



WORCESTER  
STATE  
UNIVERSITY

FY 2023

# Comprehensive University Budget







**Worcester State University**  
**FY 2023 Budget Package**

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## **Memorandum**

**DATE:** May 31, 2022

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

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

**RE: FY 2023 COMPREHENSIVE BUDGET**

The FY 2023 budget builds upon the FY 2022 budget and is intended to provide a bridge plan to FY 2024 as the University emerges from the pandemic, assesses trends in enrollment, and evaluates long standing operational practices through the work of the Financial Sustainability Task Force.

The comprehensive budget for FY 2023 of \$123,589,226 includes state appropriations and state funded fringe benefits, federal relief grants, state relief grants, and an appropriation of reserves, in addition to nine trust funds. An annual payroll budget of \$47,087,232 provides for 624 full time equivalent employees. The campus is further supported by a \$9,822,506 budget to fund part-time non-benefitted faculty and staff who support core functions of the University. The University budget supports activities in seven functional areas; President, Administration and Finance, University Advancement, Academic Affairs, Student Affairs, Enrollment Management, and Institutional Expense. The functional areas are comprised of at least 111 active budget units, each overseen by a designated budget manager.

Institutional funds generated locally represents 48% of the total budget. Student financial aid from state and federal sources represents 9% of the budget, other state revenues is 3%, state operating appropriation is 28% of the budget, and state funded fringe benefits make up the remaining 12%.

### **Resource Plan – General Operations**

#### ***State funds***

As we close out FY 2022 the Commonwealth is in the process of funding collective bargaining agreements back to July 1, 2020. Annual salary increases for FY 2021 and FY 2022 for unit members whose pay was funded by state appropriations are being funded by additional state resources. The remaining unit members, in addition to non-unit members, will also receive salary adjustments that will be funded by campus trust funds. \$1,359,671 will be added to the University's state appropriations in FY 2023 to fund these base pay increases. In addition, the FY 2023 base state appropriation will be increased by previously approved formula funding of \$671,021, FY 2023 2% salary increase for unit member positions funded through state appropriations of \$629,324, in addition to WSU's anticipated share of FY 2023 formula funding currently proposed of \$364,214. When reconciling the FY 2022 state appropriated funds of \$31,201,398, there is a reduction of a \$75,000 one-time earmark and cumulative additional new resources described above of \$2,949,230, to arrive at a FY 2023 State Appropriation figure of \$34,150,628.



In addition to the increase in state appropriations, fringe benefit funding on the part of the Commonwealth has increased to \$14,305,698. The reason for the increase is two part; an increase in state funding for payroll costs provides the opportunity for an increased offset of fringe benefits funded by the Commonwealth in addition the Commonwealth's rate used to back charge departments for the costs associated with fringe benefits has increased to 41.89%.

In FY 2023 the state university system will be receiving American Recovery Plan Act (ARPA) funds from the Commonwealth of Massachusetts. The funds have been authorized by Chapter 102 of the Acts of 2021 which appropriates \$4 billion to support recovery from the pandemic, including \$2.55 billion in spending from the ARPA Coronavirus State Fiscal Recovery Funds (CSFRF) and \$1.45 billion in spending from the Transitional Escrow Fund, made up of state fiscal 2021 surplus funds. The bill assigns the Secretary of Administration and Finance the responsibility of matching expenditures to the most appropriate funding source, which provides important flexibility in recognition of the significant federal rules and regulations associated with federal funds. WSU will be accessing \$2M in state funds from the Transitional Escrow Fund in FY 2023. This allocation represents a one-time grant.

In FY2022 WSU was the recipient of a multi-year grant from the DHE to fund operating costs associated with transitioning Becker College nursing students to WSU's nursing program. The FY 2023 budget continues to carry costs associated with supporting this cohort of students which are offset by the second year of state funding of \$649,118.

### ***Institutional revenue***

WSU has been experiencing an ongoing decline in institutional revenue since FY 2019. Realized revenue has declined 8.64 % from FY 2019 to FY 2021. During the current fiscal year, through mid-May, revenue has declined an additional 7.08%. The FY 2023 institutional revenue budget is \$40,069,049. This figure is similar to the current year budget. Institutional revenue budgeted at this figure anticipates a 18.4% decline in campus generated revenue since June 30, 2019, reflecting changing demographics on top of a loss of market share in many areas due to the pandemic.

While enrollment projections for the fall of 2022 appear favorable in comparison with similar figures for fall of 2020 and fall of 2021 the budget has been prepared using the declining trend line that we have experienced over the past three years. In the event we realize increased enrollment there will be opportunities to consider budget amendments to reflect an improving financial trend.

### ***Federal funds***

In FY 2022 Federal COVID relief funds were used to underwrite the revenue shortfall budgeted at \$4.6M. During the year a revenue loss compared to budget was realized of \$4,196,875. The University drew down COVID relief funds to underwrite that loss. In FY 2023 we continue to experience that initial projected revenue shortfall from FY 2019 while the budget gap has grown. As we close FY 2022 we anticipate having \$3,871,463 of Federal COVID relief funds available for FY 2023. Funds have been set aside for lingering pandemic related costs of \$374,573 and \$3,496,890 has been budgeted to recover a portion of the ongoing loss of revenue since FY 2019.



### ***Other resources and summary***

Total operational costs for FY 2023 are budgeted at \$97,919,586. Total resources identified above includes State appropriations, State fringe benefits, State operating grants, institutional revenue and Federal COVID relief funds which cumulatively offset costs in the amount of \$95,045,956. The remaining budget gap of \$2,873,630 is proposed to be funded by an appropriation of unrestricted reserves.

This resource plan reflects reliance on \$6,520,581 of one time grants from the federal and state government, in addition to a draw on reserves. This plan to offset the budget gap of approximately \$9M is not sustainable beyond FY 2023. We offer this solution as a bridge budget to allow the University a period of intense analysis of operations with the intent of identifying and implementing organizational change across all university functions to be realized over several years.

A focus on organizational change with a heavy reliance on sharing of best practices across the higher education industry is intended to strengthen the university. Institutions across the country are engaging in similar exercises with an eye towards updating practices to reflect current technology and student demand while reducing redundancies and unintentional inefficiencies. Faculty and staff time is valuable and should be focused on activities that will lead us to achieving our strategic plan. Successful process improvement will allow for a refocus and shift of time to strategic matters to progress the mission of the University. Throughout this process data sets, definitions and terminology will be discussed with the goal of achieving a community wide understanding of these tools for assessment and decision making. While the momentum for this effort is the financial sustainability of WSU, the process of operational review is intended to strengthen our roles within our operational areas and ensure our collective time and financial resources are best used on activities that will prepare WSU for the future.

### **Operational Costs**

During FY 2022 University operations began to return to a more traditional model. The Administration expects operations to be relatively free of pandemic restrictions in FY 2023 and consideration has been given to the prioritization of limited resources in an effort to ensure a quality experience for the student body and funding for existing obligations.

The most financially significant obligation is the \$1.3M net increase in labor costs after considering the \$5M increase in state funding. Labor costs that fall to campus trust funds are not eligible for state funding. As a result, collective bargaining increases on those labor costs must be funded with campus resources. In addition, campus resources are necessary to fund the fringe benefit costs assessed by the State Comptroller's Office on those direct labor costs. To make matters worse, the fringe benefit back charge from the state has increased to 41.89% for FY 2023. Additional funds have also been added to the budget to address sabbatical deferrals due to COVID 19 response.

The FY 2023 budget includes \$4M for full funding of the annual Capital Adaptation and Renewal line in an effort to maintain the integrity of campus infrastructure which is subjected to constant use and reconfiguration. We have not increased the funding of this line in years and more recently reduced it by 50% in FY 2020 and FY 2021. Restoration of funds to pre-COVID



levels along with an infusion of state funds for critical repairs projects will ensure buildings are safe and in good repair. This level of funding is not sufficient to address programmatic needs necessary to remain competitive with other institutions.

Information technology services and agreements, in addition to library license agreement costs, increase annually. It is a challenge to keep pace with these rising costs and maintain a consistent level of service and offerings. Similarly, the costs associated with maintaining employee access to current technology and maintaining quality technology in the classroom is an ongoing fiscal challenge. In the past we have been able to fund several small replacement cycles for employee equipment. Those resources have created a baseline of funding to create a multi-year renewal cycle for a small portion of existing inventory. Plans were being developed to upgrade classroom technology prior to the pandemic. Classroom technology needs should be evaluated post-pandemic and a financing plan developed that could be worked in to future budget plans. The FY2023 budget does include funding to address increasing technology and library costs in the coming year and an additional replacement cycle for IT equipment at a combined cost of \$.6M

The restoration of all in person programming, events, activities and operations requires the selective add back of scaled funding for expenses such as food, speakers and travel at a cost of \$.9M. Activities restored include 100% programming for Division III athletic programs, Graduate School commencement, student and parent orientation, family weekend, fund raising events, admissions events and centralized travel funds with each division.

The items highlighted above have been added to the operating budget at a cost of approximately \$4.8M increasing the operating budget shortfall to over \$9M as referenced above in the “Resource Plan”.

### **Other Trust Funds**

The Residence Hall Trust Fund (445) has been budgeted at 90% occupancy for FY 2023. In addition, the Massachusetts State College Building Authority (MSCBA) approved a \$220 a year increase to all room rates for the upcoming academic year. The budget as presented and approved by the MSCBA restores operations close to pre-pandemic levels. While the Residence Hall Trust Fund experienced losses during the pandemic, the fund is expected to close FY 2022 with an operating surplus as the result of additional debt restructuring during the year by the MSCBA. WSU’s most recent occupancy rates as reported by MSCBA have been 95.5% in FY 2018, 96% in FY 2019, 95.6% in FY 2020 and 50.4% in FY 2021.

Over the past few years campus health services have been burdened with the administration of COVID protocols. Prior to the pandemic, WSU had been considering changes to the Health Services Trust Fund (442) in response to the rising cost of healthcare. WSU received Federal COVID relief funds during the pandemic that allowed costs assessed to this trust fund to be scaled back. The FY 2023 budget reflects a return to traditional student health services and several years of rising health care costs. In order to fulfill the demand for traditional health services for students the student health service fee is being increased to \$310 a year. This new annual rate will clear past operating deficits, stabilize revenue and restore the services students had available to them prior to the pandemic.

The Strategic Plan Trust Fund (410) was re-established in FY 2022 in the amount of \$524,831. \$321,331 remained unallocated during the year. The FY 2023 budget provides \$102,500 to fund



initiatives that had been approved by the administration as part of a multi-year plan in FY 2022. The Strategic Plan Trust Fund reserve balance remaining for future projects is \$218,831.

The Wellness Center Trust Fund (429) experienced a decline in revenue during the pandemic as the fitness center and fitness classes were suspended. While the staff are optimistic revenue will build back to prior levels, the FY2023 budget reflects conservative revenue growth as the community begins to get back to engaging with others in public spaces. The Wellness Center Trust Fund has generated a reserve of approximately \$270K since it was established in FY 2017. The FY 2023 budget includes an appropriation of reserves to refresh equipment and technology.

The Capital Improvement Trust Fund (405), Parking Garage Trust Fund (408), Parking Fines Fund (439), Student Activities Trust Fund (446), and Residence Hall Technology and Equipment Trust Fund (448) have remained relatively consistent over the past few years and there is very little change in the activity budgeted for these trust funds in FY 2023.

### **Other changes**

The FY 2023 operating budget reflects an increase in rates in the Division of Graduate and Continuing Education. The Administrative Fee assessed for Undergraduate and Graduate courses will increase to \$143 per credit hour. The increase is intended to fund collective bargaining increases for part-time faculty and new program costs intended to enhance enrollment.

Resident student meal plans are also planned to increase in the fall by approximately 5% with the least expensive plan set at \$4,044 for the year.

An International Student Fee will be implemented in the fall of 2022. The purpose of the fee is to partially offset costs associated with recruitment and operational obligations related to the enrollment of international students. A flat rate of \$250 a semester will be assessed during the fall and spring semesters. A rate of \$125 will be assessed per summer session attended. The fee will be assessed for international students enrolled in undergraduate, graduate and DGCE programs.

Other discretionary student fees and charges will remain unchanged in FY 2023.

### **Planning for the Future**

The Comprehensive FY 2023 budget as presented in this package is intended to support current operations through June 30, 2023.

Looking towards FY 2024 and beyond it will be vital that the work of the Financial Sustainability Task Force be integrated into future operational and financial plans. The recommendations coming out of Phase I of the task force are intended to create opportunities for increased net revenue, increased operational efficiencies and a common set of means and methods to inform decisions and measure success. The purpose of the Financial Sustainability Task Force, regardless of the phase of work, is to provide the opportunity for employees across all areas to come together to identify and develop plans to strengthen operations, refresh processes and practices, and ensure the university is fiscally healthy and focused on student success while achieving the goals of the strategic plan.







**Worcester State University**  
Summary of Sources and Uses of Funds  
FY 2023 - All Sources and Trust Funds

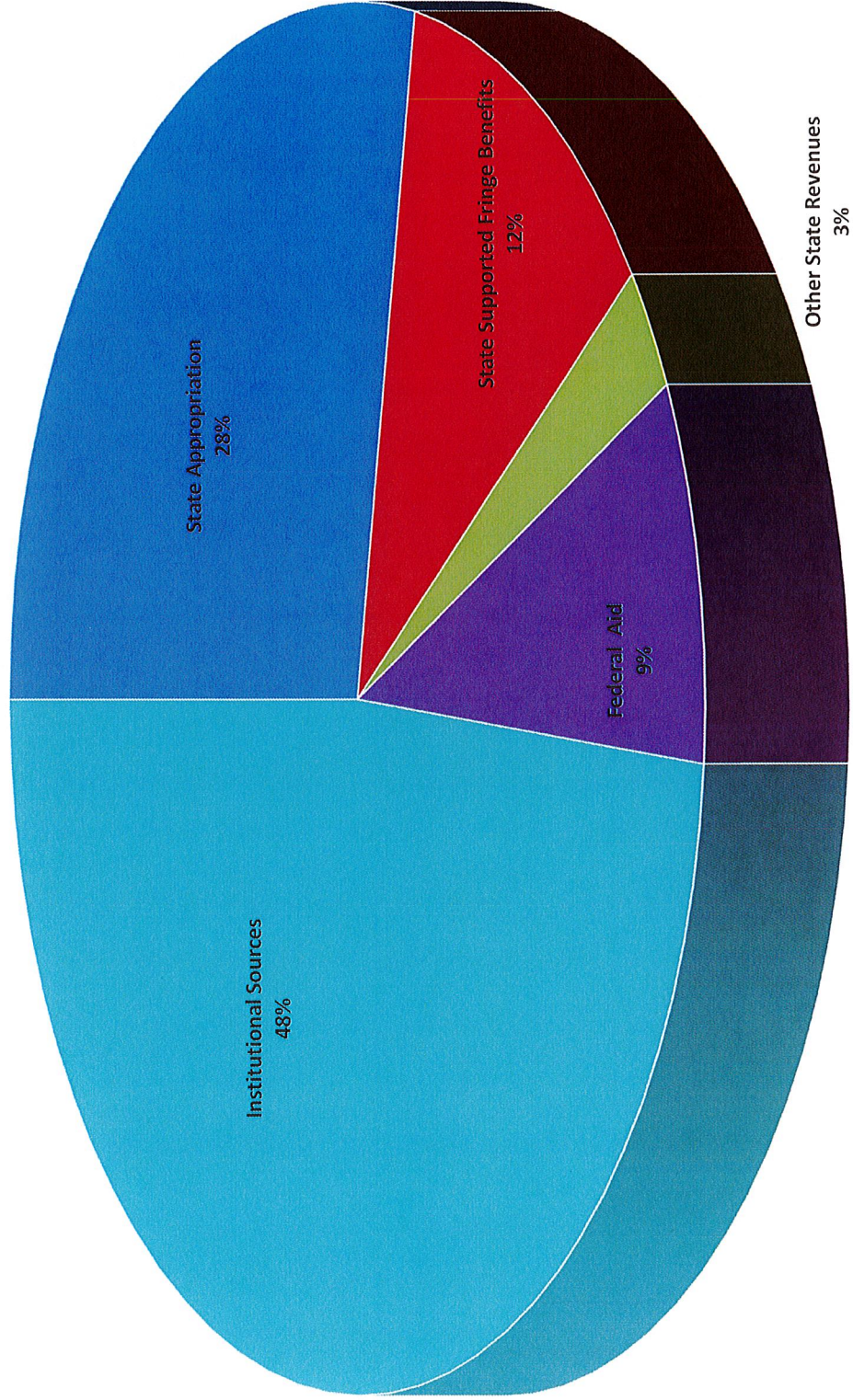
**Sources of Funds:**

State Appropriation	\$ 34,150,628
State Supported Fringe Benefits	14,305,698
Other State Revenues	3,726,818
Federal Aid	10,790,642
Institutional Sources	60,615,440
Total Sources	<u><u>\$ 123,589,226</u></u>

**Uses of Funds:**

AA	Regular Employees	\$ 47,087,232
BB	Employee Related Expenses	601,473
CC	Temporary Part-Time Employees	9,822,506
DD	Staff Benefit Expenses	19,984,526
EE	Administrative Expenses	3,132,985
FF	Facility Operation Supplies	2,536,029
GG	Energy/Space Rental	12,008,656
HH	Professional Services	1,393,369
JJ	Operational Services	1,123,900
KK	Equipment Purchase	40,000
LL	Equipment Lease, Maintenance, Repair	1,785,372
NN	Infrastructure & Building Improvements	6,185,100
RR	Educational Assistance	10,954,240
SS	Debt Service	861,617
UU	Information Technology	3,554,748
XX	Unallocated	-
	Transfer Out	2,517,473
	Transfer to Reserves	-
	Total Uses	<u><u>\$ 123,589,226</u></u>

Worcester State University  
Sources Of Funds  
FY 2023 Budget

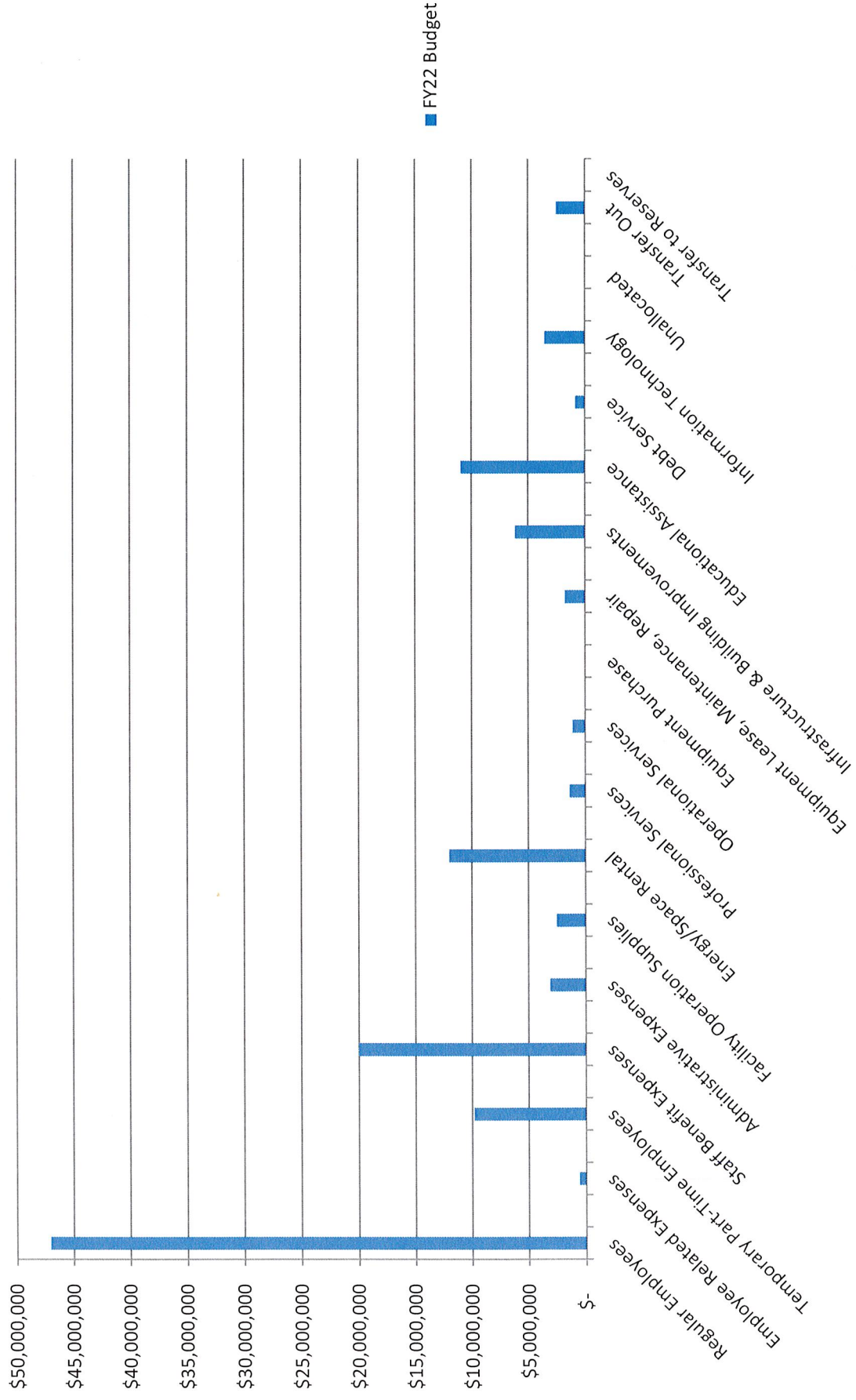




# Worcester State University

## Uses of Funds

### FY 2023 Budget



**Worcester State University**  
Summary of Sources  
FY 2023 - All Sources and Trust Funds

**State Sources**

Annual State Maintenance Appropriation		\$	34,150,628
State Supported Fringe Benefits	14,305,698		
Student Aid Program (Cash Grant & PT Student)	1,077,700		
ARPA Allocation- State Grant	2,000,000		
State Grant- Becker Nursing Students	649,118		
Total Other State Sources			18,032,516
Total State Sources			<u>52,183,144</u>

**Federal Sources**

Federal Grant -HEERF	3,871,463		
SEOG Program	216,809		
College Work Study Program	112,882		
Pell Grants	6,487,340		
Local match (Transfer from General Trust Fund Reserve)	102,148		
Total Federal Sources			<u>10,790,642</u>

**Institutional Sources**

Revenue			
General Fund	40,069,049		
Parking Fines Fund	43,715		
Health Services Fund	695,400		
Residence Halls Fund	12,420,520		
Student Activities Fund	250,414		
Residence Hall Technology and Equip. Fund	336,380		
Capital Improvement Fund	2,740,301		
Wellness Center Trust Fund	28,661		
Transfers In			
*Transfer from Health Services Fund Reserve	-		
*Transfer from Resident Hall Trust Fund Reserve	-		
*Transfer from Student Activities Trust Fund Reserve	190,153		
*Transfer from Capital Improvement Trust Fund Reserve	761,893		
*Transfer from Parking Fines Trust Fund Reserve	46,285		
*Transfer from Wellness center Trust Fund Reserve	56,539		
*Transfer from Strategic Plan Trust Fund Reserves	102,500		
*Transfer from Reserves	2,873,630		
Total Institutional Sources			<u>60,615,440</u>

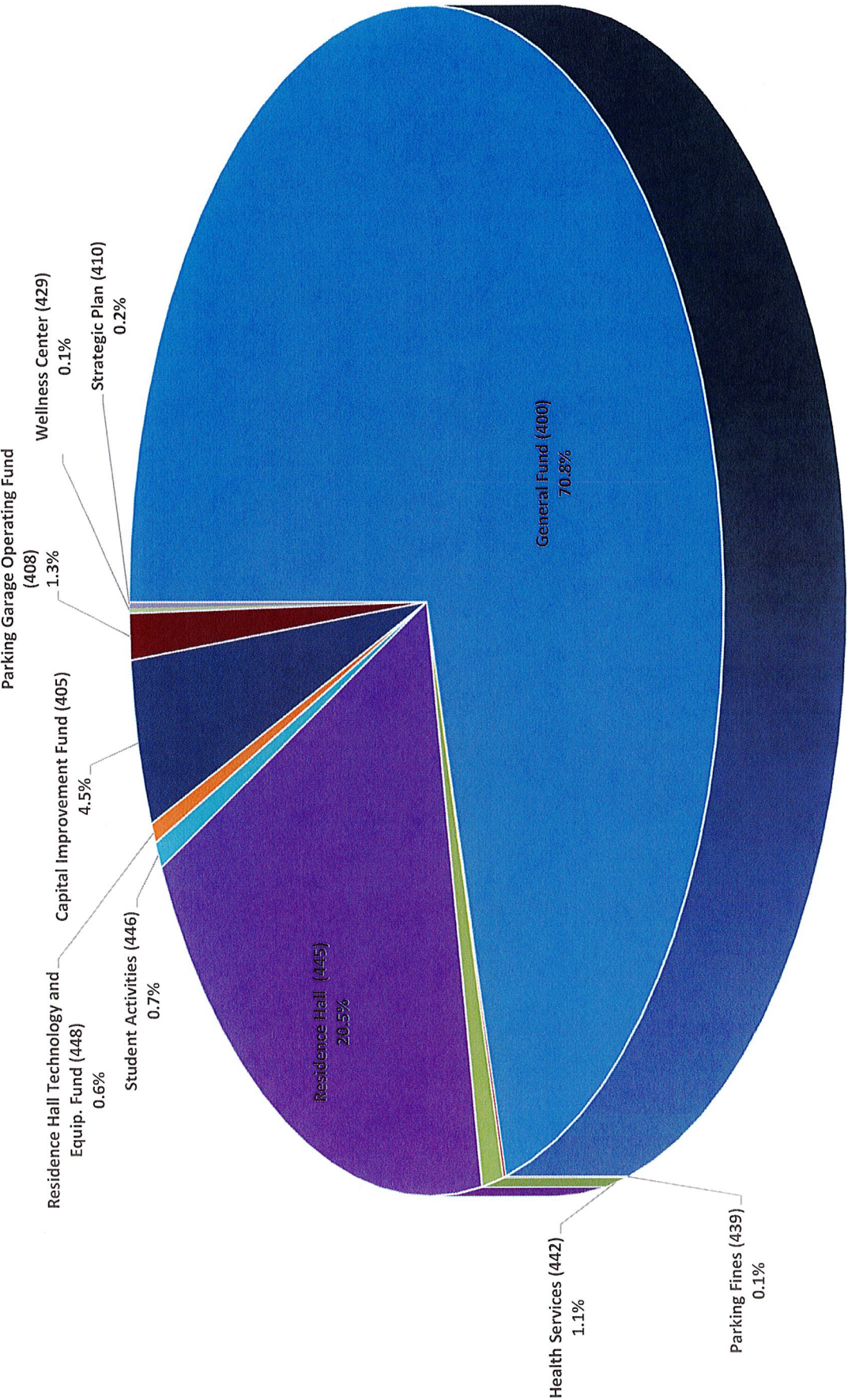
Total Sources		\$	<u>123,589,226</u>
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**Worcester State University**Trust Fund Summary  
FY 2023 Requested Budget

	Budget FY 2023		
	Sources	Uses	
General Fund (400)	\$42,942,679	\$ 42,942,679	70.8%
Parking Fines (439)	90,000	90,000	0.1%
Health Services (442)	695,400	695,400	1.1%
Residence Hall (445)	12,420,520	12,420,520	20.5%
Student Activities (446)	440,567	440,567	0.7%
Residence Hall Technology and Equip. Fund (448)	336,380	336,380	0.6%
Capital Improvement Fund (405)	2,740,301	2,740,301	4.5%
Parking Garage Operating Fund (408)	761,893	761,893	1.3%
Wellness Center (429)	85,200	85,200	0.1%
Strategic Plan (410)	102,500	102,500	0.2%
Total Trust Fund Budget	<u>\$60,615,440</u>	<u>\$ 60,615,440</u>	

Worcester State University  
Trust Fund Summary  
FY 2023 Budget





**Worcester State University**  
**Operating Revenue**  
**FY 2023 Revenue**

	FY 2023 Proposed Budget	FY 2022 Approved Budget
<b><i>State Sources</i></b>		
State Maintenance	34,150,628	31,201,398
State Funded Fringe Benefits	14,305,698	12,294,927
<b><i>Total State Sources</i></b>	<b>48,456,326</b>	<b>43,496,325</b>
<b><i>Institutional Sources</i></b>		
<b><i>General Trust Fund</i></b>		
Tuition/ In state Undergraduate	3,603,306	3,603,306
Tuition/ Graduate	1,406,815	1,406,815
Tuition/ Out of State Undergraduate	1,214,237	1,214,237
Total Tuition	6,224,358	6,224,358
Waivers/Undergraduate	(110,504)	(110,504)
Waivers/Graduate	(188,112)	(188,112)
Total Tuition Waivers	(298,616)	(298,616)
<b>Net Tuition</b>	<b>5,925,742</b>	<b>5,925,742</b>
Undergraduate Day Division	30,069,328	30,446,989
Undergraduate Eve/Summer Programs	2,535,234	2,225,796
Graduate School	1,218,192	1,056,954
Total Fees	33,822,754	33,729,739
Undergraduate Day Division waivers	(620,589)	(620,589)
Undergraduate Eve/Summer Programs/waivers	(45,670)	(45,670)
Graduate Fee waiver	(131,351)	(131,351)
Total Fees Waivers	(797,610)	(797,610)
<b>Net Fees</b>	<b>33,025,144</b>	<b>32,932,129</b>
Application Fees	38,152	38,152
Special fees	263,675	263,675
Commencement Fees	1,215	1,215
Transcript Fees	37,745	37,745
Orientation Fees	36,375	36,375
Testing Fees	600	600
Activity income	388	388
Commissions	99,717	99,717
\ Non-Credit Courses incl Restricted	155,660	155,660
Center for Effective Instruction	39,685	39,685
Intensive English Institute	152,080	152,080
Center for Business & Industry	32,354	32,354
Facilities rentals	90,731	90,731
Miscellaneous	169,786	169,786
<b>Other income</b>	<b>1,118,163</b>	<b>1,118,163</b>
<b><i>Total General Trust Fund Source</i></b>	<b>40,069,049</b>	<b>39,976,034</b>
<b><i>General Operating Budget Income</i></b>	<b>\$ 88,525,375</b>	<b>\$ 83,472,359</b>







**Worcester State University**  
General Operating Budget (111 & 400)  
FY 2023 Budget

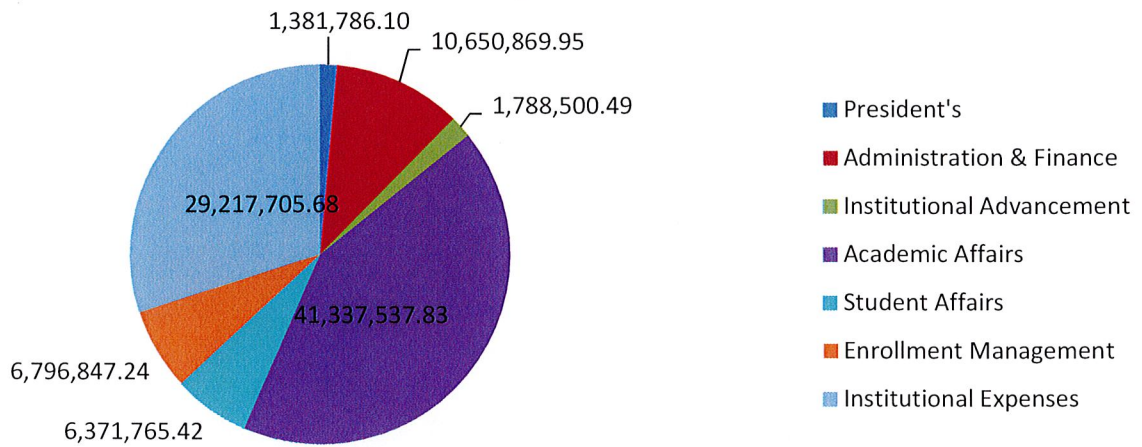
		FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<b><u>Sources of Funds:</u></b>			
Institutional Revenue	\$	40,069,049	\$ 39,976,034
State Appropriation	\$	34,150,628	\$ 31,201,398
State Funded Fringe Benefits	\$	14,305,698	\$ 12,294,927
Federal Grant- HEERF	\$	3,871,463	\$ 4,677,152
State Grant- Becker Nursing Students	\$	649,118	\$ 1,250,000
ARPA Allocation	\$	2,000,000	\$ -
Transfer in -Reserves	\$	2,873,630	\$ -
Total Sources	\$	97,919,586	\$ 89,399,511

<b><u>Uses of Funds:</u></b>			
AA Regular Employees	\$	45,663,441	\$ 43,984,108
BB Employee Related Expenses		575,973	411,973
CC Temporary Part-Time Employees		9,558,506	8,803,385
DD Staff Benefit Expenses		19,431,033	16,826,721
EE Administrative Expenses		3,038,535	2,678,701
FF Facility Operation Supplies		2,055,529	1,612,261
GG Energy/Space Rental		2,500,519	2,500,519
HH Professional Services		771,602	728,230
JJ Operational Services		1,099,900	1,033,150
KK Equipment Purchase		-	-
LL Equipment Lease, Maintenance, Repair		1,626,268	1,603,744
NN Infrastructure & Building Improvements		5,521,100	3,371,100
RR Educational Assistance		2,457,611	2,545,961
SS Debt Service		325,000	315,000
UU Technology Expenses		3,294,569	2,984,658
Total Uses	\$	97,919,586	\$ 89,399,511
Net Sources / (Uses)	\$	-	\$ -

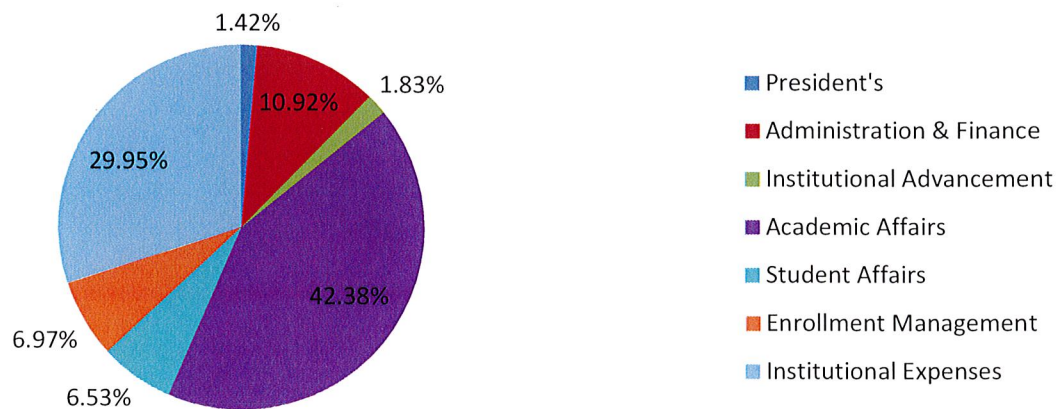
**Worcester State University  
400/111 Expenditures by Division  
FY 2023 Budget**

<b>Class</b>	<b>Division</b>	<b>Budget FY23 Subtotals</b>	<b>Budget FY23 Exp %</b>
2	President's	1,381,786.10	1.42%
3	Administration & Finance	10,650,869.95	10.92%
4	Institutional Advancement	1,788,500.49	1.83%
6	Academic Affairs	41,337,537.83	42.38%
7	Student Affairs	6,371,765.42	6.53%
8	Enrollment Management	6,796,847.24	6.97%
3	Institutional Expenses	29,217,705.68	29.95%
		<u>\$97,545,012.71</u>	<u>100.0%</u>

**Budget FY2023  
Subtotals by Division**



**Budget FY2023  
Expense % by Division**





**Worcester State University**  
State Maintenance Appropriation (111)  
FY 2023 Budget

		FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<b><u>Sources of Funds:</u></b>			
	State Appropriation	\$34,150,628	\$31,201,398
	State Funded Fringe Benefits	\$14,305,698	\$12,294,927
	Total Sources	<u>\$48,456,326</u>	<u>\$43,496,325</u>
<b><u>Uses of Funds:</u></b>			
AA	Regular Employees	34,150,628	\$31,201,398
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	-
DD	Staff Benefit Expenses	14,305,698	12,294,927
EE	Administrative Expenses	-	-
FF	Facility Operation Supplies	-	-
GG	Energy/Space Rental	-	-
HH	Professional Services	-	-
JJ	Operational Services	-	-
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	-	-
NN	Infrastructure & Building Improvements	-	-
SS	Debt Service	-	-
UU	Technology Expenses	-	-
	Total Uses	<u>\$48,456,326</u>	<u>\$43,496,325</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**

General Trust Fund (400)

FY 2023 Budget

		FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<b><u>Sources of Funds:</u></b>			
	Institutional Revenue	\$ 40,069,049	\$ 39,976,034
	Transfer in- Federal Grant- HEERF	\$ 3,871,463	\$ 4,677,152
	ARPA Allocation- State Grant	\$ 2,000,000	\$ -
	Transfer in -State Grant - Nursing	\$ 649,118	\$ 1,250,000
	Transfer in -Reserves	\$ 2,873,630	
	Total Sources	<u>\$ 49,463,260</u>	<u>\$ 45,903,186</u>
<b><u>Uses of Funds:</u></b>			
AA	Regular Employees	\$ 11,512,813	\$ 12,782,710
BB	Employee Related Expenses	575,973	411,973
CC	Temporary Part-Time Employees	9,558,506	8,803,385
DD	Staff Benefit Expenses	5,125,335	4,531,794
EE	Administrative Expenses	3,038,535	2,678,701
FF	Facility Operation Supplies	2,055,529	1,612,261
GG	Energy/Space Rental	2,500,519	2,500,519
HH	Professional Services	771,602	728,230
JJ	Operational Services	1,099,900	1,033,150
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	1,626,268	1,603,744
NN	Infrastructure & Building Improvements	5,521,100	3,371,100
RR	Educational Assistance	2,457,611	2,545,961
SS	Debt Service	325,000	315,000
UU	Technology Expenses	3,294,569	2,984,658
	Transfer to - Capital Improvement Trust Fund	-	-
	Total Uses	<u>\$ 49,463,260</u>	<u>\$ 45,903,186</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**  
Capital Improvement Trust Fund (405)  
FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>		
Capital Improvement Fee	\$ 2,740,301	\$ 2,740,301
Transfer In - General Fund	-	-
Parking Revenue	-	-
Total Sources	<u>\$ 2,740,301</u>	<u>\$ 2,740,301</u>
<b><u>Uses of Funds:</u></b>		
GG - Energy/Space rental	\$ 750,000	\$ 750,000
SS - Debt Service	536,617	679,087
Transfer Out - Parking Garage Oper. Fund	761,893	744,174
Transfer Out - To Reserves	691,791	567,040
Total Uses	<u>\$ 2,740,301</u>	<u>\$ 2,740,301</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Parking Garage Operating Fund (408)  
FY 2023 Requested Budget

		FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>			
	Transfer In - Capital Improvement T. F.	\$ 761,893	\$ 744,174
	Total Sources	<u>\$ 761,893</u>	<u>\$ 744,174</u>
<b><u>Uses of Funds:</u></b>			
FF	Facility operating supplies	\$ -	\$ -
GG	Energy and space rental	597,378	703,044
HH	Professional services	630	630
JJ	Operational services	-	-
LL	Equipment lease, maint and repair	2,500	2,500
NN	Construction/Maintenance/Improvements	80,000	38,000
UU	Technology Expenses	81,385	-
	Total Uses	<u>\$ 761,893</u>	<u>\$ 744,174</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**  
Strategic Plan Trust Fund (410)  
FY 2023 Budget

		FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<b><u>Sources of Funds:</u></b>			
	Transfer in -Reserves	\$ 102,500	\$ 524,831
	Total Sources	<u>\$ 102,500</u>	<u>\$ 524,831</u>
<b><u>Uses of Funds:</u></b>			
AA	Regular Employees	\$ 22,000	\$ 17,000
BB	Employee Related Expenses	17,500	16,500
CC	Temporary Part-Time Employees	20,000	30,000
DD	Staff Benefit Expenses		-
EE	Administrative Expenses	9,000	20,000
FF	Facility Operation Supplies	14,000	15,000
GG	Energy/Space Rental		-
HH	Professional Services		102,500
JJ	Operational Services	10,000	-
KK	Equipment Purchase		-
LL	Equipment Lease, Maintenance, Repair	5,000	2,500
RR	Educational Assistance	5,000	
NN	Construction/Maintenance/Improvements		-
XX	Unallocated		321,331
	Total Uses	<u>\$ 102,500</u>	<u>\$ 524,831</u>
	Net Sources / (Uses)		<u>\$ -</u>

**Worcester State University**

Wellness Center Trust Fund (429)

FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>		
Revenues	\$ 28,661	\$ 45,000
Transfer in - Reserves	\$ 56,539	\$ -
Total Sources	<u>\$ 85,200</u>	<u>\$ 45,000</u>
<b><u>Uses of Funds:</u></b>		
BB Employee Related Expenses	\$ -	\$ -
CC Temporary Part-Time Employees	6,000	6,500
DD Staff Benefit Expenses	200	200
EE Administrative Expenses	5,000	6,000
FF Facility Operation Supplies	10,000	15,000
GG Energy/Space Rental	-	-
HH Professional Services	-	-
JJ Operational Services	2,000	2,300
KK Equipment Purchase	40,000	5,000
LL Equipment Lease, Maintenance, Repair	12,000	10,000
NN Construction/Maintenance/Improvements	-	-
UU Technology Expenses	10,000	-
Transfer Out - To Reserves	-	-
Total Uses	<u>\$ 85,200</u>	<u>\$ 45,000</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**

Parking Fines Fund (439)

FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fines and Other Income	\$ 43,715	\$ 25,000
Transfer in - Reserves	46,285	65,000
Total Sources	<u>\$ 90,000</u>	<u>\$ 90,000</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	-	-
Total Uses	<u>\$ 90,000</u>	<u>\$ 90,000</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Health Services Trust Fund (442)  
FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 695,400	\$ 410,243
Transfer In - Reserves	\$ -	\$ -
Total Sources	<u>\$ 695,400</u>	<u>\$ 410,243</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees		\$ 79,895
BB Employee Related Expenses	-	-
CC Temporary Part-Time Employees	8,000	8,000
DD Staff Benefit Expenses	-	30,352
EE Administrative Expenses	450	650
FF Facility Operation Supplies	12,000	12,000
HH Professional Services	550,637	200,000
LL Equipment Lease, Maintenance, Repair	500	500
RR Client Medical Services	750	950
UU Technology Expenses	-	-
Transfer Out - Reserves	123,063	77,896
Total Uses	<u>\$ 695,400</u>	<u>\$ 410,243</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**  
Resident Hall Trust Fund (445)  
FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 12,420,520	\$ 10,519,549
Total Sources	<u>\$ 12,420,520</u>	<u>\$ 10,519,549</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ 1,401,791	\$ 1,234,392
BB Employee Related Expenses	-	-
CC Temporary Part-Time Employees	200,000	225,000
DD Staff Benefit Expenses	552,726	479,932
EE Administrative Expenses	20,000	39,270
FF Facility Operation Supplies	200,000	193,072
GG Energy/Space Rental	7,938,879	5,043,508
HH Professional Services	-	3,677
JJ Operational Services	-	1,250
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	94,104	16,426
NN Infrastructure & Building Improvements	584,000	647,245
RR Educational Assistance	434,000	356,000
UU Technology Related Expenses	168,794	10,710
Transfer Out - To Reserves	826,226	2,269,067
Total Uses	<u>\$ 12,420,520</u>	<u>\$ 10,519,549</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**Worcester State University**  
Student Activities Trust Fund (446)  
FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fees	\$ 250,414	\$ 267,076
Transfer In - Reserves	\$ 190,153	\$ -
Total Sources	<u>\$ 440,567</u>	<u>\$ 267,076</u>
<b><u>Uses of Funds:</u></b>		
BB Employee Related Expenses	\$ 8,000	\$ 1,000
CC Temporary Part-Time Employees	30,000	18,000
DD Staff Benefit Expenses	567	377
EE Administrative Expenses	30,000	30,000
FF Facility Operation Supplies	244,500	158,199
GG Energy/Space Rental	-	-
HH Professional Services	70,500	35,000
JJ Operational Services	12,000	6,000
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	45,000	18,500
NN Construction/Maintenance/Improvements	-	-
Total Uses	<u>\$ 440,567</u>	<u>\$ 267,076</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>



**Worcester State University**  
Residence Hall Technology and Equipment Trust Fund (448)  
FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget
<b><u>Sources of Funds:</u></b>		
Fees and Other Income	\$ 336,380	\$ 174,570
Transfer In - General Fund	\$ -	\$ 94,364
Total Sources	<u>\$ 336,380</u>	<u>\$ 268,934</u>
<b><u>Uses of Funds:</u></b>		
AA Regular Employees	\$ -	\$ -
DD Staff Benefits Expense	-	-
EE Administrative Expenses	-	-
GG Energy/Space Rental	221,880	268,934
LL Equipment Lease, Maintenance, Repair	-	-
UU Technology Expenses	-	-
Transfer Out - To Reserves	114,500	-
Total Uses	<u>\$ 336,380</u>	<u>\$ 268,934</u>







Planning studies	217,000
Renewal projects	2,358,000
Replacement/repair projects	591,000
Adaptation projects	834,000
	\$ 4,000,000

**Worcester State University**  
**Tuition and Fees - Fall 2022/2023**

	Annual	Increase from FY 2022
<b><u>Undergraduate Day Division</u></b>		
<b><i>Cost for Full-Time In-State Student</i></b>	<b>10,786.00</b>	-
<b>Tuition:</b>		
MA Resident	970.00	-
Non-Resident	7,050.00	-
NE Regional	1,455.00	-
<b>Fees:</b>		
General Fee	8,798.00	-
Student Activity Fee	72.00	-
* Student Health Svc Fee	310.00	200.00
Capital Improvement Fee	636.00	-
Total Fees	9,816.00	200.00
*Health Insurance	3,663.00	678.00
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 I	8,398.00	220.00
* Dowden Hall	8,098.00	220.00
* Wasylean Hall	8,898.00	220.00
* Sheehan Hall	8,698.00	220.00
Single room (Additional charge)	600.00	
Residence Activity Fee	50.00	-
Technology and equipment fee	220.00	-
Resident Parking Fee-satellite lot	100.00	-
* Board	4,044.00	194.00
Damage Deposit (1st Semester)	100.00	-
<b><u>Division of Graduate and Continuing Education</u></b>	Credit Hour	Increase
<b>Tuition:</b>		
Undergraduate	130.00	-
Graduate	169.00	-
<b>Fees:</b>		
Administrative Fee		
* Undergraduate	143.00	18.00
* Graduate	143.00	16.50
Capital Improvement Fee	26.50	-
<b><u>Other University fees:</u></b>		
Student Teaching	per course	75.00
Lab Instruction	per course	90.00
Art Model Fee	per course	25.00
Field Work Supervision	per cr hr	15.00
Internship	per cr hr	15.00
Applied music fee	per course	260.00
Application fee	per item	50.00
Transcript fee	per item	5.00
* International Student Fee -fall/spring	per term	250.00
* International Student Fee - summer session	per term	125.00

\* Change from prior year