



BOARD OF TRUSTEES

Financial Affairs and Advancement Committee

June 13, 2023

Minutes

Tilia Fantasia Student Lounge, Woodward Center

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

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

MEMBERS EXCUSED: Vice Chair Paul Boudreau

TRUSTEE GUESTS PRESENT: Trustees George Gilmer, Dr. Robert Martin, and William Reichelt

Also present and participating were Westfield State University President Dr. Linda Thompson, Administration and Finance Vice President Stephen Taksar, Associate Vice President Lisa Freeman, Assistant Vice President for Strategic Finance and Institutional Planning Maria Feuerstein, Associate Vice President for Capital Planning and Facilities Maureen Socha, Director of Procurement and Administrative Services Gary Duggan, Assistant Vice President for Information Technology Services Alan Blair, 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 12:35 PM and it was announced that the meeting was being livestreamed and recorded.

MOTION made by Trustee Montemayor, seconded by Trustee Jasmin, to approve the minutes of the April 25, 2023, meeting. There being no discussion, **Motion passed unanimously.**

Financial Affairs and Advancement Committee Charter. Proposed changes were reviewed. Committee members should *ideally* have..." needs be added to the membership/structure/quorum section of the charter.

MOTION made by Trustee Jasmin, seconded by Trustee Montemayor, to approve and adopt the Westfield State University Board of Trustees Financial Affairs and Advancement Committee Charter, as amended. There being no further discussion, **Motion passed unanimously.**

FY24 Provisional Operating Budget

MOTION made by Trustee Landrau, seconded by Trustee Jasmin, to approve the FY24

provisional operating budget as presented and to authorize the President to make budget adjustments to these funds.

Discussion: The FY24 provisional operating budget was reviewed. A provisional budget allows the University to have a budget in place as of July 1, 2023. Key revenue indicators such as enrollment and state appropriation will be better known as we approach the fall, at which time the campus will develop a final budget for approval by the Board in October. The provisional budget projects 2,960 billable students, \$117.8M in revenue, \$125.9M in expenses, with net revenue over expenses at -\$8.1M. There is a structural deficit of \$3.3M, which is mainly driven by a \$4.7M deficit in Residential Life requiring the use of \$0.6M in campus reserves to fully fund the projected loss and maintain MSCBA's required reserve balance, which is 5% of prior year expenses. Most of the glide path is going towards settling the deficit in Residential Life. The MSCBA debt structure is increasing by \$2M in FY24. The University is exploring restructuring MSCBA debt to provide short-term financial relief. Trustees expressed interest in taking a deeper dive into the MSCBA debt structure and operating nature of the University. There being no further discussion, **Motion passed unanimously.**

Capital Budget

MOTION made by Trustee Landrau, seconded by Trustee Jasmin, to approve the FY24 proposed capital budget, as presented.

Discussion: A list of FY23 capital projects was reviewed. The renovation of Parenzo Hall is going well. Generally, on time and within the revised budget. The DCAMM five-year funding plan for FY19-23 will expire on June 30, 2023. Westfield State spent 99.8% of its five-year allocation. The new five-year funding plan will begin July 1, 2023, for FY24-28 for \$9.2M. DCAMM will fund \$6.3M and Westfield State will match \$2.9M. A list of critical repair projects for FY24-28 was reviewed. A list of capital projects for FY24 was reviewed. There being no further discussion, **Motion passed unanimously.**

Vehicle Lease/Purchase Program

MOTION made by Trustee Sanfacon, seconded by Trustee Jasmin, to approve FY24 expenditures for the vehicle lease/purchase program, as presented. There being no discussion, **Motion passed unanimously.**

FY24 Sponsorships

MOTION made by Trustee Martin, seconded by Trustee Montemayor, to authorize the University to spend up to \$30,000 in FY24 on sponsorship and/or attendance at community events, consistent with University guidelines for the expenditure of such funds. The University will report all expenditures made under this umbrella approval no later than the June 2024 meeting of the Board of Trustees. There being no discussion, **Motion passed unanimously.**

Computer Tracking and Allocation Policy (0610)

MOTION made by Trustee Landrau, seconded by Trustee Montemayor, to approve the changes and accept the newly revised Computer Tracking and Allocation Policy (0610), as presented.

Discussion: Proposed changes to the policy were reviewed. There being no further

discussion, **Motion passed unanimously.**

Multi-Year Planning Process. Now is the time to pivot our approach to multi-year planning. The University will make this shift by taking the current budget model, expanding it to a five-year model with a best, middle, and worst case set of scenarios. This streamlined approach will provide a trend analysis with different assumptions. As strategic investment strategies are developed, they will be included in multi-year planning.

Cash Reserves. The University's cash reserves were reviewed. This includes long-term investments and short-term investments. There was a dip in FY23 by \$15.5M, due to a payment for the renovation of Parenzo Hall.

FY23 Sponsorships. Sponsorships for FY23, to-date, were reviewed.

Advancement – Fundraising/Engagement. Ms. McMahon said that FY23 was a year of strategically and intentionally identifying, engaging and cultivating alumni and friends in an effort to provide increased support for students and the greater campus community.

She noted they increased the donor base, surpassing FY22 totals and have increased the number of first time donors as well. For FY23, they had set a robust goal of bringing in \$2 million and as of the end of May they realized just over \$1.25 million in gifts and grants received.

The Foundation's FY23 support to the University of \$1.2 million included a Cultivation Fund for the President allowing her to engage and highlight internal and external constituents. This has been effective, opening doors for us which are providing a positive ROI.

The three volunteer boards have been supportive this year with just over 90% participation. She advised there is still time to reach the 100% participation mark by the end of June, reminding the committee that it is not the dollar amount given that matters as much as the level of participation. As we apply for grants, 100% participation from our boards is important.

She shared upcoming travel planned with the President to cultivate alumni and donors in Michigan, Georgia, Connecticut, Boston, Central Mass, the Cape, DC and New York.

For FY24, the Foundation has approved providing a record \$1.37 million in both direct and indirect support to the University. Institutional Advancement continues to work with Cabinet, Deans and Chairs to identify priorities and areas where funding is needed. She added they continue to work with alums to find ways to engage them through their time, talent or treasures.

Ms. McMahon encouraged committee members to review the Interfaith Center Spring Semester report and discover the impressive opportunities available through the Interfaith Center.

Mr. William Hynes reported that as part of year-end, they are planning to get 5-6 messages going out on social media. He shared the dates for the Owl Golf and Foundation Scholarship Golf tournaments, and the Homecoming dinner and auction.

Mr. Ryan Meersman reported that Alumni Relations once again invited the Golden Owls to Commencement after the hiatus due to COVID. Alumni Relations continued their collaboration with Academic Affairs again this year with Alumni Relations presenting graduates with a gift as they processed out at the end of Commencement. He provided the dates and events planned for the "Summer of Fun"

series.

There being no further business, **MOTION** made by Trustee Landrau, seconded by Trustee Jasmin, to adjourn. **Motion passed unanimously.**

Meeting adjourned at 2:22 PM.

Attachments presented at this meeting:

- a. Minutes 4-25-23 (Draft)
- b. Motion – Financial Affairs and Advancement Committee Charter
- c. Financial Affairs and Advancement Committee Charter (Draft)
- d. Motion – FY24 Provisional Operating Budget
- e. FY24 Provisional Operating Budget Presentation
- f. FY24 Provisional Operating Budget (Narrative)
- g. FY24 Provisional Operating Budget (Fund Review)
- h. Motion – Capital Budget
- i. Capital Budget
- j. Motion – Vehicle Lease, Purchase Program
- k. Vehicle Lease, Purchase Program
- l. Vehicle Lease, Purchase Program (Summary)
- m. Motion – FY24 Sponsorships
- n. Motion – Computer Tracking and Allocation Policy
- o. Computer Tracking and Allocation Policy (Clean)
- p. Computer Tracking and Allocation Policy (Track Changes)
- q. Cash Reserves
- r. Cash Reserves (Graph)
- s. FY23 Sponsorships
- t. Facilities Project Updates
- u. Fiscal YearEnd-DirectMail-FY23 Updated 051823
- v. Fiscal Year End appeal graphics
- w. Alumni Relations Update 06-2023
- x. Handout: Updated dashboard
- y. Handout: Interfaith Center Spring Semester Summary Report

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 June 13, 2023.

Chris Montemayor, Secretary

Date