



## Board of Trustees

### Financial Affairs and Advancement Committee

10:00 a.m. to 12:00 p.m.  
April 25, 2023

Banquet Room A, Scanlon Hall

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

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

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#### 1. Called to Order

Trustee Salehi

#### 2. Minutes

- a. December 20, 2022
- b. February 7, 2023

Trustee Salehi  
Trustee Salehi

#### Financial Affairs

##### 1. Items for Discussion

- a. Financial Affairs and Advancement Committee Charter
- b. FY24 Provisional Operating Budget
- c. Multi-Year Planning Process
- d. Five-Year Deferred Maintenance Plan
- e. FY24 Major Capital Project

Trustee Salehi  
Stephen Taksar/Maria Feuerstein  
President Thompson/Stephen Taksar  
Stephen Taksar/Maureen Socha  
Stephen Taksar/Maureen Socha

##### 2. Items for Information

- a. FY23 Third Quarter Financials
- b. Investment Subcommittee Update

Maria Feuerstein  
Trustee Landrau/Stephen Taksar

#### Advancement

##### 1. Items for Information

- a. Fundraising Report/Third Quarter Dashboard
- b. Give a Hoot Annual Day of Giving Update
- c. Alumni Report

Lisa McMahon  
William Hynes  
Ryan Meersman

**Attachment(s):**

- a. Minutes 12-20-22 (Draft)
- b. Minutes 2-7-23 (Draft)
- c. Financial Affairs and Advancement Committee Charter (Draft)
- d. Finance and Capital Assets Committee Charter (Current)
- e. Advancement and Enrollment Management Committee Charter (Current)
- f. Five-Year Deferred Maintenance Plan
- g. Third Quarter Financials (Summary)
- h. Third Quarter Financials (FY23)
- i. Third Quarter Financials (FY22)
- j. Third Quarter Dashboard
- k. Give a Hoot Annual Day of Giving Update
- l. Alumni Report



## BOARD OF TRUSTEES

Financial Affairs and Advancement Committee

December 20, 2022

Minutes

Catherine Dower Center for the Performing and Fine Arts, Room 127

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

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

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**MEMBERS PRESENT:** Committee Chair Ali Salehi, Secretary Chris Montemayor, and Trustees Theresa Jasmin and Madeline Landrau

**MEMBERS PARTICIPATING REMOTELY:** Trustee Chloe Sanfacon

**MEMBERS EXCUSED:** Vice Chair Paul Boudreau

**TRUSTEE GUESTS PRESENT:** Trustees Melissa Alvarado and William Reichelt

**TRUSTEE GUESTS PARTICIPATING REMOTELY:** Trustee Dr. Robert Martin

Also present and participating were Westfield State University President Dr. Linda Thompson; Administration and Finance Vice President Stephen Taksar and Assistant Vice President for Strategic Finance and Institutional Planning Maria Feuerstein; representatives from the Division of Capital Asset Management & Maintenance (DCAMM), Miller Dyer Spears (MDS) and Walsh Brothers; Institutional Advancement Vice President Lisa McMahon; Interim Director of Advancement and Major Gifts William Hynes; and Associate Director of Alumni Relations Ryan Meersman.

Committee Chair Salehi called the meeting to order at 9:05 AM. A roll call was taken of the committee members participating as listed above and it was announced that the meeting was being livestreamed and recorded.

**MOTION** made by Trustee Jasmin, seconded by Trustee Landrau, to approve the minutes of the October 12, 2022, meeting. There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Jasmin, Landrau, Montemayor, Sanfacon, and Salehi.

Committee Chair Salehi stated that the campus community needs to make sacrifices together with the students and solid data is needed to make decisions. Planned savings have not materialized and reserves cannot continue to be used to cover deficits.

FY23 First Quarter Financials. Ms. Feuerstein highlighted the data points in the first quarter financial reports.

- This year will have vacancy savings but increased inflationary costs.
- Strategies for growth are needed.
- New initiatives and innovation for additional revenue and external funding are being sought.
- There has been success in securing grants.
- Committee Chair Salehi said to budget for the worst scenario.

Annual Debt Report and Ratios. Mr. Taksar reviewed key points in the annual debt report and ratios.

- A major impact is the GASB regulation in how leases are reported. The MSCBA lease arrangement was converted from an operating lease to a capital lease, adding \$110 million of debt to the books, making it harder to understand the financial position in the financial statements.
- A better representation was calculated in the ratio analysis to give a true financial condition of University and the composite financial index shows a complete picture of the University's financial health. After another year, it can be determined if the downward numbers are a trend.
- Ongoing analyses are being made to restructure the housing debt. It is unlikely to change in the short term.

Parenzo Hall Renovation. Representatives from DCAMM, MDS, and Walsh Brothers gave an update on the progress.

- Building will be fully accessible with open collaboration space.
- Updated floor plans for the basement and first floor were presented.
- Demolition and abatement have been completed.
- Phase 1 is on schedule to complete by July 27 but there are some supply chain issues.
- Academic Affairs is very involved, so work is not disrupted when offices transition back to Parenzo.
- The project is tracking on budget. Two smaller projects (steam lines and tunnels) were added into the total figure, but they were paid by DCAMM. The campus contribution has not increased.
- Some project savings were taken off the entire budget and only 30% of the contingency has been used.

FY24 Budget Planning Scenarios. Mr. Taksar and Ms. Feuerstein presented the following.

- Campus is increasing base funding on a growth plan for financial aid, which does not include Foundation or state aid. Enrollment changes affect financial aid figures.
- Enrollment is presently flat, but we need to forecast, plan, measure and adjust as necessary.
- Scenarios A, B, and C were discussed. Scenario C is the current situation and Scenario B is hopeful. Scenario A was presented to the SGA who will be kept updated. There will be an increase to student fees with any of the scenarios, but increased enrollment will reduce fees.
- The glide path is not embedded in scenario planning until there are more stable figures. A deficit of approximately \$6 million is planned mostly due to inflation and increases to Residential Life. The \$2.65 million use of reserves is not part of the glide path.
- Scenario A was recommended and agreed to by the committee.

Multi-Year Forecast/Projection Update. Mr. Taksar stated a baseline analysis was created based on the information available, but strategies and plans need to be translated into a multiyear structure. A preview was given of the figures used to show students where their dollars are spent. An analysis has been received for gas and electric costs for the next 12-18 months.

Board of Higher Education (BHE) Strategic Review of Higher Education Financing. Mr. Taksar stated there are discussions at the BHE about reducing university appropriations by 50% and putting the remaining 50% at risk based on performance or enrollment-based calculations. The BHE is focused on shifting the metrics

on how they allocate appropriation dollars. Details have not been determined, but there is support to increase financial aid at a significant level partially driven by the fair share amendment funding. [Trustee Jasmin left the meeting at 10:32 AM]

Ms. McMahon shared the following updates from Institutional Advancement (IA).

Motion - Staff Emerita Status. Details and highlights of Terri Haven's contributions to Westfield State University over her ten-year tenure were shared.

**MOTION** made by Trustee Landrau, seconded by Trustee Montemayor, to approve the granting of staff emerita status, effective December 20, 2022, to the following individual:

Terri Haven

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Montemayor, Sanfacon, and Salehi (Trustee Jasmin was out of the room).

Institutional Advancement Update. George Flevotomos, the new chair of the Foundation Board, has established a fundraising committee to increase the number of donors and dollars.

First Quarter Dashboard. All figures have increased from last year, there has been expanded engagement, and a wonderful homecoming. The division of Institutional Advancement now includes event management and the marketing, communication, and branding department. [Trustee Jasmin returned at 10:41 AM]. In collaboration with Academic Affairs, IA entered a five-year contract with Foundation Search to identify and seek grants.

Advancement Fundraising and Engagement Opportunities. Mr. Hynes shared the following fundraising events: November 1 direct mailing to 5,000 individuals, Cyber Monday, Giving Tuesday, Annual Thank You, and 12 Days of Giving campaigns. Stelter, a planned giving website, has been launched and two mailings have been sent. Planned giving brochures were handed out. The Hogan Classic in Naples, Florida will take place on March 13 to raise funds for the president's initiatives on access to the University. Give a Hoot, the annual days of giving, will take place on March 22-23, and academic departments are getting involved by raising funds for their programs.

Alumni Fundraising and Engagement Opportunities. Mr. Meersman stated that homecoming and the tenting were successful and engaged more students. The Washington, DC trip provided opportunities for President Thompson to meet with the president of the Washington Center and for alumni and students to connect at a reception on Capitol Hill. There are four new members to the Alumni Association executive council from a range of graduate years. Through the Oral History Project, over 3,000 alumni called to confirm their information and 2,000 new email addresses and cell phone numbers were obtained. On April 8, the Circle K Club will celebrate 50 years of being on campus with a reunion to raise funds for that scholarship.

Ms. McMahon shared that in January she is attending a CASE conference on fundraising with the associate deans. The committee encouraged Institutional Advancement to collaborate with Student Affairs to engage current students in competitions for Give A Hoot.

There being no further business, **MOTION** made by Trustee Jasmin, seconded by Trustee Montemayor, to adjourn. **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the

affirmative: Jasmin, Landrau, Montemayor, Sanfacon, and Salehi.

Meeting adjourned at 11:00 AM.

Attachments presented at this meeting:

- a. Minutes 10-12-22 (Draft)
- b. FY23 First Quarter Financials (Summary)
- c. FY23 First Quarter Financials
- d. FY22 First Quarter Financials
- e. Annual Debt Report and Ratios (Summary)
- f. Annual Debt Report and Ratios (Ratio Tables)
- g. Parenzo Hall Renovation (Presentation)
- h. FY24 Budget Planning Scenarios Presentation (added day of)
- i. FY24 Budget Planning Scenarios (Summary)
- j. FY24 Budget Planning Scenarios (Model)
- k. FY24 Budget Planning Scenarios (Variance)
- l. FY24 Budget Planning Scenarios (Assumptions & Timeline)
- m. BHE Strategic Review of Higher Education Financing (Motion)
- n. Motion – Staff Emerita Status
- o. Staff Emerita Status (Notification Letter)
- p. First Quarter Dashboard
- q. Alumni Fundraising and Engagement Opportunities
- r. Handout: Planned Giving brochures

**Secretary's Certificate**

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Financial Affairs and Advancement Committee meeting held on December 20, 2022.

\_\_\_\_\_  
Chris Montemayor, Secretary

\_\_\_\_\_  
Date



## **BOARD OF TRUSTEES**

Financial Affairs and Advancement Committee

**February 7, 2023**

**Minutes**

Nettie Stevens Science and Innovation Center, Room 304

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

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**MEMBERS PRESENT:** Committee Chair Ali Salehi, Secretary Chris Montemayor, and Trustee Chloe Sanfacon

**MEMBERS PARTICIPATING REMOTELY:** Vice Chair Paul Boudreau [left at 9:32 AM] and Trustee Madeline Landrau

**MEMBERS EXCUSED:** Trustee Theresa Jasmin

**TRUSTEE GUESTS PRESENT:** Trustees Melissa Alvarado and Dr. Robert Martin

**TRUSTEE GUESTS PARTICIPATING REMOTELY:** Trustee George Gilmer

Also present and participating were Westfield State University President Dr. Linda Thompson; Administration and Finance Vice President Stephen Taksar, Associate Vice President Lisa Freeman, and Director of Procurement Gary Duggan; Assistant Vice President for Strategic Finance and Institutional Planning Maria Feuerstein; Capital Planning and Facilities Associate Vice President Maureen Socha; Institutional Advancement Vice President Lisa McMahan; and Interim Director of Advancement and Major Gifts William Hynes.

Committee Chair Salehi called the meeting to order at 9:03 AM.

### **Financial Affairs**

Travel Expenses for the President and the President's Direct Reports: July 1 – December 31, 2022. Ms. Freeman directed the committee to review the documentation provided. There were no questions, but Committee Chair Salehi encouraged President Thompson to travel more to create additional opportunities.

FY23 Second Quarter Financials. Ms. Feuerstein gave an update on the second quarter financials.

- There is still a structural deficit. The surplus recorded is due to cash basis and vacancy savings, which create operational challenges. Vacancy savings is the only place in the budget to offset some abnormal costs.
- The books are not formally closed at the end of the quarter. Expenses will catch up to meet balances projected. The institution is reallocating resources and underspending to maximize funds.

- Budgeting is done on an annual basis and variances tracked through the year but there is no forecasting in projections. That is a goal for in-year projections and long-range forecasting.
- If there is a surplus at the end of the year that is not related to timing, it would be applied toward next year's projected deficit.
- There are no resources to do a comprehensive compensation study, but an assessment on gender equity was completed two years ago and a plan has been developed to address compensation and vacancies.

Facilities and Capital Projects Update. Ms. Socha updated the committee on the status of the FY22 capital projects. Deferred maintenance being performed on campus is not enough nor at the rate needed. All DCAMM funds from the FY19-FY23 five-year critical repairs funding plan need to be spent by June 30, 2023. The FY24-FY28 five-year critical repairs funding plan from DCAMM is anticipated to be \$9,249,450 with a Westfield State match of \$2,978,323. All detailed projects and priorities for that funding are due to DCAMM in February 2023. [Trustee Boudreau left the meeting at 9:32 AM]. A presentation was given on the capital planning and rapid procurement services provided by Facility Optimization Solutions (FOScore) of CannonDesign. Updates were provided on ARPA funds distribution and the Campus Facilities Master Plan.

Reserve Funds Use Policy (0530). This policy should be reviewed by the Board this year for potential revisions needed. It will be added to the April meeting agenda for review, update, and approval if necessary.

Short-Term Investment Opportunities. Mr. Taksar shared that short-term investment opportunities should be pursued to generate additional cash without putting the University's working capital at risk. He will work with Trustee Gilmer to present options to the committee.

FY24 Budget Planning Model and Process Update. Ms. Feuerstein provided an update on the FY24 budget. A 1.2% decline in enrollment is expected. The main opportunity to help solve an anticipated \$6 million deficit is through vacant positions. President Thompson added that due to a negative population growth, we need to plan for learning across all ages and think of the school year in a different way. Innovation is critical to create revenue growth through strategic direction. Chair Martin requested the University set retention targets in addition to new student enrollment targets and that they be presented at the Enrollment Management, Financial Affairs, or Academic Affairs committee meetings.

Multi-Year Planning Process. Mr. Taksar provided baseline information on enrollment planning but stated the data requires further analysis and action plans to integrate it. Academic Affairs needs to review and interpret the data for each school as a business model. Trustee Salehi requested the information be presented at the April meeting.

Motion – FY24 Schedule of Annual Tuition and Fees.

**MOTION** made by Trustee Montemayor, seconded by Trustee Sanfacon, to approve the FY24 annual tuition and fee schedules, as presented.

Discussion: The Consumer Price Index is over 6.5% and utility costs have increased 20% over last year, driving costs up. The proposed tuition and fee schedule was shared with students at two SGA meetings. They understand, but it is still difficult to request an increase. The increase is 3.5% for undergraduate residential students. Graduate and Continuing Education fees are consistent with the undergraduate fee structure. Discussions were held with Academic Affairs on pricing and cabinet recommended the increase to the president, who approved. The fees are comparable to sister institutions.

There being further no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Montemayor, Sanfacon, and Salehi.

Motion – Consolidate Bank Accounts.

**MOTION** made by Trustee Montemayor, seconded by Trustee Sanfacon, to close the University’s certificate of deposit account at M&T Bank (formerly United Bank) at its maturity date of March 7, 2023, and to approve the transfer of \$2,100,395.21, plus interest, to the University’s municipal money market account at Westfield Bank.

Discussion: If these funds are not moved, the CD will automatically renew. The funds should be placed into the Westfield Bank money market account to be added to the short-term investment account to be set up.

There being further no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Montemayor, Sanfacon, and Salehi.

Motion – Travel Policy (0390).

**MOTION** made by Trustee Montemayor, seconded by Trustee Sanfacon, to approve the changes and accept the newly revised Travel Policy (0390), as presented.

Discussion: The revisions to this policy provide flexibility for Institutional Advancement staff in allowing more than two people to buy a glass of wine at dinner, which is important for cultivation.

There being further no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Montemayor, Sanfacon, and Salehi.

**Advancement**

Fundraising Report/Second Quarter Dashboard. Ms. McMahon reported on the “Fundraising Across the University” conference she attended with the academic deans. Each of the deans have worked with their schools to provide tangible information to donors. The state has announced the provision of an additional \$550,000 to match between now and June 30. The dashboard for the second quarter was shared. There is re-engagement of all divisions on campus and for the second year the total number of donors has preceded pre-pandemic levels. One hundred percent participation by the volunteer boards is important.

Owls in Florida/Hogan Classic Golf Tournament. Mr. Hynes provided information on the Hogan Golf Classic and Naples, Florida St. Patrick’s Day parade and reception.

Give A Hoot/Annual Appeal Update. Mr. Hynes shared that Give A Hoot on March 22 and 23 is an opportunity for everyone to be involved in fundraising. Last year over \$80,000 was raised.

Alumni Report. Ms. McMahon shared the four segments reviewed at the CASE conference and how the first segment of Communication has been implemented:

- Communication – Through the Oral History Project Outreach, there was so much communication information received from alumni. Some examples of social media post interactions were shared with the committee.
- Volunteer
- Experiential

- Philanthropy

There being no further business, **MOTION** made by Trustee Sanfacon, seconded by Trustee Montemayor, to adjourn. **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Montemayor, Sanfacon, and Salehi.

Meeting adjourned at 10:56 AM.

Attachments presented at this meeting:

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

**Secretary’s Certificate**

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Financial Affairs and Advancement Committee meeting held on February 7, 2023.

\_\_\_\_\_  
Chris Montemayor, Secretary

\_\_\_\_\_  
Date



**BOARD OF TRUSTEES  
FINANCIAL AFFAIRS AND ADVANCEMENT COMMITTEE  
CHARTER**

**DRAFT 1 – 4/20/23**

*{ST and LM edits}*

**I. Mission**

Financial Affairs and Advancement Committee shall oversee all of Westfield State University's (WSU) finances, including financial controls and accounting systems. It shall oversee the financial, legal and ethical integrity of WSU's financial records and financial reporting processes for WSU's operating accounts, reserves, capital assets/projects and all other financial matters consistent with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting and Standards Board (GASB) as well as Massachusetts General Laws. In addition it will provide advice, consent, support and advocacy for development initiatives designed to enhance WSU's short and long-term financial position. It shall seek to provide assistance to management with regard to ways of improving upon existing development activities and advocate for the provision of appropriate resources to ensure success.

**II. Authority and Responsibilities**

*Policies*

Establish, review, and update the financial, investment, fundraising and gift acceptance policies for approval by the board.

*Oversight of Implementation*

The Committee shall review the development of annual/multi-year all funds operating budgets prepared under the direction of the University president & the Vice President for Administration & Finance and make recommendations to the Board of Trustees regarding their approval. The Committee shall review and monitor quarterly operating reports of income and expenditures and monitor compliance with WSU's investment policy. Major budget variances, significant trends or financial concerns shall be communicated to the WSU Board of Trustees in a timely manner.

The Financial Affairs and Advancement Committee shall review proposed major financial transactions that are not included within Board-approved budgets. Proposed

variances with recommendations shall be submitted to the Board of Trustees for approval.

The Committee shall also make recommendations to the Board in selecting the financial advisor for university investments and shall oversee the advisor in coordination with the Investment sub-committee.

The Committee shall engage in fundraising, cultivation and recognition events and encourage fellow Board member's participation. The committee shall highlight the impact and benefits of WSU's mission and programs to prospective donors and encourage participation in events.

The Committee has the authority to establish sub-committees and/or working groups to monitor or focus on a specific topic or activity as deemed appropriate. A committee charge, membership, duration, and outcomes will be established if/or when such working groups are established and will report back to the Financial Affairs and Advancement Committee on a regular basis.

The Vice President of Institutional Advancement also serves as the Executive Director of the Westfield State Foundation Board of Directors and as such is the liaison between the University's president and the Foundation.

#### *Evaluate Performance*

Review overall investment performance, asset allocation, and risk tolerance for short and long-term investments. It shall cause to be prepared and submitted to the Board of Trustees at least once a year an audited financial statement of WSU's financial condition.

Review the Institutional Advancement division's plans, goals and projects; monitor progress toward meeting goals outlined in the yearly Westfield State Foundation commitment letter provided each April to the University as agreed through the Memorandum of Understanding with the Westfield State Foundation, Inc.

#### *Educate the Board*

Board motions should contain enough background data to make an informed decision to properly carry out the committee's fiduciary oversight responsibility. Further, board materials should be sent in advance of all meetings. Adequate time should be allowed for discussion on substantive issues presented to the committee.

The Committee shall engage with the Vice President of Institutional Advancement to educate, coach, and mentor other board members in the "art" of identifying, cultivating and soliciting donations (as appropriate); and deepening relationships with corporate and civic leaders.

### **III. Organization**

#### *Review of Charter*

This charter shall be reviewed and reassessed by the committee bi-annually, and any proposed changes shall be submitted to the board for approval.

#### *Membership/Structure/Quorum*

The committee shall consist of at least five but no more than seven members, including ex officio members. The committee chair shall be appointed by the board chair. The president shall be a non-voting, ex officio member of the committee. At least three members of the committee must be board members. Committee members should have financial/investment, business, or endowment expertise.

#### *Staff Liaison*

The Vice President for Finance and Administration along with the Vice President for Institutional Advancement shall serve as the staff liaisons to this committee. The Vice President for Finance and Administration shall be staff to the investment committee.

#### *Meetings*

The committee shall convene at least four times per year. A quorum of any meeting of the committee shall consist of a majority of its voting members. Committee members may participate by teleconference as permitted by state laws. All meetings will conform to Massachusetts open meeting laws.

#### *Agenda, Minutes and Reports*

The chair, in collaboration with the staff liaison, shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials, shall be sent to committee members at least 5 days in advance of the meeting. Minutes for all meetings shall be drafted by the staff liaison, reviewed by the committee chair, and approved by committee members at the following meeting. Meeting materials will be posted on the university's web site within 14 days after each committee meeting.

**WESTFIELD STATE UNIVERSITY  
BOARD OF TRUSTEES  
FINANCE & CAPITAL ASSETS COMMITTEE  
CHARTER**

**Committee Purpose and Roles**

The Finance & Capital Assets Committee shall oversee Westfield State University's (WSU) finances, including financial control and accounting systems. It shall oversee the financial, legal and ethical integrity of WSU's books, records, and financial reporting processes for WSU's operating accounts, reserves, capital assets and other financial matters in line with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting and Standards Board (GASB).

The Committee shall review the development of annual operating budgets prepared under the direction of the University president & the Vice President for Administration & Finance and make recommendations to the Board of Trustees regarding their approval. The Committee shall review and monitor quarterly operating statements of income and expenditures and monitor compliance with WSU's investment policy. Major budget variances, significant trends or financial concerns shall be communicated to the WSU Board of Trustees in a timely manner.

The Finance & Capital Assets Committee shall review proposed major financial transactions that are not included within Board-approved budgets. Proposed variances with recommendations shall be submitted to the Board of Trustees for approval.

The Committee shall also make recommendations to the Board in selecting the financial advisor for university investments, and shall then oversee the advisor. It shall cause to be prepared and submitted to the Board of Trustees at least once a year an audited statement of WSU's financial condition.

The Committee has the authority to establish sub-committees and/or working groups to monitor or focus on a specific topic or activity as deemed appropriate. A committee charge, membership, duration, and outcomes will be established if/or when such working groups are established and will report back to the Finance and Capital Assets Committee on a regular basis.

**Board of Trustees**  
**Advancement and Enrollment Management Committee**  
**Charter**

**(A) Committee Purpose and Roles**

The AEM Committee shall provide advice, consent, support and advocacy for development initiatives designed to enhance WSU's short and long-term financial position. The Committee will provide guidance and seek resources to assist management as it works to fully vet any such proposals. It shall seek to provide assistance to management with regard to ways of improving upon existing development activities and advocate for the provision of appropriate resources to ensure success.

**(B) Membership.** The advancement and enrollment committee shall consist of at least three voting trustees.

**(C) Responsibilities.** The committee shall (1) provide oversight of university advancement and (2) facilitate board and board member participation in advancement and enrollment management activities. Committee responsibilities shall minimally include overseeing university advancement plans, goals and projects, monitoring progress toward meeting those goals, and advising the president on matters related to university advancement; considering and recommending fundraising policies and procedures; establishing a Memorandum of Understanding with the Westfield State University Foundation, Inc.; establishing goals for Board member participation in charitable giving; and participating in identifying, cultivating, and approaching major donors. In addition, relative to Enrollment Management, the committee shall provide oversight to enrollment management strategies and plans, and monitor key metrics to help track progress toward the stated goals. The committee shall also set minimal standards for the board participation toward assisting enrollment efforts.

**Responsibilities of Committee members**

- Provide leadership in attaining major gifts and philanthropic support for WSU by identifying, cultivating, and soliciting donations and support.
- Engage in prospect identification, screening, prioritization, and development of engagement strategies. Encourage prospective donors to participate in events; highlight the impact and benefits of WSU's mission and programs.
- Participate in fundraising, cultivation, and recognition events.
- Plan involvement and engage other Board members in fundraising, cultivation, and recognition events. Outreach events should be coordinated with the Academic & Student Affairs Committee and with the Executive Committee as appropriate.
- Assist with educating, coaching, and mentoring other board members in "art" of:
  - Identifying, cultivating and soliciting donations; and
  - Deepening relationships with corporate and civic leaders.
- Assist in cultivating key community members to work with the University in its recruitment and retention efforts.
- Help to identify key alums to highlight their success and experiences at WSU to assist Enrollment Management.
- The trustees will actively promote and support the University in its recruitment efforts.
- Host and/or attend recruitment events.



# FY24 Finance and Capital Assets Committee

*Steve Taksar, Vice President of Administration and Finance*

*Maria Feuerstein, AVP, Strategic Finance and Institutional Planning*



# Agenda

- FY24 Provisional Budget Update
- FY24 Year 2 Glide Path Strategy
- Update on Multi-Year Plan
- FY24 Use of Reserves

# FY24 Provisional Budget Update

## Provisional Budget Model

	FY24 - February	FY24 - April	Diff B/(W)	% Change	FY24 Key Changes
<b>Enrollment</b>	2,960	2,960	-	0.0%	
<b>Revenue</b>	115,848,171	117,104,094	1,255,923	1.1%	\$0.5M additional State Appropriation \$0.4M ARPA Funding for Parenzo Project included in budget (net neutral to bottom line) (\$0.8M) Housing Revenue update - includes change to RA arrangements \$0.9M Update to Grant Revenue - Estimate only \$0.2M - Dining to include higher catering revenue
<b>Expenses</b>	124,598,412	126,260,667	(1,662,256)	-1.3%	\$(0.6M) Fringe Benefit Rate offset by \$0.2M fringe benefit relief on higher appropriation \$(0.4M) ARPA Funds Recorded in Capital (\$0.9M) Grant Expenses (neutral, direct offset) \$0.2M Housing expense adjustments
<b>Net Surplus/(Deficit)</b>	<b>(8,750,241)</b>	<b>(9,156,574)</b>	<b>(406,333)</b>	<b>4.6%</b>	

### Reserve Funding:

Planned Use of Reserves	1,139,378	1,139,378	-		Based on Preliminary Estimates
Capital Rollover	1,511,196	1,511,196	-		
<b>Total Use of Reserves</b>	<b>2,650,575</b>	<b>2,650,575</b>	-		
<b>Adjusted Surplus/(Deficit)</b>	<b>(6,099,666)</b>	<b>(6,505,999)</b>	<b>(406,333)</b>		

# FY24 Provisional Budget Next Steps

- Utilize vacancy savings to solve the budget deficit
- Finalize resource allocation decisions w/Cabinet and President
  - Strategic Plan
  - Capital
  - Contractual Obligations
  - Other Trust Fund Rollovers
- Develop a Draft Provisional Budget in May
- Provisional Budget in June / Final Budget in October

# Planned Glide Path Strategy - Summary

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

Actual / Proposed	FY23	FY24	FY25
<b>Budget Reductions</b>	50% \$2.6M	50% \$3.2M	50%
<b>Use of Reserves</b>	50% \$2.6M	50% \$3.2M	50%
<b>Enrollment Growth</b>	Flat	Slight Decline (37)	Flat or Slight Increase

# FY24 Preliminary Glidepath Assumption

	<b>FY23</b>	<b>FY24</b>	<b>Diff B/(W)</b>	<b>% Change Incr/(Decr)</b>
<b>Enrollment</b>	<b>2997</b>	<b>2960</b>	<b>(37)</b>	<b>-1%</b>
<b>Deficit</b>	\$ (5,301,606)	\$ (6,505,999)	\$ (1,204,393)	<b>23%</b>
<b>50% Campus Reserves</b>	\$ (2,650,803)	\$ (3,253,000)	\$ (602,197)	<b>23%</b>
<b>50% Campus to Solve</b>	\$ (2,650,803)	\$ (3,253,000)	\$ (602,197)	<b>23%</b>

# FY24 Multi-Year Planning Update

Item	Activity	Progress To Date	Date Completed	Note
1	Develop a baseline 5 Year Trend Analysis for FY24-28	Completed with current assumptions	12/30/2022	Breakeven analysis developed.
2	Established preliminary campus enrollment goals	Campus target set at 6,000 students	12/30/2022	Assumed to be headcount
3	Evaluate 6,000 student preliminary goal against market demand and capacity	Preliminary School targets provided in alignment with 6,000 headcount goal; analytical model to convert headcount to FTE complete; reconcile proposed program growth with baseline model		Enrollment Management Committee in collaboration with Academic Affairs and Strategic Finance to continue to assess and refine the 6,000 student target
4	Identify specific programs/strategies to support enrollment growth.	Basic ideas and concepts discussed, need to develop top 10 list of strategies.		What are operational strategies to support program growth?
5	Complete Proforma template for each strategy to test viability	Limited		Completed proforma for concurrent community college enrollment program
6	Integrate viable program opportunities into 5 year projection model	Not yet started		Last step in process.

Note:

- a. Key steps are to confirm/validate projected enrollment.
- b. Identify the strategies, investments, projected revenues using the proforma template which aligns to the overall projection.
- c. Need to determine how improving retention fits into the projection.

# FY24 Residential Life Reserve Funding

## *Multi-Year Crosswalk*

*\$ in Mil's*

<b>FY22</b>	<b>Est. Ending Reserve Balance</b>	<b>\$</b>	<b>5.1</b>
<b>FY23</b>	Est. Beginning Reserve Balance	\$	5.1
	Projected Losses	\$	(2.3)
	Campus Operating Transfer	\$	2.1
	<b>Est. Ending Reserve Balance</b>	<b>\$</b>	<b>4.9</b>
<b>FY24</b>	Est. Beginning Reserve Balance	\$	4.9
	Projected Losses	\$	(4.7)
	Unfunded 5% Reserve Balance Requirement	\$	(0.8)
	<b>Est. Funding Gap</b>	<b>\$</b>	<b>(0.6)</b>

# FY24 Preliminary Reserve Assumptions

FY24 Preliminary Reserve Assumptions	Existing Budgeted Funds <i>Smooths Timing Issues</i>	Draw from Cash Reserves <i>Reduces Liquidity</i>	Total
Capital Rollover	\$ 1,511,196		\$ 1,511,196
Other Trust Fund Rollover	\$ 636,007		\$ 636,007
Operations Rollover <i>Supply Chain, ESTF, and Other</i>	\$ 422,925		\$ 422,925
CURCA	\$ 80,446		\$ 80,446
Residential Life Reserves to cover the deficit and partial 5% reserve minimum		\$ 4,986,481	
Campus use of reserves to fund the gap in Residential Life reserve minimum		\$ 624,649	\$ 624,649
Glide Path Strategy 50% Split		\$ 3,253,000	\$ 3,253,000
<b>Total</b>	<b>\$ 2,650,575</b>	<b>\$ 8,864,129</b>	<b>\$ 11,514,705</b>

- 1) Campus underspending and vacancy savings may result in a \$3M - \$4M offset to use of reserves.
- 2) Excludes use of reserves for other institutional projects/priorities which may come forward during budget process.

# Fair Share Funding Update

- Governor Healey's fair share funding priorities have been prepared for the state universities to support more financial aid to students, tuition and fee price cap for students entering in fall 2023, and funding for innovation and deferred maintenance.
- Details of the allocations are not known at this time.
- It is a positive sign that public higher education will likely receive additional funding.

# QUESTIONS & ANSWERS





Thank you



# FY 24-28 Facilities Five-Year Deferred Maintenance Plan

April 3, 2023

# Project Summaries

- ▶ Trades Roof
  - ▶ Trades building roof is out of warranty and has been in need of repair since the start of the FY19-23 spending plan. The project was removed from our previous plan due to emergencies. The Trades Building has the highest 5-year FCI needs at .58 and roofing has a System Condition Index of 1.0.
- ▶ Ely Pool Restoration
  - ▶ During repairs completed in FY22 and FY23, additional issues were discovered with the pool deck. Overhead heaters in the pool area are also in significant need of repair. While **not an area of imminent FCI concern, the Ely Pool provides programmatic value to WSU's Swim & Dive teams.**
- ▶ Wilson Hall Roof
  - ▶ Previously part of the FY19-23 spending plan and removed due to emergencies, the Wilson Hall Roof is out of warranty and in need of replacement. The Wilson Hall roofing SCI = 1.0

Facility Condition Index (FCI)=Deferred Maint. Deficiencies/Current Replacement Value  
System Condition Index (SCI)=Repair or Replacement Cost/Replacement Value

# Project Summaries, continued

- ▶ Road & Sidewalk Repairs
  - ▶ Road and sidewalk evaluations were not part of the Facility Condition Assessment, however these components of our grounds are in need of attention to guarantee accessibility and safety of campus community members. Previously planned repairs were delayed due to campus emergencies.
- ▶ R22 Replacement
  - ▶ In January 2020, R22 refrigerant became illegal to import or manufacture due to environmental concerns. While the chemical poses no harm in functioning units, as units age and deteriorate, they must be upgraded to a compliant refrigerant system. Units were assessed on an individual building basis, therefore there is not a specific SCI assigned to this project.
- ▶ Dining Commons Machinery Room
  - ▶ With a recent gas boiler installation, this space no longer meets building code and requires upgrades to meet code and ensure safety. As this is not system specific, no SCI is available.

Facility Condition Index (FCI)=Deferred Maint. Deficiencies/Current Replacement Value  
System Condition Index (SCI)=Repair or Replacement Cost/Replacement Value

# FY 24-28 DCAMM DM Spending Plan

Project	Estimated Original Budget	DCAMM Contribution (68.24% overall)	WSU Match Commitment (31.76% overall)
Trades Building Roof	318,214	237,191	81,023
Ely Pool Restoration	1,190,545	887,410	303,135
Wilson Hall Roof	3,000,000	2,236,144	763,856
Facility Emergencies	1,250,000	931,727	318,273
Road & Sidewalk Repairs	1,250,000	931,727	318,273
R22 Replacement	1,159,691	864,412	295,279
Dining Machinery Room	300,000	223,614	76,386
Match Relief	781,000		781,000
<b>TOTAL</b>	<b>9,249,450</b>	<b>6,312,225</b>	<b>2,937,225</b>

# FY 24-28 DCAMM DM Anticipated Schedule

Project	FY23	FY24	FY25	FY26	FY27	FY28
Trades Building Roof	→	→				
Ely Pool Restoration	→	→				
Wilson Hall Roof	→		→	→	→	
Facility Emergencies	→	→	→	→	→	→
Road & Sidewalk Repairs	→	→	→	→	→	→
R22 Replacement	→	→	→	→	→	→
Dining Machinery Room	→	→				
Match Relief	→	→	→	→	→	→

# FY 24-28 DCAMM DM Outstanding Issues

▶ Unknown at this time:

1. Extent and Funding For Wilson Renovations
2. Budget Estimate for HVAC Equipment Replacement due to R22 coolant over by \$1.5 M

Questions

**Westfield State University**  
Finance and Capital Assets Committee

**FY23 Quarterly Financial Update**

April 25, 2023

**Third Quarter (Q3) Ending March 31, 2023**

**FY23 Quarterly Financial Update and Overview**

Tuition and fee revenue are reported for the fall and spring semesters for the day division and CGCE (including summer II, fall, winter, spring and PA Program cohorts). Expenses are actual expenses incurred through the end of the third quarter (March 31<sup>st</sup>, 2023). Since the campus does not develop a formal quarterly budget, the financial report normalizes for the timing of expenditures and calculates a quarterly budget for the purpose of reporting. Typically, the trend on the quarterly report overstates the bottom-line net impact as most revenues are realized and expenses are lagging until the 4<sup>th</sup> quarter and year end transactions are posted.

The University's third quarter performance exceeds the quarterly budget by \$6.4M with 96% of the University's revenues realized and 71% of the budget expended. For comparison purposes, the third quarter report for FY22 resulted in a positive variance of \$3.2M with 99.6% of revenues realized and 75% of budget expended. The current budget surplus is the result of salary savings from vacancies, the timing of construction projects, and underspending of special funds such as FEMA, ARPA, and Innovation Funds. ARPA funds are underspent due to lower than anticipated Covid-19 related activity on campus. Approximately \$350k of ARPA funds was reallocated for deferred maintenance projects within the current fiscal year; the updated project schedule was provided at the February board meeting.

Undergraduate enrollment was lower than budget by 12 students or (0.4%). Residential Life experienced a slightly lower than planned occupancy of 9 students or (0.5%). The number of participants in Dining Services is also slightly favorable to the budget by 8 students or 0.4%. CGCE total enrollment, reported in number of credit hours, is favorable to the budget by 1.3%, which is mainly due to increase in graduate enrollment of 15.1% which is offsetting the decline in undergraduate CGCE enrollment of (8.3%).

**Enrollment**

- Full-time Day Division enrollment was approximately 0.4% below budgeted enrollment for the quarter. This resulted in a decline in spring semester budgeted revenue of approximately \$126K. Enrollment for the spring was budgeted at 2,997 versus actual enrollment of 2,985, a difference of 12 students.

**Revenue**

- Total revenue is trending below budget by \$255K or -0.2% mainly due to the timing of federal grant funding, state appropriation partially offset by higher revenue in CGCE related to graduate enrollment.. CGCE revenue is trending \$0.7M or 6.7% above budget due to higher than anticipated instructional fees

related to graduate programs. Dining revenue is trending \$0.1M above budget due to increased meal plan participants and internal catering sales. Residential Life is trending unfavorable to budget by \$0.3M or 2% due to variability in student housing selection for premium singles.

### **Expenses**

Overall expenses are trending favorably versus the Q2 projection by \$6.7M or 7.2% mainly due to vacancy savings, the timing of capital projects, and delayed spending of special funds such as FEMA, ARPA, and Innovation Funds. Combined underspending of \$1.1M in CGCE and 0.1M in Residential Life are mainly related to vacancy savings and underspending. Dining expenses are over budget by \$0.3M mainly due to the impact of inflation on food commodities and higher utilization of temporary labor in response to employee turnover. Significant variances are discussed below:

- University – Compensation expense is below budget by \$1.9M or 5.0% due to savings from vacant positions and hiring lower than plan. Fringe is consequently lower than budgeted by \$0.6M due to vacancy savings. Special Employees expenses (Pool CC) are \$0.5M higher than budgeted due to the increased use of temporary employees as a result of the difficult labor market. Energy costs are above budget by \$0.2M due to rising utility rates. As mentioned previously, special funds such as ARPA, FEMA, and Innovation Funds remain significantly underspent contributing \$1.8M to overall expense favorability.
- CGCE – Compensation expense is below budget by \$0.7M or 11.9% of their quarterly budget, due to vacant positions and lower utilization of temporary labor. Other variances are immaterial and are due to timing issues contributing \$0.5M to overall favorability. Total expenses are trending below budget by \$1.2M or 13.2%.
- Residential Life – Total expenses are below budget by \$0.1M or 0.7% mainly due to vacant positions offset by a slightly higher debt payment.
- Dining Services – Total expenses are trending unfavorable to budget by \$0.3M or 4.6% due to an increase in the use of special employees due to labor market challenges and the impact of higher inflation on commodities.

### **Summary for Q3**

- Labor shortages, inflation, and capacity issues continue to have a significant effect on the campus resources. However, the increased vacancies from on-campus positions continue to offset the direct impact of enrollment challenges. The University has been closely monitoring enrollment and attempting to develop a campus culture that supports innovation and growth despite the declining economic circumstances.
- Auxiliary budgets also continue to be challenged with rising costs due to inflation, labor shortages, and energy increases.
- While the Q3 snapshot is favorable, university expenses are lagging. Despite having picked up in the spring semester, underspending on special funds and vacant positions are creating a temporary surplus which is an overstatement of net performance. Nonetheless, planned use of reserves are likely to be less than budgeted by year-end.

Fiscal Year : July 1st - June 30th

**Financial Report (Consolidated)**  
**Quarter Ending March 31, 2023**

				Fav/(Unfav)		
	<u>Annual FY23</u>	<u>FY23</u>	<u>FY23</u>	<u>Budget</u>	<u>Percent</u>	<u>Percent</u>
	<u>Budget</u>	<u>3rd Qtr Budget</u>	<u>3rd Qtr Actual</u>	<u>Variance</u>	<u>Variance</u>	<u>Realized/</u>
						<u>Expended</u>
<b>Enrollment</b>						
University (Headcount)	2,997	2,997	2,985	(12)	-0.4%	
CGCE (Credit Hours)	30,132	26,076	26,416	340	1.3%	
<b>Auxiliaries</b>						
Meal Plan Participants	1,998	1,998	2,006	8	0.4%	
Housing Occupancy	1,788	1,788	1,780	(9)	-0.5%	
<b>Staffing</b>						
Administrative	475	475	413	(62)	-13.1%	
Full-time Faculty	217	217	207	(10)	-4.6%	
<b>Total</b>	<b>692</b>	<b>692</b>	<b>620</b>	<b>(72)</b>	<b>-10.4%</b>	
<b>Revenue</b>						
University/SGA	\$ 77,740,239	\$ 75,038,162	\$ 74,247,865	\$ (790,297)	-1.1%	95.5%
CGCE	12,140,783	10,660,492	11,375,071	714,579	6.7%	93.7%
Residential Life	15,477,267	15,429,651	15,113,740	(315,911)	-2.0%	97.7%
Dining Services	9,303,938	9,160,188	9,297,126	136,938	1.5%	99.9%
<b>Total Revenue</b>	<b>\$ 114,662,227</b>	<b>\$ 110,288,493</b>	<b>\$ 110,033,801</b>	<b>\$ (254,691)</b>	<b>-0.2%</b>	<b>96.0%</b>
<b>Expenses/Transfers</b>						
University/SGA	\$ 83,789,249	\$ 61,664,408	\$ 55,943,096	\$ 5,721,312	9.3%	66.8%
CGCE	12,215,783	9,060,336	7,868,497	1,191,839	13.2%	64.4%
Residential Life	16,498,865	14,751,877	14,649,643	102,234	0.7%	88.8%
Dining Services	9,303,938	7,268,320	7,600,902	(332,582)	-4.6%	81.7%
<b>Total Expenses/Transfers</b>	<b>\$ 121,807,835</b>	<b>\$ 92,744,941</b>	<b>\$ 86,062,138</b>	<b>\$ 6,682,804</b>	<b>7.2%</b>	<b>70.7%</b>
<b>Net</b>						
University/SGA	\$ (6,049,010)	\$ 13,373,754	\$ 18,304,770	\$ 4,931,016	36.9%	
CGCE	(75,000)	1,600,155	3,506,574	1,906,418	119.1%	
Residential Life	(1,021,598)	677,774	464,097	(213,677)	-31.5%	
Dining Services	-	1,891,868	1,696,224	(195,644)	-10.3%	
<b>Total</b>	<b>\$ (7,145,609)</b>	<b>\$ 17,543,552</b>	<b>\$ 23,971,664</b>	<b>\$ 6,428,112</b>	<b>36.6%</b>	

**Notes:**

- (1) This report provides a internally compiled summary of the revenues and expenses of Westfield State University for the subject period. This information is unaudited and is for internal management purposes only.
- (2) This report represents an estimate of the expected results based on allocating revenue and expenditures by quarter using a variety of metrics.
- (3) CGCE enrollment represents credit hours.

**University/SGA Financial Report**  
**Quarter Ending March 31, 2023**

	<b>Annual FY23 Budget</b>	<b>FY23 3rd Qtr Budget</b>	<b>FY23 3rd Qtr Actual</b>	<b>Budget Variance</b>	<b>Percent Variance</b>
<b>Enrollment</b>					
Total Undergraduate Enrollment (Billable)	2,997	2,997	2,985	(12)	-0.4%
<b>Staffing</b>					
Administrative	348	348	308	(40)	-11.5%
Full-time Faculty	200	200	191	(9)	-4.5%
<b>Total</b>	<b>548</b>	<b>548</b>	<b>499</b>	<b>(49)</b>	<b>-8.9%</b>
<b>Revenue</b>					
State Appropriation	\$ 35,404,927	\$ 35,404,927	\$ 34,336,799	\$ (1,068,128)	-3.0%
Tuition Retention	2,315,259	1,227,087	1,291,156	64,069	5.2%
General Fee	28,584,426	28,584,426	28,458,367	(126,059)	-0.4%
Technology Fee	2,187,737	2,187,737	2,177,517	(10,220)	-0.5%
DGCE Fees (technology/capital planning)	250,000	220,000	202,637	(17,363)	-7.9%
Capital Improvement Fee	299,690	299,690	298,290	(1,400)	-0.5%
Bookstore Commissions	202,253	145,622	59,934	(85,688)	-58.8%
Interest Earnings	115,000	86,250	182,832	96,582	112.0%
Nursing Fee	325,611	325,611	262,821	(62,790)	-19.3%
Parking Decals	198,705	183,802	215,100	31,298	17.0%
Wellness Center	341,527	341,527	447,793	106,266	31.1%
Res Life Dorm Fee	89,400	89,400	-	(89,400)	-100.0%
Dunkin' Donuts & Vending Commissions	108,578	101,434	121,512	20,078	19.8%
Miscellaneous Fees/Revenue	395,796	303,777	584,872	281,095	92.5%
Student Government Association	419,566	419,566	417,640	(1,926)	-0.5%
Federal, State and Private Grants	13,199,185	12,779,501	11,339,980	(1,439,520)	-11.3%
Scholarship Allowance	(11,520,448)	(11,520,448)	(10,161,979)	1,358,469	-11.8%
Innovation Funds	800,000	600,000	600,000	-	0.0%
ARPA Funds	1,908,352	1,431,264	1,431,264	-	0.0%
Other Auxiliary revenues	1,049,175	870,815	1,025,156	154,341	17.7%
Foundation Support	1,065,500	956,174	956,174	-	0.0%
<b>Total Revenue</b>	<b>\$ 77,740,239</b>	<b>\$ 75,038,162</b>	<b>\$ 74,247,865</b>	<b>\$ (790,297)</b>	<b>-1.1%</b>
<b>Expenses</b>					
AA - Regular Employee Compensation	\$ 44,838,773	32,813,049	\$ 30,917,042	\$ 1,896,007	5.8%
CC - Special Employees	3,491,980	2,618,985	3,211,305	(592,320)	-22.6%
DD - Pension and Fringe Benefits	4,889,940	3,471,661	2,820,403	651,257	18.8%
<b>Compensation expense subtotal</b>	<b>53,220,693</b>	<b>38,903,694</b>	<b>36,948,750</b>	<b>1,954,944</b>	<b>5.0%</b>
BB - Employee Related expenses	613,455	477,131	230,283	246,848	51.7%
EE - Administrative Expenses	1,614,135	1,210,601	877,433	333,168	27.5%
FF - Facility Operations	1,222,274	916,706	803,587	113,119	12.3%
GG - Energy Costs and Space Rental	3,005,576	2,254,182	2,519,418	(265,236)	-11.8%
HH - Consultant Services	1,192,453	894,339	1,091,985	(197,646)	-22.1%
JJ - Operational Services	1,192,590	894,442	782,884	111,558	12.5%
KK - Equipment Purchases	352,098	264,073	191,134	72,940	27.6%
LL - Equipment Leases and Rental	891,431	668,573	488,739	179,834	26.9%
MM - Purchased Client Services	292,837	219,628	226,729	(7,101)	-3.2%
NN - Construction and Improvements	3,108,968	2,331,726	1,333,305	998,421	42.8%
RR - Entitlement Programs (Scholarships)	4,932,263	4,636,964	4,636,964	-	0.0%
SS - Debt Payments and Contingency	1,279,064	1,092,223	1,092,223	-	0.0%
UU - Information Technology	4,244,829	3,183,622	3,013,454	170,168	5.3%
Student Government	427,478	332,483	199,327	133,156	40.0%
Athletics - Sport Accounts	539,120	419,316	399,494	19,822	4.7%
Academic Educational Services (ESTF)	364,293	283,339	216,429	66,910	23.6%
Grants	1,759,183	1,319,387	1,178,001	141,386	10.7%
FEMA Reimbursement	1,269,232	951,924	190,000	761,924	80.0%
Innovation Funds	800,000	600,000	104,988	495,012	82.5%
ARPA Funds	1,908,352	1,431,264	884,838	546,426	38.2%
Other Trust Funds	1,685,182	161,683	316,024	(154,341)	-95.5%
University Hall support payment	150,000	150,000	150,000	-	0.0%
Unallocated	584,100	-	-	-	0.0%
University Contingency	95,702	-	-	-	0.0%
Transfer from Dining	(1,342,184)	(1,006,639)	(1,006,639)	-	0.0%
Transfer to Res Life	1,136,603	1,136,603	1,136,603	-	0.0%
Transfer from CGCE	(2,750,478)	(2,062,859)	(2,062,859)	-	0.0%
<b>Other Expense/Transfers Total</b>	<b>30,568,556</b>	<b>22,760,714</b>	<b>18,994,346</b>	<b>3,766,369</b>	<b>16.5%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 83,789,249</b>	<b>\$ 61,664,408</b>	<b>\$ 55,943,096</b>	<b>\$ 5,721,312</b>	<b>9.3%</b>
<b>Net</b>	<b>\$ (6,049,010)</b>	<b>\$ 13,373,754</b>	<b>\$ 18,304,770</b>	<b>\$ 4,931,016</b>	<b>36.9%</b>

**Note:**

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

**CGCE Financial Report**  
**Quarter Ending March 31, 2023**

	Fiscal Year : July 1st - June 30th			Pending	Fav/(Unfav)		
	Annual FY23 <u>Budget</u>	FY23 <u>3rd Qtr Budget</u>	FY23 <u>3rd Qtr Actual</u>	<u>Budget Variance</u>	<u>Percent Variance</u>	<u>Percent Realized/ Expended</u>	
<b><u>Enrollment (Number of Credits)</u></b>							
Graduate	11,010	9,579	11,027	1,448	15.1%		
PA	3,480	2,888	2,910	22	0.7%		
Undergraduate	15,642	13,609	12,480	(1,129)	-8.3%		
<b>Total</b>	<b>30,132</b>	<b>26,076</b>	<b>26,416</b>	<b>340</b>	<b>1.3%</b>		
<b><u>Staffing</u></b>							
Administrative	30	30	24	(6)	-20.0%		
Full-time Faculty	17	17	16	(1)	-5.9%		
<b>Total</b>	<b>47</b>	<b>47</b>	<b>40</b>	<b>(7)</b>	<b>-14.9%</b>		
<b><u>Revenue</u></b>							
Tuition (Including Educational Services Fee)	\$ 2,548,734	\$ 2,242,886	\$ 2,445,778	\$ 202,892	9.0%	96.0%	
Instructional Fee	8,984,102	7,906,009	8,431,567	525,558	6.6%	93.8%	
Registration Fee	389,956	319,764	293,219	(26,545)	-8.3%	75.2%	
Miscellaneous	210,891	185,584	194,660	9,075	4.9%	92.3%	
Transcripts	7,100	6,248	9,847	3,599	57.6%	138.7%	
<b>Total Revenue</b>	<b>\$ 12,140,783</b>	<b>\$ 10,660,492</b>	<b>\$ 11,375,071</b>	<b>\$ 714,579</b>	<b>6.7%</b>	<b>93.7%</b>	
<b><u>Expenses</u></b>							
AA - Regular Employee Compensation	\$ 3,587,518	\$ 2,625,348	\$ 2,323,272	\$ 302,077	11.5%	64.8%	
CC - Special Employees	2,924,697	2,193,522	1,921,357	272,165	12.4%	65.7%	
DD - Pension and Fringe Benefits	1,558,060	1,110,917	977,784	133,134	12.0%	62.8%	
<b>Compensation expense subtotal</b>	<b>8,070,274</b>	<b>5,929,788</b>	<b>5,222,412</b>	<b>707,376</b>	<b>11.9%</b>	<b>64.7%</b>	
BB - Employee Related expenses	95,997	74,664	22,544	52,121	69.8%	23.5%	
EE - Administrative Expenses	425,108	318,831	121,531	197,300	61.9%	28.6%	
FF - Facility Operations	32,700	24,525	25,138	(613)	-2.5%	76.9%	
HH - Consultant Services	578,425	433,819	314,996	118,823	27.4%	54.5%	
JJ - Operational Services	95,065	71,299	2,257	69,042	96.8%	2.4%	
KK - Equipment Purchases	6,000	4,500	2,082	2,418	53.7%	34.7%	
LL - Equipment Leases and Rental	8,000	6,000	-	6,000	100.0%	0.0%	
RR - Entitlement Programs (Scholarships)	75,000	75,000	72,074	2,926	3.9%	96.1%	
UU - Information Technology	52,255	39,191	22,605	16,586	42.3%	43.3%	
Unallocated	26,481	19,861	-	19,861	100.0%	0.0%	
Transfer to the University	2,750,478	2,062,859	2,062,859	-	0.0%	75.0%	
<b>Other Expense/Transfers Total</b>	<b>4,145,509</b>	<b>3,130,548</b>	<b>2,646,085</b>	<b>484,463</b>	<b>15.5%</b>	<b>63.8%</b>	
<b>Total Expenses/Transfers</b>	<b>\$ 12,215,783</b>	<b>\$ 9,060,336</b>	<b>\$ 7,868,497</b>	<b>\$ 1,191,839</b>	<b>13.2%</b>	<b>64.4%</b>	
<b>Net</b>	<b>\$ (75,000)</b>	<b>\$ 1,600,155</b>	<b>\$ 3,506,574</b>	<b>\$ 1,906,418</b>	<b>119.1%</b>		

**Residential Life Financial Report  
Quarter Ending March 31, 2023**

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

	<u>Annual FY23 Budget</u>	<u>FY23 3rd Qtr Budget</u>	<u>FY23 3rd Qtr Actual</u>	<u>Budget Variance</u>	<u>Percent Variance</u>	<u>Percent Realized/ Expended</u>
<b>Metrics</b>						
Fall Semester Occupancy	1,879	1,879	1,872	(7)	-0.4%	
Spring Semester Occupancy	1,697	1,697	1,687	(10)	-0.6%	
Percentage of Capacity	74.4%	74.4%	74.0%			
<b>Staffing</b>						
Administrative	43	43	34	(9)	-20.9%	
<b>Revenue</b>						
Room Rent Fall	\$ 8,019,144	\$ 8,019,144	\$ 7,884,620	\$ (134,525)	-1.7%	98.3%
Room Rent Spring	7,232,661	7,232,661	7,096,223	(136,438)	-1.9%	98.1%
Room Rent Summer	35,000	35,000	17,845	(17,155)	-49.0%	51.0%
Commissions	40,000	30,000	13,854	(16,146)	-53.8%	34.6%
Guest Fees/other	110,462	82,846	41,671	(41,175)	-49.7%	37.7%
Deposits Forfeited	15,000	11,250	69,050	57,800	513.8%	460.3%
Room Damages	25,000	18,750	(9,523)	(28,273)	-150.8%	-38.1%
<b>Total Revenue</b>	<b>\$ 15,477,267</b>	<b>\$ 15,429,651</b>	<b>\$ 15,113,740</b>	<b>\$ (315,911)</b>	<b>-2.0%</b>	<b>97.7%</b>
<b>Expenses</b>						
AA Employee Compensation	\$ 2,126,583	\$ 1,556,235	\$ 1,393,583	\$ 162,652	10.5%	65.5%
CC Special Employees/Students	774,190	696,771	678,673	18,098	2.6%	87.7%
DD Fringe Benefits, Insurance	890,826	632,149	538,807	93,342	14.8%	60.5%
<b>Compensation expense subtotal</b>	<b>3,791,599</b>	<b>2,885,155</b>	<b>2,611,063</b>	<b>274,092</b>	<b>27.8%</b>	<b>68.9%</b>
BB Employee Related Expenses	7,000	5,250	3,201	2,049	39.0%	45.7%
EE - Administrative Expenses	105,303	78,977	82,789	(3,811)	-4.8%	78.6%
FF - Facility Operations	234,342	175,756	153,383	22,373	12.7%	65.5%
GG - Energy Costs and Space Rental	1,951,670	1,561,336	1,568,509	(7,173)	-0.5%	80.4%
HH - Consultant Services	6,079	4,559	-	4,559	100.0%	0.0%
JJ - Operational Services	419,365	314,524	322,422	(7,899)	-2.5%	76.9%
KK - Equipment Purchases	56,974	42,730	44,426	(1,696)	-4.0%	78.0%
LL - Equipment Leases and Rental	158,610	118,958	104,258	14,700	12.4%	65.7%
NN - Construction and Improvements	11,760	8,820	11,230	(2,410)	-27%	95%
RR - Entitlement Programs (Scholarships)	585,834	422,325	422,325	-	0.0%	72.1%
SS - Debt Payments and Contingency	10,309,563	10,309,563	10,503,483	(193,920)	-1.9%	101.9%
UU - Information Technology	147,370	110,527	109,158	1,370	1.2%	74.1%
Transfer from the University	(1,286,603)	(1,286,603)	(1,286,603)	-	-	100.0%
<b>Total Expenses/Transfers</b>	<b>\$ 16,498,865</b>	<b>\$ 14,751,877</b>	<b>\$ 14,649,643</b>	<b>\$ 102,234</b>	<b>0.7%</b>	<b>88.8%</b>
<b>Net</b>	<b>\$ (1,021,598)</b>	<b>\$ 677,774</b>	<b>\$ 464,097</b>	<b>\$ (213,677)</b>	<b>-31.5%</b>	

**Dining Services Financial Report**  
**Quarter Ending March 31, 2023**

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

	<u>Annual FY23</u>	<u>FY23</u>	<u>FY23</u>	<u>Budget</u>	<u>Percent</u>	<u>Percent</u>
	<u>Budget</u>	<u>3rd Qtr Budget</u>	<u>3rd Qtr Actual</u>	<u>Variance</u>	<u>Variance</u>	<u>Realized/</u>
						<u>Expended</u>
<b>Metrics</b>						
Meal Plan Participants - Fall	1,998	2,067	2,116	49	2.4%	
% Participation			67%			
Meal Plan Participants - Spring	1,998	1,929	1,895	(34)	-1.8%	
% Participation			67%			
<b>Staffing</b>						
Full-time	54	54	47	(7)	-13.0%	
<b>Revenue</b>						
Board Revenue	\$ 8,728,938	\$ 8,728,938	\$ 8,676,056	\$ (52,882)	-0.6%	99.4%
Catering Sales - Internal	200,000	150,000	306,749	156,749	104.5%	153.4%
Catering Sales - External	50,000	37,500	25,158	(12,342)	-32.9%	50.3%
Retail Sales	325,000	243,750	264,642	20,892	8.6%	81.4%
Miscellaneous Revenue	-	-	24,520	24,520	-	-
<b>Total Revenue</b>	<b>\$ 9,303,938</b>	<b>\$ 9,160,188</b>	<b>\$ 9,297,126</b>	<b>\$ 136,938</b>	<b>1.49%</b>	<b>99.9%</b>
<b>Expenses</b>						
AA - Regular Employee Compensation	\$ 2,046,193	\$ 1,497,406	\$ 1,487,117	\$ 10,289	0.7%	72.7%
CC - Special Employees	1,247,049	1,035,051	1,275,339	(240,288)	-23.2%	102.3%
DD - Pension and Fringe Benefits	925,716	646,704	596,511	50,193	7.8%	64.4%
<b>Compensation expense subtotal</b>	<b>4,218,958</b>	<b>3,179,161</b>	<b>3,358,967</b>	<b>(179,806)</b>	<b>-5.7%</b>	<b>79.6%</b>
BB - Employee Related expenses	18,271	13,703	3,020	10,683	78.0%	16.5%
EE - Administrative Expenses	39,400	29,550	26,456	3,094	10.5%	67.1%
FF - Facility Operations	2,802,964	2,242,371	2,571,535	(329,164)	-14.7%	91.7%
GG - Energy Costs and Space Rental	800	600	308	292	48.7%	38.5%
HH - Consultant Services	1,800	1,350	400	950	70.4%	22.2%
JJ - Operational Services	130,762	98,072	27,336	70,735	72.1%	20.9%
KK - Equipment Purchases	35,500	26,625	24,049	2,576	9.7%	67.7%
LL - Equipment Leases and Rental	93,692	70,269	29,533	40,737	58.0%	31.5%
SS - Debt Payments and Contingency	541,105	541,105	502,893	38,213	7.1%	92.9%
UU - Information Technology	78,500	58,875	49,766	9,109	15.5%	63.4%
Transfer to the University	1,342,185	1,006,639	1,006,639	-	0.0%	-
<b>Other Expense/Transfers Total</b>	<b>5,084,980</b>	<b>4,089,159</b>	<b>4,241,935</b>	<b>(152,776)</b>	<b>-3.7%</b>	<b>83.4%</b>
<b>Total Expenses/Transfers</b>	<b>\$ 9,303,938</b>	<b>\$ 7,268,320</b>	<b>\$ 7,600,902</b>	<b>\$ (332,582)</b>	<b>-4.6%</b>	<b>81.7%</b>
<b>Net</b>	<b>\$ -</b>	<b>\$ 1,891,868</b>	<b>\$ 1,696,224</b>	<b>\$ (195,644)</b>	<b>-10.3%</b>	

Fiscal Year : July 1st - June 30th

**Financial Report (Consolidated)**  
**Quarter Ending March 31, 2022**

				Fav/(Unfav)		
	<u>Annual FY22</u>	<u>FY22</u>	<u>FY22</u>	<u>Budget</u>	<u>Percent</u>	<u>Percent</u>
	<u>Budget</u>	<u>3rd Qtr. Budget</u>	<u>3rd Qtr. Actual</u>	<u>Variance</u>	<u>Variance</u>	<u>Realized/</u>
						<u>Expended</u>
<b><u>Enrollment</u></b>						
University (Headcount)	3,215	3,215	3,218	3	0.1%	
CGCE (Credit Hours)	31,181	27,127	27,214	87	0.3%	
<b><u>Auxiliaries</u></b>						
Meal Plan Participants	1,998	1,998	2,000	2	0.1%	
Housing Occupancy	1,769	1,769	1,791	22	1.2%	
<b><u>Staffing</u></b>						
Administrative	451	451	419	(32)	-7.0%	
Full-time Faculty	228	228	205	(23)	-10.1%	
<b>Total</b>	<b>679</b>	<b>679</b>	<b>624</b>	<b>(55)</b>	<b>-8.0%</b>	
<b><u>Revenue</u></b>						
University/SGA	\$ 76,777,685	\$ 73,511,129	\$ 78,943,223	\$ 5,432,094	7.4%	102.8%
CGCE	12,024,757	10,581,786	10,959,467	377,681	3.6%	91.1%
Residential Life	14,659,945	14,612,515	13,702,884	(909,631)	-6.2%	93.5%
Dining Services	8,799,412	8,643,162	8,277,949	(365,213)	-4.2%	94.1%
<b>Total Revenue</b>	<b>\$ 112,261,799</b>	<b>\$ 107,348,592</b>	<b>\$ 111,883,523</b>	<b>\$ 4,534,931</b>	<b>4.2%</b>	<b>99.7%</b>
<b><u>Expenses/Transfers</u></b>						
University/SGA	\$ 77,090,650	\$ 55,108,180	\$ 57,178,957	\$ (2,070,778)	-3.8%	74.2%
CGCE	12,024,757	8,807,076	8,495,457	311,619	3.5%	70.6%
Residential Life	16,165,966	14,310,211	13,905,556	404,655	2.8%	86.0%
Dining Services	8,799,412	6,152,114	6,139,288	12,826	0.2%	69.8%
<b>Total Expenses/Transfers</b>	<b>\$ 114,080,785</b>	<b>\$ 84,377,581</b>	<b>\$ 85,719,259</b>	<b>\$ (1,341,678)</b>	<b>-1.6%</b>	<b>75.1%</b>
<b><u>Net</u></b>						
University/SGA	\$ (312,965)	\$ 18,402,949	\$ 21,764,265	\$ 3,361,316	18.3%	
CGCE	0	1,774,710	2,464,010	689,300	38.8%	
Residential Life	(1,506,021)	302,304	(202,672)	(504,976)	-167.0%	
Dining Services	-	2,491,048	2,138,661	(352,387)	-14.1%	
<b>Total</b>	<b>\$ (1,818,986)</b>	<b>\$ 22,971,011</b>	<b>\$ 26,164,264</b>	<b>\$ 3,193,253</b>	<b>13.9%</b>	

**Notes:**

- (1) This report provides an internally compiled summary of the revenues and expenses of Westfield State University for the subject period. This information is unaudited and is for internal management purposes only.
- (2) This report represents an estimate of the expected results based on allocating revenue and expenditures by quarter using a variety of metrics.
- (3) CGCE enrollment represents credit hours.

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

**Enrollment**

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

**Staffing**

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

**Revenue**

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

**Expenses**

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

<b>Net</b>	<b>\$ (312,965)</b>	<b>\$ 18,402,949</b>	<b>\$ 21,764,265</b>	<b>\$ 3,361,316</b>	<b>18.3%</b>
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**Note:**

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

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

Fiscal Year : July 1st - June 30th

Fav/(Unfav)

**Enrollment (Number of Credits)**

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

**Staffing**

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

**Revenue**

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

**Expenses**

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

**Net**

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

Fav/(Unfav)

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

**Metrics**

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

**Staffing**

Administrative	45	45	39	(6)	-13.3%	
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**Revenue**

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

**Expenses**

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

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

Fav/(Unfav)

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

**Metrics**

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

**Staffing**

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

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

**Total Revenue**

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

AA - Regular Employee Compensation	\$ 2,350,342	\$ 1,615,493	\$ 1,417,647	\$ 197,846	12.2%	60.3%
CC - Special Employees	786,000	573,780	815,863	(242,083)	-42.2%	103.8%
DD - Pension and Fringe Benefits	955,585	660,715	573,779	86,936	13.2%	60.0%
<b>Compensation expense subtotal</b>	<b>4,091,927</b>	<b>2,849,988</b>	<b>2,807,289</b>	<b>42,699</b>	<b>1.5%</b>	<b>68.6%</b>
BB - Employee Related expenses	19,000	14,250	3,190	11,060	77.6%	16.8%
EE - Administrative Expenses	36,000	27,000	14,708	12,292	45.5%	40.9%
FF - Facility Operations	2,788,732	1,952,112	2,139,333	(187,221)	-9.6%	76.7%
GG - Energy Costs and Space Rental	700	525	385	140	26.6%	55.0%
HH - Consultant Services	2,000	1,500	-	1,500	100.0%	0.0%
JJ - Operational Services	31,813	23,860	26,116	(2,256)	-9.5%	82.1%
KK - Equipment Purchases	42,643	31,982	1,918	30,064	94.0%	4.5%
LL - Equipment Leases and Rental	64,077	48,058	45,906	2,152	4.5%	71.6%
SS - Debt Payments and Contingency	312,774	312,774	227,461	85,313	27.3%	72.7%
UU - Information Technology	65,000	48,750	31,667	17,083	35.0%	48.7%
Unallocated	222,993	-	-	-	-	-
Transfer to the University	1,121,753	841,315	841,315	-	0.0%	-
<b>Other Expense/Transfers Total</b>	<b>4,707,485</b>	<b>3,302,126</b>	<b>3,331,999</b>	<b>(29,873)</b>	<b>-0.9%</b>	<b>70.8%</b>

**Total Expenses/Transfers**

	\$ 8,799,412	\$ 6,152,114	\$ 6,139,288	\$ 12,826	0.2%	69.8%
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**Net**

	\$ -	\$ 2,491,048	\$ 2,138,661	\$ (352,387)	-14.1%	
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Giving Societies	Donors	Dollars
President's Circle (\$25,000 or higher)	5	\$201,822.51
Davis-Bates Circle (\$10,000 - \$24,999)	11	\$151,433.37
Scanlon Circle (\$5,000 - \$9,999)	13	\$80,126.00
Dickinson Circle (\$2,500 - \$4,999)	12	\$37,174.00
1839 Society (\$1,000 - \$2,499)	59	\$72,254.67
Donor (\$1 - \$999)	1,372	\$141,427.20
<b>Total</b>	<b>1,472</b>	<b>\$684,237.75</b>

## Donor Retention

### RETAINED DONOR:

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

**Increased to 678 vs. 568 retained Q3 last year**

### REACTIVATED DONOR:

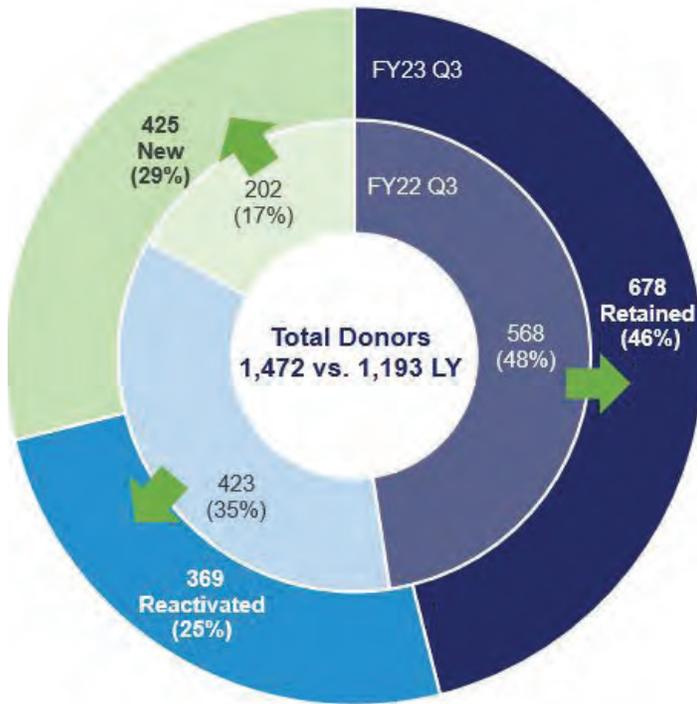
A donor who gave sometime in the past, but not last year, and gave again this year.

**369 reactivated donors vs. 423 in Q3 last year**

### NEW DONOR:

A donor who gave for the first time.

**More than doubled! 425 vs. 202 in Q3 last year**



## Give a Hoot

AS OF MARCH 31, 2023

- \$91,341 received
- 516 gifts received from 460 donors
- We exceeded the goal of 350 donors!



### Grants Received (FY23 Q3)

Commonwealth of MA Endowment Match	\$431,972
Social Work Grant	\$2,500
As Schools Match Wits Grant	\$45,000
Interfaith Youth Core Campus Initiative Grant	\$5,000
<b>Total</b>	<b>\$484,472</b>

## Fundraising Areas



### THE WESTFIELD FUND

GIFTS \$89,905  
DONORS 447

### GROWTH TO THE WESTFIELD FUND

- **49% increase in donors**  
(447 vs 300 in Q3 FY23)
- **32% increase in gifts**  
(\$89,905 vs \$68,646 in Q3 FY23)



### ATHLETICS OWL CLUB

GIFTS \$102,064  
DONORS 407

## Executive Summary

**\$1,168,710 TOTAL GIFTS & GRANTS**

\$684,238 Gifts

\$484,472 Grants

**1,472 DONORS**

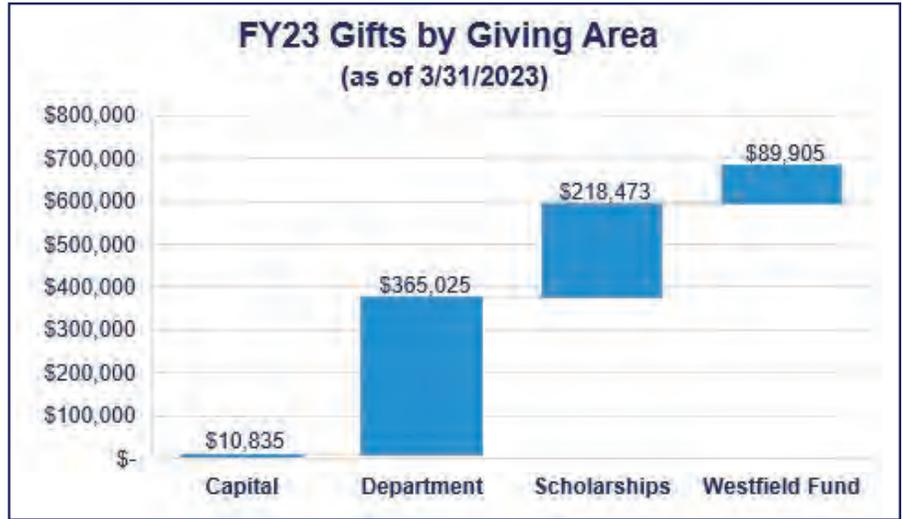
902 Alumni & Students\*

172 Employees\*

444 Friends & Organizations

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

**\$235.21 Average Gift**



## Highlights

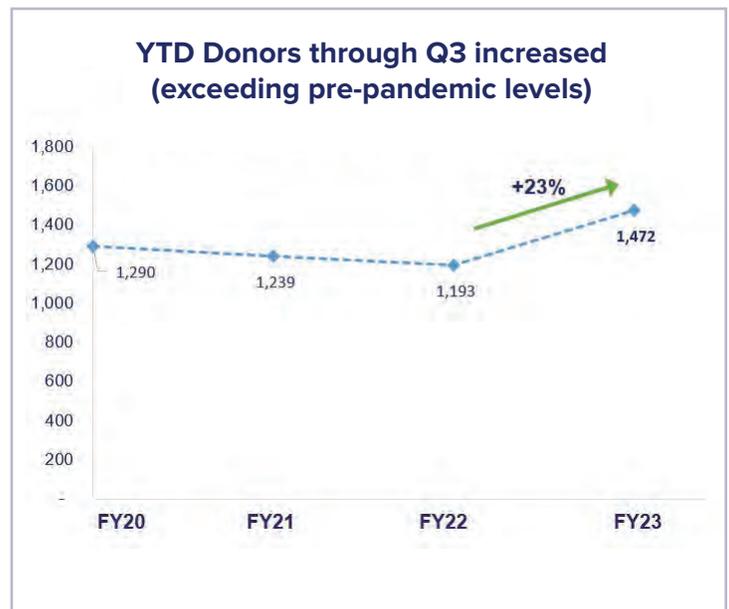
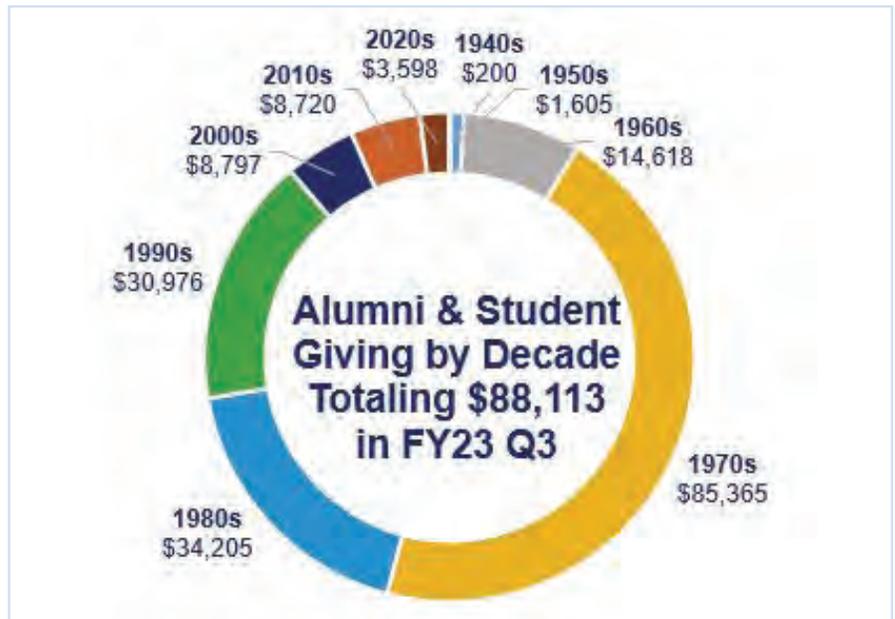
**We've surpassed last year's total # of donors!** (1,472 through Q3 FY23 vs. 1,429 in FY22)

**23% increase in overall donors** (1,472 vs. 1,193 in Q3 FY22)

**19% increase of alumni & student donors** (902 in Q3 FY23 vs. 757 in FY22)

**74 class years** of alumni giving, ranging from donors in Class of 1949 through 2026

**20% increase** in overall gifts in overall gifts (\$684,238 vs. \$568,998 Q3 FY22)





# Give a Hoot!

*Come together for our students*

SAVE THE DATE  
**MARCH 22-23**

# OUTREACH

**Mailed Tri-Fold**  
Sent March 6  
to recent donors

**Give a Hoot**  
Come together for our students  
MARCH 22-23, 2023

Mark your calendar for Give a Hoot, Westfield State University's annual giving day! Your generosity ensures that more Westfield State students have access to opportunities that will transform their lives forever.

**Three ways to show your Owl Pride**

**GIVE:** Be counted as an early donor  
**Area of support:**  
 The Westfield Fund (Area of greatest need)  
 Academic Departments  
 Athletics - Owl Club  
 Owl's Helping Owl's Student Emergency Fund  
 Student Scholarships

**ADVOCATE:** Share the Give a Hoot page to inspire fellow Owls

**CHALLENGE:** Motivate your Westfield State family and friends with a match or challenge gift

Visit [westfield.ma.edu/give](http://westfield.ma.edu/give) for more information  
 Check us out on Facebook at "Westfield State Foundation, Inc." with "Give a Hoot" in the search bar. We'll be there for you!  
 Be inspired everyday, and sponsored by March 22, 2023.

**YES, I WOULD LIKE TO SUPPORT GIVE A HOOT.**  
 Check enclosed, payable to the Westfield State Foundation, Inc.  
 Online: [westfield.ma.edu/give](http://westfield.ma.edu/give) or by scanning the QR code

Visit [westfield.ma.edu/give](http://westfield.ma.edu/give) for more information  
 Check us out on Facebook at "Westfield State Foundation, Inc." with "Give a Hoot" in the search bar. We'll be there for you!  
 Be inspired everyday, and sponsored by March 22, 2023.

**INCLUDED IS MY GIFT OF:**  
 \$1000  
 \$500  
 \$250  
 Other \_\_\_\_\_

**DIRECT MY GIFT TO:**  
 The Westfield Fund (Area of greatest need)  
 Academic Dept. \_\_\_\_\_  
 Athletics Club \_\_\_\_\_  
 Owl's Helping Owl's Student Emergency Fund  
 President Thompson's Initiative (Must have 1000 donors)  
 Student Scholarships  
 Other \_\_\_\_\_

## 1969 Class Letter



Dear Fellow Class of '69 Alumni,

We hope this letter finds you well. We are reaching out to make our mark for the Class of 1969. To leave a legacy at Westfield State, we wish to raise \$25,000 to fund an endowed scholarship. We hope to accomplish this goal through Give a Hoot, Westfield State's annual day of giving. While \$25,000 is a great deal of money, we do have 285 of the 1969 graduates in our database. Our hope is that each of us will be able to donate toward the creation of this perpetual scholarship. We will gladly accept all levels of donations toward this goal. Please remember that your gift becomes a tax deduction for you.

Your contribution will go to the sole purpose of endowing the Class of 1969 scholarship. Each year, the Westfield State Foundation office will take the required 4% of the restricted principle of the fund we created and provide it to a deserving student here on campus. With the help of the Foundation office, we will choose a student from a different major each year (ad infinitum) so over time all students will have the opportunity to benefit from this scholarship.

We hope you will join us in our efforts to raise \$25,000 for this scholarship. Currently, the classes of 1970, 1983, 1984, 1985, 2003, 2005, 2007, and 2008 have endowed scholarships and we hope to join these classes. For this year, the Give a Hoot campaign will work to encourage all classes to establish or add to similar endowment scholarships with the Class of 1969 playing a leadership role this year.

A member of the class committee will be in contact with you about your support in helping to endow this scholarship. If you would like to volunteer and join the committee, please call or text either Larry Goodwin at (301) 503-4308 or Andy Oleksiak at (413) 478-5784.

Thank you for your consideration to help build this endowed scholarship from the Class of 1969. Please feel free to reach out to Larry or Andy should you have any questions or concerns. We will add additional points of contact as others in our Class volunteer in this effort.

Finally, several of our classmates are hoping to organize our 53<sup>rd</sup> reunion next year, please stay tuned as we would love to see you again!

Sincerely,  
 Senior Year Leadership of the Class of 1969  
 Tony Guerra, President  
 Martina (Healey) Dolan, Secretary  
 Linda (Tohonko) Popp, Treasurer

P.S. Give a Hoot, Westfield State's annual day of giving, is on March 22 and 23. However, to give us enough time, gifts between today and March 23 will count toward Give a Hoot.

**Mailed Athletics Letter**  
Sent March 13  
to Owl Club donors



Dear <<First Name>>,

We are incredibly grateful for the support shown by you, our alumni, and families who have contributed in making this an incredible year for our student-athletes. Athletics at Westfield State is stronger than ever because of you; for the second year in a row and for the 16<sup>th</sup> time in its history Westfield State athletics was awarded the MASCAC Smith Cup. This recognition honors the work and success of our student-athletes on and off the field.

Other highlights include conference titles during the 2022 calendar year for men's basketball, women's lacrosse, women's soccer, cross country, and volleyball. A special recognition goes to Jenn Benwick, who was awarded the NCAA Division III Women's Soccer Academic All-American of the Year Award from the College Sports Communicators, and Amy O'Sullivan '22 who was named the MASCAC's Female Scholar Athlete of the Year.

We are proud to share these accomplishments with you, as they are not done without your continued support of our Owls. As we wind down our winter sports seasons and gear up for the spring, we hope you will again support Westfield State's student-athletes. On behalf of all of us here at Westfield State, we thank you for your generosity.

Go Owls,  
 Dick Lenfest  
 Director of Athletics

**PAST OWL CLUB SUPPORT**

2022-2023 ACADEMIC YEAR	2021-2022 ACADEMIC YEAR	2020-2021 ACADEMIC YEAR
<<Gift1>>	<<Gift2>>	<<Gift3>>

P.S. Give a Hoot, Westfield State's annual day of giving, is on March 22 and 23. All gifts between today and March 23 will count toward Give a Hoot.

**Give a Hoot!** Come together for our students  
 SAVE THE DATE  
**MARCH 22-23**  
 Scan QR

**Direct Mail:**  
**\$30,930**  
**103 checks (personal/business)**



# OUTREACH: EMAIL

16 Emails

Segments: General, Lybunts, Athletics,  
Finalsite | ThankView

629 clicks | 145 donors | \$15,145

Westfield State University

Courtney,

For 184 years, the Westfield State community continues to advance our University in support of all students. Can we count on you during [Give a Hoot](#) to help the next generation of Owls?

Be one of the 50 early donors to Give a Hoot and [unlock \\$1,000](#) thanks to John Gilbert '79!

WATCH YOUR VIDEO!



Week Away

63 clicks | 14 donors | \$2,050



Courtney,

From now until 8pm ET, 50 donors to Give a Hoot will unlock \$2,500 from members of the Board of Trustees. Will you [make your grand entrance](#) with a gift to help our students set the stage for success?

MAKE YOUR GIFT

Give a Hoot challenges & matches:

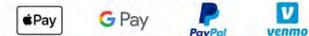
50 donors from 4pm to 8pm ET will unlock \$2,500 from members of the Board of Trustees

Classes 2013-2022 donations will be MATCHED thanks to Bill Chase '78

Amos-Franco Scholarship	Lifetime Owls Scholarship
The Coach John Kurty Scholarship for Movement Science	Owls Helping Owls Student Emergency Fund
Class of 1985	Swimming & Diving
Class of 2018	Sgt. Thomas H. Convery Veteran & Military Scholarship
Class of 2023 Senior Gift	Thomas H. Convery '78 Scholarship for History and Education
Investment Lab	Title IX
Katheryn McColley Bradford Short Term Travel Scholarship	

Thank you,  
From Owl of us at Westfield State

Making your Give a Hoot gift just got easier!  
You can now give using:



40 clicks | 12 donors | \$1,785

Division of  
Institutional Advancement

Westfield State University



Dear Westfield State Faculty, Staff, and Librarians,

[Give a Hoot](#) begins TODAY through Thursday, March 23, 2023!

This is an amazing opportunity to reach out to your communities and raise funds for your department.

- **Make your own gift** and turn it into a match or challenge to incentivize others to join you in giving back to your department at [westfield.ma.edu/give](http://westfield.ma.edu/give)
- **Share the Give a Hoot page** with your community (email, text, social media)
- Put on your Westfield State gear and stop by the Give a Hoot table in the Dining Commons from 11am-1pm on Wednesday and Thursday to make your gift and spread the word

Your colleagues in Institutional Advancement are challenging you to Give a Hoot!

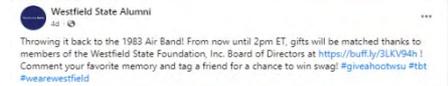
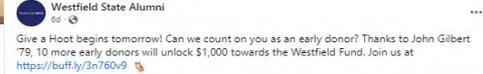
If 25 faculty/staff/librarians make a donation to any area of campus, members of Institutional Advancement will donate \$250. Join us at [westfield.ma.edu/give](http://westfield.ma.edu/give)!

181 clicks | 32 donors | \$4,487

Westfield  
STATE UNIVERSITY

# OUTREACH: SOCIAL MEDIA

49 individual posts  
 \*additional through Athletics account  
**Facebook, Instagram, Twitter, LinkedIn**  
**749 clicks | 44 donors | \$6,832**



# OUTREACH: SOCIAL MEDIA

*Collaboration posts with the @westfieldstate Instagram*



## Dr. Thompson Challenge

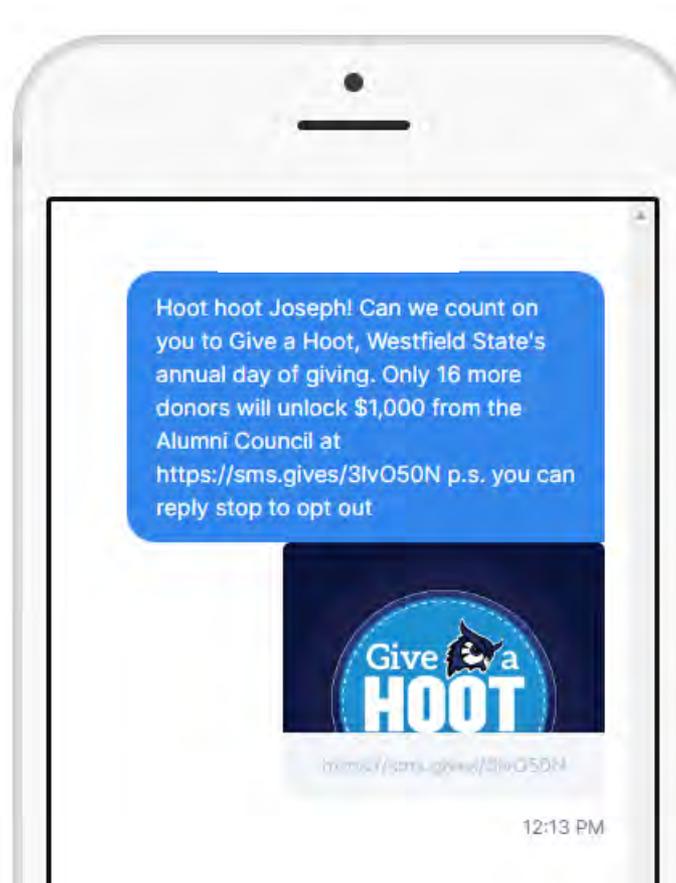
*Facebook:* Reached **1394** users,  
**531** video views, **83** total clicks

*Instagram:* Reached **2276** users,  
**945** video views, **105** likes

## 3/22 9am Launch

*Instagram:* Reached **3386** users,  
**1009** video views, **85** likes

# OUTREACH: TEXT



## Hustle Text

Sent 3/22 at 12:30pm  
Announcing WSAA Challenge

Total sends:  
Clicks: 110  
Donors: 15  
**\$ Raised: \$1,675**

# OUTREACH: CAMPUS TABLE



# ADVOCATE TOOLKIT

## Advocate Webinar: March 14 one week away



### Give a Hoot ANNUAL DAY OF GIVING

Support our students!

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

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

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

**Overall Goal:** 350 donors

**Subcampaigns:**

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

**Become a Give a Hoot Advocate!**

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

- ✔ Create an Account at [givecampus.com](https://www.givecampus.com) (or if you already have one, log in)
- ★ Make your own gift to Give a Hoot and turn it into a match or challenge!
- 📄 Share the Give a Hoot page! The built-in sharing buttons on the campaign page generate a personal link that is unique to you to share through email, text, and social media. Use your personal link so we can track and celebrate your impact!
- 🎥 Film a personal plea video asking your friends to Give a Hoot! Share it on the Give a Hoot page and your social media.

**Give a Hoot Advocate Email**

Dear [name],

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

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

Thank you for joining me in supporting Westfield State!

[Name]

**Give a Hoot Advocate Social Media Posts**

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

**Facebook, Instagram, and Twitter**

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

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



**ADVOCATE TO-DO LIST**

	<b>Tuesday, March 14</b>
<input type="checkbox"/>	Like, follow, and join us on Facebook/Instagram @WestfieldStateAlumni and Twitter @Westfieldalumni to stay informed about our giving day progress!
<input type="checkbox"/>	5:30pm ET – Give a Hoot Advocate Training hosted by GiveCampus (Zoom)
	<b>Tuesday, MARCH 21 Give a Hoot is TOMORROW!</b>
<input type="checkbox"/>	Log into GiveCampus on the Give a Hoot page <a href="https://www.westfield.ma.edu/give">https://www.westfield.ma.edu/give</a> Make your gift early and turn your gift into a challenge or match to incentivize your classmates and friends to make their own gift to Give a Hoot.
<input type="checkbox"/>	12:00pm – Email Westfield State Friends "Hi Fellow Owls! Just a reminder tomorrow is Give a Hoot, Westfield State's annual day of giving. Join me in making a gift at [include personal link when logged into GiveCampus]"
	<b>Wednesday, MARCH 22 Give a Hoot BEGINS!</b>
<input type="checkbox"/>	9:00am – Like/Comment/Share @WestfieldStateAlumni video post on social media
<input type="checkbox"/>	12:00pm – Email/Text/Call Westfield State Friends "Today is Give a Hoot Westfield State's annual day of giving. Join me and support any area at Westfield State that means most to you like (choose an area of meaning: specific Athletics team, student scholarships, Academic department, etc.). Here's the link: [include personal link when logged into GiveCampus]"
<input type="checkbox"/>	5:00pm – Like/Comment/Share @WestfieldStateAlumni video post on social media
	<b>Thursday, MARCH 23 Give a Hoot ENDS!</b>
<input type="checkbox"/>	9:00am – Like/Comment/Share @WestfieldStateAlumni post on social media
<input type="checkbox"/>	5:00pm – Final Email/Text/Call Westfield State Friends "There's still time to support Give a Hoot! Can I count on you to make your gift at [include personal link when logged into GiveCampus]."
<input type="checkbox"/>	7:00pm – Like/Comment/Share final @WestfieldStateAlumni post on social media
	<b>Friday, MARCH 24 – CELEBRATE!</b> Thank your Westfield State Friends who supported Give a Hoot!

# CHALLENGES/MATCHES

## 25 Challenges/Matches unlocking \$15,865

### Power hours:

Early donors - 50 early donors unlocked \$1,000 towards the Westfield Fund thanks to **John Gilbert '79**

3/22 - 50 donors from 11am to 2pm ET unlocked \$1,000 from the **WSAA Executive Council**

3/22 - The first 25 donors to Athletics unlocked \$1,000, thanks to **Russ Hammond '73**

3/22 - 50 donors from 4pm to 8pm ET, unlocked \$2,500 from **members of the Board of Trustees**

3/23 (7am) - In celebration of the class of 2023, **Dr. Thompson** matched the next 23 donors (up to \$1,000)

3/23 (10am) - **Russ Hammond '73** matched the next \$2,000 to Westfield State Athletics

3/23 - From 10am to 2pm ET, gifts were matched thanks to **members of the Foundation Board**

3/23 (3pm) - Goal reached! 50 donors Give a Hoot by midnight unlocked \$5,000 thanks to **John Gilbert '79**



# CHALLENGES/MATCHES

## Give a Hoot challenges & matches:

50 donors from 11am to 2pm ET will unlock \$1,000 from the WSAA Executive Council

The first 25 donors to Westfield State Athletics will unlock \$1,000 from Russ Hammond '73

Young Alumni Match



Classes 2013-2022 donations will be **MATCHED** thanks to Bill Chase '78

Faculty/Staff Challenge



25 Faculty/Staff donors will unlock \$250 from your colleagues at the Westfield State Foundation, Inc.

Class and Gift Designation Challenges



The Coach John Kurty Scholarship for Movement Science

Class of 1985

Investment Lab

Lifetime Owls Scholarship

Owls Helping Owls Student Emergency Fund

Swimming & Diving

Sgt. Thomas H. Convery Veteran & Military Scholarship

Thomas H. Convery '78 Scholarship for History and Education

Title IX

# RESULTS

Goal 350 donors

**527** gifts from **471** donors

**Raising \$98,450!!**



# DONORS



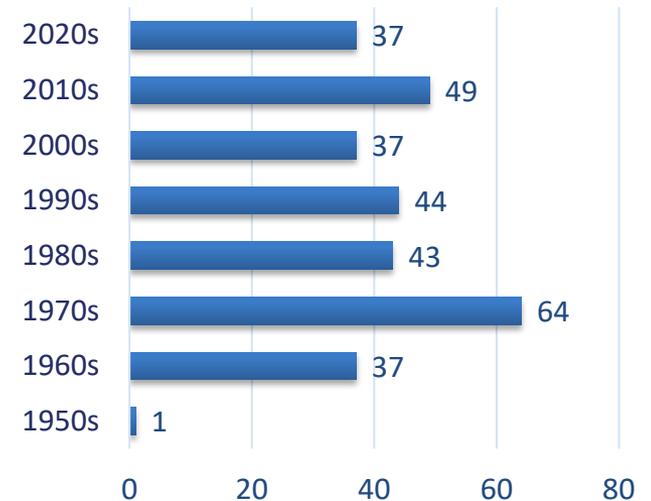
**312 Alumni & Students**  
**76 Westfield State Employees**

Donors from **62 different** class years (alumni/student)

- Donor from **oldest class 1956**
- Donor from **youngest class 2026**

Class of 2023 Senior Gift: **20 donors** and **\$474 raised**

## Donations by Decade

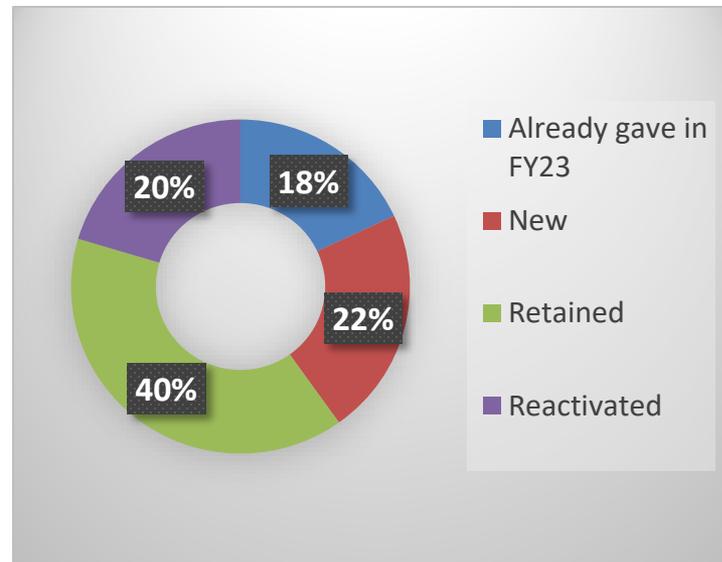


# DONORS

- **85** donors donated previously in FY23, making an additional gift to Give a Hoot!

- **186 retained** donors last gave in FY22
  - **160** donors gave to Give a Hoot last year in FY22

- **96 reactivated** donors who gave before FY22
  - **27** donors gave **10+ years ago**
  - **3** donors gave **30+ years ago**
  - **1** donor's last gift was in **1990!!**



- **104 new donors**
  - **45** new **Owl Club** donors
  - **51** new **alumni** donors
  - **10** new **employee** donors!!

# ATHLETICS

**\$28,384 from 156 donors**

Teams	Donors	Raised (\$)
Baseball	29	\$4,870
Cross Country	24	\$1,750
Athletics Title IX	19	\$4,905
Soccer - Men's	15	\$770
Football	14	\$6,800
Hockey	10	\$3,164
Track and Field	8	\$700
Basketball - Men's	8	\$1,600
Basketball - Women's	6	\$500
Swimming and Diving	5	\$320
Field Hockey	4	\$405
Softball	3	\$325
Soccer - Women's	3	\$150
Lacrosse	2	\$100
Volleyball	2	\$100
Golf - Men's	1	\$50

A Special Message from Director of Athletics Dick Lenfest



50 Years of Title IX



Support Field Hockey!



Support Football!



Support Men's and Women's Cross Country!



Support Baseball!



Support Women's Soccer!

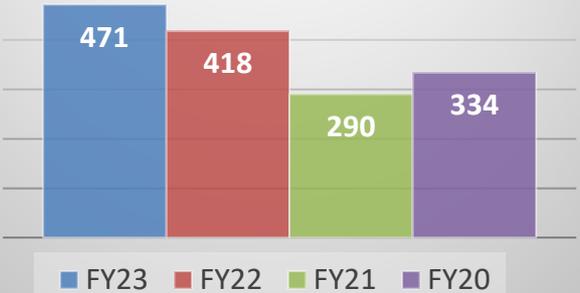


Support Men's Soccer!

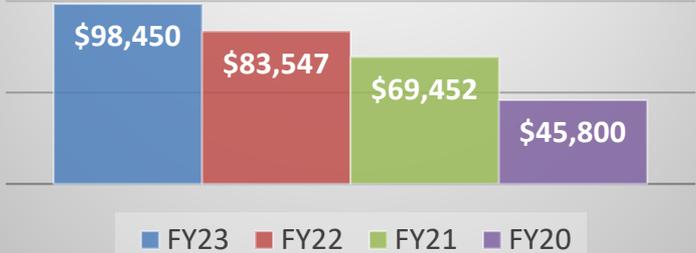


# HISTORICAL RESULTS

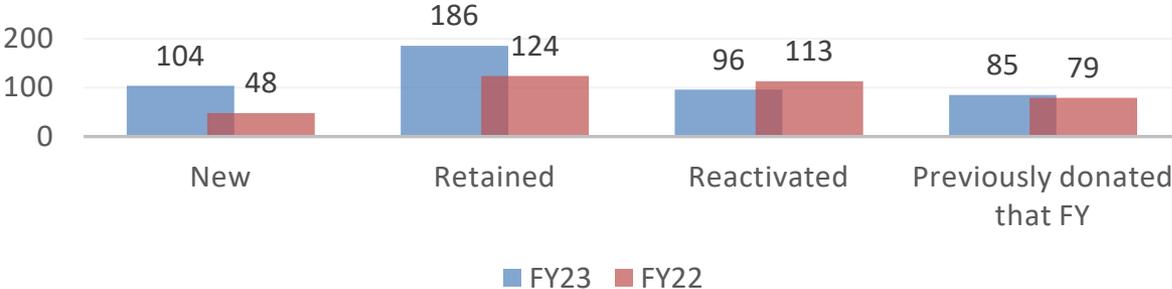
### Give a Hoot Donors



### Give a Hoot Dollars



### Detailed Donor Comparison





**THANK YOU**  
*for supporting our students!*

# Westfield State Alumni

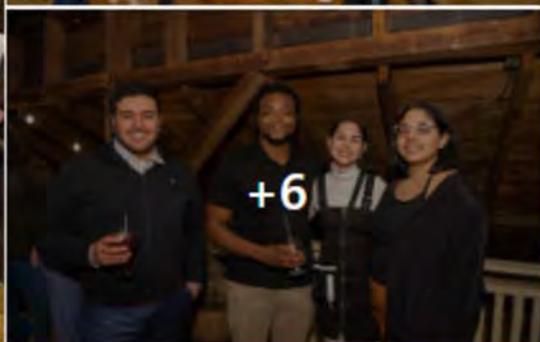




Westfield State Alumni

Published by Buffer · February 27 ·

Thank you to all our seniors that came out to celebrate 100 days until commencement toast on February 9! We hit 15 % of our senior class gift goal last night!! We are so excited for the rest of fun we have planned before you walk across the stage in May! #FutureWestfieldStateAlumni



Westfield State Alumni

Published by Buffer · January 12 ·

On this gloomy #ThrowbackThursday we are throwing it back to 1991 for some warmer weather!! What were some of your favorite warm weather activities at Westfield State?? #WestfieldStateTBT



# ALUMNI ENGAGEMENT

Daphne Felten-Green '87



Paula (Apruzzese) Long '83



# Women's History Month Highlights



Shelly Chadwick '93



Dominique Gilmer '89



Dr. Tilia Fantasia



Cheryl Bassett '88