



Fiscal Year 2024
Proposed Spending Plan
July 1, 2023 – June 30, 2024

Table of Contents

	Page
Fiscal Year 2024 Proposed Spending Plan Narrative.....	1-11
Budget Expenditure Classifications.....	12-13
Fiscal Year 2024 Proposed Spending Plan.....	14-19
Schedule of Prior Approval Items.....	20
Graphs.....	21-25

FY24 Spending Plan Narrative

May 2023

MASSASOIT COMMUNITY COLLEGE

Fiscal Year 2024 Proposed Spending Plan July 1, 2023 – June 30, 2024

INTRODUCTION

The FY2024 Proposed Spending Plan is \$46.43 million, as compared to our FY2023 spending plan of \$46.79 million. This covers our institutional obligations, invests in our institution's future and provides flexibility to cover emerging institutional priorities

REVENUE

STATE APPROPRIATION

To recap the State's appropriation process, it begins in October when the Board of Higher Education (BHE) issues its guidance. In January, the Governor files his initial bill (H1) with the House Ways and Means Committee (HWM). Given that the Healey-Driscoll administration was new, they were afforded additional time to develop H1. The HWM evaluates the H1 bill and forwards it to the full House of Representatives with a list of recommendations. The House considers the recommendations of the HWM and any other amendments. After deliberation, the House approves an amended version of the bill. The Senate Ways and Means Committee (SWM) follows the same process as the HWM before forwarding its recommendations to the full Senate. The Senate considers amendments to the bill before approving the final amended version. At this point, the bill goes into Conference Committee where selected members of the Administration, House, and Senate reconcile the three budget proposals. An agreed-upon version is sent back to the House and Senate for a final vote by both branches. The final agreed-upon proposal returns to the Governor for a period of consideration. The Governor has the authority to veto specific lines within the proposed budget, up to and including a veto of the entire proposed budget. With a 2/3 majority vote, the Legislative branches can override the Governor's vetoes. Following any such overrides, the bill is finalized and is referred to as the General Appropriations Act.

Governor Healey released her \$55.5B budget proposal on March 01, 2023 making "historic and bold investment in the system of public higher education to stabilize and transform learning in the Commonwealth...". The Governor's budget included \$20M for MassReconnect (free community college for qualified students 25 years or older), \$59M for Fee Stabilization, \$140M in deferred maintenance funding, an increase to college line items and increases to other areas such as Early College. These new investments are possible with the voter passage of ballot question 1 (Fair Share Amendment).

The Massasoit line item in the H1 called for an appropriation of \$26,040,568 with some expectation of additional funds coming from formula funding. A budget proposal has yet to emerge from the House as of the creation of this narrative.

FY24 Spending Plan Narrative

Historically the Governor's proposal has been a strong indicator of the least amount we would receive in this process. We have used the Governor's H1 figure to base our FY24 planning on and can adjust as additional information emerges.

To calculate fringe expenses for FY24, we initially used the figure of 42.45% for the fringe benefit rate and 1.85% for the payroll tax. We based the former on a multi-year fringe projection provided by the state comptroller's office during the FY22 Budget Development Process. The latter was used as it tracked closely with recent history. In mid-March we received word from the State Comptroller that the actual rates for FY24 would be 43.36% and 2.45% respectively. While these confirmed rates are increases both over our initial planning figures as well as the rates for FY23, the mitigating factor for the impact to the college is the ratio of full-time payroll expenses to state appropriated dollars. This is currently breaking significantly in our favor.

The college uses all state appropriated dollars to cover full-time payroll expenses. In doing so, the college pays the lower payroll tax rate and the state picks up the larger fringe benefits rate. If the college expends all state appropriated dollars then we need to use locally generated revenue to cover full-time payroll expenses. In that case, the college must pay the full rate (fringe benefits + payroll tax).

In our current scenario, we have more state appropriated dollars than we do full-time payroll expenditures. As such, we will only be assessed the lower payroll tax rate on our entire projected full-time payroll. In past years, which you will see from the charts and tables later in this report, the college has allocated as much as \$2M for fringe expenses. Our current payroll projection suggests our fringe expense for FY24 will be under \$900,000. That calculation assumes nearly every position in the payroll projection is occupied on July 1st and remains so for the duration of the fiscal year, a scenario that history indicates is unlikely, so our actual fringe expense will likely be less than what we are projecting.

ALLOCATION PROCESS

The internal college budget development process kicked off in August with the first of a series of meetings hosted by the Finance team. These meetings marked a departure from past practice. Previously initial budget development guidance was pushed out to the various echelons of the institution through the Cabinet. We pause each year to evaluate how our process is working and decided, this year, to take the message about the coming process directly to the next echelon of the organization. This would hopefully enable a less filtered version of the year's guidance while also enabling leaders at this level to directly question the Finance team on the proffered guidance or the process itself. We hosted a meeting at this level of the organization for each of the college's four divisions.

We again requested each line in the budget requests be assigned one of the following prioritized categories:

Contractual – Goods/services that the college has a legal obligation to pay for in the coming fiscal year. Multi-year contracts, debt service and collective bargaining obligations are examples of this type of expense.

FY24 Spending Plan Narrative

Required – Goods/services fill a critical need to meet the college's mission and goals –there is no contractual obligation but the college must cover these expenses. An example of a required expense is our utilities. We are not contractually bound to pay the utilities companies. We could turn off all climate controls and electricity but humid summers and cold winters don't allow for such so we are required to have proper utilities to function. Without these items, there is no work around, you must have them to function. The only difference between required and contractual is that required expenses do not carry a legal obligation.

Preferred – Goods/services are not critical but serve to improve service delivery. A preferred expense could be travel to a conference or a technological upgrade. Your area is able to function and provide service to staff and students without a preferred item. That item may improve your level of service or expand your capabilities, but you can still meet the basic demands without it.

Operational – Goods/services we would normally purchase to service staff, faculty and students. This includes office supplies, some furniture, any line item in your budget request that is not specifically tied to an identifiable purchase would be considered "operational". I see a lot of budget requests for "supplies" or "furniture". If you have a placeholder in your budget request, it is an operational item. If your area can function without the item either by deferring, deleting or developing a work-around, it is an operational item.

This early stage of the budget development process is when we dust off the crystal ball and try to predict, months in advance, how we will be supported in the coming fiscal year. Our guidance to the college was to rely heavily on the current fiscal year for direction in planning for next year. There is some trepidation in such an exercise when the gubernatorial administration turns over but given what we saw and heard in the campaign, there was no indication that we would face severe reductions in state funding, particularly so early in the administration's term. There was also no indication from the earliest of projections that our enrollment based income would change much. We explicitly avoid the phrase "level-funded" because year-to-year, nothing is level-funded. Generally speaking everything costs more and you have less buying power with your dollar in subsequent years. Additionally we want to avoid falling into the trap of stifling innovative thinking by suggesting limited resources. All that said, if you had to pick a point on the horizon for FY24, it was roughly the same, for these early planning purposes, as FY23.

The aggregated budget request was, again, sorted by prioritized category. Maintaining the full-time payroll at the college was a first-dollar exercise. The initial aggregated budget request including the payroll forecast, calculated fringe, and requests from across the four divisions totaled \$50.5M, down nearly \$1M from the aggregated request in the FY23 process but still \$4M over the projected revenue figure for the FY24 process.

FY24 Spending Plan Narrative

Addressing the \$4M gap took a multi-pronged approach. Full-time payroll being our largest driver, we conducted multiple line-by-line reviews of the payroll forecast keying in on existing, or projected, vacancies. The assumption in developing this payroll forecast is that all the positions are fully funded, occupied, and compensated at the rate in the forecast on July 1. In practice, this rarely happens. Positions are filled earlier or later than expected. Compensation rates vary given a host of factors. Some positions prove extremely difficult to fill and remain open. With that in mind, the decision was made to defund some lines for the coming fiscal year or to project start dates later in the year to garner some reductions. At the same time, we conducted multiple reviews of the aggregated FY24 Ask looking at this data from different perspectives.

The first step in this process was a general quality control of the aggregated FY24 Ask. Every year there are duplications and errors. Some lines are submitted as a footprint for future planning and are there to make an issue part of the conversation more so than actually request an allocation. Pulling those lines out reduced our gap by \$900,000. Next we viewed the request through the perspective of the assigned prioritized categories. This was, after all, why we asked for each submitted line to be assigned a priority. We then eliminated lines assigned the lowest prioritized category as determined by the requester/submitter. These lines tend to be contingency lines or lines not tied specifically to any one need and resulted in another \$300,000+ close to eliminating the gap. We viewed the rest of the aggregated Ask comparing the submitted info to what was allocated in FY23 and also to the burn rate through FY23Q3 through those allocations. With these final steps we were able to close the gap and present you with this balanced Proposed Spending Plan at the \$46.4M level.

Once approved, the Finance team will meet with leadership across the college to discuss adjustments made to the submitted budget requests. One of the significant benefits of coming to the Board in May is it affords the College the time to plan the implementation of the then approved Spending Plan prior to the start of the new fiscal year. Once the budget is set, cost center managers and leaders from any echelon in the organization have the flexibility to move allocated funds around to address changes and emerging priorities. This next round of communications will enable impacted departments and offices to move their final allocation of funds around to best meet their needs prior to July 1. We have always prioritized flexibility in the execution phase of the budget and have allowed cost center managers the ability to move funds from one line to another within their allocation as their needs and priorities change throughout the year.

The aggregated budget request is assembled with information from across the college's four main divisions. It is worth noting that this is the first year in some time the college has had four divisions. The Student Services Enrollment Management (SSEM) Division was reconstituted in the middle of FY23. This exercise was the first time in six years that the departments and activities under SSEM engaged in developing a proposed spending plan as a contiguous unit.

FY24 Spending Plan Narrative

In any given year there are 110-120 individual budgets spread cross these general areas:

PRESIDENT'S DIVISION	ACADEMIC AFFAIRS	STUDENT SVCS - EM	ADMINISTRATION & FINANCE
President's Office	VP of Academic Affairs Office	VP of SSEM	VP of Administration/CFO Office
Human Resources	Business & Technology	Enrollment Management	Finance
Corporate and Community Education	Allied Health	Dean of Students	Student Financial Services
Campus Police	Humanities / Fine Arts	Student Services	Information Technology Services
Institutional Research	Public Service / Social Science	Athletics	College Contingency
Advancement	Math / Science		Facilities
Office of Diversity and Inclusion	Emergent Technologies		Middleboro
Marketing			Special Projects
Communications			

The FY24 Proposed Spending Plan includes \$26.8M full-time payroll, \$9.9M Contractual total (which includes the projected fringe expense), \$9.2M in Required lines and \$500,000 in Preferred lines. This plan represents the largest investment in terms of gross dollars in the operation of the college in seven years with \$9.7M dedicated to operations of the college. There are additional funds dedicated to some areas such as utilities and information technology. Utility rate increases, inflationary factors and demand all contribute to the increased allocations in this area. The additional funds in information technology are largely driven by the College's increased investment in IT security.

ENROLLMENT

The budget development process incorporates input from the Enrollment Projection Team (EPT) at three pre-identified points in the year. The EPT is composed of key staff from within Enrollment Management, Institutional Research, and Division of Early College Access. At the conclusion of each semester's enrollment cycle, the predictive model is updated to incorporate real-time enrollment changes into the Enrollment Forecast which inform the direction of future recruitment and retention activities.

The first step in developing an enrollment projection is calculating the institution's retention rate. Historically, the EPT incorporated retention trend data for specific cohorts dating back to Spring 2011. Until the onset of the COVID-19 Pandemic,

FY24 Spending Plan Narrative

Massasoit's overall retention rate remained fairly consistent and proved to be accurate for projection modeling when applied to the class as a whole rather than individually for specific groups. The retention rate is applied to the whole class to calculate the number of continuing students. Fluctuations in enrollment typically mirror trends in the unemployment rate.

The second step is to calculate the number of incoming students. This group consists of new students, transfer students, and stop-out students who we anticipate will return to the college. The numbers are based on high school data and historical trends.

The projection process for FY24 was highly atypical in comparison to our historical processes due to revisions to the projection model, changes in policy impacting enrollment, and residual impacts of the pandemic. The initial projection process included calculations estimating anticipated fall enrollment outcomes inclusive of the Accelerated Session. This calculation was based on trend data from previous term as well as a separate average credit hour total based on the patterns of the late-enrolling students for the Accelerated Session in prior semesters. At the time of the initial projection, 3,981 students had enrolled for 36,366 credit hours with an additional 270 students projected to enroll at an average of 5.5 credit hours for the remaining month of the enrollment period. This resulted in Fall 2022 enrollment projection of 4,251 students (-11% from prior year) and 37,851 credit hours (-13.9% from prior year).

Typically between 52-54% for students moving spring-to-fall, the Spring 2022 retention rate fell to a historic low of 47.61%. With this unusual decline in mind, the EPT applied conservative projected retention rates for all of FY24 in the spending plan development process. Additionally, current year trends suggested new student enrollment projections should be conservative as well. The initial predictions of the Enrollment Projection Model (EPM) indicated a -5% decrease for the Fall 2023 semester resulting in 36,738 total credit hours, and a +1.1% increase for the Spring 2024 semester, ultimately yielding 32,549 credit hours.

The final FY24 projection, calculated during the first week of March, incorporated Spring 2023 census data and Fall 2022 enrollment actuals. A slight uptick in Fall 2022 Accelerated Session Enrollment (+1% over prior year) improved earlier FY24 EPM projections. Even with that uptick, however, Fall 2022 enrollment decreased -12.5% in headcount and -14.8% in credits over the prior year. Average credits per student also decreased by -0.23 credits per student, from 9.2 credits per student in Fall 2021 to 8.97 credits per student in Fall 2022. The Spring 2023 Accelerated Session was down in enrollment by a third in comparison to Spring 2022, bringing total enrollment for Spring 2023 to -8.3% in headcount and -7.6% in credits. Average credit per student for the spring semester rose ever-so-slightly, from 8.82 credits per student in Spring 2022 to 8.85 credits per student in Spring 2023.

With a second consecutive semester of a historically low retention in the books, a continued decline in the Massachusetts February unemployment rate (3.7% in 2023, as compared to 3.9% in 2022), the community college presidents' decisions to lift the vaccine mandate after the Spring 2023 semester, the EPT met to further revise the projection for the budget development process. The aforementioned conditions, combined with new SUCCESS grant-funded retention efforts and the launch of the

FY24 Spending Plan Narrative

new EAB Navigate Student App, to impact our final projection. By lifting the vaccine mandate, we project increases in the number of returning stop-out students for both fall and spring (+25 for fall and +20 for spring). New student projections remained level for fall and increased by +15 students for spring. To illustrate the complexity of this projection process and the level of detail we explore, the EPT factored in the College's expanded cohort programs, outreach, and advising campaigns encouraging students to enroll in one more course than they did the prior semester. These positive factors are, however, countered by broader trends such as high employment rates, course modality preferences, and other life factors (childcare, transportation, etc) The net result of these considerations was to lower the retention rates for fall (down an additional 1%) and spring (down an additional 3.5%).

The final enrollment projection for the FY24 Proposed Spending Plan Development Process suggests a -2.6% decrease for the Fall 2023 semester resulting in 37,336 total credit hours and a -6.7% decrease for the Spring 2024 semester, resulting in 32,207 credit hours. Actual enrollment trends for summer are extremely consistent year-to-year and continue to be projected at 12,000 credit hours. Accounting for the residual impacts of the pandemic including the vaccine mandate, a shift toward balancing course modalities based on continued enrollment demand in online and hybrid coursework, the continuing decline in the traditional college-age population and the low unemployment rate trend, the total FY24 enrollment projection, is 81,543 credit hours, representing a decrease of -3,182 credit hours or -3.8% as compared to FY23.

Not accounted for in this projection, but looming on the horizon as a promising opportunity to improve community college enrollment across the state, is Governor Maura Healy's proposed MassReconnect program. This proposed scholarship program seeks to support Massachusetts residents 25 years of age or older, without a higher education credential, in earning free associate's degrees and high-quality certificates for in-demand jobs. As this proposal makes its way through the legislative and budget processes, we are tracking it closely for both program interest and potential enrollment impacts.

PROPOSED FEE INCREASE

No fee increase proposal is considered lightly and the college has demonstrated its commitment to remaining affordable given that we remain at or near the top of the list of best deals in public higher education in the Commonwealth. Our tuition and fees have been amongst the lowest of all the community colleges, state universities, and UMass campuses.

When considering a potential fee increase as part of the spending plan development process, we often discuss the notion of "intergenerational equity" where regular modest fee increases prevent an institution from having to make irregular significant fee increases. In the latter case, future students will bear an undue burden while earlier students receive the benefit of the institution's reluctance to impose increases. Our spending plans have relied on the concept of intergenerational equity and we have requested modest increases over the years while avoiding major increases or the creation of new additional fees.

FY24 Spending Plan Narrative

Early stages of FY24 planning called for no increase to our mandatory fee structure. The college implemented a 5% or \$9 fee increase last year. The absence of a fee increase for FY24, coupled with a \$500 increase to the maximum federal Pell Grant award, as well as potential additional funding initiatives from both the Commonwealth and City of Boston will allow us to provide additional financial assistance to students and reduce the net cost for many students that were previously not eligible for grant aid, making a Massasoit education even more affordable and accessible.

The chart below illustrates where Massasoit falls compared to the other 14 Massachusetts community colleges, given the FY23 fee structure.

Institution	FY23
Bunker Hill Community College	\$6,444
Bristol Community College	\$6,674
Mass Bay Community College	\$6,720
Massasoit Community College	\$6,720
Berkshire Community College	\$6,750
North Shore Community College	\$6,790
Cape Cod Community College	\$6,840
Springfield Technical Community College	\$6,846
Holyoke Community College	\$6,890
Greenfield Community College	\$7,022
Quinsigamond Community College	\$7,060
Northern Essex Community College	\$7,100
Mt. Wachusett Community College	\$7,110
Roxbury Community College	\$7,330
Middlesex Community College	\$7,560

OTHER REVENUE

In addition to enrollment and the State appropriation, our revenue streams include fees (General College Fee, Tech Fee, program fees, misc.). Many of these separate revenue streams are based on enrollment. Planning for these revenue streams corresponds directly to that projected enrollment increase or decrease. Revenue for these activities is projected based on a combination of the prior year's actual revenue and any new additional factors that may impact the given activity in the coming fiscal year.

FY24 Spending Plan Narrative

Per the College Investment Policy, we will allocate an amount not to exceed the policy spending rate of 5% of the average of the previous three fiscal years' beginning-period endowment values in our operating budget to help fund operating commitments and strategic priorities.

EXPENSES

COLLECTIVE BARGAINING

The FY24 Proposed Spending Plan includes equal revenue and expense lines represented calculated collective bargaining increase projections associated with both units present on campus. The college has benefited greatly from the state's move to include collective bargaining funds for years 2 and 3 of collectively bargained contracts in our appropriations. Previously the state would fund the first year of each new contract. Collective bargaining increases on years 2 and 3 of any contract were the institution's responsibility to fund from locally generated tuition and fees.

The FY24 Proposed Spending Plan also includes an expense amount associated with projected collective bargaining increases for Non-Unit Professionals. These increases are not covered by state appropriated dollars.

INFORMATION TECHNOLOGY

A major source of ITS funding is from the Technology Fee of \$8/credit assessed to students. Based on current credit hour projections, the fee-based portion of the ITS budget will be approximately \$632,773 – which is slightly less than FY23's funding. Per a standing Board directive, a minimum of one-eighth of this amount (approximately \$79,097) will be spent on instructional media in classrooms and computer labs on items such as student computers, projectors, document cameras, and monitors. In addition to the Technology Fee fund, the ITS budget totals an additional \$3.1M.

The majority of the overall ITS budget, or approximately \$800k+, is earmarked for hardware support and software licensing contracts and renewals. These contracts allow us to provide resources like the MyMassasoit portal, external website, computer classroom software, Microsoft license, security, email, data storage, phone service, enterprise applications, and network infrastructure. The largest component is for our student information systems (e.g. Banner, BDM, DegreeWorks, Argos, Oracle, and eVisions), totaling a little over \$320,000. The fastest-growing segment of the ITS budget is in the area of cybersecurity, with \$273k allocated to insurance, tools, and services whose primary function is to secure the Massasoit environment. Major initiatives in FY24 include a renewal of core and edge networking infrastructure, as well as a renewal of computers and audio-visual equipment in classrooms and computer labs.

CAPITAL EXPENDITURES

The Board of Higher Education requires the College dedicate an amount equal to 5% of the total operating revenues to Capital Adaptation and Renewal projects to

FY24 Spending Plan Narrative

ensure our facilities and infrastructure are capable of supporting our mission. Committing funds to these projects is imperative as it enables us to put our best institutional-self forward thereby helping us to recruit and retain the best students, faculty and staff to the Massasoit community, a practice very much in keeping with Massasoit's tradition of excellence. The College continues to invest significant funds in each year's operating budget dedicated to asset preservation of our existing facilities as well as improvements in conservation, energy efficiency, public safety, cost containment and public interface.

The 5% target is made up of a number of expenses, not just the total expended on projects. We are able to include all funds expending on trades' position salaries, associated fringe for those positions, debt service, and all supplies or services related to the trades. These tend to be the bulk of our 5% every year. The special projects make up the difference and put us over the top of the 5% target.

For the fourth year in a row, Massasoit will not allocate operational dollars towards any capital projects. Instead we will again look to leverage additional sources of funding to maintain the momentum established by years of steady contributions from the operating budget towards projects on campus. Having just completed a five-year allocation for deferred maintenance funding from the Commonwealth, the Division of Capital Asset Management & Maintenance (DCAMM) has renewed their Higher Education Critical Repairs Program for the period of FY24 – FY28. Over this time period, Massasoit will have access to \$8.2M to address repairs and deferred maintenance issues on campus.

The FY24 projects include:

- Canton ADA improvements at front entrance
- Canton campus repaving
- Canton campus Honor Garden landscaping
- Upgrade B building Fire Alarm System
- Upgrade A building Fire Alarm System
- Replace ceiling tiles and grid in B building

All told, the college will be funding nearly \$2.4M in projects without utilizing any operating funds which is on par with the amounts dedicated to projects the last two fiscal years.

MCC FEE ASSISTANCE FUND

MCC Fee Assistance fund is the primary source of institutional financial aid and is primarily used to equitably supplement federal and state grant aid so that financially needy students with an estimated family contribution (EFC) greater than 0 may be awarded enough grant assistance to cover 100% of an average student's direct educational costs (specifically, tuition, fees and books). This approach is consistent with Massasoit's institutional commitment to student success, access and affordability, and allows students from low and moderate income families access to a Massasoit education while minimizing student indebtedness.

FY24 Spending Plan Narrative

While not a formal policy, it has become standard practice at Massasoit to allocate operating funds to this resource each fiscal year. Including this amount in our annual spending plan allows the Financial Aid staff to consider this amount available in their planning for, and packaging of, financial aid awards for students throughout the coming fiscal year. In fiscal years during which we increase student fees, 5% of the projected gross increase is then added to the existing allocation to the MCC Fee Assistance fund. That increased amount is carried forward in subsequent spending plans to be supplemented with any new increases.

With no proposed fee increase requested in the FY24 Proposed Spending Plan, institutional aid in the form of the MCC Fee Assistance Fund will remain static to last year's allocation at \$345,506 – nearly nine times what it was a decade ago.

CONCLUSION

In contemplating a conclusion to this report, we recognize many of the same themes addressed in proposed spending plans for prior years. In terms of finance, enrollment-based revenue remains an area of concern. We've talked for years about the onset of the "demographic cliff" forecasted to impact higher ed and how the pandemic may have accelerated its arrival. We are currently building spending plans with half the credit hours we had a decade ago. There are encouraging signs though. The enrollment projection called for the spring 23 semester to be less than the spring 22 semester. It was, but the silver lining was that spring 23 was exactly what we projected it would be in terms of enrollment. There was no additional drop. That, taken in conjunction with the terrific turnout for the April 1st in-person open house, is cause for some positive vibes heading into FY24.

The new governor's budget proposal was very favorable to the community college sector and new initiatives like MassReconnect and discussions around expansion of that idea are all suggestive of both increased support for and, hopefully, interest in our sector. Every discussion about state appropriated funds needs to include some caveat about forces and influences entirely outside of our control that may impact the Commonwealth's ability to turn concepts into executable plans.

The FY23 plan highlighted a number of key vacancies in leadership positions. For the most part we have filled those positions but other actual and projected vacancies have emerged in the FY24 plan. This is a sector-wide trend at the national level and requires continued institutional investment and attention.

Planning continues on our \$41.1M Transformation Through Renovation project. The college is deep into a series of programming meetings with the Jones' Architect's team, DCAMM, and the faculty/staff at Massasoit. At the same time the Commonwealth has dedicated another round of multi-year funding to address deferred maintenance projects.

The Proposed Spending Plan laid out on the preceding pages outlines voices from across the college expressing what they need in terms of resources to capitalize on these developments and continue to provide for our students' needs as they pursue the goals that brought them to our doors in the first place.

Massasoit Community College Budget Expenditure Classifications

Category 1

- AA** **EMPLOYEE COMPENSATION** – This subsidiary includes regular compensation for full-time employees. It also includes overtime pay, shift differential, sick leave buy back, and awards.
- CC** **SPECIAL EMPLOYEES** – This subsidiary includes payments to individuals who are employed on a temporary basis through contracts. This includes Adjunct Faculty and seasonal employees. In addition, this category includes payments to students who are eligible for work-study.
- DD** **PENSION / INSURANCE** – This subsidiary includes pension and insurance related expenditures associated with departmental operations, such as fringe benefits, unemployment compensation, Medicare, worker's compensation, surety of employees and health and welfare trust fund.

Category 2

- KK** **EQUIPMENT** – This subsidiary includes the purchase and installation of a variety of equipment. For example, ADP equipment, educational equipment, motor vehicles, office equipment, telecommunications equipment, heavy equipment (e.g., front-end loaders, back hoes), photocopiers and duplicators are purchased from this category.
- LL** **EQUIPMENT LEASE / REPAIR** – This subsidiary includes leases, short-term rentals, and the maintenance / repair of equipment not related to Information Technology or infrastructure facilities.
- NN** **INFRASTRUCTURE** – This subsidiary includes expenditures for projects that construct and/or maintain real property assets of the Commonwealth. For example, building and land maintenance and improvement projects, hazardous waste removal, maintenance of roadways (salt, sand, patch), and maintenance supplies that are project-specific are purchased or paid in this category.

Category 3

- BB** **EMPLOYEE EXPENSES** – This subsidiary includes reimbursement to employees and payments on behalf of employees such as hotels, meals, fares and tolls, private auto mileage, conference and registration fees, in-state and out-of-state travel, reimbursement or payment to police officers for the purchase or cleaning of work-related clothing, and overtime meals.

- EE** **ADMINISTRATIVE EXPENSES** – This subsidiary includes administrative expenses associated with departmental operations. For example, office and administrative supplies, postage, printing expenses and supplies, periodical subscriptions, departmental memberships, advertising expenses, professional development registration fees, bottled water (including incidental rental costs of the equipment), fees, fines, licenses & permits, meeting incidentals and state single audit charges are purchased or paid in this category.
- FF** **FACILITY OPERATIONS** – This subsidiary includes the cost of operating state facilities. For example, food and beverages, kitchen and dining supplies, drugs, laboratory supplies, medical supplies, live animal supplies, clothing and footwear, facility furnishings, laundry supplies, cleaning supplies, gardening supplies, grounds keeping tools, library supplies and materials, teaching supplies and materials, recreational and social supplies, maintenance and repair supplies (stock only, hardware, plumbing, electrical supplies and motor vehicle parts), hand tools for maintenance and repair, floor coverings, and law enforcement supplies are purchased or paid in this category.
- GG** **ENERGY COSTS** – This subsidiary includes expenditures for plant operations, space rentals, electricity and natural gas, vehicle fuel, fuel for buildings, water, sewage disposal and payments to energy management services.
- HH** **PROFESSIONAL SERVICES** – This subsidiary includes expenditures for specialized external professional services for specific projects over defined time periods. For example, accountants, ADP professionals, arbitrators, attorneys, honoraria for visiting speakers and lecturers, medical consultants, and program coordinators are paid in this category.
- JJ** **OPERATIONAL SERVICES** – This subsidiary includes compensation expenditures for the routine functioning of departments as part of a department's daily programmatic activities. Services are provided by non-employees, generally by contractual arrangement. For example, accreditation review costs, art models, performers, athletic services (coaches, officials, lifeguards), financial and data processing services, examiners/monitors/graders, exterminators, non-hazardous waste removal, laundry, messenger and security services, interpreters for the deaf, external snow removal and grounds keeping services, tutorial services, and licensed professional trade persons are paid in this category.
- MM** **TUITION / EDUCATIONAL FEES** – This subsidiary is used only for payments of tuition or fees such as malpractice insurance on behalf of students.
- RR** **SCHOLARSHIPS** – This subsidiary is used only for the disbursement of educational assistance (Financial Aid).
- SS** **DEBT PAYMENTS** – This subsidiary is used for serving any accrued debt taken on by the College.
- TT** **STUDENT INSURANCE PAYMENTS** – This subsidiary is used only for payment of insurance policies on behalf of students at the College.
- UU** **INFORMATION TECHNOLOGY EXPENSES** – This subsidiary is used for telecommunications expenditures.

Massasoit Community College

Fiscal Year 2024 Proposed Spending Plan

TOTAL COLLEGE REVENUES					
Revenue Type	Prior Fiscal Year Actuals				2024
	2020	2021	2022	2023**	Proposed
State Appropriation	\$23,205,872	\$24,474,232	\$25,178,271	\$25,391,674	\$26,040,568
Collective Bargaining Funds	\$0	\$0	\$643,475	\$504,486	\$314,951
Formula Funding Adjustment	\$435,890	\$363,759	\$0	\$443,062	\$668,360
Deferred Maintenance Reimbursement	\$0		\$0	\$0	\$0
Operating Fund	\$26,718,327	\$25,932,161	\$21,325,214	\$19,831,259	\$18,779,805
SUBTOTAL	\$50,360,089	\$50,770,152	\$47,146,960	\$46,170,481	\$45,803,684
Carry Over from Prior FY	\$0	\$0	\$0	\$0	\$0
ACPTF Transfer Out	(\$70,000)	(\$130,000)	(\$30,000)	(\$30,000)	(\$30,000)
ACPTF Transfer In (Remaining Balance)	\$48,694	\$55,914	\$18,700	\$0	\$0
Fee Assistance Scholarship Transfer Out	(\$273,710)	(\$308,527)	(\$308,527)	(\$345,506)	(\$345,506)
One-Time Reserve Transfer In	\$0	\$0	\$0	\$0	\$0
CEIP Transfer In	\$50,000	\$0	\$0	\$0	\$0
Capital Reserve Transfer In	\$425,000	\$0	\$0	\$0	\$0
Realize Gain on Investments	\$0	\$0	\$0	\$1,000,000	\$1,000,000
TOTAL	\$50,540,073	\$50,387,539	\$46,827,133	\$46,794,975	\$46,428,178
** FY23 Revenue figures represent the approved Budget and not Actual receipts.					

Massasoit Community College

Fiscal Year 2024 Proposed Spending Plan

		TOTAL COLLEGE PROPOSED EXPENDITURES				
		Prior Fiscal Year Actuals				2024
Account	Account Description	2020	2021	2022	2023**	Proposed
AA	Overtime/FT Salaries	\$26,948,968	\$26,761,174	\$25,991,872	\$26,883,694	\$26,260,013
CC	PT Salaries	\$8,236,973	\$7,421,224	\$8,148,904	\$8,686,730	\$8,760,207
DD	Insurance/Benefits	\$2,042,371	\$1,397,307	\$899,414	\$1,492,332	857,995
Payroll/Benefits:		\$37,228,312	\$35,579,705	\$35,040,190	\$37,062,757	\$35,878,215
KK	Equipment	\$366,170	\$71,354	\$232,005	\$264,042	\$202,942
LL	Repairs/Leases	\$442,253	\$343,277	\$611,594	\$744,534	\$617,766
NN	Construction	\$2,658,042	\$614,045	\$744,269	\$689,270	\$906,952
Capital Improvements/Equipment		\$3,466,465	\$1,028,676	\$1,587,868	\$1,697,846	\$1,727,659
BB	Employee Expenses	\$124,510	\$33,910	\$54,381	\$194,685	\$308,365
EE	Administrative/Office Supplies	\$1,115,948	\$843,378	\$976,358	\$1,516,115	\$1,552,826
FF	Facility/Educational Supplies	\$606,649	\$385,122	\$424,208	\$658,379	\$769,333
GG	Utility Expense/Space Rental	\$1,078,399	\$1,012,516	\$1,054,823	\$1,262,156	\$1,504,800
HH	Professional Consultant Services	\$638,478	\$475,302	\$501,899	\$567,555	\$611,505
JJ	Operational Consultant Services	\$481,324	\$223,891	\$574,887	\$700,060	\$740,500
MM	Tuition/Educational Fees	\$3,437	\$0	\$0	\$12,000	\$0
RR	Entitlements	\$2,000	\$4,815	\$2,000	\$6,000	\$6,000
SS	Debt Service	\$825,000	\$825,000	\$825,000	\$820,064	\$820,064
TT	Student Insurance/Special Payments	\$1,937	\$295	(\$2,289)	\$1,200	\$1,200
UU	Information Technology Expense	\$1,941,151	\$1,714,801	\$1,881,817	\$2,296,159	\$2,507,711
Operations/Other		\$6,818,833	\$5,519,030	\$6,293,083	\$8,034,373	\$8,822,303
TOTAL COLLEGE		\$47,513,610	\$42,127,411	\$42,921,141	\$46,794,975	\$46,428,178
** Expenditure figures in the FY23 column represent FY23 budget figures and not actual expenditures as this report is being published prior to the end of FY23. Actual expenditures will be included at a later date after year end close.						

Massasoit Community College

Fiscal Year 2024 Proposed Spending Plan

		President's Division				
		Prior Fiscal Year Actuals				2024
Account	Account Description	2020	2021	2022	2023**	Proposed
AA	Overtime/FT Salaries	\$3,710,900	\$5,734,122	\$5,467,093	\$5,623,377	\$3,661,699
CC	PT Salaries	\$329,915	\$458,621	\$370,899	\$613,265	\$391,553
DD	Insurance/Benefits	\$247,379	\$303,356	\$124,959	\$285,871	-
Sub-total	Payroll/Benefits	\$4,288,194	\$6,496,099	\$5,962,951	\$6,522,513	\$4,053,252
KK	Equipment	\$76,627	\$930	\$5,390	\$1,000	\$1,000
LL	Repairs/Leases	\$50,341	\$16,153	\$24,455	\$31,485	\$32,606
NN	Construction	\$0	\$0	\$0	\$0	\$0
Sub-total	Capital Improvements/Equipment	\$126,968	\$17,083	\$29,845	\$32,485	\$33,606
BB	Employee Expenses	\$50,838	\$25,208	\$35,429	\$89,030	\$108,750
EE	Administrative/Office Supplies	\$611,525	\$473,642	\$513,312	\$772,206	\$774,761
FF	Facility/Educational Supplies	\$46,843	\$45,188	\$65,672	\$74,491	\$111,016
GG	Utility Expense/Space Rental	\$0	\$0	\$0	\$0	\$6,750
HH	Professional Consultant Services	\$471,273	\$369,684	\$341,399	\$285,855	\$291,765
JJ	Operational Consultant Services	\$131,038	\$146,691	\$143,715	\$235,400	\$225,700
TT	Student Insurance/Special Payments	\$0	\$0	\$0	\$0	\$0
UU	Information Technology Expenses	\$95,527	\$31,897	\$59,125	\$70,543	\$75,683
Operations/Other		\$1,407,044	\$1,092,310	\$1,158,653	\$1,527,525	\$1,594,425
TOTAL		\$5,822,206	\$7,605,492	\$7,151,448	\$8,082,524	\$5,681,283
** Expenditure figures in the FY23 column represent FY23 budget figures and not actual expenditures as this report is being published prior to the end of FY23. Actual expenditures will be included at a later date after year end close.						

Massasoit Community College

Fiscal Year 2024 Proposed Spending Plan

		Administration and Finance Division				
		Prior Fiscal Year Actuals				2024
Account	Account Description	2020	2021	2022	2023**	Proposed
AA	Overtime/FT Salaries	\$8,422,320	\$6,645,162	\$6,527,998	\$7,438,444	\$7,222,512
CC	PT Salaries	\$358,540	\$182,390	\$170,278	\$330,442	\$445,303
DD	Insurance/Benefits	\$758,212	\$368,627	\$311,280	\$331,813	857,995
Sub-total	Payroll/Benefits	\$9,539,072	\$7,196,179	\$7,009,556	\$8,100,700	\$8,525,810
KK	Equipment	\$215,389	\$40,479	\$108,079	\$155,820	\$15,300
LL	Repairs/Leases	\$327,951	\$277,487	\$338,011	\$350,585	\$229,455
NN	Construction	\$2,633,062	\$601,035	\$730,549	\$664,870	\$785,120
Sub-total	Capital Improvements/Equipment	\$3,176,402	\$919,001	\$1,176,639	\$1,171,275	\$1,029,875
BB	Employee Expenses	\$27,328	\$2,261	\$2,671	\$12,850	\$10,780
EE	Administrative/Office Supplies	\$372,123	\$285,218	\$375,310	\$562,883	\$568,262
FF	Facility/Educational Supplies	\$120,407	\$22,090	\$66,605	\$124,300	\$160,300
GG	Utility Expense/Space Rental	\$1,077,222	\$1,012,516	\$1,052,440	\$1,259,606	\$1,495,000
HH	Professional Consultant Services	\$118,536	\$80,443	\$132,027	\$185,300	\$189,000
JJ	Operational Consultant Services	\$266,369	\$34,841	\$353,597	\$327,000	\$355,000
SS	Debt Service	\$825,000	\$825,000	\$825,000	\$820,064	\$820,064
TT	Student Insurance/Special Payments	\$1,937	\$295	(\$2,289)	\$1,200	\$1,200
UU	Information Technology Expense	\$1,556,414	\$1,462,009	\$1,553,582	\$1,788,567	\$1,964,769
Sub-total	Operations/Other	\$4,365,336	\$3,724,673	\$4,358,943	\$5,081,770	\$5,564,375
TOTAL		\$17,080,810	\$11,839,853	\$12,545,138	\$14,353,745	\$15,120,061
** Expenditure figures in the FY23 column represent FY23 budget figures and not actual expenditures as this report is being published prior to the end of FY23. Actual expenditures will be included at a later date after year end close.						

Massasoit Community College

Fiscal Year 2024 Proposed Spending Plan

		Student Services / Enrollment Management Division				
		Prior Fiscal Year Actuals				2024^
Account	Account Description	2020	2021	2022	2023	Proposed
AA	Overtime/FT Salaries					\$4,397,627
CC	PT Salaries					\$1,112,190
DD	Insurance/Benefits					-
Sub-total	Payroll/Benefits					\$5,509,817
KK	Equipment					\$200
LL	Repairs/Leases					\$238,450
NN	Construction					\$6,150
Sub-total	Capital Improvements/Equipment					\$244,800
BB	Employee Expenses					\$63,035
EE	Administrative/Office Supplies					\$110,533
FF	Facility/Educational Supplies					\$165,035
GG	Utility Expense/Space Rental					\$1,900
HH	Professional Consultant Services					\$32,440
JJ	Operational Consultant Services					\$89,800
MM	Tuition/Educational Fees					\$0
RR	Entitlements					\$0
TT	Student Insurance/Special Payments					\$0
UU	Information Technology Expense					\$44,190
Sub-total	Operations/Other					\$506,932
TOTAL						\$6,261,549
^ FY24 represents the reconstitution of the SSEM Division and is the first data set in the prior year trend period that contains deliberate planning/execution of financial information for this division as a contiguous entity.						

Massasoit Community College

Fiscal Year 2024 Proposed Spending Plan

		Academic Affairs Division				
		Prior Fiscal Year Actuals				2024
Account	Account Description	2020	2021	2022	2023**	Proposed
AA	Overtime/FT Salaries	\$14,815,748	\$14,381,890	\$13,996,781	\$13,821,873	\$10,978,174
CC	PT Salaries	\$7,548,518	\$6,780,213	\$7,607,728	\$7,743,023	\$6,811,161
DD	Insurance/Benefits	\$1,036,780	\$725,324	\$463,174	\$874,648	-
Sub-total	Payroll/Benefits	\$23,401,046	\$21,887,427	\$22,067,683	\$22,439,544	\$17,789,335
KK	Equipment	\$74,154	\$29,945	\$118,535	\$107,222	\$186,442
LL	Repairs/Leases	\$63,961	\$49,637	\$249,129	\$362,464	\$117,255
NN	Construction	\$24,980	\$13,010	\$13,720	\$24,400	\$115,682
Sub-total	Capital Improvements/Equipment	\$163,095	\$92,592	\$381,384	\$494,086	\$419,378
BB	Employee Expenses	\$46,344	\$6,441	\$16,281	\$92,805	\$125,800
EE	Administrative/Office Supplies	\$132,300	\$84,518	\$87,736	\$181,026	\$99,270
FF	Facility/Educational Supplies	\$439,399	\$317,844	\$291,931	\$459,587	\$332,982
GG	Utility Expense/Space Rental	\$1,177	\$0	\$2,383	\$2,550	\$1,150
HH	Professional Consultant Services	\$48,669	\$25,175	\$28,473	\$96,400	\$98,300
JJ	Operational Consultant Services	\$83,917	\$42,359	\$77,574	\$137,660	\$70,000
MM	Tuition/Educational Fees	\$3,437	\$0	\$0	\$12,000	\$0
RR	Entitlements	\$2,000	\$4,815	\$2,000	\$6,000	\$6,000
TT	Student Insurance/Special Payments	\$0	\$0	\$0	\$0	\$0
UU	Information Technology Expense	\$289,210	\$220,895	\$269,110	\$437,049	\$423,069
Sub-total	Operations/Other	\$1,046,453	\$702,047	\$775,488	\$1,425,077	\$1,156,571
TOTAL		\$24,610,594	\$22,682,066	\$23,224,555	\$24,358,707	\$19,365,285
** Expenditure figures in the FY23 column represent FY23 budget figures and not actual expenditures as this report is being published prior to the end of FY23. Actual expenditures will be included at a later date after year end close.						

MASSASOIT COMMUNITY COLLEGE
FISCAL YEAR 2024 BUDGET
SCHEDULE OF PRIOR APPROVAL ITEMS

Trust Fund guidelines as adopted by the Massasoit Community College Board of Trustees require prior approval of the following items:

1. Expenditures which personally benefit the President

There are no planned expenditures in this category for Fiscal Year 2024.

2. Expenditures for renovations or repairs of the President's office or home

There are no planned expenditures in this category for Fiscal Year 2024.

3. Expenditures for membership dues

Expenditures for approved institutional memberships are provided for in Operations/Other of the President's Office budget.

4. Expenditures for attendance at charitable dinners or events

Participation in community charitable dinners or events is planned not to exceed a total of \$7,500 in Fiscal Year 2024.

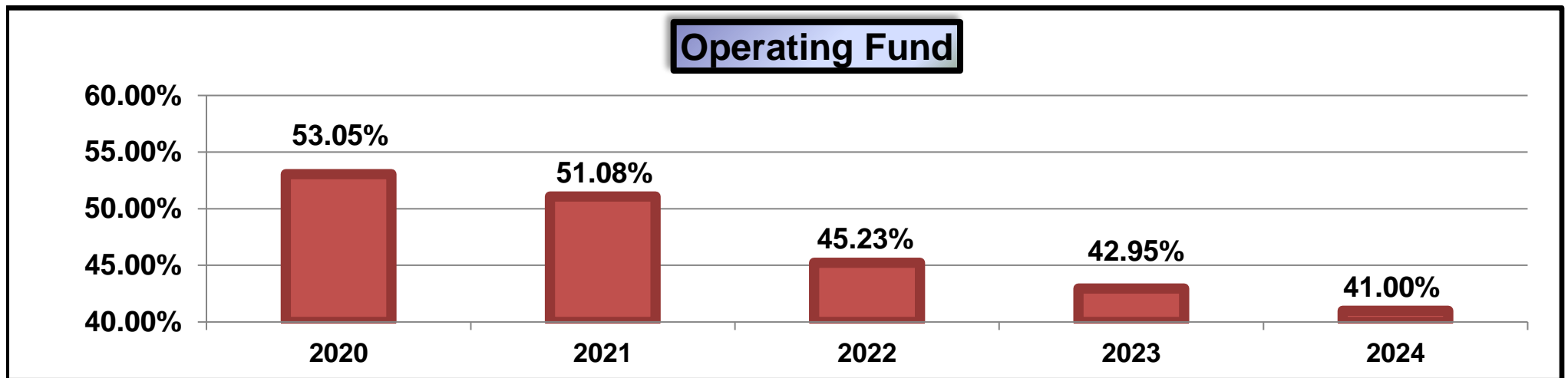
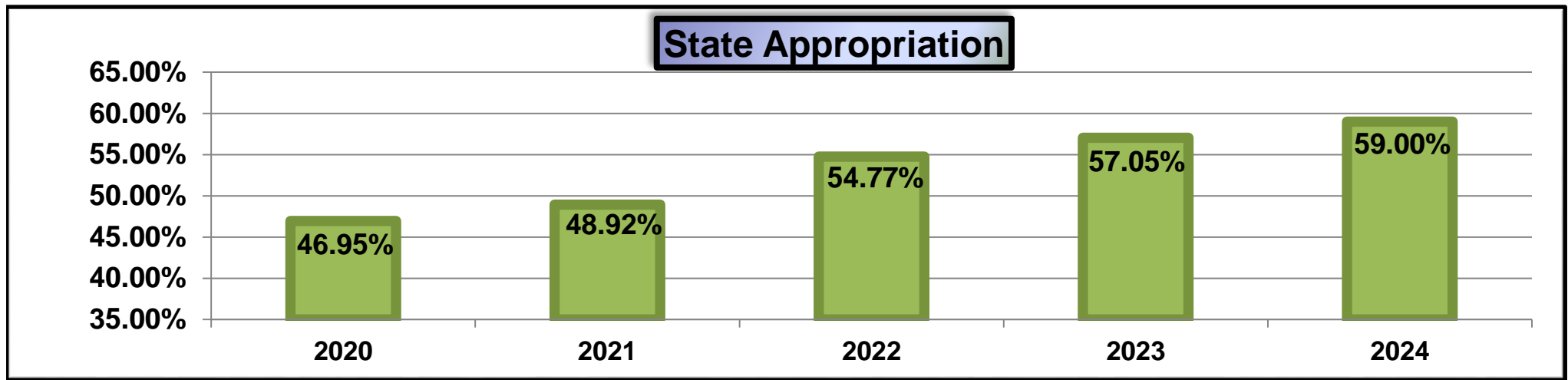
5. Expenditures for Trustees' Travel

The College normally provides for Trustees' attendance at conferences for professional development as well as reimbursement for private auto mileage. The cost of Trustees' travel shall not exceed \$35,000.

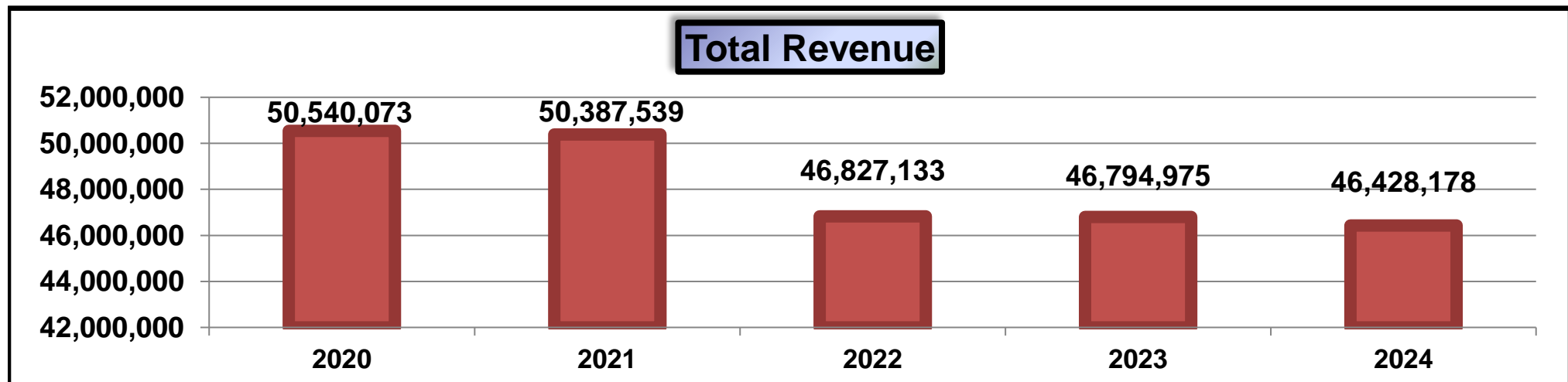
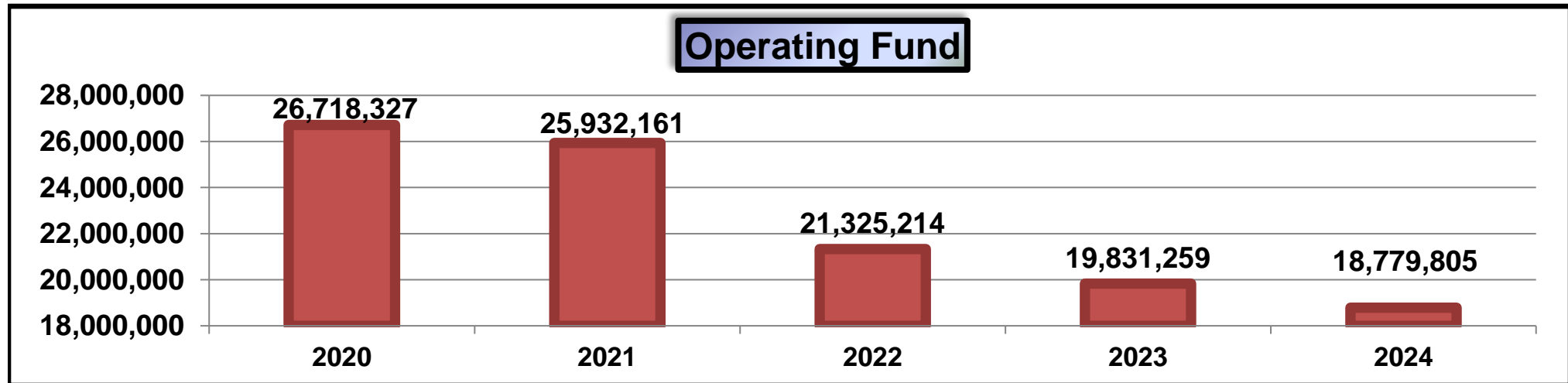
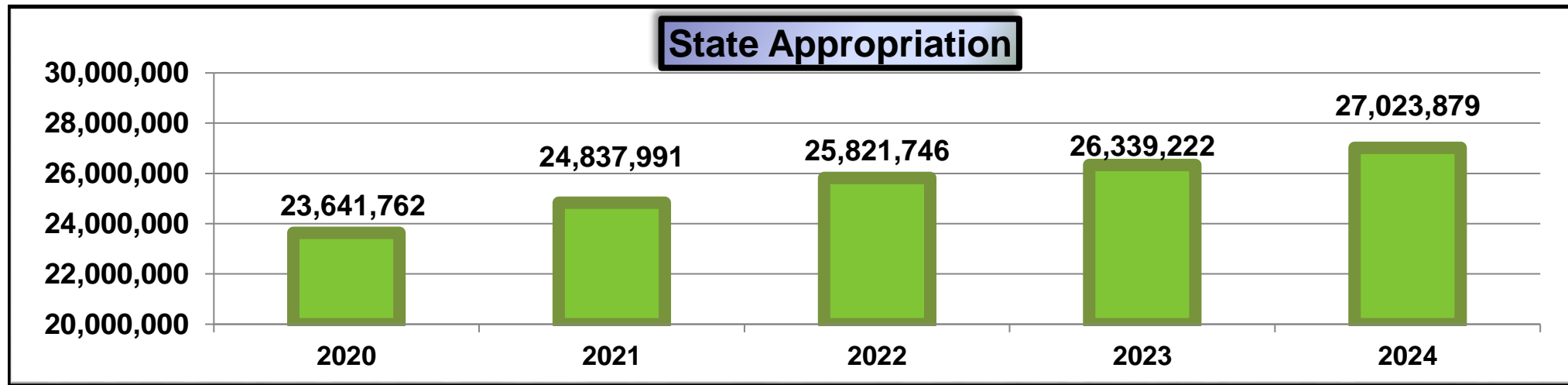
6. Expenditures for entertainment of guests in the President's home

There are no planned expenditures in this category for Fiscal Year 2024.

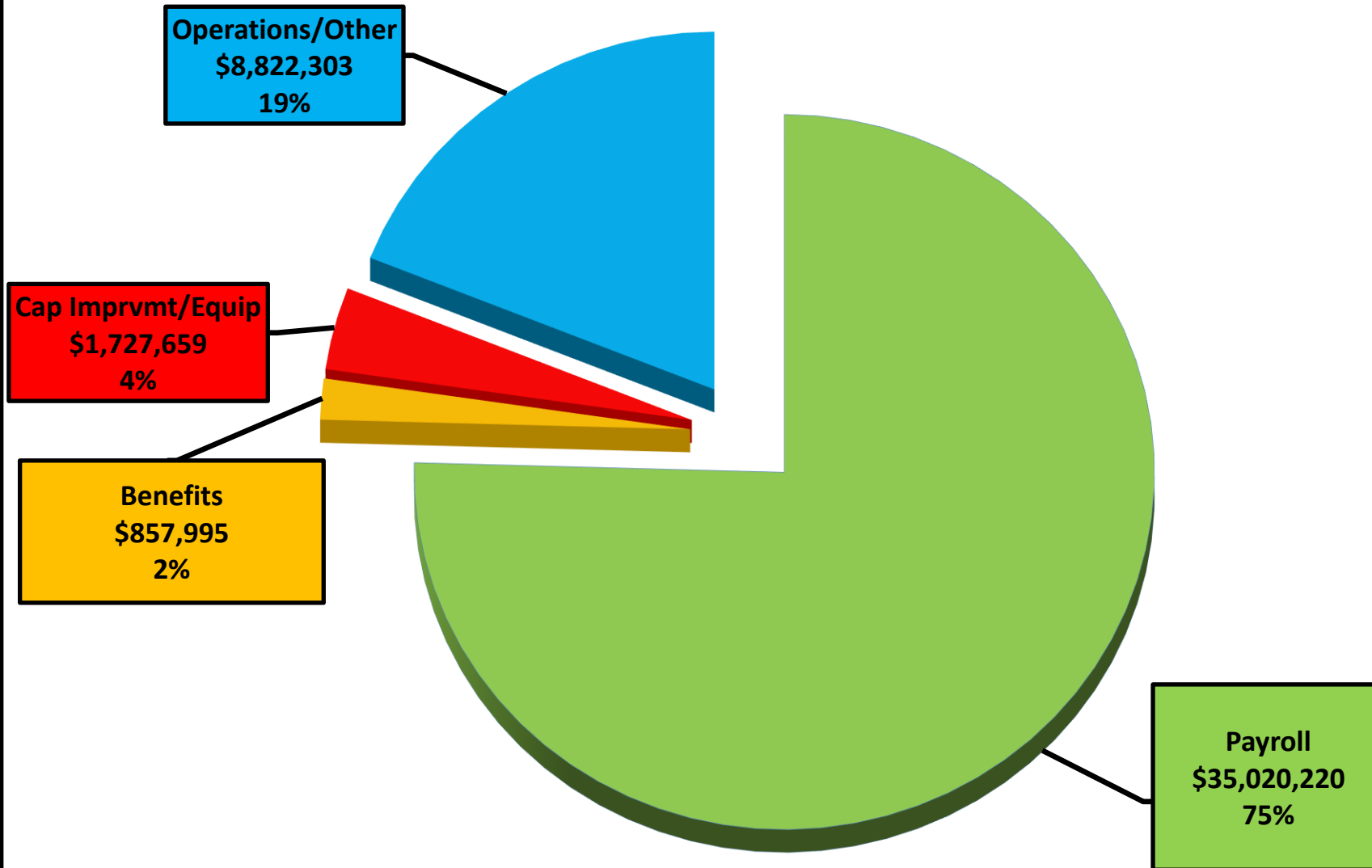
Operating Revenue by Source - Percentage of Total Operating Revenue FY2020 - FY2024



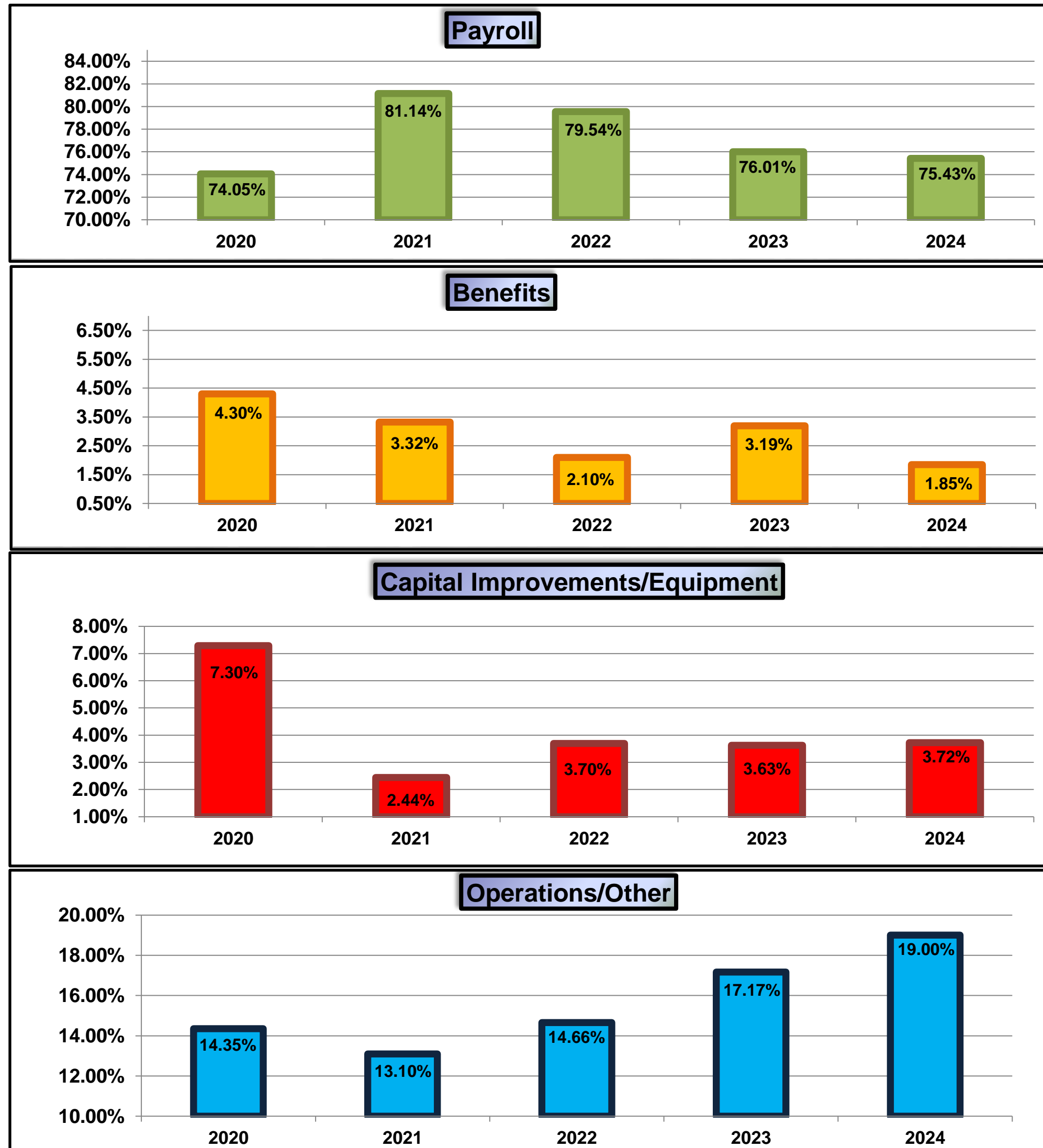
Operating Revenue by Source - Gross Dollar Amount and Total Revenue FY2020 - FY2024



Fiscal Year 2024 Expenditures by Category

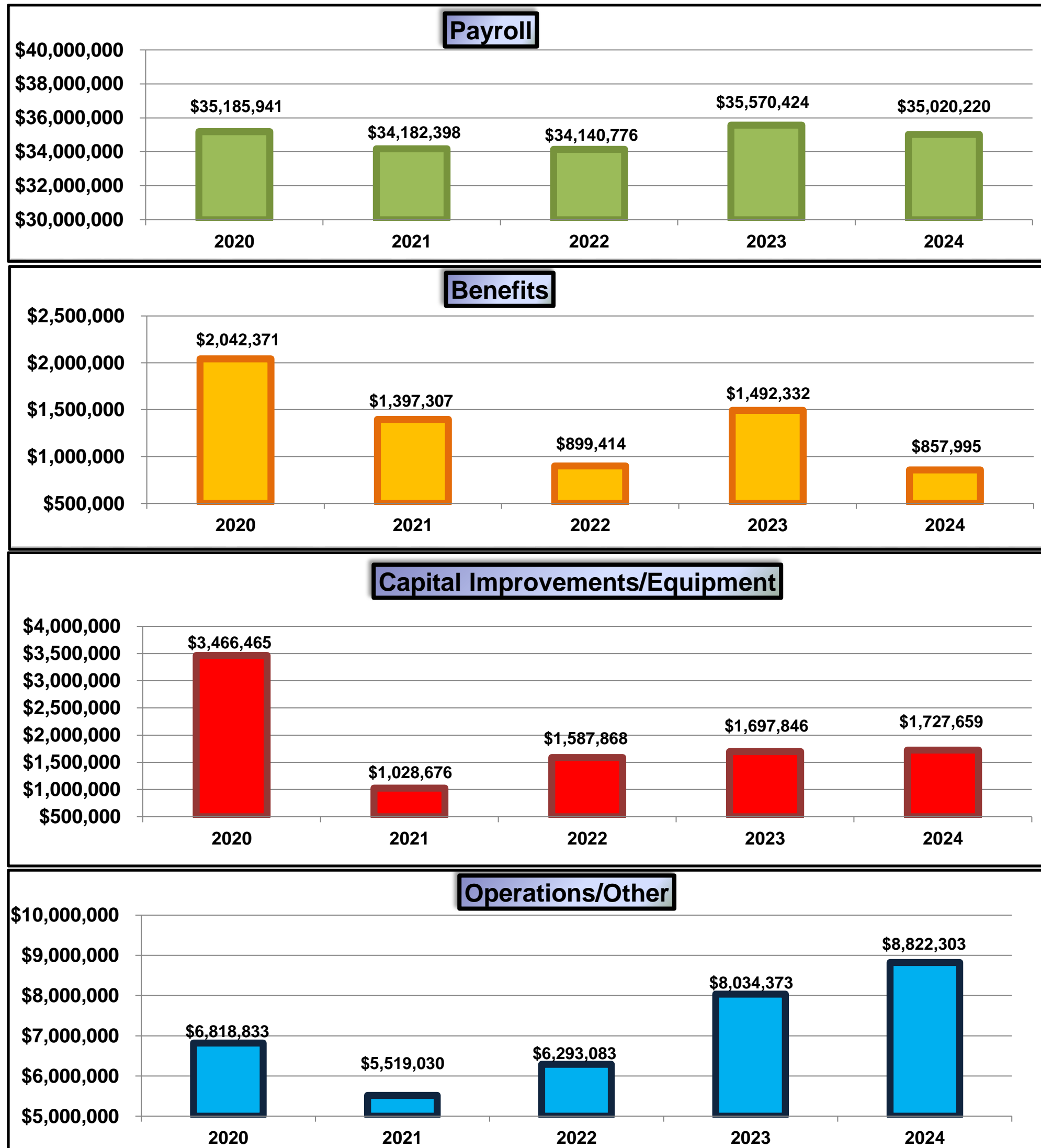


Expenditures by Category - Percentage of Total Budget FY2020 - FY2024



Note: Data for FY20 - 22 represents end of year Actuals. FY23 and 24 are Budget dollars.

Expenditures by Category - Gross Dollar Amounts FY2020 - FY2024



Note: Data for FY20 - 22 represents end of year Actuals. FY23 and 24 are Budget dollars.