MASSASOIT COMMUNITY COLLEGE

Fiscal Year 2025

Proposed Spending Plan

July 1, 2024 – June 30, 2025

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May 2024

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INTRODUCTION

The FY2025 Proposed Spending Plan is $53.8 million, as compared to our FY2024 spending plan of $46.4 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 an initial bill (H1) with the House Ways and Means Committee (HWM). 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 $56.1B budget proposal on January 24, 2024 which will, in part, "ensure every student is receiving a high quality education…". The Governor's budget included $24M for MassReconnect (free community college for qualified students 25 years or older), $125M in deferred maintenance funding, $14M for the Community College SUCCESS Fund and $80M to sustain the expansion of student financial aid begun with the FY24 plan.

The Massasoit line item in the H1 called for an appropriation of $28,946,844 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. 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 H2 figure to base our FY25 planning on and can adjust as additional information emerges.

To calculate fringe expenses for FY25, we initially used the figure of 47.85% for the fringe benefit rate and 2.85% 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 early April we received word from the State Comptroller that the actual rates for FY25 would be 43.43% and 1.62% respectively. These rates were very close, slightly lower actually, to those we used in early payroll planning for FY25 and resulted in minimal changes to our ongoing planning. Being essentially level to the previous year, this marked the end of a 3 year trend of increasing rates. We are still carrying more state appropriated funds than we have in full-time payroll which means we are only applying that lower payroll tax rate as our fringe expense.

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 sufficient state appropriated funds for 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 FY25 will be half that at just a shade over $1M. In years past, the college would often include funded vacant positions in the payroll forecast with the assumption that the positions would be filled and triggering associated fringe expense from the Day 1 of the FY. The senior leadership undertook a major effort in this budget development process to approach filling vacancies with a much more deliberate and surgical approach spreading projected start dates across the calendar after taking into account the demands and workload inherent to conducting successful searches. This resulted in a tighter projected fringe expense for FY25. The gross dollars are not significantly impacted because, again, we're only talking about applying that smaller payroll tax rate. Continuing this practice will pay future benefits when the full-time payroll returns to a level exceeding the state appropriation.

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. 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.

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. You 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 FY25, it was roughly the same, for these early planning purposes, as FY24.

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 nearly $57M, up nearly $6M from the initial aggregated request in the FY24 process and $3.2M over the projected revenue figure for the FY25 process.

Addressing the $3.2M 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 is a general quality control of the aggregated Ask. Every year there are duplications and errors. From the earliest reviews in this year's exercise, it was clear that the submitted requests had undergone rigorous review before being submitted. There was very little that stood out drawing attention from either a quality control or prioritized category perspective. The focus of any effort to reduce the Ask needed to be on requested positions; either newly requested or vacancy fills. The senior leadership of the college met and collaboratively closed the gap to around $500,000 early in the process by vetting new positions and actively managing the slate of vacancy fills for the coming FY. By coming to consensus on positions, starting dates and projected starting salaries, they eliminated over $1.5M from the Ask.

Once approved, the Finance team will meet with leadership across the college to discuss adjustments made to the submitted budget requests. 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. The FY24 submission highlighted the fact that the college returned to a four-division structure for the first time in years. The college structure continues to evolve with discussions about how the organization should be structured to maximize the effectiveness and implementation of the new strategic plan. The table below represents the current structure showing placement of departments and divisions after the FY24 return to four divisions.

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
Communications	Allied Health	Dean of Students	Student Financial Services
Marketing	Humanities / Fine Arts	Student Services	Information Technology Services
Campus Police	Public Service / Social Science	Athletics	College Contingency
Advancement	Math / Science		Facilities
Office of Diversity and Inclusion	Emergent Technologies		Middleboro
	Institutional Research		Special Projects
	Corporate and Community Education		

The FY25 Proposed Spending Plan includes $28.9M full-time payroll, $11.9M Contractual total (which includes the projected fringe expense), $13.5M in Required lines and $736,000 in Preferred lines. This plan represents the largest investment in terms of gross dollars in the operation of the college in years with $11.2M dedicated to operations of the college. There are additional funds dedicated to some areas such as utilities and information technology. The additional funds in information technology are largely driven by the College's increased investment in IT security.

STRATEGIC PLANNING

Every budget planning cycle brings its own set of unique circumstances. The FY25 spending plan development process took place parallel to the college's strategic planning process. This latest strategic planning process was very likely the most robust such planning process the college has taken on in recent years, made all the more important as it followed a protracted period of operating without any such plan in place at the college. For a number of years, the spending plan development was the only formal place or process where the college community expressed priorities within the operation of the college. The necessity of tying the new strategic plan to the budget process was obvious. There is no shortage of periodic material emphatically agreeing that organizations should, in fact, tie these processes together. There is a dearth of material explaining how to actually accomplish that feat.

Early discussions amongst the senior leadership reflected some of the key difficulties in tying these processes together, in particular because the strategic planning process was starting essentially from scratch as opposed to building on an existing, expired plan that had been represented in multiple spending plan development processes. Timing and concrete information are examples of some of these challenges. The spending plan process would reach a point requiring "hard" numbers before the strategic planning process was ready to provide such data. This strategic planning process was already operating under an ambitious and compressed timeline for development so to request it be accelerated to feed the spending plan development process was not a realistic option. Clearly the strategic planning process would provide directional info to the budget development but more specific dollar-to-goal information was not likely.

From a spending plan perspective, the college inserted large dollar contingency lines labeled to the effect of "strategic planning support" into the aggregated budget submission. However, once the entire college's budget request was assembled the result was a gap between projected resources and requested expenses to the tune of over $3M. As odd as it sounds, a $3M gap at that stage of the process developing a ~$50M spending plan is a very manageable number. One of the key tenets of our philosophy behind building spending plans has been the strategic allocation of our financial resources. That strategy, when faced with a gap in resources, suggests that the first lines drawing attention when looking to close a gap are the contingency lines; the "what-if" lines. In this case, however, we were looking at contingency lines deliberately inserted to support the eventual Goals and Strategies put forth by the strategic plan.

A further review of the budget submissions and payroll forecast revealed significant dollars requested for personnel and initiatives within the developing strategic plan. By this stage of the budget development process, the bulk of the strategic plan had taken place. There were additional refinements to come as the community, the leadership and the Board considered the plan and weighed in with feedback but the solid core had been developed and was there throughout this refinement stage. That gave the Finance team the confidence to consider what we were seeing in the request as equal to support for the eventual final strategic plan. After viewing both the assembled budget request and the payroll forecast for FY25, we identified $4.2M in operational expenses and nearly $1.0M in personnel expenses as direct support, or new investments, in the strategic plan for the coming fiscal year.

Future budget development exercises will benefit from having a standing strategic plan to use as a right guide for budget deliberations throughout all echelons of the college. With some simple modifications to the budget request forms and associated messaging, we will be able to more readily identify requested lines in direct support of the ongoing strategic plan. This will assist the college leadership in future budget discussions about prioritization with respect to the allocation process and help determine where the college should be investing its operating financial resources.

ENROLLMENT

The budget development process integrates 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. This year, we have new leadership in the EPT, which consists of Jeffrey Mei, the new Registrar; Joseph Harris, the Associate Dean of Student Success; Mary Goodhue-Lynch, Associate Dean of Institutional Research and Ruben Barato, Vice-President of Student Services and Enrollment Management. 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 informs the direction of future recruitment and retention activities.

The first step in developing an enrollment projection is calculating the institution's retention rate. This includes incorporating retention trend data for specific cohorts as well as the impact of the local unemployment rate. The retention rate is then applied to the whole class to calculate the number of continuing students. 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, historical trends, and changes in policies that have influence on enrollment. The third and final step is determining the projected average number of credits per student. This then is applied to the whole class to determine the projected total number of credits.

At the start of the projection process for FY25 we find the College trending in a positive direction for the first time in many years. Enrollment gains witnessed in FY24 are projected to continue thanks to a number of contributing factors to include traditional high school enrollment growth and modest increases due to the State's MassReconnect program. We have noted increases in specific demographics such as Hispanic, Haitian, Cape Verdean, and Black students – all populations targeted in our strategic enrollment plan. Looking at the overall picture, headcount and average credit per head are both metrics on the upswing representing improvements in both rate and volume. These improvements are also reflected in the continued interest and enrollment in our accelerate sessions. Lastly, in taking of stock where we are now, the college has seen the fruit of the number of retention initiatives put in place the last few years with our spring-to-fall retention rate surging from a low of 47% in 2022 to 54% in 2024.

Projecting enrollment as we do in this process is difficult for a host of reasons. We rely on trend data to inform our base assumptions but there are many factors on and, more importantly, off campus that come into play over the months between when we make our projections and when students actually walk through our doors. We have a bit more data this year to inform our assessment of the potential impact of MassReconnect. The discussions surrounding MassEducate (aka "Free Community College") are reminiscent of the MassReconnect roll-out leading up to FY24. We believe there are positive outcomes within these state offerings. Some of that has proven out in the Spring 2024 semester as we believe we are finally seeing MassReconnect's impact. MassEducate is sure to be a widely discussed topic in the Commonwealth's budget deliberations through Conference Committee. If those deliberations infringe on the timely roll-out of the program, it may be a semester or more before we see the enrollment impact on campus. All that taken into consideration, we believe these programs will have some positive effect on the stop-out population (defined as students with a disruption/delay in the progression of their studies by at least one semester as opposed to continuing students who have rolled from one semester to another contiguously) bringing more of them back to campus. As the EPT deliberated the FY25 projections, the regional unemployment rate sat at 2.9%. There is some suggestion that the unemployment rate in the region could increase slightly over the course of the next year+ but not significantly. Truly evaluating the unemployment rate would include determining Discouraged and Marginalized Workers within the given numbers but, generally speaking, a lower unemployment rate historically speaks to an unfavorable impact on our enrollment numbers. With jobs more readily available and more people actively working, fewer people are coming to school looking to reboot careers or obtain additional new skills. They're busy working. Programs like MassReconnect, MassEducate, and Tuition Equity all seek to entice some of those workers to begin, or resume, their higher education pursuits. The college has attempted to make those returns all the easier by fast-tracking admissions and onboarding processes, expanding cohort programs, outreach, and advising campaigns to increase enrollment.

The final enrollment projection for the FY25 Proposed Spending Plan Development Process suggests an 8.5% increase in credits for the Fall 2024 semester resulting in 41,323 total credit hours and a slight decrease of -0.87% the Spring 2024 semester resulting in 37,563 credit hours. Actual enrollment trends for summer are extremely consistent year-to-year and continue to be projected at 12,000 credit hours.

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.

Given the projections associated with our budget development process, the decision was made very early on to not pursue a fee increase. As discussed above, intergenerational equity plays a role in that decision but the context of the budget being developed factors just as heavily. When weighing the projected revenue and requested expenses, as well as spending trends of the recent past, the college leadership decided not to pursue any increase for FY25.

The chart below illustrates where Massasoit falls compared to the other 14 Massachusetts community colleges, given the FY24 fee structure.

Institution	FY24
Northern Essex Community College	$6,476
Bristol Community College	$6,674
Massasoit Community College	$6,720
North Shore Community College	$6,790
Springfield Technical Community College	$6,846
Bunker Hill Community College	$6,900
Berkshire Community College	$6,960
Mass Bay Community College	$7,020
Cape Cod Community College	$7,140
Holyoke Community College	$7,190
Greenfield Community College	$7,232
Quinsigamond Community College	$7,240
Roxbury Community College	$7,360
Mt. Wachusett Community College	$7,410
Middlesex Community College	$7,560
Community Colleges	$7,001

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.

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 FY25 Proposed Spending Plan includes equal revenue and expense lines representing calculated collective bargaining increase projections associated with both units present on campus. This includes the 4/4 increase slated for MCCC in FY25. 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 base line appropriation in the governor's H2 budget proposal includes all prior year collective bargaining allocated to the college under supplemental budget allocations during FY24.

The FY25 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 $705,000. Per a standing Board directive, a minimum of one-eighth of this amount (approximately $88,000) will be spent on instructional media in classrooms and computer labs on items such as student computers, projectors, document cameras, and monitors. Including the Technology Fee fund, the ITS operating budget totals approximately $2.49M.

ITS operating expenditures can be grouped into several categories. The largest single category is enterprise-grade software licensing, most of which are student-facing platforms such as the MyMassasoit portal, Navigate advising and early alerts, and Ellucian student information system ($738,000). The second largest category of technology operating expense is a renewal of campus hardware, encompassing both backend infrastructure as well as endpoint computing devices for students, faculty, and staff ($469,000). All Massasoit hardware is renewed regularly and at an interval intended to maximize our return on investment. The next largest category of operating expenses are telecommunications expenses, including redundant internet services and Voice-over-IP telephony ($290,000). Spanning these categories, products and services that increase our cyber resilience continue to be the fastest-growing segment of expenditure ($485,000). Services include a cyber insurance policy to help protect the institution against significant financial loss.

ITS will partner with several college departments this year to effect significant improvements in several areas. In conjunction with the Student Services and Enrollment Management division, we will introduce a Customer Relationship Management (CRM) platform to unify, streamline, and enhance the College's recruiting and intake processes. Working with Marketing, we will update the website architecture and digital signage platforms to bring significant improvements in reliability and security.

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 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 first time in five years, Massasoit is allocating operational dollars towards capital projects. We will also leverage additional sources of funding to expand the scope of projects undertaken on campus this FY. 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 FY25 projects include:

- B Building ceiling replacement
- A building Fire Alarm System Upgrade
- Replacement of Fuel Storage System
- SC Window Replacement Project
- Emergency Repairs to make T Bldg safe and repair switchboard
- Electrical Study for T Building Switchboard
- Renovation of Police Station

All told, the college will be funding nearly $1.4M in projects utilizing operating funds. On a $53.8M spending plan, our 5% target for Capital Adaptation and Renewal projects is almost $2.7M. Aside from the $1.4M mentioned above, we also include our debt service amount of over $800k, $500k in salary & fringe associated with trades positions, and another $1M in supplies and services. Add to that the non-operating funds we will use this year and we will be well beyond the 5% threshold.

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 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.

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 FY25 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. Additionally, as the Commonwealth entertains the idea of Free Community College, Massasoit will likely need to reconsider how we allocate MCC Fee Assistance funds to ensure we are not using institutional funds for students who could otherwise qualify for state-funded last-dollar assistance. We remain committed to the inclusion of institutional funds contributing to aid but, at the same time, are aware of the changing nature and complexity associated with financial aid for our students in the Commonwealth. The current level of funding available remains so but will be used in complimentary fashion along with the latest federal and state offerings available to our students.

CONCLUSION

Over the course of the last decade, Massasoit has prided itself on developing and maintaining a budget development process that was, in effect, a living thing. It was flexible and evolved in response to changes in the organization, the context within which we operate, or in response to the unforeseen. Each iteration over the last decade has seen some change to the process. Some were mere tweaks while others were greater shifts hoping to maximize ownership and involvement across the various echelons of the college. They all have had their own challenges. The FY25 process was amongst the most dynamic in many of these respects. Changes within the leadership and structure of the organization occurred against a backdrop of major contextual change. In some cases, as this report goes to print, we know factors contributing to this plan continue to change and gel; their final impacts on the FY25 spending plan not to be felt for (potentially) months to come. We experienced nearly unprecedented changes from the unforeseen in the course of developing this plan yet, in taking stock of the process near its close, few iterations have been as comprehensive and constructive.

This report has often highlighted that the budget development process was the only formal statement or organizational priority publicly made by the institution. That can no longer be said. With the building blocks of an academic plan, conjoined marketing and enrollment plans all stacked under the awning of a strategic plan, our annual spending plan takes a back seat when it comes to stating organizational priorities and assumes a new role in becoming the evidence, or proof positive, of the institution's stated priorities as expressed within these other plans. We see the first edition of the college determining what its priorities are and then investing in those priorities by allocating our resources accordingly. With over $4M in operating dollars and another $1M in personnel investments, you see the college charting and resourcing its path forward.

Challenges will always exist and as stewards of the institution we are aware of and on guard for the risks. For the moment, the college continues to enjoy strong financial support from the Commonwealth. The benefits of programs like MassReconnect and MassEducate appear to moving our enrollment in a deliberate and encouraging direction. Planning continues with the expectation that our $51.8M Transformation Through Renovation project will soon transition from conceptual to literal and tangible. The institution stands at the door of so much that is positive and uplifting. This proposed spending plan builds on so much ongoing effort around the college to establish a flexible and resilient base from which our staff and faculty can serve our community and student population.

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 2025 Proposed Spending Plan

TOTAL COLLEGE REVENUES

	Prior Fiscal Year Actuals				2025
Revenue Type	2021	2022	2023	2024**	Proposed
State Appropriation	$24,474,232	$25,178,271	$26,171,169	$26,040,568	$29,618,426
Collective Bargaining Funds	$0	$643,475	$0	$314,951	$1,128,879
Formula Funding Adjustment	$363,759	$0	$0	$668,360	$686,377
Deferred Maintenance Reimbursement		$0	$0	$0	
Operating Fund	$25,932,161	$21,325,214	$20,763,747	$18,779,805	$21,737,191
SUBTOTAL	**$50,770,152**	**$47,146,960**	**$46,934,916**	**$45,803,684**	**$53,170,873**
Carry Over from Prior FY	$0	$0	$0	$0	$0
ACPTF Transfer Out	($130,000)	($30,000)	($30,000)	($30,000)	($30,000)
ACPTF Transfer In (Remaining Balance)	$55,914	$18,700	$22,419	$0	$0
Fee Assistance Scholarship Transfer Out	($308,527)	($308,527)	($345,506)	($345,506)	($345,506)
One-Time Reserve Transfer In	$0	$0	$0	$0	$0
CEIP Transfer In	$0	$0	$0	$0	$0
Capital Reserve Transfer In	$0	$0	$0	$0	$0
Realize Gain on Investments	$0	$0	$0	$1,000,000	$1,000,000
TOTAL	**$50,387,539**	**$46,827,133**	**$46,581,829**	**$46,428,178**	**$53,795,367**

**** FY24 Revenue figures represent the approved Budget and not Actual receipts.**

TOTAL COLLEGE PROPOSED EXPENDITURES

		Prior Fiscal Year Actuals				2025
Account	Account Description	2021	2022	2023	2024**	Proposed
AA	Overtime/FT Salaries	$26,761,174	$25,991,872	$23,313,196	$26,260,013	$29,288,028
CC	PT Salaries	$7,421,224	$8,148,904	$7,827,724	$8,760,207	$9,679,717
DD	Insurance/Benefits	$1,397,307	$899,414	$834,643	$857,995	1,038,009
Payroll/Benefits:		**$35,579,705**	**$35,040,190**	**$31,975,563**	**$35,878,215**	**$40,005,754**
KK	Equipment	$71,354	$232,005	$204,409	$202,942	$642,946
LL	Repairs/Leases	$343,277	$611,594	$495,195	$617,766	$758,191
NN	Construction	$614,045	$744,269	$727,522	$906,952	$1,954,990
Capital Improvements/Equipment		**$1,028,676**	**$1,587,868**	**$1,427,126**	**$1,727,659**	**$3,356,127**
BB	Employee Expenses	$33,910	$54,381	$87,920	$308,365	$353,974
EE	Administrative/Office Supplies	$843,378	$976,358	$1,041,986	$1,552,826	$1,852,128
FF	Facility/Educational Supplies	$385,122	$424,208	$548,236	$769,333	$921,666
GG	Utility Expense/Space Rental	$1,012,516	$1,054,823	$1,069,865	$1,504,800	$1,460,640
HH	Professional Consultant Services	$475,302	$501,899	$319,064	$611,505	$671,790
JJ	Operational Consultant Services	$223,891	$574,887	$675,463	$740,500	$884,380
MM	Tuition/Educational Fees	$0	$0	$0	$0	$10,000
RR	Entitlements	$4,815	$2,000	$250	$6,000	$7,000
SS	Debt Service	$825,000	$825,000	$820,064	$820,064	$815,573
TT	Student Insurance/Special Payments	$295	($2,289)	$0	$1,200	$12,900
UU	Information Technology Expense	$1,714,801	$1,881,817	$2,158,776	$2,507,711	$3,443,435
Operations/Other		**$5,519,030**	**$6,293,083**	**$6,721,624**	**$8,822,303**	**$10,433,486**
TOTAL COLLEGE		**$42,127,411**	**$42,921,141**	**$40,124,313**	**$46,428,178**	**$53,795,367**

**** Expenditure figures in the FY24 column represent FY24 budget figures and not actual expenditures as this report is being published prior to the end of FY24. Actual expenditures will be included at a later date after year end close.**

Massasoit Community College
Fiscal Year 2025 Proposed Spending Plan

President's Division

Account	Account Description	Prior Fiscal Year Actuals 2021	2022	2023	2024**	2025 Proposed
AA	Overtime/FT Salaries	$5,734,122	$5,467,093	$3,383,822	$3,661,699	$3,453,977
CC	PT Salaries	$458,621	$370,899	$189,831	$391,553	$147,329
DD	Insurance/Benefits	$303,356	$124,959	$74,125	$0	-
Sub-total	**Payroll/Benefits**	**$6,496,099**	**$5,962,951**	**$3,647,778**	**$4,053,252**	**$3,601,306**
KK	Equipment	$930	$5,390	$41,141	$1,000	$50,000
LL	Repairs/Leases	$16,153	$24,455	$18,860	$32,606	$29,074
NN	Construction	$0	$0	$0	$0	$0
Sub-total	**Capital Improvements/Equipment**	**$17,083**	**$29,845**	**$60,001**	**$33,606**	**$79,074**
BB	Employee Expenses	$25,208	$35,429	$43,374	$108,750	$110,710
EE	Administrative/Office Supplies	$473,642	$513,312	$544,791	$774,761	$943,713
FF	Facility/Educational Supplies	$45,188	$65,672	$71,041	$111,016	$72,071
GG	Utility Expense/Space Rental	$0	$0	$0	$6,750	$12,000
HH	Professional Consultant Services	$369,684	$341,399	$178,191	$291,765	$288,125
JJ	Operational Consultant Services	$146,691	$143,715	$129,152	$225,700	$200
TT	Student Insurance/Special Payments	$0	$0	$0	$0	$11,700
UU	Information Technology Expenses	$31,897	$59,125	$54,043	$75,683	$57,333
Operations/Other		**$1,092,310**	**$1,158,653**	**$1,020,592**	**$1,594,425**	**$1,495,852**
TOTAL		**$7,605,492**	**$7,151,448**	**$4,728,371**	**$5,681,283**	**$5,176,232**

**** Expenditure figures in the FY24 column represent FY24 budget figures and not actual expenditures as this report is being published prior to the end of FY24. Actual expenditures will be included at a later date after year end close.**

Administration and Finance Division

Account	Account Description	Prior Fiscal Year Actuals 2021	2022	2023	2024**	2025 Proposed
AA	Overtime/FT Salaries	$6,645,162	$6,527,998	$5,766,366	$7,222,512	$8,286,817
CC	PT Salaries	$182,390	$170,278	$221,558	$445,303	$446,076
DD	Insurance/Benefits	$368,627	$311,280	$339,161	$857,995	1,038,009
Sub-total	**Payroll/Benefits**	**$7,196,179**	**$7,009,556**	**$6,327,085**	**$8,525,810**	**$9,770,902**
KK	Equipment	$40,479	$108,079	$72,459	$15,300	$395,846
LL	Repairs/Leases	$277,487	$338,011	$204,864	$229,455	$352,316
NN	Construction	$601,035	$730,549	$712,784	$785,120	$1,819,340
Sub-total	**Capital Improvements/Equipment**	**$919,001**	**$1,176,639**	**$990,107**	**$1,029,875**	**$2,567,502**
BB	Employee Expenses	$2,261	$2,671	$789	$10,780	$10,780
EE	Administrative/Office Supplies	$285,218	$375,310	$383,226	$568,262	$584,460
FF	Facility/Educational Supplies	$22,090	$66,605	$100,274	$160,300	$174,300
GG	Utility Expense/Space Rental	$1,012,516	$1,052,440	$1,069,329	$1,495,000	$1,445,690
HH	Professional Consultant Services	$80,443	$132,027	$73,548	$189,000	$229,425
JJ	Operational Consultant Services	$34,841	$353,597	$414,165	$355,000	$410,000
SS	Debt Service	$825,000	$825,000	$820,064	$820,064	$815,573
TT	Student Insurance/Special Payments	$295	($2,289)	$0	$1,200	$1,200
UU	Information Technology Expense	$1,462,009	$1,553,582	$1,743,339	$1,964,769	$2,625,363
Sub-total	**Operations/Other**	**$3,724,673**	**$4,358,943**	**$4,604,734**	**$5,564,375**	**$6,296,791**
TOTAL		**$11,839,853**	**$12,545,138**	**$11,921,926**	**$15,120,061**	**$18,635,195**

**** Expenditure figures in the FY24 column represent FY24 budget figures and not actual expenditures as this report is being published prior to the end of FY24. Actual expenditures will be included at a later date after year end close.**

Massasoit Community College
Fiscal Year 2025 Proposed Spending Plan

Student Services / Enrollment Management Division

		Prior Fiscal Year Actuals				2025
Account	Account Description	2021	2022	2023^	2024**	Proposed
AA	Overtime/FT Salaries			$3,879,541	$4,397,627	$4,815,673
CC	PT Salaries			$912,127	$1,112,190	$1,381,632
DD	Insurance/Benefits			$92,844	$0	-
Sub-total	**Payroll/Benefits**			**$4,884,512**	**$5,509,817**	**$6,197,305**
KK	Equipment			$464	$200	$2,200
LL	Repairs/Leases			$215,754	$238,450	$267,841
NN	Construction			$4,684	$6,150	$12,400
Sub-total	**Capital Improvements/Equipment**			**$220,902**	**$244,800**	**$282,441**
BB	Employee Expenses			$30,278	$63,035	$86,324
EE	Administrative/Office Supplies			$62,050	$110,533	$112,864
FF	Facility/Educational Supplies			$91,340	$165,035	$208,620
GG	Utility Expense/Space Rental			$179	$1,900	$2,800
HH	Professional Consultant Services			$24,875	$32,440	$39,890
JJ	Operational Consultant Services			$69,611	$89,800	$159,180
MM	Tuition/Educational Fees			$0	$0	$0
RR	Entitlements			$0	$0	$0
TT	Student Insurance/Special Payments			$0	$0	$0
UU	Information Technology Expense			$27,481	$44,190	$72,926
Sub-total	**Operations/Other**			**$305,814**	**$506,932**	**$682,604**
TOTAL				**$5,411,228**	**$6,261,549**	**$7,162,350**

^ FY23 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. ** Expenditure figures in the FY24 column represent FY24 budget figures and not actual expenditures as this report is being published prior to the end of FY24. Actual expenditures will be included at a later date after year end close.

Academic Affairs Division

		Prior Fiscal Year Actuals				2025
Account	Account Description	2021	2022	2023	2024**	Proposed
AA	Overtime/FT Salaries	$14,815,748	$14,381,890	$10,283,467	$13,821,873	$12,731,561
CC	PT Salaries	$7,548,518	$6,780,213	$6,504,208	$7,743,023	$7,704,680
DD	Insurance/Benefits	$1,036,780	$725,324	$328,513	$874,648	-
Sub-total	**Payroll/Benefits**	**$23,401,046**	**$21,887,427**	**$17,116,188**	**$22,439,544**	**$20,436,241**
KK	Equipment	$74,154	$29,945	$90,345	$107,222	$194,900
LL	Repairs/Leases	$63,961	$49,637	$55,717	$362,464	$108,960
NN	Construction	$24,980	$13,010	$10,054	$24,400	$123,250
Sub-total	**Capital Improvements/Equipment**	**$163,095**	**$92,592**	**$156,116**	**$494,086**	**$427,110**
BB	Employee Expenses	$46,344	$6,441	$13,479	$92,805	$146,160
EE	Administrative/Office Supplies	$132,300	$84,518	$51,919	$181,026	$211,091
FF	Facility/Educational Supplies	$439,399	$317,844	$285,581	$459,587	$466,675
GG	Utility Expense/Space Rental	$1,177	$0	$357	$2,550	$150
HH	Professional Consultant Services	$48,669	$25,175	$42,450	$96,400	$114,350
JJ	Operational Consultant Services	$83,917	$42,359	$62,535	$137,660	$315,000
MM	Tuition/Educational Fees	$3,437	$0	$0	$12,000	$10,000
RR	Entitlements	$2,000	$4,815	$250	$6,000	$7,000
TT	Student Insurance/Special Payments	$0	$0	$0	$0	
UU	Information Technology Expense	$289,210	$220,895	$333,913	$437,049	$687,813
Sub-total	**Operations/Other**	**$1,046,453**	**$702,047**	**$790,484**	**$1,425,077**	**$1,958,239**
TOTAL		**$24,610,594**	**$22,682,066**	**$18,062,788**	**$24,358,707**	**$22,821,590**

**** Expenditure figures in the FY24 column represent FY24 budget figures and not actual expenditures as this report is being published prior to the end of FY24. Actual expenditures will be included at a later date after year end close.**

MASSASOIT COMMUNITY COLLEGE

FISCAL YEAR 2025 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 2025.

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

   There are no planned expenditures in this category for Fiscal Year 2025.

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 2025.

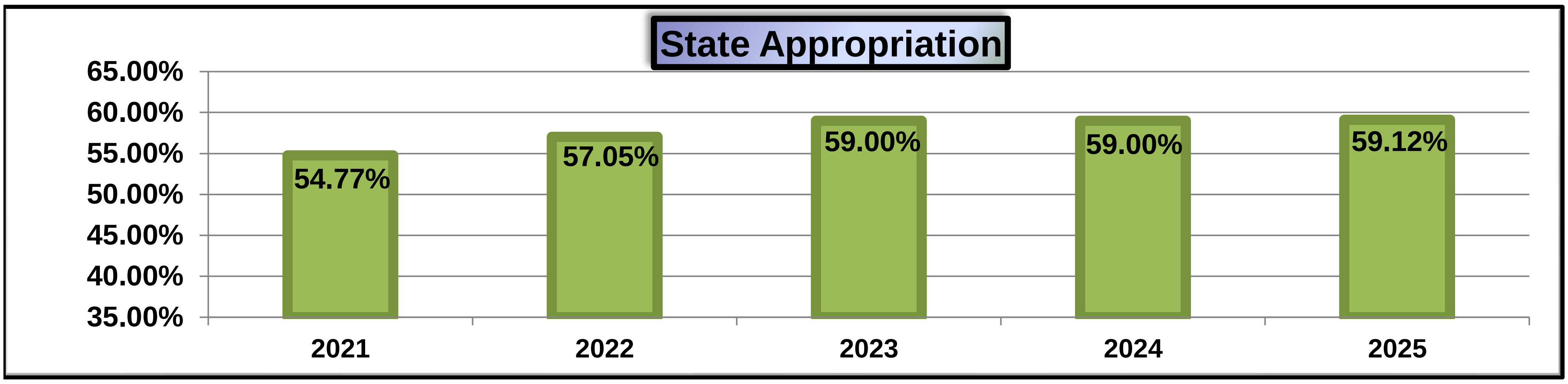
5. Expenditures for Trustees’ Travel

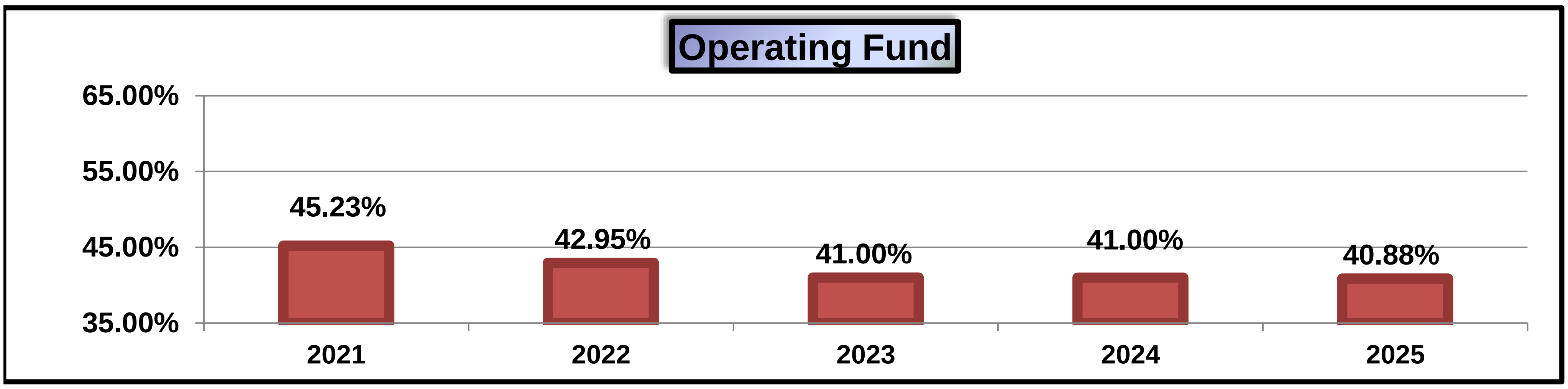
   The College normally provides for Trustees’ attendance at conferences for professional development as well as reimbursement for private auto mileage. The cost of Trustees’ travel shall not exceed $35,000.

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

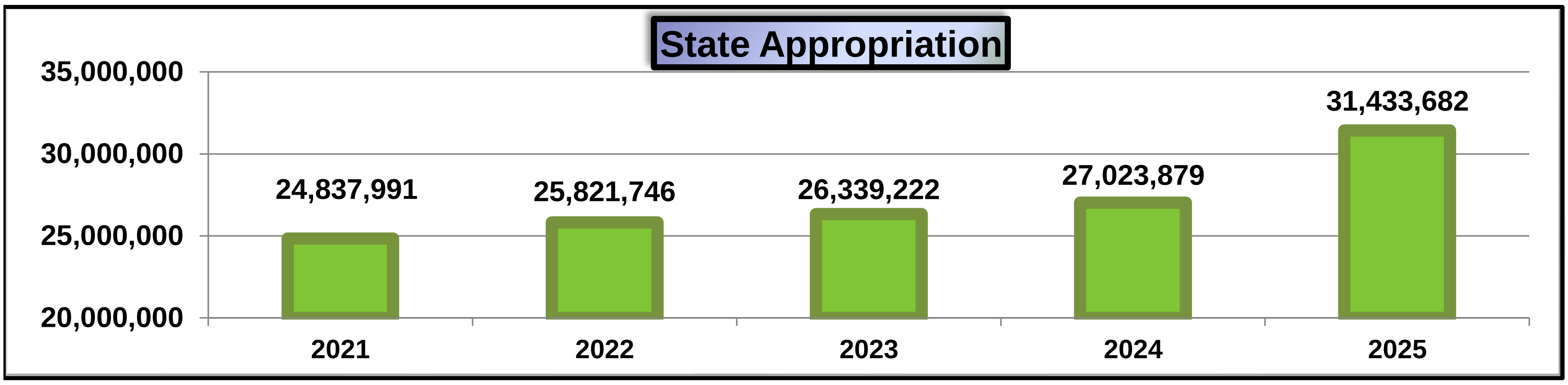
   There are no planned expenditures in this category for Fiscal Year 2025.

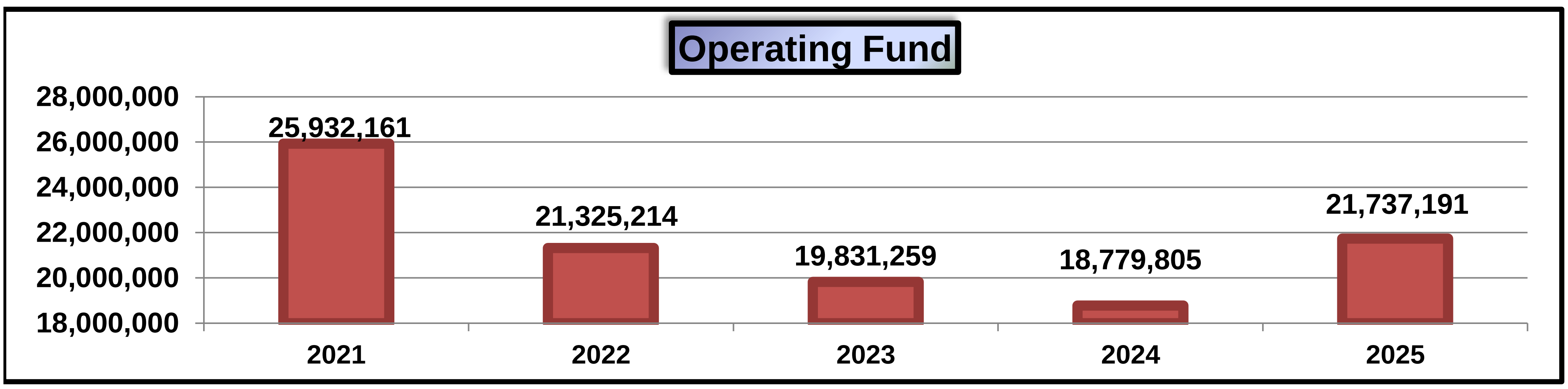
Operating Revenue by Source - Percentage of Total Operating Revenue
FY2021 - FY2025

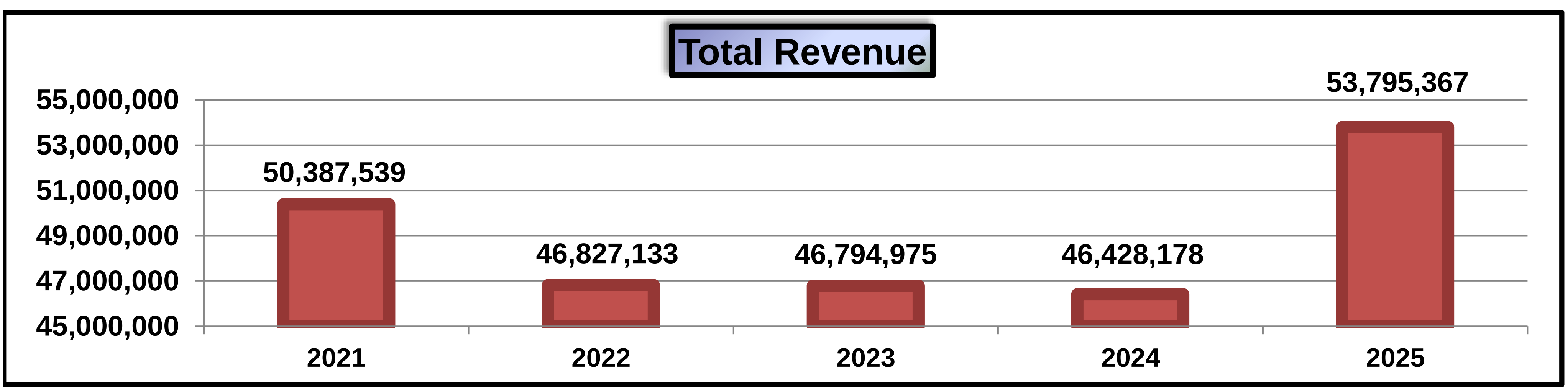




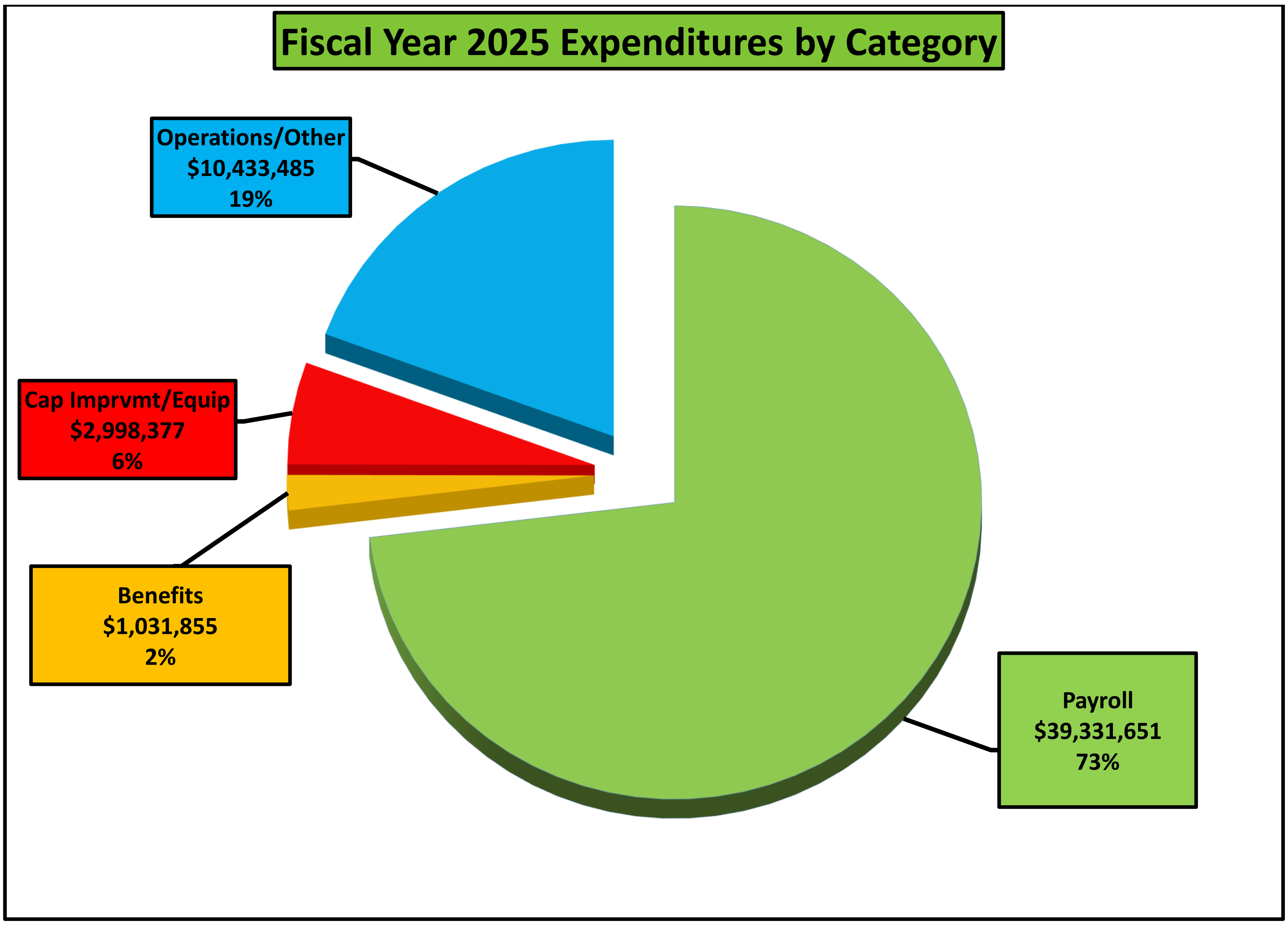
Operating Revenue by Source - Gross Dollar Amount and Total Revenue FY2021 - FY2025



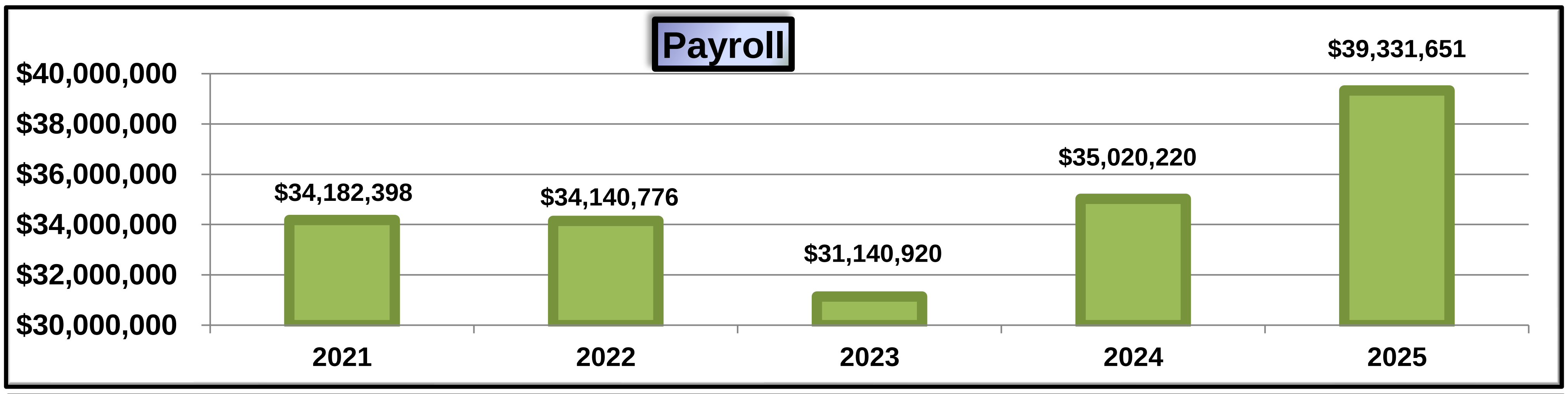


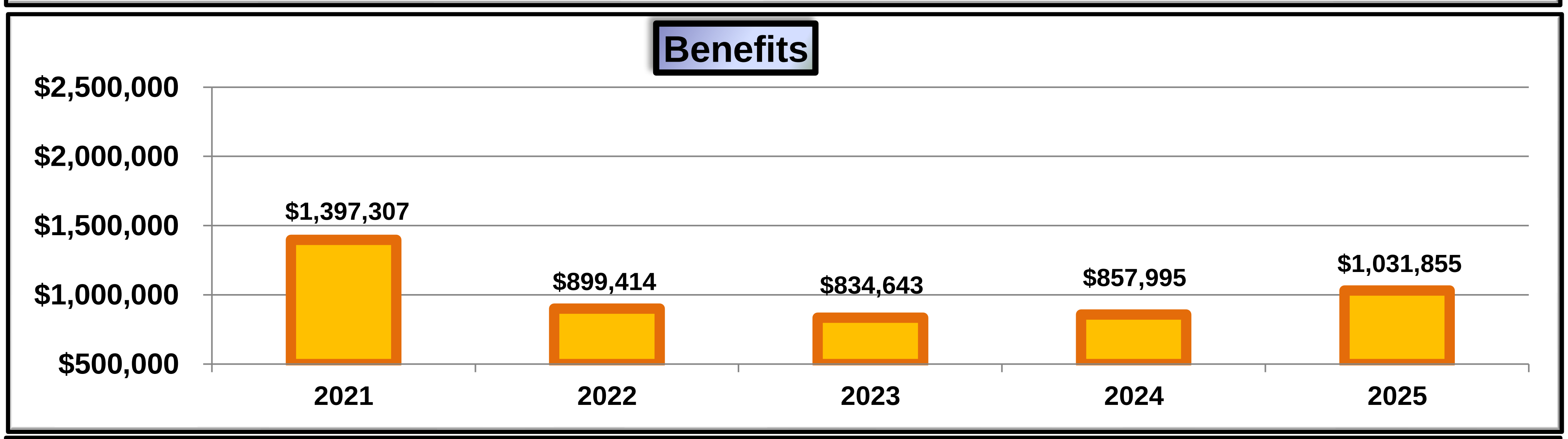


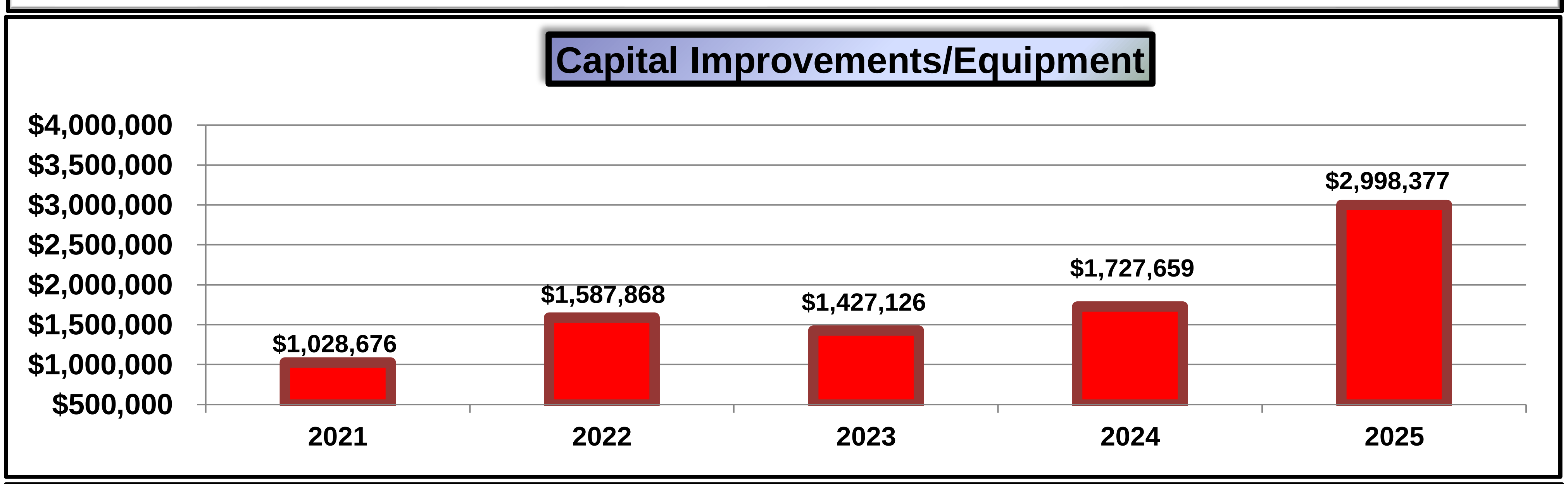
Fiscal Year 2025 Expenditures by Category

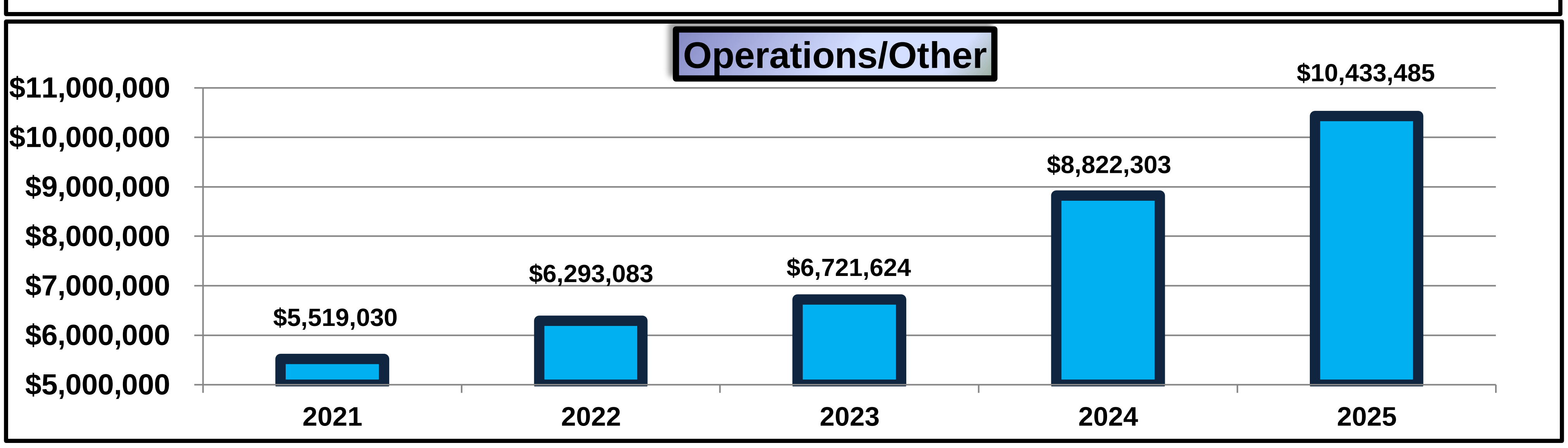


Expenditures by Category - Gross Dollar Amounts
FY2021 - FY2025



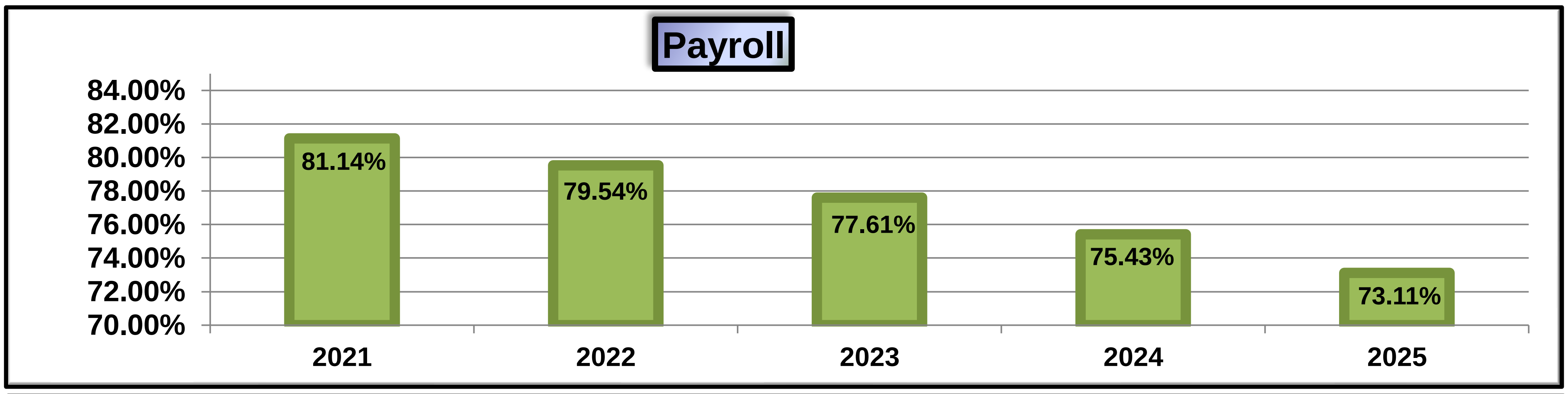


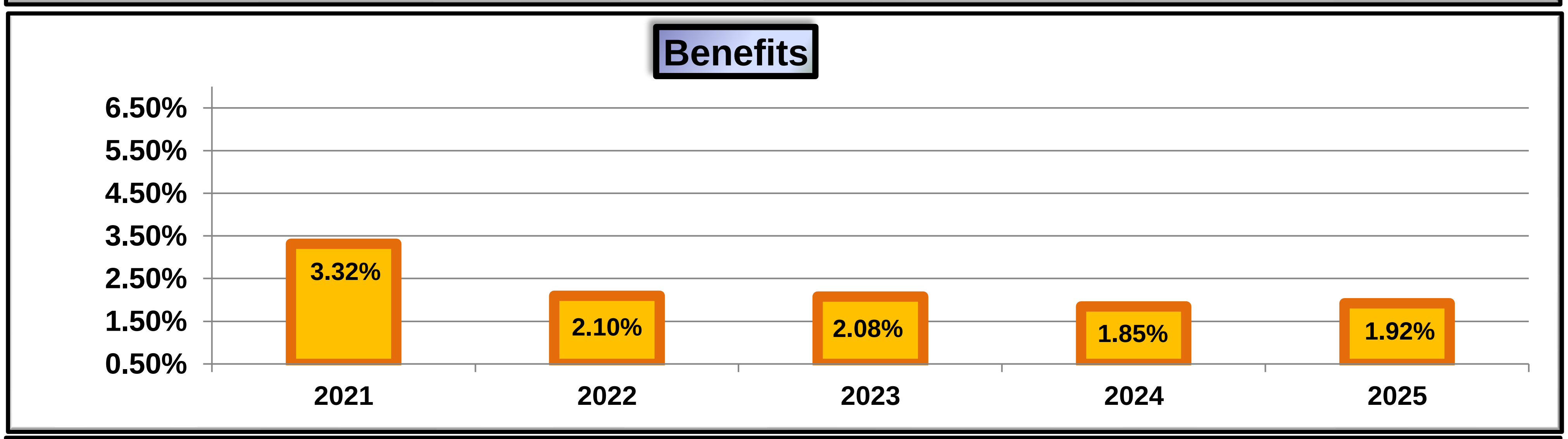


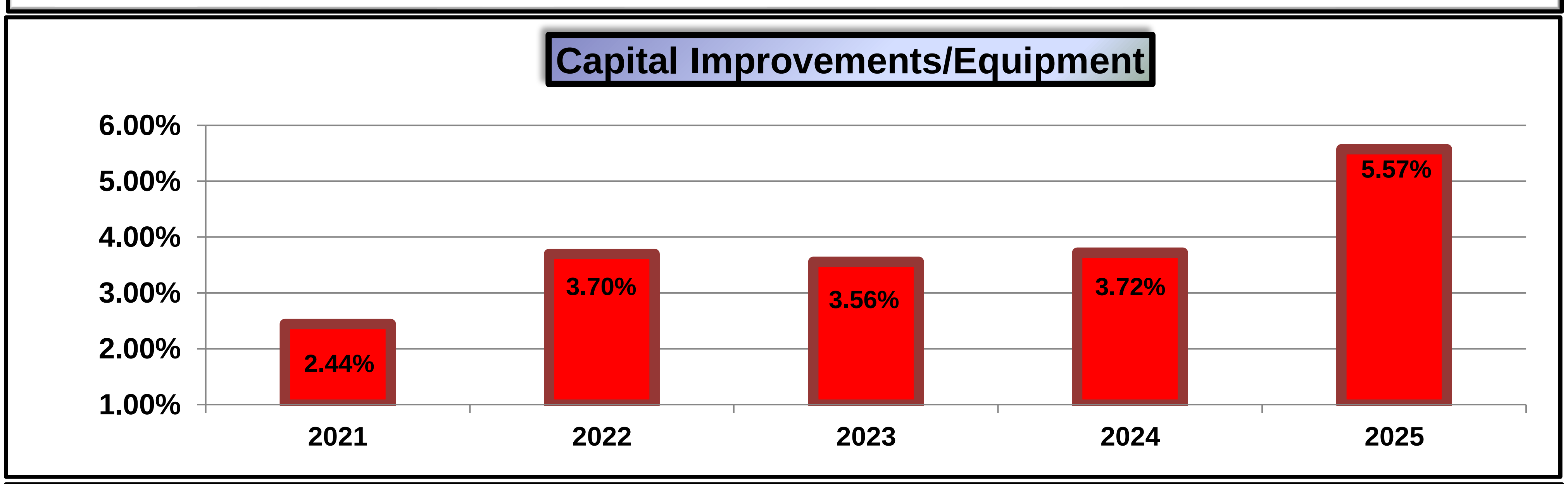


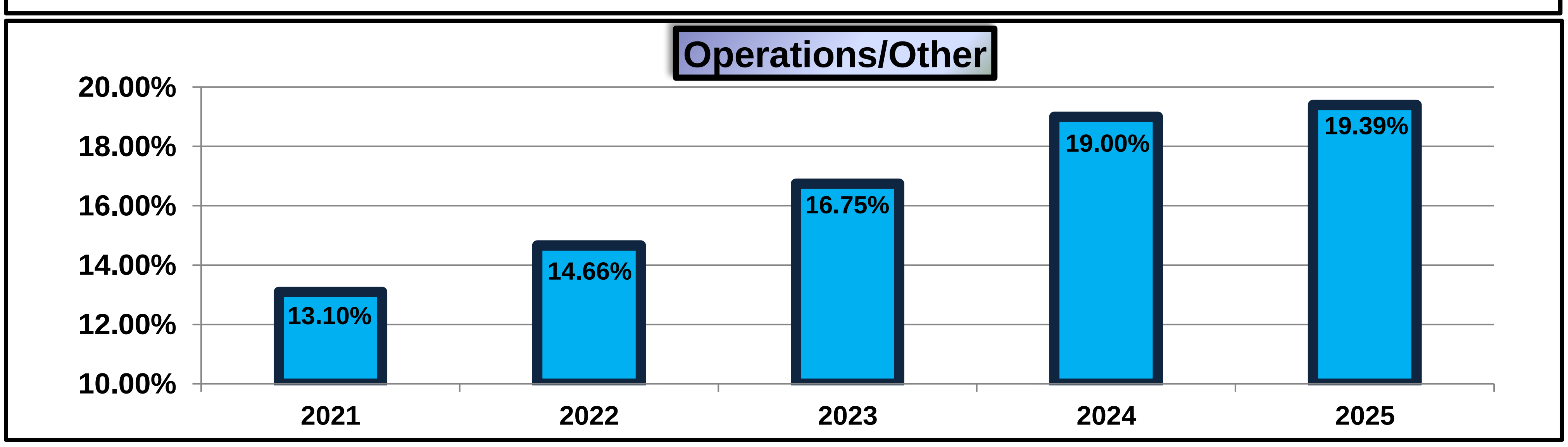
Note: Data for FY21 - 23 represents end of year Actuals. FY24 and 25 are Budget dollars.

Expenditures by Category - Percentage of Total Budget
FY2021 - FY2025









Note: Data for FY21 - 23 represents end of year Actuals. FY24 and 25 are Budget dollars.