

**WORCESTER STATE UNIVERSITY**  
**BOARD OF TRUSTEES**  
**FINANCE & FACILITIES MEETING**  
**Tuesday, June 10, 2025**  
**3:00 P.M.**  
**WELLNESS CENTER, ROOM 204**

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**Meeting Called By:** Dr. Lawrence Sasso (Chair)

**Minutes:** Nikki Kapurch

**Board Members:** Dr. Lawrence Sasso(Chair); Darnell Dunn; Dina Nichols; Amy Peterson; Marina Taylor  
(Vice Chair)

**WSU Staff:** Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Lois Wims

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All documents are considered to be **drafts** until discussed and/or approved by the Board

<b>AGENDA</b>		
<b>ITEM</b>	<b>RESPONSIBLE</b>	<b>ACTION</b>
1. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: 1. Finance & Facilities Committee - April 08, 2025*	Dr. Lawrence Sasso	<b>1. vote required</b>
2. <i>Finance &amp; Facilities Committee Report</i> A. FY 2026 Comprehensive University Budget*	Dr. Lawrence Sasso Kathy Eichelroth	<b>A. vote required</b>
3. <i>Administrative Updates</i> A. Other Business	Dr. Lawrence Sasso	
4. <i>Adjournment</i>	Dr. Lawrence Sasso	<b>4. vote required</b>

\*Attachments

**WORCESTER STATE UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Finance & Facilities Committee Meeting Minutes**

CHAIR: Marina Taylor (Vice Chair)

DATE: April 8, 2025

LOCATION: Wellness Center, Rm 204

MINUTES BY: Nikki Kapurch

TIME: 3:00 PM

COMMITTEE MEMBERS PRESENT: Marina Taylor (Vice Chair); Darnell Dunn; Dina Nichols; Amy Peterson

COMMITTEE MEMBERS ABSENT: Dr. Lawrence Sasso (Chair)

BOARD MEMBERS PRESENT: Dr. Lisa Colombo (Chair)

WSU STAFF: Ashlynn Allain; Kathy Eichelroth; Nikki Kapurch; Barry Maloney

The provisions of General Laws, Chapter 30A, having been complied with and a quorum present, a meeting of the Finance and Facilities Committee was held on Tuesday, April 8, 2025, in room 204, located in the Wellness Center. Vice Chair Taylor called the meeting to order at 3:00 p.m.

Administrative Business

*APPROVAL OF THE MINUTES - January 14, 2025*

Upon a motion made by Trustee Nichols and seconded by Trustee Peterson, it was unanimously

**VOTED: to approve the January 14, 2025, minutes of the Finance and Facilities Committee meeting as presented.**

FINANCE & FACILITIES COMMITTEE REPORT

Trustee Taylor called upon Vice President Kathy Eichelroth to walk trustees through the *FY 2026 Budget Planning PowerPoint*.

*FY 2026 Budget Resource Discussion*

- VP Eichelroth started the FY2026 budget resource discussion by recapping the FY2025 budget. A detailed memo is included in the packet.
- The Healey-Driscoll Administration announced in December that it was awarding \$14 million from the fiscal year 2025 budget to support student success programming at the state universities. WSU is the recipient of a one time, \$1,620,191 SUCCESS Grant.
  - Many of the SUCCESS projects originated as university initiatives that had been proposed as a part of last spring's budget process but not funded in FY25 because of financial limitations. Through the prioritization process, we created a list of initiatives that were vetted and ready to execute should additional new resources be identified during the year. We now have the opportunity to fund some of the prioritized initiatives.
  - We continue to hold a list of relevant prioritized funding requests and have not solicited new or additional requests during the FY 2026 budget process.
- FY 2026 Baseline
  - Governor Healey released her spending plan for FY 2026, which incorporates all state funding from

FY 2025 into a base funding line for FY 2026. However, the Governor has not proposed any resources for formula funding or the internship and endowment incentive programs for FY 2026. The annualized base includes collective bargaining increases that were rolled out in FY 2025 and those that are awaiting ratification.

- We are in the process of firming up the estimates for campus generated revenue by evaluating the status of revenue generation compared to the budget for FY 2025.
- We will need to continue to address a continuing budget shortfall
- The extent to which we will need to rely on a budgeted reserve draw to fill a revenue gap is not known at this time.
- Discussed that the appropriation of reserves and the FY 2026 budget will likely include a budgeted draw on reserves.
- We are proposing a general fee increase not to exceed \$500 per year for fiscal year 2026. We will continue to analyze the budget numbers, and if we can reduce the gap and lower the fee, we will do so and present that to the board. The current General Fee is \$9,798 a year, and the total mandatory fees are \$10,816 a year as of today.
- Of the six non-specialty state universities, Fitchburg State currently has the lowest mandatory fees at \$10,374 a year, followed by Worcester State at the next highest and BSU at \$10,824. Framingham State is next at \$10,970, Westfield State is next at \$11,210, and Salem State is the highest, at \$11,428.
- At the June Board of Trustees meeting, the comprehensive budget packet for FY2026 will be discussed, and the amount of appropriated reserves will be identified.
- Additionally, there will be an increase of \$59 in the Student Activities Fee. Trustee Pou introduced this topic during the January meeting. Currently, the student activity fee is \$36 per semester or \$72 per year, and these funds are deposited into a student activity trust fund. The proposal for this fee increase will be included in the FY26 budget. As the third largest state school, we currently have the smallest activity fee, and we believe it is necessary to raise the fee to better meet our students' needs. Other state schools charge between \$45 and \$81 per semester, so we are proposing to increase our fee to \$59 per semester.
- Rents in residence halls will increase by \$400 per year. For a premium single rate, there is an additional \$2,000 charge. This refers to a room designed for two occupants but occupied by only one.
- What are your thoughts on the reduction of federal funds? Most of these funds are allocated for specific programs. We are currently monitoring the possible impact on Pell Grants and how we will structure student financial aid packages.
- What is the reasoning behind keeping certain positions frozen? We will continue to evaluate positions and determine whether each position is necessary before making any permanent eliminations.
- If we could secure formula funding to add to our base budget, we may not need to raise the general fee.
- At some point, we need to be cautious about continuing to increase fees, as this raises concerns about affordability.
- We are considering a \$500 fee increase and a \$59 mandatory student activity fee.

Upon a motion made by Trustee Nichols and seconded by Trustee Peterson, it was unanimously

**VOTED: to recommend that the full Board authorize an increase in the General Fee for FY 2026 that would not exceed a \$500 per year amount, with the final recommendation to be brought to the June board meeting as part of the presentation of the FY 2026 Comprehensive**



**Annual Budget.**

*535 Chandler Street Site Work Proposal*

- Included in the packet is a proposal for site improvements to the President's House at 535 Chandler Street and the Latino Education Institute at 537 Chandler Street.
- We have a use agreement with the Worcester State University Foundation.
- The proposed improvements are for driveway work as the entire driveway, including the portion that provides parking for the Latino Education Institute, has fallen into disrepair and become a hazard.
- The work will be performed under the existing excavation and paving services contract that was awarded to Ricciardi Brothers, Inc. under a competitive procurement process.
- The Commonwealth of Massachusetts Trust Fund Guidelines issued by the DHE require the approval of the board of trustees for the university to expend these funds.

Upon a motion made by Trustee Nichols and seconded by Trustee Peterson, it was unanimously

**VOTED: to recommend that the full Board authorize site improvements, as detailed in the memo and vendor proposal, to achieve necessary repairs to the driveway that provides access and parking to WSU-occupied properties at 535 Chandler Street and 537 Chandler Street.**

*Operational Excellence Update*

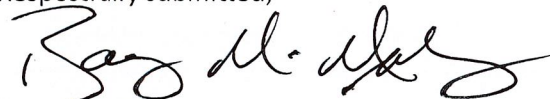
- Jonathan Walker, director, Operational Excellence, Financial Sustainability Task Force, provided an update on current projects and activities. He discussed the new benefits and time savings resulting from these initiatives.
- During this period, approximately \$5.2M of savings have been identified from operations through the work of the Financial Sustainability Task Force and Operational Excellence (OpEx).
- In FY 2025 and moving into FY 2026, OpEx continues to pursue efficiencies, mostly focusing on operational improvements by eliminating duplicative processes and those that add no value, and reworking processes to increase efficiencies and effectiveness. These efforts will continue to assist WSU in closing the operational budget gap.

With there being no further business, the WSU Board of Trustees Finance & Facilities Committee meeting was adjourned.

Upon a motion made by Trustee Nichols and seconded by Trustee Peterson, it was unanimously

**VOTED: to adjourn the meeting at 4:00 p.m.**

Respectfully submitted,



Barry M. Maloney

Secretary, Board of Trustees





**WORCESTER**  
**S T A T E**  
**UNIVERSITY**

**FY 2026**

**Comprehensive  
University Budget**

**Worcester State University  
FY 2026 Budget Package**

**I        Fiscal Year 2026 Budget Overview**

**II        Fiscal Year 2026 Budget**

- 1 Summary FY2026 Budget - Sources and Uses of Funds
- 2 Pie Chart: Source of Funds
- 3 Bar Chart: Use of Funds
- 4 FY 2026 Summary of Sources of Funds
- 5 FY2026 Trust Fund Summary
- 6 Pie Chart: Trust Fund Summary
- 7 Operating Revenue Budget

**III       Individual Fund Budgets compared with FY2026 Budget**

- 8 General Operating Budget (111 & 400 Combined)
- 9 General Operating Budget - Expenditures by Division and Pie Chart
- 10 State Maintenance Appropriation (111)
- 11 General Trust Fund (400)
- 12 Capital Improvement Trust Fund (405)
- 13 Parking Garage Operating Fund (408)
- 14 Strategic Plan Trust Fund (410)
- 15 Wellness Center Trust Fund (429)
- 16 Parking Fines Fund (439)
- 17 Health Services Trust Fund (442)
- 18 Residence Halls Trust Fund (445)
- 19 Student Activities Trust Fund (446)
- 20 Residence Hall Technology and Equipment Trust Fund (448)

**Appendix**

- A Capital Adaptation and Renewal Spending Plan
- B FY 2026 Tuition and Fee Schedule
- C FY 2026 Budget Discussion April 23, 2025
- D OSILD Increase Request for Student Activities Trust Fund









**Memorandum**

**DATE:** May 28, 2025

**TO:** Barry M. Maloney, President

**FROM:** Kathleen Eichelroth, Vice President for Administration and Finance

**RE:** **FY 2026 BUDGET PLAN – JUNE 2025**

At the April 8<sup>th</sup> Finance and Facilities sub-committee meeting we discussed the legislative landscape surrounding the development of the Commonwealth's budget for FY 2026. At that time Governor Healey had released her spending plan for FY 2026 that had annualized all FY 2025 state funding into a FY 2026 base funding line for each state university. The annualized base includes collective bargaining increases that were rolled out in FY 2025 and funding for FY 2026. The Governor had not proposed resources in FY 2026 for formula funding or the internship incentive and endowment incentive programs.

The House Ways & Means Committee released its budget on April 16<sup>th</sup> and the Senate Ways & Means Committee released its budget on May 6<sup>th</sup>. Proposed funding across all three budget submissions reflect various inconsistencies with the only constant being that all three constituencies have rolled forward our FY 2025 budget plus collective bargaining funds as the base level funding for FY 2026. At this time only the House W&M Committee proposal includes formula funding, the intern incentive program and additional campus operating funds. The Senate is currently debating the budget and it is expected to be sent to Conference Committee in June to reconcile differences between the House and Senate versions. In the event the final state resources allocated to the university differs from those we have carried in the attached budget package, a budget amendment reconciling the figures will be brought to the October board meeting for approval.

**FY 2026 Comprehensive Budget Package**

The FY 2026 university wide budget package represents a balanced budget with \$144,175,554 of sources and uses of funds. Available resources are represented by three distinct categories: State funding for operations and student financial aid of \$67,885,825 (47%); Federal student aid of \$10,245,463 (7%); and institutional sources of \$66,044,266 (46%) representing eight distinct trust funds. Campus based trust funds include General, Parking Fines, Health Services, Residence Halls, Student Activities, Residence Hall Technology & Equipment, Capital Improvement and Wellness Center trust funds.

## **General Operating Budget**

### Operating revenue

The General Operating (GO) budget funds the majority of the University's operating expenditures. The GO budget combines Commonwealth of Massachusetts State appropriations and fringe benefit funding with resources generated through the General Trust Fund. In FY 2026 total operating resources are budgeted at \$107,425,297, with 59% funded by State resources and 41% from General fund revenue, specifically student fees.

There is a net increase in resources for the GO budget in FY 2026 mainly attributed to collective bargaining increases funded by the Commonwealth. There have been modest fluctuations within campus generated revenue categories with a slight increase in graduate tuition offset by a decline in fee revenue from undergraduate day enrollment. Adjustments have been made to the revenue budget for FY 2026 to reflect these trends. The \$500 annual General Fee increase authorized by the board at the April meeting is reflected in the total operating resources identified above.

### Operating Expenditures

The annual budget process includes a reconciliation of prior year spending and a projection of anticipated cost escalation. Changes in personnel costs since the budget was set in July 2024 have been evaluated and identified as one time or ongoing costs and then included in the baseline budget for the coming fiscal year. Collective bargaining commitments are added in and then fringe rates are applied to the updated base line of personnel costs. The details of the reconciliation for FY 2026 are shown below.

### Expenditure Reconciliation

<b>FY 2025</b> <u>General Operating Budget – Total Expenditures</u>		\$105,462,351
<b>FY 2025 Add:</b>		
FY 2025 Collective Bargaining Increases and other pay adjustments		<u>1,702,427</u>
<b>Adjusted FY 2025</b> <u>Base Expenditures</u>		<u>\$107,164,778</u>
 <b>FY 2026 Adds:</b>		
FY 2026 increase in fringe/payroll tax rate and collective bargaining reserve	785,666	
 FY 2026 cost adjustments to existing commitments	634,322	
 FY 2026 investments in professional development, university safety and information technology	<u>1,055,000</u>	
 <b>Subtotal - Add</b>		<b>\$2,474,988</b>

**FY 2026 Deduct:**

Deferred vacancies

2,214,470**Subtotal – Subtract**\$2,214,470**FY 2026 General Operating Budget – Total Expenditures**\$107,425,296

The FY 2026 adds to the base budget include increases in direct labor costs that will be applied during the fiscal year, pricing and inflationary adjustments for ongoing obligations related to the procurement of goods and services, and investments towards several prioritized commitments.

Professional development was identified as a cross campus priority across all divisions during the FY 2025 budget process. Resources are being provided for plans that are in the developmental stage. The initiative includes funds to be managed by the Center for Teaching and Learning to enhance professional development opportunities for faculty. Employee Services will receive funds to roll out a professional development program available to all employees.

Resources have also been set aside for investments in university safety and security, including recommendations that came from the work of the university safety implementation committee. The investment provides resources for the Executive Director of Emergency Management and Institutional Safety to implement several high priority recommendations while a more comprehensive, multi-year plan is developed.

In the coming year information technology infrastructure will be assessed. Physical infrastructure related to telephone and Wi-Fi service will be evaluated for adequacy with a plan for upgrade or replacement to be developed. The current ERP software system will be evaluated for reliability and relevancy ensuring that university operations are utilizing the most current platforms in an effective and efficient manner. In addition, the multi-year classroom technology refresh plan that was drafted just prior to the disruption to university operations due to Covid -19 will be re-evaluated. These and other information technology initiatives will be evaluated and prioritized while seed money is provided to begin addressing a multi-year action plan.

The increase in expenditures in the reconciliation are being offset by a group of identified deferred vacancies. Most of the vacancies identified have been unfilled for several years now. In the coming year we will evaluate each position to determine if it remains relevant for continuity of university operations.



### Gap Analysis

The budget gap analysis provided below identifies a \$2,965,983 budget shortfall between revenue and expenses in FY 2026. The budget plan as presented identifies the revenue generated from a \$500 year General Fee increase and a budgeted drawn on reserve of \$1,348,983 as the means to bridge this gap. While we have budgeted reserve draws over the past few fiscal years, we have not had to draw on them for real time spending. The General Fee increase will serve to partially fill the gap in a permanent way going forward. As we look towards FY 2027, projections indicate that available formula funding from the Commonwealth, cost reductions and operational efficiencies achieved through Operational Excellence, and increased revenue achieved through gains in new enrollment and student retention, will eliminate the need for a dependency on reserves to balance the budget going forward.

### FY 2026 Budget GAP Analysis

<b>FY 2026 General Operating Budget – Total <u>Expenditures</u></b>	\$107,425,289
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<b>FY 2026 General Operating Budget – Baseline <u>Revenue</u></b>	<u>\$104,459,306</u>
<b><i>Revenue GAP</i></b>	<u>\$ 2,965,983</u>

### Resources for Backfill

General Fee Increase	\$1,617,000
Reserve draw	<u>\$1,348,983</u>
<b>Resources</b>	<u>\$2,965,983</u>

### Residence Life Trust Fund

The FY 2026 budget for the Residence Halls anticipates average room occupancy at 84% of capacity. The budgeted occupancy rate is closely aligned with actual capacity during fall of 2024 and spring of 2025 with a slight increase to reflect projected increased demand in response to the new premium singles room category. Room rental rates for FY 2026 are increasing between 4-5%, however the resources provided are not sufficient to fully fund operating costs. While the FY 2026 budget has been right sized to reflect reduced capacity there is a revenue gap of \$1,448,863 that will be filled with reserves. At June 30, 2024, the Residence Hall Trust Fund

reported an accumulated operating reserve of \$4,001,802 and accumulated net future lease payments of \$11,290,867 resulting in a net negative position of \$11,290,867.

#### Student Activities Trust Fund

The Office of Student Involvement & Leadership Development has presented a brief requesting an increase in the annual student activity fee. The proposal is included in Appendix D. An increase of \$58 a year has been presented in the FY 2026 budget bringing the total annual student activity fee to \$130 per year. Currently Worcester State University has the lowest student activity fee with the highest annual fee of \$300 being assessed by Massachusetts College of Liberal Arts (MCLA). The number of student organizations and their membership have experienced significant growth over the past several years and it has been a challenge to spread resources out to include expanded programming. The additional resources generated by the fee increase will ensure there is sufficient funding to address higher costs associated with program vendors, food and rental costs, in addition to supporting the club sports teams and providing resources to the Class Committee responsible for senior class programming and contributing to commencement events.

The FY2026 budget for the Student Activities Trust Fund is consistent with the prior year with regard to planned expenditures. Revenue is expected to increase by \$181,731 as a result of the planned fee increase. The total budget for the Student Activities Trust Fund in FY 2026 is \$455,583, consistent with prior years, without relying on a significant draw on the accumulated fund balance in the trust fund.

#### Other Trust Funds

The Wellness Center Trust Fund, Health Services Trust Fund, Capital Improvement Trust Fund, Parking Fines Trust Fund, Parking Garage Trust Fund and Resident Hall Equipment & Technology Trust Fund are fully funded with designated resource streams and reflect operating costs consistent with prior years.

The Strategic Plan Trust Fund was most recently funded by a \$562,582 transfer from operating reserves in FY 2020. FY 2025 reflects the final allocation of the funding that occurred five years ago. The final allocation in FY 2025 distributed \$335,000 to continue funding of previously approved innovation projects and the strategic priority that rose to the top of requested initiatives in FY2025, the Enroll 360 project, which is intended to boost undergraduate applications and new student enrollment. As we approach FY 2025 year end we will be rolling over the final \$20,000 in this trust fund to FY 2026 as continuation of previously approved projects.

The FY 2026 budget as presented for approval results in the annual cost of attendance for a full time in-state student who commutes to campus of \$12,344. The baseline cost for an in-state student who resides on campus per year is \$25,966. The baseline cost for an out-of-state student residing on campus per year is \$32,046.







**Worcester State University**  
Summary of Sources and Uses of Funds  
FY 2026 - All Sources and Trust Funds

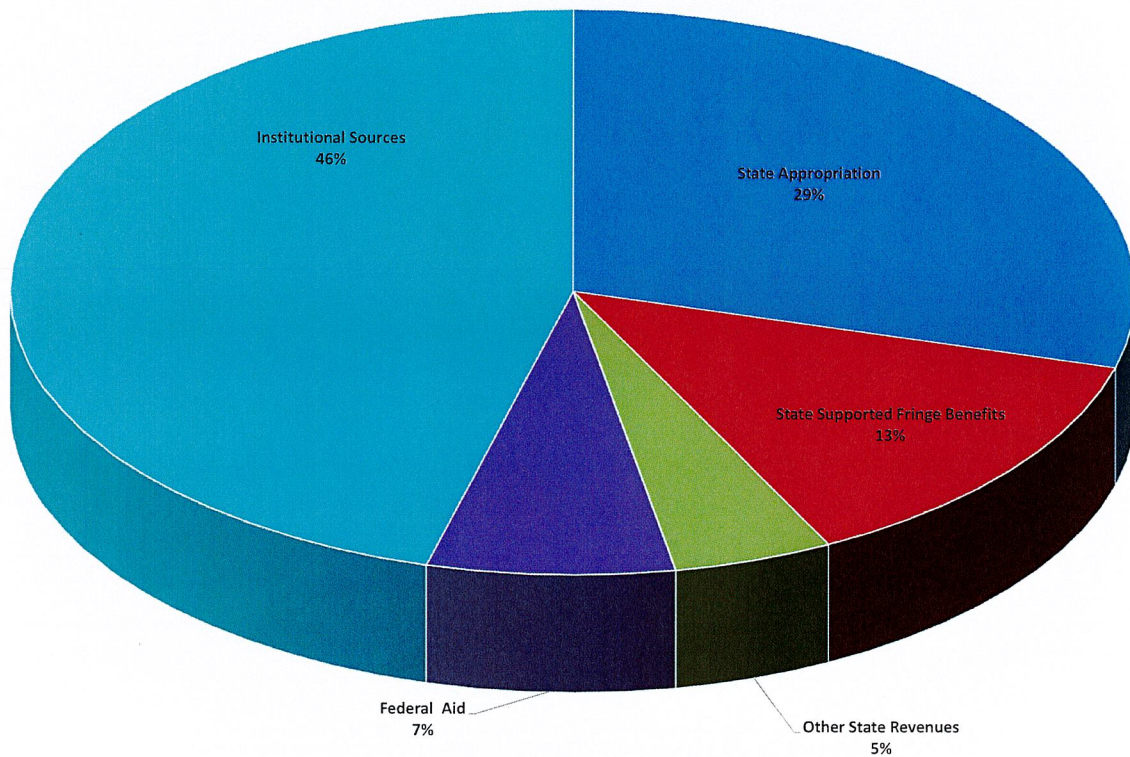
**Sources of Funds:**

State Appropriation	\$	42,276,179
State Supported Fringe Benefits		19,049,646
Other State Revenues		6,560,000
Federal Aid		10,245,463
Institutional Sources		66,044,266
Total Sources	\$	<u>144,175,554</u>

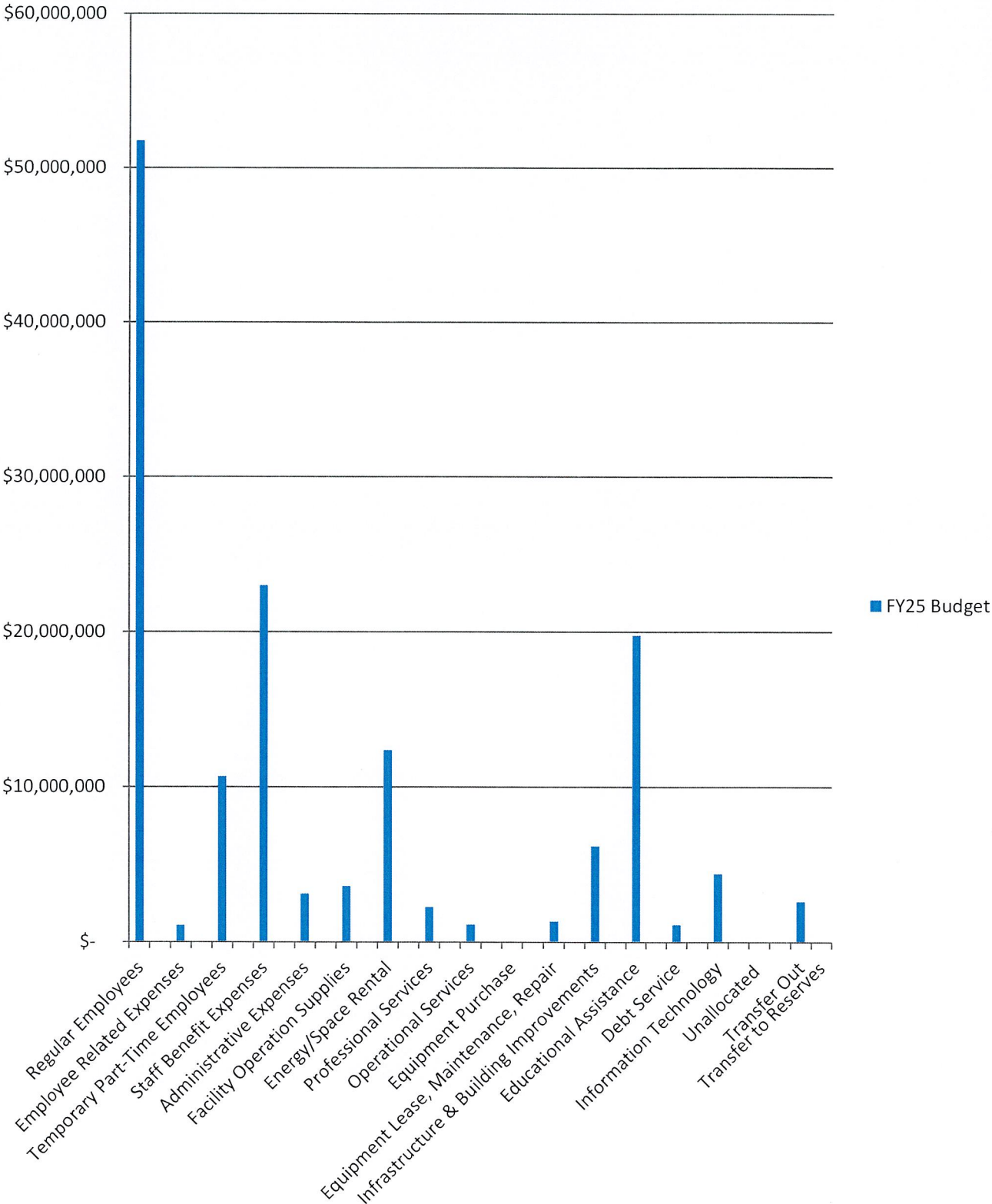
**Uses of Funds:**

AA	Regular Employees	\$	51,751,435
BB	Employee Related Expenses		1,066,503
CC	Temporary Part-Time Employees		10,652,199
DD	Staff Benefit Expenses		22,977,968
EE	Administrative Expenses		3,097,029
FF	Facility Operation Supplies		3,589,371
GG	Energy/Space Rental		12,355,116
HH	Professional Services		2,230,627
JJ	Operational Services		1,113,332
KK	Equipment Purchase		1,008
LL	Equipment Lease, Maintenance, Repair		1,313,177
NN	Infrastructure & Building Improvements		6,171,285
RR	Educational Assistance		19,751,477
SS	Debt Service		1,104,153
UU	Information Technology		4,389,176
XX	Unallocated		-
	Transfer Out		2,611,698
	Transfer to Reserves		
Total Uses		\$	<u>144,175,554</u>

**Worcester State University  
Sources Of Funds  
FY 2026 Budget**



Worcester State University  
Uses of Funds  
FY 2026 Budget





**Worcester State University**  
Summary of Sources  
FY 2026 - All Sources and Trust Funds

**State Sources**

Annual State Maintenance Appropriation		\$ 42,276,179
State Supported Fringe Benefits	19,049,646	
Student Aid Program Mass Cash Grants	6,560,000	
Total Other State Sources		25,609,646
Total State Sources		<u>67,885,825</u>

**Federal Sources**

SEOG Program	238,098	
College Work Study Program	186,693	
Pell Grants	9,748,091	
Local match (Transfer from General Trust Fund Reserve)	72,581	
Total Federal Sources		<u>10,245,463</u>

**Institutional Sources**

Revenue		
General Trust Fund	44,750,482	
Parking Fines Fund	112,315	
Health Services Trust Fund	986,463	
Residence Halls Trust Fund	12,563,592	
Student Activities Trust Fund	413,583	
Residence Hall Tech. and Equip. Trust Fund	278,740	
Capital Improvement Trust Fund	2,672,610	
Wellness Center Trust Fund	82,908	
Transfers In		
*Transfer from Resident Hall Trust Fund Reserve	1,448,863	
*Transfer from Student Activities Trust Fund Reserve	42,000	
*Transfer from Capital Improvement Trust Fund Reserve	1,211,206	
*Transfer from Wellness Center Trust Fund Reserve	112,514	
*Transfer from Strategic Plan Trust Fund Reserves	20,000	
*Transfer from Reserves	753,901	
Transfer from FY2025 APA Collective Bargaining	595,089	
*Transfer from Formula Funding-surplus	-	
Total Institutional Sources		<u>66,044,266</u>
Total Sources		<u>\$ 144,175,554</u>

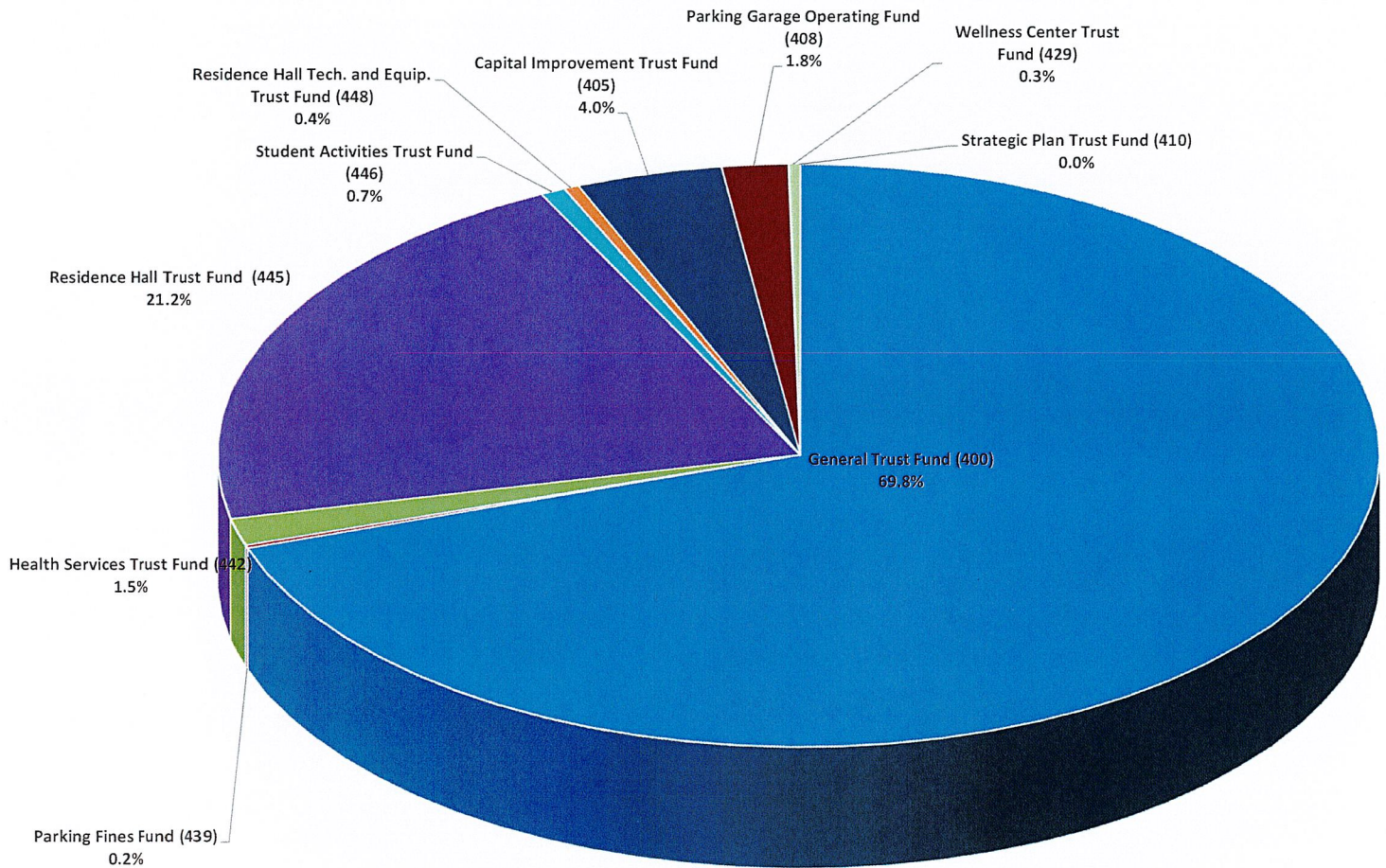
# **Worcester State University**

## **Trust Fund Summary**

**FY 2026 Budget**

	Budget FY 2025		
	Sources	Uses	
General Trust Fund (400)	\$46,099,472	\$ 46,099,472	69.8%
Parking Fines Fund (439)	112,315	112,315	0.2%
Health Services Trust Fund (442)	986,463	986,463	1.5%
Residence Hall Trust Fund (445)	14,012,455	14,012,455	21.2%
Student Activities Trust Fund (446)	455,583	455,583	0.7%
Residence Hall Tech. and Equip. Trust Fund (448)	278,740	278,740	0.4%
Capital Improvement Trust Fund (405)	2,672,610	2,672,610	4.0%
Parking Garage Operating Fund (408)	1,211,206	1,211,206	1.8%
Wellness Center Trust Fund (429)	195,422	195,422	0.3%
Strategic Plan Trust Fund (410)	20,000	20,000	0.0%
Total Trust Fund Budget	<u>\$66,044,266</u>	<u>\$ 66,044,266</u>	

# Worcester State University Trust Fund Summary FY 2026 Budget





**Worcester State University**

## Operating Revenue

## FY 2026 Budget

	FY 2026 Proposed Budget	FY 2025 Approved Budget
<b>State Sources</b>		
State Maintenance	42,276,179	38,874,137
State Funded Fringe Benefits	19,049,646	17,108,306
<b>Total State Sources</b>	<b>61,325,825</b>	<b>55,982,443</b>
<b>Institutional Sources</b>		
<b>General Trust Fund</b>		
Tuition/ In state Undergraduate	4,153,067	4,153,067
Tuition/ Graduate	1,647,070	1,238,432
Tuition/ Out of State Undergraduate	1,397,261	1,397,759
Total Tuition	7,197,398	6,789,258
Waivers/Undergraduate	(120,704)	(110,804)
Waivers/Graduate	(163,766)	(188,112)
Total Tuition Waivers	(284,470)	(298,916)
<b>Net Tuition</b>	<b>6,912,928</b>	<b>6,490,342</b>
Undergraduate Day Division	33,273,354	32,056,744
Undergraduate Eve/Summer Programs	3,521,189	3,539,222
Graduate School	1,249,746	1,366,324
Total Fees	38,044,289	36,962,290
Undergraduate Day Division waivers	(1,095,941)	(849,858)
Undergraduate Eve/Summer Programs/waivers	(52,302)	(52,670)
Graduate Fee waiver	(143,922)	(131,351)
Total Fees Waivers	(1,292,165)	(1,033,879)
<b>Net Fees</b>	<b>36,752,124</b>	<b>35,928,411</b>
Application Fees	84,565	68,953
Special fees	241,541	282,829
Commencement Fees	5,340	3,885
Transcript Fees	49,608	39,378
Orientation Fees	104,415	36,840
Activity income	-	2,190
Commissions	128,343	120,000
Non-Credit Courses incl Restricted	113,025	211,027
Center for Effective Instruction	7,099	100,483
Facilities rentals	241,494	145,462
Miscellaneous	110,000	110,000
<b>Other income</b>	<b>1,085,430</b>	<b>1,121,047</b>
<b>Total General Trust Fund Source</b>	<b>44,750,482</b>	<b>43,539,800</b>
<b>General Operating Budget Income</b>	<b>\$ 106,076,307</b>	<b>\$ 99,522,243</b>







**Worcester State University**  
General Operating Budget (111 & 400)  
FY 2026 Budget

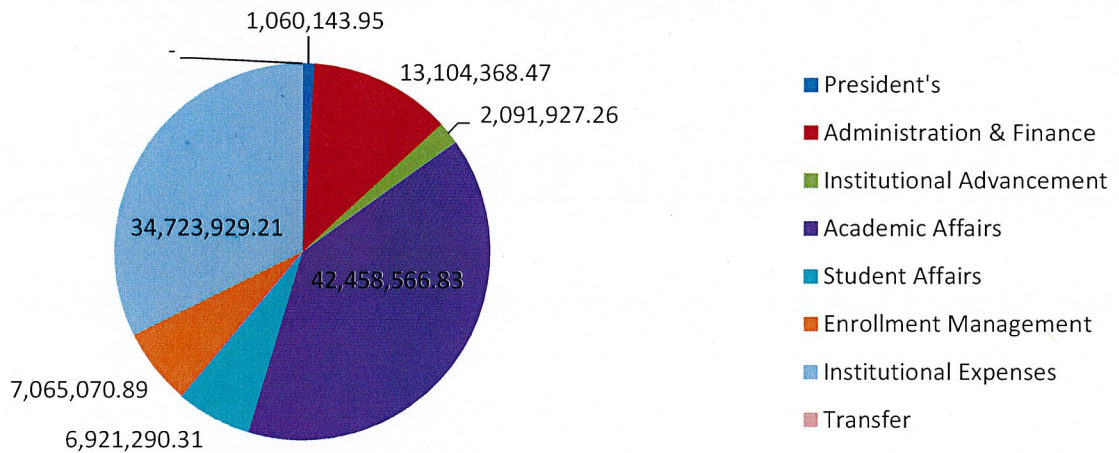
	FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>		
Institutional Revenue	\$ 44,750,482	\$ 43,539,800
State Appropriation	42,276,179	38,874,137
State Funded Fringe Benefits	19,049,646	17,108,306
Transfer in -Reserves	1,348,990	2,702,204
FY024 Formula Funds -surplus	-	1,115,792
Total Sources	<u>\$ 107,425,297</u>	<u>\$ 103,340,239</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 49,923,165	\$ 48,359,308
BB Employee Related Expenses	1,058,503	607,453
CC Temporary Part-Time Employees	10,348,199	9,979,580
DD Staff Benefit Expenses	22,161,988	21,695,448
EE Administrative Expenses	2,987,715	2,890,154
FF Facility Operation Supplies	2,917,621	2,615,975
GG Energy/Space Rental	2,140,200	2,140,200
HH Professional Services	1,567,927	894,652
JJ Operational Services	1,083,832	1,069,146
KK Equipment Purchase	1,008	-
LL Equipment Lease, Maintenance, Repair	1,175,177	1,100,177
NN Infrastructure & Building Improvements	4,727,536	5,228,226
RR Educational Assistance	2,416,964	2,416,964
SS Debt Service	567,536	567,536
UU Technology Expenses	4,347,926	3,775,420
Total Uses	<u>\$ 107,425,297</u>	<u>\$ 103,340,239</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



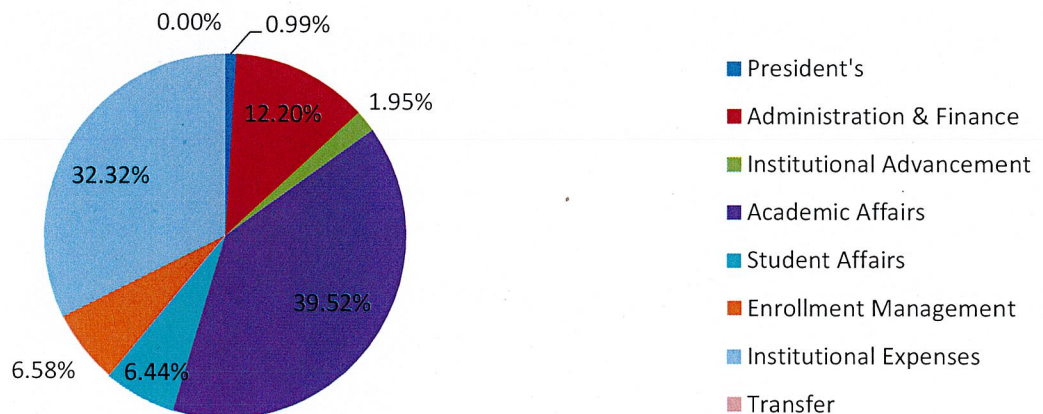
**Worcester State University**  
400/111 Expenditures by Division  
FY 2026 Budget

Class	Division	Budget FY25 Subtotals	Budget FY25 Exp %
2	President's	1,060,143.95	0.99%
3	Administration & Finance	13,104,368.47	12.20%
4	Institutional Advancement	2,091,927.26	1.95%
6	Academic Affairs	42,458,566.83	39.52%
7	Student Affairs	6,921,290.31	6.44%
8	Enrollment Management	7,065,070.89	6.58%
3	Institutional Expenses	34,723,929.21	32.32%
	Transfer	-	0.00%
		<u>\$ 107,425,296.92</u>	<u>100.00%</u>

**Budget FY2025  
Subtotals by Division**



**Budget FY2025  
Expense % by Division**



**Worcester State University**  
State Maintenance Appropriation (111)  
FY 2026 Budget

		FY2026 Requested Budget	FY2025 Approved Budget
<b>Sources of Funds:</b>			
	State Appropriation	\$ 42,276,179	\$38,874,137
	State Funded Fringe Benefits	\$ 19,049,646	\$17,108,306
	Total Sources	<u>\$ 61,325,825</u>	<u>\$55,982,443</u>
<b>Uses of Funds:</b>			
AA	Regular Employees	\$ 42,276,179	\$38,874,137
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	-
DD	Staff Benefit Expenses	19,049,646	17,108,306
EE	Administrative Expenses	-	-
FF	Facility Operation Supplies	-	-
GG	Energy/Space Rental	-	-
HH	Professional Services	-	-
JJ	Operational Services	-	-
LL	Equipment Lease, Maintenance, Repair	-	-
NN	Infrastructure & Building Improvements	-	-
SS	Debt Service	-	-
UU	Technology Expenses	-	-
	Total Uses	<u>\$ 61,325,825</u>	<u>\$55,982,443</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**

General Trust Fund (400)

FY 2026 Budget

	FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>		
Institutional Revenue	44,750,482	43,539,800
Transfer in -Reserves	1,348,990	2,702,204
Transfer in-FY024 Formula Funds -surplus	-	1,115,792
Total Sources	<u>\$ 46,099,472</u>	<u>\$ 47,357,796</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 7,646,986	\$ 9,485,171
BB Employee Related Expenses	1,058,503	607,453
CC Temporary Part-Time Employees	10,348,199	9,979,580
DD Staff Benefit Expenses	3,112,342	4,587,142
EE Administrative Expenses	2,987,715	2,890,154
FF Facility Operation Supplies	2,917,621	2,615,975
GG Energy/Space Rental	2,140,200	2,140,200
HH Professional Services	1,567,927	894,652
JJ Operational Services	1,083,832	1,069,146
KK Equipment Purchase	1,008	-
LL Equipment Lease, Maintenance, Repair	1,175,177	1,100,177
NN Infrastructure & Building Improvements	4,727,536	5,228,226
RR Educational Assistance	2,416,964	2,416,964
SS Debt Service	567,536	567,536
UU Technology Expenses	4,347,926	3,775,420
Total Uses	<u>\$ 46,099,472</u>	<u>\$ 47,357,796</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**  
Capital Improvement Trust Fund (405)  
FY 2026 Budget

	FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>		
Capital Improvement Fee	\$ 2,672,610	\$ 2,689,788
Total Sources	<u>\$ 2,672,610</u>	<u>\$ 2,689,788</u>
<b><u>Uses of Funds:</u></b>		
GG - Energy/Space rental	\$ -	\$ -
SS - Debt Service	536,617	536,617
Transfer Out - Parking Garage Oper. Fund	1,211,206	721,206
Transfer Out - To Reserves	924,787	1,431,965
Total Uses	<u>\$ 2,672,610</u>	<u>\$ 2,689,788</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Parking Garage Operating Fund (408)  
FY 2026 Budget

		FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>			
	Transfer In - Capital Improvement T. F.	\$ 1,211,206	\$ 721,206
	Total Sources	<u>\$ 1,211,206</u>	<u>\$ 721,206</u>
<b><u>Uses of Funds:</u></b>			
FF	Facility operating supplies	\$ -	\$ -
GG	Energy and space rental	621,206	621,206
HH	Professional services	-	-
JJ	Operational services	-	-
LL	Equipment lease, maint and repair	-	-
NN	Construction/Maintenance/Improvements	590,000	100,000
UU	Technology Expenses	-	-
	Total Uses	<u>\$ 1,211,206</u>	<u>\$ 721,206</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Strategic Plan Trust Fund (410)  
FY 2026 Budget

		FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>			
	Transfer in - Reserves	\$ 20,000	\$ 335,000
	Total Sources	<u>\$ 20,000</u>	<u>\$ 335,000</u>
<b><u>Uses of Funds:</u></b>			
AA	Regular Employees	\$ 20,000	\$ -
BB	Employee Related Expenses	-	1,000
CC	Temporary Part-Time Employees	-	20,000
DD	Staff Benefit Expenses		
EE	Administrative Expenses	-	-
FF	Facility Operation Supplies	-	6,000
GG	Energy/Space Rental		
HH	Professional Services	-	300,000
JJ	Operational Services	-	-
KK	Equipment Purchase		
LL	Equipment Lease, Maintenance, Repair	-	2,000
RR	Educational Assistance	-	6,000
NN	Construction/Maintenance/Improvements		
XX	Unallocated		
	Total Uses	<u>\$ 20,000</u>	<u>\$ 335,000</u>
	Net Sources / (Uses)		



**Worcester State University**  
Wellness Center Trust Fund (429)  
FY 2026 Budget

		FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>			
	Revenues	\$ 82,908	\$ 48,010
	Transfer in - Reserves	\$ 112,514	\$ 52,412
	Total Sources	<u>\$ 195,422</u>	<u>\$ 100,422</u>
<b><u>Uses of Funds:</u></b>			
BB	Employee Related Expenses	\$ -	\$ -
CC	Temporary Part-Time Employees	20,000	20,000
DD	Staff Benefit Expenses	422	422
EE	Administrative Expenses	12,500	20,000
FF	Facility Operation Supplies	113,500	31,000
GG	Energy/Space Rental	-	-
HH	Professional Services	20,000	-
JJ	Operational Services	2,000	2,000
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	12,000	12,000
NN	Construction/Maintenance/Improvements	-	-
UU	Technology Expenses	15,000	15,000
	Transfer Out - To Reserves	-	-
	Total Uses	<u>\$ 195,422</u>	<u>\$ 100,422</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**

Parking Fines Fund (439)

FY 2026 Budget

	FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fines and Other Income	\$ 112,315	\$ 96,849
Transfer in - Reserves	-	-
Total Sources	<u>\$ 112,315</u>	<u>\$ 96,849</u>
<b><u>Uses of Funds:</u></b>		
EE Administrative Supplies	\$ 30,000	\$ 30,000
RR Educational Assistance	60,000	60,000
Transfer Out - To Reserves	22,315	6,849
Total Uses	<u>\$ 112,315</u>	<u>\$ 96,849</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Health Services Trust Fund (442)  
FY 2026 Budget

		FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>			
	Fees and Other Income	\$ 986,463	\$ 998,306
	Total Sources	<u>\$ 986,463</u>	<u>\$ 998,306</u>
<b><u>Uses of Funds:</u></b>			
AA	Regular Employees	\$ -	\$ -
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	8,000	8,000
DD	Staff Benefit Expenses	169	169
EE	Administrative Expenses	100	450
FF	Facility Operation Supplies	10,000	10,000
HH	Professional Services	600,000	600,000
LL	Equipment Lease, Maintenance, Repair	500	600
RR	Client Medical Services	100	750
UU	Technology Expenses	-	-
	Transfer Out - Reserves	367,594	378,337
	Total Uses	<u>\$ 986,463</u>	<u>\$ 998,306</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**

Resident Hall Trust Fund (445)

FY 2026 Budget

	FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 12,563,592	\$ 12,277,962
Transfer In - Reserves	\$ 1,448,863	\$ 1,312,687
Total Sources	<u>\$ 14,012,455</u>	<u>\$ 13,590,649</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 1,808,270	\$ 1,639,968
BB Employee Related Expenses	-	-
CC Temporary Part-Time Employees	235,000	225,000
DD Staff Benefit Expenses	814,806	751,270
EE Administrative Expenses	30,714	32,500
FF Facility Operation Supplies	285,000	275,000
GG Energy/Space Rental	9,400,766	9,400,766
HH Professional Services	10,700	10,200
LL Equipment Lease, Maintenance, Repair	78,500	37,500
NN Infrastructure & Building Improvements	853,749	697,084
RR Educational Assistance	468,950	468,950
UU Technology Related Expenses	26,000	52,411
Transfer Out - To Reserves	-	-
Total Uses	<u>\$ 14,012,455</u>	<u>\$ 13,590,649</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Student Activities Trust Fund (446)  
FY 2026 Budget

		FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>			
	Fees	\$ 413,583	\$ 231,852
	Transfer In - Reserves	\$ 42,000	\$ 223,892
	Total Sources	<u>\$ 455,583</u>	<u>\$ 455,744</u>
<b><u>Uses of Funds:</u></b>			
BB	Employee Related Expenses	\$ 8,000	\$ 8,000
CC	Temporary Part-Time Employees	41,000	40,000
DD	Staff Benefit Expenses	583	744
EE	Administrative Expenses	36,000	35,250
FF	Facility Operation Supplies	263,250	251,500
GG	Energy/Space Rental	-	-
HH	Professional Services	32,000	42,000
JJ	Operational Services	27,500	24,000
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	47,000	54,000
NN	Construction/Maintenance/Improvements	-	-
UU	Technology Expenses	250	250
	Total Uses	<u>\$ 455,583</u>	<u>\$ 455,744</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Residence Hall Technology and Equipment Trust Fund (448)  
FY 2026 Budget

	FY2026 Requested Budget	FY2025 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 278,740	\$ 275,000
Total Sources	<u>\$ 278,740</u>	<u>\$ 275,000</u>

<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ -	\$ -
DD Staff Benefits Expense	-	-
EE Administrative Expenses	-	-
GG Energy/Space Rental	192,944	192,944
LL Equipment Lease, Maintenance, Repair	-	-
UU Technology Expenses	-	-
Transfer Out - To Reserves	85,796	82,056
Total Uses	<u>\$ 278,740</u>	<u>\$ 275,000</u>







**Worcester State University**  
Capital Adaptation and Renewal  
FY 2026

A

Sullivan Building - RTU Replacements	\$	656,539.00
Sullivan Roof Replacement		658,235
Student Affairs renewal and adaptation		1,630,110
Wellness Center Lighting		150,000
Learning Resource Center VAV Replacement		150,000
Misc campus projects		755,116

Total of planned projects	\$	<u>4,000,000.00</u>
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**Worcester State University**  
**Tuition and Fees - Academic Year 2025/2026**

B

	Annual	Increase from FY 2025
<b><u>Undergraduate Day Division</u></b>		
<b><i>Cost for Full-Time In-State Student</i></b>	<b>12,344.00</b>	
<b>Tuition:</b>		
MA Resident	970.00	
Non-Resident	7,050.00	
NE Regional	1,455.00	
<b>Fees:</b>		
General Fee	10,298.00	500.00
Student Activity Fee	130.00	58.00
Student Health Svc Fee	310.00	
Capital Improvement Fee	636.00	
Total Fees	11,374.00	558.00
<b>Health Insurance</b>	<b>4,721.00</b>	<b>780.00</b>
Orientation Fee (New Students)	75.00	
Commuter Meal Plan - freshman, sophomore and junior	300.00	
<b><u>Residence Halls</u></b>		
Residence Hall rates		
Chandler Village - Double		
Double	9,100.00	400
Single	10,100.00	
Premium Single	11,100.00	
Dowden Hall - Double		
Double	8,800.00	400
Single	9,800.00	
Premium Single	10,500.00	
Wasylean Hall - Double		
Double	9,600.00	400
Single	10,600.00	
Premium Single	11,600.00	
Sheehan Hall - Double		
Double	9,400.00	400
Single	10,400.00	
Premium Single	11,400.00	
Residence Activity Fee	50.00	
Technology and equipment fee	220.00	
Resident Parking Fee	175.00	
<b>Board</b>	<b>4,552.00</b>	<b>132</b>
Damage Deposit (1st Semester)	100.00	
<b><u>Division of Graduate and Continuing Education</u></b>	<b>Credit Hour</b>	
<b>Tuition:</b>		
Undergraduate	148.00	
Graduate	189.00	
<b>Fees:</b>		
Administrative Fee		
Undergraduate	161.00	
Graduate	163.00	
Capital Improvement Fee	26.50	
<b><u>Online Graduate Degree Programs;</u></b>		
Master of Education - Moderate Disabilities	409.00	
Master of Education - Early Childhood Education	409.00	
Master of Education - Elementary Education	409.00	
Master of Science in Nursing - Nurse Educator	504.00	
Master of Science in Nursing - Public and Population Health	504.00	
<b><u>Other University fees:</u></b>		
<u>All students</u>		
Application fee	per item 50.00	
Transcript fee	per item 10.00	
Applied music fee	per course 260.00	
Lab Instruction	per course 90.00	
International Student Fee - fall/spring	per term 250.00	
International Student Fee - summer session	per term 125.00	
<u>Undergraduate Day Division - only</u>		
Student Teaching	per course 75.00	
<u>Continuing Education Division - only</u>		
Art Model Fee	per course 25.00	
Student Teaching	per cr hr 15.00	
Field Work Supervision	per cr hr 15.00	
Internship	per cr hr 15.00	









# WORCESTER STATE UNIVERSITY

Vice President, Division of Administration and Finance

Phone: 508-929-8087

Fax: 508-929-8433

## Memorandum

**DATE:** March 25, 2025

**TO:** Barry M. Maloney, President

**FROM:** Kathleen Eichelroth, Vice President for Administration and Finance

**RE:** **FY 2026 BUDGET RESOURCE DISCUSSION**

Governor Healey released her spending plan for FY 2026 which has annualized all FY 2025 state funding into a FY 2026 base funding line. The annualized base includes collective bargaining increases that were rolled out in FY 2025 and those that are awaiting ratification. The Governor has not proposed resources in FY 2026 for performance funding or the internship incentive and endowment incentive programs.

We are in the process of firming up the estimates for campus generated revenue while evaluating the status of revenue generation compared to budget for FY 2025. We anticipate we will need to address a continuing budget shortfall, though the gap appears to have decreased slightly. The extent to which we will need to rely on a budgeted reserve draw to fill a revenue gap is not known at this time. We are quantifying savings that have been achieved during the current year and evaluating other opportunities to suspend or eliminate expenses in FY 2026.

While planning for operating expenses in FY 2025 we had returned to a deliberative process of soliciting funding requests. At the conclusion of the FY 2025 budget process we were able to fund the EAB Enrollment Marketing proposal as a top priority. Enroll 360 is an innovative approach to inquiry generation aimed at increasing undergraduate applications and new student enrollment. Participation in the program requires a three-year commitment that has demonstrated results at other institutions of increasing enrollment by 16%, in addition to contributing to increased retention rates and postgraduation giving. Year one of this initiative has been funded in the FY2025 budget with the majority of resources being provided from the Strategic Plan Trust Fund and a small re-allocation of resources in the operating budget. Through the prioritization process we created a list of initiatives that were vetted and ready to execute should additional new resources be identified during the year.

The Healey-Driscoll Administration announced in December that it was awarding \$14 million from the fiscal year 2025 budget to support student success programming at Massachusetts' nine state universities. These funds support services such as peer mentors, academic skills workshops, and academic, career and scholarship advising aimed at increasing graduation rates, particularly among historically underserved students.

The Governor extended SUCCESS funding to state universities for the first time, which has been available to community colleges in recent years. WSU is the recipient of a one time, \$1,620,191 SUCCESS Grant.

The grant funding will be directed to 28 projects in Academic Affairs, Enrollment Management, Student Affairs and Administration & Finance. The projects represent a wide range of initiatives, from student advising and tutoring, to orientation and career readiness enhancements. Many of our SUCCESS projects originated as university initiatives that had been proposed as a part of last spring's budget process but not funded in FY25 because of financial limitations. As we continue to hold a list of relevant prioritized funding requests, we have not solicited new or additional requests during the FY 2026 budget process.

In FY 2025 adjustments were made to cost categories to reflect inflationary increases in recent years. As a result, only minor changes are required to base budget categories in FY 2026. In addition, we continue to carry many vacant positions though applicant prospects for posted vacancies have experienced an uptick since the beginning of 2025. As we did last year, the operating budget deficit reconciliation will include filling the gap though a selective position freeze initiative.

As we reconcile the budget it is important to recognize that we will continue to program reserves into the funding equation. Operating reserve have been programmed to fill a structural budget deficit since FY 2023 with \$2.9M in that year, \$2.7M in FY 2024 and \$2.7M in FY 2025. Since FY 2022 WSU has closed every fiscal year with an increase in net position and positive increase in cash flow as reflected in the annual audited financial statements for each respective year. The University has not drawn on reserves during this time. During this period approximately \$5.2M of savings have been shed from operations through the work of the Financial Sustainability Task Force and Operational Excellence (OpEx). In addition, labor market conditions contributed to significant position turnover resulting in an unusual complement of unfilled positions. Positions have remained unfilled due to a reduction in available workers and competition in the marketplace. As mentioned earlier, we are seeing the labor market strengthen since January with search pools containing more qualified candidates.

In FY 2025 and moving in to FY 2026, OpEx continues to pursue efficiencies, most of which focus on operational improvements by eliminating duplicative processes and those that add no value and reworking processes to increase efficiencies and effectiveness. These efforts will continue to assist WSU in closing the operational budget gap.

Other efforts to fill the budget gap focus on increasing retention, specifically with the roll out of the Success Funds, and increases in targeted enrollment through the Enrollment 360 initiative with EAB. While it is too early in these efforts to measure the impact and assess results, the OpEx team and Institutional Research are prepared to collect the data and report out the results to the campus as they become quantifiable.

In addition to the approach described above, we are asking for consideration of an annual General Fee increase of up to \$500 in FY 2026. While this is the third consecutive annual fee increase, along with the operations initiatives described above, it is shoring up the campus generated revenue base at a time when student resources provided through Massachusetts state grants is increasing. Student financial aid awards through federal, state and local resources have been increasing over the past several years serving to offset the impact of student fee increases.



The General Fee, which is the largest institutional source of revenue provides the majority of local revenue to operate the university. The General Fee is one of several mandatory fees assessed to undergraduate students. Total mandatory fees proposed for FY 2026 include the General fee of \$10,298 a year, the Student Activity fee of \$130 a year, the Student Health Service fee (\$310 per year), and the Capital Improvement fee (\$636 per year), for the total cost of mandatory fees of \$11,374. Mandatory fees assessed by the state universities are reported annually to the Department of Higher Education. Mandatory fees at the state universities are comparable to tuition assessed by private institution's, where the funds are the primary source of revenue to operate the institution. The proposed increase in the General Fee and Student Activities fee will place WSU at the higher end of mandatory fees among the state university institutions if the other campuses do not increase their rates.

We believe the strategy described above is prudent and consistent with the approach to fill the budget gap that began in FY 2023. We are closing in on eliminating the gap and are optimistic that several more years of increased state appropriation through formula funding will provide the leverage needed to get university operations back into the black from a budgeting perspective.







*Office of Student Involvement & Leadership Development*

**Increase Request for  
Student Activities Trust Fund**

Prepared by:

Kristie McNamara, Director, OSILD

Sarah Potrikus, Associate Director, OSILD

*February 2025*

## Background

The student activities fee paid by all undergraduate matriculated students provides valuable funding for campus events throughout the year. This fee funds the Student Activities Trust Fund, which is then allocated annually to each active student organization to assist with programming and events. Since its inception in the 80s, this fee has not increased for student activities. Due to rising involvement numbers and higher program costs, the current fee must be reviewed and increased for Worcester State's student organizations to remain successful and continue to provide the campus community with valuable programs and social opportunities.

## Fee Information

The current student activity fee at Worcester State University is \$36 per semester, equaling \$72 per academic year. This breaks down to students paying \$3 per credit hour.

Information was collected from all state institutions on their current student activity fees to see how Worcester State compares; this data can be viewed in the table below. **Worcester State currently has the lowest student activity fee.**

*State institution student activity fees for 2024-2025*

Institution	Semester Fee	Total Fee
Bridgewater State University	\$50	\$100
Fitchburg State University	\$45	\$90
Framingham State University	\$70	\$140
Salem State University	\$50.40	\$100.80
Westfield State University	\$81	\$162
MCLA	\$150	\$300
Mass Maritime	\$71	\$142
Worcester State University	\$36	\$72

The last time the student activities fee was adjusted was in the mid-2000s to account for the creation of the Student Emergency Fund. This was the most recent change and was allocated to the Student Emergency Fund; the increase was less than \$10 per year. The student activities fee has not been increased to benefit the SATF since it was first implemented.

## Increase Justification

It has been determined that an increase is needed to the student activities fee for the following reasons:

- Continued growth in student organizations and their membership
- Higher costs for program vendors, food, and rentals



- Higher costs of supporting club sports teams
- Anticipated contributions from the Class Committee to Commencement and other activities

### ***Increase in Student Organizations and Student Membership***

Each year hundreds of students participate in student organizations to meet other students, build their leadership skills, and contribute to the campus community. Many of our student organizations are responsible for hosting social and educational events that provide opportunities for students to build a connection to campus and add to university retention efforts.

The chart below reflects involvement in student organizations and how many events were sponsored during those years. A sampling of years before the COVID-19 pandemic is presented to demonstrate pre-2020 averages. On average, there are 40-50 active student organizations each year, attributing to newly approved organizations and those that stop being active.

*Note: membership numbers were not being tracked until fall 2022.*

	2017-2018	2018-2019	2022-2023	2023-2024
Number of active student organizations	39	41	45	44
Number of student members	N/A	N/A	564	707
Number of student organization events	333	358	249	224

The amount allocated and distributed to each student organization for their annual budget is impacted by the number of active student organizations, which can vary each year. The past few years have seen funds cut from some student organizations with larger budgets and level funding for all student organizations to compensate for the increase in active groups.

### ***Increase in Programming Costs***

The last five years have seen an immense increase in the costs associated with planning events for student organizations. Vendors have begun to put spending minimums on interactive activities, including game shows and other immersive experiences. A \$3,000 minimum for an event can potentially use an entire event budget, reducing the amount of students who can participate. This has directly impacted the number of events student organizations have sponsored, as seen in the previous chart.

Food has become a staple at many campus events, as it is a great way to encourage students to stop by and participate. Student organizations are required to purchase food from Chartwells, and an increase in their menu item prices has caused organizations to request to order food from off-campus locations more frequently. This process is significantly more difficult than ordering from Chartwells, as it includes creating new vendors in our payment system and

coordinating the payment, which has led to some student organizations forgoing food at their events.

Transportation, both in paying for vendors to come to campus and reserving buses for off-campus trips, has increased as well. In 2018-2019, the Student Events Committee was able to sponsor five off-campus trips; these past few years they have only been able to sponsor two or three. Our event policies require that we provide transportation to off-site trips, but the cost of the buses alone has led to many student organizations straying away from planning trips.

As costs continue to rise, we can continue to see a decline in the number of student organization-sponsored events unless an increase is approved.

### ***Increase in Club Sport Membership and Associated Costs***

Four club sports are currently supported by the Office of Student Involvement and Leadership Development; Cheerleading Team, Dance Team, Equestrian, and Men's Lacrosse. These four teams include upwards of 60 students who represent Worcester State at various competitions and tournaments throughout the year. Club sports teams require additional support and funding that extends past that of a regular student organization, including off-campus space rentals, coaching fees, travel expenses, and league and competition fees. Club sport members are expected to pay some expenses out-of-pocket and participate in numerous fundraising opportunities to help off-set these costs.

The closing of the May Street Building in spring 2023 has required both the Cheer and Dance teams to seek out off-site practice spaces, including Wachusett Regional High School and Spirit Central Gym. The fees associated with renting these spaces can vary depending on team membership but are not expenses that were required only a few years ago. For example, members of the Cheer Team are now expected to pay approximately \$100 out of pocket just to help cover the cost of using the space at Spirit Central. Not only are students funding this themselves, but they are also spending money on transportation to get to off-site locations.

All club sport teams must have a coach to practice and compete. Coaching fees have been changed from a stipend to an hourly wage that comes directly from SATF, and three of the four teams have also hired an assistant coach. This change to the hourly wage has increased what our coaches were being paid in the past. Both the Dance and Cheer teams travel to Florida for competition each year and take both of their coaches, an increase in travel that did not exist only a few years ago.

Registration and participation fees for leagues and competitions continue to increase each year. This, along with renting off-campus facilities and paying for coaches, has impacted the amount of funding that is available for other student organizations and additional allocations during the year. An increase in the student activity fee will directly impact the amount that can be allocated to each club sport, therefore reducing some of the student's out-of-pocket expenses.

While the current home of club sports teams is within Student Involvement, the goal of the office is to transition these teams over to Athletics. As part of this transition, club sports teams will continue to be funded via the SATF for the first three to five years; the proposed fee increase will help to align the club sports budgets with the funding needed to run them.

### ***Increase in Program Expectations from Class Committee***

The Class Committee is responsible for programming for the senior class each year and assisting with Commencement activities as requested. Events include on-campus social opportunities, off-campus trips, and the annual Party on the Eve the night before Commencement. Similar to programs for other student organizations, increased programming and travel costs have impacted the number of events the Class Committee can sponsor for graduating seniors.

Party on the Eve has become a tradition for seniors to celebrate with their families the night before Commencement. This event is a co-sponsorship between the Class Committee and Alumni Relations and Engagement. Due to budget changes within their office, the Class Committee has been expected to contribute more to this event than in the past, reducing what they can spend on other events.

Over the past few years, there has been an increase in the amount the Class Committee is expected to contribute to the Commencement speaker.

### **Conclusion**

The members of student organizations have met the challenges of rising costs with creativity and collaboration, increasing the amount of co-sponsored events they plan with campus departments and other organizations. Many groups have also taken to fundraising to help with programming, as seen in the figures below:

2022-2023 - \$38,319

2023-2024 - \$45,359

*Funds raised by clubs for programming*

To better support our student organizations and align our fees with our peer institutions, **we propose an increased student activities fee of \$65 per semester, equating to \$130 per year.** This increase of \$58 will directly benefit the student, helping to broaden campus programming and involvement opportunities while supporting our student organizations.

Student organizations are relied upon to help build community, contribute to campus culture, and assist with both the recruitment of new students and the retention of current ones. For student organizations to remain successful, they need robust budgets to support their missions. An increase in the student activity fee is necessary for student organization members to continue the work that they do and make valuable contributions to the campus community.

**\*\*Student Senate voted to support an increase to the Student Activities Fee of up to \$130 on February 28, 2025.**