guidance of the Director of Emergency Preparedness and Response is authorized to provide overall management of any campus-wide emergency. The ERT initiates and implements the Emergency Response Plan providing overall coordination of emergency operations and communications before, during and after an emergency has occurred. The ERT is also responsible for planning and implementing regular training and practice drills of the University's Emergency Response Plan.
2. Members of the ERT include representatives from all divisions of the campus with leadership roles assigned to senior managers in Public Safety, Facilities and Operations, Student Affairs, Academic Affairs, Residential Life, Public Affairs, Finance and Administration, Community Relations, and the President's Office. ERT Managers meet monthly bi-weekly to plan and review policies and procedures and evaluate the effectiveness of emergency response services. The entire ERT meets each semester for review and training.
3. Members of the ERT are called upon to respond as necessary during campus emergencies and follow the protocols outlined within the Emergency Response Plan as directed by designated managers. All

ERT members are authorized to make decisions and carry out the procedures described within the plan.

B. University Student Threat Assessment Team (STAT)

1. The University Student Threat Assessment Team (STAT) is authorized to receive and review reports of potentially threatening, violent, or alarming behaviors exhibited by any student at the University. STAT has the authority to call upon additional resources as needed to evaluate the potential risks and coordinate an action plan for dealing with reported individuals who may be dangerous or threatening to the campus community.

STAT has full authority to act on behalf of the University and shall report actions to the University President through the Vice President for Student Affairs.

2. The Assistant Vice President for Human Resources may work closely with STAT in evaluating and responding to similar reports relative to potentially dangerous or threatening employees. Ultimately, the Assistant Vice President for Human Resources has the authority to intervene with employees pursuant to negotiated union agreements.
3. All members of the university community are expected to report threatening or potentially threatening student behaviors to STAT by contacting the Dean of Students (Chair, STAT) or by reporting to campus departments including Academic Affairs, Student Affairs, Public Safety, or Residential Life. Behaviors that should be reported include, but are not limited to:

- explicit verbal or written threats¹⁷
- violent writings, drawings or other forms of expression¹⁷
- behaviors that are disruptive and cause fear in others¹⁷
- suicide risk or risk of other life threatening behaviors¹⁷ or
- expressed plans for violence.

REVIEW

The ultimate authority for this policy as well as any emergency preparedness and response lies with the President of the University. Review of this policy and its supporting documents will be done annually every three years by the Director of Emergency Preparedness and Response and members of the Emergency Response Team Managers.

EMERGENCY RESPONSE AND PREPAREDNESS AUTHORIZATION

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 - violent writings, drawings or other forms of expression;
 - behaviors that are disruptive and cause fear in others;
 - suicide risk or risk of other life threatening behaviors; or
 - expressed plans for violence.

REVIEW

The ultimate authority for this policy as well as any emergency preparedness and response lies with the President of the University. Review of this policy and its supporting documents will be done every three years by the Director of Emergency Preparedness and Response and members of the Emergency Response Team.

Westfield State University
FY19 Quarterly Financial Update
3rd Qtr. Ending March 31, 2019

Overview

The quarterly report compares a quarterly budget with third quarter actuals. Tuition and fee revenue is reported for the fall and spring semesters for the day division and for summer II, fall, winter and spring semesters for CGCE. Expenses are actual expenses incurred through the end of the third quarter. The University's net surplus is favorable to the budgeted surplus by \$3.2M at the end of the quarter with 91% of the University's revenues realized and 71% of the budget expended. The surplus is the result of lagging expenses due to timing issues and one time personnel savings which are offsetting unfavorable net surpluses in both residential life and dining services.

Undergraduate enrollment for the fiscal year was lower than budget by 135 students, residential life experienced a lower than planned annual occupancy of 142 students, and dining services experienced a yearly decline of 44 participants. CGCE total enrollment, reported in number of credit hours, is above budget by 3.8%.

Enrollment

- Full-time day division enrollment is 3.1% below budgeted enrollment for the year which resulted in a decline in budgeted fee revenue of approximately \$1.3M. Occupancy in residence halls had a significant decline of 8% compared to last fiscal year resulting in a decline in budgeted revenue of \$1.4M.

Revenue

- Total revenue is trending below budget by \$1.6M or 1.5%. Lower than budgeted day school enrollment combined with lower occupancy rates and lower than expected dining revenue were the factors for the decrease. CGCE revenue is trending above budget by 3.7%. State appropriation revenue is above budget by \$1.6M due to an unexpected \$.9M increase in our base appropriation combined with one time retroactive collective bargaining funds received of \$.6M. This additional state revenue is expected to fully offset the University operations revenue shortfall.

Expenses

- Overall expenses are trending below where they are projected to be at the end of the third quarter by \$4.8M or 5.3% which is mainly from the University operations. Significant variances are noted below.
- University – Compensation expense is below budget by \$2.5M or 5.9% due to one time savings from vacant positions and assumed outstanding collective bargaining increases as well as fringe savings from the additional state appropriated funds received. Other expenses, the largest being construction expense (pool NN) in the amount of \$.6M, are trending below budget and variances are due to timing issues in procurement and capital projects.
- CGCE – Compensation expense is below budget by 2.9% due to one time savings from vacant positions and outstanding collective bargaining increases. Other variances are due to timing issues. Total expenses are trending below budget by 4.4%.
- Residential Life – Total expenses are below budget by 1.5%. The largest dollar variance is related to the assessment payment (pool SS) to the Massachusetts State College Building Authority ("MSCBA") in the amount of \$.2M. The payment is lower due to the decreased occupancy rates which drives the prorated MSCBA assessment to the campus.
- Dining Services – Total expenses are tracking slightly above budget by .7%.

Summary

- The 3.5% increase in state appropriation combined with the collective bargaining funds received to date may fully offset the projected FY19 revenue shortfall in University operations.
- As of the third quarter, the University has received \$.6M in collective bargaining funding from the state. The timing or realization of any additional state appropriation funds above that amount still remains unclear.
- Residential Life annual revenue shortfall is projected to be approximately \$1.5M with a significant decline in annual occupancy from 94% in FY18 to 86% in FY19. This shortfall will be partially offset by lower than projected payments due to the MSCBA (\$.2M); the remainder is expected to be covered by Residential Life reserves assuming all other operating expenses are on target at year-end. Most of the shortfall is carried in the MSCBA budget but approximately \$.2M is the result of lower occupancy in Lansdowne Place.
- Projected Dining Services annual revenue shortfall of \$.6M will be partially offset by dining contingency funds (\$.1M) and implementing some cost savings measures for the remainder of the fiscal year.



Fiscal Year : July 1st - June 30th

**Financial Report (Consolidated)
Quarter Ending March 31, 2019**

	Annual FY19 Budget	FY19 3rd Qtr. Budget	FY 19 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment						
University (Headcount)	4,350	4,350	4,215	(135)	-3.1%	
Enrollment						
CGCE (Credit Hours)	32,237	25,790	26,779	989	3.8%	
Staffing						
Administrative	495	495	472	(23)	-4.6%	
Full-time Faculty	242	242	231	(11)	-4.5%	
Adjuncts (University Only) FTE	195	195	212	17	8.7%	
Total	932	932	915	(17)	-1.8%	
Revenue						
University/SGA	\$ 78,371,441	\$ 70,693,417	\$ 70,839,554	\$ 146,137	0.2%	90.4%
CGCE	10,952,646	9,490,913	9,843,376	352,463	3.7%	89.9%
Residential Life	20,060,095	19,995,651	18,515,441	(1,480,210)	-7.4%	92.3%
Dining Services	11,082,010	10,810,948	10,147,948	(663,000)	-6.1%	91.6%
Total Revenue	\$ 120,466,192	\$ 110,990,928	\$ 109,346,319	\$ (1,644,609)	-1.5%	90.8%
Expenses/Transfers						
University/SGA	\$ 79,633,185	\$ 57,415,445	\$ 53,135,504	\$ (4,279,941)	-7.5%	66.7%
CGCE	10,952,646	7,451,383	7,126,887	(324,496)	-4.4%	65.1%
Residential Life	20,060,095	17,894,962	17,632,069	(262,893)	-1.5%	87.9%
Dining Services	11,082,010	8,293,557	8,353,710	60,153	0.7%	75.4%
Total Expenses/Transfers	\$ 121,727,936	\$ 91,055,347	\$ 86,248,170	\$ (4,807,177)	-5.3%	70.9%
Net						
University/SGA	\$ (1,261,744)	\$ 13,277,972	\$ 17,704,050	\$ 4,426,078	33.3%	
CGCE	-	2,039,530	2,716,489	676,959	33.2%	
Residential Life	-	2,100,689	883,372	(1,217,317)	-57.9%	
Dining Services	-	2,517,390	1,794,238	(723,152)	-28.7%	
Total	\$ (1,261,744)	\$ 19,935,581	\$ 23,098,149	\$ 3,162,568	15.9%	

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) The "FY19 3rd Qtr. Budget" represents an estimate of the expected results based on allocating revenue and expenditures by quarter using a variety of metrics.
- (3) The budget anticipated an average enrollment of 4,350 (4,450 in Fall and 4,250 in Spring) including a limited number of exchange students and cross-registrants with CGCE.
- (4) CGCE enrollment represents credit hours.



Fiscal Year : July 1st - June 30th

University/SGA Financial Report
Quarter Ending March 31, 2019

	Annual FY19 Budget	FY19 3rd Qtr. Budget	FY 19 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment						
Total Undergraduate Enrollment	4,350	4,350	4,215	(135)	-3.1%	
Staffing						
Administrative	350	350	333	(17)	-4.9%	
Full-time Faculty	227	227	217	(10)	-4.4%	
Adjuncts (FTE)	195	195	212	17	8.7%	
Total	772	772	762	(10)	-1.3%	
Revenue						
State Appropriation	\$ 27,364,967	\$ 20,523,725	\$ 22,089,703	\$ 1,565,978	7.6%	80.7%
Tuition Retention	3,203,000	3,203,000	3,295,474	92,474	2.9%	102.9%
General Fee	37,001,100	37,001,100	35,859,555	(1,141,545)	-3.1%	96.9%
Technology Fee	3,175,500	3,175,500	3,076,874	(98,626)	-3.1%	96.9%
DGCE Fees (technology/capital planning)	250,000	217,500	203,412	(14,088)	-6.5%	81.4%
Capital Improvement Fee	435,000	435,000	421,480	(13,520)	-3.1%	96.9%
Bookstore Commissions	285,000	205,200	197,389	(7,811)	-3.8%	69.3%
Interest Earnings	370,000	286,750	366,072	79,322	27.7%	98.9%
Nursing Fee	173,700	173,700	160,499	(13,201)	-7.6%	92.4%
Parking Decals	260,000	260,000	285,184	25,184	9.7%	109.7%
Wellness Center	565,000	565,000	485,826	(79,174)	-14.0%	86.0%
Cable TV	452,540	452,540	402,475	(50,065)	-11.1%	88.9%
Res Life Dorm Fee	266,200	266,200	236,750	(29,450)	-11.1%	88.9%
Phone Service	266,200	266,200	236,750	(29,450)	-11.1%	88.9%
Dunkin' Donuts & Vending Commissions	153,000	134,750	127,355	(7,395)	-5.5%	83.2%
Miscellaneous Fees/Revenue	584,100	549,090	462,450	(86,640)	-15.8%	79.2%
Student Government Association	449,350	449,350	434,191	(15,159)	-3.4%	96.6%
Federal, State and Private Grants	11,573,252	11,257,551	10,949,355	(308,196)	-2.7%	94.6%
Scholarship Allowance	(10,310,448)	(10,310,448)	(10,077,454)	232,994	-2.3%	97.7%
Other Auxiliary revenues	1,428,980	1,188,311	1,232,816	44,505	3.7%	86.3%
Foundation Support	425,000	393,398	393,398	-	0.0%	92.6%
Total Revenue	\$ 78,371,441	\$ 70,693,417	\$ 70,839,554	\$ 146,137	0.2%	90.4%
Expenses						
AA - Regular Employee Compensation	\$ 45,422,592	\$ 32,319,921	\$ 30,735,462	\$ (1,584,459)	-4.9%	67.7%
CC - Special Employees	6,225,012	4,567,200	4,783,086	215,886	4.7%	76.8%
DD - Pension and Fringe Benefits	7,488,070	5,339,588	4,235,269	(1,104,319)	-20.7%	56.6%
Compensation expense subtotal	59,135,674	42,226,710	39,753,817	(2,472,893)	-5.9%	67.2%
BB - Employee Related expenses	651,918	488,939	341,944	(146,995)	-30.1%	52.5%
EE - Administrative Expenses	1,837,276	1,377,957	1,036,836	(341,121)	-24.8%	56.4%
FF - Facility Operations	1,310,899	983,174	911,365	(71,809)	-7.3%	69.5%
GG - Energy Costs and Space Rental	2,816,906	2,139,529	2,058,560	(80,969)	-3.8%	73.1%
HH - Consultant Services	1,158,516	868,887	879,242	10,355	1.2%	75.9%
JJ - Operational Services	1,223,158	917,369	797,138	(120,231)	-13.1%	65.2%
KK - Equipment Purchases	443,901	295,934	197,559	(98,375)	-33.2%	44.5%
LL - Equipment Leases and Rental	978,673	734,005	709,703	(24,302)	-3.3%	72.5%
MM - Purchased Client Services	457,236	355,628	268,487	(87,141)	-24.5%	58.7%
NN - Construction and Improvements	2,982,887	1,879,219	1,247,556	(631,663)	-33.6%	41.8%
RR - Entitlement Programs (Scholarships)	3,479,874	3,335,301	3,335,301	-	0.0%	95.8%
SS - Debt Payments and Contingency	1,877,425	1,462,161	1,462,161	-	0.0%	77.9%
UU - Information Technology	3,825,627	2,755,220	2,695,294	(59,926)	-2.2%	70.5%
Student Government	449,350	349,494	283,781	(65,713)	-18.8%	63.2%
Athletics - Sport Accounts	525,761	408,925	400,188	(8,737)	-2.1%	76.1%
Academic Educational Services (ESTF)	374,559	291,324	210,902	(80,422)	-27.6%	56.3%
University Hall support payment	150,000	150,000	150,000	-	0.0%	100.0%
Unallocated	574,817	-	-	-	-	0.0%
University Contingency	184,502	-	-	-	-	0.0%
Transfer from Dining	(2,405,774)	(1,804,330)	(1,804,330)	-	0.0%	75.0%
Transfer from CGCE	(2,400,000)	(1,800,000)	(1,800,000)	-	0.0%	75.0%
Other Expense/Transfers Total	20,497,511	15,188,735	13,381,687	(1,807,048)	-11.9%	65.3%
Total Expenses/Transfers	\$ 79,633,185	\$ 57,415,445	\$ 53,135,504	\$ (4,279,941)	-7.5%	66.7%
Net	\$ (1,261,744)	\$ 13,277,972	\$ 17,704,050	\$ 4,426,078	33.3%	



Fiscal Year : July 1st - June 30th

**CGCE Financial Report
Quarter Ending March 31, 2019**

	Annual FY19 Budget	FY19 3rd Qtr. Budget	FY 19 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment (Number of Credits)						
Graduate	11,114	8,891	10,431	1,540	17.3%	
PA	2,520	2,016	1,808	(208)	-10.3%	
Undergraduate	18,603	14,882	14,540	(342)	-2.3%	
Total	32,237	25,790	26,779	989	3.8%	
Staffing						
Administrative	30	30	30	-	0.0%	
Full-time Faculty	15	15	14	(1)	-6.7%	
Total	45	45	44	(1)	-2.2%	
Revenue						
Tuition (Including Educational Services Fee)	\$ 2,664,139	\$ 2,317,801	\$ 2,514,781	\$ 196,980	8.5%	94.4%
Instructional Fee	7,786,800	6,774,516	6,833,667	59,151	0.9%	87.8%
Registration Fee	307,620	267,629	331,990	64,361	24.0%	107.9%
Miscellaneous	187,000	124,667	156,907	32,240	25.9%	83.9%
Transcripts	7,087	6,300	6,031	(269)	-4.3%	85.1%
Total Revenue	\$ 10,952,646	\$ 9,490,913	\$ 9,843,376	\$ 352,463	3.7%	89.9%
Expenses						
AA - Regular Employee Compensation	\$ 3,124,551	\$ 2,187,661	\$ 2,059,946	\$ (127,715)	-5.8%	65.9%
CC - Special Employees	2,882,380	1,945,281	2,023,792	78,511	4.0%	70.2%
DD - Pension and Fringe Benefits	1,250,859	868,783	773,386	(95,397)	-11.0%	61.8%
Compensation expense subtotal	7,257,790	5,001,726	4,857,124	(144,602)	-2.9%	66.9%
BB - Employee Related expenses	92,931	72,280	41,796	(30,484)	-42.2%	45.0%
EE - Administrative Expenses	410,259	307,694	197,609	(110,085)	-35.8%	48.2%
FF - Facility Operations	24,069	18,052	20,234	2,182	12.1%	84.1%
HH - Consultant Services	395,620	51,615	62,312	10,697	20.7%	15.8%
JJ - Operational Services	52,362	40,726	17,018	(23,708)	-58.2%	32.5%
KK - Equipment Purchases	10,630	7,973	6,176	(1,797)	-22.5%	58.1%
LL - Equipment Leases and Rental	1,500	1,125	-	(1,125)	-100.0%	0.0%
MM - Purchased Client Services	2,000	1,375	1,375	-	-	68.8%
RR - Entitlement Programs (Scholarships)	65,000	65,000	65,000	-	0.0%	100.0%
UU - Information Technology	111,757	83,818	58,243	(25,575)	-30.5%	52.1%
Unallocated	128,728	-	-	-	-	0.0%
Transfer to the University	2,400,000	1,800,000	1,800,000	-	0.0%	75.0%
Other Expense/Transfers Total	3,694,856	2,449,657	2,269,763	(179,894)	-7.3%	61.4%
Total Expenses/Transfers	\$ 10,952,646	\$ 7,451,383	\$ 7,126,887	\$ (324,496)	-4.4%	65.1%
Net	\$ -	\$ 2,039,530	\$ 2,716,489	\$ 676,959	33.2%	



Fiscal Year : July 1st - June 30th

Residential Life Financial Report
Quarter Ending March 31, 2019

	<u>Annual FY19</u> <u>Budget</u>	<u>FY19</u> <u>3rd Qtr. Budget</u>	<u>FY 19</u> <u>3rd Qtr. Actual</u>	<u>Budget</u> <u>Variance</u>	<u>Percent</u> <u>Variance</u>	<u>Percent</u> <u>Realized/</u> <u>Expended</u>
Metrics						
Fall Semester Occupancy (Excludes Lansdowne)	2,572	2,572	2,471	(101)	-3.9%	
Spring Semester Occupancy (Excludes Lansdowne)	2,447	2,447	2,264	(183)	-7.5%	
Percentage of Capacity	91.2%	91.2%	86.0%			
Staffing						
Administrative	52	52	48	(4)	-7.7%	
Revenue						
Room Rent Fall	\$ 10,075,074	\$ 10,075,074	\$ 9,552,707	\$ (522,367)	-5.2%	94.8%
Room Rent Spring	9,559,121	9,559,121	8,687,953	(871,168)	-9.1%	90.9%
Room Rent Summer	118,400	118,400	78,985	(39,415)	-33.3%	66.7%
Commissions	107,500	83,611	79,358	(4,253)	-5.1%	73.8%
Guest Fees/other	70,000	54,444	6,392	(48,052)	-88.3%	9.1%
Deposits Forfeited	80,000	80,000	109,794	29,794	37.2%	137.2%
Room Damages	50,000	25,000	252	(24,748)	-99.0%	0.5%
Total Revenue	\$ 20,060,095	\$ 19,995,651	\$ 18,515,441	\$ (1,480,210)	-7.4%	92.3%
Expenses						
AA - Regular Employee Compensation	\$ 2,366,517	\$ 1,683,868	\$ 1,694,865	\$ 10,997	0.7%	71.6%
CC - Special Employees	726,434	508,504	444,465	(64,039)	-12.6%	61.2%
DD - Pension and Fringe Benefits	834,356	554,604	581,635	27,031	4.9%	69.7%
Compensation expense subtotal	3,927,307	2,746,976	2,720,965	(26,011)	-0.9%	69.3%
BB - Employee Related expenses	15,000	11,250	8,819	(2,431)	-21.6%	58.8%
EE - Administrative Expenses	54,000	40,500	20,607	(19,893)	-49.1%	38.2%
FF - Facility Operations	294,880	221,160	196,930	(24,230)	-11.0%	66.8%
GG - Energy Costs and Space Rental	2,960,764	2,247,950	2,335,613	87,663	3.9%	78.9%
HH - Consultant Services	31,940	23,955	25,550	1,595	6.7%	80.0%
JJ - Operational Services	379,689	284,767	272,707	(12,060)	-4.2%	71.8%
KK - Equipment Purchases	14,660	10,995	-	(10,995)	-100.0%	0.0%
LL - Equipment Leases and Rental	58,639	43,979	25,986	(17,993)	-40.9%	44.3%
MM - Purchased Client Services	4,800	3,733	3,004	(729)	-19.5%	62.6%
NN - Construction and Improvements	15,532	11,649	2,201	(9,448)	-81.1%	14.2%
RR - Entitlement Programs (Scholarships)	344,331	344,331	344,331	-	0.0%	100.0%
SS - Debt Payments and Contingency	11,996,343	11,996,343	11,784,601	(211,742)	-1.8%	98.2%
UU - Information Technology	30,325	25,244	26,908	1,664	6.6%	88.7%
Hall Councils	41,310	32,130	13,847	(18,283)	-56.9%	33.5%
Unallocated	40,575	-	-	-	-	-
Transfer from the University	(150,000)	(150,000)	(150,000)	-	0.0%	100.0%
Other Expense/Transfers Total	16,132,788	15,147,986	14,911,104	(236,882)	-1.6%	92.4%
Total Expenses/Transfers	\$ 20,060,095	\$ 17,894,962	\$ 17,632,069	\$ (262,893)	-1.5%	87.9%
Net	\$ -	\$ 2,100,689	\$ 883,372	\$ (1,217,317)	-57.9%	



Fiscal Year : July 1st - June 30th

**Dining Services Financial Report
Quarter Ending March 31, 2019**

	Annual FY19 Budget	FY19 3rd Qtr. Budget	FY 19 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Metrics						
Meal Plan Participants - Fall % Participation	2,819	2,819	2,823	4	0.1%	
Meal Plan Participants - Spring % Participation	2,596	2,596	2,505	(91)	-3.5%	
			64%			
			62%			
Staffing						
Full-time	63	63	61	(2)	-3.2%	
Revenue						
Board Revenue	\$ 9,997,760	\$ 9,997,760	\$ 9,261,853	\$ (735,907)	-7.4%	92.6%
Catering Sales - Internal	352,000	264,000	373,139	109,139	41.3%	106.0%
Catering Sales - External	140,000	105,000	28,109	(76,891)	-73.2%	20.1%
Retail Sales	592,250	444,188	481,470	37,283	8.4%	81.3%
Miscellaneous Revenue	-	-	3,377	3,377	-	-
Total Revenue	\$ 11,082,010	\$ 10,810,948	\$ 10,147,948	\$ (663,000)	-6.1%	91.6%
Expenses						
AA - Regular Employee Compensation	\$ 2,133,237	\$ 1,599,928	\$ 1,732,513	\$ 132,585	8.3%	81.2%
CC - Special Employees	1,167,408	852,208	880,534	28,326	3.3%	75.4%
DD - Pension and Fringe Benefits	824,288	570,859	617,216	46,357	8.1%	74.9%
Compensation expense subtotal	4,124,933	3,022,994	3,230,263	207,269	6.9%	78.3%
BB - Employee Related expenses	22,141	16,606	9,415	(7,191)	-43.3%	42.5%
EE - Administrative Expenses	40,500	30,375	20,933	(9,442)	-31.1%	51.7%
FF - Facility Operations	3,462,453	2,700,713	2,609,939	(90,774)	-3.4%	75.4%
GG - Energy Costs and Space Rental	500	375	372	(3)	-0.8%	74.4%
HH - Consultant Services	273,250	136,220	136,220	-	0.0%	49.9%
JJ - Operational Services	50,400	37,800	25,645	(12,155)	-32.2%	50.9%
KK - Equipment Purchases	25,000	18,750	9,758	(8,992)	-48.0%	39.0%
LL - Equipment Leases and Rental	68,324	51,243	47,056	(4,187)	-8.2%	68.9%
MM - Purchased Client Services	-	-	32	32	-	-
RR - Entitlement Programs (Scholarships)	41,216	41,216	21,215	(20,001)	-48.5%	51.5%
SS - Debt Payments and Contingency	312,777	312,777	318,393	5,616	1.8%	101.8%
UU - Information Technology	46,500	34,875	34,856	(19)	-0.1%	75.0%
Unallocated	208,242	85,283	85,283	-	0.0%	41.0%
Transfer to the University	2,405,774	1,804,330	1,804,330	-	0.0%	75.0%
Other Expense/Transfers Total	6,957,077	5,270,563	5,123,447	(147,116)	-2.8%	73.6%
Total Expenses/Transfers	\$ 11,082,010	\$ 8,293,557	\$ 8,353,710	\$ 60,153	0.7%	75.4%
Net	\$ -	\$ 2,517,390	\$ 1,794,238	\$ (723,152)	-28.7%	



Fiscal Year : July 1st - June 30th

**Financial Report (Consolidated)
Quarter Ending March 31, 2018**

	Annual FY18 Budget	FY18 3rd Qtr. Budget	FY 18 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment						
University (Headcount)	4,350	4,350	4,497	147	3.4%	
Enrollment						
CGCE (Credit Hours)	29,234	24,472	24,656	184	0.8%	
Staffing						
Administrative	492	492	470	(22)	-4.5%	
Full-time Faculty	243	243	229	(14)	-5.8%	
Adjuncts (University Only) FTE	195	195	227	32	16.4%	
Total	930	930	926	(4)	-0.4%	
Revenue						
University/SGA	\$ 74,350,132	\$ 65,902,722	\$ 67,462,431	\$ 1,559,709	2.4%	90.7%
CGCE	10,123,869	8,476,144	8,573,808	97,664	1.2%	84.7%
Residential Life	19,693,467	19,578,134	19,644,705	66,571	0.3%	99.8%
Dining Services	11,303,027	11,046,777	10,830,765	(216,012)	-2.0%	95.8%
Total Revenue	\$ 115,470,495	\$ 105,003,777	\$ 106,511,709	\$ 1,507,932	1.4%	92.2%
Expenses/Transfers						
University/SGA	\$ 75,445,531	\$ 54,766,448	\$ 52,771,438	\$ (1,995,010)	-3.6%	69.9%
CGCE	10,273,869	7,313,067	6,819,207	(493,861)	-6.8%	66.4%
Residential Life	19,693,467	17,450,654	17,610,634	159,980	0.9%	89.4%
Dining Services	11,303,027	8,498,314	8,538,224	39,910	0.5%	75.5%
Total Expenses/Transfers	\$ 116,715,894	\$ 88,028,484	\$ 85,739,503	\$ (2,288,981)	-2.6%	73.5%
Net						
University/SGA	\$ (1,095,399)	\$ 11,136,274	\$ 14,690,993	\$ 3,554,719	31.9%	
CGCE	(150,000)	1,163,077	1,754,602	591,525	50.9%	
Residential Life	-	2,127,480	2,034,071	(93,409)	-4.4%	
Dining Services	-	2,548,463	2,292,541	(255,922)	-10.0%	
Total	\$ (1,245,399)	\$ 16,975,293	\$ 20,772,207	\$ 3,796,913	22.4%	

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) The "FY18 3rd Qtr. Budget" represents an estimate of the expected results based on allocating revenue and expenditures by quarter using a variety of metrics.
- (3) The budget anticipated an average enrollment of 4,350 (4,450 in Fall and 4,250 in Spring) including a limited number of exchange students and cross-registrants with CGCE.
- (4) CGCE enrollment represents credit hours and excludes remote programming.



University/SGA Financial Report
Quarter Ending March 31, 2018

Fiscal Year - July 1st - June 30th

	Annual FY18 Budget	FY18 3rd Qtr. Budget	FY 18 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment						
Total Undergraduate Enrollment	4,350	4,350	4,497	147	3.4%	
Staffing						
Administrative	336	336	330	(6)	-1.8%	
Full-time Faculty	228	228	214	(14)	-6.1%	
Adjuncts (FTE)	195	195	227	32	16.4%	
Total	759	759	771	12	1.6%	
Revenue						
State Appropriation	\$ 27,332,492	\$ 19,448,119	\$ 19,269,617	\$ (178,502)	-0.9%	70.5%
Tuition Retention	3,203,000	3,203,000	3,496,569	293,569	9.2%	109.2%
General Fee	30,110,700	30,110,700	31,146,038	1,035,338	3.4%	103.4%
Technology Fee	6,960,000	6,960,000	7,195,040	235,040	3.4%	103.4%
DGCE Fees (technology/capital planning)	250,000	217,500	182,973	(34,527)	-15.9%	73.2%
Capital Improvement Fee	435,000	435,000	449,690	14,690	3.4%	103.4%
Bookstore Commissions	285,000	253,650	191,116	(62,534)	-24.7%	67.1%
Interest Earnings	350,000	262,500	312,367	49,867	19.0%	89.2%
Nursing Fee	168,600	168,600	164,666	(3,934)	-2.3%	97.7%
Parking Decals	260,000	260,000	275,660	15,660	6.0%	106.0%
Wellness Center	565,000	565,000	527,012	(37,988)	-6.7%	93.3%
Cable TV	426,020	426,020	439,195	13,175	3.1%	103.1%
Res Life Dorm Fee	250,600	250,600	258,350	7,750	3.1%	103.1%
Phone Service	250,600	250,600	258,350	7,750	3.1%	103.1%
Dunkin' Donuts & Vending Commissions	153,000	127,250	110,211	(17,039)	-13.4%	72.0%
Miscellaneous Fees/Revenue	794,100	709,090	840,920	131,830	18.6%	105.9%
Student Government Association	439,350	439,350	454,187	14,837	3.4%	103.4%
Federal, State and Private Grants	10,921,760	10,921,760	11,318,758	396,998	3.6%	103.6%
Scholarship Allowance	(10,125,427)	(10,125,427)	(10,450,422)	(324,995)	3.2%	103.2%
Other Auxiliary revenues	995,337	831,785	834,509	2,724	0.3%	83.8%
Foundation Support	325,000	187,625	187,625	-	0.0%	57.7%
Total Revenue	\$ 74,350,132	\$ 65,902,722	\$ 67,462,431	\$ 1,559,709	2.4%	90.7%
Expenses						
AA - Regular Employee Compensation	\$ 43,337,801	\$ 30,836,512	\$ 29,208,953	\$ (1,627,559)	-5.3%	67.4%
CC - Special Employees	6,142,500	4,516,808	5,035,397	518,589	11.5%	82.0%
DD - Pension and Fringe Benefits	6,383,130	4,553,381	3,902,399	(650,982)	-14.3%	61.1%
Compensation expense subtotal	55,863,431	39,906,701	38,146,749	(1,759,952)	-4.4%	68.3%
BB - Employee Related expenses	609,810	474,297	259,319	(214,978)	-45.3%	42.5%
EE - Administrative Expenses	1,738,456	1,303,842	945,104	(358,738)	-27.5%	54.4%
FF - Facility Operations	1,247,022	1,039,185	898,794	(140,391)	-13.5%	72.1%
GG - Energy Costs and Space Rental	2,870,373	2,180,163	2,028,916	(151,247)	-6.9%	70.7%
HH - Consultant Services	1,282,444	961,833	932,893	(28,940)	-3.0%	72.7%
JJ - Operational Services	1,221,818	916,364	763,688	(152,676)	-16.7%	62.5%
KK - Equipment Purchases	439,874	342,124	171,560	(170,564)	-49.9%	39.0%
LL - Equipment Leases and Rental	752,426	564,320	480,648	(83,672)	-14.8%	63.9%
MM - Purchased Client Services	408,375	317,625	318,829	1,204	0.4%	78.1%
NN - Construction and Improvements	3,185,416	2,389,062	3,804,045	1,414,983	59.2%	119.4%
RR - Entitlement Programs (Scholarships)	2,895,556	2,895,556	2,807,422	(88,134)	-3.0%	97.0%
SS - Debt Payments and Contingency	1,973,096	875,718	875,718	-	0.0%	44.4%
UU - Information Technology	3,645,607	2,944,909	2,883,537	(61,372)	-2.1%	79.1%
Student Government	449,350	349,494	276,062	(73,432)	-21.0%	61.4%
Athletics - Sport Accounts	525,502	408,724	424,985	16,261	4.0%	80.9%
Academic Educational Services (ESTF)	445,485	358,863	215,500	(143,363)	-39.9%	48.4%
University Hall support payment	150,000	150,000	150,000	-	0.0%	100.0%
Unallocated	349,124	-	-	-	-	0.0%
University Contingency	167,451	-	-	-	-	0.0%
Other Transfers	41,356	-	-	-	-	0.0%
Transfer from Dining	(2,400,000)	(1,800,000)	(1,800,000)	-	0.0%	75.0%
Transfer from CGCE	(2,416,441)	(1,812,331)	(1,812,331)	-	0.0%	75.0%
Other Expense/Transfers Total	19,582,100	14,859,747	14,624,689	(235,058)	-1.6%	74.7%
Total Expenses/Transfers	\$ 75,445,531	\$ 54,766,448	\$ 52,771,438	\$ (1,995,010)	-3.6%	69.9%
Net	\$ (1,095,399)	\$ 11,136,274	\$ 14,690,993	\$ 3,554,719	31.9%	



Fiscal Year : July 1st - June 30th

**CGCE Financial Report
Quarter Ending March 31, 2018**

	Annual FY18 Budget	FY18 3rd Qtr. Budget	FY 18 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Enrollment (Number of Credits)						
Graduate	11,676	9,808	10,583	775	7.9%	
Undergraduate	17,558	14,664	14,073	(591)	-4.0%	
Total	29,234	24,472	24,656	184	0.8%	
Staffing						
Administrative	29	29	29	-	0.0%	
Full-time Faculty	15	15	15	-	0.0%	
Total	44	44	44	-	0.0%	
Revenue						
Tuition (Including Educational Services Fee)	\$ 2,820,510	\$ 2,369,228	\$ 2,317,986	\$ (51,242)	-2.2%	82.2%
Instructional Fee	6,687,828	5,617,776	5,749,607	131,831	2.3%	86.0%
Registration Fee	445,450	374,178	330,700	(43,478)	-11.6%	74.2%
Miscellaneous	162,994	108,663	168,778	60,115	55.3%	103.5%
Transcripts	7,087	6,300	6,737	437	6.9%	95.1%
Total Revenue	\$ 10,123,869	\$ 8,476,144	\$ 8,573,808	\$ 97,664	1.2%	84.7%
Expenses						
AA - Regular Employee Compensation	\$ 2,958,758	\$ 2,105,270	\$ 1,947,688	\$ (157,582)	-7.5%	65.8%
CC - Special Employees	2,769,123	1,878,558	1,858,142	(20,416)	-1.1%	67.1%
DD - Pension and Fringe Benefits	1,137,971	788,459	724,831	(63,628)	-8.1%	63.7%
Compensation expense subtotal	6,865,852	4,772,288	4,530,661	(241,627)	-5.1%	66.0%
BB - Employee Related expenses	95,640	71,730	32,382	(39,348)	-54.9%	33.9%
EE - Administrative Expenses	415,653	311,740	210,927	(100,813)	-32.3%	50.7%
FF - Facility Operations	28,638	21,479	16,784	(4,695)	-21.9%	58.6%
HH - Consultant Services	62,680	47,010	33,930	(13,080)	-27.8%	54.1%
JJ - Operational Services	37,205	27,904	8,636	(19,268)	-69.1%	23.2%
KK - Equipment Purchases	37,900	28,425	4,982	(23,443)	-82.5%	13.1%
LL - Equipment Leases and Rental	5,780	4,335	4,280	(55)	-1.3%	74.0%
NN - Construction and Improvements	50,000	50,000	50,000	-	0.0%	100.0%
RR - Entitlement Programs (Scholarships)	65,000	65,000	64,936	(64)	-0.1%	99.9%
UU - Information Technology	134,436	100,827	49,358	(51,469)	-51.0%	36.7%
Unallocated	100,000	-	-	-	-	0.0%
Transfer in	(41,356)	-	-	-	-	0.0%
Transfer to the University	2,416,441	1,812,331	1,812,331	-	0.0%	75.0%
Other Expense/Transfers Total	3,408,017	2,540,780	2,288,546	(252,234)	-9.9%	67.2%
Total Expenses/Transfers	\$ 10,273,869	\$ 7,313,067	\$ 6,819,207	\$ (493,861)	-6.8%	66.4%
Net	\$ (150,000)	\$ 1,163,077	\$ 1,754,602	\$ 591,525	50.9%	



Fiscal Year : July 1st - June 30th

Residential Life Financial Report
Quarter Ending March 31, 2018

	Annual FY18 Budget	FY18 3rd Qtr. Budget	FY 18 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Metrics						
Fall Semester Occupancy (Excludes Lansdowne)	2,625	2,625	2,687	62	2.4%	
Spring Semester Occupancy (Excludes Lansdowne)	2,475	2,475	2,480	5	0.2%	
Percentage of Capacity	92.7%	92.7%	93.9%			
Staffing						
Administrative	64	64	50	(14)	-21.9%	
Revenue						
Room Rent Fall	\$ 9,999,771	\$ 9,999,771	\$ 10,086,327	\$ 86,556	0.9%	100.9%
Room Rent Spring	9,230,559	9,230,559	9,251,450	20,891	0.2%	100.2%
Room Rent Summer	128,137	128,137	110,381	(17,756)	-13.9%	86.1%
Commissions	105,000	81,667	78,120	(3,547)	-4.3%	74.4%
Guest Fees/other	126,000	84,000	18,542	(65,458)	-77.9%	14.7%
Deposits Forfeited	54,000	54,000	99,885	45,885	85.0%	185.0%
Room Damages	50,000	-	-	-	-	0.0%
Total Revenue	\$ 19,693,467	\$ 19,578,134	\$ 19,644,705	\$ 66,571	0.3%	99.8%
Expenses						
AA - Regular Employee Compensation	\$ 2,529,919	\$ 1,800,135	\$ 1,845,383	\$ 45,248	2.5%	72.9%
CC - Special Employees	801,700	561,190	589,628	28,438	5.1%	73.5%
DD - Pension and Fringe Benefits	913,460	610,890	619,774	8,884	1.5%	67.8%
Compensation expense subtotal	4,245,079	2,972,215	3,054,785	82,570	2.8%	72.0%
BB - Employee Related expenses	14,750	11,063	10,816	(247)	-2.2%	73.3%
EE - Administrative Expenses	54,822	41,117	24,595	(16,522)	-40.2%	44.9%
FF - Facility Operations	324,875	243,656	215,229	(28,427)	-11.7%	66.2%
GG - Energy Costs and Space Rental	2,915,902	2,239,255	2,348,556	109,301	4.9%	80.5%
HH - Consultant Services	20,204	15,153	8,375	(6,778)	-44.7%	41.5%
JJ - Operational Services	370,594	277,946	232,287	(45,659)	-16.4%	62.7%
KK - Equipment Purchases	77,834	58,376	21,445	(36,931)	-63.3%	27.6%
LL - Equipment Leases and Rental	51,705	38,779	8,872	(29,907)	-77.1%	17.2%
MM - Purchased Client Services	6,300	4,900	3,322	(1,578)	-32.2%	52.7%
NN - Construction and Improvements	94,737	71,053	24,713	(46,340)	-65.2%	26.1%
RR - Entitlement Programs (Scholarships)	331,725	331,725	325,000	(6,725)	-2.0%	98.0%
SS - Debt Payments and Contingency	11,234,151	11,234,151	11,433,169	199,018	1.8%	101.8%
UU - Information Technology	40,378	30,284	33,755	3,472	11.5%	83.6%
Hall Councils	42,901	30,984	15,715	(15,269)	-49.3%	36.6%
Unallocated	17,510	-	-	-	-	-
Transfer from the University	(150,000)	(150,000)	(150,000)	-	0.0%	100.0%
Other Expense/Transfers Total	15,448,388	14,478,439	14,555,849	77,410	0.5%	94.2%
Total Expenses/Transfers	\$ 19,693,467	\$ 17,450,654	\$ 17,610,634	\$ 159,980	0.9%	89.4%
Net	\$ -	\$ 2,127,480	\$ 2,034,071	\$ (93,409)	-4.4%	



Fiscal Year : July 1st - June 30th

**Dining Services Financial Report
Quarter Ending March 31, 2018**

	Annual FY18 Budget	FY18 3rd Qtr. Budget	FY 18 3rd Qtr. Actual	Budget Variance	Percent Variance	Percent Realized/ Expended
Metrics						
Meal Plan Participants - Fall % Participation	3,005	3,005	2,993 64%	(12)	-0.4%	
Meal Plan Participants - Spring % Participation	2,751	2,751	2,658 61%	(93)	-3.4%	
Staffing						
Full-time	63	63	61	(2)	-3.2%	
Revenue						
Board Revenue	\$ 10,278,027	\$ 10,278,027	\$ 10,005,426	\$ (272,601)	-2.7%	97.3%
Catering Sales - Internal	275,000	206,250	335,773	129,523	62.8%	122.1%
Catering Sales - External	175,000	131,250	31,316	(99,934)	-76.1%	17.9%
Retail Sales	575,000	431,250	452,838	21,588	5.0%	78.8%
Miscellaneous Revenue	-	-	5,412	5,412	-	-
Total Revenue	\$ 11,303,027	\$ 11,046,777	\$ 10,830,765	\$ (216,012)	-2.0%	95.8%
Expenses						
AA - Regular Employee Compensation	\$ 2,020,823	\$ 1,468,961	\$ 1,536,349	\$ 67,388	4.6%	76.0%
CC - Special Employees	1,452,000	1,059,960	1,094,096	34,136	3.2%	75.4%
DD - Pension and Fringe Benefits	755,258	521,741	517,098	(4,643)	-0.9%	68.5%
Compensation expense subtotal	4,228,081	3,050,663	3,147,543	96,880	3.2%	74.4%
BB - Employee Related expenses	22,920	17,190	16,126	(1,064)	-6.2%	70.4%
EE - Administrative Expenses	40,500	30,375	22,726	(7,649)	-25.2%	56.1%
FF - Facility Operations	3,474,262	2,709,924	2,746,039	36,115	1.3%	79.0%
GG - Energy Costs and Space Rental	500	375	206	(169)	-45.1%	41.2%
HH - Consultant Services	280,701	263,859	264,009	150	0.1%	94.1%
JJ - Operational Services	96,978	72,734	60,787	(11,947)	-16.4%	62.7%
KK - Equipment Purchases	134,586	134,491	134,491	-	0.0%	99.9%
LL - Equipment Leases and Rental	91,541	68,656	58,648	(10,008)	-14.6%	64.1%
RR - Entitlement Programs (Scholarships)	20,110	20,110	18,099	(2,011)	-10.0%	90.0%
SS - Debt Payments and Contingency	313,813	313,813	257,285	(56,528)	-18.0%	82.0%
UU - Information Technology	21,500	16,125	12,265	(3,860)	-23.9%	57.0%
Unallocated	177,535	-	-	-	-	-
Transfer to the University	2,400,000	1,800,000	1,800,000	-	0.0%	75.0%
Other Expense/Transfers Total	7,074,946	5,447,652	5,390,681	(56,971)	-1.0%	76.2%
Total Expenses/Transfers	\$ 11,303,027	\$ 8,498,314	\$ 8,538,224	\$ 39,910	0.5%	75.5%
Net	\$ -	\$ 2,548,463	\$ 2,292,541	\$ (255,922)	-10.0%	

Westfield State University
Finance and Capital Assets Committee

Capital Projects Update

April 24, 2019

Summary

Westfield State continues to make progress on capital improvements and deferred maintenance. While the University still has a significant level of deferred maintenance, it is important to maintain a program which focuses on reducing deferred maintenance and selecting projects which enhance the quality of our facilities, particularly instructional spaces.

This report is divided into three primary sections: FY19 Capital Projects, FY20 Capital Projects (anticipated), and Parenzo Hall.

There will be another round of major project funding managed by the state, similar to the process used by DCAMM to fund the Parenzo project. This new round of major project requests will begin in June 2019 and be completed by December 2019 for alignment in the FY21 State Capital Project Funding. Westfield State plans to submit another project for consideration.

FY19 Capital Projects:

Emergency Steam Line Repair

Cost: \$806,000

Scope: Replace failing steam lines which had deteriorated, new steam vault, retaining wall, and repave parking lot near Trades building.

Woodward Center - Football Field Turf/Track Upgrade

Cost: \$2,000,000

Scope: Replace turf field, resurface outdoor track, and repair indoor track.

Center for Undergraduate Research and Creative Activity (CURCA)

Cost: \$300,000

Scope: Upgrade dedicated space in Library mezzanine to support student research.

Campus - Improvements to Roads, Sidewalks and Parking Lots

Cost: \$500,000 (partially funded by DCAMM)

Scope: Recent study was completed to develop a multi-year plan to repair and improve sidewalks, roads, and parking lots. This is a five-year plan with a budget of \$1,250,000.

Wilson Hall - ADA Upgrade

Cost: \$106,000

Scope: Project to upgrade restrooms to meet ADA requirements.

Horace Mann Center - Elevator

Cost: \$128,000

Scope: Project required replacing hydraulic jack system and refurbish elevator cab.

Power Plant - Emergency Generator

Cost: \$101,000

Scope: Replace emergency generator to the Power Plant.

Wilson Hall - Sidewalk/Drainage Repair

Cost: \$65,000

Scope: Replace sidewalk and add storm drainage system to eliminate flooding and freezing.

Ely Campus Center - Roof Protection System

Cost: \$60,000

Scope: Roof protection system installed as required by OSHA.

Dean's Office Construction

Cost: \$181,000

Scope: Internally renovated three office areas for new Deans.

Steam Generator/Gas Kettle Dining Commons

Cost: \$50,000

Scope: New equipment in the Dining Commons kitchen allows the University to delay starting the steam plant until October; cost of equipment will pay for itself in one year.

Campus - Lock System Replacement

Cost: \$173,000

Scope: Replace Locknetics system on campus with key card access thereby eliminating one key system entirely and increasing campus security.

FY20 Capital Projects (Anticipated):

Steam Line Loop System

Budget Cost: \$9,200,000 (funded by DCAMM)

Scope: Add a second steam line on the north side of campus to provide a redundant loop design, so that when completed, most of the campus will have heat in the event of a primary steam line failure; eliminates single point of failure.

Horace Mann Center – Replace Underground Parking Garage Roof & Irrigation Tank

Budget Cost: \$500,000-600,000 (Est.)

Scope: Replace existing roof waterproofing system to eliminate water intrusion issues currently being experienced inside the garage. Project also includes the removal and replacement of an irrigation water tank that is currently leaking.

Campus – Install Mass Notification System in Three Campus Buildings

Budget Cost: \$590,000

Scope: Install mass notification system in Bates Hall, Wilson Hall and Horace Mann Center. These new emergency alert systems will provide increased life safety for occupants of these buildings in the event of a building or campus-wide emergency event.

Dining Commons – Replace Kitchen Floor (Phase 1)

Budget Cost: \$150,000

Scope: Replace existing tile kitchen floor to eliminate water intrusion through the floor into the basement food storage area.

Power Plant – Replace Steam Condensate Collection Tank

Budget Cost: \$150,000

Scope: The aging steam condensate tank is past its expected life span and should be replaced with a new tank.

Campus – Upgrade Existing Toilet Rooms to Comply with ADA Requirements

Budget Cost: \$106,000

Scope: Continue our ongoing efforts to upgrade older building infrastructure to be in compliance with the requirements of the ADA for accessible toilet rooms.

Dower Center – Prepare Bid Documents for the Replacement of the Existing Roof System

Budget Cost: \$58,000

Scope: The aging Dower roof system requires replacement per the findings of a study conducted last year. The cost of the actual replacement is estimated to be in the range of \$800,000-\$1,000,000.

Campus – Upgrade the ID Security System

Budget Cost: \$65,000

Scope: Upgrade the ID Security System on campus.

Ely Campus Center – Conduct Study to Investigate the Condition of the Concrete Pool Walls

Budget Cost: \$49,800 (Study)

Scope: Investigate the deterioration being experienced in the structural concrete walls that comprise the swimming pool walls and floor structure. Develop budget recommendations and a timeline regarding necessary future repairs.

Wilson Hall - Conduct Study Evaluate the Condition of the Roof System

Budget Cost: \$28,500 (Study)

Scope: Investigate the aging Wilson roof system via a DCAMM Certified roof study for recommendations regarding replacement and anticipated budget requirements.

Ely Campus Center – Conduct Study for the Replacement of the Emergency Generator

Budget Cost: \$21,800 (Study)

Scope: Conduct a DCAMM Certified study to investigate the replacement of the undersized/non-code compliant emergency generator system. The cost of the actual replacement is estimated to be \$1,000,000.

Parenzo Hall

Attached is the PowerPoint from the April 16, 2019 Town Hall meeting on Parenzo Hall. Four working groups have been created to provide critical input into key project areas including academic department priorities, student success, and center for innovation. The results of the working groups have been provided to the design team for consideration in the project in the form of white papers. Additionally, our space utilization consultant has conducted over 40 programming interviews with more than 70 individuals including the working groups. The project architect has been hired, Miller Dyer and Spears (MDS) and began work last week.



Agenda

- Introductions
- Project Goals
- Working Group Updates
- Progress and Preliminary Findings and Recommendations
- Project Timeline
- Community Input and Communication
- Introduction of MDS
- Questions and Answers



Introductions

- Westfield State University (WSU)
- Division of Capital Asset Management and Maintenance (DCAMM)
Mila Mendoza- Project Manager
- Dober Lidsky Mathey Planners (DLM)
George Mathey- Principal in Charge
- Miller Dyer Spears Architects (MDS)
James Loftus- Principal in Charge
Nareyda Rodriguez- Project Manager



Project Goals: Commonwealth of Massachusetts Higher Education Major Project Criteria

- Invest in repairing, renovating, demolishing or replacing current facilities
 - Maximize use and functionality of existing spaces, deferred maintenance, etc.
- Develop more flexible and innovative program delivery models
 - Include online or hybrid learning while improving student access and outcomes
- Align investments to the priorities of the Workforce Skills Cabinet
 - Connect workforce data with graduates and how project will close gap
- Expand and deepen programmatic collaborations
 - Between and among other academic institutions and public/private partners

Westfield State Working Groups Update

Parenzo Working Group – Campus representative group working with Architect, DCAMM project manager to resolve operational and tactical project planning issues. Three academic project working groups will have representation on this group. Chaired by Project Architect.

Student Success Working Group – Identify best practices in student success planning, how technology can be effectively used, and recommend optimal space needs. Chaired by Dr. Celeste Donovan.

Center for Innovation in Education and Industry Partnerships Working Group – Outreach to campus and external constituents to prioritize programming needs; define technological framework; develop operational plan to support vision. Co-Chaired by Dean Tom Raffensperger and Dean Juline Mills.

Academic Departments Working Group – Academic departments in Parenzo and Mod Hall; develop classrooms of the future and impact of new pedagogies while embracing technology to advance education; focus on office, classroom and lab space. Chaired by Dr. Emily Todd.

Working Group Membership: Academic Departments Working Group

Gabriel Aquino, Chair, Sociology

Glen Brewster, Honors Program

Hugh Jo, Chair, Political Science

Megan Kennedy, Chair, Education

Nora Padykula, Chair, Social Work

Shoba Rajgopal, Chair, Ethnic and Gender Studies

Emily Todd, Dean, College of Arts, Humanities and Social Sciences

Hugo M. Viera, Chair, Language and Culture Studies

Nicholas P. Wojtowicz, Associate Director, Academic Technical Services

Working Group Membership: Student Success Center Working Group

Celeste Donovan, TRIO
 Christina Swaidan, Undergraduate Studies
 Azanda Seymour, Urban Education
 Laurie Simpson, Academic Advising
 Monique Lopez, Registrar
 Junior Delgado, Career Center
 Enrique Morales-Diaz, Dean of Faculty
 Scott Clark, Information Technology Services
 Maureen McCartney, Academic Advising
 Nicole West, Retention/Academic Achievement

Working Group Membership: Center for Innovation in Education and Industry Partnership

Brian Conz, Department of Geography, Planning, and Sustainability
 Jennifer Hixon, Department of Health Sciences
 Susan Leggett, Office of the President
 Juline Mills (Co-Chair), College of Education, Health, and Human Services
 John McDonald, Department of Environmental Science
 Tom Raffensperger (Co-Chair), Academic Information Services & Library Director
 Kimberly Sherman, Department of Economics and Management
 Tamara Smith, Sociology, Coordinator of the Gerontology Minor; Coordinator, Civic Engagement
 Jessica Tansey, Program Development and Outreach/College of Graduate and Continuing Education

Working Group Membership: Parenzo Working Group

Erica Broman, Institutional Advancement
 Celeste Donovan, Student Success Working Group
 Susan Leggett, Office of the President
 Mila Mendoza, DCAMM
 Diane Prusank, Provost/Academic Affairs
 Tom Raffensperger, Co-chair, Center for Innovation
 David Riggles, Facilities
 Steve Taksar, Administration and Finance
 Emily Todd, Chair, Academic Departments Working Group

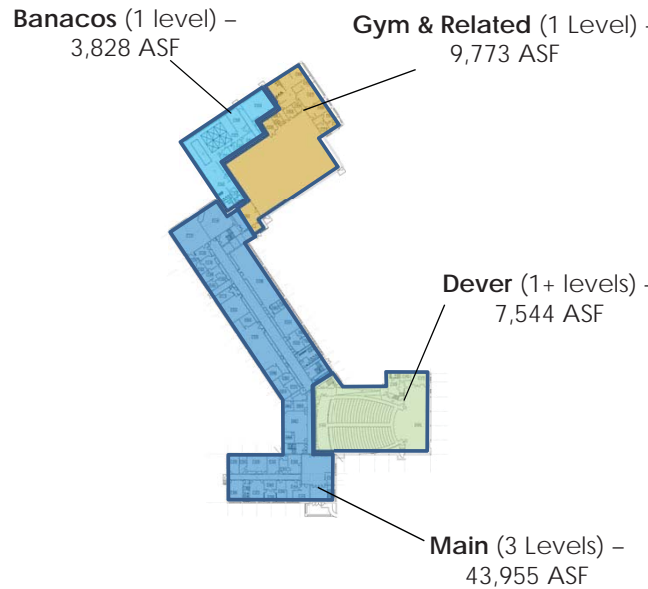
Project Progress

- Dober Lidsky Mathey and DCAMM conducted over 40 programming interviews with more than 70 individuals including the Working Groups
- Conducted focused group assessment of gym usage for competitive, intramural, and academic use
- Inventory of campus space is complete
- Gap analysis in progress: comparison of current and needed space
- White papers drafted by working groups
- Design team selection



Preliminary Findings : Analysis of Program Fit

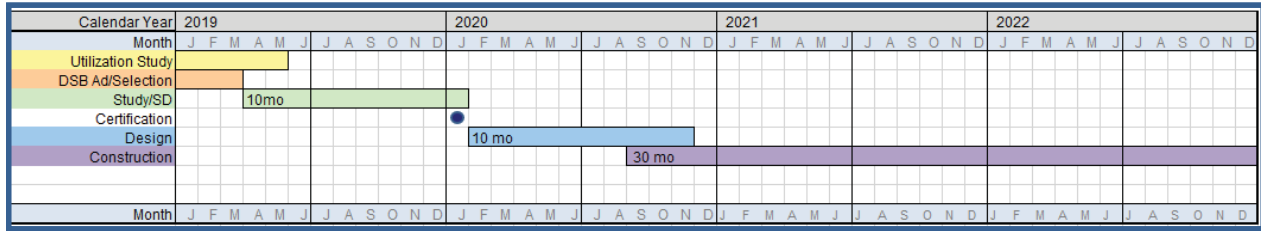
- Parenzo has 65,100 ASF total (likely to diminish with renovation – Working number \approx 63,000 ASF)
- Current ASF of existing units intended for Parenzo =69,321 ASF. Shortfall of 6,321 ASF.
- Modeled/Right-sized ASF of all units/uses intended for Parenzo = 78,818 ASF. Shortfall of 15,818 ASF.
- Options to address shortfall:
 - Reduce units in Parenzo
 - Reassign units to other buildings



Preliminary Findings and Recommendations

- Political Science and Education will remain in Parenzo
- Student Support Services will remain in Parenzo
- Parenzo Gym will remain in use

Project Schedule



Process/Phases	Description
Utilization Study	Gather and Analyze space needs for each department
DSB Ad/Selection	Architect and Consultants selection
Study/Schematic Design	Existing conditions verification and Preliminary Design Solution
Design	Final Construction Documents and Cost Estimate
Construction	Executing Design Solution/ Renovation

Community Input

Typical Issue	Input	Final decision
Safety, Code, Universal Design, HVAC	<ul style="list-style-type: none"> Environmental Health and Safety Personnel, Facilities Associate Director, Facilities and Planning Director, Banacos Center (and constituents) 	Design Team
Space Planning and Programming	<ul style="list-style-type: none"> Facilities Planning Advisory Committee Student Success Working Group Academic Departments Working Group All constituents currently located in Parenzo and Mod Hall Center for Innovation Working Group Parenzo Working Group Associate Director, Projects and Space Planning 	Cabinet
Ensure Alignment of Project Goals with Commonwealth/DCAMM Requirements	<ul style="list-style-type: none"> Parenzo Working Group President's Cabinet 	Cabinet/DCAMM

Communication

Finding Information	Type of Material
Web Landing Page	<ul style="list-style-type: none"> • Reports when finalized (e.g., space utilization) • White papers by academic working groups • Timeline • Town hall slides • Answers to FAQ
Working Group Members and Chairs	Ask Working Group chair or member
Facilities Planning and Advisory Committee Meetings	<ul style="list-style-type: none"> • Detailed information presented there (e.g., space utilization data) • Project updates
FAQ	Call or email; FAQ will be posted on landing page
Town Hall Meetings	Open meetings by design team

MDS/Miller Dyer Spears Architects

- Architecture, Planning and Interior Design firm based in Boston
- Staff of 40
- WBE
- Specialize in Higher Education



MDS/Miller Dyer Spears Architects

- Sustainable Design Approach
- Signatories of the AIA Architecture 2030 Commitment
- Living Products 50 Member
- Focus on User Health and Wellness



WORCESTER STATE UNIVERSITY
LEED-GOLD CERTIFIED



NORTHERN ESSEX COMMUNITY COLLEGE
LEED-SILVER CERTIFIED



BOSTON UNIVERSITY
EXPECTED LEED GOLD CERTIFICATION

WESTFIELD STATE UNIVERSITY - PARENZO HALL RENOVATION

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MDS/Miller Dyer Spears Architects

- Environments for Learning
- Technology, Flexibility, Transparency
- Universal Design – serving the needs of all users



MASSACHUSETTS INSTITUTE OF TECHNOLOGY



EASTERN CONNECTICUT STATE UNIVERSITY



FRAMINGHAM STATE UNIVERSITY

WESTFIELD STATE UNIVERSITY - PARENZO HALL RENOVATION

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Westfield State University
Project Progress Update Spring 2018

Westfield State University
Finance and Capital Assets Committee

FY20 Budget Narrative – Preliminary Budget

April 24, 2019

Overview

The campus has developed a preliminary FY20 budget based on the board approved parameters, models and approved fees previously presented. While the campus is still fine tuning some of the detailed elements of the budget, the overall proposed budget is aligned to the model.

In FY20, it is expected that several external factors will place financial pressure on the campus:

- 1) Collective Bargaining impacts are not fully funded by state appropriation.
- 2) Enrollment projections are on a downward trend as demographics shift resulting in fewer high school graduates, particularly in New England.
- 3) The residential life budget, excluding Lansdowne, is projecting an \$800k loss due to lower projected occupancy rates and increasing annual debt service.
- 4) Dining is also impacted by the enrollment trend and is responding with cost reduction strategies that may be unsustainable in the long-term.

The campus is responding to these issues by diligently exploring several options to support financial stability while working to prevent these pressures from impacting cost of attendance for our students. The campus is leveraging anticipated FY19 one-time funding in an effort to advance certain aspects of the Strategic Plan and capital projects. This alleviated pressure on the FY20 budget and supports investment in high impact initiatives. The campus also recognizes the impact of financial growth in CGCE programs through an increase in enrollment in the RN-to-BSN, MSW, and PA programs. When compared to our peer institutions, our campus is slightly ahead of the curve with regards to the declining enrollment impact, mainly due to conservative financial planning along with the financial impact of timing related to three large entering classes in FY14-FY16 that graduate in FY19-20.

Enrollment

FY19 enrollment was budgeted at 4,350 students, however, preliminary results reflect an undergraduate enrollment decrease of approximately 109 students (headcount). Following the declining enrollment trend, FY20 projections have shifted from 4,300 to 4,223, a decrease of approximately 77 students. The previous fall entering class was projected to be 1,440 students; 1,100 new entering students and 340 transfer students. FY20 entering class is expected to be comprised of 1,065 new entering students and 325 transfer students. While current deposits are tracking slightly higher than last year, it's unclear as to whether this will result in a future increase in enrollment projections or is the result of new enrollment initiatives.

Campus Strategy to Balance Budget

The revenue impact of enrollment in FY20 is approximately \$900k, creating a structural budget deficit. The campus is working on the following strategies to balance the budget:

- 1) Reduce base funding by \$500k in Strategic Plan, leaving \$500k in the budget.
- 2) A \$100k reduction to capital plan funding.
- 3) Assume salary savings of \$130k.
- 4) An additional \$50k net contribution from CGCE.
- 5) Non-Personnel operating budget reductions of approximately \$50k.

While the base funding for the strategic plan is decreasing in next year's budget, the campus will be increasing support for the strategic plan in FY19 by reallocating \$300,000 in one time funding. It is critical that the campus maintain some level of investment in strategic priorities to advance institutional goals.

Revenues

Revenues are projected to increase by 3% or \$3.8M over last year's budget mainly due to an increase in State Appropriation of \$2M, fee increases of \$1.9M, and grant revenue of \$483k, offset by a \$700k reduction in Residence and Dining Fees due to lower participation rates. The campus is also expecting approximately \$300k of additional investment income which was offset by additional Scholarship Allowance.

Board approved fee increases for undergraduate and CGCE fees have been integrated in the preliminary budget (refer to Schedule of annual Tuition and Fees – approved and final 2/7/19.) Total cost of attendance for an in-state on campus residential student would be 3.5% or \$741 and 4.0% or \$420 for a commuter student. This increase does not change Westfield's relative "sticker price" compared to other Massachusetts state universities.

- Residential Life rent revenue is expected to remain relatively flat due to a decrease in occupancy rates offset by a 3% increase in room rates.
- Dining Services revenue is projected to decline by 4% or approximately \$445k due to the decline in occupancy in housing which requires a meal plan, coupled with an increase in transfer students not living on campus.
- CGCE revenue is increasing by approximately \$1.1M or approximately 10% over last year's budget for a total of \$12.1M mainly due to growth in enrollments in the RN-to-BSN, MSW and PA programs.
- Foundation support is expected to remain at \$425k.

Expenses

Operating expenses are increasing by \$4.4M or roughly 4% over FY19 as a result of the following:

- Compensation and Fringe rate expenses totaling \$3.4M over FY19 due to an overall salary increase for the campus of 2% for all employees plus the fringe impact. The fringe rate increased from 36.6% to 37.99% mainly due to a payroll tax increase.
- Operating budgets increased by \$300k mainly due to an anticipating a 2% collective bargaining increase for Adjuncts for FY18 – FY20.

- Strategic Investments was reduced from \$1.2M in FY19 to \$500k next year. The campus has increased one time funding in FY19 by \$500k, resulting in an overall investment of \$1M equally between FY19 and FY20.
- As anticipated, the MCBA Assessment for residence life increased by \$900k.

While expenses exceed revenues by \$2M, it is important to note the following:

- 1) Capital rollover funds represents approximately \$1M due to several projects that are expected to remaining incomplete by year-end including camera installation, the master plan study, paving, and drainage.
- 2) Operating Contingency of \$1.3M is built into the expense category and is a combination of true contingency and projected surpluses in CGCE. The contingency is used to hedge against an unplanned tuition shortfall and or one time unplanned expenses which are necessary to fund.
- 3) Potential planned use of reserves are mainly in residential life, grants, and athletics.

A detailed review of budget requests is nearly completed and will be finalized before the June meeting. The FY20 budget model includes the funding allocations for those items which include: 1) Contractual Obligations; 2) Capital and critical needs; and 3) Mandates such as Postage and Minimum Wage increases.

College of Graduate and Continuing Education

FY20 revenue of \$12.1M which represents an increase of 11%, or approximately \$1.2M when compared to prior year based on projected credits counts at the FY20 tuition rate and increased enrollment rates in the RN-to-BSN, MSW and PA. All other programs are expected to experience either flat or moderate growth. Expenses are increasing mainly due to program expansion as well as compensation increases related to collective bargaining and the additional of 2 new positions; one employee to support expansion of the Westfield Promise and one student support staff member.

Non-credit programs administered by CGCE are represented within the Other Trust Fund category in the Detailed Budget by Trust Fund summary document. Non-Credit is projecting a surplus of \$78k which is also identified as an operating contingency.

Auxiliaries (Residential Life and Dining Services)

- Residential Life – Residential Life rates are increasing by 3% in FY20 while occupancy rates are projected to decline in FY20 to an average of 89%. In FY20, Residential life will be required to utilize reserves in order to balance its budget mainly due to an expected increase in the U-Hall debt service of approximately \$900k offset by \$100k in additional summer conference revenues related to securing a new police academy contract. Residential Life is assessing ways to balance its budget in the long term as declining enrollment and a competitive off-campus housing market are expected to further cause financial limitations.
- Dining Services - Despite a 3% increase to the average meal plan, revenue is expected to be 4% lower than prior year mainly due to lower on campus housing occupancy. For instance, revenue was projected at \$11.1M in FY19 and \$10.6M in FY20, a drop of

approximately \$500k. Budget adjustments have been made to produce a balanced budget and Dining Services remains committed in FY20 to a \$2.4M university assessment. Renovation of the Wilson Café (predominately used by commuters) is targeted as a priority capital improvement project for Dining Services, however, it's expected that the project will begin at the end of FY20 and carry into FY21.

Capital Budget

The capital budget is projected to be approximately \$4.4M, which is higher than FY19 mainly due to the addition \$340k in Dining Services renovation projects as well as a slight increase in capital rollover funding, offset by a \$100k campus cost reduction in support of solving the structural deficit. Capital rollover funding is assumed to be approximately \$1.4M with several ongoing projects not yet completed due to delayed funding for DCAMM critical repair projects. The projected capital budget excludes funding for the Parenzo project.

Major Capital Investments Include:

- Several deferred maintenance projects as partially funded by DCAMM - \$700k.
- Classroom Technology - \$400k.
- Campus Camera Installation - \$131k.
- IT Infrastructure and lifecycle investments - \$572k.

DCAMM revised its allocation of emergency funding and deferred maintenance funding in FY19 and moved toward a 5 year annual allocation plan to provide each campus a fund for project along with matching funds. The campus is required to use the Sightlines data as benchmarks for approved projects and related funding. Due to this change, the campus is able to anticipate funding amounts as well as plan multi-year projects. A snapshot of the 5 year funding arrangement is provided below:

DCAMM Funds + University Matching = \$9,496,980 over 5 Years

	68%	32%	
	DCAMM	WSU	Total
FY19 Year 1	1,112,073	528,907	\$ 1,640,980
FY20 Year 2	1,457,029	692,971	\$ 2,150,000
FY21 Year 3	1,670,501	794,499	\$ 2,465,000
FY22 Year 4	1,251,012	594,988	\$ 1,846,000
FY23 Year 5	945,375	449,625	\$ 1,395,000
Total Funding	6,435,990	3,060,990	9,496,980

Planned Use of Reserves

Planned use of reserves is an estimate based on the assumption that reserves will be needed next year. For FY20, the estimated amount is \$1M mainly due to a deficit in residential life of approximately \$800k and a \$300k deficit related to Lansdowne. Residential life has accumulated reserves which can be used to support its operation. Other request for use of reserves include approximately \$200k from across various campus groups including Athletics, CURCA, Counseling Center, and SGA Fundraising. As requests are still in progress, a final budget will be provided for the June meeting.

Strategic Plan Investment

Overall the campus has allocated \$1M in strategic plan funding. Due to anticipated budget favorability in FY19, the campus was able to advance \$500k of funding for the plan in support of one-time high impact investments. The campus has allocated \$500k for strategic plan funding in FY20 in support of the following goals: 1) Student Experience; 2) Enrollment; 3) Culture; 4) Institutional Resources. The following themes were viewed as high priority to the campus: Core Curriculum, Academic Programs, Student Support, Enrollment, Retention, Diversity, Optimizing Resources, and Investing in technology solutions.

Summary

The campus has carefully evaluated the balance between affordability, enrollment, and strategic investments. The highest priorities in FY20 are going to be 1) Creating financial stability through proper planning; 2) Developing ways to attract and retain students; and 3) Investing in the Strategic Plan which will position the campus to be an institution of choice in a highly competitive market. It is expected that enrollment will continue to decline in the short-term and into FY21 but level off in FY22.

Westfield State University
FY20 Campus Budget
Preliminary Budget - 4/12/19

	FY20 Budget	FY19 Budget	\$ Change	% Change
<u>Revenue</u>				
Scholarship Allowance	(10,610,448)	(10,310,448)	(300,000)	3%
Tuition and Fees	59,015,634	57,114,036	1,901,598	3%
Federal Grants and Contracts	9,271,568	8,958,252	313,316	3%
State Grants and Contracts	2,585,000	2,515,000	70,000	3%
Private Grants and Contracts	478,000	378,000	100,000	26%
Residence Fees	19,208,635	19,440,430	(231,795)	-1%
Dining Fees	10,636,124	11,082,010	(445,886)	-4%
Other Operating Revenues	2,314,710	2,389,680	(74,970)	-3%
Commissions	550,000	545,500	4,500	1%
State General Appropriations	29,463,260	27,364,967	2,098,293	8%
Foundation Support	425,000	325,000	100,000	31%
Investment Income	677,400	370,000	307,400	83%
Total Revenue	124,014,883	120,172,427	3,842,456	3%
<u>Expenses</u>				
Personnel	54,732,524	51,969,180	2,763,344	5%
Fringe Benefits	10,514,585	9,813,961	700,624	7%
Operations	31,171,274	30,866,440	304,834	1%
Strategic Investments	500,000	1,200,000	(700,000)	-58%
Utilities	4,506,670	4,478,310	28,360	1%
Debt Payments	2,465,435	2,447,335	18,100	1%
Operating Contingency	1,256,619	1,023,377	233,242	23%
Capital Projects	4,394,113	4,020,677	373,436	9%
Scholarships	4,105,134	3,817,872	287,262	8%
Transfers	-	-	-	-
MSCBA Assessment	12,897,864	11,996,343	901,521	8%
Total Expense and Transfers	126,544,219	121,633,495	4,910,724	4%
Net Revenue over Expense	(2,529,336)	(1,461,068)	(1,068,268)	73%
Planned Use of Reserves	1,035,223	461,068	574,155	125%
Capital Rollover	1,494,113	1,000,000	494,113	49%
Total Reserves	2,529,336	1,461,068	1,068,268	73%
Net Surplus/(Loss)	-	-	-	-

Westfield State University
FY20 Detailed Budget by Trust Fund
Preliminary Budget - 4/12/19

	Operating Budget	Grants	Capital Project Fund	CGCE	Residential Life	Dining Services	Other Trust Funds	FY20 Budget All Funds	Notes
Revenue									
Scholarship Allowance		(10,610,448)						(10,610,448)	
Tuition and Fees	46,673,508			12,142,126			200,000	59,015,634	
Federal Grants and Contracts		9,271,568						9,271,568	
State Grants and Contracts		2,585,000						2,585,000	
Private Grants and Contracts		200,000						478,000	
Residence Fees					19,208,635			19,208,635	
Dining Fees						10,636,124		10,636,124	
Other Operating Revenues	895,200				475,000		944,510	2,314,710	(1)
Commissions	438,000				112,000			550,000	
State General Appropriations	29,463,260							29,463,260	
Foundation Support	425,000							425,000	
Investment Income	677,400							677,400	
Total Revenue	78,572,368	1,446,120	-	12,142,126	19,795,635	10,636,124	1,422,510	124,014,883	
Expenses									
Personnel	46,425,038	275,000		3,425,727	2,324,842	2,230,751	51,166	54,732,524	
Fringe Benefits	7,367,824	105,508		1,373,379	808,928	835,089	23,857	10,514,585	
Operations	16,958,316	741,112		4,309,581	3,021,247	4,803,292	1,337,727	31,171,274	(2)
Strategic Investments	500,000							500,000	
Utilities	2,864,365				1,642,305			4,506,670	
Debt Payments	2,152,431					313,004		2,465,435	
Operating Contingency	650,000			501,998		26,590	78,031	1,256,619	
Capital Projects			4,056,913			337,200		4,394,113	
Scholarships	3,273,875	324,500		65,000	350,169	26,590	65,000	4,105,134	
Transfers	(1,619,482)	105,000	(2,900,000)	2,466,441	(452,767)	2,400,808		-	(3)
MSCBA Assessment					12,897,864			12,897,864	
Total Expense and transfers	78,572,368	1,551,120	1,156,913	12,142,126	20,592,588	10,973,324	1,555,780	126,544,219	
Net Revenue over Expense	-	(105,000)	(1,156,913)	-	(796,953)	(337,200)	(133,270)	(2,529,336)	
Planned Use of Reserves		105,000			796,953		133,270	1,035,223	
Capital Rollover			1,156,913			337,200		1,494,113	
Total Reserves	-	105,000	1,156,913	-	796,953	337,200	133,270	2,529,336	
Net Surplus/(Loss)	-	-	-	-	-	-	-	-	

Notes:

1. Other Operating Revenues consist of parking revenues, application fees, phone fee, non-credit program revenue and other miscellaneous fees and revenues.
2. Includes \$250k for contractual increases and health and safety priorities.
3. Transfers represent the movement of cash from one trust fund to another (for example, dining services will transfer \$2.4m to the University's Operating Budget).

Westfield State University
FY20 Preliminary Capital Funding Plan

4/12/2019

Reference Only

DRAFT

	Deferred Maintenance	Campus	DCAMM	Funding Source		Dining	Total	Comment
				MSCBA				
Physical Plant Projects								
1. Deferred Maintenance	Y	692,971	1,457,029				2,150,000	Roof & floor replacement & sidewalk repair
2. Dower A/C	Y	48,500					48,500	
3. Campus Camera Installation	N	131,000					131,000	Campus Camera Project
4. Academic Space Renovations	Y	187,800					187,800	Wilson, Math Tutoring Center, Dower
5. Freight Elevator Cab & Jack Upgrade	Y	75,000					75,000	
6. Infrastructure Repairs/Maintenance	Y	225,000					225,000	Roads and Parking Lots
7. Wilson Café Renovation						145,000	145,000	Includes \$20k for Catering Office Renovations
Sub-total		1,360,271	1,457,029	-	-	145,000	2,962,300	
Information Technology								
1. Infrastructure and Software		213,000					213,000	Includes Banner Upgrade
2. Classroom technology		368,200					368,200	
3. Life Cycle Computers - Labs		139,050					139,050	
4. Life Cycle - faculty/staff		220,050					220,050	
Sub-total		940,300	-	-	-	-	940,300	
Other Projects								
1. Fitness Center Equipment		53,532					53,532	
2. Furniture Upgrades / Space Improvements	Y	172,564					172,564	
3. Vehicle Leases - Enterprise		231,710					231,710	Refer to Lease/Purchase Motor Vehicle List
4. Athletic Dept Equipment		13,393					13,393	Fitness and training equipment
5. TV Upgrade w/ Text N' Tell Installation						15,000	15,000	
7. Replacement of Lock System		4,000					4,000	
8. Critical Repair Contingency		124,230					124,230	
Sub-total		599,429	-	-	-	15,000	614,429	
Total		2,900,000	1,457,029	-	-	160,000	4,517,029	
Rollover Projects								
Rollover Facility Projects		886,913					886,913	Paving, drainage, camera installation, Wilson stair treads, master plan study
Rollover for IT Projects		270,000					270,000	
Rollover for Dining Services						337,200	337,200	Dining rollover: 1) \$160k for Projects; \$177k rollover for FY19 Incomplete Projects
Sub-total		1,156,913	-	-	-	337,200	1,494,113	
Grand Total		4,056,913	1,457,029	-	-	497,200	6,011,142	

WESTFIELD STATE UNIVERSITY
Schedule of Annual Tuition and Fees
FY19 - FY20 Comparison

Final: 2/7/19

	FY19	FY20	\$	%
	Approved	Preliminary	Change	Change
TUITION:				
√ Resident	970	970	-	0.0%
Proximity	1,455	1,455	-	0.0%
Non-Resident & Foreign	7,050	7,050	-	0.0%
MANDATORY FEES:				
Student Activity	123	123	-	0.0%
General Fee*	8,506	8,926	420	4.9%
Capital Improvement Fee	100	100	-	0.0%
Technology Fee	730	730	-	0.0%
√ Total Mandatory Fees	9,459	9,879	420	4.4%
Total In-State Tuition/Fees	10,429	10,849	420	4.0%
ROOM:				
Apartments	8,610	8,860	250	2.9%
√ Dormitories	6,660	6,850	190	2.9%
New Dorm (single)	9,910	10,200	290	2.9%
New Dorm (double)	8,710	8,960	250	2.9%
University Hall (single)	9,380	9,650	270	2.9%
University Hall (double)	8,170	8,400	230	2.8%
Lansdowne (one bedroom - premium)	9,460	9,744	284	3.0%
Lansdowne (two bedroom)	8,480	8,734	254	3.0%
BOARD:				
Unlimited Meal Plan (NEW)	4,243	4,371	128	3.0%
On the Go Meal Plan (commuters/apt. residents only)(NEW)	1,409	1,451	42	3.0%
√ 14-Meal Plan (DC Basic Plan)	4,010	4,131	121	3.0%
Total Residential Cost of Attendance	21,099	21,840	741	3.5%
OTHER FEES:				
Student Teaching (practicum) Fee	250	250	-	0.0%
Nursing Fee	1,158	1,194	36	3.1%
Late Registration Fee	25	25	-	0.0%
Late Payment Fee	100	100	-	0.0%
Bad Check Fee	25	25	-	0.0%
Reinstatement Fee	50	50	-	0.0%
ID Card Replacement Fee	30	30	-	0.0%
Parking	100	100	-	0.0%
Parking-DGCE	60	60	-	0.0%
WAIVABLE FEES:				
Student Health Insurance (see note below)	2,985	2,985	-	0.0%
Wellness Center	185	185	-	0.0%
Lifetime Owls (opt in fee)	75	75	-	0.0%

√ Average student annual cost is calculated using the gray shaded areas.

1. Student Health Insurance Rate has not been set as of 1/17/19.

College of Graduate and Continuing Education

For-Credit Budgets

FY20 Budget Narrative

In FY20, CGCE’s revenue is projected to be **\$12,142,126**. Expenses are projected at **\$9,173,687.23**. CGCE pays an overhead payment in the amount of **\$2,416,441** to the University. Hence, total expenses are **\$11,590,128.23** leaving CGCE with a net revenue of **\$551,997.77**. Small funds of contingency for program development and other anticipated expenses, not yet determined, have been included in the operational and marketing budgets. The amount of net is operationally sufficient and provides CGCE with flexibility in addition to the contingency built into the budgets.

I. REVENUE

FY20 revenue is estimated at **\$12,142,126** and is based upon projected credits counts at the FY20 tuition rate, assuming flat to modest enrollment growth for all undergraduate and graduate programming in all programs except the RN-to-BSN, MSW and PA, all of which are anticipated to have increased enrollments, and estimated miscellaneous revenue based upon historical trends. This projection was compared to actual revenue from this year (Summer II 2017 to Spring 2018) and projected revenue for Summer I 2018, using FY18 tuition rates, adjustments for tuition increase for FY19, and growth in enrollments in the RN-to-BSN, MSW and PA programs. These amounts were found to be similar. CGCE monitors its revenue on a weekly basis.

Program	Credits	Cost Per Credit (\$)	Revenue (\$)
UG, Except RN-to-BSN	16,857	\$320	5,394,240
*GR, Except SW. PA, OT and Spec GR	6,334	\$361	2,286,574
Native MSW	4,000	\$464	1,856,000
RN to BSN	1,030	\$365	375,950
Misc Revenue			187,000
PA	NA	\$656 (Cohort 2); \$695 (Cohort 3)	2,240,730
Satellite MSW	1,288	\$464	597,632
XRG (Day Students who enroll in CGCE for last term)	800	\$320	256,000
Discounted Tuition via Center for Teacher Education			-23,000
Subtotal			13,171,126
Less waiver (\$729K) and educational service fee (paid directly to University \$300K)			-1,035,300
Total Revenue			\$12,135,826

II. MAIN OPERATIONAL BUDGET \$5,213,271.13

The vast majority of the operational budget supports salaries and fringe.

Pool AA: Employee Salaries (\$3,425,727): The budget assumes a 2% increase in salaries, although contracts have not yet been finalized. This pool assumes \$85,000 in contingency for staff merit raises and a possible addition of one professional staff not yet determined.

Full-time faculty salaries (16 FT faculty lines) are projected at **\$1,262,676**. This projection represents the current 14 faculty lines; including, four health sciences, one nursing and nine social work. In addition, CGCE is in the process of hiring for two new faculty lines, one MPA (Political Science) and one social work (MSW). It should also be noted that CGCE is hiring two replacement faculty, one for MSW and one for PA.

Professional salaries are budgeted at **\$1,200,400**. CGCE is proposing two new hires in FY20: one additional staff for the Westfield Promise that is being hired in March FY19 but needs to be added to FY20, and a student support staff member. There has also been contingency added to this line in case needed under a new Dean.

Classified salaries are budgeted at **\$792,651**.

Pool BB: Employee Related Expenses: This line includes travel for CGCE staff and nursing faculty/staff in the amount of **\$21,150**. PA and MSW travel is included in the PA and MSW operational budget. Travel for CGCE staff provides the necessary professional development to assure the unit's effectiveness as it shifts towards a retention-oriented culture, develops updated marketing and outreach plans, builds new programs, develops a stronger graduate school identity and improves efficiencies in registration and billing to avoid income loss. Faculty travel for education and counseling practicums is included in the instructional budget, not the operational budget.

Pool BB: Other related expenses: An amount of **\$8,675** is budgeted to cover the costs of employee-related memberships (e.g. professional memberships for graduate programs in academic departments, such as accounting and counseling) and licensing fees.

Pool CC: Special Employees: \$160,941 is budgeted for special employees, mostly graduate assistants and has flat growth from last year with the revamped graduate assistantship program. There were moderate stipend raises in order to develop an enhanced graduate school identity and promote enrollments.

Pool DD: Fringe and Taxes: This budget line amounts to **\$1,302,296.13**. The total rate is 38%, which includes 35.55% fringe and 2.44% payroll tax.

Pool EE: Administrative Expenses: The amount requested, **\$139,182** is inclusive of costs for office supplies, professional memberships, and contingency for program development and administrative expenses not yet determined.

Pool FF: Facility Operations: Pool FF **\$2,600** covers the cost of CDEP books as well as office cleaning supplies. CDEP grant funds will cover the projected \$2,000 teaching supplies and act as a holding account.

Pool HH: Consultant Services: An amount of **\$28,000** will cover visiting/guest lecturers; exam for Miller Analogy Test and academic consultants. This budget has been decreased significantly as the Master of Science in Physician Assistant Studies clinical sites will now be paid out of the PA designated budget.

Pool JJ: Operational Services: An amount of **\$16,075** supports student success activities such as advising, registration and orientation events. Additionally, this pool supports collection service fees for collecting bad debt. This amount is consistent with previous years.

Pool KK: Equipment Purchases: An amount **\$5,000** may be required this year for maintenance of office equipment.

Pool LL: Equipment Leases and Rental: **\$8,000** supports expenses for office furnishing for new/current employees as needed.

Pool RR: Financial Aid: CGCE sets aside **\$65,000** in need-based undergraduate financial assistance each year, level-funded from FY19.

Pool UU: Information Technology Expenses: CGCE has allocated **\$3,000** for information technology expenses this fiscal year.

Event 1: Graduate commencement ceremony amounts to **\$27,625**. This will be our second year at the MassMutual Center for Graduate Commencement. This year's budget has accounted for some anticipated increased rates due to inflation.

III. MSW BUDGET (\$105,997)

In FY17, DGCE established a separate operating budget for the MSW program in order to keep better track of its expenses. The additional expense for this year is due to program expansion at the Worcester remote location. Space rental for this program in Worcester is captured in the MSW budget at \$28,000. This may be inflated as the space is going through renovation and unsure if this will impact our ability to offer the program at the YWCA. Only operational expenses are included in the MSW budget. Also, the MSW program is looking to eliminate the iPad program and would like to set-up a simulation lab. Those technology needs are included in this budget as well as a separate document for justification.

IV. MILITARY COMMUNITY EXCELLENCE CENTER BUDGET (\$6,712)

The Military Community Excellence Center (MCEC) budget covers programming costs for all veteran and military connected students, Day and CGCE, and their children or spouses who receive benefits. The budget was increased for FY20 to include professional development/travel for staff.

V: INSTRUCTIONAL (\$3,043,318.10)

The instructional budget supports CGCE faculty stipends for teaching, academic advising, program administration and other related expenses. The funding amount for FY20 has an increase of approximately 5%, inclusive of the additional expenses of contractual raises and additional expenses associated with the expansion of the PA, MSW and RN-to-BSN programs. The budget accounts for instructional costs in the amount of \$82,923.16 associated with the Westfield Promise; however, the institution expects to receive this back through grant funds.

VI: MARKETING (\$233,200)

This budget has an increase of 6% from the previous year. Efforts made in expanding and diversifying our marketing and outreach efforts is paying off well; graduate prospects and applicants have risen significantly, especially for MSW, Counseling, and Accounting. We also have new programming with Criminal Justice and a new proposed concentration with MPA that will need additional marketing. Included in the marketing budget is CGCE membership to Burning Glass and the Education Advisory Board, resources that the entire University may utilize. The marketing budget also supports advertising for community education that has seen an increase in enrollment and revenue.

VII: PHYSICIAN ASSISTANT (\$521,420)

Similar to the MSW program, the PA program has been given its own operational budget in order to better track expenses. This budget includes travel expenses, accreditation fees, equipment, etc. New to this FY, the PA budget will also support the clinical partnership payments. Payments are \$1,200 per rotation per student. The amount is based upon cohort 1 (24 students) conducting 5 clinical rotations and cohort 2 (30 students) conducting 6 clinical rotations. Additional money was also given to support accreditation consulting needs. Please note that faculty and staff personnel costs are still captured in the operational budget, along with office furniture, marketing, etc.

VIII: WESTFIELD PROMISE (\$49,769)

The Westfield Promise budget represents operational expenses for the Westfield Promise, which may be supported by external revenue (not captured in the revenue projections) and/or grants that we anticipate receiving. In that regard, we can consider this budget line to be a holding account. Expenses such as stipends for faculty has been captured in the instructional budget and staff salaries are in the operational budget. However, due to funding timelines with possible external sources such as grants, this budget is necessary for successful implementation of the program.

College of Graduate and Continuing Education

Non-Credit Budgets

FY20 Budget Narrative

Total budget request: \$404,049.49

A. Revenue (\$482,080)

CGCE estimates non-credit revenue will be \$482,080 in FY20. Historically, revenue has been \$397,621.45 for FY17 and \$444,802.77 for FY18. As of February 28, 2019, FY19 budget revenue is \$405,533.25, thus far achieving 85% projected revenue. (All figures for previous years exclude EMT budget as well as year-to-date for FY19). Non-credit programming utilizes CampusCE, a separate non-credit software, so finances are continuing to be processed in real-time. CGCE anticipates net revenue for FY20 to be: \$78,401.97.

CGCE non-credit programming projects a slight decrease in net revenue due to the decline in ACE students at the Westfield location. CGCE still has the Health Resources and Service Administration (HRSA) grant for the ACE program in Berkshire County and for the Recovery coach and aims to run both at full capacity. CGCE slightly increased the community education budget as some programming that was not previously running has begun to gain momentum.

Benefits of our non-credit programming should be measured in other ways beyond revenue generation. For example, our College for Kids program is well-received in the community and strengthens our community relationships. Additionally, the Center for Teacher Education provides professional development opportunities in districts and has created multiple relationships to make WSU the go-to place for graduate credit or PDPs.

Absent from the non-credit budget is any for-credit tuition that the non-credit programs may facilitate. For example, the Center brings in a modest amount of for-credit tuition revenue via PDP offerings for those students who wish to seek discounted graduate tuition. This revenue is not as high as it was in FY17 due to state funded SEI courses but we have continued to build relationships with external partners to offer graduate credit for professional development workshops. These programs help to support and promote a positive image of Westfield State University.

The Community Education budgets in FY20 will continue to support the Community Education Coordinator position in the amount of \$51,165.74 inclusive of increases. This staff person is not supported through the for-credit operating budget.

B. Budgets

1. Summer Residential (\$25,093.72)

13010-3173

CGCE anticipates total revenue in the amount of \$40,000 with an anticipated profit of \$14,906.28.

We will be offering two programs this year: CSI and HELP (in conjunction with PA faculty and Nursing). We are averaging 20 students per program for the budget which is on par from previous years. The programs cap out at approximately 25 students. However, given the shift in demographics we do not anticipate growth in these programs. The summer residential programs also benefit Residential Life and the Dining Commons.

2. Community Education (\$95,133.85)

13050-3195

This budget represents tuition from several programs including the EMT program, SAT prep, Human Resource Management, Leadership Academy, Human Biology for Social Workers, and more. CGCE anticipates revenue in the amount of \$115,000 with a profit of \$19,866.15.

Expenses have increase this year due to greater expenses associated with the EMT program. Non-credit pays for one faculty, the program director, Teacher Aids, Medical Director, and accreditation each semester. The CGCE for-credit budget pays for the additional faculty. Both non-credit, CGCE for-credit and day students enroll in this course; however, CGCE collects no tuition from the Day division students to support the program. Initial discussions have begun to explore if the EMT program should live under the Day school for program administration, which would drastically affect this budget.

CGCE will continue to offer continuing education unit programs for EMT and social work. Any revenue associated with the for-credit CGCE EMT course is not reflected in this budget; it is collected in the for-credit CGCE budget.

New programs such as the Leadership Academy launched in spring 2018 has picked up momentum beginning in spring 2019. CGCE aims to grow this program to its max capacity of 20 seats for fall and spring in FY20. Seats for this program were also offered in-kind as part of a million dollar grant the social work department received from HRSA. In addition, CGCE forged a new relationship with a third party to offer Phlebotomy. This offering also gained momentum with a healthy enrollment in spring 2019 and anticipate continued growth. Relationships such as these are based on CGCE receiving a revenue percentage, but all materials, instruction, etc., are included. This is why our revenue and expenses are not at a 50/50 split. The Community Education budget also supports the

CampusCE software, utilized for all non-credit programming, at a current annual rate of \$8,855. The budget plans for inflation increase in the annual software rate at \$9,500.

**3. Addiction Counselor Education Program (ACE) (\$158,924.59)
13030-3200**

CGCE anticipates revenue in the amount of \$174,500 and \$158,924.59 in expenses resulting in \$15,575.41 in profit. The expense line has a larger increase due to financial support toward a full-time Community Education Coordinator line in the amount of \$53,259.21 (inclusive of salary and fringe). Also, the Director of the ACE program is retiring this year (2019), so \$4500 was built in for academic oversight to fall under a department, should that be needed in FY20. Book costs were kept level due to program projections. This budget is similar to the ACE budget from previous years. However, we are hopeful to pick momentum up for the Westfield cohort that had a major decline in FY19. This budget also includes the ACE program at Berkshire Community College. While some expenses toward the coordinator and books will be paid from the grant, the majority of expenses are built into this budget. An additional new offering is the Addiction Recovery Coach Certificate program at WSU. This is also grant supported in terms of tuition/fees for students and payment for a coordinator. However, there is an increase in expenses for the cost of faculty.

**4. College for Kids (\$57,124.86)
13020-3190**

CGCE estimates College for Kids (CFK) revenue will be \$62,500 for FY20, on par with previous years, and requests \$57,124.86 for the FY20 budget. Also, given the current demographic trend of fewer school-aged students, CGCE does not anticipate any growth in the program for FY20. Despite this lack of anticipated growth, CFK has secured a full schedule with even more classes than FY19, so the program may not be too negatively impacted by this demographic shift. Overall, CGCE anticipates a profit of \$5,746.60 from the CFK program in FY20.

**5. The Center (\$57,692.47)
14320-3132**

CGCE estimates revenue in the amount of \$80,000, which is an increase from FY19 projections. Total expenses are estimated at \$57,692.47. Since the state no longer offers SEI, the Center has responded by developing 15-hour PDPs that districts are enrolling in. In addition, CGCE has arrangements with several districts offering graduate credit through agencies such as Massachusetts Foreign Language Association, Lower Pioneer Valley Education Collaborative, and the Collaborative for Education. This budget pays for an 18-hour/week part-time coordinator that operates through the Center (approximately \$37,000 annually). The relationship with Commonwealth Learning for online Reading was changed, so our office will no longer need to send payments to

them, but rather WSU will just collect monies owed. Anticipated net revenue for FY20 is \$22,307.53.

6. EMT Holding Account (\$10,080)
15065-3171

This account was created this academic year as a means to hold and pay for equipment and testing of EMT students. These fees (projected revenue \$10,080) will be used immediately to pay for expenses associated with the program. CGCE will collect these fees via its registration system for non-credit students. A Day student fee of \$65/equipment is processed through their account and the \$75 practical exam fee is also collected by CGCE. This is a holding account; hence, profitability is not the objective. CGCE intends to only cover its costs. Expenses will be \$10,080. This is based on 36 students per semester, so 72 x \$140 per student. This budget does not include any additional EMT expenses as the programs needs are being evaluated. Net profit is \$0.

WESTFIELD STATE UNIVERSITY
Schedule of CGCE Annual Tuition and Fees
FY19 - FY20 Comparison

Final: 2/7/19

	<u>2019</u>	<u>2020</u>	<u>FY19 to FY20</u> <u>\$ Increase</u>	<u>FY19 to FY20</u> <u>% Increase</u>
Graduate and Continuing Education				
Undergraduate (per credit)	315	322	7	2.22%
RN-to-BSN (per credit)	365	370	5	1.37%
Graduate - General (per credit)	350	361	11	3.14%
Graduate - Social Work (per credit)	450	464	14	3.11%
Physician's Assistant (per credit) Cohort one remains at \$656 in FY19 (Note below)	656	695	39	5.95%
Other CGCE Fees				
Lab Fee	10	10	-	0.00%
Student Teaching (practicum) Fee	250	250	-	0.00%
Nursing Fee	1,158	1,194	36	3.11%
Physician's Assistant program Fee	1,000	1,000	-	0.00%
Psychology Practicum	100	100	-	0.00%
Late Registration Fee	50	50	-	0.00%
Late Payment Fee	100	100	-	0.00%
Returned Check Fee	25	25	-	0.00%
Late Withdrawal Fee	25	25	-	0.00%
Replacement ID Card	30	30	-	0.00%
Parking-CGCE	60	60	-	0.00%

Notes:

The Physician's Assistant per credit increase is applicable to the FY20 cohort. The FY19 cohort will continue to pay \$656/credit/\$13,120 per trimester. FY20 cohort pays \$13,900 per trimester based upon \$695 per credit.

For Ease of communication and accounting, CGCE advertises and charges a single per credit "tuition", although internally FY19 tuition and fees are broken down to \$85 tuition/\$230 for UG, \$85 tuition/\$280 for RN-BSN, \$105/\$245 for GR, and \$105/\$345 for MSW. All PA students pay \$105 in fees per credit, the remaining amount applies toward tuition. With this proposal, internal fees will increase; Internal tuition shall remain the same. This is an important distinction because CGCE generously observes state-supported categorical tuition waivers as an indirect contribution for students who are eligible for state categorical tuition waivers at a percentage greater (between 15% and 29%) than provided by the Commonwealth of Massachusetts for Day students (9%).



Board of Trustees

April 24, 2019

MOTION

To engage the services of Vanguard in accordance with the Investment Management Services RFP (2019-004).

Kevin R. Queenin, Chair

Date

Westfield State University
Finance and Capital Assets Committee

Investment Advisor Summary

April 24, 2019

Summary

Campus leadership has been working on a procurement process over the last several months to select an investment advisor. The goal is to secure the services of a quality firm/advisor to recommend an investment strategy in support of campus goals and objectives which is to increase annual investment income while preserving principal. A Request for Proposals (RFP) was widely distributed last fall with nine responses. The following evaluation criteria was used to review each proposal by the campus team:

- Greatest value and responsiveness to the RFP
- Quality of services
- Reputation of firm
- Qualifications of personnel
- Demonstrated understanding of scope of work
- Ability to meet goals of Westfield State University

The selection is based on the quality of the proposals in meeting the evaluation criteria. While pricing was provided separately, it did not determine the final selection.

At the completion of the review process, three firms were shortlisted and asked to participate in on campus interviews. Those firms were Brown Advisory, Eaton Vance Investment Counsel, and Vanguard. Each firm responded to prepared questions as part of their presentation and were given 30 minutes for a presentation and 15 minutes for questions and answers. The results of the interviews and evaluation of the responses to the RFP were used to make a recommendation.

Recommendation

Based on the evaluation criteria, response to the RFP and interview, campus leadership and the Investment Subcommittee are recommending Vanguard as the investment advisor. Their performance, experience with non-profit clients, model portfolio and quality of personnel were top notch. If approved, the campus will begin the process of executing a contract and begin working with the investment advisor. The strategy will be to begin shifting funds from our local financial institutions to an investment portfolio structure in FY20.