



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.

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)