



Board of Trustees

Finance and Capital Assets Committee

11:00 a.m.
October 13, 2021

Owl's Nest (Room 018), Ely Campus Center

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

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|--|-----------------------------------|
| 1. Called to Order | Trustee Salehi |
| 2. Minutes | |
| a. June 29, 2021 | Trustee Salehi |
| 3. Items for Information | |
| a. Travel Expenses of the President and the President's Direct Reports: July 1, 2020 – June 30, 2021 | Lisa Freeman |
| b. Fixed Assets Inventory Progress Report | Steven Scibelli |
| 4. Items for Action | |
| a. Motion – FY22 Operating Budget | President Thompson/Stephen Taksar |
| 5. Items for Discussion | |
| a. FY23 Budget Planning Assumptions and Timeline | Stephen Taksar/Maria Feuerstein |
| b. UEAAC Financial Update | Stephen Taksar |

Attachment(s):

- a. Minutes 6-29-21 (Draft)
- b. Travel Expenses of the President and the President's Direct Reports
- c. Fixed Assets Inventory Progress Report
- d. Motion – FY22 Operating Budget
- e. FY22 Operating Budget (Narrative)
- f. FY22 Operating Budget (Final Budget)
- g. FY22 Operating Budget (Capital Projects)
- h. FY22 Operating Budget (Vehicle Lease, Purchase Program)

- i. FY22 Operating Budget (CGCE Narrative)
- j. FY22 Operating Budget (CGCE Narrative) Non-Credit
- k. FY23 Budget Planning Assumptions and Timeline
- l. FY23 Budget Planning Assumptions and Timeline (CGCE)
- m. UEAAC Financial Update



BOARD OF TRUSTEES

Finance and Capital Assets Committee

June 29, 2021

Minutes

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

MEMBERS PARTICIPATING IN PERSON: Committee Chair Sullivan, Vice Chair Landrau, Secretary Boudreau, and Trustees Jasmin, Neves, Queenin, and Salehi

TRUSTEE GUESTS PARTICIPATING IN PERSON: Trustees Alvarado, Martin, and Williams

Dr. Roy H. Saigo, Interim President and Dr. Linda Thompson, President-elect, of Westfield State University, were also in attendance.

Committee Chair Sullivan called the meeting to order at 11:23 AM and welcomed new Trustee Theresa Jasmin to the Board and the committee.

MOTION made by Trustee Landrau, seconded by Trustee Neves, to approve the minutes of the February 9, 2021 and April 29, 2021 meetings. There being no discussion, **Motion passed unanimously.**

It was announced the meeting was being livestreamed and recorded.

FY21 Sponsorships. Ms. Tricia Oliver, Chief of Staff, stated the document provided showed a comparison in sponsorships for the last two fiscal years. The report differentiates just advertising expenses and those events the University has a presence at.

Investment Subcommittee. Mr. Stephen Taksar, Vice President for Administration and Finance, stated a proposed update to the Investment Policy would be brought later in the meeting. Models for benchmarking are being evaluated to treat the cash investments like an endowment. The subcommittee is also discussing how to utilize investment income moving forward.

At Committee Chair Sullivan's request, Mr. Taksar explained the hiring incentive program.

- It has been difficult to fill vacant positions due to unemployment benefits and a competitive marketplace. Strategies to close the gap are being reviewed to hire enough staff in dining and facilities to open properly in the fall. All strategies have been approved by the Ethics Commission, University counsel, and the Department of Higher Education (DHE).
- Cabinet approved an increase in hourly rates for contracted employees to be more in line with the current market and an incentive bonus for hourly employees in the summer and fall for a limited time.
- At the July job fair there will be on-the-spot interviewing and immediate decisions on hiring.
- Dining Services is always looking for student workers, with a typical average of 50-60 students employed in this department.

Parenzo Hall Renovation. Mr. Taksar and representatives from Miller Dyer Spears gave an update on the renovation process.

- Cash reserves are being used to match the University's financial commitment to the project.
- The project is on schedule and on budget, with an overall budget of \$40,200,000, which includes \$200,000 of fundraising for the Dever Auditorium chair replacement.
- The design has been completed and bidding is currently being finalized.
- Working groups and project goals were reviewed.
- The site will be mobilized by the end of July, with offices being moved out of basement of Parenzo. Faculty and staff will move back to Parenzo between the spring and summer of 2023.
- Cost estimators have taken into account the increased price of material and slower lead times and have put contingencies in place. Less steel and lumber will be needed because this is a renovation. If the contingencies are not sufficient, a review of the scope of the project will be necessary, but that will not be known until the project is further along. An environmental assessment was performed with no major issues, and an abatement will start soon. Because this is a Division of Capital Asset Management and Maintenance (DCAMM) project, they negotiate the price with the contractor to project the cost. No changes are being anticipated, but better planning at the beginning of the work requires fewer change orders. The University cannot control pricing or anticipate a price escalation for unavailable materials or increased costs.

Higher Education Emergency Relief Funds (HEERF). Mr. Taksar stated the three funding grants are complicated with different start and end times and separate regulations for each. Reimbursement for lost revenue (\$27 million) will be partially covered by the grant. Remaining institutional grants total approximately \$11.3 million. The last of the CARES Act 2 funding (\$5.3 million) will be drawn down tomorrow.

University Efficiency Analysis Advisory Committee (UEAAC). Dr. Juline Mills, Provost and Vice President for Academic Affairs, stated the last meeting for the academic year is June 30. Some committee members will leave at that time and new individuals are coming onto the committee on July 1. The Justice, Equity, Diversity and Inclusion (JEDI) and Human Resources (HR) recommendations are almost completed and will be presented to the president and the board. Funding is being finalized to get the budget office in place soon. Collective bargaining impacts also need to be done.

Motion – FY22 Enrollment & Provisional Operating Budget.

MOTION made by Trustee Landrau, seconded by Trustee Neves, to approve the FY22 provisional operating budget as presented and to authorize the President to make budget adjustments to these funds.

Discussion: Mr. Taksar stated there is still a high degree of uncertainty and the best approach is to approve a temporary budget now and a final budget in October.

- A decrease in May deposits caused the enrollment projection to be readjusted to 1,040 for fall.
- The five-year average pre-COVID shows a significant declining trend line from FY13 and we need to look at a multi-year view.
- Assuming that 50% of students will live on campus creates a significant impact on auxiliaries.
- Budget challenges include a continued structural deficit, COVID-19, behavioral changes, and economic influences. President Saigo stated with the loss of 1,000 students, drastic changes with a pinpoint focused reaction is needed. FY22 is a critical year.

- Key planning assumptions, revenue and expenses for FY22 were reviewed. UEAAC savings of \$2 million were built into the plan and an overall \$3.17 million structural deficit is projected.
- Need to maintain the commitment to fund critical capital improvements with matching funds from DCAMM (the campus funds 32% and DCAMM funds 68%). Most projects will be completed by FY23.
- The HEERF reimbursement plan was reviewed.
- During the summer, work will be done to create a proposal to close the \$3.2 million deficit with temporary adjustments to get through FY22.

Motion passed unanimously.

Motion – Capital Projects.

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to approve the FY22 proposed capital budget as presented in the FY22 Major Capital Projects for Facilities Plan.

Discussion: Spending will be tracked and be brought back to the Board with any adjustments needed.

Motion passed unanimously.

Motion – Vehicle Lease/Purchase Program.

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to approve FY22 expenditures for the vehicle lease/purchase program, as presented.

Discussion: This requires Board approval. There is no real change in the arrangements.

Motion passed unanimously.

Motion – FY22 Sponsorships.

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to authorize the University to spend up to \$30,000 in FY22 on sponsorship and/or attendance at community events, consistent with University guidelines for the expenditure of such funds. The University will report all expenditures made under this umbrella approval no later than the June 2022 meeting of the Board of Trustees.

There being no discussion, **Motion passed unanimously.**

Motion – Fixed Assets, Capitalization, and Inventory Control Policy (0601).

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to approve and adopt the updated Westfield State University policy on Fixed Assets, Capitalization, and Inventory Control (0601), as presented, to be effective July 1, 2021.

Discussion: Mr. Steven Scibelli, Director of Accounting Operations, stated this is the fifth and final year to increase the asset capitalization threshold. This is only a financial statement change and does not create an increase in funding or affect inventory control. The funds are expended in the fiscal year purchased instead of the life of the asset. The impact diminishes as we increase the amount and has been less noticeable due to GASB pronouncements.

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

Motion – Investment Policy (0430).

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to approve the changes and accept the newly revised Investment Policy (0430), as presented.

Discussion: The subcommittee proposes two changes to policy to include a revised asset allocation methodology to make investments faster in the different categories and updating the benchmarks to more comparative benchmarking.

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

Motion – Working During the COVID-19 Pandemic Policy (2220).

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to eliminate Working During the COVID-19 Pandemic Policy (2220) as it is no longer applicable.

Discussion: Ms. Donna De-Caro Conley, Interim Assistant Vice President of Human Resources, stated that with the reopening of Massachusetts from pandemic restrictions with new state mandates, this policy with guidelines on restricted access and masks could be dissolved. The Safe Return to the Campus policy was then revised (see below).

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

Motion – Safe Return to the Campus Policy (2210).

MOTION made by Trustee Sullivan, seconded by Trustee Neves, to approve and adopt the updated Westfield State University policy on Safe Return to the Campus (2210), as presented.

There being no discussion, **Motion passed unanimously.**

There being no further business, **MOTION** made by Trustee Neves, seconded by Trustee Sullivan, to adjourn. There being no discussion, **Motion passed unanimously.**

Meeting adjourned at 12:36 PM.

Attachments presented at this meeting:

- a. Minutes 2-9-21 (Draft)
- b. Minutes 4-29-21 (Draft)
- c. FY21 Sponsorships
- d. Parenzo Hall Renovation
- e. Higher Education Emergency Relief Funds (HEERF)
- f. Motion – FY22 Provisional Operating Budget
- g. FY22 Provisional Operating Budget (Narrative)
- h. FY22 Provisional Operating Budget
- i. Motion – Capital Projects
- j. Capital Projects
- k. Motion – Vehicle Lease/Purchase Program
- l. Vehicle Lease/Purchase Program
- m. Motion – FY22 Sponsorships
- n. Motion – Fixed Assets, Capitalization, and Inventory Control Policy
- o. Policy – Fixed Assets, Capitalization, and Inventory Control Policy (Narrative)
- p. Policy – Fixed Assets, Capitalization, and Inventory Control Policy
- q. Motion – Investment Policy
- r. Policy – Investment (Track Changes)
- s. Policy – Investment (No Track Changes)
- t. Motion – Working During the COVID-19 Pandemic Policy
- u. Policy – Working During the COVID-19 Pandemic
- v. Motion – Safe Return to the Campus Policy
- w. Policy – Safe Return to the Campus (Track Changes)
- x. Policy – Safe Return to the Campus (No Track Changes)

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 June 29, 2021.

Paul Boudreau, Secretary

Date

**Travel Expenses of the President and the President's Direct Reports
July 2020 - June 2021**

Destination and Purpose	Date	Amount Expense	Post Date
None.		\$0.00	
<hr/>			
ERICA BROMAN TOTAL		\$0.00	
DAN FORSTER TOTAL		\$0.00	
ROBERT KERSTING TOTAL		\$0.00	
GLORIA LOPEZ TOTAL		\$0.00	
TRICIA OLIVER TOTAL		\$0.00	
TIMOTHY ROOKE TOTAL		\$0.00	
ROY SAIGO TOTAL		\$0.00	
STEPHEN TAKSAR TOTAL		\$0.00	
 GRAND TOTAL		 \$0.00	

Travel restricted due to COVID-19.

Westfield State University
Finance and Capital Assets Committee

Fixed Assets Inventory Progress Report
October 13, 2021

At the close of fiscal year 2021, Westfield State University held just under 4,300 capitalized fixed assets on its books. With the exception of almost 600 items which cannot have a barcode physically attached (includes intangible items such as legacy software and comprehensive items such as building improvements), all assets in our records have a barcode sticker affixed for identification and inventory purposes. In addition to our capital assets, barcodes are affixed to over 2,600 non-capitalized assets which are also maintained on our inventory records. The inventory control office is responsible for the tagging, recordkeeping, inventory, and disposal of all University capital assets and equipment. The office has been staffed by one full-time manager and one clerical staff member working nine weeks during the summer.

The FY21 inventory report shows that 93% of our tagged assets have been physically inventoried in the previous twelve months. Another 4% of the assets have most recently been inventoried during the preceding twelve-month period. As for the remaining assets, approximately 3% have not been inventoried in over two years. There was also a significant increase in our non-barcoded assets during FY21 due to student laptops which were purchased with CARES Act funds. These laptops were distributed directly to students based on need and therefore are not barcoded for inventory. They are tracked solely for grant accounting and reporting purposes.

As of close of FY21 (capitalized and un-capitalized)			
Count	Percent	Barcoded assets	Original Cost
6,038	93%	Last inventoried in past 12 months (FY21)	\$ 18,876,098.90
268	4%	Last inventoried in preceding 12 months (FY20)	485,176.51
173	3%	Last inventoried over 24 months ago (FY19 and prior)	292,817.86
6,479	100%	Total barcoded assets	19,654,093.27
590		Non-barcoded assets (N-numbers & buildings)	164,769,259.04
7,069		Total tagged assets, FY21	\$ 184,423,352.31

As of close of FY20 (capitalized and un-capitalized)			
Count	Percent	Barcoded assets	Original Cost
4,991	78%	Last inventoried in past 12 months (FY20)	\$ 13,662,717.99
1,251	20%	Last inventoried in preceding 12 months (FY19)	5,195,729.94
140	2%	Last inventoried over 24 months ago (FY18 and prior)	348,493.71
6,382	100.0%	Total barcoded assets	19,206,941.64
470		Non-barcoded assets (N-numbers & buildings)	162,972,890.52
6,852		Total tagged assets, FY20	\$ 182,179,832.16

FY21 marks year four of a five-year plan to transition to a \$50,000 asset capitalization threshold. From a statistical standpoint, this skews the inventory completion figures as recurring asset purchases (e.g. computers) that were capitalized in previous years are now expensed in the year purchased and therefore excluded from the balance sheet. Beginning last year, the above year over year comparison includes a combined inventory completion for both capitalized and un-capitalized assets.

The inventory control office is managed by a staff member with many years of inventory experience both on campus and in other industries. The office has one other dedicated full-time assistant for nine weeks during the summer months. To supplement the annual inventory completion, the Director of Accounting Operations and Staff Accountant completed several on-campus inventories as well as managing the full off-campus inventory process. Due to the continuing pandemic and many employees still working remotely, a large portion of the annual inventory (55% of the overall 93% completed) was performed during the final five weeks of the fiscal year and was facilitated with temporary master key access to most campus buildings. The most significant segments of inventory completed by the Director and Staff Accountant during the end of FY21 were the Information Technology and Facilities departments, where assets are scattered throughout the entire campus.

The completion of off-campus asset inventory enjoyed a small increase from 91.2% in FY20 to 91.8% in FY21. With many employees working remotely during FY21, off-campus inventory was completed for the most part by employees submitting photos of the assets in their possession and the photos were required to include the current date in the picture itself. While this may seem unconventional, it was important to establish an auditable process that can be used in future years. The disadvantage with photos is that scanning is not possible with our current technology and manual entry is required. Considerable effort is expended to inventory this very small portion (7.5%) of overall university assets due to them being located off-campus.

The Financial Accounting office will work to utilize a combination of methods to complete annual asset inventory going forward. Some areas can be completed more quickly with temporary master key access while others require a more traditional approach of working with department staff to identify the unique equipment they employ in their respective areas. For off-campus assets, the primary method of inventory will shift to photographs documented via email, while in-person scanning will still be offered on an as-needed basis. We feel that a combination of strategies will work best for the most efficient completion of inventory. Additionally we look forward to increased resources to be provided to our Information Technology departments who in turn support our inventory hardware and custom-built software. Updates are necessary in the near future as our current technology has passed its end-of-life with Microsoft.



Board of Trustees

October 13, 2021

To approve the FY22 Operating Budget as presented and to authorize the President to make budget adjustments to these funds.

Robert A. Martin, Ph.D., Chair

Date

Westfield State University

Board of Trustees

Finance and Capital Assets Committee

October 13, 2021

Prepared by:

Steve Taksar, Vice President of Administration and Finance

Maria Feuerstein, AVP of Strategic Finance and Institutional Planning

Agenda

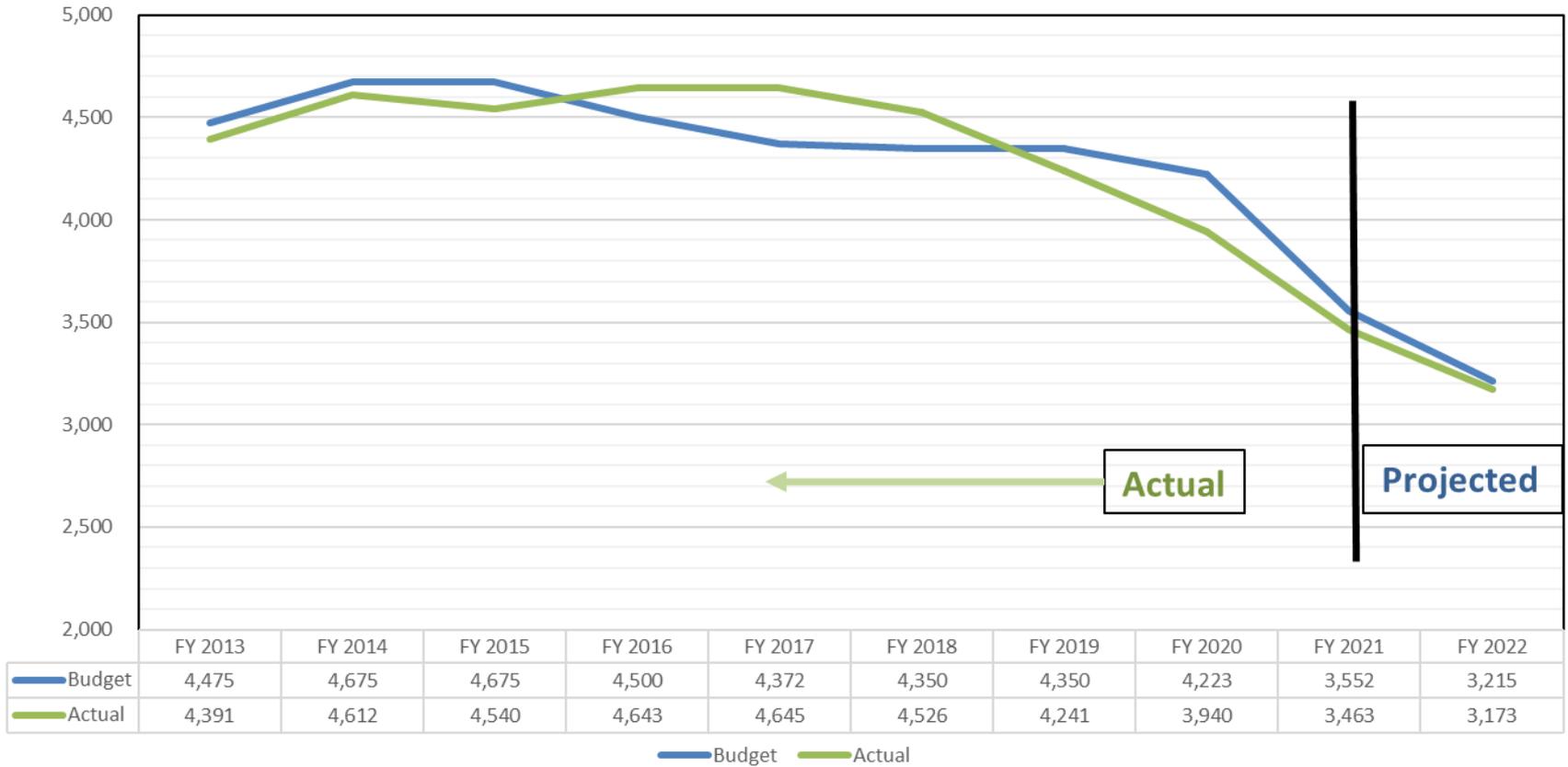
- Budget Assumptions
- Enrollment
- FY22 Final Budget and Trust Fund View
- Collective Bargaining Impacts
- FY23 Preliminary Planning Parameters
- FY23 Budget Timeline
- Summary
- Q and A

FY22 Final Budget Assumptions

- Continued uncertainty affecting budget planning:
 - State funding (supplemental appropriation)
 - Enrollment
 - COVID-19
 - External supply chain issues
 - Labor shortage in front line services
- UEAAC reductions of approximately \$2.1M, both temporary and permanent adjustments
- \$1.6M of targeted divisional cost avoidance achieved through vacancy savings
- Structural deficit remains at \$2.8M
- HEERF III Grant Funds will not close the structural deficit

10 Year Enrollment Trend

Westfield State University
UG Day Enrollment - Budgeted vs Actual/Projected (Billed)
FY13 - FY22



Enrollment Comparison/Projection

Enrollment*	FY21	FY22	Variance	% Variance
Budgeted	3,552	3,215	(337)	-8.0%
Projected/Act	3,463	3,215	(248)	-6.3%
Variance	(89)	-		
% Variance	-2.5%	0.0%		

** Average annual enrollment less non-billed students
Undergraduate Full-Time Day Students*

Notes:

1. FY22 does not include new spring admits
2. XRG students are excluded from projection
3. Assumes 11% fall to spring melt rate - last year 11.4%

CGCE Enrollment Summary FY22 YTD

- Credit hours are down by 1,758 or 6.8% for summer 1 and fall term to date due to decreased matriculated undergraduate students as well as non-matriculated student registration
- Revenue is tracking slightly ahead of budget for summer 1 and fall by 390k or 7%
- Higher graduate credits are generating slightly increased revenue, partially offsetting lower undergraduate student enrollment.

FY22 Final Budget Summary

	FY21 Budget	FY22 Provisional Budget	FY22 Final Budget	FY22 Provisional vs. Final Budget	FY21 Budget vs FY22 Final Budget	
				\$ Change B/(W)	Year over Year \$ Change B/(W)	% Variance
Total Revenue	\$ 97,842,838	\$ 109,701,989	\$ 112,261,799	\$ 2,559,809	14,418,961	15%
Total Expense	\$ 103,045,397	\$ 114,732,284	\$ 114,080,785	\$ 651,499	(11,035,388)	-11%
Unadjusted Net Profit/(Loss)	\$ (5,202,559)	(5,030,295)	(1,818,986)	3,211,309	3,383,572	-65%
Revised Structural Deficit			(2,883,584)			
Net Profit/(Loss)	(5,202,559)	(5,030,295)	(4,702,570)	3,211,309	3,383,572	-65%
Reserve Funding:						
Planned Use of Reserves	\$ 3,205,745	\$ 892,916	\$ 950,958	\$ 58,042	\$ (2,254,787)	-70%
Capital Rollover	\$ 1,654,368	\$ 965,984	\$ 868,028	\$ (97,956)	\$ (786,340)	-48%
Total Use of Reserves	\$ 4,860,113	\$ 1,858,900	\$ 1,818,986	\$ (39,914)	(3,041,127)	-63%
Temporary Structural Deficit Offset			\$ 2,883,584			
Adjusted Surplus/(Deficit)	(342,446)	(3,171,395)	-	3,171,395	342,445	

FY22 Final Budget by Trust Fund

	Operating Budget	HEERF III Covid-19 Grant	Grants	Capital Project Fund	CGCE	Residential Life	Dining Services	Other Trust Funds	FY22 Final Budget
Total Revenue	70,728,987	3,667,966	1,535,937	-	12,024,757	14,659,945	8,799,412	844,795	112,261,799
Total Expense and transfers	69,438,277	3,667,966	1,636,721	868,028	12,024,757	16,165,966	8,799,412	1,479,658	114,080,785
Net Revenue over Expense	1,290,710		(100,784)	(868,028)	-	(1,506,021)	-	(634,863)	(1,818,986)
Planned Use of Reserves	215,310		100,784				-	634,863	950,958
Capital Rollover				868,028					868,028
Total Use of Reserves	215,310		100,784	868,028	-	-	-	634,863	1,818,986
Net Surplus/(Loss)	1,506,021		-	-	-	(1,506,021)	-	-	(0)

FY22 Provisional vs. Final Budget Crosswalk

June Provisional Budget Deficit

\$ (3,171,395)

Permanent Adjustments:

Additional State Appropriation	502,429	Budget Balancing Strategy
Additional UEAAC Savings - Adjunct costs related to APR's	200,000	Budget Balancing Strategy
Additional UEAAC Savings, CGCE Contribution - Adjunct savings	300,000	Budget Balancing Strategy
Reversal of UEAAC Position Savings in AA	(299,921)	(incl. fringe)
Change from UEAAC AA position savings from Permanent to Temporary	(750,153)	(incl. fringe)
Fringe Savings on Additional Appropriation	195,269	
FY22 Unfunded Positions (return to faculty, etc.)	(275,813)	(incl. fringe)
UEAAC JEDI Funding of CDO to VP Level	(69,715)	(incl. fringe)
Residential Life - revenue gain from higher occupancy & premium singles	570,974	
Residential Life - FY21 CBA Increase	(60,942)	(incl. fringe)
Other, Immaterial changes	(24,317)	

Revised Structural Deficit

\$ (2,883,584)

Temporary Adjustments:

Prorated Divisional Vacancy Savings Target	1,633,345	Budget Balancing Strategy
Residential Life Debt Relief from MSCBA	540,000	
Adjustment to Use of Reserves for Rollovers	(39,914)	
Change from UEAAC position savings from Permanent to Temporary	750,153	(incl. fringe)

FY22 Final Budget

\$ (0)

FY22 Final Budget Deficit Strategy

Budget Balancing Strategy	Amount	Budget Impact	Note
State Appropriation Adjustment	\$ 500,000	Permanent	
Additional UEAAC Savings	\$ 200,000	Permanent	\$200k of adjunct savings due to a reduction to APR's
Additional UEAAC Savings	\$ 300,000	Permanent	\$300k Adjunct savings in CGCE resulting in transfer to operating budget
Hiring Delay to Capture Vacancy Savings Base Compensation	\$ 1,172,117	Temporary	Prorated divisional vacancy savings target
Hiring Delay to Capture Vacancy Savings Fringe Rate 39.43%	\$ 461,228	Temporary	Prorated divisional vacancy savings target
Total Reductions	\$ 2,633,345		

FY22 Unbudgeted Salary/Bonus Impact

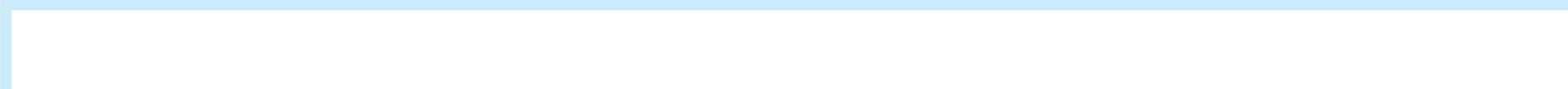
Category	Unbudgeted		Note
	State	Campus	
Collective Bargaining Salary Increases and bonuses	2,700,000		Assume funded by state through supplemental appropriation
CGCE - salaries and bonuses	-	160,000	CBA with MSCA not finalized, will need to be funded by CGCE
Trust Fund bonuses (Dining, Residential Life)	-	87,000	Funded by auxiliaries
Total	2,700,000	247,000	

Note:

1. Fringe expense of 39.43% included as appropriate
2. Payroll tax on bonuses @ 1.97% is included
3. Other elements of the salary and bonuses are included in the budget
4. All numbers are estimates based on current data, final numbers will vary

Summary

- Campus temporarily closed the structural deficit in FY22 with planned vacancy savings
- FY23 Structural deficit is \$2.8M
- Collective Bargaining funding remains uncertain
- UEAAC work will continue progress throughout FY22 with a critical focus on recommendations that target revenue growth, enrollment, and efficiencies.



FY23 Budget Assumptions and Timeline

FY23 Budget Scenario Planning Assumptions

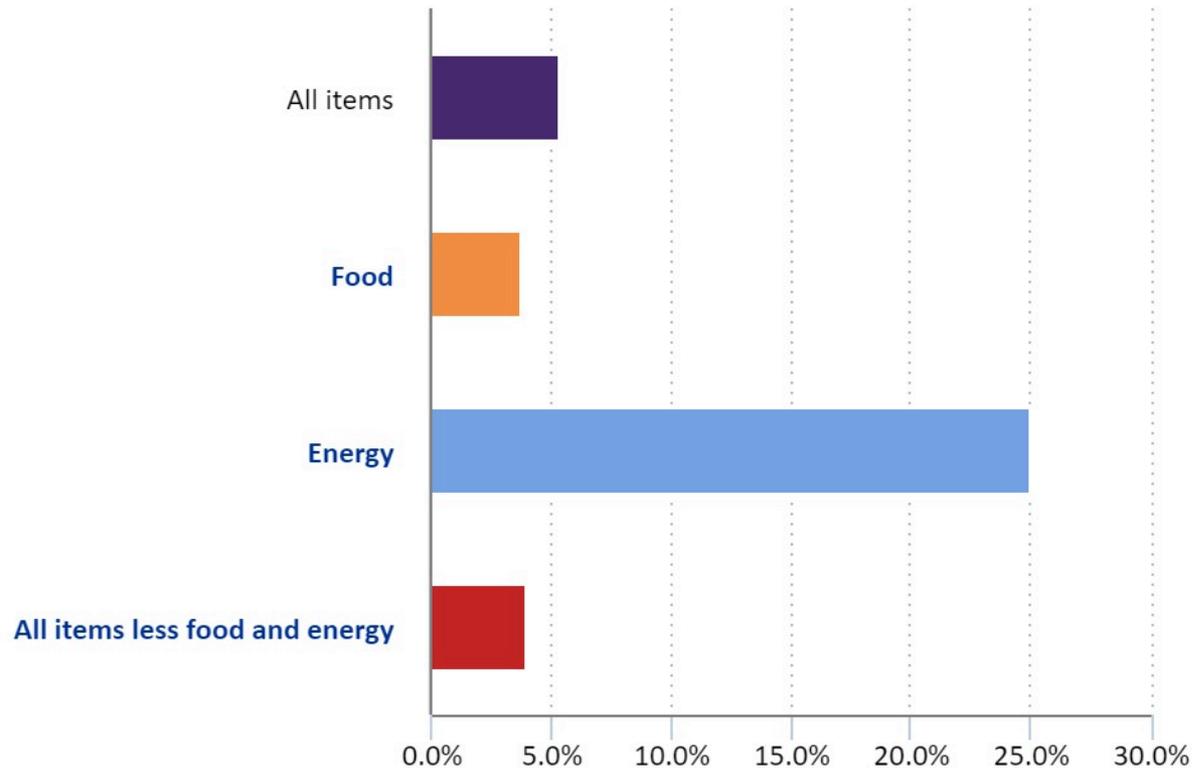
FY23 Major Planning Assumptions

Revenues

- Enrollment – strategies are underway to increase enrollment but conservative estimates will be used for budget planning purposes.
- Cost of attendance with a range of 2.0% - 4.5% (CPI for last 12 months through August is 5.3%).
 - Assume differential fee structure for high demand programs
 - Assume alignment of CGCE part time fees to full time equivalent fees
 - Assume limited academic fee increases for specific courses/degrees
- State Appropriation – flat, except for FY22 supplemental appropriation.
- CGCE contribution funding to remain fixed at \$2.75M.
- Investment income – align budget to actual and adjust for policy allocation.
- Dining program contribution to remain at 13% of meal plan revenue.

Current CPI – U for last 12 months – 5.3% over prior year

12-month percentage change, Consumer Price Index, selected categories, August 2021



Hover over chart to view data.
Source: U.S. Bureau of Labor Statistics.

FY23 Budget Scenario Planning Assumptions

Expenses

- Limited strategic plan investment funding; at a minimum, allocate support for financial aid.
- Department Operating Budgets – assume no across the board increase.
- Fund mandatory contractual increases for services, facilities and technology contracts.
- Salary Increases – assume non-collective bargaining expense increases (NUP's, CBA shortfall, auxiliaries, CGCE)
- Benefit Rate - assume historical average annual increase over prior year or Comptrollers projection.
- Residence life – Expect continued deficit due to an increase in MSCBA assessments and occupancy challenges.
- UEAAC cost reductions are expected and ongoing

Reserves

- Anticipate use of FY22 surpluses to fund critical one-time enrollment and revenue producing initiatives carried over.
- Capital Projects – Rollover funding for capital projects not finished by year end.

FY22 Budget Timeline

October 2021	<ul style="list-style-type: none">• Preliminary Planning Assumptions – General Consensus• Budget Planning Calendar Distributed
December 2021	<ul style="list-style-type: none">• Review Preliminary Financial Scenarios• Review Enrollment Projection• Discuss Strategy for Efficiencies and Restructuring
February 2022	<ul style="list-style-type: none">• Approve Fee Recommendations (based on parameters)
April 2022	<ul style="list-style-type: none">• Draft Operating Budget Presented• Draft CGCE Budget presented• Draft Capital Budget Presented
June 2022	<ul style="list-style-type: none">• Final Budget Review and Approval• Update 5-year plan

Q&A

Westfield State University
Finance and Capital Assets Committee

FY22 Final Budget Narrative

October 13, 2021

Executive Summary

At the June 2021 Board of Trustees meeting, the University proposed a temporary or provisional FY22 Budget to allow more time to determine how COVID-19, enrollment, and other key metrics would affect the campus and its operations. The provisional FY22 budget projected an overall deficit of \$3.1M, with a commitment to provide a “final” budget at the October Board of Trustees to bring the budget back into balance. The FY22 October Budget reflects some progress to move the campus closer to a balanced budget for this year but still results in a \$2.8M structural deficit. The focus of this document will be to explain variances from the provisional budget to the October budget in order to approve the FY22 budget. Materials from FY22 Provisional budget are attached for reference.

Despite presenting a final budget today, there are still many unknowns this year with 75% of the fiscal year to go. While UEAAC savings of approximately \$2.1M has been identified (both permanent and temporary) in FY22, the campus is also anticipating costs related to collective bargaining impacts, with additional state appropriation to offset being uncertain. The work of UEAAC is ongoing with several recommendations completed, however, there are several recommendations yet to be finalized and in process.

Enrollment

Annual average enrollment appears to be tracking close to the conservative target of 3,215 billable students, which represents a 7.2% decline or 248 fewer students from the FY21 actual enrollment of 3,463. The campus utilizes an average annual enrollment by semester and factors in historical average declines from fall to spring to arrive at an annual projected total. Enrollment continues to be an ongoing concern exacerbated by the impact of COVID-19.

Overall, since the peak enrollment of 4,645 in FY17, enrollment has declined by 1,430 or 30% based on the FY22 budgeted enrollment. This statistic does not include CGCE day or graduate students.

Revenue

- Additional State Appropriation of \$500k is anticipated in the FY22 Final Budget.
- Enrollment is tracking close to target and therefore no changes to tuition and fee revenue are reflected in the FY22 Final Budget.
- Residential Life revenue has increased by \$570k due to higher occupancy as well as an increase to single premium room occupancy rate but is not enough to cover their total expenses.

- Dining Services revenue has increased by \$832k mainly due to increased occupancy and off-campus commuter revenue. Also, requiring all residential students to participate in a dining plan has helped to generate additional revenue.
- An additional \$569k of HEERF III grant funds is reflected in the FY22 Final Budget totaling \$3.6M in budgeted revenues/expenses this year.
- CGCE is expected to meet their provisional revenue target of \$12M as planned.

Expenses

- The campus was able to achieve a deficit offset of \$2.6M in FY22 through a combination of increased state appropriation of \$500k, as well as additional UEAAC reductions of \$500k in adjunct savings. The campus is committed to achieving savings by delaying new hires and managing a prorated divisional vacancy savings target of \$1.6M to close the deficit in FY22; the savings is expected to provide temporary relief to the budget but will not close the permanent deficit.

Budget Balancing Strategy	Amount	Budget Impact	Note
State Appropriation Adjustment	\$ 500,000	Permanent	
Additional UEAAC Savings	\$ 200,000	Permanent	\$200k of adjunct savings due to a reduction to APR's
Additional UEAAC Savings	\$ 300,000	Permanent	\$300k Adjunct savings in CGCE resulting in transfer to operating budget
Hiring Delay to Capture Vacancy Savings Base Compensation	\$ 1,172,117	Temporary	Prorated divisional vacancy savings target
Hiring Delay to Capture Vacancy Savings Fringe Rate 39.43%	\$ 461,228	Temporary	Prorated divisional vacancy savings target
Total Reductions	\$ 2,633,345		

- Compensation has decreased from the provisional budget by \$1.5M mainly due to the temporary divisional prorated vacancy savings target which is part of the deficit strategy. New collective bargaining agreements provide for the following salary increases: 2.5% retroactive to FY21, 2.0% retroactive to FY22, and a one-time bonus of 1.5%. Non-Unit Professionals (NUP's) are also eligible for the same increases. It is expected that the Commonwealth of Massachusetts will pay for the cost of these increases for employees covered under the collective bargaining agreements through a supplemental appropriation. As of this writing, that is not confirmed nor has the funding been received. Campus has only budgeted for the unfunded portions of the salary increases (NUP, CGCE, and auxiliaries). Detailed projected analysis is attached for reference.
- Residential Life realized MSCBA temporary debt relief of \$540k as a result of applying the debt service savings in FY22. Despite the increase in enrollment, residential life is projecting a \$1.5M loss this year which would be covered by operating budget savings thus avoiding the use of their reserves.
- Additional expenses were assumed for unfunded positions totaling \$345k, which is a combination of 1) Funding \$70k for UEAAC Recommendation 5, which places the Chief

Diversity Officer at the Vice President level and 2) Funding previously unfunded positions totaling \$275k, mainly in Academic Affairs for return to faculty positions.

- Overall, UEAAC permanent budget savings for FY22 is \$1.3M, one-time savings is \$750k for a total impact on savings of approximately 2.1M.
- CGCE expenses are projected to decrease by 300k due to projected adjunct budget savings per the UEAAC recommendations.

Emerging Issue with Dining Equipment

Dining Commons structural and floor construction began in the summer of 2021, at which time, the dishwasher machine, which is 15 years old, needed to be moved out of its existing location. Upon reinstall the dish machine showed serious defects when reassembled and is problematic.

It appears likely that the dishwasher and conveyor belt be replaced rather than perpetually repaired. The estimated cost of replacement and associated utility work is approximately \$1.0M. The campus will work to prepare an analysis and recommendation as to how to replace this equipment. Various options such as leasing, borrowing and use of dining and/or campus reserves will be evaluated and presented to the board at a future meeting. This would be a summer 2022 capital project which would need to start in this fiscal year.

Reserves

The overall campus use of reserves has decreased slightly from the provisional budget by \$39k based on the true up from year end activity. Projected use of reserves is \$1.8M, half for unfinished capital projects from last year and departmental rollover requests to fund critical needs.

Summary

Focusing on increasing revenues by growing enrollment is one of the highest campus priorities as we continue to navigate the highly competitive landscape and emerge from the impacts of the Covid-19 pandemic on our campus. The campus has been working diligently to reduce the structural budget deficit (*implement permanent changes for ongoing savings*) and has been able to temporarily close the gap to present a balanced budget for FY22. But this is not a financially sustainable strategy and if additional revenues cannot be generated, difficult decisions lie ahead. While most of the deficit can be balanced with a combination of both permanent and one-time reductions, there are still many unknowns with regards to spring enrollment, collective bargaining impacts, and final state appropriation support.

It's imperative that the campus continue to collaborate and work as a community to achieve the permanent savings required to fully close the structural deficit while also working on increasing revenue through enrollment and alternative means. The next phase of work in UEAAC will be to target those recommendations that aim to achieve revenue gains for the campus, as such, the focus will be on enrollment, retention, branding and marketing, exploring alternative revenue generation.

Westfield State University
FY22 Final Budget

10/5/2021

				FY22 Provisional vs. Final Budget	FY21 Budget vs FY22 Final Budget	
	FY21 Budget	FY22 Provisional Budget	FY22 Final Budget	\$ Change B/(W)	Year over Year \$ Change B/(W)	% Variance
Revenue:						
State Appropriation	\$ 26,264,556	\$ 31,486,477	\$ 31,988,905	\$ 502,429	5,724,350	22%
Total Tuition/Fee Revenue	40,121,046	36,097,586	36,100,094	2,508	(4,020,952)	-10%
Other Revenue	2,721,655	2,563,283	2,645,783	82,500	(75,872)	-3%
CGCE	11,809,587	12,024,757	12,024,757	-	215,170	2%
Residential Life	9,692,044	14,088,971	14,659,945	570,974	4,967,901	51%
Dining Services	5,197,401	7,967,013	8,799,412	832,398	3,602,010	69%
Foundation	445,000	839,000	839,000	-	394,000	89%
Grant Revenue	1,591,550	1,535,937	1,535,937	-	(55,613)	-3%
HEERF Grant		3,098,966	3,667,966	569,000	3,667,966	
Total Revenue	\$ 97,842,838	\$ 109,701,989	\$ 112,261,799	\$ 2,559,809	14,418,961	15%
Expense:						
Compensation	\$ 42,004,728	\$ 43,996,923	\$ 43,040,061	\$ 956,863	(1,035,333)	-2%
Fringe	6,708,569	5,613,998	5,043,794	570,204	1,664,775	25%
Department Operations	13,910,512	16,864,724	16,912,766	(48,042)	(3,002,254)	-22%
Strategic Investments	370,685	351,581	351,581	-	19,104	5%
Financial Aid	3,820,771	4,296,713	4,299,221	(2,508)	(478,450)	-13%
Debt Service	1,029,231	2,099,258	2,099,258	-	(1,070,027)	-104%
Contingency	425,000	650,000	650,000	-	(225,000)	-53%
Capital Investments	2,301,200	2,575,000	2,575,000	-	(273,800)	-12%
CGCE	8,571,068	9,068,566	8,768,566	300,000	(197,498)	-2%
Residential Life	12,144,594	16,749,916	16,270,859	479,057	(4,126,265)	-34%
Dining Services	7,113,002	6,845,260	7,677,659	(832,398)	(564,657)	-8%
All Other	4,646,036	4,577,129	4,610,169	(33,040)	35,867	1%
HEERF Expenses		3,098,966	3,667,966	(569,000)	(3,667,966)	
UEAAC Savings ⁽¹⁾		(2,055,750)	(1,886,114)	(169,636)	1,886,114	
Total Expense	\$ 103,045,397	\$ 114,732,284	\$ 114,080,785	\$ 651,499	(11,035,388)	-11%
Unadjusted Net Profit/(Loss)	\$ (5,202,559)	(5,030,295)	(1,818,986)	3,211,309	3,383,572	-65%
Revised Structural Deficit			(2,883,584)			
Net Profit/(Loss)	(5,202,559)	(5,030,295)	(4,702,570)	3,211,309	3,383,572	-65%
Reserve Funding:						
Planned Use of Reserves	\$ 3,205,745	\$ 892,916	\$ 950,958	\$ 58,042	\$ (2,254,787)	-70%
Capital Rollover	\$ 1,654,368	\$ 965,984	\$ 868,028	\$ (97,956)	\$ (786,340)	-48%
Total Use of Reserves	\$ 4,860,113	\$ 1,858,900	\$ 1,818,986	\$ (39,914)	(3,041,127)	-63%
Temporary Structural Deficit Offset			\$ 2,883,584			
Adjusted Surplus/(Deficit)	(342,446)	(3,171,395)	-	3,171,395	342,445	

Note:

1) UEAAC budgeted net savings is \$1,886,114 + \$300,000, which is not reflected in the line total, because \$300k is recorded as a transfer from CGCE; total savings is \$2,186,114

Westfield State University
 FY22 Detailed Budget by Trust Fund
 FY22 October Budget

	Operating Budget	HEERF III Covid-19 Grant	Grants	Capital Project Fund	CGCE	Residential Life	Dining Services	Other Trust Funds	FY22 Provisional Budget
Revenue									
Scholarship Allowance			(10,690,448)						(10,690,448)
Tuition and Fees	36,100,094				12,024,757			75,000	48,199,851
Federal Grants and Contracts		3,667,966	8,718,385						12,386,351
State Grants and Contracts			3,355,000						3,355,000
Private Grants and Contracts			153,000					120,000	273,000
Residence Fees						14,435,225			14,435,225
Dining Fees							8,799,412		8,799,412
Other Operating Revenues	1,142,535					184,720		649,795	1,977,050
Commissions	333,453					40,000			373,453
State General Appropriation:	31,988,905								31,988,905
Foundation Support	839,000								839,000
Investment Income	325,000								325,000
Total Revenue	70,728,987	3,667,966	1,535,937	-	12,024,757	14,659,945	8,799,412	844,795	112,261,799
Expenses									
Personnel	43,040,061		288,000		3,522,436	2,202,210	2,350,342	76,618	51,479,666
Fringe Benefits	5,043,794		114,320		1,454,415	866,605	955,585	33,487	8,468,205
Operations	15,118,693		965,617		3,716,715	2,175,252	3,835,965	1,208,787	27,021,029
Strategic Investments	351,581								351,581
Utilities	2,370,619					1,685,860			4,056,479
Debt Payments	2,099,258						312,774		2,412,031
Operating Contingency	650,000						222,993	95,767	968,760
Capital Projects				3,443,028					3,443,028
Scholarships	4,299,221		168,000		75,000	98,390		65,000	4,705,611
Transfers	(1,648,835)		100,784	(2,575,000)	3,256,191	(254,893)	1,121,753		-
MSCBA Assessment						9,392,542			9,392,542
HEERF Grant Covid Expenses		3,667,966							3,667,966
UEAAC Savings	(1,886,114)								(1,886,114)
Total Expense and transfers	69,438,277	3,667,966	1,636,721	868,028	12,024,757	16,165,966	8,799,412	1,479,658	114,080,785
Net Revenue over Expense	1,290,710		(100,784)	(868,028)	-	(1,506,021)	-	(634,863)	(1,818,986)
Planned Use of Reserves	215,310		100,784					634,863	950,958
Capital Rollover				868,028					868,028
Total Use of Reserves	215,310		100,784	868,028	-	-	-	634,863	1,818,986
Net Surplus/(Loss)	1,506,021		-	-	-	(1,506,021)	-	-	(0)

Notes:

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

Westfield State University
FY22 Crosswalk June Provisional Budget vs. Final Budget
All - Funds View

10/5/2021

June Provisional Budget Deficit \$ (3,171,395)

Permanent Adjustments:

Additional State Appropriation	502,429	Budget Balancing Strategy
Additional UEAAC Savings - Adjunct costs related to APR's	200,000	Budget Balancing Strategy
Additional UEAAC Savings, CGCE Contribution - Adjunct savings	300,000	Budget Balancing Strategy
Reversal of UEAAC Position Savings in AA	(299,921)	(incl. fringe)
Change from UEAAC AA position savings from Permanent to Temporary	(750,153)	(incl. fringe)
Fringe Savings on Additional Appropriation	195,269	
FY22 Unfunded Positions (return to faculty, etc.)	(275,813)	(incl. fringe)
UEAAC JEDI Funding of CDO to VP Level	(69,715)	(incl. fringe)
Residential Life - revenue gain from higher occupancy & premium singles	570,974	
Residential Life - FY21 CBA Increase	(60,942)	(incl. fringe)
Other, Immaterial changes	(24,317)	

Revised Structural Deficit \$ (2,883,584)

Temporary Adjustments:

Prorated Divisional Vacancy Savings Target	1,633,345	Budget Balancing Strategy
Residential Life Debt Relief from MSCBA	540,000	
Adjustment to Use of Reserves for Rollovers	(39,914)	
Change from UEAAC position savings from Permanent to Temporary	750,153	(incl. fringe)

FY22 Final Budget \$ (0)

Westfield State University
FY21-FY22 Collective Bargaining Impact Estimates
Base compensation only, fringe not yet factored

10/1/2021

Funding Source		a.	b.	c.	d.		= a. + b. + d.
Operating		Permanent 2.5%	Permanent 2.0%	1-Time Bonus 1.5%		Permanent 2.0%	
Row Labels	Sum of Actual Adj for <52 Weeks	FY21	FY22	FY21 Bonus	FY21 - FY22 Total	FY23	Total FY21 - 23 Perm. CBA Impact
AFSCME	7,214,202	180,355	147,891	132,674	460,920	150,849	479,095
APA	8,829,839	220,746	181,012	138,474	540,232	184,632	586,390
MSCA	17,285,078	432,127	354,344	271,073	1,057,544	361,431	1,147,902
NUC	172,588	4,315	3,538	2,707	10,559	3,609	11,462
NUP	3,739,235	93,481	76,654	58,641	228,776	78,187	248,323
TBD (blank)	-	-	-	-	-	-	-
Grand Total	37,240,942	931,024	763,439	603,568	2,298,031	778,708	2,473,171
Funding Source		2.5%	2.0%	1.5%		2.0%	
CGCE		FY21	FY22	FY21 Bonus	FY21 - FY22 Total	FY23	Total FY21 - 23 Perm. CBA Impact
AFSCME	821,946	20,549	16,850	14,159	51,558	17,187	54,585
APA	709,347	17,734	14,542	11,124	43,400	14,832	47,108
MSCA	1,543,363	38,584	31,639	24,204	94,427	32,272	102,495
NUC	49,610	1,240	1,017	778	3,035	1,037	3,295
NUP	-	-	-	-	-	-	-
(blank)	-	-	-	-	-	-	-
Grand Total	3,124,266	78,107	64,047	50,265	192,419	65,328	207,482
Funding Source		2.5%	2.0%	1.5%		2.0%	
Building Authority		FY21	FY22	FY21 Bonus	FY21 - FY22 Total	FY23	Total FY21 - 23 Perm. CBA Impact
AFSCME	1,475,918	36,898	30,256	34,000	101,154	30,861	98,016
APA	266,956	6,674	5,473	4,187	16,333	5,582	17,729
Grand Total	1,742,874	43,572	35,729	38,187	117,487	36,443	115,744
Funding Source		2.5%	2.0%	1.5%		2.0%	
Dining		FY21	FY22	FY21 Bonus	FY21 - FY22 Total	FY23	Total FY21 - 23 Perm. CBA Impact
AFSCME	1,153,919	28,848	23,655	39,000	91,503	24,128	76,632
APA	502,767	12,569	10,307	7,885	30,761	10,513	33,389
Grand Total	1,656,685	41,417	33,962	46,885	122,264	34,641	110,020
		2.5%	2.0%	1.5%		2.0%	
		FY21	FY22	FY21 Bonus	FY21 - FY22 Total	FY23	Total FY21 - 23 Perm. CBA Impact
Operating		931,024	763,439	603,568	2,298,031	778,708	2,473,171
CGCE		78,107	64,047	50,265	192,419	65,328	207,482
Building Authority		43,572	35,729	38,187	117,487	36,443	115,744
Dining		41,417	33,962	46,885	122,264	34,641	110,020
Total - All Funds		1,094,119	897,178	738,904	2,730,201	915,121	2,906,418

Notes:

- 1) Data Source is Position Control as of 8/14/21, basis is actual salary, not budget
- 2) This presents an estimate, actual calculations will be handled by HR & the Payroll Office
- 3) 1.5% bonus is temporary 1 time only
- 4) Dining, Housing, and CGCE have built in CBA increases into their budget models, with the exception of the 1.5% bonu:

	Deferred Maintenance	Funding Source				Total	Comment
		Campus	DCAMM	MSCBA	Dining Funded from Use of Reserves		
Physical Plant Projects							
1. Deferred Maintenance	Y	1,053,262	2,217,738	546,428		3,817,428	
2. Infrastructure Repairs/Maintenance		150,000				150,000	
3. MEP/F Master Plan		200,000				200,000	
4. Arc flash study phase 2	Y	50,000				50,000	
5. Critical repair contingency		177,340				177,340	
6. Ultra violet light system for Woodward HVAC	Y	5,700				5,700	
Sub-total		1,636,302	2,217,738	546,428	-	4,400,468	
Information Technology							
1. Wireless controller replacement	Y	158,000				158,000	
2. Access point replacement		114,000				114,000	
3. Wilson IDF switch upgrade	Y	100,000				100,000	
4. Paperless billing and online payment system		78,000				78,000	
5. Campus Labs	Y	75,000				75,000	
6. Classroom technology		70,000				70,000	
7. Faculty/staff computers		70,000				70,000	
8. NetApp Drive Replacement	Y	70,000				70,000	
9. Recruit upgrade	Y	25,000				25,000	
Sub-total		760,000	-	-	-	760,000	
Other Projects							
1. Miscellaneous moves for UEAAC		125,000				125,000	
2. Common area upgrades/office furniture	Y	20,000				20,000	
3. Fitness center upgrades	Y	26,500				26,500	
4. Woodward Center Court two net system	Y	7,198				7,198	
Sub-total		178,698	-	-	-	178,698	
Total		2,575,000	2,217,738	546,428	-	5,339,166	
Projects Funded via Rollover							
1. Rollover Facility Projects		184,968				184,968	
2. Rollover for DCAMM Projects	Y	326,923				326,923	Multiple Deferred Maintenance Projects
3. Rollover for IT Projects		8,977				8,977	
4. Rollover for Dining Services					445,117	445,117	DC Floor & Stabilization Project
Sub-total		520,868	-	-	445,117	965,984	
Grand Total		3,095,868	2,217,738	546,428	445,117	6,305,150	

Notes:

- 1) MSCBA Projects of \$0.5M may change as final decisions are made
- 2) The estimates noted above are construction estimates not project cost estimates. Once studies have been completed and bids received, total project costs will be determined

Item	Project	Estimated Construction Cost / Match	Description
1	Wilson Fire Systems	644,000	Installation of fire sprinklers and upgrade of the Mass Notification System
2	Dining Common floor & stabilization project	445,117	Repair, stabilize and replace tile in the Kitchen and basement
3	MEP/F Master Plan	200,000	Mechanical, Electrical, Plumbing and Fire system complete evaluation with prioritization by need. This is the first of 3 steps needed to complete an Universtiy Master Plan
4	Critical Repair Contingency	177,340	
5	HM Air conditioning replacement	145,085	The current condensing units are obsolete and needed to be replaced.
6	Dower Boiler -Potential Delay in getting Boiler	91,000	Replacement of the Dower Boilers
7	PP DA System	80,500	Replace the Deaerator in the Power plant due to age
8	Wilson Roof	64,400	Replace the Roof on Wilson. This is a FY22 and FY23 project due to the total project cost. Current Roof Warranty expired in 2014
9	Steam Tunnel Roof	64,400	Replace the Steam Tunnel Roof. Current roof leaks are deteriorating the steam line infrustrcture
10	Arc Flash Study Phase 2	50,000	Mandated by law, this is phase 2 of the Arc flash study and repair work
11	PP Condensate Rec. Tank	48,300	Replace the Power Plan Condensate Reciever tank due to age
12	DC Floor Repair	47,125	Structural issue caused by dishwasher leak, retiling, waterproofing
13	Owners Project Manager (OPM) & Project Contingencies	45,402	Contract with a OPM to manage Capital Projects; these funds will also add contingencies to the construction estimates to creat a Total Project Cost (TPC)
14	Parenzo Project	43,943	Office moves to and from Parenzo and dumpsters
15	Trades Roof	32,200	Replace the roof on the trades building. Current roof warranty expired in 2004.
16	Ely Hall Storage	32,200	Ely Hot water storage tank needs to be replaced as the current tanks are leaking and can not be repaired
17	Pool Crack Repair	29,125	Pool crack repair mechanical room
18	Ely Hall Circ Pumps	25,760	Ely circulating pumps need to be replaced due to age. A failure would result in a total freeze up of the building
19	HMC Sewer Ejector Pump	16,100	Horace Mann sewer ejection pump needs to be replaced
20	Dower Roof Project	9,588	Due to product unavailability in roof product the project completion is delayed into August.
21	Ultra violet light system for Woodward HVAC	5,700	Necessary for Covid-19 safety protocol
22	HM Roof replacement	5,000	Due to product unavailability in roof product the project completion is delayed into July.

Total **2,302,284**

Note:

1. Funding may be from multiple sources; DCAMM, rollover funding from prior year, FY21 Campus Capital Budget
2. Amounts represented above are estimates

Westfield State University
 FY22 Lease and Motor Vehicle Schedule

6/17/2021

Existing Vehicle Summary	Quantity	Cost/ Month	Annual Cost
Existing Lease Commitments:			
Facilities, Public Safety, Media Services, Mail Services, Catering	22	\$ 14,250	\$ 171,000
5% Escalation			\$ 8,550
Program Service fee			\$ 8,082
Total	22		\$ 187,633

FY20 Approved New Lease Commitments

2020 Transit F250 Cargo (Van)	1	\$ 537	\$ 6,448
2020 F-350 Chassis (Truck)	1	\$ 688	\$ 8,260
Total	2		\$ 14,708

FY22 Lease Schedule		\$ 202,341
FY21 Vehicle Lease Schedule		\$ 202,341
FY22 Vehicle Lease Schedule		\$ 202,341
Difference B/(W)		\$ -

Notes:

Monthly Lease Agreements Include Maintenance Charges

College of Graduate and Continuing Education For-Credit Budgets

FY22 Budget Narrative

In FY 2022, CGCE’s revenue is projected to be **\$12,024,757.00**. Expenses are projected at **\$9,068,565.59**. CGCE pays an overhead payment in the amount of **\$2,450,000** to the University. Hence, total expenses are **\$11,518,565.59** leaving CGCE with a net revenue of **\$506,191.41**. Modest funds 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 assumes \$500,000 of any net revenue will help off-set University deficits.

I. REVENUE

FY 22 revenue is estimated at **\$12,024,757.00** and is based upon projected credits counts at the FY 22 tuition rate, assuming a slight increase in graduate credits. Undergraduate credits are to remain flat as this population is more unsteady for enrollments. FY21 was more favorable than projected. However, with many factors unknown as the economy reopens and student’s mental health state is preventing students returning to school at this time, it is a conservative assumption for FY22. Below represents the revenue based upon these projections.

Program	Credits	Cost Per Credit (\$)	Revenue (\$)
UG, Except RN-to-BSN	15,171	\$330	5,006,430
*GR, Except SW. PA, OT and Spec GR	5,950	\$372	2,213,400
Native MSW	4,000	\$475	1,900,00
RN to BSN	1,000	\$370	370,000
Misc Revenue (inclusive of transcripts)			190,000
PA	NA – Assumes 29 students ea cohort	\$736 (Cohort 4); \$780 (Cohort 5)	2,546,727
Satellite MSW	1,000	\$475	475,000
XRG (Day Students who enroll in CGCE for last term)	460	\$330	151,800
Subtotal			12,763,207
Discounted Tuition via Center for Teacher Education			-23,000
Less Education Service fees (paid directly to the University)			-290,700
Less waivers			-515,000
Total Revenue			\$12,024,657

II. MAIN OPERATIONAL BUDGET (\$5,323,639.32)

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

Pool AA: Employee Salaries: \$3,522,436.00

The budget assumes a 2% increase in salaries, and it does include step increases for AFSCME employees. This pool assumes \$20,000 in contingency for any possible salary needs not yet identified; as well as \$34,000 for vacation in lieu and \$5,000 for overtime pay.

Full-time faculty salaries (19 FT faculty lines) are projected at **\$1,620,053**. This projection represents the current 19 faculty lines; including, five PA (Health Sciences), one nursing, one MPA (Political Science), and nine social work. There are an additional two Health Science faculty that should move to Academic Affairs as it supports a day program.

Professional salaries are budgeted at **\$898,000.00**. This assumes not replacing the Assistant Dean and Dean positions. It does include a 2% contractual increases as well as maintaining a line for field supervision for MSW and the vacant Student Success Coordinator line.

Classified salaries are budgeted at **\$945,383**. This assumes no position growth, but includes the contractual step increases for AFSCME employees as well as 2% contractual raises.

Pool BB: Employee Related Expenses: This line includes travel for CGCE staff and nursing and MPA faculty/staff in the amount of **\$15,200**. PA and MSW travel is included in the PA and MSW operational budget. Travel for CGCE staff provides 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. Travel opportunities are unknown at this time but it's important to continue funding professional development opportunities for staff. 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 **\$3,455** 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: \$145,500 is budgeted for special employees. The majority remains to support graduate assistants. CGCE has retained the number of Outreach support of 3 GA's as we have a high need to maintain an active recruitment effort. In an effort to increase student support and reduce costs, a fourth full-time GA was hired to support student success with regards to professional advising and

registration. Through these efforts CGCE is supporting enrollment growth at both the prospective and current student levels.

Pool DD: Fringe and Taxes: This budget line amounts to **\$1,396,746.32**. This includes 37.53% fringe and 1.97% payroll tax.

Pool EE: Administrative Expenses: The amount requested, **\$69,122** is inclusive of costs for office supplies, professional memberships, and small contingency for program development and administrative expenses not yet determined. This pool has been reduced from prior year significantly due to less credit card transaction fees as well as contingency funds.

Pool FF: Facility Operations: Pool FF **\$2,950** 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 **\$26,650** will cover visiting/guest lecturers; exam for Miller Analogy Test and academic consultants, as needed.

Pool JJ: Operational Services: An amount of **\$57,950** supports student success activities such as orientation and academic celebration events. This pool supports collection service fees for collecting bad debt. The amount has increased due to the costs associated with the graduate Commencement ceremony.

Pool KK: Equipment Purchases: An amount **\$0** has been allocated for equipment.

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

Pool RR: Financial Aid: CGCE sets aside **\$75,000** in need-based undergraduate financial assistance each year. We have increased this by \$10,000 as it has been level-funded (for several consecutive years) and many students are making enrollment decisions based on affordability. These student scholarship funds assist our students in being able to financially afford their degrees at WSU.

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

Event 1: Graduate commencement ceremony funds are primarily listed under Pool JJ.

III. MSW BUDGET (\$56,839.55)

In FY 2017, CGCE established a separate operating budget for the MSW program in order to keep better track of its expenses. Expenses for this budget overall decreased from FY22 due to eliminating space rental for the Worcester location. The program is currently seeking approval from accreditation to transition Worcester to completely online. Only operational expenses are included in the MSW budget.

IV. VETERAN & MILITARY SERVICES BUDGET (\$0)

The Efficiency Committee (UEAAC) Recommendation 2: The merge of CGCE and Day changed the reporting structure to the Veteran and Military Services budget. The unit reports now to the Student Success Center and budget items will be requested under that area.

V: INSTRUCTIONAL (\$2,613,460.99)

The instructional budget supports CGCE faculty stipends for teaching, academic advising, program administration and other related expenses. The instructional costs and stipends for faculty in the Westfield Promise and PA stipends will continue from their own budgets. This budget has little change from FY21 for a variety of reasons. Due to the CGCE merge, it is anticipated that savings will occur from a more efficient course offerings. However, this is still in development so actual savings is not yet identified. Stipends for undergraduate administrations will also be 6-month so will have additional savings. It also would absorb any contractual raises as part of contracts since we are looking to be more efficient with course offerings. The FY21 budget is above projected due to more graduate sections being offered at a higher rate than anticipated.

VI: MARKETING (\$233,200)

Efforts made in expanding and diversifying our marketing and outreach efforts is paying off well; graduate prospects and applicants have risen in some areas, especially for Counseling, Physician Assistant, and Criminal Justice. Included in the marketing budget is CGCE membership to Emsi and the Education Advisory Board (EAB), digital ad campaigns, radio ads, promotional items, facebook ads, and more. The marketing budget also supports advertising for community education that has seen an increase in enrollment and revenue.

VII: PHYSICAN ASSISTANT (\$638,540)

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. The budget will continue to support the instructional payments in the amount of \$80,000. The budget will continue to support clinical rotations at \$1,200 per rotation per student. The amount is based upon cohort 3 (30 students) conducting 5 clinical rotations and cohort 4 (30 students) conducting 6 clinical rotations. A small contingency has been added to support any students who may need to make up for clinicals during the COVID-19 pandemic. Funding is needed to support accreditation consulting as we continue in our process to reach full accreditation status. Additional funds are needed to support supplemental simulation software as a result of the COVID-19 pandemic. These will be needed to support students in clinical placements for a longer period of time as many sites are not able to accept students or only at half capacity. This software is required to ensure students are able to complete program requirements. Please note

that faculty and staff personnel costs are still captured in the operational budget, along with office furniture, marketing, etc.

VIII: WESTFIELD PROMISE (\$202,885.73)

The Westfield Promise budget represents operational expenses for the Westfield Promise programs, which may be supported by external revenue (not captured in the revenue projections) and/or grants that we anticipate receiving. This budget accounts for increased students attending the program from multiple cohorts at schools and perhaps starting another cohort. This budget is significantly higher than in previous years because the instructional costs and stipends for faculty are now in the Westfield Promise budget opposed to the CGCE instructional budget. Throughout FY20 staff have been putting together true costs of the Westfield Promise budget and this move will make it easier to determine actual costs moving forward. These costs will help guide conversations with our high school partners on how much they are paying to participate in the program. The staff salaries will remain in the operational budget. We are hopeful news from the state is we will see funding in FY21. If not, we will be collecting funding from district partners that will be applied to this account.

**College of Graduate and Continuing Education/Academic
Affairs
Non-Credit Budgets**

FY22 Budget Narrative – Final Submission

Total budget request: \$327,883.37

A. Revenue (\$321,075.00)

CGCE estimates non-credit revenue will be \$321,075.00 in FY22. Due to the impact from the COVID-19 pandemic and when some of the programming for non-credit takes place, CGCE anticipates a lower net revenue than prior years. The projected net revenue for FY22 is (-\$3,308.37). Non-credit programming utilizes a non-credit registration system, CampusCE, and is able to process and evaluate revenue in real-time.

CGCE non-credit programming projects a decline due to the impact of the COVID-19 pandemic. Several on-campus summer programs, targeted towards students in K-12, were greatly reduced and/or canceled; including: Summer Residential, Teen U, and College for Kids. We are also anticipating fewer enrollments in the ACE program as students may not be able to pay out of pocket for the program and our second cohort covered by a grant has ended in FY21. The ACE program has seen a decline over the last couple of years so we are working with the program director on the modality and boosting enrollments. Lastly, some districts the Center for Teacher Education and Research work with are experiencing budget cuts and not hosting conferences that generally generate graduate credit revenue, thus affecting the overall revenue for that budget.

Benefits of our non-credit programming should be measured in other ways beyond revenue generation. We are working on developing new programs or hoping to expand current ones when restrictions are lifted with capacity in the classrooms. We will also be working on developing new programming that will aid the community to return to the workforce or gain new skills, so we anticipate these budgets will evolve as the year progresses. However, it is important to note that with the merge of CGCE into units, Community Education is losing some administrative support and therefore the Community Education Coordinator may not have as much time to further develop programming.

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. These programs help to support and promote a

positive image of Westfield State University. CGCE also financially supports the EMT program, which benefits the day division with minimal costs to the day budget.

The Community Education budgets in FY22 will continue to support the Community Education Coordinator position. This staff person is not supported through the for-credit operating budget.

As FY22 progresses, some budgets may shift to other areas in academic affairs or the campus.

B. Budgets

1. Summer Residential (\$-2,200) 13010-3173

Due to the COVID-19 pandemic, the decision was made to cancel the Summer Residential, Teen-U programs that were scheduled for July 2021, as all summer conferencing was cancelled. CGCE anticipates a total loss of (\$2,200). The expenses that remain with no operating programs are to support expenses that occur in the year prior, so to support FY23 programming.

2. Community Education (\$98,178.23) 13050-3195

This budget represents tuition from several programs including the EMT program, Phlebotomy, SAT prep, Human Resource Management test prep, Human Biology for Social Workers, and more. CGCE anticipates revenue in the amount of \$110,000 with a profit of \$11,821.77.

Expenses have remained relatively flat from FY21. Some programs saw increases in costs of materials. However, for the EMT program, non-credit pays for one non-credit faculty, the program director, Teacher Aids, Medical Director, and accreditation each semester. The CGCE for-credit budget pays for the faculty on record. 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. Further discussions need to occur to explore if the EMT program should live under the Day school for program administration, which would drastically affect this budget. Expenses have also increased with the Phlebotomy program. The program is being offered with a third party where WSU collects all the tuition, but does not pay for instruction or materials so we retain about 30% of revenue. This causes an increase in our revenue due to the price of the program, but also expenses.

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. Non-credit programming will strive to develop new relationships and programs and further market the existing programs to reach maximum potential in enrollment.

The Community Education budget also supports the CampusCE software, utilized for all non-credit programming, at a current annual rate of \$8,855.

**3. Addiction Counselor Education Program (ACE) (\$108,700)
13030-3200**

CGCE anticipates revenue in the amount of \$108,700 and \$133,023.30 in expenses resulting in a deficit of (\$24,323.30). The expenses include flat salary of the full-time Community Education Coordinator. Book costs were decreased due to program projections. This budget has historically seen a profit, however with declining enrollments, the budget is more realistic of expectations. We are working with the Coordinator of the program on how to boost enrollments so hope this is a modest assumption. This budget should have reserves to pull from to assist in the deficit of the program for FY22. The Addiction Recovery Coach Certificate program at WSU will be supported with remaining funds from the HRSA grant that ends August 31, 2021. The grant however, does not cover the director or faculty so those increased costs are out of this budget.

**4. College for Kids (\$-13,450.93)
13020-3190**

College for Kids (CFK) will be at a deficit in the amount of \$-13,450.93 for FY22 due to program being significantly reduced due to COVID-19 concerns and limited people on campus for the summer of 2021. The expenses remaining in the budget cover 25% of the community education coordinator salary as well as expenses to operate the program. CFK will not be hiring an additional on-site coordinator as this will be covered by the Community Education Coordinator.

**5. The Center (\$52,930.92)
14320-3132**

CGCE estimates revenue in the amount of \$77,775, which is flat from FY21. The Center has already lost revenue from the cancellation of the MaFLA Conference that takes place on campus in July. All summer conferences were cancelled due to the COVID-19 pandemic. We are also anticipating a decrease from partnering districts as many school districts are experiencing lower budgets for FY22. The total expenses are estimated at \$52,930.92. The Center for Teacher Education and Research has kept finances in for program growth and development so we are able to capture new teachers and districts who still need valuable training throughout the year for recertification. In addition, CGCE continues to maintain relationships with several districts offering graduate credit through agencies but they are also unsure of what this year will bring. This budget pays for a 18 hour/week part-time

coordinator that operates through the Center (approximately \$39,000 annually). Anticipated net revenue for FY21 is \$24,844.08.

**6. EMT Holding Account (\$13,580)
15065-3171**

This account was created in FY19 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 student account and the \$75 practical exam fee is also collected by CGCE. CGCE proposed increases for FY22 to the equipment fee and practical exam fee to help cover increasing costs, however were not put forward at this time. This is a holding account; hence, profitability is not the objective but rather getting a firm understanding of the cost to run the program. Expenses are estimated at \$13,580. Revenue 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. Fees for students should be evaluated during the FY22 year to make adjustments for FY23 budget.

Westfield State University
Finance and Capital Assets Committee

FY23 Budget Planning Assumptions and Timeline

October 13, 2021

The development of a campus budget for FY23 will follow a process similar to prior years for Trustee input, review and final approval. Discussion on preliminary planning assumptions is necessary to prepare and evaluate multiple budget scenarios for selection as the basis for the FY23 Budget. It is anticipated that UEAAC recommendations will still be integrated with the budget process throughout FY22 and have a direct impact on the budget for FY23, given the current structural deficit. The campus will begin the planning process in the fall to work towards developing financial models for the next budget cycle. While much is still unknown at this point, the process must begin soon to lay the foundation to support an effective resource allocation model.

FY23 Planning Assumptions and Timeline:

FY23 Major Planning Assumptions

Revenues

- Enrollment – strategies are underway to increase enrollment but conservative estimates will be used for budget planning purposes.
- Cost of attendance with a range of 2.0% - 4.5% (CPI for last 12 months through August is 5.3%).
 - Assume differential fee structure for high demand programs
 - Assume alignment of CGCE part time fees to full time equivalent fees
 - Assume limited academic fee increases for specific courses/degrees
- State Appropriation – flat, except for FY22 supplemental appropriation.
- CGCE contribution funding to remain fixed at \$2.75M.
- Investment income – align budget to actual and adjust for policy allocation.
- Dining program contribution to remain at 13% of meal plan revenue.

Expenses

- Limited strategic plan investment funding; at a minimum, allocate support for financial aid.
- Department Operating Budgets – assume no across the board increase.
- Fund mandatory contractual increases for services, facilities and technology contracts.
- Salary Increases – assume non-collective bargaining expense increases (NUP's, CBA shortfall, auxiliaries, CGCE)
- Benefit Rate - assume historical average annual increase over prior year or Comptrollers projection.
- Residence life – Expect continued deficit due to an increase in MSCBA assessments and occupancy challenges.
- UEAAC cost reductions are expected and ongoing

Reserves

- Anticipate use of FY22 surpluses to fund critical one-time enrollment and revenue producing initiatives carried over.
- Capital Projects – Rollover funding for capital projects not finished by year end.

Board of Trustees Budget Planning Timeline FY23

October 2021	<ul style="list-style-type: none">• Preliminary Planning Assumptions – General Consensus• Budget Planning Calendar Distributed
December 2021	<ul style="list-style-type: none">• Review Preliminary Financial Scenarios• Review Enrollment Projection• Discuss Strategy for Efficiencies and Restructuring
February 2022	<ul style="list-style-type: none">• Approve Fee Recommendations (based on parameters)
April 2022	<ul style="list-style-type: none">• Draft Operating Budget Presented• Draft CGCE Budget presented• Draft Capital Budget Presented
June 2022	<ul style="list-style-type: none">• Final Budget Review and Approval• Update 5-year plan

Westfield State University
Finance and Capital Assets Committee

FY23 Budget Planning Assumptions and Timeline
College of Graduate and Continuing Education

October 13, 2021

The development and planning of the CGCE operating budget for FY23 will follow a process similar to prior years. Early planning assumptions will be used to prepare the CGCE operating budgets based on current enrollment trends, needs of the university, program development, and other factors used as the basis for the FY23 Budget. As recommendation 2 from UEAAC, the Merge of CGCE with Day comes to fruition, this may change how the budget continues to be developed for FY23.

FY23 Planning Assumptions and Timeline:

FY23 CGCE Planning Assumptions

Revenue

- CGCE is anticipating a flat to slight revenue increase from the previous year due to COVID-19 pandemic factors and university give back. Any revenue growth will be due to a cohort of PA students with a higher tuition rate and a modest increase of around 1% in credit growth in graduate programming, even though we are anticipating fewer full-time day students taking summer and winter courses, especially with the Owl Course Voucher incentive program launched fall 2020 to support day division full-time enrollments. We are also seeing a decline to the Undergraduate population.
- CGCE students are still facing many personal obstacles due to the ongoing COVID-19 pandemic and enrollment is volatile.
- Cost of attendance – presume zero increase in tuition rates due to COVID-19 pandemic. Further market analysis will be done on high demand programs and may see variable increases for specific programs.
- Currently, different programs are seeking Graduate Certificates that may be implemented in FY23. We will be assessing current programs and increasing marketing efforts to increase enrollments in particular programs. Certificates and non-credit offerings will be an area of potential growth as market analysis indicates a need for “reskilling” or “up-skilling” for those who may be unemployed.

Expense

- We are anticipating increased expenses of about 2%; inclusive on contractual salary increases across all collective bargaining agreements.
- Further analysis is needed on how the merge with CGCE and Day will align budget expenses.
- Assuming Benefit Rate of 39.43% based on current rates.
- Assuming \$2.75 million to the University budget.

DRAFT IN PROCESS

TR	UEAAC Rpt Page #	Description	Net UEAAC Target for Savings / (Cost)	UEAAC Outcome to-date					
				Permanent Savings	Temporary Savings	Cost Incurred	Net Savings	Net savings vs. Target	Notes
TR1	20 & 27	College Structure & Central Office Restructuring	\$ 760,445	481,130	267,866		748,996	(11,449)	\$267k remaining to be solved
TR2	35	CGCE Merge w Day	\$ 1,923,249	300,000		130,000	170,000	(1,753,249)	\$300k is savings in adjunct cost, \$130k cost of office moves funded in Capital Plan
TR3	37, 42	Curriculum Innovation & APR	\$ 1,400,000	200,000		-	200,000	(1,200,000)	\$200k for APR Savings on Adjunct Costs; A Portion of UEAAC Savings Target of \$1.4M relies upon completion of CGCE Merge with Day
TR4	49	Centralize IT	\$ -			43,565	(43,565)	(43,565)	Neutral to the budget, funded via transfer
TR5	56	Creation of JEDI Office	\$ -			69,715	(69,715)	(69,715)	Change of CDO to Vice President Level Position
TR6	59	Rebrand Human Resources	\$ 60,000				-	(60,000)	
TR7		Reimagining Service to Students	\$ -				-	-	
TR8	69	WSU Organizational Changes to allow for expansion and contraction	\$ 3,958,531	367,263	750,153		1,117,416	(2,841,115)	Position lines in tact, funding eliminated or placed on a 1 year hold.
TR9	75	Transparent Leadership Culture / Shared Governance	\$ (50,000)				-	50,000	Cost not incurred
TR10	83	Enrollment	\$ -				-	-	Savings embedded in TR8
TR11	86	Retention	\$ -				-	-	Savings embedded in TR8
TR12	92	Branding, Communication, Marketing, and PR Unit	\$ -				-	-	
TR13	97	Examine Institutional Advancement, Alumni Relations, and the Foundation	\$ -				-	-	
TR14	101	Dedicated support for strategic initiatives and risk management	\$ -				-	-	

DRAFT IN PROCESS

UEAAC Outcome to-date									
TR	UEAAC Rpt Page #	Description	Net UEAAC Target for Savings / (Cost)	Permanent Savings	Temporary Savings	Cost Incurred	Net Savings	Net savings vs. Target	Notes
TR15	104	Assess and Improve Health Services	\$ -				-	-	
TR16	106	Evaluate athletics, dining, and housing and residential life	\$ -				-	-	
TR17	107	Create Resource allocation and financial planning unit (SFIP)	\$ -			226,107	(226,107)	(226,107)	Funded via transfer, neutral to the budget; Positions to be transferred remained in their divisions, creating the need to create two new positions.
TR18		Eliminate F&O cost center divide for employee payroll	\$ (80,000)				-	80,000	Cost not incurred
TR19	121	Efficient and Cost focused purchasing structure	\$ (220,500)				-	220,500	Cost not incurred
TR20	124	Campus wide master plan	\$ (900,000)				-	900,000	Cost not incurred
TR21	127	Explore revenue generation	\$ -				-	-	
		Unresolved UEAAC Savings			(299,921)		(299,921)		
TOTAL			\$ 6,851,725	\$ 1,348,392	\$ 718,098	\$ 469,387	\$ 1,597,104	\$ (5,254,621)	

Notes:

- 1) This document is a financial tracking document to be used for status updates only
- 2) Certain items do not have an impact to budget planning models, mainly because their impact to the budget model is cost neutral by way of funding transfer from existing budget lines
- 3) This document is in process and will be updated as future clarity on tracking items can be realized.