



**FINAL APPROVED  
FISCAL YEAR 2012  
BUDGET**

**Worcester State University**  
**FY 2012 Budget Package**

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Memorandum

**DATE:** JUNE 1, 2011

**TO:** Dr. Janelle C. Ashley, President

**FROM:** Kathleen Eichelroth, Vice President of Administration and Finance *Kathy*

**RE:** Worcester State University - Fiscal Year 2012 Budget

While preparing the FY 2011 budget package, the University was already looking towards the FY 2012 budget cycle. A funding cliff, due to the expiration of ARRA funds in FY 2012, would likely require an increase in student fees in order to replace the ARRA funds. In the fall of 2010, a final round of unanticipated ARRA funds were allotted to Worcester State. The Board of Trustees approved the appropriation of the funds in January 2011. Of the \$1,708,580 allocation, \$1,458,580 was used to offset operating revenue which was then appropriated to a newly established Strategic Plan Trust Fund. The Strategic Plan Trust Fund was established to provide for the set aside of operating budget capacity, when and where it can be derived, to be available to fund one-time initiatives that will progress the institution toward achieving the goals of the five year strategic plan. The creation of this trust fund has been the key to the FY 2012 budget cycle.

The current state of the economy in Massachusetts and throughout the country remains stagnant. The FY 2012 appropriation expected from the Commonwealth is flat and does not reflect collective bargaining funds for FY 2012. Worcester State has not aggressively pursued opportunities for revenue enhancement, or rigorously evaluated and prioritized the allocation of existing resources. In light of these circumstances we are again carrying over base operating budgets in a level fund scenario for FY 2012. Opportunities for progressing the mission of the institution and addressing the strategic plan can only be considered within the context of the Strategic Plan Trust Fund.

During the year opportunities existed to work collaboratively to address the priorities of the institution. In January 2011, the Executive Leadership Team participated in a priority setting retreat. At this event we discussed the need to make data based decisions and develop annual and long term priorities that align with the Strategic Plan.

During open campus meetings in March, information was shared with regard to the use of ARRA funds on campus, the modest results of the FY11 revenue enhancement initiatives (yield and accelerated programs), and demands on existing resources. An overview was provided with regard to stewardship of the campus facilities and an update on the status of our new Wellness Center. The capital financing plan and purposeful growth of reserves as a means of financing the University's contribution to the wellness center was discussed, in addition to the announcement of the new Strategic Plan Trust Fund.

The FY 2012 budget memo was distributed to Budget Managers in March. The memo requested departments to level fund their operating lines and submit requests for amendments to base line budgets to the area Vice President. The memo also described the Strategic Plan Trust Fund and the methodology to apply for funds. The entire campus community was provided the link to the Strategic Plan Trust Fund web page. Information describing how to apply and the process for evaluating and funding proposals can be found on the site.

The FY 2012 budget as presented here reflects the work of ELT and the Strategic Plan Liaison committee. \$651,765 of budget amendments were brought forward to ELT for discussion and consideration. All amendments had merit but the updated revenue budget could not accommodate them all at this time. In addition to providing \$1.2 million of coverage for collective bargaining costs, \$419,304 of amendments were approved to the base operating budget.

The Strategic Plan Liaisons received proposals for funding from the Strategic Plan Trust Fund totaling \$1,449,442. Proposals valued at \$998,877 are presented for approval from this new trust fund. Of this amount, \$652,286 will be immediately appropriated as part of the initial kickoff phase. This phase includes funding of an environmental scan. The results of the environmental scan will be critical in identifying target markets and informing decisions with regard to university brand, web re-design and allocation of marketing dollars.

A second group of projects approved in the trust fund budget, valued at \$346,590, are dependent on the results of the environmental scan. The liaison team will reconvene upon completion of the scan and conduct a final review of this group of proposals. The proposals that remain viable will be brought to ELT and the board of Trustees for re-affirmation and appropriation in September.

To balance the base operating budget and to ensure continued progress towards achieving the capital financing plan certain fee increases are necessary in FY 2012. Mandatory student fees will increase \$498 per year. The increase reflects a \$450 annual increase in the general fee which provides funds to operate the University, and a \$48 annual increase in the Capital Improvement Fee. The Capital Improvement Fee funds the Capital Improvement Trust Fund, as does parking assessments. The University's Five Year Capital Financing Plan, the main goal of which is to provide the campus contribution towards a new Wellness Center, relies on the projected revenue streams to the Capital Improvement Trust fund.

Mandatory student fees will increase 8.8% over the prior year. Worcester State University will retain the third lowest mandatory fee structure of the seven non-specialty state universities. Annual tuition and fees for a commuter student will be set at \$7,653 and the annual cost for an incoming resident student will be \$17,533.

**Worcester State University**  
**Summary of Sources and Uses of Funds**  
**FY 2012 - All Sources and Trust Funds**

**Sources of Funds:**

State Appropriation	\$ 19,941,794
Other State Revenues	879,371
Federal Student Aid	5,436,244
Institutional Sources	46,575,417
Transfer In - Between Funds	1,593,559
Transfer In - Reserves	1,514,499
Total Sources	<u>\$ 75,940,884</u>

**Uses of Funds:**

AA Regular Employees	\$ 30,751,220
BB Employee Related Expenses	606,208
CC Temporary Part-Time Employees	7,875,476
DD Staff Benefit Expenses	3,553,865
EE Administrative Expenses	3,113,013
FF Facility Operation Supplies	2,092,315
GG Energy/Space Rental	2,337,144
HH Professional Services	1,524,462
JJ Operational Services	1,303,037
KK Equipment Purchase	124,650
LL Equipment Lease, Maintenance, Repair	1,513,896
NN Infrastructure & Building Improvements	2,892,679
RR Educational Assistance	8,257,191
SS Debt Service	6,808,168
Transfer Out - Between Funds	3,187,560
Transfer Out - Reserves	-
Total Uses	<u>\$ 75,940,884</u>

**Worcester State University**  
 Summary of Sources  
 FY 2012 - All Sources and Trust Funds

<b><u>State Sources</u></b>		\$ 19,941,794
Annual State Maintenance Appropriation		
Student Aid Program (Cash Grant & PT Student)	879,371	879,371
Total Other State Sources		20,821,165
Total State Sources		20,821,165
<b><u>Federal Sources</u></b>		
SEOG Program	225,853	
College Work Study Program	172,057	
Pell Grants	4,905,698	
Total Federal Student Aid		5,303,608
Plus Transfer in of Matching Funds		132,636
Total Federal Sources		5,436,244
<b><u>Institutional Sources</u></b>		
General Fund	34,727,503	
Federal Grant/Program Overhead Fund:	-	
*Transfer In from Federal	22,500	
*Transfer from Reserve	19,622	
Parking Fines Scholarship Fund	80,000	
*Transfer from Reserve	47,000	
Health Services Fund	307,758	
*Transfer from Reserve	206,981	
Residence Halls Fund I	5,675,150	
Residence Halls Fund II	2,741,600	
*Transfer from Res. Hall Fund I	169,107	
Student Activities Fund	350,200	
*Transfer from Reserve	49,000	
Tech Access Fund	315,000	
Capital Improvement Fund	2,378,206	
Parking Garage Operating Fund		
*Transfer from Capital Improvement Fund	969,971	
Strategic Plan Trust Fund		
*Transfer from Reserve	1,398,877	49,458,475
Total Institutional Sources		49,458,475
<b><u>Private Grants/Annual Giving Sources</u></b>		
Other Transfers	225,000	225,000
Total Other Support		225,000
Total Sources		\$ 75,940,884

**Worcester State University**  
Trust Fund Summary  
FY 2012 Requested Budget

	Budget FY 2012		Budget FY 2011	
	Sources	Uses	Sources	Uses
General Fund (400)	\$34,952,503	\$34,952,503	\$32,394,431	\$32,394,431
Federal Overhead (433)	42,122	42,122	39,338	39,338
Parking Fines Scholarship (439)	127,000	127,000	137,000	137,000
Health Services (442)	514,739	514,739	480,807	480,807
Residence Hall II (444)	2,910,707	2,910,707	2,963,770	2,963,770
Residence Hall I (445)	5,675,150	5,675,150	5,263,650	5,263,650
Student Activities (446)	399,200	399,200	350,200	350,200
Tech Access Fee (448)	315,000	315,000	270,000	270,000
Capital Improvement Fund (405)	2,378,206	2,378,206	1,933,574	1,933,574
Parking Garage Operating Fund (408)	969,971	969,971	794,772	794,772
Strategic Plan Trust Fund (410)	1,398,877	1,398,877	-	-
<b>Total Trust Fund Budget</b>	<b><u>\$49,683,475</u></b>	<b><u>\$49,683,475</u></b>	<b><u>\$44,627,542</u></b>	<b><u>\$44,627,542</u></b>

## Revenue Projection FY 2012

	<u>projected FY 2012</u>	<u>approved FY 2011</u>
<b>State Sources</b>		
State Maintenance	19,941,794.00	20,319,871.00
collective bargaining	-	-
increased funding	-	-
<b>Total State Sources</b>	<u>19,941,794</u>	<u>20,319,871</u>
<b>ARRA</b>		1,535,102
<b>General Trust Fund</b>		
Tuition/ NSS UG	5,300,000	4,912,639
Tuition/ NSS G	1,207,382	1,207,382
Waivers/NSS UG	(213,464)	(213,464)
Waivers/NSS G	(117,638)	(117,638)
Out-State Tuition	814,801	
<b>Net Tuition</b>	<u>6,991,081</u>	<u>5,788,919</u>
3676v3503 Academic Programs UG	21,666,344.00	19,070,332.00
Eve/Summer Programs	2,408,946	2,408,946
Academic Programs GR	642,058	642,058
Technology Fees	1,379,181	1,379,181
<b>Total Fees</b>	<u>26,096,529</u>	<u>23,500,517</u>
Academic Programs UG	(375,000)	(300,000)
Eve/Summer Programs	(100,000)	(100,000)
Total Fees Waivers	(475,000)	(400,000)
<b>Net Fees</b>	<u>25,621,529</u>	<u>23,100,517</u>
Application Fees	168,920	168,920
Special Fees	190,000	90,000
Applied Music fee	10,400	10,400
Commencement Fees	2,000	2,000
Transcript Fees	36,000	36,000
Orientation Fees	127,284	127,284
CLEP Fees	8,500	8,500
Libr. fines/ copier inc.	5,000	5,000
Other Student Chgs		
Commissions	300,000	300,000
Non-Credit Courses incl Restricted	350,000	300,000
Center for Effective Instruction	235,000	235,000
Intensive English Institute	550,000	425,000
Center for Business & Industry	26,789	26,789
Activity income	30,000	30,000
Pres. Scholarships (foundation/stimulus)	225,000	170,000
Facilities rentals	75,000	35,000
Appropriation from reserves	-	-
Misc. income	-	-
	<u>2,339,893</u>	<u>1,969,893</u>
<b>Total General Trust Fund Source</b>	<u>34,952,503</u>	<u>30,859,329</u>
<b>General Operating Budget Income</b>	<u>\$ 54,894,297</u>	<u>\$ 52,714,302</u>

**Worcester State University**  
 General Operating Budget (111 & 400)  
 FY 2012 Final Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Revenues	\$ 54,669,297	\$ 51,009,200
Federal Stimulus Funds	-	1,535,102
Transfer In -	\$ 225,000	170,000
Total Sources	<u>\$ 54,894,297</u>	<u>\$ 52,714,302</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 29,746,945	\$ 27,994,237
BB Employee Related Expenses	535,708	532,342
CC Temporary Part-Time Employees	7,369,849	6,571,327
DD Staff Benefit Expenses	3,191,588	3,234,331
EE Administrative Expenses	2,538,763	2,786,561
FF Facility Operation Supplies	1,714,191	1,684,361
GG Energy/Space Rental	1,604,900	2,001,900
HH Professional Services	731,858	785,225
JJ Operational Services	933,857	983,168
KK Equipment Purchase	79,650	-
LL Equipment Lease, Maintenance, Repair	1,208,896	1,188,404
NN Infrastructure & Building Improvements	2,892,679	2,893,068
RR Educational Assistance	1,407,435	1,121,400
SS Debt Service	937,978	937,978
Transfer Out -	-	-
Total Uses	<u>\$ 54,894,297</u>	<u>\$ 52,714,302</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
 State Maintenance Appropriation (111)  
 FY2012 Requested Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
State Appropriation	\$ 19,941,794	\$ 20,319,871
Transfer In-	-	-
Total Sources	\$ 19,941,794	\$ 20,319,871
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 19,941,794	\$ 20,319,871
BB Employee Related Expenses	-	-
CC Temporary Part-Time Employees	-	-
DD Staff Benefit Expenses	-	-
EE Administrative Expenses	-	-
FF Facility Operation Supplies	-	-
GG Energy/Space Rental	-	-
HH Professional Services	-	-
JJ Operational Services	-	-
KK Equipment Purchase	-	-
NN Infrastructure & Building Improvements	-	-
Transfer Out -	-	-
Total Uses	\$ 19,941,794	\$ 20,319,871
Net Sources / (Uses)	\$ -	\$ -

**Worcester State University**  
 General Trust Fund (400)  
 FY2012 Requested Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Revenues	\$ 34,727,503	\$ 30,689,329
Federal Stimulus Funds	-	1,535,102
Transfer In - Reserves	-	-
Transfer In - Worcester State Foundation	\$ 225,000	\$ 170,000
Total Sources	<u>\$ 34,952,503</u>	<u>\$ 32,394,431</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 9,805,151	\$ 7,674,366
BB Employee Related Expenses	535,708	532,342
CC Temporary Part-Time Employees	7,369,849	6,571,327
DD Staff Benefit Expenses	3,191,588	3,234,331
EE Administrative Expenses	2,538,763	2,786,561
FF Facility Operation Supplies	1,714,191	1,684,361
GG Energy/Space Rental	1,604,900	2,001,900
HH Professional Services	731,858	785,225
JJ Operational Services	933,857	983,168
KK Equipment Purchase	79,650	-
LL Equipment Lease, Maintenance, Repair	1,208,896	1,188,404
NN Infrastructure & Building Improvements	2,892,679	2,893,068
RR Educational Assistance	1,407,435	1,121,400
SS Debt Service	937,978	937,978
Transfer Out -	-	-
Total Uses	<u>\$ 34,952,503</u>	<u>\$ 32,394,431</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
 Federal Grants/Program Overhead (433)  
 FY2012 Requested Budget

	FY 2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Revenue	\$ -	\$ -
Transfer In - From Federal Aid Grants	22,500	22,500
Transfer In - From Reserves	19,622	\$ 16,838
Total Sources	\$ 42,122	\$ 39,338
 <b><u>Uses of Funds:</u></b>		
AA Regular Employees	31,164	28,506
CC Temporary Part-Time Employees	-	-
DD Staff Benefit Expenses	10,958	10,832
EE Administrative Expenses	-	-
HH Professional Services	-	-
JJ Operational Services	-	-
KK Equipment Purchase	-	-
Transfer Out -	-	-
Total Uses	\$ 42,122	\$ 39,338
Net Sources / (Uses)	\$ -	\$ -

**Worcester State University**  
**Parking Fines Scholarship Fund (439)**  
**FY2012 Requested Budget**

	<u>FY2012 Requested Budget</u>	<u>FY2011 Budget</u>
<b><u>Sources of Funds:</u></b>		
Fines and Other Income	\$ 80,000	\$ 110,000
Transfer In - Reserves	47,000	27,000
Total Sources	<u>\$ 127,000</u>	<u>\$ 137,000</u>
 <b><u>Uses of Funds:</u></b>		
EE Administrative Supplies	27,000	27,000
RR Educational Assistance	100,000	110,000
Transfer Out -		
Total Uses	<u>\$ 127,000</u>	<u>\$ 137,000</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
 Health Services Fund (442)  
 FY2012 Requested Budget

	<u>FY2012 Requested Budget</u>	<u>FY2011 Budget</u>
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 307,758	\$ 307,758
Transfer In - reserves	\$ 206,981	\$ 173,049
Total Sources	<u>\$ 514,739</u>	<u>\$ 480,807</u>
 <b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 93,898	\$ 91,730
BB Employee Related Expenses	4,400	2,700
CC Temporary Part-Time Employees	7,850	7,850
DD Staff Benefit Expenses	30,986	29,536
EE Administrative Expenses	7,250	8,450
FF Facility Operation Supplies	19,000	16,000
HH Professional Services	350,855	319,441
KK Equipment Purchase	-	4,100
RR Client Medical Services	500	1,000
Transfer Out - Reserves	-	-
Total Uses	<u>\$ 514,739</u>	<u>\$ 480,807</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Residence Halls Trust Fund II (444)  
FY2012 Requested Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 2,741,600	\$ 2,611,931
Transfer In - From other trust fund	169,107	351,839
Transfer In - From General Trust Fund	-	-
Total Sources	<u>\$ 2,910,707</u>	<u>\$ 2,963,770</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 239,658	\$ 215,562
BB Employee Related Expenses	1,100	400
CC Temporary Part-Time Employees	6,000	5,500
DD Staff Benefit Expenses	87,475	74,420
EE Administrative Expenses	-	-
FF Facility Operation Supplies	45,000	41,000
GG Energy/Space Rental	330,000	319,278
HH Professional Services	1,300	1,500
JJ Operational Services	85,000	100,000
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	72,500	80,295
NN Infrastructure & Building Improvements	-	10,000
RR Educational Assistance	69,035	69,035
SS Debt Service	1,973,639	2,046,780
Transfer Out - to reserves	-	-
Total Uses	<u>\$ 2,910,707</u>	<u>\$ 2,963,770</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
 Residence Halls Trust Fund I (445)  
 FY2012 Requested Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 5,675,150	\$ 5,263,650
Transfer In - From Reserves	\$ -	\$ -
Total Sources	<u>\$ 5,675,150</u>	<u>\$ 5,263,650</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 559,555	\$ 526,974
BB Employee Related Expenses	16,400	14,600
CC Temporary Part-Time Employees	64,000	57,500
DD Staff Benefit Expenses	204,730	176,312
EE Administrative Expenses	20,000	33,907
FF Facility Operation Supplies	120,000	104,000
GG Energy/Space Rental	340,000	320,361
HH Professional Services	2,600	6,500
JJ Operational Services	165,000	175,000
KK Equipment Purchase	4,000	8,000
LL Equipment Lease, Maintenance, Repair	102,500	140,800
NN Infrastructure & Building Improvements	-	14,000
RR Educational Assistance	169,015	169,015
SS Debt Service	3,141,237	3,147,458
Transfer Out - to other trust fund	169,107	369,223
Transfer Out - to reserves	597,006	-
Total Uses	<u>\$ 5,675,150</u>	<u>\$ 5,263,650</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
**Student Activities Fund (446)**  
**FY2012 Requested Budget**

		FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>			
	Fees and Other Income	\$ 350,200	\$ 350,200
	Transfer In - Reserves	\$ 49,000	\$ -
	Total Sources	<u>\$ 399,200</u>	<u>\$ 350,200</u>
 <b><u>Uses of Funds:</u></b>			
BB	Employee Related Expenses	\$ 9,000	\$ 6,000
CC	Temporary Part-Time Employees	3,000	3,000
DD	Staff Benefit Expenses	-	-
EE	Administrative Expenses	81,000	64,000
FF	Facility Operation Supplies	160,000	105,000
GG	Energy/Space Rental	3,200	5,000
HH	Professional Services	90,000	104,000
JJ	Operational Services	3,000	3,000
KK	Equipment Purchase	5,000	34,000
LL	Equipment Lease, Maintenance, Repair	20,000	11,200
RR	Educational Assistance	25,000	15,000
	Transfer Out -		-
	Total Uses	<u>\$ 399,200</u>	<u>\$ 350,200</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
 Tech Access Fund (448)  
 FY2012 Requested Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 315,000	\$ 270,000
Transfer In - Reserves	-	-
Total Sources	\$ 315,000	\$ 270,000
 <b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 80,000	\$ 65,000
DD Staff Benefits Expense	\$ 28,128	24,700
EE Administrative Expenses	\$ 75,000	-
LL Equipment Lease, Maintenance, Repair	\$ 106,000	155,000
NN Building Mtce/Improvements	\$ -	-
Transfer Out - To Reserves	\$ 25,872	25,300
Total Uses	\$ 315,000	\$ 270,000
Net Sources / (Uses)	\$ -	\$ -

**Worcester State University**  
**Capital Improvement Fund (405)**  
**FY2012 Requested Budget**

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Capital Improvement Fee	\$ 2,039,549	\$ 1,700,401
Parking Revenue	338,657	233,173
Total Sources	\$ 2,378,206	\$ 1,933,574
<b><u>Uses of Funds:</u></b>		
SS - Debt Service	\$ -	\$ -
Transfer Out - Parking Garage Oper. Fund	969,971	794,772
Transfer Out - To Reserves	1,408,235	1,138,802
Total Uses	\$ 2,378,206	\$ 1,933,574
Net Sources / (Uses)	\$ -	\$ -

**Worcester State University**  
 Parking Garage Operating Fund (408)  
 FY2012 Requested Budget

	FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>		
Transfer In - Capital Improvement T. F.	\$ 969,971	\$ 794,772
	-	-
Total Sources	\$ 969,971	\$ 794,772
<b><u>Uses of Funds:</u></b>		
FF Facility operating supplies	\$ 17,174	16,844
GG Energy and space rental	59,044	59,044
HH Professional services	13,200	13,200
JJ Operational services	103,870	21,700
LL Equipment lease, maint and repair	4,000	4,000
SS Debt service	\$ 755,314	679,984
Transfer to improvement escrow	\$ 17,369	-
Total Uses	\$ 969,971	\$ 794,772
Net Sources / (Uses)	\$ -	\$ -

**Worcester State University**  
 Strategic Plan Trust Fund (410)  
 FY2012 Requested Budget

		FY2012 Requested Budget	FY2011 Budget
<b><u>Sources of Funds:</u></b>			
	Transfer In - Reserves	1,398,877	-
	Total Sources	<u>\$ 1,398,877</u>	<u>\$ -</u>
<b><u>Uses of Funds:</u></b>			
AA	Regular Employees	\$ -	\$ -
BB	Employee Related Expenses	39,600	-
CC	Temporary Part-Time Employees	195,368	-
DD	Staff Benefit Expenses	-	-
EE	Administrative Expenses	364,000	-
FF	Facility Operation Supplies	16,950	-
GG	Energy/Space Rental	-	-
HH	Professional Services	334,649	-
JJ	Operational Services	12,310	-
KK	Equipment Purchase	36,000	-
LL	Equipment Lease, Maintenance, Repair	-	-
NN	Infrastructure & Building Improvements	-	-
RR	Educational Assistance	400,000	-
SS	Debt Service	-	-
	Transfer Out -	-	-
	Total Uses	<u>\$ 1,398,877</u>	<u>\$ -</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Proposal #	Submitter	Title	Signed	HOLD/No Est. \$	Approved Concepts Hold for Env. Scan Review \$	Approved Concepts Step 1 Est. \$	Comments	Pts	Priority 1=10pts 2=8pts 3=6pts 4=4pts 5=2pts 6=1pt	Assessment & Institutional Data	Revenue Enhancement & Diversification/R OI	Environmental Infrastructure & Technology Sustainability	Improving Enrollment & Retention	Cross-Campus Collaboration
001_AA	Mary Fowler	Yoga Warrior	x	25,800			Hold. Requires a whole campus review to include the Student Affairs Veterans Outreach Committee, Possibly revisit Ph.2 submission	7	3.	6			1	
002_AA	Steve Healy/CWLAC	LRC Café Barrier	x	10,000		50,000	No. Does not meet SP goals.	0						
003_AA	Lori Dawson	Assessment Software	x			8,000	Step 2	14	3. 4. 5.	12	1		1	
004_AA	Sara Grady	Grad Admissions Portal	x			20,600	Step 2	11	2.	8			1	1
005_AA	Sara Grady	Online Speech-Language	x				Step 2	17	2. 3.	14			1	1
006_AA	Sara Grady	Annual Grad Scholarship	x	100,000			No. This is ongoing not a one-year project. Need to find alt. sources of funding.	0						
007_AA	Sara Grady	Marketing Grad School	x	5,000	5,000		Hold. Env. Scan Review & needs to be part of a collaborative campus-wide marketing initiative through the Marketing Department.	0						
008_AA	Carol Donnelly	Klin Replacement @WCC	x	80,000			No. Does not meet SP Goals, also bridging gap between WCC->WSU overall plan.	0						
009_AA	Thomas Conroy	Internship	x	20,000			Step 2	8	3. 6.	7			1	
010_AA	LynnBloomberg et.al.	Feasibility study BS In Sports & Health center	x		15,000		Step 2 Approved less stipend	17	2. 3.	14	1		1	1
011_AA	Andrea Wamboldt et. al.	Institutional testing secondary Mieth Teachers	x		35,000		Step 2	18	2. 3. 6.	15			1	1
012_AA	Rich Bisk Mary Fowler	secondary Mieth Teachers	x		18,000		Step 2	18	2. 3. 6.	15			1	1
013_AA	Theme Semester Comm	Theme Semester F12	x		53,500		Step 2	10	3. 6.	7			1	1
014_AA	Aparna Mahadev Karl Wurst	CS Minorities & Women	x	11,900			Hold. Would need to be a summer 2012, fee based, resubmit in September Ph. 2. Step 2. Needs to represent completion of project. All boxes to be returned to WSU by 9.1.2011.	0						
015_AA	Aldo Guevara	Archivist Brittus	x		4,560		Hold. To be resubmitted in Ph.2. Work with Marketing for suggestions on are time/locations etc.	2	6.	1				1
016_AA	Alta Carroll Julian Berrian	Esperanza TV	x	8,970			Need not addressed in proposal. Need improved room scheduling for LRC112 (existing Comm Mac lab).	3					1	1
017_AA	Don Bullens	Mac Lab 25 Stations	x	35,500			Hold. Self-funded through Vision funding or other grant. Resubmit	0						1



**5% A&R PROJECTS  
FY 2012**

<b>PROJECTS:</b>	<i>in \$000's</i> <b>FY '11</b>
House Doctor services - project studies	89.5
Sightlines	18
Cafeteria Equipment Replacement	59
LRC 2nd Floor Ceiling and Lighting Upgrade	425
LRC/S&T Elevator Upgrade	110
LRC Envelope Repairs A&E	198
LRC Envelope Repairs	1400
Master Plan Update	100
Gym Swing Space A&E	78.5
Scoreboard Installation	25
Total	2,503

# State College Mandatory Fee Comparison

Institution	AY'99	AY'00	AY'01	AY'02	AY'03	AY'04	AY'05	AY'06	AY'07	AY'08	AY'09	AY'10	AY'11	Proposed FY12 \$ Increase	Proposed FY12 % Increase
Bridgewater	\$2,032	\$1,973	\$1,913	\$1,913	\$2,825	\$3,480	\$4,416	\$4,596	\$4,956	\$5,124	\$5,328	\$5,694	\$6,144	\$500	8.8%
Fitchburg	\$1,998	\$1,928	\$1,988	\$2,018	\$2,718	\$3,216	\$3,618	\$4,032	\$4,572	\$5,022	\$5,430	\$5,930	\$6,830	\$500	8.4%
Framingham	\$1,860	\$1,800	\$1,800	\$1,900	\$2,364	\$3,354	\$3,684	\$4,029	\$4,484	\$4,834	\$5,171	\$5,574	\$6,096	\$515	9.2%
MCLA	\$2,167	\$2,267	\$2,267	\$2,467	\$3,167	\$4,387	\$4,387	\$4,586	\$4,896	\$5,138	\$5,396	\$5,846	\$6,546	\$350	6.0%
Salem	\$1,928	\$1,928	\$2,128	\$2,128	\$3,028	\$4,078	\$4,544	\$4,684	\$5,120	\$5,360	\$6,610	\$5,940	\$6,320	\$500	8.4%
Westfield	\$1,824	\$1,884	\$1,886	\$1,986	\$2,785	\$3,588	\$3,887	\$4,688	\$4,980	\$5,240	\$5,545	\$6,048	\$6,462	\$473	7.8%
Worcester	\$1,345	\$1,368	\$1,478	\$1,603	\$2,303	\$3,153	\$3,609	\$4,109	\$4,569	\$4,894	\$5,200	\$5,636	\$6,186	\$498	8.8%
<b>State Average</b>	<b>\$1,879</b>	<b>\$1,878</b>	<b>\$1,923</b>	<b>\$1,988</b>	<b>\$2,741</b>	<b>\$3,605</b>	<b>\$4,021</b>	<b>\$4,389</b>	<b>\$4,797</b>	<b>\$5,087</b>	<b>\$5,383</b>	<b>\$5,810</b>	<b>\$6,369</b>		<b>\$6,846</b>
<b>Net Difference (\$534)</b>			<b>(\$445)</b>	<b>(\$385)</b>	<b>(\$438)</b>	<b>(\$452)</b>	<b>(\$412)</b>	<b>(\$280)</b>	<b>(\$228)</b>	<b>(\$193)</b>	<b>(\$183)</b>	<b>(\$174)</b>	<b>(\$183)</b>		<b>(\$162)</b>

denotes highest state college fee

denotes lowest state college fee

difference between Worcester and lowest

difference between highest and Worcester

Worcester Chronology % change	\$23	\$110	\$125	\$700	\$850	\$456	\$500	\$460	\$325	\$306	\$436	\$550	\$498		8.8%
	1.7%	8.0%	8.5%	43.7%	36.9%	14.5%	13.9%	11.2%	7.1%	6.3%	8.4%	9.8%			

**Worcester State University**  
**Tuition and Fees - Fall 2011/2012**

	Annual	Increase from FY 2011
<b>State Supported Courses:</b>		
<b>Cost for Full-Time In-State Student</b>	<b>7,653.00</b>	<b>498.00</b>
<b>Tuition:</b>		
MA Resident	970.00	-
Non-Resident	7,050.00	-
NE Regional	1,455.00	-
<b>Fees:</b>		
* General Fee	5,894.00	450.00
Student Activity Fee	68.00	-
Student Health Svc Fee	85.00	-
* Capital Improvement Fee	396.00	48.00
Technology Fee	240.00	-
Total Fees	<u>6,683.00</u>	<u>498.00</u>
*Health Insurance	1,137.00	70.00
Mass PIRG (Optional)	14.00	-
Orientation Fee (New Students)	75.00	-
Commuter Meal Plan - freshman, sophomore and junior	100.00	-
Parking and pedestrian access fee - commuters	72.00	12.00
<b>Residence Halls</b>		
Residence Hall Fee		
* Chandler Village I	6,860.00	445.00
* Chandler Village II	6,860.00	445.00
* Dowden Hall	6,580.00	430.00
Single (Additional charge)	400.00	-
* Wasylean Hall - single	7,800.00	313.00
* Wasylean Hall - double	7,400.00	349.00
Residence Activity Fee	50.00	-
Tech Access Fee	270.00	-
Resident Parking Fee-upper lot and garage	175.00	-
* Board	2,980.00	180.00
* Board (Returning Students-minimum)	795.00	45.00
Damage Deposit (1st Semester)	100.00	-
<b>Non-State Supported</b>		
	Credit Hour	Increase
<b>Tuition:</b>		
Undergraduate	130.00	-
Graduate	150.00	-
<b>Fees:</b>		
Administrative Fee		
Undergraduate	85.00	-
Graduate	85.00	-
Technology Fee	10.00	-
* Capital Improvement Fee	16.50	2.00
* Parking and pedestrian access fee	3.00	0.50
<b>Other fees:</b>		
Student Teaching	75.00	-
per course		
Lab Instruction	60.00	-
per course		
Art Model Fee	25.00	-
per course		
Field Work Supervision	15.00	-
per cr hr		
Internship	15.00	-
per cr hr		
Applied music fee	260.00	260.00
per course		
Application fee	40.00	20.00
per item		
Transcript fee	5.00	3.00
per item		

**Worcester State College**  
**Tuition and Fees - Fall 2011/2012**

	Annual	Per Semester	Per Cr Hour
<b><u>State Supported Courses:</u></b>			
<b>Cost for Full-Time In-State Student</b>	<b>7,653.00</b>	<b>3,826.50</b>	<b>302.37</b>
<b>Tuition:</b>			
MA Resident	970.00	485.00	40.42
Non-Resident	7,050.00	3,525.00	293.75
NE Regional	1,455.00	727.50	60.63
<b>Fees:</b>			
General Fee	5,894.00	2,947.00	245.58
Student Activity Fee	68.00	34.00	2.83
Student Health Svc Fee	85.00	42.50	3.54
Capital Improvement Fee	396.00	198.00	na
Technology Fee	240.00	120.00	10.00
<b>Total Fees</b>	<b>6,683.00</b>	<b>3,341.50</b>	<b>261.95</b>
<b><u>Residence Halls</u></b>			
Residence Hall Fee			
Chandler Village I	6,860.00	3,430.00	
Chandler Village II	6,860.00	3,430.00	
Dowden Hall	6,580.00	3,290.00	
Single (Additional charge)	400.00	200.00	
Wasylean Hall - single	7,800.00	3,900.00	
Wasylean Hall - double	7,400.00	3,700.00	
Residence Activity Fee	50.00	25.00	
Tech Access Fee	270.00	135.00	
Resident Parking Fee - garage	175.00	87.50	
Board	2,980.00	1,490.00	
Board (Returning Students-minimum)	795.00	397.50	
Damage Deposit (1st Semester)		100.00	
<b><u>Other</u></b>			
Health Insurance	1,137.00	na	
Mass PIRG (Optional)	14.00	7.00	
Orientation Fee (New Students)	75.00	na	
Commuter Meal Plan	100.00	50.00	
Parking and pedestrian access fee - commuters	72.00	36.00	
<b><u>Non-State Supported</u></b>			
<b>Tuition:</b>			
Undergraduate			130.00
Graduate			150.00
<b>Fees:</b>			
Administrative Fee			
Undergraduate			85.00
Graduate			85.00
Technology Fee			10.00
Capital Improvement Fee			16.50
Parking and pedestrian access fee			3.00
<b>Other:</b>			
Student Teaching	75.00	per course	
Lab Instruction	60.00	per course	
Art Model Fee	25.00	per course	
Applied Music Fee	260.00	per course	
Application Fee	40.00	per item	
Transcript Fee	5.00	per item	
Field Work Supervision			15.00
Internship			15.00

WORCESTER STATE COLLEGE

STATEMENTS OF NET ASSETS

JUNE 30, 2010 AND 2009

	Worcester State College		Component Unit Worcester State Foundation
	2010	2009	2010
<b>ASSETS</b>			
<b>Current Assets:</b>			
Cash and cash equivalents	\$ 9,054,679	\$ 9,822,694	\$ 114,988
Cash held by State Treasurer	6,989,670	3,753,524	-
Cash held by Foundation	68,000	4,000	-
Accounts receivable, net	1,147,622	724,482	43,966
Current portion of loans receivable	171,100	179,453	-
Current portion of pledges receivable	-	-	477,137
Inventories	17,082	16,568	50,469
Prepaid expenses and other current assets	181,224	199,077	2,183
<b>Total current assets</b>	<b>17,629,377</b>	<b>14,699,798</b>	<b>688,743</b>
<b>Non-current Assets:</b>			
Investments	18,234,665	17,634,693	11,030,630
Deposits held with trustees	1,456,668	2,092,752	-
Long-term portion of loans receivable	820,631	937,831	-
Pledges receivable, less current portion	-	-	479,374
Other non-current assets	1,287,961	1,171,140	283,796
Capital assets, net of accumulated depreciation	69,581,614	70,192,072	1,850,313
<b>Total non-current assets</b>	<b>91,381,539</b>	<b>92,028,488</b>	<b>13,644,113</b>
<b>Total assets</b>	<b>109,010,916</b>	<b>106,728,286</b>	<b>14,332,856</b>
<b>LIABILITIES</b>			
<b>Current Liabilities:</b>			
Current portion of long-term debt	345,667	335,667	34,921
Accounts payable	1,772,023	2,260,847	64,773
Accrued payroll and fringe benefits	3,992,394	3,708,113	-
Accrued interest and other liabilities	88,295	88,295	24,925
Funds held for others	-	166,715	136,775
Student deposits and unearned revenue	2,835,889	2,560,277	25,730
Current portion of capital lease obligation	-	-	15,342
Current portion of charitable gift annuity	-	-	4,536
Current portion of accrued workers' compensation	72,639	84,428	-
Current portion of accrued compensated absences	2,440,122	2,476,949	-
<b>Total current liabilities</b>	<b>11,547,029</b>	<b>11,681,291</b>	<b>307,002</b>
<b>Non-current liabilities:</b>			
Long-term debt, less current portion	12,417,333	12,763,000	761,998
Capital lease obligations, less current portion	-	-	190,586
Charitable gift annuity, less current portion	-	-	14,783
Advance payable to the University	-	-	412,500
Accrued workers' compensation, less current portion	314,477	316,413	-
Accrued compensated absences, less current portion	1,119,736	1,083,699	-
Refundable grant - federal financial assistance program	1,094,919	1,118,273	-
<b>Total liabilities</b>	<b>26,493,494</b>	<b>26,962,676</b>	<b>1,686,869</b>
<b>NET ASSETS</b>			
Invested in capital assets, net	56,818,614	57,093,405	-
Restricted - Nonexpendable:			
Other	-	-	9,604,303
Restricted - Expendable for:			
Other	1,724,010	3,557,552	1,932,569
Capital projects	1,536,694	1,972,275	-
Unrestricted	22,438,104	17,142,378	1,109,115
<b>Total net assets</b>	<b>\$ 82,517,422</b>	<b>\$ 79,765,610</b>	<b>\$ 12,645,987</b>

See accompanying notes to financial statements.