



BOARD OF TRUSTEES

October 23, 2024

Minutes

3:30 PM – 5:30 PM

President's Boardroom, Horace Mann Center

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

MEMBERS PRESENT: Chair Ali Salehi, Vice Chair Melissa Alvarado, Secretary Dr. Gloria Williams, and Trustees, Daniel Currier, George Gilmer, Chris Montemayor, and William Reichelt.

MEMBERS PARTICIPATING REMOTELY: Trustee Tessa Lucey

MEMBERS EXCUSED: Paul Boudreau and Theresa Jasmin

Also present were Westfield State University President Dr. Linda Thompson, and cabinet members Provost Dr. William Salka, Chief of Staff Dr. Michael Freeman, Director of Athletics Richard Lenfest Jr., Vice President of Institutional Advancement, Lisa McMahon; Vice President of Enrollment Management and Student Affairs, Kevin Hearn and Vice President Administration and Finance, Stephen Taksar.

Chair Salehi called the meeting to order at 3:30 PM. The meeting was being livestreamed and recorded.

MOTION made by Trustee Alvarado seconded by Trustee Montemayor, to approve the minutes of the June 20, 2024 meeting. There being no discussion, a roll call was conducted, **motion passed unanimously.**

MOTION made by Board Chair Ali Salehi to approve the minutes of the August 9, 2024 meeting. There being no discussion, a roll call was conducted, **motion passed unanimously.**

President's Report

Dr. Thompson's started her presentation with a moment of silence for Abby Majka. She welcomed the newest Trustee, Michael O'Rourke and discussed an overview of the Strategic plan, NECHE's visitation in January, commended various Westfield State employees and students who have made enormous strides here on campus and off.

Board Chair Salehi announced the December meeting was moved to the 9th to coincide with the Irish Tenors visiting campus. He thanked former trustee Madeline Landrau for her services and welcomed General Counsel Melinda Phelps to Westfield State. He also welcomed Micheel O'Rourke, Bill Salka, and Jenyka Spitz Gassnola. Board Chair Salehi

commented on the Presidential Evaluation and the success enrollment management has done with the increase of new year students.

Student Trustee Report Trustee Currier opened with campus life update. Welcoming class of 2028 the largest class in recent years. Twenty new clubs are in the forefront of being approved to be added to the already fifty clubs. Remembering 9/11 event with Director of Veterans Affairs Robert Vigneault. Voter registration events ongoing on campus to assist students on voting. He spoke about a legislative breakfast to bring awareness of the ongoing deferred maintenance on campus.

Honor's Program Presentation Dr. Hillary Sackett-Taylor started her presentation with introducing their new slogan "Learners, Leaders, Change-makers." She gave a background on The Honor's Program and it's national accreditation. Then her educational history and how the honors program came to campus along with the ongoing updates she has created. Honor's program value pillars are intertwined into this program while providing specific benefits for those in the program. Dr. Sackett-Taylor talked about the innovation grant she received to increase the reduced 9K budget she currently has.

Governance and Nomination Committee Committee Chair Melissa Alvarado updated the Board with the discussions held in the committee meeting.

Justice, Equity, Diversity, Inclusion Committee Committee Chair Tessa Lucey updated the Board with the discussions held in the committee meeting.

Enrollment Management and Student Affairs Committee Committee Chair William Reichelt updated the Board on discussions held in the committee meeting.

Advancement, Marketing, and External Relations Committee Committee Chair Dr. Gloria Williams updated the Board on discussions held in the committee meeting.

Academic Affairs Committee Committee Chair Chris Montemayor updated the Board on discussions held in the committee meeting.

Financial Affairs Committee Committee Chair George Gilmer updated the Board on discussions held in the committee meeting and presented the following motions approved by the committee;

MOTION made by Trustee Currier, seconded by Trustee Gilmer, to approve the revised University Business Expenses and Petty Cash Funds Policy (0300), as presented. There being no discussion, a roll call was completed, **Motion passed unanimously.**

MOTION made by Trustee Montemayor seconded by Trustee O'Rourke to approve the revised Administration and Control of Petty Cash and Cash Receipts Policy (0400), as presented. There being no discussion, a roll call was completed, **Motion passed unanimously.**

MOTION made by Trustee Currier, seconded by Trustee Gilmer to approve the revised Unaccounted for Variances, Losses, Shortage or Theft of Funds or Property Reporting Policy (0490), as presented. There being no discussion, a roll call was completed,

Motion passed unanimously.

MOTION made by Trustee Carrier seconded by Trustee Alvarado to approve the revised Taxation of Gifts, Prizes, and Awards Policy (0603), as presented.

There being no discussion, a roll call was completed, **Motion passed unanimously.**

MOTION made by Trustee Carrier seconded by Trustee Williams to conditionally approve the FY25 campus budget, as presented, including, but not limited to the following elements: operating budget, capital budget, vehicle lease/purchase program and sponsorships. Conditional approval requires a full review of a revised 2025 budget for the December 9, 2024 meeting. Further, to authorize the President and/or the Vice President for Administration and Finance to make budget adjustments to these funds as allowed in the Trust Fund Management Policy (0604). There being no discussion, a roll call was completed, **Motion passed unanimously.**

MOTION made by Trustee Reichelt seconded by Trustee Alvarado to approve the minor edits made to the following policies, as presented:

1. Information Security Policy (0580)
2. Information Security Passphrases Policy (0600)
3. Software and Hardware Acquisition and Usage Policy (0602)
4. Remote Access Policy (0620)
5. Data Classification Policy (0630)

There being no discussion, a roll call was completed, **Motion passed unanimously.**

Audit Committee. Committee Vice Chair William Reichelt updated the Board on discussions held in the committee meeting on Monday October 21, 2024. The committee presented the following Motions approved by the committee.

MOTION made by Trustee Reichelt seconded by Trustee O'Rourke to accept the annual report for fiscal year ending June 30, 2024, as prepared by the university's Administration and Finance Division and to authorize the submission of this report to the State Comptroller's Office, the Massachusetts Department of Higher Education, and the State Auditor's Office, as required by the Massachusetts Department of Higher Education. This annual report includes the Westfield State University FY24 Financial Statements, audited by WithumSmith and Brown, P.C. There being no discussion, a roll call was completed Trustee Carrier abstained, **Motion passed majority.**

MOTION made by Trustee Montemayor seconded by Trustee Lucey to approve the Internal Audit Service (Boston Consortium) area of focus for the fall semester 2024-2025 be key control & security (Building Access) and Accounts Payable in the Spring of 2025.

There being no further business,

MOTION made by Trustee Reichelt, and seconded by Trustee Gilmer, to adjourn a roll call was completed, **Motion passed unanimously.**

Meeting adjourned at 5:09 PM.

Attachments:

- a. Draft Minutes of June 20, 2024
- b. Draft Minutes of August 9, 2024
- c. President's Presentation
- d. Student Trustee Presentation
- e. Honors Program Presentation
- 2. Governance & Nomination Committee:**
 - a. Minutes June 20, 2024
- 3. Justice, Equity, Diversity, and Inclusion Committee:**
 - a. Minutes December 13, 2023
- 4. Enrollment Management & Student Affairs Committee:**
 - a. Minutes June 20, 2024
 - b. PowerPoint Presentation
- 5. Advancement, Marketing, & External Relations Committee:**
 - a. Draft Minutes of June 20, 2024
 - b. Conference & Events Services Presentation
 - c. FY25 Q1 IA Dashboard
- 6. Academic Affairs Committee:**
 - a. Draft Minutes of June 20, 2024
 - b. Retention Presentation
- 7. Financial Affairs Committee:**
 - a. Minutes 6-20-24 (Draft)
 - b. Motion – University Business Expenses and Petty Cash Funds Policy (0300)
 - c. Policy – University Business Expenses and Petty Cash Funds (0300) CLEAN
 - d. Policy – University Business Expenses and Petty Cash Funds (0300) TRACK CHANGES
 - e. Motion – Administration and Control of Petty Cash and Cash Receipts Policy (0400)
 - f. Policy – Administration and Control of Petty Cash and Cash Receipts (0400) CLEAN
 - g. Policy – Administration and Control of Petty Cash and Cash Receipts (0400) TRACK CHANGES
 - h. Motion – Unaccounted for Variances, Losses, Shortage, Theft and Reporting Policy (0490)
 - i. Policy – Unaccounted for Variances, Losses, Shortage, Theft and Reporting (0490) CLEAN
 - j. Policy – Unaccounted for Variances, Losses, Shortage, Theft and Reporting (0490) TRACK CHANGES
 - k. Motion – Taxation of Gifts, Prizes, and Awards Policy (0603)
 - l. Policy – Taxation of Gifts, Prizes, and Awards (0603) CLEAN
 - m. Policy – Taxation of Gifts, Prizes, and Awards (0603) TRACK CHANGES
 - n. Motion – FY25 Operating Budget
 - o. FY25 Operating Budget (Narrative)
 - p. FY25 Operating Budget
 - q. FY26 Budget Planning Assumptions and Timeline
 - r. Travel Expenses of the President and the President's Direct Reports July 2023 – June 2024
- 8. Audit Committee:**
 - a. Minutes 6-20-24 (Draft)

- b. Motion – FY24 Financial Statements
- c. FY24 Financial Statements (Required Communication)
- d. FY24 Financial Statements (Draft)
- e. FY25 Internal Audits
- f. Motion – Internal Audit Services
- g. Audit Tracker
- h. Enterprise Risk Management

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 meeting held on October 23 2024.

Dr. Gloria Williams, Secretary

Date



BOARD OF TRUSTEES
Special Meeting
November 15, 2024 Minutes
2:30 PM – 3:15 PM
Via Zoom

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

MEMBERS PRESENT: Chair Ali Salehi, Vice Chair Melissa Alvarado, Secretary Dr. Gloria Williams, and Trustees, Daniel Currier, Theresa Jasmin, Tessa Lucey, Chris Montemayor, Michael O'Rourke, Jason Queenin, and William Reichelt.

MEMBERS EXCUSED: Trustee George Gilmer

Also present were Westfield State University President Dr. Linda Thompson, and cabinet members Chief of Staff Dr. Michael Freeman, and Vice President of Enrollment Management and Student Affairs, Dr. Kevin Hearn.

Chair Salehi called the meeting to order at 2:30 PM. He announced the meeting was being livestreamed and recorded.

He welcomed Jason "Jay" Queenin to the Board, as the newest member and gave some background on him and his accomplishments.

President's Evaluation for Academic Year 2023-2024

Dr. Thompson has been here for over three years which the Department of Higher Education requires a comprehensive evaluation. A self-evaluation was submitted to the Executive Committee, an anonymous evaluation from the Board and a comprehensive evaluation with interviews from a wide variety of people around campus. Also interviewed were, outside stakeholders, State Senators, Mayors, other university Presidents, and community leaders who have been involved with the campus indirectly and directly. All feedback was confidential with reports being sent to the Board's assistant in a way a person could not draw a conclusion of who said what.

Themes prevalent around Dr. Thompson were around her hands-on approach and creating an environment of inclusivity, especially around academic excellence. Her energy and vision are setting Westfield State University up for positive change. The feedback was overwhelmingly positive, and the passion Dr. Thompson brings to the job.

MOTION made by Trustee Daniel Currier seconded by Trustee Chris Montemayor, to approve the presidential evaluation for the 2023-2024 academic year as presented to the

Executive Committee on the above date, and the submission of said evaluation to the Commissioner of the Department of Higher Education along with the submission for the maximum possible compensation. There being no discussion, a roll call was conducted, **motion passed unanimously.**

There being no further business,

MOTION made by Trustee O'Rourke, and seconded by Trustee Alvarado, to adjourn. A roll call was completed, **Motion passed unanimously.**

Meeting adjourned at 2:54 PM.

Attachments:

- a. Trustees' Questionnaire
- b. Trustees' Anonymous Feedback
- c. President's Self Evaluation
- d. Table of Interviews and Questions
- e. Draft Presidential Evaluation for 2023-2024 Academic Year
- f. Motion – Presidential Evaluation for 2023-2024 Academic Year

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 meeting held on November 15, 2024.

Dr. Gloria Williams, Secretary

Date



BOARD OF TRUSTEES
Executive Committee Meeting
November 15, 2024 Minutes
2:00 PM – 2:30 PM
Via Zoom

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

MEMBERS PRESENT: Chair Ali Salehi, Vice Chair Melissa Alvarado, Secretary Dr. Gloria Williams, and Trustee Theresa Jasmin.

TRUSTEES PRESENT: Michael O'Rourke, Daniel Currier

Also present was Westfield State University President, Dr. Linda Thompson.

Chair Salehi called the meeting to order at 2:09 PM. He announced the meeting was being livestreamed and recorded.

President's Evaluation for Academic Year 2023-2024

Board Chair Ali Salehi explained an overview of how the evaluation was conducted, those interviewed were internal and external stakeholders, local politicians, other University Presidents, business community leaders and various faculty, staff and students across campus. All the feedback responses were sent to the Board's assistant anonymously to be placed into one single document. Dr. Thompson has been with Westfield State for three years, which requires this comprehensive review. He thanked the executive committee who spent many hours in meetings interviewing people. The efforts of everyone were greatly appreciated.

The consistent feedback heard about Dr. Thompson was her visibility, level of engagement and inclusivity she supplies. Her vision is "spot on" and needed for this campus. Many people interviewed showed a lot of pride in Westfield State University. Dr. Thompson is student centered, a great leader on this campus, and fosters campus pride. A level of trust has been built between the President and Board of Trustees.

Board Chair Salehi along with the rest of the Board, are advocating for the highest possible compensation for Dr. Thompson by the commissioner.

MOTION made by Trustee Melissa Alvarado seconded by Trustee Theresa Jasmin, the Executive Committee recommends to the full Board: To approve the presidential evaluation

for the 2023-2024 academic year as presented to the Executive Committee on the above date, and the submission of said evaluation to the Commissioner of the Department of Higher Education along with the submission for the maximum possible compensation. There being no discussion, a roll call was conducted, **motion passed unanimously.**

There being no further business,

MOTION made by Trustee Gloria Williams, and seconded by Trustee Theresa Jasmin, to adjourn. A roll call was completed, **Motion passed unanimously.**

Meeting adjourned at 2:29 PM.

Attachments:

- a. Trustees' Questionnaire
- b. Trustees' Anonymous Feedback
- c. President's Self Evaluation
- d. Table of Interviews and Questions
- e. Draft Presidential Evaluation for 2023-2024 Academic Year
- f. Motion – Presidential Evaluation for 2023-2024 Academic Year

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 meeting held on November 15, 2024.

Dr. Gloria Williams, Secretary

Date



Dr. Linda Thompson

President

Board of Trustees Meeting, December 9, 2024

Westfield
STATE UNIVERSITY

Infinite Possibilities for our Board



Thank you for your participation, voice, council and enthusiasm in contributing to the governance and advancement of our University.



Strategic Plan

The vice presidents, after review from the Board of Trustees are working with these themes that will ultimately comprise the plan.

- Foster and Celebrate a Campus Culture of Belonging and Pride;
- Optimize Value for All;
- Cultivate Financial Stewardship and;
- Enhance a Dynamic Community of Engaged Scholars who use Scholarship for Applied Research, Creative Activity and Innovation.

New member of Board of Trustees



Welcome,
Jay Queenin to the
Westfield State
University Board of
Trustees.



African American Irish Diaspora Network



By some estimates, nearly forty percent of African Americans have some Irish ancestry, and this network builds relationships between the Irish and African American communities not only through that heritage, but also through organizations like Westfield State University.



NCAA Presidents Advisory Group

It is important to support our student athletes by keeping informed of the policies of the NCAA by participating in governance.



Expanding our reach



Keeping up with our alumni, not only regionally, but around the country, is an important part of extending our reach into the world.

'Healthy lives for all people'

I am committed to supporting our health programs, and our communities, by staying current and knowledgeable related to the future of healthcare in our region and throughout the country.



Diamond Award, Not Alone Foundation



This type of recognition makes me realize how fortunate I am to be able to work with so many talented individuals here at Westfield State University.

Open Houses are bringing it 'Home'



It certainly is my pleasure to attend these events. The turnout at our Open Houses is growing and that says we are getting the word out.





Thank you

Student Trustee Report

December 9, 2024

Trustee Daniel Currier '25



Campus Life Update

- Success in Athletics
 - Top school in the MASCAC after fall season.
 - MASCAC Championship Victories
 - Men's Soccer
 - Women's Field Hockey
- Well-Received Homecoming Festivities
 - Vibrant campus atmosphere.
- Phenomenal Performances
 - *Twelfth Night* (Theatre Arts Department)
 - "The Bat's Revenge" (Musical Theatre Workshop)
- Bringing Students Together
 - Student Affairs Committee Ely Campus Center Project



Serving Our Community

- SGA Turkey Drive & SAIL Turkey Trot
 - \$3,015 raised for local Westfield families this Thanksgiving.
 - Clothing for the homeless and food items for Common Goods accepted at Turkey Trot.
- Supporting Our FACES Students
 - Meals and activities for housing-insecure students over Thanksgiving break.
- Annual Thanksgiving Dinner
 - Sponsored by Dining, this annual tradition saw faculty and staff serving the student body.
- Girls on the Run 5K
 - Over 3,000 people on-campus for 5k run that inspires girls to build confidence and teambuilding skills through running.



Addressing Deferred Maintenance

- Legislative Breakfast –
Scheduled for Friday, February 7th
 - Continued meetings between SGA & Vice President Phelps
 - Student-Centered
 - Linking deferred maintenance challenges with workforce needs.
 - Tour through Bates Hall; ending in RIDE Center.



SGA Projects

- **Common Hour Policy**
 - Forwarded by All-University Committee (AUC) to Academic Policies Committee (APC).
- **Training the Next Generation**
 - Developing a robust training for all SGA members (most of these members are new).
 - Need for thoughtful succession planning as most of the Executive Council will be graduating.
- **Constitutional Review**
 - Engaged in retreat to solidify revisions.
 - Revisions include new mission and vision statement, updated positions and responsibilities, codified committee charges, etc.







Board of Trustees

December 9, 2024

MOTION

To approve the granting of staff emeriti status, effective December 9, 2024, to the following individuals:

- Karen Canary
- Rudy Hebert
- Mark St. Jean

Ali Salehi, Chair

Date

**Staff Emeritus/a Nomination Form
Westfield State University**

Nominee: **Karen Canary**
Address/Contact Information: [REDACTED]

Date of Hire: 8/5/01 Retirement Date: 12/16/22

Nominator Name: **Becca Brody, Senior Librarian, and Tom Raffensperger, Library Director** Date: 9/24/24
Address/Contact Information: **Ely Library, 577 Western Ave, Westfield MA 01086**

- Base Criteria:
- Nominee is retired from full-time, benefitted service at Westfield State.
 - Nominee served in full-time capacity at Westfield State for a minimum of 10 years.
 - Nominee is not employed as a member of the full-time staff of any other school, college or university.

Check all that apply to your nomination. Please provide a detailed line of reasoning.

Substantive, sustained achievement at Westfield State in service to students.

Explanation: Karen has worked closely with faculty, staff, and students across the University on many projects, including the President's Office, Alumni Office, Board of Trustees, Athletics, Student Affairs, Political Science Department, and the English Department. Karen gave in-class presentations on materials related to the history of the institution and the development of particular academic programs, and also met with individual students working on capstones and research projects. At times during her career she supervised and mentored students workers who helped prepare scanning and digitization projects for the University Archives and also met with library student interns to explain archives and technical services work.

Substantive, sustained achievement at Westfield State in service to field.

Explanation: Karen has worked with archivists at the Westfield Athenaeum, Boston Public Library, and other local and regional archives, sharing advice on the practical management of archives at smaller institutions. One example was her discovery of Town records for Vernon, Vermont in the Library's collection. She arranged the transfer of those items to the Town of Vernon and provided advice on the archival description and preservation of those materials. Her archives work as presented on the Ely Library website was cited as a model for other small archives at the New England Technical Services Librarians conference.

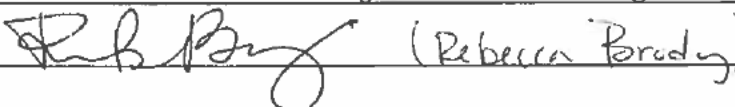
Substantive, sustained achievement at Westfield State in service to the Institution.

Explanation: Karen oversaw the move of the Archives from an old office/meeting room to the current climate-controlled facility. Moreover, she took what was literally a pile of unorganized materials and preserved, described, organized, and provided access to these materials. She stewarded the process of digitization of large portions of the collection, including yearbooks, student newspapers, bulletins, catalogs, and the early papers of the institution, in collaboration with the Boston Public Library working through an LSTA grant. This digitization transformed both access to and preservation of these materials. Karen was instrumental in our acquisition of the Horace Mann-Samuel Newman letter of 1842, the archives' oldest document pertaining to our institution. Karen was a quiet leader in the Technical Services Department. Her willingness to learn new systems and procedures and to collaborate on collection projects ensured the forward momentum of the department. She was a key player in managing our Demand Driven Acquisitions Program and was instrumental in binding and cataloging our MPA Capstones, as well as serving as the main acquisitions and cataloging contact for multiple subject areas. Her book repair skills extended the life of the circulating collections. Karen's knowledge of authors and titles relevant to the history of the institution has improved not just the University Archives, but the Library's circulating collections as well.

Substantive, sustained achievement in service to the community.

Explanation: Karen has worked with external organizations such as the Westfield Historical Commission, Westfield Athenaeum, and Boston Public Library. She has also worked closely and productively with many historians, alumni, and donors. She has fielded countless questions from community members and researchers. Even more than her specific accomplishments, Karen has been a friendly, professional, positive, and supportive colleague, often going far above and beyond the call of duty, always with the needs of others in mind.

After completing the above, print this form, sign, and send to: **Human Resources Office, Attn: Tracy Daborowski**
It may also be submitted with an electronic signature to tdaborowski@westfield.ma.edu

Signature:  (Rebecca Brody)

November 21, 2024

Karen Canary
[REDACTED]
[REDACTED]

Re: Staff Emeriti Nomination

Dear Karen:

Congratulations! I am pleased to let you know that you were nominated for emeriti status!

A staff advisory committee, consisting of two APA members, two AFSCME members, and myself have reviewed your nomination and the emeriti committee has voted to forward your nomination to the Board of Trustees for their consideration and approval.

The enclosed bio will be shared with the President of the University and the Board of Trustees as part of this process. The Staff Emeriti policy includes the option of providing additional information regarding your nomination to the Board of Trustees. The policy is available for your reference on the Human Resources page of the University's website.

Please review your bio carefully and forward any corrections and/or additional information you would like included to Jean Beal at jbeal@westfield.ma.edu. no later than **November 29, 2024**.

I look forward to reviewing your candidacy with the trustees at their December 9, 2024, board meeting.

Please don't hesitate to let me know if you have questions.

Sincerely,



Lisa G. McMahon
Vice President, Institutional Advancement and
Executive Director, Westfield State Foundation

*Karen,
You are so
deserving of this
recognition! 😊*

Enclosure

Horace Mann Center (413) 572-8645
333 Western Avenue www.westfield.ma.edu
P.O. Box 1630
Westfield, MA
01086-1630

Karen Canary Bio

Karen has had a broad and impactful role in supporting students and collaborating across various departments at the University. Throughout her career, she has worked closely with faculty, staff, and students on a range of projects which have involved the President's Office, Alumni Office, Board of Trustees, Athletics, Student Affairs, the Political Science Department, and the English Department.

Karen has also delivered in-class presentations on topics related to the institution's history and the development of its academic programs. In addition, she has mentored and guided individual students working on capstones and research projects, offering valuable support for their academic development.

Throughout her career, Karen has supervised student workers who assisted with scanning and digitization projects for the University Archives and provided guidance to library student interns, introducing them to the work of archives and technical services. Her commitment to student mentorship, academic support, and the preservation of University history has made her a vital contributor to the University community.

Karen has demonstrated a strong commitment to her field by collaborating with archivists at a variety of institutions, including the Westfield Athenaeum, Boston Public Library, and other local and regional archives. In these partnerships, she has shared her expertise on the practical management of archives at smaller institutions.

One notable example of Karen's contributions was her discovery of town records for Vernon, Vermont within the library's collection. She facilitated the transfer of these records to the Town of Vernon and offered valuable advice on their archival description and preservation.

Her work in archives has been recognized and highlighted on the Ely Library website and was cited as a model for other small archives at the New England Technical Services Librarians conference. Through these efforts, Karen has made a significant impact on the archival community, particularly in supporting smaller institutions in the effective management and preservation of their collections.

In her service to the institution, Karen played a pivotal role in overseeing the relocation of the University Archives from an old office/meeting room to a modern, climate-controlled facility. Faced with a disorganized collection, she took the initiative to preserve, describe, organize, and provide access to these materials, transforming them into a well-structured archive.

Karen also led the digitization of significant portions of the collection, including yearbooks, student newspapers, bulletins, catalogs, and early institutional papers, in collaboration with the Boston Public Library through an LSTA grant. This effort significantly improved both access to and preservation of these invaluable resources. She was also instrumental in acquiring the Horace Mann-Samuel Newman letter of 1842, the oldest document in the archives related to the institution's history.

A quiet leader within the Technical Services Department, Karen consistently demonstrated a strong willingness to learn new systems and procedures, and her collaborative spirit was essential in driving the department forward. She was a key figure in managing the library's Demand Driven Acquisitions Program and played a central role in binding and cataloging the MPA capstones. Additionally, Karen served as the main acquisitions and cataloging contact for multiple subject areas.

Her expertise in book repair also extended the life of the library's circulating collections, ensuring their continued use by students and faculty. Karen's deep knowledge of authors and titles relevant to the University's history has not only enhanced the University Archives but also strengthened the library's circulating collections, making them more robust and relevant to the academic community.

In her service to the community, Karen has built strong working relationships with external organizations, including the Westfield Historical Commission, the Westfield Athenaeum, and the Boston Public Library. She has also collaborated closely with historians, alumni, and donors, fostering productive partnerships that have benefited both the University and the broader community.

Karen has fielded countless inquiries from community members and researchers, always providing thoughtful and knowledgeable responses. Beyond her specific accomplishments, Karen is known for her friendly, professional, and supportive demeanor. She consistently goes above and beyond the call of duty, prioritizing the needs of others and ensuring that her colleagues and the community have the resources and support they require. Her positive attitude and dedication to service have made her a valued and trusted member of the team.

Staff Emeritus/a Nomination Form Westfield State University

| | |
|---|--|
| Nominee: Rudolph (Rudy) Hebert, Jr. | |
| Address/Contact Information: [REDACTED] | |
| Date of Hire: 12-6-1982 | Retirement Date: 3-18-2020 |
| Nominator Name: Alan Blair Address/Contact Information: 577 Western Ave Wilson Hall 100A Westfield, MA 010185 alan@westfield.ma.edu 413-572-5582 | |
| Date: 9-13-2024 | |
| Base Criteria: <input checked="" type="checkbox"/> Nominee is retired from full-time, benefitted service at Westfield State. <input type="checkbox"/> Nominee served in full-time capacity at Westfield State for a minimum of 10 years. <input type="checkbox"/> Nominee is not employed as a member of the full-time staff of any other school, college or university. | |
| Check all that apply to your nomination. Please provide a detailed line of reasoning. | <input type="checkbox"/> Substantive, sustained achievement at Westfield State in <u>service to students</u> . Explanation: |
| | <input type="checkbox"/> Substantive, sustained achievement at Westfield State in <u>service to field</u> . Explanation: |
| | <input checked="" type="checkbox"/> Substantive, sustained achievement at Westfield State in <u>service to the Institution</u> . Explanation: Rudolph "Rudy" Hebert, Jr. served Westfield State for over 37 years. He began his career in 1982 as an EDP Entry Operator II, was promoted to Staff Assistant, Staff Associate, then to Assistant Director, Associate Director of Management Information Services, before being promoted to Director, Administrative Systems, a position he held from 2006 until his retirement in 2020. Mr. Hebert's service meets the criteria for emeriti status in the area of service to the institution. He played a critical role in the college's computer operations over the years. Several of the systems he procured help shape the future of the technology landscape for years to come. For example, Ellucian Banner, our current ERP/SIS, the core of our business and student operation, the universities first Web Portal, Degree Works, which allows students to view and manage their degree, as well as Managed Reporting, which brought the universities reporting capabilities to a new and innovative level at the time. Throughout his career, Mr. Hebert was an outstanding resource for faculty, staff, and students. He was generous with his time and talents; he spoke to computer science classes, participated in seminars on campus and in an area school's systems on numerous occasions and served as an Adjunct Professor. Mr. Hebert was recognized by the several organizations over his great career for volunteering his own personal time to assist with their technology needs including the Springfield District Court, Westfield District Court, Cub Scouts of America, the Division of Unemployment Assistance. Mr. Hebert also served with distinction as a member, and Chair, of the Massachusetts Higher Education Data Process Directors Council. The skill and knowledge he contributed to configuring and programming our ERP/SIS helped the university to avoid significant costs that would have otherwise had to be outsourced. His leadership and understanding of the integration of the myriads of |

systems with our ERP/SIS were pivotal in keeping the university in compliance with local, state and federal policies, guidelines and regulations.

He played a critical role in so many areas of the college's growth – from housing, registration, student transcripts, the design and implementation of the university's intranet and the first online billing platform.

Mr. Hebert was a friend, a leader, a mentor, an accomplished professional who gave his very best to Westfield State.

Substantive, sustained achievement in **service to the community**.

Explanation:

**After completing the above, print this form, sign, and send to: Human Resources Office, Attn: Tracy Daborowski
It may also be submitted with an electronic signature to tdaborowski@westfield.ma.edu**

Signature:

Office Use:

Received: _____ Notification to Nominee: _____ Resume attached: _____ last available _____ updated/current

November 21, 2024

Rudolph Hebert, Jr.
[REDACTED]
[REDACTED]

Re: Staff Emeriti Nomination

Dear Rudy:

Congratulations! I am pleased to let you know that you were nominated for emeriti status!

A staff advisory committee, consisting of two APA members, two AFSCME members, and myself have reviewed your nomination and the emeriti committee has voted to forward your nomination to the Board of Trustees for their consideration and approval.

The enclosed bio will be shared with the President of the University and the Board of Trustees as part of this process. The Staff Emeriti policy includes the option of providing additional information regarding your nomination to the Board of Trustees. The policy is available for your reference on the Human Resources page of the University's website.

Please review your bio carefully and forward any corrections and/or additional information you would like included to Jean Beal at jbeal@westfield.ma.edu. no later than **November 29, 2024**.

I look forward to reviewing your candidacy with the trustees at their December 9, 2024, board meeting.

Please don't hesitate to let me know if you have questions.

Sincerely,

Lisa

Lisa G. McMahon
Vice President, Institutional Advancement and
Executive Director, Westfield State Foundation

*Congrats Rudy,
We are so excited to be able
to honor you in this way!*

Enclosure

Rudy Hebert Bio

Rudy Hebert dedicated over 37 years of exemplary service to Westfield State University, beginning his career in 1982 as an EDP Entry Operator II. His journey through the institution saw him rise through the ranks to become the Director of Administrative Systems, a position he held from 2006 until his retirement in 2020. His extensive service qualifies him for emeriti status, reflecting his significant contributions to the University.

Throughout his tenure, Rudy played a pivotal role in shaping the University's technology landscape. He was instrumental in procuring and implementing several key systems that transformed the institution's operations. Notably, he oversaw the integration of Ellucian Banner, the University's current ERP/STUDENT/FINANCE platform, which serves as the backbone of business and student operations. He also spearheaded the development of the University's first Web Portal and Degree Works, a tool that empowers students to manage their academic progress effectively. Additionally, his work on paperless reporting utilizing the EPRINT for Banner and managed reporting platforms enhanced the University's reporting capabilities, setting a new standard for innovation at the time.

Rudy was not only a technical expert but also a generous mentor and resource for faculty, staff, and students. He frequently shared his knowledge by speaking to computer science classes and participating in seminars both on campus and in local schools. His commitment to education extended to his role as an Adjunct Professor and Computer Science advisor to students, where he inspired the next generation of technology professionals.

His dedication to service extended beyond the University. Rudy volunteered his time and expertise to various organizations, including the Springfield District Court, Westfield District Court, Cub Scouts of America, and the Division of Unemployment Assistance. His leadership was further recognized through his role as a member and Chair of the Massachusetts Higher Education Data Process Directors Council, where he contributed to the advancement of data processing in higher education.

Rudy's technical skills were crucial in configuring and programming the ERP/STUDENT/FINANCE platform, enabling the University to avoid significant outsourcing costs. His deep understanding of system integration ensured compliance with local, state, and federal regulations, safeguarding the institution's operations.

His contributions were vital in numerous areas of the University's growth, including housing, registration, student transcripts, and the design and implementation of the University's intranet and the first online student registration for classes platform.

Rudy is remembered not only as a leader and mentor but also as a friend and an accomplished professional who consistently gave his best to Westfield State University. His legacy of service and dedication continues to inspire those who follow in his footsteps.

Staff Emeritus/a Nomination Form Westfield State University

| | |
|--|--|
| Nominee: Mark St. Jean Address/Contact Information: [REDACTED] | |
| Date of Hire: 11/2/1992 | Retirement Date: 1/18/24 |
| Nominator Name: Chris Hirtle Address/Contact Information: Media Services, Parenzo 013A | |
| Date: 9/10/2024 | |
| Base Criteria: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Nominee is retired from full-time, benefitted service at Westfield State. <input checked="" type="checkbox"/> Nominee served in full-time capacity at Westfield State for a minimum of 10 years. <input checked="" type="checkbox"/> Nominee is not employed as a member of the full-time staff of any other school, college or university. | |
| Check all that apply to your nomination. Please provide a detailed line of reasoning. | [] Substantive, sustained achievement at Westfield State in <u>service to students</u> . Explanation: <ul style="list-style-type: none"> • Original Lab Technician for the Department of Communication, directly involved with students in all phases of TV and Video Production for the department. • Mentor to all Broadcast Communication Students. • Creator of the Golden Lens Cap Award for Senior Comm Students. • Advisor to the Television Club |
| | [] Substantive, sustained achievement at Westfield State in <u>service to field</u> . Explanation: |
| | [] Substantive, sustained achievement at Westfield State in <u>service to the Institution</u> . Explanation: <ul style="list-style-type: none"> • 31 years of commitment to the students, faculty and staff of Westfield State. • Television Coordinator for the Communication Department • Assistant Director of Media Services • Executive Producer of “As Schools Match Wits” 19 years and counting • Integral member of Media Services • Integral member of the Communication Department • Instrumental in the success of many Commencements • Member of various campus committees |

Substantive, sustained achievement in **service to the community**.

Explanation:

- Former Coordinator of the City of Westfield's Public Access Channel, a position coordinated through the University.
- Producer of Local Political programming of elected officials, live broadcast of all major City Council Meetings
- Executive Producer of many local political debates
- Creator of many local video productions for the City of Westfield
- Instrumental in the establishment of the current Westfield Public Radio operations in conjunction with WSKB.
- Live productions of the annual Kiwanis Auction

After completing the above, print this form, sign, and send to: Human Resources Office, Attn: Tracy Daborowski
It may also be submitted with an electronic signature to tdaborowski@westfield.ma.edu

Signature:

Christopher S Hirtle

9/16/2024

C11E46F81A0D4E0...

Office Use:

Received: _____ Notification to Nominee: _____ Resume attached: _____ last available _____ updated/current

November 21, 2024

Mark St. Jean
[REDACTED]
[REDACTED]

Re: Staff Emeriti Nomination

Dear Mark:

Congratulations! I am pleased to let you know that you were nominated for emeriti status!

A staff advisory committee, consisting of two APA members, two AFSCME members, and myself have reviewed your nomination and the emeriti committee has voted to forward your nomination to the Board of Trustees for their consideration and approval.

The enclosed bio will be shared with the President of the University and the Board of Trustees as part of this process. The Staff Emeriti policy includes the option of providing additional information regarding your nomination to the Board of Trustees. The policy is available for your reference on the Human Resources page of the University's website.

Please review your bio carefully and forward any corrections and/or additional information you would like included to Jean Beal at jbeal@westfield.ma.edu. no later than **November 29, 2024**.

I look forward to reviewing your candidacy with the trustees at their December 9, 2024, board meeting.

Please don't hesitate to let me know if you have questions.

Sincerely,



Lisa G. McMahon
Vice President, Institutional Advancement and
Executive Director, Westfield State Foundation

*Congrats to you!
You are so deserving
of this recognition!*

Enclosure

Mark St. Jean Bio

With over 31 years of dedicated service at Westfield State University, Mark St. Jean has profoundly influenced the lives of countless students and the broader community. As the original Lab Technician for the Department of Communication, he was instrumental in shaping the educational experience for students involved in TV and video production. His hands-on approach allowed students to engage directly with industry-standard equipment and techniques, fostering a practical learning environment.

Mark's commitment to mentorship is exemplified by his role as a mentor to Broadcast Communication students, where he provided guidance and support throughout their academic journeys. He established the Golden Lens Cap Award, recognizing outstanding achievements among senior communication students, which has become a cherished tradition within the department. Additionally, as the advisor to the Television Club, he encouraged students to explore their creativity and develop their skills in a collaborative setting.

In his capacity as Television Coordinator and Assistant Director of Media Services, Mark has been a cornerstone of the University's media landscape. He has served as the Executive Producer of "As Schools Match Wits" for 19 years, a program that not only entertains but also educates viewers about local schools and their achievements. His organizational skills and attention to detail have been vital in ensuring the success of numerous commencement ceremonies, where he has played a key role in coordinating media coverage and logistics.

Mark's influence extends far beyond the University. As the former Coordinator of the City of Westfield's Public Access Channel, he produced a variety of local political programming, including live broadcasts of City Council meetings and debates among elected officials. His work has provided the community with vital information and a platform for civic engagement.

In addition to his media work, Mark has produced numerous local video projects that highlight community events and initiatives. His involvement in live productions, such as the annual Kiwanis Auction, showcases his commitment to supporting local charities and fostering community spirit.

Mark St. Jean's legacy is one of unwavering dedication to education, community engagement, and the empowerment of students. His contributions have not only enriched the academic environment at Westfield State University but have also left a lasting impact on the Westfield community, making him a cherished figure in both realms.



Board of Trustees

December 2, 2024

MOTION

To approve the revised University Business Expenses Policy (0300), as presented.

Ali R. Salehi, Chair

Date

UNIVERSITY BUSINESS EXPENSES

PURPOSE

To define Westfield State University business expenses not pertaining to travel, provide a policy for timely reimbursement of expenses incurred on behalf of the University, and to meet auditing requirements.

DEFINITIONS

“University business expenses” refers to expenditures made on behalf of the University for reasonable business purposes.

“Reimbursable University business expenses” refers to expenditures made on behalf of the University for which the individual is entitled to reimbursement.

“Petty Cash Funds” refers to reimbursable expenditures made from an approved University cash-on-hand account that is maintained specifically to cover allowable, small dollar amount expenditures where reimbursement is made to make the petty cash account whole.

“Allowable” refers to those expenditures allowed under University policies.

POLICY

A. Statement

1. University business expenses must comply with all applicable statutes, regulations, policies, and procedures which include, but are not limited to, the Board of Higher Education – Standards for the Expenditures of Trust Funds.
 - a. The purchase of gift cards is specifically prohibited.
2. It is University policy to make payment/reimbursements for allowable expenses incurred on behalf of the University documented by original, itemized receipts. An **original** itemized receipt identifying the vendor, what was obtained, date, detailed cost, and purpose of expense, is required.
3. To request reimbursement, the **Authorization-to-Pay form** must be submitted with the **original** receipts attached. (Reimbursement for travel-related expenses requires a **Travel Reimbursement form** and cannot be charged to any petty cash funds.)

4. The University is exempt from paying sales tax and sales tax on meals and therefore does not normally reimburse for this component of an expense. Employees and students making purchases on behalf of the University must make every reasonable effort to avoid paying sales tax and sales tax on meals by presenting our Form ST-2 Certificate of Exemption to each vendor. This certificate is widely available – it is given to all campus constituents who request use of University retailer-specific procurement cards, and it is also available in the Documents site on myWestfield. This tax-exempt certificate must only be used for University business purposes. Any other use is considered fraudulent.

B. Controls

1. Reimbursement Timeliness:

- a. Requests for reimbursement must be received by the Financial Accounting office within 45 calendar days of the expense with one exception for year-end expenditures. Expenses not submitted with proper documentation within 45 days of incurrence will not be reimbursed by the University.
- b. Fiscal year-end (June) expenditures must be submitted no later than the third week of July as announced by Financial Accounting each year, in order to guarantee reimbursement. To avoid problems with year-end reimbursements, expenditures should be planned well in advance of the year-end deadline.
- c. The Accounts Payable office will process reimbursements within 10 business days of receipt.

2. Business Meals:

- a. Meals are considered a business expense only when they are part of a meeting or activity and when a clear and specific business discussion takes place. A **Business Meals form**, found on the Documents site of myWestfield, is required for each meal. An **original** itemized receipt is required. Gratuities are limited to 20%.
- b. A reasonable cost of meals for official University-sponsored events may be permitted based on moderate limits established by the Board of Trustees. All such expenditures must include the purpose and number of attendees.

- c. Food and/or beverages for on-and off-campus department meetings, retirement gatherings or similar expenses are not permitted.
- d. Alcohol is an allowable expense in limited situations for the benefit of the University providing the expense is incurred in the recruitment of employees, donor cultivation or other comparable activities. Only the President and Institutional Advancement staff, as authorized by the Vice President for Institutional Advancement are authorized to purchase alcohol. The preferred method of payment is with the procurement card (P-Card) but reimbursement of expenses incurred on a personal credit card is also allowable.

3. Equipment

Any equipment purchase made directly by an employee or student cannot be reimbursed. A purchase order must be issued to the vendor for equipment purchases to ensure proper inventory control. This is consistent with the Fixed Assets, Capitalization, and Inventory Control Policy (0601).

4. Contractor/Vendor Business Expenses

Contractors, vendors, and suppliers will only be reimbursed for pre-approved travel and other business expenses in accordance with their signed Contract for Services and all University policies and procedures.

ENFORCEMENT

This policy applies uniformly to all University employees. The Vice President for Administration and Finance will be responsible for consistently enforcing all travel, expense reimbursement, P-Card, and related expense policies.

TRAINING AND COMMUNICATION

The Administration and Finance Division will offer training documents for complying with expense payment policies as needed. Individual, department, or university-wide training sessions will be offered based on demand. Additionally, this policy will be communicated with the campus via email no less than two times per calendar year.

Westfield State University

Policy concerning:

section Administrative
number 0300
Page 4 of 4

APPROVED: October 1996

REVIEWED: December 2024

REVIEW

This policy will be reviewed every three years by the Associate Vice President of Finance.

UNIVERSITY BUSINESS EXPENSES

PURPOSE

To define Westfield State University business expenses not pertaining to travel, provide a policy for timely reimbursement of expenses incurred on behalf of the University, and to meet auditing requirements.

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- c. The Accounts Payable office will process reimbursements within 10 business days of receipt.

2. Business Meals:

- a. Meals are considered a business expense only when they are part of a meeting or activity ~~with a non-University associate~~ and when a clear and specific business discussion takes place. ~~An example of a business meal is taking a candidate for employment to dinner during the interview process.~~ A **Business Meals form**, found on the Documents site of myWestfield, is required for each meal. An **original** itemized receipt is required. Gratuities are limited to 20%.
- b. A reasonable cost of meals for official University-sponsored events may be permitted based on moderate limits established by the Board of Trustees. All such expenditures must include the purpose and number of attendees.

- c. Food and/or beverages for on and off-campus department meetings, retirement gatherings or similar expenses are not permitted.
- d. Alcohol is an allowable expense in limited situations for the benefit of the University providing the expense is incurred in the recruitment of employees, donor cultivation or other comparable activities. Only the President and Institutional Advancement staff, as authorized by the Vice President for Institutional Advancement are authorized to purchase alcohol. The preferred method of payment is with the procurement card (P-Card) but reimbursement of expenses incurred on a personal credit card is also allowable.

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Westfield State University

Policy concerning:

section Administrative
number 0300
Page 4 of 4

APPROVED: October 1996

REVIEWED: ~~October 2024~~

REVIEW

This policy will be reviewed every three years by the Associate Vice President of Finance.



Board of Trustees

December 2, 2024

MOTION

To approve the FY25 revised conditional campus budget of \$131,841,221, as presented, including, but not limited to the following elements: operating budget, capital budget, vehicle lease/purchase program. Further, to authorize the President and/or the Vice President for Administration and Finance to make budget adjustments to these funds as allowed in the Trust Fund Management Policy (0604).

Ali R. Salehi, Chair

Date

Westfield State University
Financial Affairs Committee

FY25 Revised Conditional Budget
December 2, 2024

Summary

The University is presenting a revised conditional budget based on campus leadership and board of trustee's guidance. The current budget is still a work in progress, but it will be adjusted from the previously approved budget of \$142.4M to \$131.8M. This revised budget is more in line with the anticipated university's spending this year.

More work is needed to develop a more accurate assessment of projected campus spending coupled with investments to continue to advance critical institutional priorities. It is expected this work will be done after the December board meeting but before the February board meeting.

Key Highlights for the revised budget:

- Funds compensation and fringe rate increases of \$1.7M over last year primarily consisting of increases in collective bargaining/benefits for a full year.
- Includes higher debt payments for residential life/university of \$3.3M over last year. MSCBA refinancing in FY24 resulting in one year savings that won't repeat this year.
- University made strategic investments to increase financial aid for all incoming students increasing financial aid by \$1.7M.
- Capital investments are now budgeted on a cash flow basis and was increased by \$603k over last year based on 5-year DCAMM plan, pool repairs and switchgear testing.
- DGCE spending is projected to increase by \$887k over last year due to additional hiring and salary/benefit increases.
- Lammers project had significant upgrades over the summer for the premium single conversion totaling \$704k.

Next Steps

- The President's cabinet will continue to refine projected campus spending and the institutional investment plan with the goal of providing a more complete budget for FY25 in February 2025.
- New reports will be developed focusing on annual spending reports for FY24 and FY25 for the first two quarters of each fiscal year.
- A new budgeting process will be developed for FY26 based on previous year's spending, strategic plan strategies, and critical investments to move the university forward.

Westfield State University
FY25 Revised Conditional Budget
As of: 11/25/24

11/25/2024

| | a | | | b | = a - b | |
|---|-----------------------|--|--|---------------------------------|--|---|
| | FY24 Actuals | FY25 Spend as of 11/13/24 Year-to Date | FY25 October Approved Conditional Budget | FY25 Revised Conditional Budget | FY24 Actuals vs. FY25 Revised Conditional Budget Incr/(Decr) | Variance Explanation |
| Revenue: | | | | | | |
| State Appropriation | 39,637,534 | 14,864,075 | 40,520,761 | 40,520,761 | 883,227 | \$0.8M Formula Funding |
| Total Tuition/Fee Revenue | 33,858,099 | 19,016,422 | 35,754,835 | 35,546,835 | 1,688,736 | \$.8M due to 72 avg billable student increase & \$.8M due to fee increases |
| Foundation | 1,112,890 | 539,272 | 1,213,500 | 1,213,500 | 100,611 | \$.1M less foundation funds received in FY24. No significant increase for FY25 |
| Grant Revenue | 3,724,395 | - | 5,103,333 | 5,103,333 | 1,378,938 | Increase in grant activity (NSF and state grants) and non-financial aid grant revenue. |
| Other Revenue | 5,389,452 | 2,354,174 | 4,959,015 | 3,732,194 | (1,657,258) | \$1.4M of OTF revenue not recognized in the FY25 Budget. |
| DGCE | 12,964,603 | 6,504,382 | 13,410,276 | 13,410,276 | 445,673 | Budget now accounts for revised SCH and Rate Increases |
| Residential Life | 14,059,519 | 8,130,359 | 15,420,590 | 15,420,590 | 1,361,071 | Occupancy increase of 76 students FYA; rate increase of 3% |
| Dining Services | 9,671,959 | 5,261,979 | 10,806,937 | 10,806,937 | 1,134,977 | 5% increase to meal plan rates & impact of add'l enrollment |
| Grants: HEERF/ARPA | 2,193,719 | - | - | - | (2,193,719) | ARPA Grant fully exhausted in FY24 |
| Total Revenue | \$ 122,612,170 | \$ 56,670,663 | \$ 127,189,246 | \$ 125,754,425 | \$ 3,142,255 | |
| Reserve Funding: | | | | | | |
| Strategic Investments | | | \$ 7,141,813 | \$ 3,086,796 | \$ 3,086,796 | \$3M represents strategic investments from FY23/FY24 |
| Capital Investments | | | \$ 2,038,822 | \$ 3,000,000 | \$ 3,000,000 | Refer to project list; Ely pool, Switchgear, Deferred Maint. |
| Total Reserve Funded Investments | \$ - | \$ - | \$ 9,180,635 | \$ 6,086,796 | \$ 6,086,796 | |
| Total Resources | \$ 122,612,170 | \$ 56,670,663 | \$ 136,369,881 | \$ 131,841,221 | \$ 9,229,051 | |
| Expense: | | | | | | |
| Compensation & Fringe | 49,175,809 | 15,127,975 | 51,500,138 | 50,858,318 | 1,682,509 | \$3M CBA; (\$0.6M) Permanent position savings through reductions; (\$0.7M) vacancy savings prior year |
| Department Operations | 15,910,204 | 6,764,433 | 20,269,011 | 16,534,771 | 624,567 | Represents FY25 Strategic Investments & cost reductions to align to spending plan |
| Utilities | 2,885,348 | 596,139 | 3,403,383 | 3,103,383 | 218,035 | Represents a flat budget YoY, representing savings in FY24 and inflationary impacts in FY25. |
| Financial Aid | 5,112,963 | 3,422,658 | 6,826,425 | 6,826,425 | 1,713,462 | Campus shift to higher tuition discount model |
| Debt Service | 1,061,706 | 882,629 | 1,513,984 | 1,513,984 | 452,278 | MSCBA refunding in FY24; normal debt schedule restored in FY25 |
| Contingency | 613,942 | - | 650,000 | 650,000 | 36,058 | |
| Capital Investments | 5,322,913 | 1,182,897 | 7,401,957 | 5,926,201 | 603,288 | Revised spending plan; includes higher funding for deferred maint. in FY25 |
| DGCE | 9,426,159 | 2,828,584 | 10,513,425 | 10,313,425 | 887,266 | \$.4M CBA + Fringe; \$.2M Add'l contribution, \$.15M to support the 2 college structure |
| Residential Life | 17,020,603 | 8,003,139 | 22,219,467 | 21,236,358 | 4,215,756 | \$.28M MSCBA Refunding in FY24; \$1M Lammers rehab projects; \$.2M CBA; \$.2M Utilities - Lammers |
| Dining Services | 8,650,011 | 2,785,344 | 9,724,483 | 9,424,483 | 774,471 | \$.2M Campus Contribution; \$.3M CBA + Fringe; \$.1M Food & Bev.; \$.1M Capital Reserve |
| Strategic Investments | 177,165 | 5,000 | 328,677 | 328,677 | 151,512 | \$.17M Incr. to FY25 - Cabinet to resolve |
| All Other - Grants & OTF's | 5,149,560 | 418,420 | 6,202,850 | 4,425,197 | (724,364) | OTF's excluded |
| Innovation Fund | 406,647 | 101,542 | 1,353,329 | 700,000 | 293,353 | |
| FEMA Reimbursement Funds | 876,782 | 130,679 | 549,547 | - | (876,782) | \$.5M FEMA Fund Rollover excluded; \$.3M Spending Progress from FY24. |
| Total Expense | \$ 121,789,812 | \$ 42,249,439 | \$ 142,456,676 | \$ 131,841,221 | \$ 10,051,409 | |
| Net Result Fav/(Unfav) | \$ 822,359 | \$ 14,421,224 | \$ (6,086,795) | \$ - | \$ (822,359) | |
| Use of Reserves - Cash | | | | | | |
| Capital Projects | | | \$ 2,788,135 | | | |
| Residential Life - Reserves | | | \$ 1,662,160 | | | |
| Glide Path Use of Reserves | | | \$ 1,636,500 | | | |
| Total Use of Reserves - Cash | - | - | 6,086,795 | - | - | |
| Difference Incr/(Decr) | - | - | - | - | - | |

Note:
FY25 YTD Spend does not include Grants Revenue & Expenses of \$933k

Westfield State University
 FY25 Revised December Capital Plan
 As of 11/21/24

11/21/2024

| | | | Funding Source | | | | | | |
|---|---|---|------------------|-----------------------------------|------------------------------------|------------------|--------------------------|--------|-------------------|
| | Deferred Maintenance | | Campus | Rollover Incomplete FY24 Projects | Campus Funded from Use of Reserves | DCAMM | MSCBA Debt Release Funds | MSCBA | Total |
| Physical Plant Projects | | | | | | | | | |
| 1 | Deferred Maintenance & Project Mgmt | Y | 685,019 | | | 4,016,334 | | T.B.D. | 4,701,353 |
| 2 | Water Main Repairs/Replacement | Y | 200,000 | | | | | | 200,000 |
| 3 | Scanlon Hall 3rd Floor Partial Renovation | Y | 300,000 | | | | | | 300,000 |
| 4 | Replacement Fire Reporting System / City of Westfield | Y | 250,000 | | | | | | 250,000 |
| 5 | Critical Repair Contingency | Y | 140,000 | | | | | | 140,000 |
| 6 | Critical Equipment Repair | | 93,981 | | | | | | 93,981 |
| 7 | Facilities Planned Equipment Replacement | Y | 150,000 | | | | | | 150,000 |
| 8 | CODE- Sprinkler Heads & Escutcheon | Y | 125,000 | | | | | | 125,000 |
| 9 | Facilities Master Plan | Y | 100,000 | | | | | | 100,000 |
| 10 | Emergency Equipment Failure | Y | 100,000 | | | | | | 100,000 |
| 11 | Emergency Infrastructure Failure | Y | 100,000 | | | | | | 100,000 |
| 12 | CODE- Fire Damper Study & Testing | Y | 45,000 | | | | | | 45,000 |
| 13 | Steam Lime Emergency repairs | Y | 100,000 | | | | | | 100,000 |
| 14 | Central Feed Water Pump Replacement | Y | 100,000 | | | | | | 100,000 |
| 15 | CODE -Storm Water Mgt Plan, Testing & Repair | Y | 50,000 | | | | | | 50,000 |
| 16 | Ely Library Certified Study | Y | 50,000 | | | | | | 50,000 |
| 17 | Facilities Studies | | 50,000 | | | | | | 50,000 |
| Sub-total | | | 2,639,000 | - | - | 4,016,334 | - | - | 6,655,334 |
| Information Technology | | | | | | | | | |
| 18 | ODA Hardware Replacement | | 350,000 | | | | | | 350,000 |
| 19 | LMS Upgrade | | 225,000 | | | | | | 225,000 |
| 20 | Faculty Staff Lifecycle | | 200,000 | | | | | | 200,000 |
| 21 | Classroom Technology Lifecycle | | 150,000 | | | | | | 150,000 |
| 22 | Campus Computer Labs Lifecycle | | 125,000 | | | | | | 125,000 |
| 23 | Science Wing Network Upgrades | | 76,000 | | | | | | 76,000 |
| 24 | Banner Upgrades | | 55,000 | | | | | | 55,000 |
| Sub-total | | | 1,181,000 | - | - | - | - | - | 1,181,000 |
| Total | | | 3,820,000 | - | - | 4,016,334 | - | - | 7,836,334 |
| Projects Funded via Rollover | | | | | | | | | |
| 25 | Rollover Facility Projects | Y | | 882,677 | | | | | 882,677 |
| 26 | Rollover for DCAMM Projects | Y | | 494,687 | | | | | 494,687 |
| 27 | Rollover for IT Projects | | | 64,579 | | | | | 64,579 |
| 28 | Rollover for Dining Services | | | | | | | | - |
| 29 | Rollover - Lammers (Hot water, Dryer) | | | | | | 500,000 | | 500,000 |
| Subtotal - Rollovers for FY24 Projects | | | - | 1,441,944 | - | - | 500,000 | - | 1,941,944 |
| Other - Use of Cash Reserves | | | | | | | | | |
| 30 | Ely Pool Restoration | | | | 340,722 | | | | 340,722 |
| 31 | Switchgear Testing & Repairs | | | | 323,535 | | | | 323,535 |
| Sub-total | | | - | - | 664,257 | - | - | - | 664,257 |
| Grand Total | | | 3,820,000 | 1,441,944 | 664,257 | 4,016,334 | 500,000 | - | 10,442,535 |

Total Campus Funded 5,926,201

Notes:

- 1) MSCBA Projects are not yet known at the time of planning and may change as final decisions are made
- 2) \$5.9M = Campus \$3.8M + Incomplete Projects FY24 \$1.4M; and Campus Funded from Reserves \$0.6M

Westfield State University
FY25 Lease and Motor Vehicle Schedule

6/11/2024

| Existing Vehicle Summary | Quantity | Cost/ Month | Annual Cost |
|---|-----------------|--------------------|--------------------|
| Existing Lease Commitments: | | | |
| Facilities, Public Safety, Media Services, Mail Services, Catering, Information Technology | 25 | \$ 14,200 | \$ 170,400 |
| 5% Escalation | | | \$ 8,520 |
| Program Service fee | | | \$ 8,082 |
| Vehicle Lease Contingency | | | \$ 27,621 |
| FY25 Lease Schedule | | | \$ 214,623 |

| | |
|-----------------------------|-------------|
| FY24 Vehicle Lease Schedule | \$ 214,623 |
| FY25 Vehicle Lease Schedule | \$ 214,623 |
| Difference | \$ - |

Notes:

1. The annual budget amount for leased vehicles is \$225k.
2. The Reduction in leased vehicle costs is a result of a 1-time offer from Ford to replace 15 of the vehicles that we lease at a lower cost. As of June 2024, we have received 12 of the 15 vehicles that we ordered through this program.



Fiscal Year : July 1st - June 30th
Financial Report (Consolidated)
Quarters Ending September 30, 2023 and 2024

| | FY24 1st Qtr Actual | FY25 | | 1st Qtr Actual (adjusted) |
|---------------------------------|------------------------|----------------------|------------------------|------------------------------|
| | | 1st Qtr Actual | 1st Qtr Adjustments | |
| Revenue | | | | |
| University/SGA | \$ 19,535,670 | \$ 20,209,871 | \$ 1,868,076 | \$ 22,077,947 |
| CGCE | 4,144,489 | 6,545,546 | (2,371,386) | 4,174,160 |
| Residential Life | 3,610,142 | 7,994,863 | (4,015,229) | 3,979,634 |
| Dining Services | 2,451,524 | 5,145,465 | (2,448,419) | 2,697,046 |
| Total Revenue | \$ 29,741,824 | \$ 39,895,744 | \$ (6,966,958) | \$ 32,928,786 |
| Expenses/Transfers | | | | |
| University/SGA | \$ 18,166,090 | \$ 20,520,991 | \$ (740,680) | \$ 19,780,311 |
| CGCE | 2,714,001 | 2,594,224 | 421,013 | 3,015,237 |
| Residential Life | 3,856,285 | 2,123,952 | 5,474,440 | 7,598,392 |
| Dining Services | 2,099,390 | 1,957,195 | 228,402 | 2,185,597 |
| Total Expenses/Transfers | \$ 26,835,766 | \$ 27,196,362 | \$ 5,383,175 | \$ 32,579,537 |
| Net | | | | |
| University/SGA | \$ 1,369,579 | \$ (311,120) | \$ 2,608,756 | \$ 2,297,636 |
| CGCE | 1,430,488 | 3,951,322 | (2,792,399) | 1,158,923 |
| Residential Life | (246,143) | 5,870,911 | (9,489,669) | (3,618,758) |
| Dining Services | 352,133 | 3,188,270 | (2,676,821) | 511,449 |
| Total | \$ 2,906,058 | \$ 12,699,382 | \$ (12,350,133) | \$ 349,249 |

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) For purposes of this report, the University recognizes revenue as follows:
Tuition and fee revenues (including room rent and board revenue) 50% of recorded fall semester revenue.
State Appropriation revenue 25% of total state appropriation revenue received to date.
Non financial aid grant revenue is recognized in the amount of YTD actual grant expenses.
All other revenues are recognized as YTD actuals.
- (3) For purposes of this report, the University reports scholarship expense at 50% of the fall semester YTD in order to match revenue recognized.
Financial aid grant scholarships such as PELL and various MA state grants are reported as contra-revenue not as expense.
- (4) Quarterly expenses are often adjusted based on timing of transactions and are indicated in a separate column above.
The following are examples of expense and revenue adjustments made:
 - July-September fringe expense \$1.6M
 - Utilities \$.3M
 - Scholarship expense -50% (\$1.7M)
 - MSCBA debt \$5.2M
 - State Appropriation revenue \$9.9M
 - Fall Revenue -50% (\$17.1M)
 - September interest income \$.2M

Westfield State University
 FY24 Quarterly Reports Q1 - Q4
 Financial Report (Consolidated)

11/14/2024

| | 1st Qtr Actual | 2nd Qtr Actual | 3rd Qtr Actual | 4th Qtr Actual |
|---------------------------------|-------------------|-------------------|--------------------|--------------------|
| Revenue | | | | |
| University/SGA | 19,535,670 | 43,214,209 | 84,014,342 | 85,916,088 |
| CGCE | 4,144,489 | 6,228,719 | 11,383,313 | 12,964,603 |
| Residential Life | 3,610,142 | 7,146,757 | 13,887,586 | 14,059,519 |
| Dining Services | 2,451,524 | 5,068,400 | 9,344,288 | 9,671,959 |
| Total Revenue | 29,741,824 | 61,658,085 | 118,629,529 | 122,612,170 |
| Expenses/Transfers | | | | |
| University/SGA | 18,166,090 | 41,006,639 | 62,733,238 | 84,339,775 |
| CGCE | 2,714,001 | 5,808,860 | 8,894,348 | 12,176,637 |
| Residential Life | 3,856,285 | 8,743,082 | 13,509,603 | 15,525,880 |
| Dining Services | 2,099,390 | 4,900,919 | 7,800,534 | 9,747,520 |
| Total Expenses/Transfers | 26,835,766 | 60,459,499 | 92,937,723 | 121,789,812 |
| Net | | | | |
| University/SGA | 1,369,579 | 2,207,570 | 21,281,104 | 1,576,314 |
| CGCE | 1,430,488 | 419,859 | 2,488,965 | 787,966 |
| Residential Life | (246,143) | (1,596,325) | 377,983 | (1,466,360) |
| Dining Services | 352,133 | 167,481 | 1,543,754 | (75,561) |
| Total | 2,906,058 | 1,198,586 | 25,691,807 | 822,359 |

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.



Board of Trustees

December 2, 2024

MOTION

To approve a \$4.4 million dollar debt borrowing, through the MSCBA, to fund the critical repairs as outlined in the summary document presented today for the on-campus apartments. Further that the assumptions in Option A will be the approved financing plan in working with the MSCBA on the next bond issuance in FY25/FY26.

Ali R. Salehi, Chair

Date



Facilities & Capital Planning

Board of Trustees Meeting
December 2024

Westfield
STATE UNIVERSITY

Overview



- ✓ Project Updates
- ✓ DCAMM 5 Year Plan
- ✓ Executive Order 594 - Decarbonization
- ✓ Campus Conditions & Deferred Maintenance
- ✓ Critical Deferred Maintenance Needs

Project Updates

Completed

- ✓ Trades Roof
- ✓ DC Machine Room
- ✓ DC Beverage Station
- ✓ Scanlon Hall Walk-In Cooler
- ✓ Common Area Furniture Upgrades
- ✓ Softball Infield
- ✓ CARE Center Improvements
- ✓ Scanlon Hall 3rd Floor Renovation

In Progress

- ✓ Facilities Master Plan
- ✓ Academic Space Renovations/Furniture Upgrades
- ✓ Outdoor Screen Replacement
- ✓ Replacement Fire Reporting System
- ✓ Fairshare BMS Replacement (various)
- ✓ Fairshare Security Upgrades

In Design

- ✓ Ely Pool
- ✓ R22 Replacement

In Study/Code Review

- ✓ Fire Damper Study/Testing
- ✓ Central Feed Water Pump Replacement
- ✓ Ely Library Humidity Study
- ✓ DGCE Office Renovations
- ✓ Wayfinding/Beautification

Ongoing

- ✓ Emergency Infrastructure/Equipment
- ✓ Bates PA Classroom

DCAMM 5 Year Plan

Transfer of funds from the state to WSU (via ISA)

- ✓ One lump sum for duration of Project/Bond (FY24-28)
- ✓ Required University Match 31.76%
- ✓ If 50% of \$9.2M not spent by 2026 there will be a 15% decrease in our funding
- ✓ If 50% of our \$9.2 IS spent, we are eligible for additional funding
 - ✓ 50% spending equals \$4.6M
 - ✓ Currently on target to hit this mark in early FY26

FY24-28 Updated November 2024

| Project | Adjusted Budget Approved 4/24 | 11/2024 Suggested | 2023 Actual Advance for Studies - DCAMM | 2024 Actual - DCAMM Funds | 2024 Actual University Match | 2025 Projected DCAMM Funds | 2025 Projected University Funds & Reserves | 2026 Projected DCAMM Funds | 2026 Projected University Funds | 2027 Projected DCAMM Funds | 2027 Projected University Funds | 2028 Projected DCAMM Funds | 2028 Projected University Funds |
|--|-------------------------------|-------------------|---|---------------------------|------------------------------|----------------------------|--|----------------------------|---------------------------------|----------------------------|---------------------------------|----------------------------|---------------------------------|
| Ely Pool Restoration | 3,850,642 | 3,850,642 | 3,300 | 29,558 | | 1,042,408 | 477,062 | 1,563,383 | 715,592 | | | | |
| R22 Replacement | 2,424,574 | 2,424,574 | | 94,877 | | 977,589 | 499,143 | 582,063 | 270,902 | | | | |
| Facility Emergencies | 1,054,965 | 1,000,000 | | | | 170,600 | 79,400 | 170,600 | 79,400 | 170,600 | 79,400 | 170,600 | 79,400 |
| Road & Sidewalk Repairs | 670,136 | 1,052,715 | | 16,100 | | | | 223,157 | 103,861 | 223,157 | 103,861 | 257,369 | 125,210 |
| Match Relief | 851,538 | 841,056 | | | 160,391 | | 158,395 | | 163,147 | | 186,041 | | 173,082 |
| Parenzo Banacos Offset | 579,864 | 579,864 | | 564,864 | | | 15,000 | | | | | | |
| Water Main Study & Repairs | 203,196 | - | | | | | | | | | | | |
| Completed, Closed or Removed from Plan | | | | | | | | | | | | | |
| Wilson Hall Roof | | 52,000.00 | 48,100 | 3,900 | | | | | | | | | |
| DC Beverage Station Drain Repair (partial) | | - | | | | | | | | | | | |
| Steam Emergencies FY24 (DAV/WIL/INT) | | - | | | | | | | | | | | |
| Trades Building Roof | 201,535 | 211,771 | 41,500 | 130,742 | 5,116 | | 34,413 | | | | | | |
| Dining Machinery Room | 253,000 | 236,828 | | 161,611 | 53,564 | | 21,652 | | | | | | |
| Total | 10,249,450 | 10,249,450 | 51,400 | 709,300 | 160,391 | 2,190,597 | 1,229,000 | 2,539,203 | 1,332,902 | 393,757 | 369,302 | 427,969 | 377,692 |

Project Planning with DCAMM Funding

The scope of campus projects has significantly increased in size and complexity over the past 5 years due to identified campus needs, changing building codes, and mandated efforts to move towards decarbonization.

Timing of Projects

| | |
|--|-------------------|
| Scope development & project documentation | 3-4 months |
| Internal review with Department & Facilities | 1 month |
| DCAMM Certified Study (If approved) | 1 month |
| Public Bid Award, Contracts & NTP | 1-2 months |
| Total time BEFORE work commences | 6-8 months |

July budget approval yields commencement of projects in March/April at best. Many projects require disruption to services, utilities or roadways and cannot take place while campus is fully occupied leading work requiring completion in the May-July window and requiring contracts and funding to span fiscal years.

Executive Order 594 – Leading by Example

This decarbonization effort by the Commonwealth requires net zero greenhouse gas emissions by 2050 through a number of efforts including, but not limited to, elimination of use of fossil fuels, increasing efficiency efforts, and increasing renewable energy generation.

Impacts today include:

- ✓ Increased complexity and cost of projects as we can no longer replace equipment in kind
- ✓ Increased operational costs for equipment maintenance
- ✓ Strain on staff to meet preventative maintenance needs, keep current on new training and address regular ongoing repair and response needs across campus

Initial study estimates for Westfield State to hit these targets is in excess of \$542M

- ✓ How these targets will be funded, and the state's contribution remains unknown
- ✓ The start of this work will have immediate impacts on the University's current steam operation as boiler capacity will exceed campus demand
- ✓ Significant impacts to operations will be likely throughout work periods

Campus Condition & Deferred Maintenance Overview

Estimated Deferred Maintenance Totals (5-year needs)

| | |
|----------------------|--------------|
| ✓ Academic Buildings | \$95,813,570 |
| ✓ Residence Halls | \$24,604,021 |
| ✓ Site work needs | \$3,500,000 |

Escalation, adjustment for total project costs and abatement considerations bring needs approximately \$150M.

Notes:

- ✓ Numbers do not include infrastructure needs (steam lines, water lines, electrical, etc)
- ✓ Residence Hall assessment by the MSCBA was less comprehensive than the academic building assessment
- ✓ Site work only includes information from the Roads & Sidewalk study and is not reflective of all improvements needed
- ✓ Deficiencies identified via regulatory testing are found annually. F&O is working to track and quantify these needs.

Campus Condition & Deferred Maintenance Overview con't

Prioritization Strategy

- ✓ High-risk or critical systems
 - ✓ Compliance with regulatory requirements
 - ✓ Enhanced safety & operational continuity
- ✓ Potential of full or partial building shut down (likely without funding)

Budget Allocations

- ✓ Project estimates & schedules (cash flow now used for budgeting purposes)
- ✓ Funding sources identified (University, DCAMM, other)
- ✓ All emergencies are funded by University or DCAMM 5-year plan (if spending plan allows)

Critical DM Needs Known Today

The average age of our buildings is 50 years old. The infrastructure in the buildings, underground and building envelope needs are increasing daily. More emergencies and shutdowns should be expected, and we discover urgent needs the capital budget plan must be able to adapt and change. The size and scope of projects has grown tremendously as our understanding of the deferred maintenance grows.

Critical needs we are currently aware of include:

- ✓ Residence Halls
 - ✓ Lammers Hall hot water & heating systems
 - ✓ Apartment Complex plumbing, structural and hot water issues
- ✓ Water distribution system
- ✓ Steam distribution system
- ✓ Electrical system
 - ✓ Switchgear Year 1 findings identified over \$7M in needed repairs
- ✓ Bates Hall full renovation
- ✓ Wilson Hall full renovation
- ✓ Dower Hall Renovation & Elevator
- ✓ R22 HVAC Equipment containing R22 (decarbonization impact)

Conclusion

Deferred Maintenance continues to be a critical need.

Current allocations do not keep pace with escalation, increasing the DM gap by over \$400k annually.

Inadequate funding results in increased emergency failures of both equipment and infrastructure which can impact operating funds, require the unplanned use of reserve funds and/or under certain scenarios could result in closure of buildings impacting campus operations and the student experience.

Preventative maintenance is increasingly difficult to keep pace with as staff are diverted to addressing emergency failure issues.

DCAMM/MSCBA *must* provide adequate funding to support deferred maintenance and critical repairs.

QUESTIONS & ANSWERS





Thank you