



Board of Trustees Financial Affairs Committee

February 8, 2024
12:30 p.m.

President's Boardroom, Horace Mann Center

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

Committee Members Present: George Gilmer (Chair), Chris Montemayor (Secretary), Daniel Currier, Ali Salehi (ex-officio member).

Committee Members Excused: Paul Boudreau (Vice Chair), Theresa Jasmin.

Committee Chair Gilmer called the meeting to order at 12:35 p.m., announced committee members, and stated the meeting was being livestreamed and recorded.

Minutes – December 13, 2023

MOTION made and seconded, to approve the minutes of the December 13, 2023, Financial Affairs Committee meeting. There being no discussion, **motion passed unanimously**.

Allocation/Reallocation of Space Policy (0250)

The revised policy has been reviewed and approved by the Campus Space Committee and President's Cabinet. The President or the President's designee has authority to make space changes. The Campus Space Committee is not a decision-making body. There was some concern that the composition of the Campus Space Committee is too similar to President's Cabinet. **MOTION** made and seconded, to recommend approval to the Board to accept the revised Allocation/Reallocation of Space Policy (0250) and supporting procedures, as presented, based on best practices. There being no further discussion, **motion passed unanimously**.

Capital Planning and New Projects

The five-year plan for the Division of Capital Asset Management and Maintenance (DCAMM) was reviewed. Repairs to the pool will extend the serviceable life of the pool by 25 years, not 5-10 years as originally believed and discussed at the December committee meeting. The installation of a new pool is estimated to be between \$24-\$28M. A formal recommendation on the restoration of the pool will be provided at the April committee meeting. The University is being allocated \$1.3M as part of the Fair Share Program (FSP). All projects using FSP funding must be approved by DCAMM and completed by June 30, 2025. There is a cap of \$175k to be spent on security issues. The University is recommending using that cap on access control and building system controls. Current controls are

obsolete. A steering committee for the facilities master plan will be formed this spring and will begin meeting in the fall. **MOTION** made and seconded, to approve two new capital projects as presented and required by the Trust Fund Management Policy (0604). The projects are funded by the Fair Share Program of the Commonwealth of Massachusetts \$50,000,000 capital allocation. The total allocation for Westfield State is \$1,292,058. Further, if the projects are not completed by June 30, 2024, the unspent funds will be rolled forward into the FY25 budget to complete the projects. There being no further discussion, **motion passed unanimously.**

FY25 Schedule of Annual Tuition and Fees

FY25 tuition and fee recommendations were reviewed. The recommended fee increases are 5% for Dining Services, 3% for Residential Life, 3% for the general fee, 3.2% for overall cost of attendance (COA) for residential students, and 2.5% for overall COA for commuter students. No fee increases are being proposed for student activity, capital improvement, or technology. The President has approved two new fees that are course specific fees, the money is allocated directly to the department: (1) \$50/student for the Finance/Data Analytics Lab, and (2) \$40/student for Weaving New Connections, Fiber Arts, and Mental Health course. There is concern the model of increasing fees by 3-4% every year is starting to catch up and will likely be unsuccessful moving forward. As the University is drafting a new strategic plan, strategically looking at pricing should be a large part of this plan. **MOTION** made and seconded, to approve the FY25 annual tuition and fee schedules, as presented. There being no further discussion, **motion passed unanimously.**

FY24 Second Quarter Financials

The FY24 second quarter financials were reviewed. At this point in time, the University is favorable by \$1.2M versus the projected loss of \$2.6M, even with lower enrollment than originally budgeted. There is potential for a year-end surplus of \$1M - \$2M due to operational underspending and vacancy savings. The University is down by about 50 positions, which is contributing to vacancy savings. There is concern the University is being too restrictive in backfilling positions in order to capture vacancy savings. There is too much strain on current employees and backfilling much needed positions could alleviate this.

Strategic Investment Update

The campus continues to make progress. It is too early to report any metrics, but early enrollment indicators appear encouraging.

FY25 Budget Planning Update

The University has a new budget strategy. Until the strategic plan is finalized, resources will align with the President's goals: enrollment, economic health, and culture and values. Vice President's will work within their division to identify strategies to accomplish said goals. The goal is for divisions to self-fund these strategies as much as possible by identifying what their true needs are. There are divisions and/or departments that are largely favorable at the end of the fiscal year and other divisions and/or departments that are largely unfavorable by the end of the fiscal year. Divisions need to try and better align current resources to where they are truly needed. Strategies will be presented to the President who will make the final decision. This is more of a strategic process than what was done in the past. The first year won't be perfect. The process will improve over time. This will naturally progress into the development of the five-year forecast.

Travel Expenses for the President and the President’s Direct Reports: July 1 – December 31, 2023
Not discussed.

There being no further business, **MOTION** made and seconded, to adjourn the meeting. There being no discussion, **motion passed unanimously**. Meeting adjourned at 2:05 p.m.

Materials provided for this meeting: Minutes 12-13-23 (Draft); Motion – Allocation/Reallocation of Space Policy (0250); Allocation/Reallocation of Space Policy (Clean); Allocation/Reallocation of Space Policy (Track Changes); Allocation/Reallocation of Space Policy (Procedures); Motion – Capital Planning and New Projects; Capital Planning and New Projects; Motion – FY25 Schedule of Annual Tuition and Fees; FY25 Schedule of Annual Tuition and Fees (Narrative); FY25 Schedule of Annual Tuition and Fees (New Fees); FY25 Schedule of Annual Tuition and Fees (Comparison); FY24 Second Quarter Financials (Narrative); FY24 Second Quarter Financials; FY23 Second Quarter Financials; Strategic Investment Update; and Travel Expenses of the President and the President’s Direct Reports.

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 Committee meeting held on February 8, 2024.

Chris Montemayor, Secretary

Date