



Fitchburg State University

Board of Trustees Meeting

Published on February 1, 2023 at 11:29 AM EST
Amended on February 2, 2023 at 10:10 AM EST

Date and Time

Tuesday February 7, 2023 at 8:15 AM EST

Location

Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420

Notice of a meeting of the Fitchburg State University Board of Trustees on Tuesday, February 7, 2023 at 8:15 a.m.

Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420

Agenda

	Purpose	Presenter	Time
I. Opening Items			8:15 AM
Opening Items			
A. Record Attendance and Guests			
B. Call the Meeting to Order		Deborah Phillips	
C. Public Comments			3 m
D. Approve Minutes from the November 8, 2022 meeting - VOTE (19-22/23)	Approve Minutes		1 m

	Purpose	Presenter	Time
II. Update on Theater Project			8:19 AM
A. President Lapidus will make a presentation.	Discuss		20 m
III. Budget and Enrollment Update			8:39 AM
A. Jay Bry will make a presentation	Discuss		15 m
B. FY2023 Budget Update			
C. FY24 Dashboard			
D. FY25 Dashboard			
E. Cash Flow Analysis			
IV. Update on Contact Magazine			8:54 AM
A. Matt Bruun will make a presentation.			5 m
V. Notifications			8:59 AM
A. Personnel Actions (N04-22/23)	FYI		1 m
B. September Quarterly Statement (N05-22/23)			
C. December Quarterly Statement (N07-22/23)	FYI		
D. 990's (N06-22/23)	FYI		1 m
VI. Student Trustee Report			9:01 AM
A. Allison Turner will provide the Student Trustee report.	FYI		5 m
VII. Chair's Report			9:06 AM
A. Debbie Phillips will provide the Chair's report.	FYI		5 m
B. By Laws - VOTE (20-22/23)	Vote		5 m
C. Outcomes of the faculty petition			10 m
VIII. President's Report			9:26 AM
A. Opening of school	FYI		2 m
B. COVID			4 m
C. News Articles	FYI		1 m

	Purpose	Presenter	Time
IX. Closing Items			9:33 AM
A. Adjourn Meeting	Vote		1 m

Coversheet

Approve Minutes from the November 8, 2022 meeting - VOTE (19-22/23)

Section:	I. Opening Items
Item:	D. Approve Minutes from the November 8, 2022 meeting - VOTE (19-22/23)
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Board of Trustees Meeting on November 8, 2022 VOTE Minutes.pdf

DRAFT



Fitchburg State University

Minutes

Board of Trustees Meeting

Fitchburg State University Board of Trustees Meeting

Date and Time

Tuesday November 8, 2022 at 8:15 AM

Location

Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420

Notice of a meeting of the Fitchburg State University Board of Trustees on Tuesday, November 8, 2022 at 8:15 a.m.

The meeting will take place in Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420

Trustees Present

A. Turner, C. Stimpson, D. Phillips, D. Tiernan (remote), E. Gregoire, K. Spinelli, L. Barrieau, M. Fiorentino, Jr., S. King-Goodwin

Trustees Absent

J. Flanagan

Guests Present

A. Pereira, A.J. Tourigny, C. Estrella, C. Picone, Campus Community, E. Budd, F. Barricelli, G. Doiron, G. Doiron, H. Parkinson, J. Bry, J. Hanselman, J. Murdoch, J. Wolfman, L. Bayless, M. Bruun, M. McKenzie, N. Robichaud, P. Marshall, P. McCafferty, P. Weizer, R. Diakite, R. Toomey, S. Goodlett, S. Levine, Y. Malcolm

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

D. Phillips called a meeting of the board of trustees of Fitchburg State University to order on Tuesday Nov 8, 2022 at 8:16 AM.

C. Public Comments

Dr. Eric Budd, Professor, Economics, History and Political Science in the School of Arts and Sciences addressed the board. He thanked them for allowing the time for him to address some issues from faculty and staff. He had circulated a petition to all staff and faculty with concerns about the state of the university especially with regard to enrollment decline. He noted that the Board had received the petition in advance of today's meeting. He stated that 150 university members had signed the petition. He stated that morale on campus is low. He is asking the Board to look at this situation.

D. Phillips thanked Professor Budd for his remarks and responding that as a Board, they cannot discuss the petition in Public Comments.

M. Fiorentino, Jr. made a motion to request the Executive Committee to review the petition and report back at a future Board meeting.

E. Gregoire seconded the motion.

The board **VOTED** to approve the motion.

D. Approve Minutes from the October 18, 2022 meeting - VOTE (12-22/23)

C. Stimpson made a motion to approve the minutes from Board of Trustees Meeting on 10-18-22.

K. Spinelli seconded the motion.

The board **VOTED** to approve the motion.

II. Sabbatical Requests

A. Act on President's recommendation for faculty sabbatical requests - VOTE (13-22/23)

The President presented the sabbaticals. He indicated that they were all strong proposals. He noted the formal process before recommendations are sent to him. He recommended that the proposals be approved by the board.

There was a discussion.

M. Fiorentino, Jr. made a motion to approve the faculty sabbatical leaves for the academic year 2023-2024.

K. Spinelli seconded the motion.

The board **VOTED** to approve the motion.

III. Enrollment Update

A. Rich Toomey will provide the Enrollment Update

R. Toomey provided enrollment history, current strategies and future goals. He stated that the university is currently working on building the 2023 fall class and working on longer-term enrollment strategies for future classes. He noted new roles for members of the admissions team and the overall enhanced expertise within the division. He highlighted changes made in the Welcome Center and the overall review of processes. He also talked about the tactical changes being made to recruitment. He informed the board of the variety of groups that have visited campus and the expanded recruitment travel schedule. He noted changes made to the scholarship award process. He talked about the redesigned

admissions packet which includes scholarship information at the time of acceptance.

He next presented demographic information that reflects the decline in enrollment both locally and across the state university segment. While the pandemic certainly played a critical role in depressing enrollment rates, the declines also reflect the known longer-term demographic shift. He cited information that suggests that students have not returned to higher education and currently indicate different aspirations. He discussed fall 2023-2025 enrollment goals. He stated that both short-term and longer-term goals are needed. He talked about recruitment and retention. He mentioned that admissions and members of the enrollment management team will be offering a series of listening sessions on campus to solicit input prior to finalizing action plans.

A discussion ensued.

M. Fiorentino stated that he was glad that the distinction was made between enrollment and recruitment. He also commented that he felt the university was behind on this. He asked about determining the enrollment goals going forward? R. Toomey responded that for admissions, they were looking at the variety of information sources to determine what was realistic, and that the primary focus moving forward was yield. He talked about the various marketing levers to be moved in an effort to meet the university goals.

A question and answer session ensued that included topics of student support services, enhanced partnerships, what makes Fitchburg State distinct, marketing and branding. The Board needs to be intimately involved in all of this.

There was a discussion on spring recruitment, retention, campus events, increasing internships and demographics.

E. Gregoire stated that the retention piece is a big part of the enrollment plan. Is the plan built for different levels as it relates to residence life, the graduate programs and other entities on campus? He asked what is the enrollment target for 2025?

R. Toomey responded that these all are included in the planning process. Efforts are currently underway for spring semester recruiting. He talked about the academic plan, and the student success plan that need to be tied together.

There was a discussion on data. S. King-Goodwin suggested having the data as a discussion item at a board meeting. R. Lapidus responded that data would be available at a future meeting. There was a discussion on enrollment and how it ties to the budget.

IV. Academic Affairs Subcommittee Report

A. Jennifer Flanagan, Committee-Chair, will provide the Academic Affairs report.

D. Phillips informed the Board that Jennifer Flanagan was elected chair of committee.

P. Marshall provided the Academic Affairs committee report in Trustee Flanagan's absence. She stated at the committee meeting they reviewed the committee's duties, elected a chair, talked about various programs in the pipeline and variety of

other activities taking place on campus. She talked about the internal process for approving new programs and the Department of Higher Education process.

V. Notifications

A. Personnel Actions (N03-22/23)

The notifications were presented for informational purposes.

M. Fiorentino asked about the two actions regarding salary increases. The President responded that they were needed to remain competitive and retain good employees.

VI. Student Trustee Report

A. Allison Turner will provide the Student Trustee report.

A. Turner provided an update on the student events and activities since the last meeting.

They include Homecoming events with a carnival, a football game, a cornhole tournament, and a casino night. On Oct. 27 the World Integrated Nations Club hosted their annual Diwali celebration which is the festival of lights. She next discussed the Falcon Talks that were held recently hosted by the Student Government Association. She thanked Trustee Eric Gregoire, Dr. Laura Bayless, Mr. Jay Bry, Dr. Henry Parkinson, and Mr. Jeff McAvoy for attending and providing an opportunity for students to directly interact with campus leaders and address their concerns. She talked about her meeting with Mr. Aaron (A.J.) Tourigny which was a walking tour of downtown Fitchburg. It was great to learn about the future developments. She also talked about the monthly meetings held with Dr. Bayless where they discussed a variety of topics that included Community Health Connections, and staff retention.

E. Gregoire commented that he appreciated the invitation to attend the Falcon Talks. He thought these types of events were valuable and asked that the Board be informed so they might participate at other events when possible.

VII. Chair's Report

A. Debbie Phillips will provide the Chair's report.

D. Phillips waived her official report.

She did confirm the date for the Trustee Retreat, which will be held on June 6, 2023 and to send along any topics that would be of interest.

VIII. President's Report

A. COVID Update

The President informed the Board of the state of COVID in the Fitchburg State University community. He stated that the reported number of positive cases continues to be low, and that free test kits, masks and sanitizer are widely available.

B.

Open House Update

The President reported that at the recent Open House, the numbers were lower. The attendance does reflect the demographic downturn. He also noted that students are tending to be less engaged in making the college decision early as compared to prior years. This behavior is being universally reported. He noted the increased number and variety of opportunities for potential students to interact with the university outside of the scheduled open houses. Numbers for these types of events are strong indicating a change in behavior and an interest in a more targeted communication and interaction approach.

C. Stimpson suggested remote options for Open House attendees. The President responded that there are remote options and the university is trying a variety of different methods to get information to potential students.

A discussion ensued.

C. Open Forum Update

The President informed the Board of the Open Forums. On November 2, 2022, there were two sessions, one in the morning and another in the afternoon. Typically, more staff attend the morning session and faculty in the afternoon.

D. Phillips asked about attendance. The President responded that the numbers for both sessions were modest with more staff than faculty participating. He stated that a number of individuals attended both sessions.

The President holds a fall opening day address, and a fall Open Forum along with a spring Open Forum centered around the budget. Over the years, there have also been a number of conversations on the financials.

M. Fiorentino stated it would be important to know about the campus Open Forums.

A discussion ensued.

D. Commencement Ceremonies

The President reported that the Winter Commencement Ceremony will take place on Friday, December 16, 2022 at 6:30 p.m. in the Recreation Center. All Board members are invited to attend.

E. News Articles

The news articles were submitted for informational purposes.

IX. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:38 AM.

Respectfully Submitted,
D. Tiernan

Documents used during the meeting

- VOTE Minutes.pdf
- Memo to Board sabbatical recommendations 22-23.pdf
- VOTE Sabbaticals 2022.pdf
- Write-ups - Updated.pdf
- Notification Report November 2022.pdf
- News Clips Nov 2022.pdf

**Fitchburg State University
REQUEST FOR BOARD ACTION**

TO: Board of Trustees	DATE: February 7, 2023
FROM: The President	REQUEST NUMBER:
SUBJECT: November 8, 2022 Board Meeting minutes	19-22/23

It is requested that the Fitchburg State University Board of Trustees vote to approve the minutes from the November 8, 2022 Board Meeting.

Coversheet

President Lapidus will make a presentation.

Section: II. Update on Theater Project
Item: A. President Lapidus will make a presentation.
Purpose: Discuss
Submitted by:
Related Material: 2023.02.07 Board of Trustee Theater Presentation.pptx

Fitchburg State University Board of Trustees Meeting February 7, 2023



“ The university does not, and should not, operate in a vacuum. Surrounding this beautiful campus is an important part of our history, character and success: the city of Fitchburg. Public universities are inextricably linked with the communities that surround them and possess a unique opportunity to both serve them and benefit them. We understand that we cannot be a great university without a strong and lasting connection to the city and region we serve”

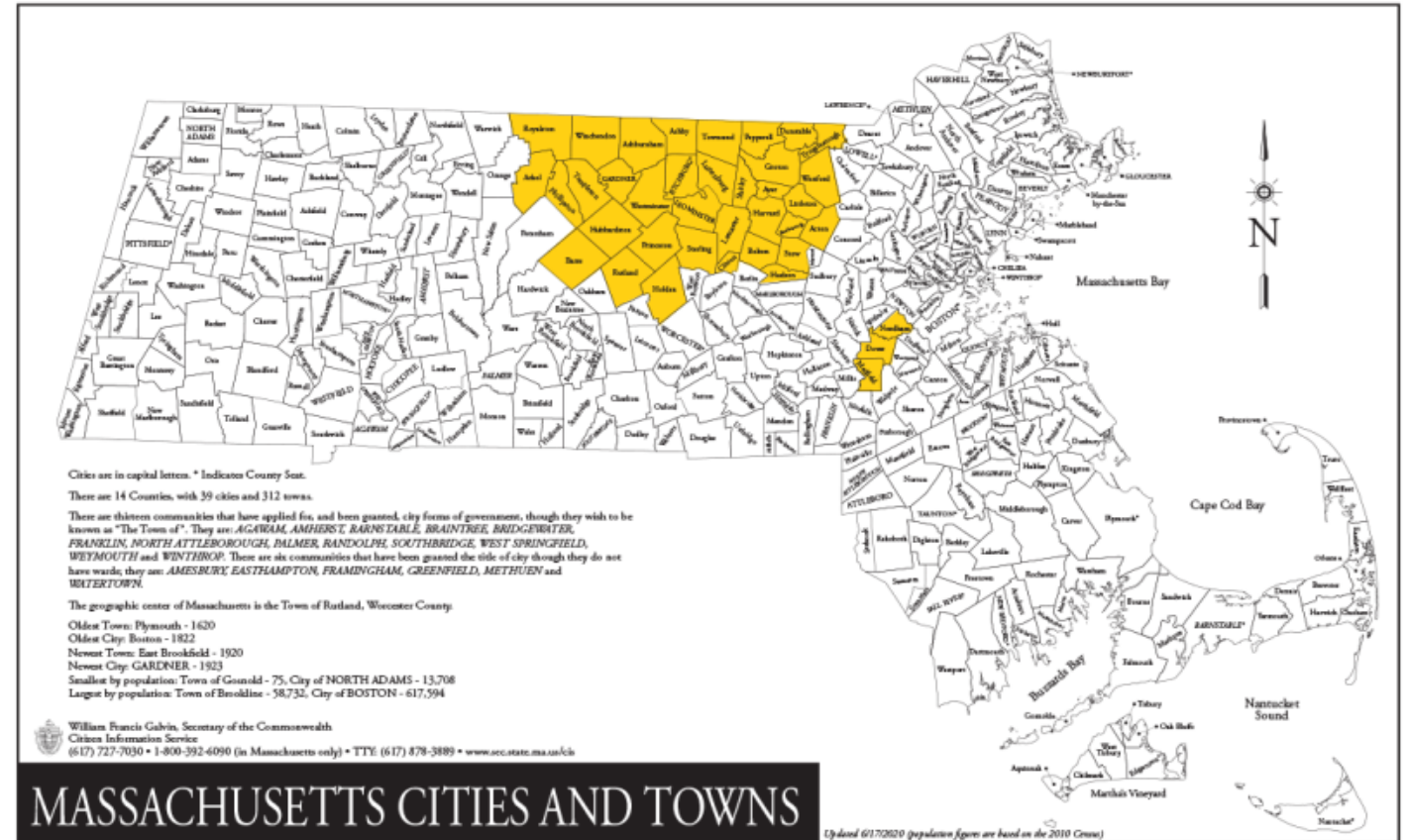
From President Richard S. Lapidus' Inaugural Address

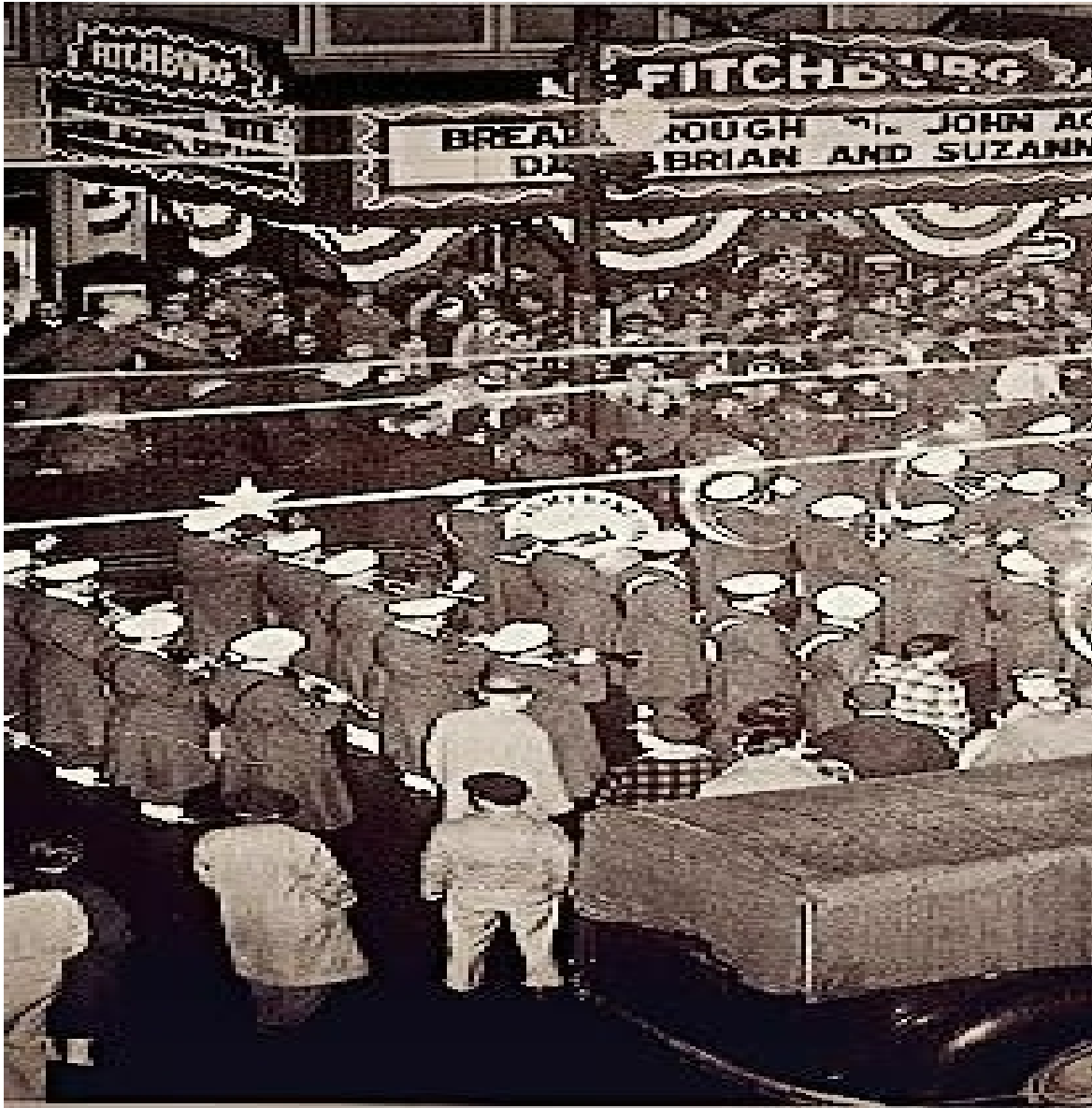
October 12, 2016



A Regional Institution:

- FY 22 Enrollments, Regionally:
 - Undergraduate: 1,704 students
 - Graduate: 804 students
 - Total: 2,591 students
- Alumni, Regionally
 - 12,725 Alumni
- Total Enrollment:
 - Undergraduate: 3168
 - Graduate: 3388
 - 40,000 alums throughout MA
 - 40% of students are first generation
 - 85% of students come from within 50-miles of Fitchburg





Setting the Stage

- 2015 Campus Listening Tour
 - Upgrade Curricular Innovation, Creativity & Entrepreneurship
 - Vibrancy on Campus
 - Steward of Place: Locally and Regionally
- 2015 City Listening Tour
 - Creative Economy
 - Regional Destination
 - Geographic Density of Interesting Things
- 2016 Kresge Foundation
 - Collaborate, the importance of a community to share and tell the same story
 - Creating synergies with the creative economy

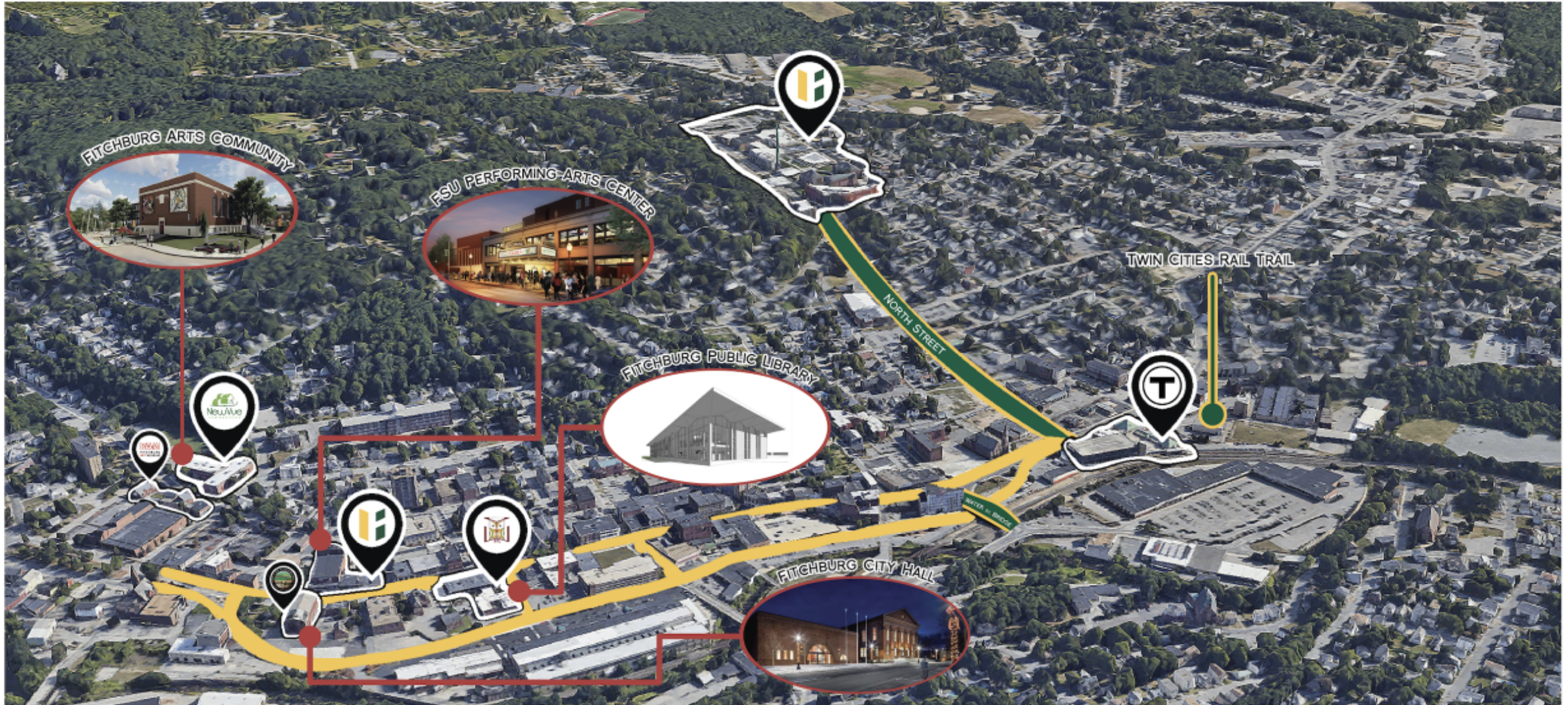


Institutional, Community & Regional Advancement

- Arts and Cultures, Vision
- Town and Gown, Collaboration
- Regional Ecosystem, The Berkshires of North Central

"Many universities insist that simply by their presence, they provide an economic engine for their host communities. Other institutions of higher learning, such as Fitchburg State and UMass Lowell, provide direct investment that generates tax dollars and business opportunities. That's the type of mutually beneficial relationship that most college towns aspire to."

-Sentinel & Enterprise, 2023 Editorial





Over \$250 million of investment in the pipeline

Completed Investments

- Fitchburg City Hall
- Crescent St Townhomes
- Activate Mill Street
- FSU ideaLab and Game Design Studio** 🏠
- River Styx Brewery Expansion
- 13 New Businesses Since 2017 ★
- Main/Boulder 2-Way Conversion

Under Construction (Projected Completion)

- 805 Main Mixed-Use ('22)
- 409 Main Mixed-Use ('22)
- 655 Main Mixed-Use ('22)
- Urban Fork Kitchen Incubator ('22)
- Moran Square 44-unit Mixed Use ('22)
- Twin City Rail Trail ('22-'24)
- 2 FSU Store Fronts ('22)** 🏠
- 759 Main Street ('22)

Planned Investments (Projected Start Dates)

- 10 Small Businesses ★
- 2 FSU Storefronts ('23)** 🏠
- Fitchburg Arts Community ('23-'24)
- Gateway/University Apartments ('23)
- Water Street Bridge ('24-'26)
- FSU 1,200 seat Theater** 🏠
- FSU 250 seat theaterLAB ('23)** 🏠
- Fitchburg Public Library ('23)
- Downtown Fitchburg Parking Deck



Leveraging \$96M

- Since FY17 the City, University, and other local partners have leveraged \$96million in state resources to create over \$250 million in private and public development within the downtown corridor.

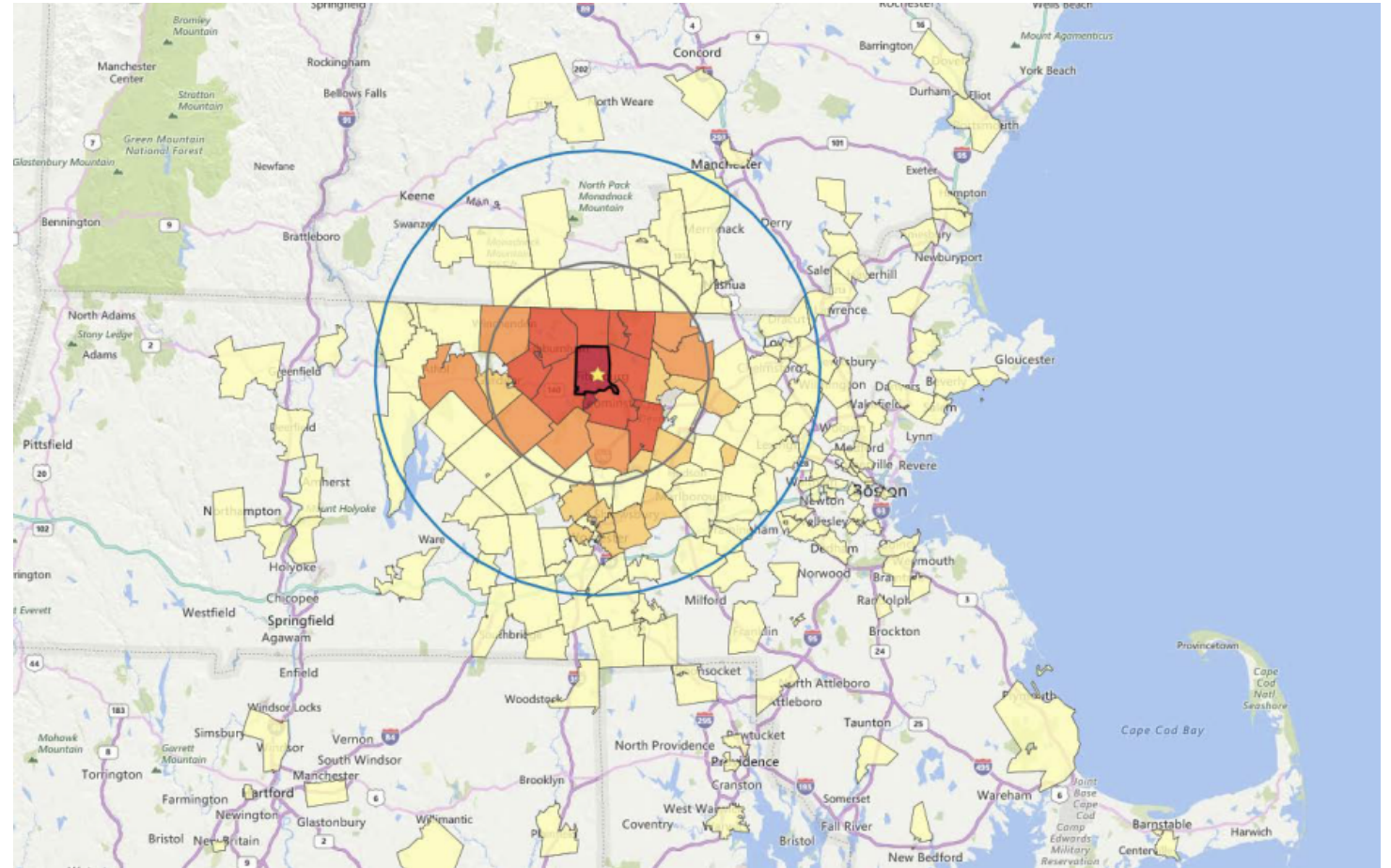
Research Review & Planning

- Webb Management Services: Market Analysis
- UMass Amherst Donahue Institute: Economic Impact Study
- Broad-Based Support: City, State, and Congressional Leadership



Webb Market Analysis, Defining the Region

- The Market:
 - City of Fitchburg
 - 15-mile radius surrounding Theater Block
 - 30-mile radius surrounding Theater Block (also corresponds with the NewVue and North Central Massachusetts Chamber of Commerce service areas)
 - National data used for comparison



Webb Market Analysis, Highlights

- **Trends:** The Theatre Block project reflects current trends in the development of performing arts facilities, including the combination of active and passive participation opportunities, the inclusion of flexible and technology-rich spaces, and the direct connection to economic and community development goals.
- **Market:** The market for the arts in and around Fitchburg is strong and broad-based in terms of age, income, and race & ethnicity. Programming should reflect this diversity and offer accessible programs to a wide variety of groups.
- **Venue:** There are gaps in the market for high-quality performance venues that offer touring productions and film exhibitions, with strong food & beverage options.

Webb Market Analysis, Highlights Cont.

- **Demand:** University and regional users are in need of state-of-the-art sound, lighting, and projection equipment broadly for the performing arts. Promoters, presenters, and facility managers believe there is an opportunity to attract touring productions and successfully draw a diverse set of patrons.
- **University and Community Impact:** Advances Fitchburg State's goals around academic learning and being a strong community development partner. Supports community planning goals, and the development of downtown Fitchburg.
- **Regional Impacts:** This project aligns with the Montachusett region objectives, including but not limited to regional promotion; local business creation and support; workforce attraction and retention; redevelopment and reuse; and most importantly job creation.

Summary of Economic Contributions of Fitchburg State University

UMass Donahue Institute

- There are approximately 3,300 students that are active on campus per year of which 1,000 reside in the residence halls.
- Fitchburg State University directly employs a total of 568 regular faculty and staff in Massachusetts, who earned a total payroll sum of more than \$37 million and an additional \$14 million in fringe benefits.
- Including multiplier effects, produced by the IMPLAN econometric model, Fitchburg State generated a total of \$283 million in economic activity as well as 1,776 jobs in FY2019.
- There are approximately 23,000 Fitchburg State alumni currently working in Massachusetts, earning a total of approximately \$1.6 billion in wages, for an average wage of \$56,314 annually.
- Including multiplier effects, the economic activity of Fitchburg State alumni is associated with just under 55,000 jobs in the Commonwealth, as well as \$4.6 billion in contribution to the state's gross domestic product (GDP).

University of Massachusetts Amherst

Regional Institution making Regional Impact

UMass Donahue Institute

- Theater renovation spending estimates result in a total of \$36 million in output and 175 jobs around the Commonwealth in a single year.
- Assuming the renovation process takes place over the course of 3 years, estimated theater renovation spending will result in a total of \$108 million in economic output and 525 jobs around the Commonwealth.
- Once the theater renovation is complete, it will continue to generate economic activity, potentially supporting 43 jobs and \$5.3 million in output around the Commonwealth on an annual basis. This is assuming an annual attendance of 55,000 patrons.

UMass Donahue Institute

- A report from the Americans for the Arts (AFA) estimated that theater patrons in Massachusetts spend \$30.25 aside from the cost of admission
- The key components associated with this estimate include restaurants, general merchandise, gas, and lodging

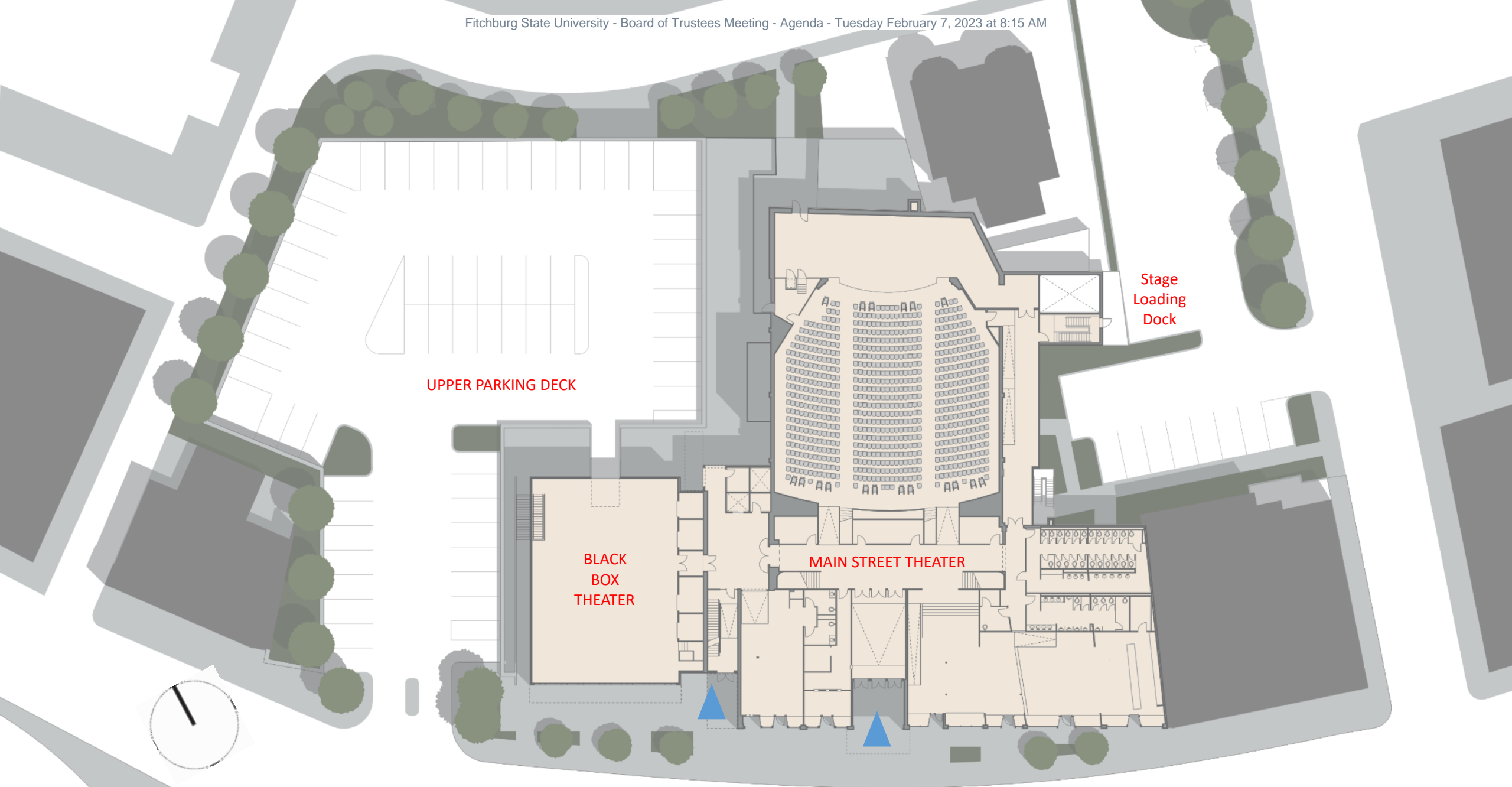
Economic Impact of Future Theater Operations

- **Estimated Spending by Theatergoers:**
 - Restaurants \$1,070,232
 - General merchandise \$257,588
 - Gasoline \$173,251
 - Hotels and motels. \$162,790
 - Performing arts companies \$1,234,750
- **TOTAL \$2,898,611**

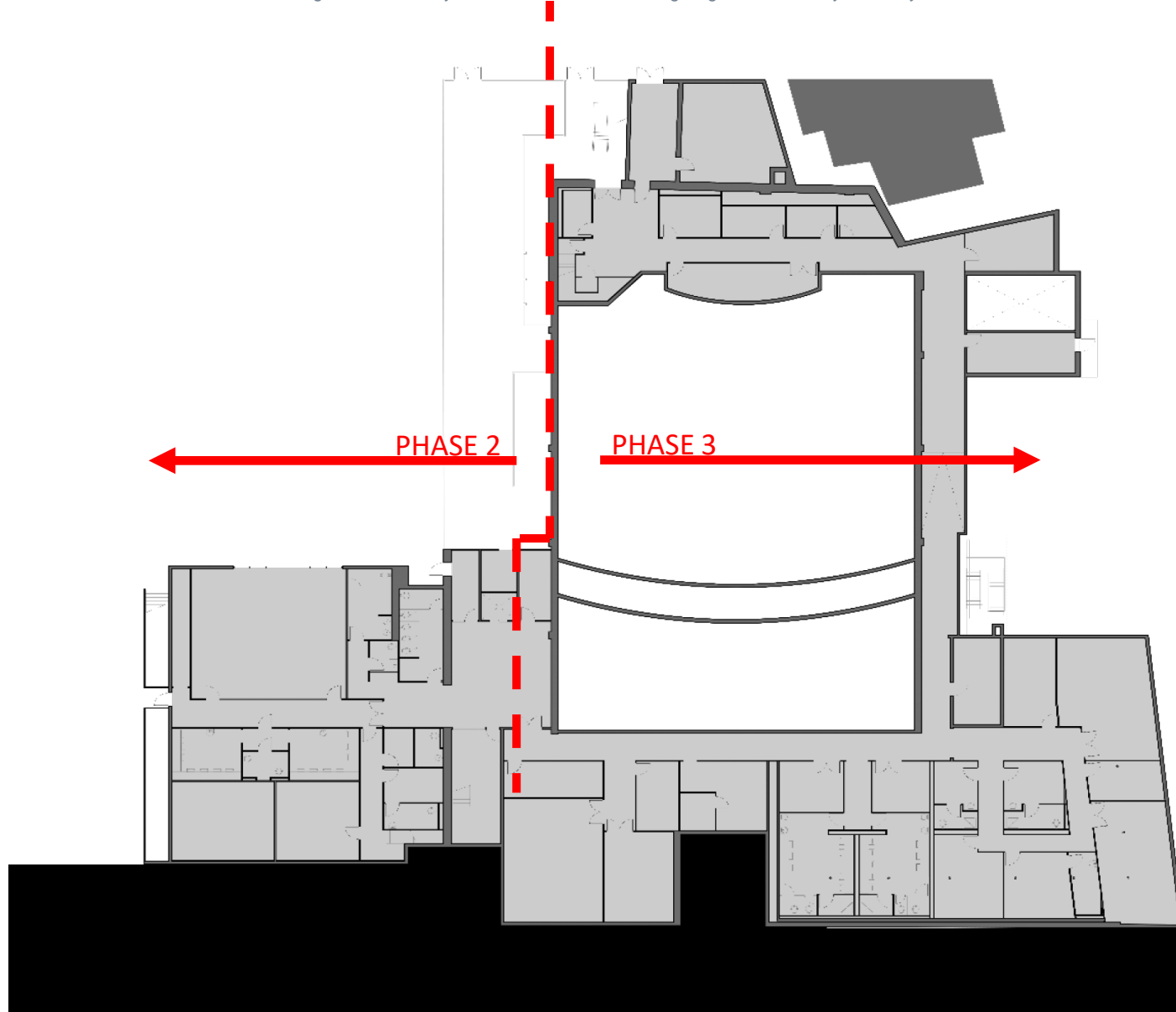
Phase 1: ideaLab & Game Design Studio







FITCHBURG THEATER BLOCK SITE PLAN



Phase 2, The theaterLab

- 17,983 square-feet of new construction adjacent to the main historic theater designed to seat up to 250 people.
- Modern, four-story structure will serve as a teaching facility for students in the performing arts and humanities.
- Equipped with a state-of-the-art media infrastructure, lighting grid, and flexible pedagogical and performance space to encourage the creative training of students, performers, and technicians alike.
- Will strengthen learning opportunities for students and community members by supporting a wide range of performances, academic experiences, and speaking events.
- Will serve as the connecting tower to the historic theater, providing ADA-compliant access to all components of the Theater Block complex.



Phase 3, Historic Theater Restoration

- Preservation of the Historic 1929 Vaudeville Theater
- 46,250 square feet of historic preservation adjacent to the theaterLab, to seat up to 1,200 people.
- Full proscenium stage, backstage, a 1920 Wurlitzer style pipe organ, and orchestra pit
- Complimentary to other Performing Arts Centers
- Complimentary to University Infrastructure



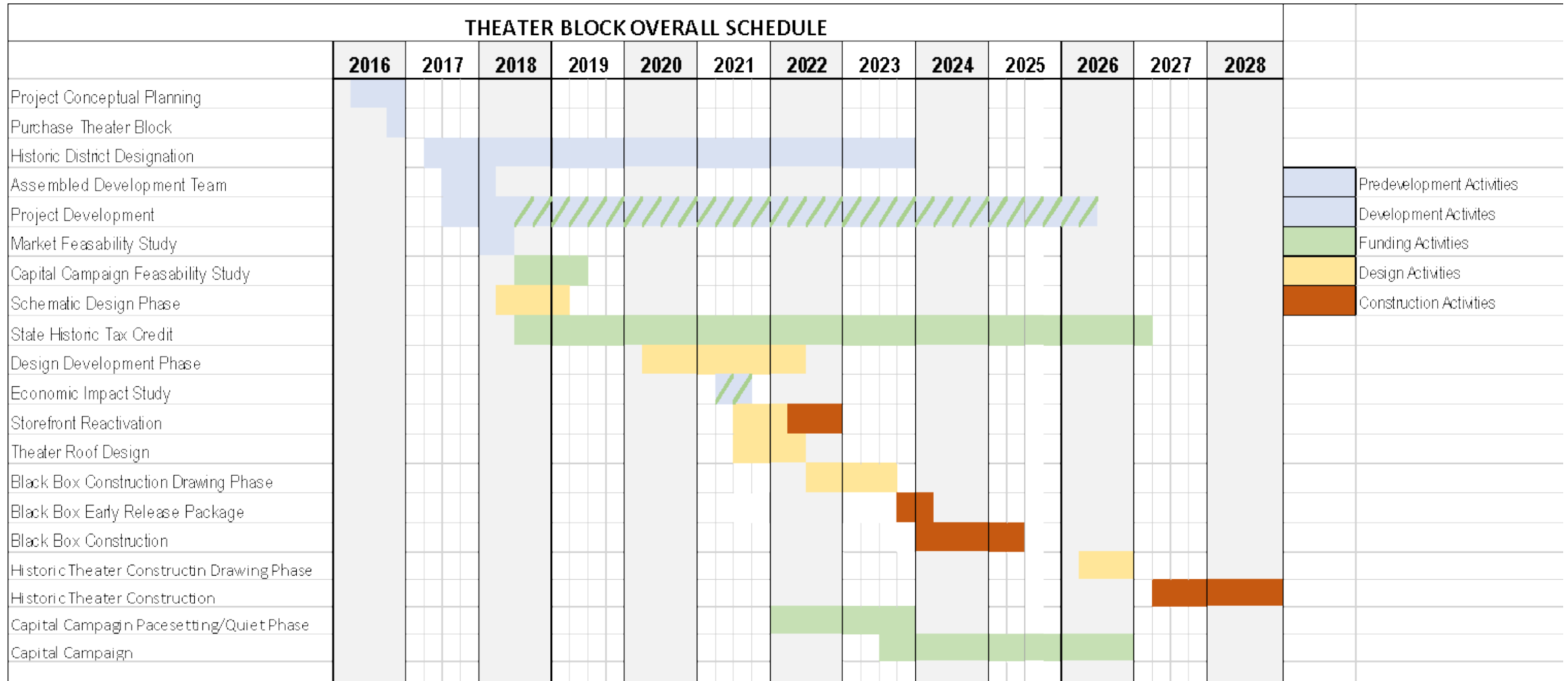




Project Team

- FSU Foundation Supporting Organization, Owner
- Fort Point Project Management, Owner's Representative
- Anser Advisory, Development Consultant and Owners Project Manager
- ICON Architecture, Lead Design Firm
- Walsh Brothers, Construction Manager





Funding

- State and Federal Historic Tax Credits
- New Market Tax Credits
- Community Project Funding
- American Rescue Plan Act
- Community Development Block Grant
- Capital Campaign
- Revenue Bonds
- Granting Opportunities



NATIONAL ENDOWMENT
FOR THE HUMANITIES



Coversheet

FY2023 Budget Update

Section: III. Budget and Enrollment Update
Item: B. FY2023 Budget Update
Purpose:
Submitted by:
Related Material:
FFTE Projected and Actual Enrollment Data - Google Sheets.pdf

FY23 Budget Update

FFTE Enrollment : Budget to Actual

FALL	fall 2022	Revenue	
UG Day FFTE Budgeted	2,629	\$ 15,010,589	
UG FFTE ACTUAL	2370	\$ 13,808,399	
difference	-259	\$ (1,202,190)	
SPRING	Spring 2023	Revenue	
UG Day FFTE Budgeted	2,329	\$ 13,308,839	
UG FFTE ACTUAL	2108	\$ 12,279,137	
difference	-221	\$ (1,029,702)	
		\$ (2,231,892)	Fall + Spring Day Undergraduate Enrollment Shortfall
		\$ (1,746,418)	Original Anticipated Deficit in Approved BOT Budget
		\$ (3,978,310)	Total Anticipated Day Undergraduate Loss
		\$ (818,314)	Original Anticipated Housing Loss
		\$ (964,138)	Additional Housing Occupany Shortfall
		\$ (1,782,452)	Total Anticipated Housing Loss
		\$ (5,760,762)	Total Anticipated Day Loss for FY23
		\$ 153,598	Additional State Appropriation
		\$ 1,098,079	GCE AP Anticipated Surplus in Approved BoT Budget
		\$ (4,509,085)	Total Anticipated Operating Budget Loss

Coversheet

FY24 Dashboard

Section: III. Budget and Enrollment Update

Item: C. FY24 Dashboard

Purpose:

Submitted by:

Related Material:

Dashboard Tuition and Fees FY24 Pam's numbers 1.31.2023.xlsm.pdf

FITCHBURG STATE UNIVERSITY

FY24 DASHBOARD TUITION & FEES MODEL 1.31.2023

FITCHBURG STATE UNIVERSITY

TUITION & FEES

ENROLLMENT VARIABLES

PRESS TO RESET

Day Undergrad FTE			
	Revenue		% Change
FALL FTE	2,193	\$ 12,801,462	0.0%
SPRING FTE	1,981	\$ 11,570,696	0.0%
Waiver & Exemptions (3yr pre Covid avg)	\$ (250,000)		
Non State Supported Tuition	\$ 875,000		0.0%
Retained Out of State Tuition	\$ 1,250,000		0.0%
GCE			
GRAD Revenue	\$ 8,295,818		5.0%
GCE Undergrad	\$ 1,401,634		0.0%
CPS Center for Prof. Studies	\$ 182,000		30.0%
Accelerated Partnership			
AP Revenue	\$ 10,107,481		-5.0%

PROJECTED ENROLLMENT REVENUE \$ 46,234,090

Tuition Revenue & Modeled Revenue

Undergrad Day FTE

Revenue Categories

REVENUE & EXPENSE

Revenue	FY23 Budget	% Change Anticipated	Modeled Budget
State Appropriation FY23	\$ 36,838,368	2.0%	\$ 37,575,135
Financial Aid	\$ 7,300,000	0.0%	\$ 7,300,000
Grants	\$ 1,492,410	0.0%	\$ 1,492,410
Dorm Authority - MSCBA adjusted	\$ 9,169,871	-4.3%	\$ 8,775,567
Food Service	\$ 3,200,000	0.0%	\$ 3,200,000
All Tuition and Fees	\$ 51,704,338	-11.8%	\$ 46,234,090
Investment Income	\$ 1,650,000	-15.0%	\$ 1,402,500
Sales & Service	\$ 1,853,100	0.0%	\$ 1,853,100
Reserve from Fund Balance	\$ 640,986	0.0%	\$ 640,986
Transfer - Foundation, etc.	\$ 266,000	22.6%	\$ 326,116
Total Revenue	\$ 114,115,073	-5%	\$ 108,799,904

Press Falcon to Reset Revenue Change

Budgeted Revenue & Modeled Revenue

REVENUE: Budgeted & Modeled

Budgeted Expenses vs. Modeled Expenses

Expenses	FY23 Budget	% Change Anticipated	Modeled Budget
Day Salaries	\$ 42,849,950	3.5%	\$ 44,349,698
University Fringe	\$ 3,288,361	3.5%	\$ 3,403,454
University Operating	\$ 28,372,829	0.0%	\$ 28,372,829
Utilities	\$ 3,807,186	10.5%	\$ 4,206,941
Capital	\$ 4,725,000	0.0%	\$ 4,725,000
Housing	\$ 9,988,185	0.6%	\$ 10,048,114
Food Service	\$ 3,200,000	0.0%	\$ 3,200,000
GCE +CPS	\$ 9,032,056	0.0%	\$ 9,032,056
AP	\$ 10,318,189	0.0%	\$ 10,318,189
Total Expenses	\$ 115,581,756	2%	\$ 117,656,281

Press Falcon to Reset Expense Change

EXPENSES: Budgeted & Modeled

Modeled Revenue

Excess / FY23 BUDGET MODEL

(Shortfall)	\$ (1,466,683)	(\$8,856,376)
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Coversheet

FY25 Dashboard

Section: III. Budget and Enrollment Update
Item: D. FY25 Dashboard
Purpose:
Submitted by:
Related Material: Dashboard Tuition and Fees FY25.xlsm.pdf

FITCHBURG STATE UNIVERSITY
FY25 DASHBOARD TUITION & FEES MODEL
 FITCHBURG STATE UNIVERSITY

TUITION & FEES

ENROLLMENT VARIABLES

PRESS TO RESET

Day Undergrad FTE			
	Revenue	% Change	
FALL FTE	2,185	\$ 12,755,018	0.0%
SPRING FTE	1,949	\$ 11,384,920	0.0%
Waiver & Exemptions (3yr pre Covid avg)	\$ (250,000)		
Non State Supported Tuition	\$ 875,000	0.0%	
Retained Out of State Tuition	\$ 1,250,000	0.0%	
GCE			
GRAD Revenue	\$ 9,125,400	5.0%	
GCE Undergrad	\$ 1,486,433	1.0%	
CPS Center for Prof. Studies	\$ 186,200	0.0%	
Accelerated Partnership			
AP Revenue	\$ 10,107,481	0.0%	
PROJECTED ENROLLMENT REVENUE		\$ 46,920,451	

Tuition Revenue & Modeled Revenue

FY24 Budget	\$49,293,606
Model	\$45,388,699

Undergrad Day FTE

FY23	Fall FTE: 2,386	Spring FTE: 2,086
Modeled	Fall FTE: 2,185	Spring FTE: 1,949

Revenue Categories

REVENUE & EXPENSE

Revenue	FY24 Budget	% Change Anticipated		Modeled Budget
State Appropriation FY23	\$ 37,575,135	2.0%	▲ 2.0%	\$ 38,326,638
Financial Aid	\$ 7,300,000	0.0%	▬ 0.0%	\$ 7,300,000
Grants	\$ 1,492,410	0.0%	▬ 0.0%	\$ 1,492,410
Dorm Authority - MSCBA adjusted	\$ 8,775,567	0.0%	▬ 0.0%	\$ 8,775,567
Food Service	\$ 3,200,000	0.0%	▬ 0.0%	\$ 3,200,000
All Tuition and Fees	\$ 46,883,381	0.0%	▬ 0.1%	\$ 46,920,451
Investment Income	\$ 1,650,000	0.0%	▬ 0.0%	\$ 1,650,000
Sales & Service	\$ 1,853,100	0.0%	▬ 0.0%	\$ 1,853,100
Reserve from Fund Balance	\$ 640,986	0.0%	▬ 0.0%	\$ 640,986
Transfer - Foundation, etc.	\$ 326,116	0.0%	▬ 0.0%	\$ 326,116
Total Revenue	\$ 109,696,695	1%		\$ 110,485,268

Press Falcon to Reset Revenue Change → difference \$ (9,082,083)

Budgeted Revenue & Modeled Revenue

FY23 Budget	\$37,575,135
Modeled Budget	\$38,326,638

REVENUE: Budgeted & Modeled

FY23 Budget vs Modeled Change

FY23 Budget	\$7,200,000
Modeled Change	\$7,400,000

Excess / FY23 BUDGET MODEL
(Shortfall) \$ (7,959,586) (\$9,082,083)

Expenses	FY24 Budget	% Change Anticipated		Modeled Budget
Day Salaries	\$ 44,349,698	3.5%	● 3.5%	\$ 45,901,937
University Fringe	\$ 3,403,454	3.0%	● 3.0%	\$ 3,505,558
University Operating	\$ 28,372,829	0.0%	● 0.0%	\$ 28,372,829
Utilities	\$ 4,206,941	0.0%	● 0.0%	\$ 4,206,941
Capital	\$ 4,725,000	0.0%	● 0.0%	\$ 4,725,000
Housing	\$ 10,048,114	0.0%	● 0.0%	\$ 10,048,114
Food Service	\$ 3,200,000	0.0%	● 0.0%	\$ 3,200,000
GCE +CPS	\$ 9,032,056	1.7%	● 1.7%	\$ 9,185,601
AP	\$ 10,318,189	1.0%	● 1.0%	\$ 10,421,371
Total Expenses	\$ 117,656,281	2%		\$ 119,567,351

Press Falcon to Reset Expense Change →

Budgeted Expenses vs. Modeled Expenses

FY23 Budget	\$44,349,698
Modeled Budget	\$45,901,937

EXPENSES: Budgeted & Modeled

Modeled Revenue

 FITCHBURG STATE UNIVERSITY
FY25 DASHBOARD TUITION & FEES MODEL
 FITCHBURG STATE UNIVERSITY

Coversheet

Cash Flow Analysis

Section: III. Budget and Enrollment Update
Item: E. Cash Flow Analysis
Purpose:
Submitted by:
Related Material: Cash Flow Analysis - Google Sheets.pdf

Cash Flow Analysis			
FSU Reserve Funds			
Market Value	as of 6/30/2022		
University Long Term	\$ 18,864,057		
University Short Term	\$ 26,611,140		
University Cash	\$ 12,394,208		
Total	\$ 57,869,405		
FSU Reserve & Deficit			
Fiscal Year	Start of FY	End of FY	Projected Deficit
FY23	\$ 57,869,405	\$ 53,360,320	\$ (4,509,085)
FY24	\$ 53,360,320	\$ 44,503,944	\$ (8,856,376)
FY25	\$ 44,503,944	\$ 35,421,861	\$ (9,082,083)

Coversheet

Matt Bruun will make a presentation.

Section: IV. Update on Contact Magazine
Item: A. Matt Bruun will make a presentation.
Purpose:
Submitted by:
Related Material: Digital Magazine Discussion Jan_Feb 2023.pdf

Going Digital: Discussing the future of Fitchburg State's Alumni Magazine

Background

- *Contact* magazine publishes twice annually
- Traditionally includes 32 pages, with president's welcome, campus news, feature stories, class notes, in memoriam, university advertisements
- Mailing list of approximately 45,000 includes alumni, faculty/staff, families of current students, VIPs

Background



Past issues posted at fitchburgstate.edu/contact-magazine



SOARING HIGHER

FITCHBURG STATE HAS A LONG AND GROWING HISTORY OF HELPING PROFESSIONALS ADVANCE THEIR CAREERS THROUGH ONLINE AND IN-PERSON GRADUATE PROGRAMS. HERE ARE SOME OF THEIR STORIES.

MAKING A BIGGER IMPACT

Joshua Romano '05, '14 was looking for a way to make a bigger impact on students. For the career educator who had been teaching at area high schools for years, it was a post as dean of students at Lumbering High School that inspired him to enhance his administrative education. For this, he joined Fitchburg State, where he received a master's degree in 2016. He also got to know Fitchburg State colleagues who were competing their own personal experience at Lumbering High. "I've enjoyed that for always had that connection to Fitchburg State," he said.

Two years later he was an assistant principal at Murock High School in Wrentham, and later a principal. Additional administrative posts followed at other schools, as did Romano's own continuing education. He completed a certificate of advanced graduate study from Fitchburg State in 2014, and earlier in 2022 he finished a doctoral at Salem State. This fall he greeted his 1,800 students at Lumbering High School as its newest principal. The son and daughter of Lumbering High alumni expressed a welcome challenge for Romano.

"I wanted to get somewhere larger, where I was making a bigger impact," he said. "I wanted to go somewhere larger, where I was making a bigger impact," he said. "I wanted to go somewhere larger, where I was making a bigger impact," he said.

"Fitchburg State was a phenomenal place for me to get the preparation for what I did in education," Romano said. "What I produced in Fitchburg State education program are practices, especially when you get to get out and actually do it. You will find that you need to be effective in instruction, in developing curriculum, and in helping students. The success I've had in an educational background, and I was able to leverage my knowledge from Fitchburg State to participate at a higher level."

NO TURNING BACK

Katie Richards '20 kept her MBA goal in sight despite challenges. A few short years ago, Katie Richards and her husband, Mike, were used to heading the tightrope of work-life balance. Parents of two daughters, Hannah and Maddie, they were also managing full-time careers in business and human resources. In 2018, they decided to pursue their MBA degrees.

"My people told me that was completely crazy for wanting to get my MBA," Katie recalled. "But when I first found out I was pregnant with twins in 2011, and both people I planned to return to work for, had their careers, the response from many was that I'd have to give something up. I've always just refused to accept that I couldn't have it all. I knew there had to be a way."

Katie said Mike was steadfast in his encouragement that she would power the dualities along.

They were well into their studies when the pandemic struck in 2020. "I said, 'You're far from it, I can't turn back now. So we did what Katie said and did not strategize and make a crazy plan.'"

The plan included getting up at 5:30 a.m., working in shifts to balance homeschooling their then 3-year-old daughter with conference calls, professional obligations, and schoolwork.

Katie would start, getting her daughters ready for school, then coaching, singing preschool songs, leaving to head to work, and then working. At 10 a.m., she and Mike would switch, and the usual morning employee rotations for more than 750 patients during the healthcare clinic.

Some things were non-negotiable, including family dinner time and putting the kids to bed.

With their daughters in bed for a few hours, Katie and Mike turned to his books. "We were so grateful that Fitchburg State gave us flexibility with scheduling," she said. "We found a very real staff of professors that I trust. It was not the moment they were in with scheduling, they said, 'I respect for each individual position. I taught me that leadership is about being in, and meeting the moment.'"

It wasn't easy. "There were a lot of moments of sheer vulnerability," Katie said, recalling one night when she typed papers while her 3-year-old daughter sat on top of her head.

"With that reality and family support, it was achievable. The coursework also paid off for her career, as Katie described getting honors from her education instructor. "It's been in many important rooms since then, for career advancement, and it was able to leverage my knowledge from Fitchburg State to participate at a higher level."



SOARING HIGHER

ALUMNI news

CLASS NOTES

2015
 CHRISTOPHER A. BARNETT '15 was named dean of the College of Business in 2022. He received his MBA from Fitchburg State in 2015. He is currently dean of the College of Business at Salem State University.

2015
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ALUMNI news

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Powered by BoardOnTrack

Current Format

SUBMIT A CLASS NOTE

Current Format

ALUMNI news

SAVE THE DATE!

ONCE A FALCON, ALWAYS A FALCON

HOMECOMING
fitchburgstate.edu/homecoming

November 3-5, 2023
Save the date!

Good things happen when we work together.

We're proud to partner with Fitchburg State University Alumni Association. To learn more about Liberty Mutual auto and home insurance, please call us at 1-844-802-4355, or visit libertymutual.com/fitchburg.

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16 | WINTER 2022 | FITCHBURG STATE UNIVERSITY

Whether you're looking to Reskill, Upskill or develop a New skill, The School of Graduate, Online, and Continuing Education (SGOCE) at Fitchburg State University is the place to be!



RUN on over to check out the vast array of opportunities developed to help you meet your goals!

WE CURRENTLY HAVE:

- Over 20 Master's Degree Options (19 are 100% Online or Hybrid) in fields such as Business, Education, Communication, Computer Science, Nursing and Counseling
- 15 Graduate Certificates 100% Online and some Hybrid options
- Certificates of Advanced Graduate Study (CAGS) 6 - 100% Online and Hybrid Options
- 4 - 100% Online Bachelor's Degree Completion Programs (Business, Occupational Education, RN-BS in Nursing and Interdisciplinary Studies)

LEARN MORE AT fitchburgstate.edu/graduate-academics

Looking to just take a course or two, or maybe a self-guided online workshop?

THE CENTER FOR PROFESSIONAL STUDIES OFFERS:

- Rotating Series of Courses, Workshops and Institutes (Online, Hybrid, and In-Person options)
- DESE-Approved Education Courses to earn PDPs and Graduate Credit (Online, Hybrid, In-Person)
- Over 100 Short-Term Professional Development Workshops and Certificates (100% Online | Self-Guided)
- Tailored Professional Development Options to fit your organization's needs ... and much, much more!

LEARN MORE AT fitchburgstate.edu/cps

FITCHBURG STATE UNIVERSITY | School of GRADUATE, ONLINE AND CONTINUING EDUCATION



Why Digital?

- Real-time updates of content
- Measurable engagement
- Environmentally friendly
- One-time expenditure
- Optimized for content sharing via social media and/or departmental pages

Why Digital?

- Cost Containment
 - Print, design and postage, Summer 2021: \$50,899
 - Print, design and postage, Spring 2022: \$75,599
 - Annualized Cost: \$127,000
 - Net Increase: **48.5%**

Digital Presentation

- The digital site is envisioned as the go-to repository of our institutional storytelling, from features about alumni to looks at institutional history, student stories, campus initiatives, and more
- Would let us integrate content like faculty research and student work (ARTerries, VISIONS, Undergraduate Research Conference)

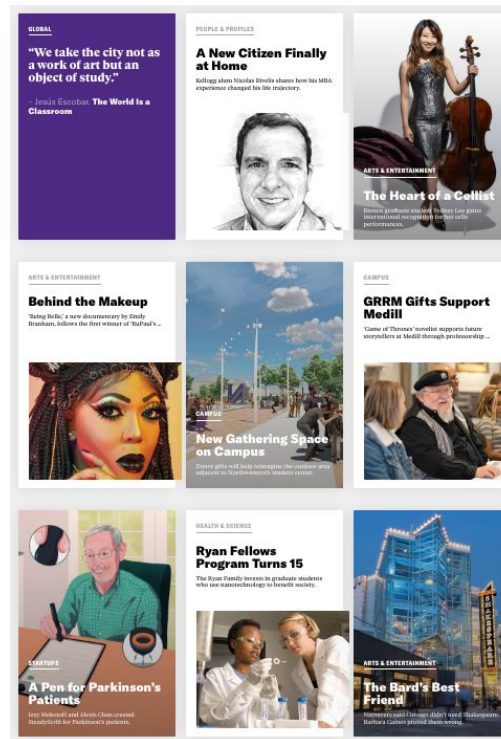
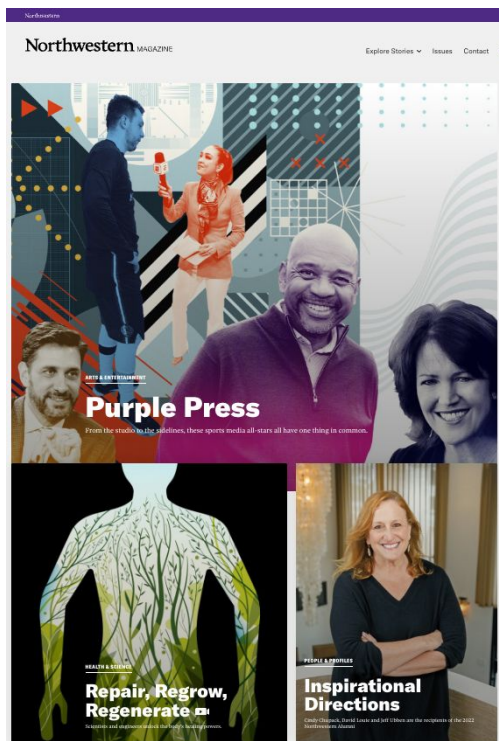
Printed Component

- Digital presentation would be complemented by four-page “digest” or full-color postcard summarizing latest stories and sent twice annually to full mailing list.
- Print and postage costs will be substantially less than full-size magazine while still providing an engaging and affirming picture of Fitchburg State to our audiences.

Our Templates

- Northwestern University
 - [Northwestern Magazine](#)
- Cornell University
 - [Cornellians](#)
- Middlebury College
 - [Middlebury Magazine](#)

Northwestern University



Northwestern University

Magazine Sections ▾

Voices

SOCIAL ISSUES

Messages Shape Identity and Transform Lives

WINTER 2022

Marcus Dean's psychosocial experiments have shown that social forces such as peers, parents, teachers and financial resources shape the academic experience and life paths of young people. "The right message at the right time can change how someone feels about themselves and transform the type of education and life that they might envision and pursue," he says.

[Read Dean's essay.](#)



PEOPLE & PROFILES

Sound Off: The Magic of Snow

WINTER 2022

Who says winter in Evanston is no fun? Alumni recall snowed-out fights, football under a full moon in 5-degree weather, a snowman built on a dorm rooftop and more winter adventures.

[Read this list!](#)



POLITICS

Cody Keenan on Hope and Speechwriting

WINTER 2022

Cody Keenan '12 spent eight years as a White House speechwriter for President Barack Obama '06. He, now a visiting professor at the Worcester College of Arts and Sciences, Keenan talked with Northwestern Magazine about his work in politics, what he learned from the former president and what gives him hope.

[Learn more about Keenan.](#)



SOCIAL ISSUES

The Case for Foreign Correspondents

FALL 2022

In the era of the foreign correspondent over? That's the premise behind a new media venture spearheaded by Justin Smith, the former Bloomberg Media chief executive, and Ben Smith, the former editor of BuzzFeed.

[Read Cohen's essay.](#)



Northwestern MAGAZINE

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In Memoriam

In memoriam is a page to read featured obituaries of Northwestern alumni, faculty and staff. Visit [Donations](#) to read memorials of Northwestern community members submitted by their family or peers. Please send obituaries to alumni@northwestern.edu.

Filter alumni by decade:

2020s 2000s 1990s 1980s 1970s 1960s 1950s 1940s 1930s 1920s

Narrow to:

Faculty and Staff



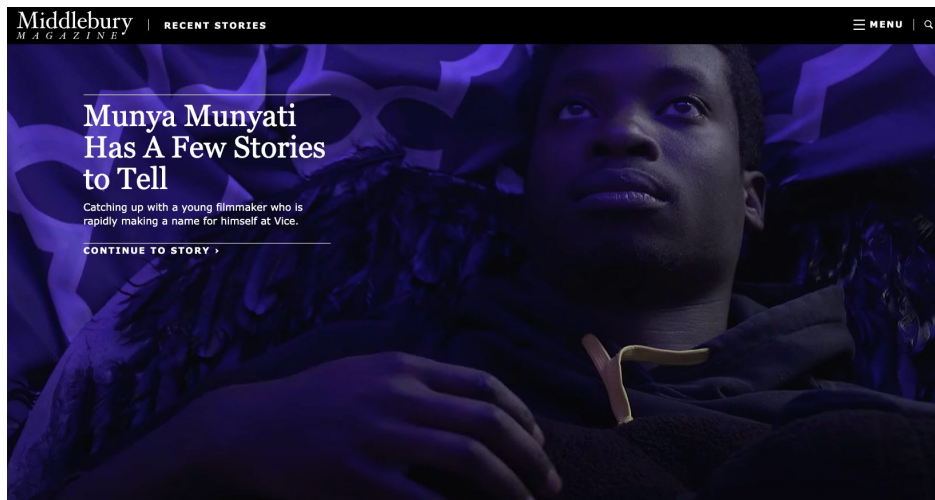
Virginia "Ginny" Risnow Harris '54, St. Paul, Minn., Sept. 3, 2022, at age 90. From education to local reporting to government service, Harris was passionate about her community involvement. After graduating from Northwestern, she taught at St. Richard's Elementary School while raising her family before moving to Victoria, Minn., where she worked as a reporter, then editor, for the Sun Newspaper system. Her reporting on civic matters caught the attention of the local city council, and she was named as Victoria's first city administrator, becoming the first woman to be hired for the position in Carver County. After a successful tenure as city administrator, she became Carver County's director of planning and zoning, a position that she held for almost 20 years. She served in many land-use planning organizations and committees, always making an effort to preserve agricultural land for farming. Harris also served as director of the Lake Minnetonka Conservation District. She is survived by her children, Larry, Michael, Tress, Rob, Tom, Patricia and KC; 14 grandchildren; and one great-grandson.

Robert J. Werner '53, '54 MBA, '57 DMA, Roanoke, Va., Aug. 31, 2022, at age 90. Werner was a passionate advocate for a comprehensive arts education. As dean of the University of Oklahoma's College-Conservatory of Music for 15 years, he oversaw the construction of the \$93.2 million CCM Village that enhanced the conservatory's teaching and performance capabilities and advanced the school's reputation as a leading center for performing and media arts. The 200-year Robert J. Werner Recital Hall in the CCM Village honors his legacy. Werner served as president of both the International Society for Music Education and the National Association of Schools of Music. He supported publications for community education programs as well as developmental frameworks for music education at elementary and secondary levels. He received a Northwestern Alumni Association Alumni Merit Award in 1991. He is survived by his wife of 65 years, Sharon McInfield Werner '51, children Mark, Kurt and Erik; grandchildren Eliza, Kristen, Haley and Sydney; and great-grandchildren Claire, Caden and Dylan.




Edmund W. Chang '80, West Newton, Mass., Aug. 18, 2022, at age 64. Whether it was work, independent projects, design competitions or teaching, Chang never lost his passion for architecture and design. After graduating from Northwestern with a degree in American studies, he worked as a designer for an architectural firm before attending the Harvard University Graduate School of Design. He later moved to Los Angeles and worked as an architect while also teaching at the University of Southern California. In 1990 he and his then partner, former Harvard classmate Roger Sherman, won a design competition for the West Hollywood Civic Center in Los Angeles. In 1992 he started Chang and S'Bigard Architects with his wife, Susan S'Bigard. They relocated to the Boston area and worked on residential and institutional projects for Harvard and the Massachusetts Institute of Technology. In Newton, Mass., Chang designed City Hall's Millennium Park and worked on an urban design committee for the area. Chang, who retired in 2021, is survived by his wife, his son, Alexander; his mother, Edith; his sister, Patsie; and his brother, Laurence.

Middlebury College



FEATURES




More Than a Game

In a critically acclaimed work of nonfiction, Abe Streep '04 introduces readers to the Arlee Warriors, a high school basketball team on a Native American reservation in Montana, where life's challenges are abundant.

By Alexander Wolff
Photograph by Devin Yalvin

OCTOBER 21, 2022




Munya Munyati Has A Few Stories to Tell

Catching up with a young filmmaker who is rapidly making a name for himself at Vice.

By Mara Dolan
Film stills by Munya Munyati

SEPTEMBER 16, 2022




Reverberations

A transcontinental move, a career discovered, a landmark speech studied and translated—and an identity reshaped.

By Clara Chman, MA Translation '22
Illustration by Anna Gustala

APRIL 2, 2022



The Road(s)

A little over a year ago, a writing student headed south to Florida for no other reason than 3-term was forced to go remote. She soon found herself reporting on an environmental justice battle that was rolling the state.

By Alexandra Burns '21 S
Illustrations by Virginia Nayberg

MARCH 2, 2022

Cornell University

Cornell University

ALUMNI PARENTS & FAMILY STUDENTS SERVICES CORNELLIANS

Home Stories & More Alumni Community The Latest More from Cornell About

Cornellians

ALUMNI

Alum's Bakery with a Hollywood Following Hits a Sweet Spot

Susan Sarich 'ly launched SusieCakes to create scratch-made treats—and provide sustainable careers in hospitality.

[READ THE FULL STORY →](#)

RECENTLY POSTED



QUIZZES & PUZZLES

How Well Do You Know Cornell?



PERSPECTIVES

We Met as Freshmen—and Climbed Kilimanjaro Together at Age 70



CORNELLIANA

Board of Trustees 101



Celebrate Big Red Love—in Pictures!

For a Valentine's Day feature, *Cornellians* is seeking photos of two-alumni couples on and around campus. Do you have photos and a love story to share—of you and your sweetie, or perhaps your Cornellian parents or grandparents?

[EMAIL US](#)

Next Steps

- Our team reviewing “wireframes” with web developer now, creating the different elements we’d have at our disposal - articles, class notes, *in memoriam*, etc.
- Anticipate this going live in time for Spring/Summer “issue,” with corresponding mailings

Questions / Discussion

Coversheet

Personnel Actions (N04-22/23)

Section:	V. Notifications
Item:	A. Personnel Actions (N04-22/23)
Purpose:	FYI
Submitted by:	
Related Material:	Personell Actions Feb. 7, 2023.pdf

TO: Board of Trustees
 FROM: The President
 SUBJECT: Personnel Actions

DATE: February 7, 2023
 REQUEST NUMBER: N03-22/23

New Hire

Derek Craig (HS) Effective: 11/28/2022	Staff Assistant, Creative Cities Program Manager InTown Fitchburg	\$50,000.00
Nicolette Kolgraf (MA) Effective: 11/14/2022	Staff Assistant, Counselor Counseling Services	\$53,500.00
Maya McCabe (BA) Effective: 1/30/2023	Staff Assistant, Education Coordinator Upward Bound Math and Science	\$51,500.00
Matthew O'Donoghue (MED) Effective: 2/6/2023	Staff Associate, Housing and Residential Life Maintenance Manager Capital Planning and Maintenance	\$82,500.00
Zachary Shaw (MS) Effective: 1/17/2023	Staff Assistant, Athletics Recruiting Coordinator and Head Football Coach Athletics	\$60,000.00

Resignation

Heide Messing Effective: 1/6/2023	Staff Assistant, Project Manager Capital Planning and Maintenance	\$101,778.31
Rachael Norton Effective: 1/14/2023	Assistant Professor Mathematics	\$66,650.63
Joseph Phelan Effective: 1/21/2023	Staff Associate, Event Operations Manager Event Management	\$55,453.33

Scott Sperone Effective: 1/21/2023	Staff Assistant, Athletics Recruiting Coordinator and Head Football Coach Athletics	\$63,984.61
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Retirement

Sherry Horeanopoulos Effective: 2/24/2023	Staff Associate, Information Security Officer Technology	\$104,443.08
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Change in Salary/Degree

Ralph Fasano Effective: 1/1/2023	Director of Digital Learning SGOCE	From \$91,800.00 To: \$93,800.00
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Change in Salary/Adjustment

Frank Campo Effective: 1/16/2023	Director of Event Management Event Management	From \$79,576.19 To: \$85,000.00
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Michael Letzeisen Effective: 11/14/2022	Staff Assistant, Work Order Systems and Office Manager Capital Planning and Maintenance <i>**Was receiving out of title pay and will retain that pay due to additional duties and responsibilities.</i>	From \$80,680.00 To: \$80,680.00
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Change in Title and Salary

Brian Duffy Effective: 11/14/2022	From: Staff Associate, HVAC Power Plant Manager To: Staff Associate, Power Plant and CPM Trades Manager Capital Planning and Maintenance	From \$112,200.00 To: \$113,000.00
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Change in Supervisor

Joseph Ferguson Effective: 1/16/2023	Director for InTown Fitchburg President's Office/InTown Fitchburg From: Jay Bry To: AJ Tourigny	\$68,527.50
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Change in Title

Sara Levine	From: Interim Dean of Arts and Sciences	\$150,756.00
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Effective: 11/14/2022

To: Dean of Arts and Sciences
Academic Affairs**1/2 Year Sabbatical**

Jessica Alsup From: 9/1/2023 To: 1/10/2024	Associate Professor Exercise and Sports Science	\$71,248.26
Mary Baker From: 9/1/2023 To: 1/10/2024	Associate Professor Communications Media	\$86,151.13
Mary Ann Barbato From: 1/11/2024 To: 5/31/2024	Professor Mathematics	\$108,998.72
Karen DeAngelis From: 1/11/2024 To: 5/31/2024	Assistant Professor Education	\$74,336.03
Renee Fratantonio From: 1/11/2024 To: 5/31/2024	Associate Librarian Library	\$65,469.68
Sean Goodlett From: 1/11/2024 To: 5/31/2024	Professor Economics, History and Political Science	\$116,973.82
John Krasner From: 1/11/2024 To: 5/31/2024	Professor Communications Media	\$112,969.03
Ronald Krieser From: 9/1/2023	Professor Biology	\$97,010.33

To: 1/10/2024

Zachary Miner	Assistant Professor	\$65,460.09
From: 9/1/2023	Behavioral Science	
To: 1/10/2024		

Aisling O'Connor	Associate Professor	\$91,108.90
From: 1/11/2024	Chemistry	
To: 5/31/2024		

Daniel Sarefield	Professor	\$95,577.42
From: 1/11/2024	Economics, History and Political Science	
To: 5/31/2024		

Joshua Spero	Professor	\$99,987.02
From: 1/11/2024	Economics, History and Political Science	
To: 5/31/2024		

John (J.J.) Sylvia	Assistant Professor	\$63,620.96
From: 1/11/2024	Communications Media	
To: 5/31/2024		

Daniel Wigmore	Professor	\$93,121.66
From: 1/11/2024	Exercise and Sports Science	
To: 5/31/2024		

Eric Williams	Assistant Professor	\$72,117.05
From: 9/1/2023	Biology	
To: 1/10/2024		

Mark Williams	Associate Professor	\$73,385.88
From: 9/1/2023	Behavioral Science	
To: 1/10/2024		

Full Year Sabbatical with 1/2 Pay

Benjamin Levy
From: 9/1/2023
To: 5/31/2024

Associate Professor
Mathematics

\$76,034.37

Coversheet

September Quarterly Statement (N05-22/23)

Section: V. Notifications
Item: B. September Quarterly Statement (N05-22/23)
Purpose:
Submitted by:
Related Material: 3 Sept 2022 FSU Quarterly Financial Statement.pdf
September 2023 Executive Summary (1).pdf

**FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
SEPTEMBER 30, 2022, 2021 AND 2020**

	ASSETS		
	<u>2022</u>	<u>2021</u>	<u>2020</u>
<u>Current Assets</u>			
Cash and cash equivalents	26,274,319	27,805,424	21,242,890
Cash and cash equivalents, restricted	7,596,391	10,076,902	8,775,034
Accounts receivable, net	18,224,448	24,029,254	20,475,476
Due from other funds	-	-	-
Loans receivable, net	3,018	3,018	1,437
Other Assets (prepaid expenses)	170,734	113,746	122,827
Total current assets	<u>52,268,911</u>	<u>62,028,344</u>	<u>50,617,664</u>
<u>Noncurrent Assets</u>			
Restricted cash and cash equivalents	13,735,155	12,262,393	8,524,289
Endowment Investments	895,412	1,062,113	928,824
Other Investments	16,683,635	20,334,090	17,889,643
Loans receivable, net	855,108	1,002,348	1,216,402
Other non current assets	62,640	64,879	8,297
Capital assets, net	193,083,665	183,257,870	180,239,776
Right of use assets, net	54,895,240	-	-
Total noncurrent assets	<u>280,210,855</u>	<u>217,983,693</u>	<u>208,807,231</u>
Total Assets	332,479,766	280,012,037	259,424,895
Deferred outflow-OPEB	3,275,872	5,802,040	5,014,453
Deferred outflow-Pension	4,122,377	7,386,093	3,262,016
Total assets and Deferred Outflows of Resources	<u>339,878,016</u>	<u>293,200,170</u>	<u>267,701,364</u>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
SEPTEMBER 30, 2022, 2021 AND 2020

LIABILITIES

Current Liabilities

Bond payable - current portion	\$ 4,357,576	\$ 2,616,729	\$ -
Lease Liability - current portion	3,914,664	-	-
Account payable and accrued liabilities	773,828	4,029,387	3,187,053
Salaries payable	1,123,420	1,369,233	1,451,178
Account payable - construction	156,175	10,085	196,035
Accrued workers compensation - current porti	137,942	131,181	104,231
Compensated absences - current portion	3,346,763	3,226,735	3,627,143
Faculty payroll accrual	3,862,101	3,558,297	3,946,780
Deferred revenue - current portion	3,261,542	3,373,260	3,148,365
Capital lease - current portion	-	-	130,000
Deposits - current portion	175,800	358,700	350,300
Other liabilities - current portion	2,041,611	1,624,797	1,181,906
Total current liabilities	23,151,422	20,298,404	17,322,991

Noncurrent liabilities

Bond payable	46,856,706	52,098,686	57,571,745
Lease liability -Right of use asset	59,310,361	-	-
Accrued workers compensation	1,006,311	957,244	373,893
Compensated absences	2,231,176	2,062,995	2,223,088
Capital lease	-	-	131,412
Deferred revenue	2,529,501	10,686,461	4,051,327
Due to federal loan programs-Perkins	797,388	944,047	1,111,245
Due to federal loan programs-Nursing	-	175,928	248,183
Unfunded pension liability	8,015,299	20,091,153	12,763,415
Unfunded opeb liability	14,073,004	25,852,605	24,061,207
Total noncurrent liabilities	134,819,746	112,869,119	102,535,515

Total liabilities

	157,971,168	133,167,523	119,858,506
Service concession agreement	252,918	505,836	758,863
Deferred inflow-debt refunding	2,491,674	1,940,631	-
Deferred inflows-opeb	14,142,424	6,269,569	6,233,735
Deferred inflows-pension	8,917,207	779,813	1,171,344
Total Deferred Inflows of Resources	25,804,223	9,495,849	8,163,942

For those charged with governance and internal management use only

**FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
SEPTEMBER 30, 2022, 2021 AND 2020**

NET ASSETS

NET ASSETS

Invested in capital assets, net of related debt	132,247,813	128,167,246	124,880,620
Restricted for:	-	-	-
Non-expendable	-	-	-
Scholarships and fellowships	529,690	524,130	506,025
Research	-	-	-
Expendable	-	-	-
Scholarships and fellowships	287,245	477,553	415,103
Research	-	-	-
Instructional department uses	-	-	-
Loans	195,525	168,697	198,248
Capital projects	3,818,415	1,161,590	717,348
Debt service	12,740,159	12,967,230	9,053,870
Other	213,279	158,440	99,661
	-	-	-
Unrestricted	6,070,499	6,911,912	3,808,041
Total net assets	<u>156,102,625</u>	<u>150,536,798</u>	<u>139,678,916</u>
LIABILITIES and NET ASSETS	<u>339,878,016</u>	<u>293,200,170</u>	<u>267,701,364</u>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY**STATEMENTS OF REVENUES, EXPENSES & CHANGES IN NET ASSETS
FOR PERIOD ENDED SEPTEMBER 30, 2022, 2021 and 2020.**

	2022	2021	2021
Operating Revenues			
Student tuition and fees	23,590,134	24,588,621	25,048,043
Waivers and exemptions	(35,622)	(82,518)	(81,552)
Net student tuition and fees	23,554,512	24,506,103	24,966,491
Federal grants and contracts	708,102	1,434,891	436,710
State and local grants and contracts	389,288	428,758	89,266
Nongovernmental grants and contracts	175,743	37,665	34,059
Sales and services of educational departments	119,989	250,673	30,685
Auxiliary enterprises			
Auxiliary enterprises - Res Life	4,442,708	4,553,890	4,449,372
Auxiliary enterprises - Dining Hall	1,634,691	1,648,731	1,551,059
Other operating revenues	71,176	151,147	68,697
Total Operating Revenues	31,096,209	33,011,858	31,626,339
Operating Expenses			
Salaries:			
Faculty	4,802,465	4,512,388	4,800,372
Exempt wages	952,985	842,349	939,195
Non-exempt wages	4,309,934	4,224,113	4,269,995
Benefits	5,933,322	3,626,703	3,749,064
Other Operating Expenses			
Employee related travel	45,774	28,017	21,109
Administrative expense	800,514	955,504	767,516
Facility operational supplies	460,502	481,559	520,062
Utilities	814,097	690,974	583,633
Consultant services	1,287,895	815,927	312,275
Operational expenses	1,882,044	1,999,792	1,086,902
Equipment purchases	95,715	166,406	81,866
Equipment maintenance and repairs	105,270	107,195	41,316
Purchased client services-program	45,078	20,894	1,560
Construction and building improvement	270,490	288,411	208,574
Grant and Subsidies	55,090	20,400	-
Scholarships	303,450	527,568	252,649
Loans & special payments	407,355	889,627	8,629
IT expenditures	2,403,958	2,813,170	1,995,290
Amortization Expense	1,607,592	-	-
Depreciation	2,960,968	2,832,744	2,738,285
Bad debt expense	(9,454)	(9,969)	(17,554)
Auxiliary enterprises:	-		
Residential life - Housing	614,164	316,479	352,612
Residential life - Dining	316,754	613,897	490,593
Total Operating Expenses	30,465,964	26,764,148	23,203,943
Operating profit/(loss)	630,245	6,247,710	8,422,396

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENTS OF REVENUES, EXPENSES & CHANGES IN NET ASSETS
FOR PERIOD ENDED SEPTEMBER 30, 2022, 2021 and 2020.

	2022	2021	2021
Nonoperating Revenues (Expenses)			
State appropriations	12,953,319	9,384,436	9,038,582
Investment income (net of investment expenses)	128,243	157,434	190,568
Unrealized gain/(loss)	(867,299)	(357,189)	580,897
Interest expense on capital asset	287,890	(442,935)	(444,025)
Total Nonoperating Revenues (Expenses)	12,502,154	8,741,746	9,366,022
Income (loss) before Capital and Endowment Additions	13,132,398	14,989,456	17,788,418
Capital appropriations	246,456	245,904	-
Capital grants and gifts	63,230	63,229	63,120
Total Capital and Endowment Additions	309,686	309,133	63,120
Increase in net assets	13,442,085	15,298,589	17,851,538
Net Assets - beginning of year	142,660,540	135,238,210	121,827,378
Net Assets - end of period	156,102,625	150,536,799	139,678,916

For those charged with governance and internal management use only

**FITCHBURG STATE UNIVERSITY
STATEMENTS OF CASH FLOW
SEPTEMBER 30, 2022, 2021 AND 2020**

	<u>2022</u>	<u>2021</u>	<u>2020</u>
CASH FLOWS FROM OPERATING ACTIVITIES			
Increase in net assets	13,442,085	15,298,589	17,851,538
Adjustments to reconcile increase to cash Provided by (Used by) operating activities:	-		
(Gain)/loss on marketable securities	55,116	357,189	(143,148)
Depreciation	2,960,968	2,832,744	2,738,285
Amortization-Right of use asset	1,607,592	-	-
(Increase) decrease in assets:			
Accounts receivable	(16,063,178)	(11,360,460)	(17,464,987)
Loans receivable	28,459	35,669	56,705
Other Assets	119,071	99,849	87,484
Increase (decrease) in liabilities			
Accounts payable and accrued liabilities	(3,927,944)	(612,587)	(749,072)
Compensated absences	(236,281)	(71,669)	108,488
Accrued faculty payroll	(313,455)	(318,031)	(284,531)
Deferred revenue	1,157,259	4,914,844	2,412,093
Other liabilities	<u>1,587,625</u>	<u>1,328,316</u>	<u>1,089,802</u>
Net Cash Provided by operating activities	<u>417,317</u>	<u>12,504,453</u>	<u>5,702,657</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Unrealized gain on investments	867,299	(117,481)	(579,116)
Purchase of investments	(1,489,880)	(870,891)	(1,435,461)
Proceeds from the sale of investments	1,586,617	773,754	1,393,413
Acquisition of property, plant and equipment	<u>(2,002,781)</u>	<u>(560,588)</u>	<u>(1,507,995)</u>
Net Cash (used by) investing activities	<u>(1,038,744)</u>	<u>(775,206)</u>	<u>(2,129,159)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Federal loan program	2,419	(34,817)	5,057
Payments of capital leases	-	(131,295)	\$ (128,951)
Payments of capital debt	(400,000)	(400,000)	(300,000)
Amortization of bond premiums	<u>(623,508)</u>	<u>92,956</u>	<u>(68,359)</u>
Net Cash (used by) financing activities	<u>(1,021,088)</u>	<u>(473,156)</u>	<u>(492,253)</u>
Net increase in cash	(1,642,515)	11,256,091	3,081,245
Cash and cash equivalents - beginning of period	<u>49,248,381</u>	<u>38,888,628</u>	<u>35,460,968</u>
Cash and cash equivalents - end of period	<u>\$ 47,605,866</u>	<u>\$ 50,144,719.00</u>	<u>\$38,542,213.00</u>

For those charged with governance and internal management use only

Fitchburg State University
Executive Summary
Financial Statements for the Three Months Ended
September 30, 2022, 2021 and 2020

Statements of Net Assets (pages 1-2):

- Total asset increased in 2022 over 2021 and 2020. This increase was mainly caused by the adoption of the new pronouncement - GASB 87 right of use asset of \$54.8 million. Total cash was affected by COVID and the HEERF funds – total cash in 2022 was \$48 million, \$50 million in 2021 and \$38.5 million in 2020. Investments declined to \$17.5 million in 2022 after a rebound in 2021 to \$21.3 million. Net capital asset increased by \$10 million in 2022 and this was caused by a \$13 million energy infrastructure investments by the commonwealth.
- Total liabilities increased by \$25 million in 2022 over 2021 and by \$13.3 million between 2020 and 2021. The \$25 million increase in 2022 stemmed from an increase of \$59.83 million of GASB 87 lease liability and decreases of \$23 million in unfunded opeb and pension liability and \$8 million of HEERF grant related deferred revenue which was recognized as income in 2022.
- Net assets increase in 2021 over 2020 was due to the MSCBA refinancing of the debt payment for Housing and the increase in 2022 is due to GASB 87 right of use capital asset.

Statements of Revenues, Expenses and Changes in Net Assets (pages 3-4):

- Total operating revenue decreased each year, and this decrease was mainly due to a decrease in tuition and auxiliary enterprises – housing and dining.
- Tuition and fee revenue continue to see saw small declines over fall semesters 2022-2020. Both on-campus and online revenues have declined.
- The increase in operating expenses in 2022 is due to increases in salary and benefits which is a result of the salary and benefit increase which went into effect in late 2021 and amortization expense from GASB 87.
- State appropriations have increase consistently in the period 2020-2022. This increase was due to the commonwealth fully funding the collective bargaining salary increase, which went into effect in FY21.

Statements of Cash Flows (page 5):

- Cash on hand has risen consistently over the period Sept 2020 to Sept 2022. This increase in due to a number of factors including a decrease in liabilities
- In 2021 - net cash provided from operations was \$12.5 million – COVID related while it was only \$400,000 in 2022.

Coversheet

December Quarterly Statement (N07-22/23)

Section:	V. Notifications
Item:	C. December Quarterly Statement (N07-22/23)
Purpose:	FYI
Submitted by:	
Related Material:	FY23 Dec 22 Quarterly FS.xlsx.pdf

FITCHBURG STATE UNIVERSITY
FINANCIAL STATEMENTS
FOR THE SIX MONTHS ENDED
DECEMBER 31, 2022, 2021 AND 2020

Fitchburg State University
Executive Summary
Financial Statements for the Six Months Ended
December 31, 2022, 2021 and 2020

Statements of Net Assets (pages 3-4):

- Total assets increased by approximately \$57 million between fiscal years 22-23 and \$18 million between fiscal years 21-22. The changes between fiscal years 22-23 were mainly due to the adoption of GASB 87 – right of use asset of \$54 million.
- The \$18 million increase in total assets between fiscal years 21-22 was largely a result of the reimbursement received for COVID related occurrences through the HEERF grant.
- Current liabilities saw a \$4.2 million decrease in fiscal years 22-23 and a \$6.6 million increase between fiscal years 21-22. The increase in fiscal year 22 was due primarily to an increase of \$6.8 million in deferred revenue. This amount relates to the deferral of spring 2022 student accounts receivable and HEERF funds to be realized as income in the latter part of fiscal year 22. While the decrease in fiscal year 23 was a result of the receipt of the HEERF funds in the latter half of fiscal year 22.
- The increase in noncurrent liabilities between fiscal years 21-23 is mainly due to GASB related pronouncements. The increase in fiscal year 22 was a result of a \$9 million increase related to Pension and OPEB liabilities and a \$ 6 million reduction in long term bond payables. While the \$32 million change in fiscal year 2023 stems from a net \$60 million increase caused by GASB 87 -right of use liability and a \$23 million change in OPEB/Pension liability unfunded liability to deferred outflow.
- Our strong asset position is the driving force behind our increase of \$12.1 million in total net assets between fiscal years 21 and 22.

Statements of Revenues, Expenses and Changes in Net Assets (pages 5-6):

- Total operating revenue for the period ending Dec 2022 has shown some improvement if the federal grant HEERF funds are not included in the total amount. The increase in Dec 2021 was \$42 million, which is an increase of \$6.5 million over the period ending Dec 2020. This increase is mainly due to an increase in federal grant income of \$5.5 million.
- Net Tuition and fee revenue have been dropping but the decline is slight over the last 3 years revenue.
- Overall expenditures increased in fiscal year 23 when compared to fiscal years 20- 21 but this increase is mainly due to million increase in GASB 87 related expenditure.

Statements of Cash Flows (page 7):

- Total cash at December 2022 was \$52.5 million, which represents an increase of approximately \$6.5 million over fiscal year 2020 and a reduction of \$7.4 million over fiscal year 2021.
- Net cash provided from operations was \$11.1 million compared to \$25.4 million at December 2021 and \$ 16.4 million at December 2020.

FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
DECEMBER 31, 2022, 2021 AND 2020

	ASSETS		
	<u>2022</u>	<u>2021</u>	<u>2020</u>
<u>Current Assets</u>			
Cash and cash equivalents	30,700,255	38,435,396	28,294,478
Cash and cash equivalents, restricted	7,688,903	8,774,310	5,092,806
Accounts receivable, net	5,574,095	2,317,130	2,677,787
Loans receivable, net	3,018	451	1,237
Other Assets (prepaid expenses)	101,306	160,710	106,409
Total current assets	<u>44,067,576</u>	<u>49,687,997</u>	<u>36,172,717</u>
<u>Noncurrent Assets</u>			
Restricted cash and cash equivalents	14,118,359	12,713,398	12,630,294
Endowment Investments	940,035	1,151,779	1,025,676
Other Investments	17,471,044	21,075,234	19,474,599
Loans receivable, net	113,076	958,580	1,173,535
Other non current assets	71,914	103,948	273,157
Capital assets, net	194,079,219	182,427,974	179,482,187
Right of use assets, net	<u>54,091,444</u>	<u>-</u>	<u>-</u>
Total noncurrent assets	<u>280,885,091</u>	<u>218,430,913</u>	<u>214,059,448</u>
Total Assets	324,952,667	268,118,910	250,232,165
Deferred outflow-OPEB	3,275,872	5,802,040	5,014,452
Deferred outflow-Pension	<u>4,122,377</u>	<u>7,386,093</u>	<u>3,262,016</u>
Total assets and Deferred Outflows of Resources	<u>332,350,917</u>	<u>281,307,043</u>	<u>258,508,633</u>
For those charged with governance and internal management use only			

FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
SEPTEMBER 30, 2022, 2021 AND 2020

LIABILITIES AND NET ASSETS

Current Liabilities

Bond payable - current portion	\$ 4,357,576	\$ 2,526,545	\$ 830,592
Lease Liability - current portion	3,914,664	-	-
Account payable and accrued liabilities	603,809	2,618,558	4,701,146
Salaries & benefits payable	1,902,621	1,855,474	1,669,561
Account payable - construction	253,222	392,197	418,204
Accrued workers compensation - current porti	137,942	131,181	104,231
Compensated absences - current portion	3,610,603	3,218,381	2,373,284
Faculty payroll accrual	1,374,292	2,535,460	2,625,826
Deferred revenue - current portion	9,146,944	17,328,975	10,583,158
Capital lease - current portion	-	-	261,412
Deposits - current portion	146,700	163,050	348,800
Other liabilities - current portion	1,408,222	303,979	542,150
	<u>26,856,593</u>	<u>31,073,800</u>	<u>24,458,364</u>
Total current liabilities			

Noncurrent liabilities

Bond payable	110,468,212	51,995,463	56,672,793
Lease liability -Right of use asset	(4,924,652)	-	-
Accrued workers compensation	1,006,311	957,244	373,893
Compensated absences	2,407,068	2,057,653	3,872,201
Capital lease	-	-	-
Deferred revenue	3,268,094	126,459	432,946
Due to federal loan programs-Perkins	47,985	995,004	1,121,155
Due to federal loan programs-Nursing	-	136,300	250,160
Unfunded pension liability	8,015,299	20,091,153	12,763,415
Unfunded opeb liability	14,073,004	25,852,605	24,061,207
	<u>134,361,321</u>	<u>102,211,881</u>	<u>99,547,770</u>
Total noncurrent liabilities			

Total liabilities

	<u>161,217,915</u>	<u>133,285,681</u>	<u>124,006,134</u>
Service concession agreement	252,918	505,836	885,213
Deferred inflow-debt refunding	2,454,703	2,051,768	-
Deferred inflows-opeb	14,142,424	6,269,569	6,233,735
Deferred inflows-pension	8,917,207	779,813	1,171,344
	<u>25,767,252</u>	<u>9,606,986</u>	<u>8,290,292</u>
Total Deferred Inflows of Resources			

FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
SEPTEMBER 30, 2022, 2021 AND 2020

NET ASSETS

Invested in capital assets, net of related debt	132,405,754	127,831,749	122,473,083
Restricted for:	-	-	-
Non-expendable	-	-	-
Scholarships and fellowships	537,210	578,873	528,193
Research	-	-	-
Expendable	-	-	-
Scholarships and fellowships	282,559	448,311	374,291
Research	-	-	-
Instructional department uses	-	-	-
Loans	219,138	169,949	195,482
Capital projects	3,348,078	84,072	39,450
Debt service	14,872,898	14,692,445	11,740,654
Other	225,543	163,253	153,483
	-	-	-
Unrestricted	<u>(6,525,429)</u>	<u>(5,554,276)</u>	<u>(9,292,429)</u>
Total net assets	<u>145,365,750</u>	<u>138,414,376</u>	<u>126,212,207</u>
LIABILITIES and NET ASSETS	<u>332,350,917</u>	<u>281,307,043</u>	<u>258,508,633</u>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY

STATEMENTS OF REVENUES, EXPENSES & CHANGES IN NET ASSETS FOR PERIOD ENDED DECEMBER 31, 2022, 2021 and 2020.

	2022	2021	2020
Operating Revenues			
Student tuition and fees	24,104,844	24,734,188	25,453,422
Waivers and exemptions	(302,477)	(336,464)	(380,611)
Net student tuition and fees	23,802,367	24,397,724	25,072,811
Federal grants and contracts	3,617,754	9,617,248	4,094,856
State and local grants and contracts	519,129	482,390	665,787
Nongovernmental grants and contracts	422,490	271,075	250,098
Sales and services of educational departments	240,544	781,942	266,824
Auxiliary enterprises			
Auxiliary enterprises - Res Life	6,925,096	4,563,797	3,385,585
Auxiliary enterprises - Dining Hall	2,743,636	1,544,131	1,190,995
Other operating revenues	257,779	294,249	473,383
Total Operating Revenues	38,528,796	41,952,556	35,400,339
Operating Expenses			
Salaries:			
Faculty	9,778,083	10,375,036	10,503,303
Exempt wages	2,343,259	2,043,069	2,236,526
Non-exempt wages	10,597,539	9,844,144	10,168,233
Benefits	8,631,686	7,569,594	7,784,994
Other Operating Expenses			
Employee related travel	116,161	53,929	62,011
Administrative expense	1,135,068	1,392,885	1,220,557
Facility operational supplies	807,375	768,720	737,564
Utilities	1,368,291	1,587,952	1,343,572
Consultant services	1,392,636	1,081,083	794,851
Operational expenses	3,081,196	2,976,973	3,219,570
Equipment purchases	300,611	362,353	304,494
Equipment maintenance and repairs	345,933	302,590	216,561
Purchased client services-program	138,627	75,814	2,688
Construction and building improvement	705,415	697,311	808,666
Grant and Subsidies	60,090	33,900	33,750
Scholarships	4,285,823	7,447,553	4,804,605
Loans & special payments	7,920	1,131,379	62,684
IT expenditures	3,384,899	3,314,424	2,513,798
Amortization Expense	2,411,388	-	-
Depreciation	5,921,937	5,972,067	5,613,203
Bad debt expense	(67,009)	(17,792)	(21,928)
Auxiliary enterprises:	-		
Residential life - Housing	5,223,785	4,082,924	2,646,158
Residential life - Dining	1,549,017	1,546,519	1,022,377
Total Operating Expenses	63,519,729	62,642,427	56,078,237
Operating profit/(loss)	(24,990,934)	(20,689,871)	(20,677,898)

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY**STATEMENTS OF REVENUES, EXPENSES & CHANGES IN NET ASSETS
FOR PERIOD ENDED SEPTEMBER 30, 2022, 2021 and 2020.**

	2022	2021	2020
Nonoperating Revenues (Expenses)			
State appropriations	26,829,561	22,850,749	22,487,193
Investment income (net of investment expense)	829,910	698,603	508,544
Unrealized gain/(loss)	(525,434)	(141,352)	1,694,162
Interest expense on capital asset	131,441	(406,070)	(801,168)
Total Nonoperating Revenues (Expense)	<u>27,265,478</u>	<u>23,001,930</u>	<u>23,888,731</u>
 Income (loss) before Capital and	 2,337,544	 2,312,059	 3,210,833
 Capital appropriations	 246,456	 737,650	 1,047,540
Capital grants and gifts	121,209	126,459	126,459
Total Capital and Endowment Addition	<u>367,666</u>	<u>864,109</u>	<u>1,173,999</u>
 Increase in net assets	 2,705,210	 3,176,168	 4,384,832
 Net Assets - beginning of year	 <u>142,660,540</u>	 <u>135,238,210</u>	 <u>121,827,378</u>
Net Assets - end of period	<u>145,365,750</u>	<u>138,414,378</u>	<u>126,212,210</u>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENTS OF CASH FLOW
DECEMBER 31, 2022, 2021 AND 2020

	<u>2022</u>	<u>2021</u>	<u>2020</u>
CASH FLOWS FROM OPERATING ACTIVITIES			
Increase in net assets	2,705,210	3,176,168	4,384,832
Adjustments to reconcile increase to cash Provided by (Used by) operating activities:	-		
(Gain)/loss on marketable securities	(348,175)	141,352	(778,042)
Depreciation	5,921,937	5,972,067	5,613,203
Amortization-Right of use asset	2,411,388	-	-
(Increase) decrease in assets:			
Accounts receivable	(3,412,825)	10,351,664	61,533
Loans receivable	770,491	82,004	99,772
Other Assets	179,225	13,816	110,211
Increase (decrease) in liabilities			
Accounts payable and accrued liabilities	(3,221,715)	(1,155,064)	1,205,574
Compensated absences	203,451	(85,365)	503,742
Accrued faculty payroll	(2,801,264)	(1,340,868)	(1,605,485)
Deferred revenue	7,781,253	8,236,467	6,354,855
Other liabilities	888,164	(2,924)	448,546
Net Cash Provided by operating activities	<u>11,077,141</u>	<u>25,389,317</u>	<u>16,398,741</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Unrealized gain on investments	525,434	-	
Purchase of investments	(2,869,452)	(2,377,170)	(4,424,189)
Proceeds from the sale of investments	2,879,314	1,547,580	2,702,576
Acquisition of property, plant and equipment	(5,959,303)	(2,870,015)	(3,625,325)
Net Cash (used by) investing activities	<u>(5,424,008)</u>	<u>(3,699,605)</u>	<u>(5,346,938)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Federal loan program	(746,984)	(23,488)	16,944
Payments of capital leases	-	(131,295)	\$ (124,387)
Payments of capital debt	(400,000)	(390,003)	(255,611)
Amortization of bond premiums	(1,247,014)	(110,450)	(132,141)
Net Cash (used by) financing activities	<u>(2,393,998)</u>	<u>(655,236)</u>	<u>(495,195)</u>
Net increase in cash	3,259,135	21,034,476	10,556,608
Cash and cash equivalents - beginning of period	<u>49,248,381</u>	<u>38,888,628</u>	<u>35,460,968</u>
Cash and cash equivalents - end of period	<u>\$52,507,516</u>	<u>\$59,923,104</u>	<u>\$ 46,017,576</u>

For those charged with governance and internal management use only

Coversheet

990's (N06-22/23)

Section: V. Notifications
Item: D. 990's (N06-22/23)
Purpose: FYI
Submitted by:
Related Material: 2. 2021 Form 990. FSU Foundation Supporting Org (1).pdf
1. 2021 Form 990-Foundation.pdf

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2021 calendar year, or tax year beginning July 01 , 2021 , and ending June 30 , 2022																												
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization FSU FOUNDATION SUPPORTING ORGANIZATION INC</td> <td>D Employer identification number 04-3491990</td> </tr> <tr> <td colspan="2">Doing business as</td> <td>E Telephone number 978-665-3171</td> </tr> <tr> <td>Number and street (or P.O. box if mail is not delivered to street address)</td> <td>Room/suite</td> <td></td> </tr> <tr> <td>160 PEARL ST</td> <td></td> <td></td> </tr> <tr> <td colspan="2">City or town, state or province, country, and ZIP or foreign postal code FITCHBURG, MA 01420-2631</td> <td>G Gross receipts \$ 746,945</td> </tr> <tr> <td colspan="2">F Name and address of principal officer: Jay Bry 160 PEARL ST., FITCHBURG, MA 01420-2631</td> <td>H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions.</td> </tr> <tr> <td colspan="2">I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527</td> <td>H(c) Group exemption number ▶</td> </tr> <tr> <td colspan="2">J Website: ▶ www.fitchburgstate.edu</td> <td></td> </tr> <tr> <td colspan="2">K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶</td> <td>L Year of formation: 1999 M State of legal domicile: MA</td> </tr> </table>	C Name of organization FSU FOUNDATION SUPPORTING ORGANIZATION INC		D Employer identification number 04-3491990	Doing business as		E Telephone number 978-665-3171	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite		160 PEARL ST			City or town, state or province, country, and ZIP or foreign postal code FITCHBURG, MA 01420-2631		G Gross receipts \$ 746,945	F Name and address of principal officer: Jay Bry 160 PEARL ST., FITCHBURG, MA 01420-2631		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions.	I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number ▶	J Website: ▶ www.fitchburgstate.edu			K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 1999 M State of legal domicile: MA
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Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: To support the educational endeavors of Fitchburg State University and Fitchburg State University Foundation, Inc. by acquiring, holding and operating, and leasing real estate and related improvements.		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	6
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	6
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	0
	6	Total number of volunteers (estimate if necessary)	6	6
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0	
Revenue	8	Contributions and grants (Part VIII, line 1h)	709,500	0
	9	Program service revenue (Part VIII, line 2g)	639,631	639,343
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	501	466
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	107,136
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,349,632	746,945
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	0	0
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 0		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	1,622,161	810,903
18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	1,622,161	810,903	
19	Revenue less expenses. Subtract line 18 from line 12	(272,529)	(63,958)	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	7,125,562	6,841,585
	21	Total liabilities (Part X, line 26)	4,667,500	4,447,481
	22	Net assets or fund balances. Subtract line 21 from line 20	2,458,062	2,394,104

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date
	<u>Jay D. Bry</u> , V.P. Finance & Administration Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Firm's name ▶	Firm's EIN ▶			
	Firm's address ▶	Phone no.			

May the IRS discuss this return with the preparer shown above? See instructions Yes No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2021)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:
The FSU Foundation Supporting Organization's exempt purpose is to support the educational endeavors of Fitchburg State University.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: _____) (Expenses \$ 776,575 including grants of \$ _____ 0) (Revenue \$ 639,343)
Rental and license income of facilities

4b (Code: _____) (Expenses \$ _____ 0 including grants of \$ _____ 0) (Revenue \$ _____ 0)

4c (Code: _____) (Expenses \$ _____ 0 including grants of \$ _____ 0) (Revenue \$ _____ 0)

4d Other program services (Describe on Schedule O.)
(Expenses \$ _____ 0 including grants of \$ _____ 0) (Revenue \$ _____ 0)

4e Total program service expenses ▶ 776,575

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14a Did the organization maintain an office, employees, or agents outside of the United States?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<input type="checkbox"/>	<input type="checkbox"/>
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Part IV Checklist of Required Schedules *(continued)*

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	<input type="checkbox"/>	<input type="checkbox"/>
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	<input type="checkbox"/>	<input type="checkbox"/>
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
28 Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input type="checkbox"/>
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a 7	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b 0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax Compliance <i>(continued)</i>		Yes	No		
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	0		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b		<input type="checkbox"/>	<input type="checkbox"/>
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		<input type="checkbox"/>	<input type="checkbox"/>
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		<input type="checkbox"/>	<input type="checkbox"/>
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		<input type="checkbox"/>	<input type="checkbox"/>
7	Organizations that may receive deductible contributions under section 170(c).				
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		<input type="checkbox"/>	<input type="checkbox"/>
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		<input type="checkbox"/>	<input checked="" type="checkbox"/>
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		<input type="checkbox"/>	<input checked="" type="checkbox"/>
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		<input type="checkbox"/>	<input checked="" type="checkbox"/>
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		<input type="checkbox"/>	<input type="checkbox"/>
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		<input type="checkbox"/>	<input type="checkbox"/>
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		<input type="checkbox"/>	<input type="checkbox"/>
9	Sponsoring organizations maintaining donor advised funds.				
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		<input type="checkbox"/>	<input type="checkbox"/>
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		<input type="checkbox"/>	<input type="checkbox"/>
10	Section 501(c)(7) organizations. Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	Section 501(c)(12) organizations. Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		<input type="checkbox"/>	<input type="checkbox"/>
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.				
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		<input type="checkbox"/>	<input type="checkbox"/>
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		<input type="checkbox"/>	<input type="checkbox"/>
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		<input type="checkbox"/>	<input checked="" type="checkbox"/>
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		<input type="checkbox"/>	<input checked="" type="checkbox"/>
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17		<input type="checkbox"/>	<input type="checkbox"/>

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	1a 6		
b	Enter the number of voting members included on line 1a, above, who are independent		
	1b 6		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Did the organization have members or stockholders?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Each committee with authority to act on behalf of the governing body?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	<input type="checkbox"/>	<input type="checkbox"/>
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13	Did the organization have a written whistleblower policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14	Did the organization have a written document retention and destruction policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Other officers or key employees of the organization	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	<input type="checkbox"/>	<input type="checkbox"/>

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed ► MA
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►
 Jay D. Bry, 160 PEARL ST, FITCHBURG, MA, 01420-2631, (978) 665-3131

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Michael Mahan President	0.20 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(2) Richard Healey Director	0.10 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(3) David Celuzza Treasurer/Clerk	0.20 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(4) Scott W Foster Director	0.10 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(5) Michael E Montuori Director	0.10 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(6) Atty Carol Vittorioso Director	0.10 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(7) Jay D Bry V. P. of Finance & Administration	5.00 35.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	165,499	9,032
(8) Richard Lapidus President, FSU	3.00 37.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	255,658	26,880
(9) Catherine Canney V. P. Academic Affairs	0.00 40.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	0	168,402	25,796
(10) Stephen Swartz Chief Information Officer	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	173,237	29,919
(11) Kelly Morgan Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	166,437	28,171
(12) Xuzhou Chen Professor/Department Chair	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	159,947	15
(13) Charles Sides Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	164,895	33,010
(14) Laura Bayless V.P. Student Affairs	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	136,999	43,294

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Nadimpalli Mahadev Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	150,559	9,032
(16) Paul Weizer Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	149,014	35,622
(17) Jeffrey Wolfman V.P. Development	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	142,249	39,032
(18)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(19)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(20)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(21)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(22)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(23)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(24)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(25)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
1b Subtotal								0	1,832,896	279,803
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								0	1,832,896	279,803

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ►

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
ATC Group Services LLC, 44 Main Street., P.O. Box 360, Leominster, MA 01453-0360	Environmental Consulting and Engineering	142,054
		0
		0
		0
		0

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ► **1**

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a 0				
	b	Membership dues	1b 0				
	c	Fundraising events	1c 0				
	d	Related organizations	1d 0				
	e	Government grants (contributions)	1e 0				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f 0				
	g	Noncash contributions included in lines 1a-1f	1g \$ 0				
	h	Total. Add lines 1a-1f ▶		0			
	Program Service Revenue			Business Code			
2a		Lessors of Nonresidential Buildings (except Miniwarehouses)	531120	165,000	165,000		
b		Other Activities Related to Real Estate	531390	23,495	23,495		
c		Other Activities Related to Real Estate	531390	450,848	450,848		
d							
e							
f		All other program service revenue					
g	Total. Add lines 2a-2f ▶		639,343				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		466		466	
	4	Income from investment of tax-exempt bond proceeds ▶					
	5	Royalties ▶					
	6a	Gross rents	(i) Real				
			(ii) Personal				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c	0	0		
	d	Net rental income or (loss) ▶		0			
	7a	Gross amount from sales of assets other than inventory	(i) Securities				
			(ii) Other				
	b	Less: cost or other basis and sales expenses	7b				
	c	Gain or (loss)	7c	0	0		
	d	Net gain or (loss) ▶		0			
8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
b	Less: direct expenses	8b					
c	Net income or (loss) from fundraising events . . . ▶		0				
9a	Gross income from gaming activities. See Part IV, line 19	9a					
b	Less: direct expenses	9b					
c	Net income or (loss) from gaming activities . . . ▶		0				
10a	Gross sales of inventory, less returns and allowances						
b	Less: cost of goods sold	10b					
c	Net income or (loss) from sales of inventory . . . ▶		0				
Miscellaneous Revenue			Business Code				
	11a	Waste management and remediation services (sanitary services)	562000	107,136	107,136		
	b						
	c						
	d	All other revenue					
e	Total. Add lines 11a-11d ▶		107,136				
12	Total revenue. See instructions ▶		746,945	746,479	0	466	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2	Grants and other assistance to domestic individuals. See Part IV, line 22				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees				
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages				
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9	Other employee benefits				
10	Payroll taxes				
11	Fees for services (nonemployees):				
a	Management				
b	Legal				
c	Accounting	20,912		20,912	
d	Lobbying				
e	Professional fundraising services. See Part IV, line 17				
f	Investment management fees				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)				
12	Advertising and promotion				
13	Office expenses	868	400	468	
14	Information technology				
15	Royalties				
16	Occupancy	323,292	323,292		
17	Travel				
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings				
20	Interest	165,108	165,108		
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	174,194	174,194		
23	Insurance	126,529	113,581	12,948	
24	Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a	-----				
b	-----				
c	-----				
d	-----				
e	All other expenses -----				
25	Total functional expenses. Add lines 1 through 24e	810,903	776,575	34,328	0
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	217,474	1	97,079
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net		4	0
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	126,582	9	77,683
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	8,239,405		
	b Less: accumulated depreciation	1,572,582	10c	6,666,823
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	0
16 Total assets. Add lines 1 through 15 (must equal line 33)	7,125,562	16	6,841,585	
Liabilities	17 Accounts payable and accrued expenses	42,272	17	57,127
	18 Grants payable		18	
	19 Deferred revenue	30,000	19	0
	20 Tax-exempt bond liabilities	0	20	0
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	4,043,968	23	4,191,570
	24 Unsecured notes and loans payable to unrelated third parties	0	24	0
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	551,260	25	198,784
	26 Total liabilities. Add lines 17 through 25	4,667,500	26	4,447,481
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	2,458,062	27	2,394,104
	28 Net assets with donor restrictions	0	28	0
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
32 Total net assets or fund balances	2,458,062	32	2,394,104	
33 Total liabilities and net assets/fund balances	7,125,562	33	6,841,585	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	746,945
2	Total expenses (must equal Part IX, column (A), line 25)	2	810,903
3	Revenue less expenses. Subtract line 2 from line 1	3	(63,958)
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	2,458,062
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	2,394,104

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separate basis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits.	<input type="checkbox"/>	<input type="checkbox"/>

**SCHEDULE A
(Form 990)**

Public Charity Status and Public Support

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization FSU FOUNDATION SUPPORTING ORGANIZATION INC	Employer identification number 04-3491990
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Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A) Fitchburg State University Fd	042661048	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	0
(B) Fitchburg State University	043138437	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	0
(C)			<input type="checkbox"/>	<input type="checkbox"/>		
(D)			<input type="checkbox"/>	<input type="checkbox"/>		
(E)			<input type="checkbox"/>	<input type="checkbox"/>		
Total ²					0	0

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions) **12** | _____ %

13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ►

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) **14** | _____ %

15 Public support percentage from 2020 Schedule A, Part II, line 14 **15** | _____ %

16a 33 1/3% support test—2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ►

b 33 1/3% support test—2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ►

17a 10%-facts-and-circumstances test—2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ►

b 10%-facts-and-circumstances test—2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ►

18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ►

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests—2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
b 33 1/3% support tests—2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► <input type="checkbox"/>		

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	<input type="checkbox"/>	<input type="checkbox"/>
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>	<input type="checkbox"/>	<input type="checkbox"/>
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	<input type="checkbox"/>	<input type="checkbox"/>
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	<input type="checkbox"/>	<input type="checkbox"/>
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	<input type="checkbox"/>	<input type="checkbox"/>

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	A family member of a person described on line 11a above?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11c			

Section B. Type I Supporting Organizations

		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>	<input type="checkbox"/>	<input type="checkbox"/>

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	<input type="checkbox"/>	<input type="checkbox"/>
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>	<input type="checkbox"/>	<input type="checkbox"/>
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>	<input type="checkbox"/>	<input type="checkbox"/>

Section E. Type III Functionally Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2	Activities Test. Answer lines 2a and 2b below.		
a		Yes	No
	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	<input type="checkbox"/>	<input type="checkbox"/>
2a			
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>	<input type="checkbox"/>	<input type="checkbox"/>
2b			
3	Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
3a			
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>	<input type="checkbox"/>	<input type="checkbox"/>
3b			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D—Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2021 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1	Distributable amount for 2021 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2021 (reasonable cause required—explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2021		
a	From 2016		
b	From 2017		
c	From 2018		
d	From 2019		
e	From 2020		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2021 distributable amount		
i	Carryover from 2016 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2021 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2021 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2022. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2017		
b	Excess from 2018		
c	Excess from 2019		
d	Excess from 2020		
e	Excess from 2021		

**SCHEDULE D
(Form 990)**

Supplemental Financial Statements

OMB No. 1545-0047

2021

Open to Public Inspection

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Department of the Treasury
Internal Revenue Service

Name of the organization FSU FOUNDATION SUPPORTING ORGANIZATION INC	Employer identification number 04-3491990
---	---

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (for example, recreation or education) <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶	
4 Number of states where property subject to conservation easement is located ▶	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:	
(i) Revenue included on Form 990, Part VIII, line 1	▶ \$
(ii) Assets included in Form 990, Part X	▶ \$
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:	
a Revenue included on Form 990, Part VIII, line 1	▶ \$
b Assets included in Form 990, Part X	▶ \$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

- a** Public exhibition
- b** Scholarly research
- c** Preservation for future generations
- d** Loan or exchange program
- e** Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
1c Beginning balance	
1d Additions during the year	
1e Distributions during the year	
1f Ending balance	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment %
- b** Permanent endowment %
- c** Term endowment %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) Unrelated organizations	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Related organizations	<input type="checkbox"/>	<input type="checkbox"/>
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	<input type="checkbox"/>	<input type="checkbox"/>

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		2,641,267		2,641,267
b Buildings		5,473,464	1,514,872	3,958,592
c Leasehold improvements				
d Equipment				
e Other		124,674	57,710	66,964
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				6,666,823

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) . ▶		

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) . ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Environmental remediation liability	198,784
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	198,784

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Total revenue per audited financial statements is 759,014. Total revenue after adjustments is 746,945.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Total expenses per audited financial statements is 822,972. Total expenses after adjustments is 810,903.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Series of horizontal dashed lines for providing supplemental information.

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

2021

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

FSU FOUNDATION SUPPORTING ORGANIZATION INC

Employer identification number

04-3491990

Part I Questions Regarding Compensation

	Yes	No
<p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <p> <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Travel for companions <input checked="" type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Discretionary spending account <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) </p>		
<p>b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain</p>	1b <input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?</p>	2 <input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <p> <input type="checkbox"/> Compensation committee <input type="checkbox"/> Written employment contract <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Compensation survey or study <input type="checkbox"/> Form 990 of other organizations <input type="checkbox"/> Approval by the board or compensation committee </p>		
<p>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p> <p>a Receive a severance payment or change-of-control payment?</p> <p>b Participate in or receive payment from a supplemental nonqualified retirement plan?</p> <p>c Participate in or receive payment from an equity-based compensation arrangement?</p> <p>If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.</p>	4a <input type="checkbox"/>	<input checked="" type="checkbox"/>
	4b <input type="checkbox"/>	<input checked="" type="checkbox"/>
	4c <input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.</p> <p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes" on line 5a or 5b, describe in Part III.</p>	5a <input type="checkbox"/>	<input checked="" type="checkbox"/>
	5b <input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p> <p>a The organization?</p> <p>b Any related organization?</p> <p>If "Yes" on line 6a or 6b, describe in Part III.</p>	6a <input type="checkbox"/>	<input checked="" type="checkbox"/>
	6b <input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III</p>	7 <input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III</p>	8 <input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p>	9 <input type="checkbox"/>	<input type="checkbox"/>

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 Jay D Bry V. P. of Finance & Adminis	(i)							
	(ii)	\$165,499				\$9,032	\$174,531	
2 Richard Lapidus President, FSU	(i)							
	(ii)	\$252,305		\$3,353		\$26,881	\$282,539	
3 Catherine Canney V. P. Academic Affairs	(i)							
	(ii)	\$168,402				\$25,797	\$194,199	
4 Stephen Swartz Chief Information Officer	(i)							
	(ii)	\$173,237				\$29,919	\$203,156	
5 Kelly Morgan Professor	(i)							
	(ii)	\$166,437				\$28,171	\$194,608	
6 Xuzhou Chen Professor/Department Chair	(i)							
	(ii)	\$159,948				\$15	\$159,963	
7 Charles Sides Professor	(i)							
	(ii)	\$164,895				\$33,010	\$197,905	
8 Kelly Morgan Professor	(i)							
	(ii)	\$136,999				\$43,294	\$180,293	
9 Nadimpalli Mahadev Professor	(i)							
	(ii)	\$150,559				\$9,032	\$159,591	
10 Jeffrey Wolfman V.P. Development	(i)							
	(ii)	\$149,014				\$35,621	\$184,635	
11 Jeffrey Wolfman V.P. Development	(i)							
	(ii)	\$142,249				\$39,032	\$181,281	
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

**Open to Public
Inspection**

▶ Go to www.irs.gov/Form990 for the latest information.

Name of the organization

Employer identification number

FSU FOUNDATION SUPPORTING ORGANIZATION INC

04-3491990

Form and Line Reference: Part VI Line 12c

Yearly, the board of directors receives a conflict of interest questionnaire and is asked to complete and return to Human Resources office.

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

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Department of the Treasury
Internal Revenue Service

Name of the organization

FSU FOUNDATION SUPPORTING ORGANIZATION INC

Employer identification number

04-3491990

Form and Line Reference: Part VI Line 11b

A copy of Form 990 is sent out yearly in the board package to all the members of the board of directors 7 days before the meeting.

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

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Department of the Treasury
Internal Revenue Service

Name of the organization

FSU FOUNDATION SUPPORTING ORGANIZATION INC

Employer identification number

04-3491990

Form and Line Reference: Part VI Line 19

Required to do so by the state of Massachusetts

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

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Name of the organization

FSU FOUNDATION SUPPORTING ORGANIZATION INC

Employer identification number

04-3491990

Form And Line Reference: Part I, Line 3

The President is paid by Fitchburg State University. Human resources works in consultation with the University Board of Trustees to set the President's compensation

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.**
▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Name of the organization

FSU FOUNDATION SUPPORTING ORGANIZATION INC

Employer identification number

04-3491990

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) -----					
(2) -----					
(3) -----					
(4) -----					
(5) -----					
(6) -----					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) Fitchburg State University - 043138437 160 Pearl Street, , Fitchburg, MA- 01420	Higher Education	MA	N/A		N/A	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(2) Fitchburg State University Foundation, Inc.- 042661048 160 Pearl Street, Fitchburg, MA- 01420	See Statement	MA	501(C)(3)	Organization operated for the benefit of a college...described in section 170(b)(1)(A)(iv)	N/A	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(3) -----						<input type="checkbox"/>	<input type="checkbox"/>
(4) -----						<input type="checkbox"/>	<input type="checkbox"/>
(5) -----						<input type="checkbox"/>	<input type="checkbox"/>
(6) -----						<input type="checkbox"/>	<input type="checkbox"/>
(7) -----						<input type="checkbox"/>	<input type="checkbox"/>

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(2)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(3)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(4)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(5)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(6)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(7)-----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)-----								<input type="checkbox"/>	<input type="checkbox"/>
(2)-----								<input type="checkbox"/>	<input type="checkbox"/>
(3)-----								<input type="checkbox"/>	<input type="checkbox"/>
(4)-----								<input type="checkbox"/>	<input type="checkbox"/>
(5)-----								<input type="checkbox"/>	<input type="checkbox"/>
(6)-----								<input type="checkbox"/>	<input type="checkbox"/>
(7)-----								<input type="checkbox"/>	<input type="checkbox"/>

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Gift, grant, or capital contribution to related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c Gift, grant, or capital contribution from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Loans or loan guarantees to or for related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e Loans or loan guarantees by related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f Dividends from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g Sale of assets to related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h Purchase of assets from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i Exchange of assets with related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j Lease of facilities, equipment, or other assets to related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
k Lease of facilities, equipment, or other assets from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
l Performance of services or membership or fundraising solicitations for related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
m Performance of services or membership or fundraising solicitations by related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
o Sharing of paid employees with related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
p Reimbursement paid to related organization(s) for expenses	<input type="checkbox"/>	<input checked="" type="checkbox"/>
q Reimbursement paid by related organization(s) for expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>
r Other transfer of cash or property to related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
s Other transfer of cash or property from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) Fitchburg State University Foundation, Inc.	E	\$1,585,977	Outstanding Loan Balance
(2) Fitchburg State University	J	\$450,423	Cash Paid
(3) Fitchburg State University	Q	\$326,000	Cash Paid
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(2)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(3)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(4)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(5)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(6)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(7)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(8)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(9)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(10)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(11)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(12)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(13)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(14)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(15)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(16)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	

Form **990**

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the **2021** calendar year, or tax year beginning July 01, 2021, and ending June 30, 2022

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization **FITCHBURG STATE UNIVERSITY FOUNDATION INC**
 Doing business as _____
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
160 PEARL ST
 City or town, state or province, country, and ZIP or foreign postal code
FITCHBURG, MA 01420-2631

D Employer identification number
04-2661048

E Telephone number
978-665-3457

F Name and address of principal officer: **Jay Bry**
160 PEARL ST., FITCHBURG, MA 01420-2631

G Gross receipts \$ **8,951,224**

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. See instructions.
H(c) Group exemption number ▶ _____

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ _____

K Form of organization: Corporation Trust Association Other ▶ _____

L Year of formation: **1978**

M State of legal domicile: **MA**

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: To support the educational endeavors of Fitchburg State University		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	16
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	13
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	5	0
	6	Total number of volunteers (estimate if necessary)	6	44
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	57,421
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	48,721	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 887,375	Current Year 1,714,465
	9	Program service revenue (Part VIII, line 2g)	56,252	80,478
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,625,926	2,031,909
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0	(2,814)
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	3,569,553	3,824,038
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	870,133
14		Benefits paid to or for members (Part IX, column (A), line 4)	0	0
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
16a		Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b		Total fundraising expenses (Part IX, column (D), line 25) ▶ 43,365		
17		Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	230,150	283,800
18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	1,100,283	1,336,245	
19	Revenue less expenses. Subtract line 18 from line 12	2,469,270	2,487,793	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year 30,585,232	End of Year 26,762,004
	21	Total liabilities (Part X, line 26)	389,152	405,019
	22	Net assets or fund balances. Subtract line 21 from line 20	30,196,080	26,356,985

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: _____ Date: _____
 Richard S. Lapidus, President Fitchburg State University
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: _____ Preparer's signature: _____ Date: _____ Check if self-employed PTIN: _____
 Firm's name ▶: _____ Firm's EIN ▶: _____
 Firm's address ▶: _____ Phone no.: _____

May the IRS discuss this return with the preparer shown above? See instructions Yes No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2021)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:
To support the educational endeavor of Fitchburg State University

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: _____) (Expenses \$ 750,760 including grants of \$ 723,445) (Revenue \$ 0)
Check out

4b (Code: _____) (Expenses \$ 389,108 including grants of \$ 0) (Revenue \$ 18,677)
Support of academic department

4c (Code: _____) (Expenses \$ 41,708 including grants of \$ 0) (Revenue \$ 4,379)
Fundraising expenses and income

4d Other program services (Describe on Schedule O.)
(Expenses \$ 0 including grants of \$ 0) (Revenue \$ 0)

4e Total program service expenses ▶ 1,181,576

Part IV Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12a	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
14a	Did the organization maintain an office, employees, or agents outside of the United States?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV.</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<input type="checkbox"/>	<input type="checkbox"/>
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part IV Checklist of Required Schedules *(continued)*

		Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	<input type="checkbox"/>	<input type="checkbox"/>
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	<input type="checkbox"/>	<input type="checkbox"/>
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	<input type="checkbox"/>	<input type="checkbox"/>
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
28	Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input type="checkbox"/>
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

		Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	<input type="checkbox"/>	<input type="checkbox"/>
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	<input type="checkbox"/>	<input type="checkbox"/>
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax Compliance <i>(continued)</i>		Yes	No		
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	0		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	2b		<input type="checkbox"/>	<input type="checkbox"/>
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		<input checked="" type="checkbox"/>	<input type="checkbox"/>
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		<input type="checkbox"/>	<input checked="" type="checkbox"/>
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		<input type="checkbox"/>	<input type="checkbox"/>
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		<input type="checkbox"/>	<input type="checkbox"/>
7	Organizations that may receive deductible contributions under section 170(c).				
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		<input checked="" type="checkbox"/>	<input type="checkbox"/>
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		<input type="checkbox"/>	<input checked="" type="checkbox"/>
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		<input type="checkbox"/>	<input checked="" type="checkbox"/>
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		<input type="checkbox"/>	<input checked="" type="checkbox"/>
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		<input type="checkbox"/>	<input type="checkbox"/>
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		<input type="checkbox"/>	<input type="checkbox"/>
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		<input type="checkbox"/>	<input type="checkbox"/>
9	Sponsoring organizations maintaining donor advised funds.				
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		<input type="checkbox"/>	<input type="checkbox"/>
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		<input type="checkbox"/>	<input type="checkbox"/>
10	Section 501(c)(7) organizations. Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	Section 501(c)(12) organizations. Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		<input type="checkbox"/>	<input type="checkbox"/>
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.				
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		<input type="checkbox"/>	<input type="checkbox"/>
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		<input type="checkbox"/>	<input type="checkbox"/>
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		<input type="checkbox"/>	<input checked="" type="checkbox"/>
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		<input type="checkbox"/>	<input checked="" type="checkbox"/>
17	Section 501(c)(21) organizations. Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17		<input type="checkbox"/>	<input type="checkbox"/>

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	1a 16		
b	Enter the number of voting members included on line 1a, above, who are independent		
	1b 13		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Did the organization have members or stockholders?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Each committee with authority to act on behalf of the governing body?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	<input type="checkbox"/>	<input type="checkbox"/>
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13	Did the organization have a written whistleblower policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14	Did the organization have a written document retention and destruction policy?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a	The organization's CEO, Executive Director, or top management official	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Other officers or key employees of the organization	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	<input type="checkbox"/>	<input type="checkbox"/>

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed ► MA, NY
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
 Own website Another's website Upon request Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►
 Jay D. Bry, 160 Pearl Street, Fitchburg, MA, 01420, (978) 665-3131

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Richard S Lapidus President	10.00 30.00	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	255,658	26,881
(2) Jay D. Bry V.P. of Finance & Administration	10.00 30.00	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	165,499	9,032
(3) Catherine Canney Interim Provost/V.P. Academic Affairs	2.00 38.00	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	0	168,402	25,797
(4) Jeffrey Wolfman v.P. Advancement	10.00 30.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	142,249	39,032
(5) Stephen Swartz Chief Information Officer	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	173,237	29,919
(6) Kelly Morgan Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	166,437	28,171
(7) Xuzhou Chen Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	159,948	15
(8) Laura Bayless V.P. Student Affairs	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	136,999	43,294
(9) Charles Sides Professor	0.00 40.00	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0	164,895	33,010
(10) Cindy L Carroll Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	0	0	0
(11) Anna M Clementi Director	3.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(12) Martin F Connors Jr Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(13) Nicholas J DiNinno Jr Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(14) Michael Florentino Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) Donata Martin Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(16) John P Mahan Clerk	3.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(17) James M Walsh Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	0	0	0
(18) Lorie Martiska Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(19) Anthony J Mercadante Treasurer/Audit Chair	3.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(20) Nicholas Smith Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(21) Patricia Pistone Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(22) Donald Irving Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(23) C Deborah Phillips Director	2.00 0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	0
(24)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
(25)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
1b Subtotal								0	1,533,324	235,151
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								0	1,533,324	235,151

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ►

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
		0
		0
		0
		0
		0

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ► 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514		
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a	0					
	b	Membership dues	1b						
	c	Fundraising events	1c	50,065					
	d	Related organizations	1d	0					
	e	Government grants (contributions)	1e						
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	1,664,400					
	g	Noncash contributions included in lines 1a-1f	1g	\$ 0					
	h	Total. Add lines 1a-1f			1,714,465				
	Program Service Revenue				Business Code				
2a		All Other Insurance Related Activities		524298	57,421		57,421		
b		All Other Amusement and Recreation Industries		713990	7,379	7,379			
c		Other activity		900099	15,678	15,678			
d									
e									
f		All other program service revenue							
g	Total. Add lines 2a-2f			80,478					
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)			407,412		407,412		
	4	Income from investment of tax-exempt bond proceeds							
	5	Royalties							
	6a	Gross rents	6a	(i) Real					
				(ii) Personal					
				6b	Less: rental expenses				
				6c	Rental income or (loss)	0	0		
	d	Net rental income or (loss)			0				
	7a	Gross amount from sales of assets other than inventory	7a	(i) Securities					
				(ii) Other					
				7b	Less: cost or other basis and sales expenses	6,732,619	5,108,122		
				7c	Gain or (loss)	1,624,497	0		
	d	Net gain or (loss)			1,624,497		1,624,497		
	8a	Gross income from fundraising events (not including \$ 50,065 of contributions reported on line 1c). See Part IV, line 18	8a						
				8b	Less: direct expenses	16,250	19,064		
c				Net income or (loss) from fundraising events		(2,814)		(2,814)	
9a	Gross income from gaming activities. See Part IV, line 19	9a							
			9b	Less: direct expenses					
			c	Net income or (loss) from gaming activities		0			
10a	Gross sales of inventory, less returns and allowances	10a							
			10b	Less: cost of goods sold					
			c	Net income or (loss) from sales of inventory		0			
Miscellaneous Revenue				Business Code					
	11a								
	b								
	c								
	d	All other revenue							
e	Total. Add lines 11a-11d			0					
12	Total revenue. See instructions			3,824,038	23,057	57,421	2,029,095		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	486,775	483,775		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	565,670	565,670		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	25,500		25,500	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion				
13 Office expenses	47,118	5,452	18,551	26,115
14 Information technology	13,452		13,452	
15 Royalties				
16 Occupancy				
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	2,023	2,023		
20 Interest	13,942		13,942	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	13,167	1,897	11,270	
23 Insurance	29,489	900	28,589	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a Community Services	27,315	27,315		
b Speaker and cultural program	52,250	52,250		
c Outside services	59,544	42,294		17,250
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	1,336,245	1,181,576	111,304	43,365
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year	
Assets	1 Cash—non-interest-bearing	4,056	1	2,783	
	2 Savings and temporary cash investments	2,278,425	2	2,576,268	
	3 Pledges and grants receivable, net	372,774	3	78,404	
	4 Accounts receivable, net	37,849	4	45,564	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5		
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6		
	7 Notes and loans receivable, net		7		
	8 Inventories for sale or use		8		
	9 Prepaid expenses and deferred charges	16,156	9	14,200	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	1,399,437			
	b Less: accumulated depreciation	975,350	437,254	10c	424,087
	11 Investments—publicly traded securities	27,159,824	11	23,098,947	
	12 Investments—other securities. See Part IV, line 11		12		
	13 Investments—program-related. See Part IV, line 11		13		
	14 Intangible assets		14		
	15 Other assets. See Part IV, line 11	278,894	15	521,751	
16 Total assets. Add lines 1 through 15 (must equal line 33)	30,585,232	16	26,762,004		
Liabilities	17 Accounts payable and accrued expenses	59,534	17	57,300	
	18 Grants payable		18		
	19 Deferred revenue	0	19		
	20 Tax-exempt bond liabilities		20		
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21		
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22		
	23 Secured mortgages and notes payable to unrelated third parties	329,618	23	314,141	
	24 Unsecured notes and loans payable to unrelated third parties		24		
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D		25	33,578	
	26 Total liabilities. Add lines 17 through 25	389,152	26	405,019	
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.				
	27 Net assets without donor restrictions	4,289,076	27	2,762,267	
	28 Net assets with donor restrictions	25,907,004	28	23,594,718	
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
	29 Capital stock or trust principal, or current funds		29		
	30 Paid-in or capital surplus, or land, building, or equipment fund		30		
	31 Retained earnings, endowment, accumulated income, or other funds		31		
	32 Total net assets or fund balances	30,196,080	32	26,356,985	
33 Total liabilities and net assets/fund balances	30,585,232	33	26,762,004		

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	3,824,038
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,336,245
3	Revenue less expenses. Subtract line 2 from line 1	3	2,487,793
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	30,196,080
5	Net unrealized gains (losses) on investments	5	(6,157,002)
6	Donated services and use of facilities	6	
7	Investment expenses	7	(169,886)
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	26,356,985

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separate basis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits.	<input type="checkbox"/>	<input type="checkbox"/>

**SCHEDULE A
(Form 990)**

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

**Open to Public
Inspection**

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
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Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 An organization that normally receives (1) more than 33¹/₃% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33¹/₃% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)			<input type="checkbox"/>	<input type="checkbox"/>		
(B)			<input type="checkbox"/>	<input type="checkbox"/>		
(C)			<input type="checkbox"/>	<input type="checkbox"/>		
(D)			<input type="checkbox"/>	<input type="checkbox"/>		
(E)			<input type="checkbox"/>	<input type="checkbox"/>		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
 (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	984,797	888,616	2,234,681	887,376	1,689,400	6,684,870
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	984,797	888,616	2,234,681	887,376	1,689,400	6,684,870
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						1,894,666
6 Public support. Subtract line 5 from line 4						4,790,204

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
7 Amounts from line 4	984,797	888,616	2,234,681	887,376	1,689,400	6,684,870
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	341,841	346,783	356,710	354,624	407,412	1,807,370
9 Net income from unrelated business activities, whether or not the business is regularly carried on	42,904	40,450	39,002	46,904	48,721	217,981
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						8,710,221
12 Gross receipts from related activities, etc. (see instructions)					12 89,371	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f))	14 55.00%
15 Public support percentage from 2020 Schedule A, Part II, line 14	15 68.41%
16a 33 1/3% support test—2021. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input checked="" type="checkbox"/>
b 33 1/3% support test—2020. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>
17a 10%-facts-and-circumstances test—2021. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>
b 10%-facts-and-circumstances test—2020. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2020 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2020 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests—2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
b 33 1/3% support tests—2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► <input type="checkbox"/>		

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>	<input type="checkbox"/>	<input type="checkbox"/>
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	<input type="checkbox"/>	<input type="checkbox"/>
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	<input type="checkbox"/>	<input type="checkbox"/>
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	<input type="checkbox"/>	<input type="checkbox"/>
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>	<input type="checkbox"/>	<input type="checkbox"/>
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>	<input type="checkbox"/>	<input type="checkbox"/>
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	<input type="checkbox"/>	<input type="checkbox"/>
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?	<input type="checkbox"/>	<input type="checkbox"/>
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>	<input type="checkbox"/>	<input type="checkbox"/>
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>	<input type="checkbox"/>	<input type="checkbox"/>
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)	<input type="checkbox"/>	<input type="checkbox"/>

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	<input type="checkbox"/>	<input type="checkbox"/>
b	A family member of a person described on line 11a above?	<input type="checkbox"/>	<input type="checkbox"/>
c	A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
11c			

Section B. Type I Supporting Organizations

		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>	<input type="checkbox"/>	<input type="checkbox"/>
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>	<input type="checkbox"/>	<input type="checkbox"/>

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>	<input type="checkbox"/>	<input type="checkbox"/>

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	<input type="checkbox"/>	<input type="checkbox"/>
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>	<input type="checkbox"/>	<input type="checkbox"/>
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>	<input type="checkbox"/>	<input type="checkbox"/>

Section E. Type III Functionally Integrated Supporting Organizations

1	<i>Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).</i>		
a	<input type="checkbox"/> The organization satisfied the Activities Test. <i>Complete line 2 below.</i>		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. <i>Complete line 3 below.</i>		
c	<input type="checkbox"/> The organization supported a governmental entity. <i>Describe in Part VI how you supported a governmental entity (see instructions).</i>		
2	Activities Test. Answer lines 2a and 2b below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>	<input type="checkbox"/>	<input type="checkbox"/>
3	Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>	<input type="checkbox"/>	<input type="checkbox"/>
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>	<input type="checkbox"/>	<input type="checkbox"/>

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D—Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2021 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1	Distributable amount for 2021 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2021 (reasonable cause required—explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2021		
a	From 2016		
b	From 2017		
c	From 2018		
d	From 2019		
e	From 2020		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2021 distributable amount		
i	Carryover from 2016 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2021 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2021 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2022. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2017		
b	Excess from 2018		
c	Excess from 2019		
d	Excess from 2020		
e	Excess from 2021		

**Schedule B
(Form 990)**

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ **Attach to Form 990 or Form 990-PF.**
▶ **Go to www.irs.gov/Form990 for the latest information.**

OMB No. 1545-0047

2021

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
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Organization type (check one):

Filers of:

Section:

- Form 990 or 990-EZ 501(c)(3) (enter number) organization
- 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
- 527 political organization
- Form 990-PF 501(c)(3) exempt private foundation
- 4947(a)(1) nonexempt charitable trust treated as a private foundation
- 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor’s total contributions.

Special Rules

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering “N/A” in column (b) instead of the contributor name and address), II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don’t complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____ 0

Caution: An organization that isn’t covered by the General Rule and/or the Special Rules doesn’t file Schedule B (Form 990), but it **must** answer “No” on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn’t meet the filing requirements of Schedule B (Form 990).

Name of organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
---	--

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	The Donald and Karen Irving Charita ----- C/o T Rowe Price Program for Char ----- Baltimore, MD, 21202-0109 -----	\$----- 50,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	Willaim Cuddy F. ----- 125 Coolidge Ave Apt 804 ----- Watertown, MA, 02472-2875 -----	\$----- 50,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	The George Wallace Foundation ----- C/O Goodwin Proctor LLP. , Exchange Place ----- Boston, MA, 02109-8281 -----	\$----- 100,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	James Family Charitable Fund ----- Schwab Charitable , 211 Main St. ----- San Francisco, CA, 94105 -----	\$----- 140,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	Estate of Mary Ann Zimmerman ----- c/o Katherine Zimmerman, 412 W Nevada St. ----- Urbana, IL, 61801-1411 -----	\$----- 642,208	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	Estate of Helen Hornsey ----- C/o Scott Larrick, 8442 Mayfield Rd ----- Chesterland, OH, 44026 -----	\$----- 100,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
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Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (for example, recreation or education) <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space										
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.										
<table border="1" style="width:100%"> <thead> <tr> <th style="width:80%"></th> <th style="width:20%">Held at the End of the Tax Year</th> </tr> </thead> <tbody> <tr> <td>a Total number of conservation easements</td> <td>2a</td> </tr> <tr> <td>b Total acreage restricted by conservation easements</td> <td>2b</td> </tr> <tr> <td>c Number of conservation easements on a certified historic structure included in (a)</td> <td>2c</td> </tr> <tr> <td>d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register</td> <td>2d</td> </tr> </tbody> </table>		Held at the End of the Tax Year	a Total number of conservation easements	2a	b Total acreage restricted by conservation easements	2b	c Number of conservation easements on a certified historic structure included in (a)	2c	d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d
	Held at the End of the Tax Year									
a Total number of conservation easements	2a									
b Total acreage restricted by conservation easements	2b									
c Number of conservation easements on a certified historic structure included in (a)	2c									
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d									
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶										
4 Number of states where property subject to conservation easement is located ▶										
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No									
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶										
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$										
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No									
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.										

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
(i) Revenue included on Form 990, Part VIII, line 1 ▶ \$
(ii) Assets included in Form 990, Part X ▶ \$ 39,025
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:
a Revenue included on Form 990, Part VIII, line 1 ▶ \$
b Assets included in Form 990, Part X ▶ \$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange program
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	19,750,650	16,751,369	14,514,805	13,930,888	13,144,931
b Contributions	1,335,167	343,820	1,745,768	275,348	427,510
c Net investment earnings, gains, and losses	(3,792,848)	2,655,461	492,260	310,559	359,797
d Grants or scholarships					
e Other expenditures for facilities and programs	0	0	1,554	1,990	1,350
f Administrative expenses					
g End of year balance	17,292,970	19,750,650	16,751,369	14,514,805	13,930,888

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment %
 - b** Permanent endowment 100.0%
 - c** Term endowment %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|---|--------------------------|-------------------------------------|
| (i) Unrelated organizations | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| (ii) Related organizations | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | <input type="checkbox"/> | <input type="checkbox"/> |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		134,290		134,290
b Buildings		466,943	177,146	289,797
c Leasehold improvements				
d Equipment		798,204	798,204	0
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				424,087

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other _____		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) . ▶		

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13.) . ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Due to related organization	33,578
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	33,578

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .

Part XIII Supplemental Information (continued)

Part III Line 4 : Art collection is on display at the university for the enjoyment of students, faculty, staff and the general public.

Part V Line 4 : The foundation has over 100 donor restricted funds that are primarily for scholarships and cultural events.

Part XI Line 2d : Income from FSU Foundation Supporting Org - \$759,014
Golf expense - \$19,064

Part XII Line 2d : Expenses for FSU Foundation Supporting Org - \$822,972
Golf Expenses \$19,063

**SCHEDULE G
(Form 990)**

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization
FITCHBURG STATE UNIVERSITY FOUNDATION INC

Employer identification number
04-2661048

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a** Mail solicitations
 - b** Internet and email solicitations
 - c** Phone solicitations
 - d** In-person solicitations
 - e** Solicitation of non-government grants
 - f** Solicitation of government grants
 - g** Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? Yes No
- b** If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1		<input type="checkbox"/>	<input type="checkbox"/>			
2		<input type="checkbox"/>	<input type="checkbox"/>			
3		<input type="checkbox"/>	<input type="checkbox"/>			
4		<input type="checkbox"/>	<input type="checkbox"/>			
5		<input type="checkbox"/>	<input type="checkbox"/>			
6		<input type="checkbox"/>	<input type="checkbox"/>			
7		<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>			
9		<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>			
Total ▶						

- 3** List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.
-
-
-
-
-
-
-
-
-
-
-

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events
		Golf Tournament (event type)	(event type)	(total number)	(add col. (a) through col. (c))
Revenue	1 Gross receipts	66,315	0	0	66,315
	2 Less: Contributions	50,065	0	0	50,065
	3 Gross income (line 1 minus line 2)	16,250	0	0	16,250
Direct Expenses	4 Cash prizes	0	0	0	0
	5 Noncash prizes	0	0	0	0
	6 Rent/facility costs	9,972	0	0	9,972
	7 Food and beverages	4,023	0	0	4,023
	8 Entertainment	0	0	0	0
	9 Other direct expenses	5,069	0	0	5,069
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				19,064
11 Net income summary. Subtract line 10 from line 3, column (d) ▶				(2,814)	

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
		1 Gross revenue			
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No		
7 Direct expense summary. Add lines 2 through 5 in column (d) ▶					
8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶					

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? Yes No

b If "Yes," explain: _____

- 11** Does the organization conduct gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13** Indicate the percentage of gaming activity conducted in:

a The organization's facility	13a	%
b An outside facility	13b	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶

Address ▶

- 15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No
- b** If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ and the amount of gaming revenue retained by the third party ▶ \$
- c** If "Yes," enter name and address of the third party:

Name ▶

Address ▶

16 Gaming manager information:

Name ▶

Gaming manager compensation ▶ \$

Description of services provided ▶

Director/officer Employee Independent contractor

- 17** Mandatory distributions:
 - a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
 - b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

**SCHEDULE I
(Form 990)**

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

FITCHBURG STATE UNIVERSITY FOUNDATION INC

Employer identification number

04-2661048

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? Yes No
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) St Anna Parish 199 Lancaster St., Leominster, MA 01453	04-2106719	501(c)(3)	\$5,000		n/a N/A		Language Studies
(2) Fitchburg State University 160 Pearl Street, Fitchburg, MA 01420	04-3138437		\$104,347		N/A N/A		Intern incentive Program
(3) Fitchburg State University 160 Pearl Street, Fitchburg, MA 01420	04-3138437		\$326,000		N/A N/A		Contributions
(4) Fitchburg State University 160 Pearl Street, Fitchburg, MA 01420	04-3138437		\$164,775		N/A N/A		Lab equipment, simulation lab
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 1

3 Enter total number of other organizations listed in the line 1 table ▶ 3

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50055P

Schedule I (Form 990) 2021

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1 Sterlite Community Corporation	11	\$55,000		0	0
2 Center for Italian Culture	5	\$30,000		0	0
3 Amelia V. Gallucci-Cirio	18	\$43,000		0	0
4 Global Ambassador Scholarship	37	\$65,170		0	0
5 Mara Scholarship	29	\$29,000		0	0
6 Donald & Karen Iriving Pay it Forward	10	\$50,000		0	0
7 Other Endowed Scholarship	242	\$281,500		0	0

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Part I Line-2

The foundation operates within the internal policy guidelines of fitchburg state university and as such expenditures for grant are checked and approved before disbursement.

Part IV Additional

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
---	--

Form and Line Reference: Schedule I Part III Column b Line 1

Explanation

List of students

Part IV Additional

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
---	--

Form and Line Reference: Schedule I Part III Column b Line 2

Explanation

List of students

Part IV Additional

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
---	--

Form and Line Reference: Schedule I Part III Column b Line 3

Explanation

List of students

Part IV Additional

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
---	--

Form and Line Reference: Schedule I Part III Column b Line 4

Explanation

List of students

Part IV Additional

Name of the organization FITCHBURG STATE UNIVERSITY FOUNDATION INC	Employer identification number 04-2661048
---	--

Form and Line Reference: Schedule I Part III Column b Line 5

Explanation

List of students

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

2021

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

FITCHBURG STATE UNIVERSITY FOUNDATION INC

Employer identification number

04-2661048

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

	Yes	No
1a		
1b	<input type="checkbox"/>	<input type="checkbox"/>

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

2	<input type="checkbox"/>	<input type="checkbox"/>
----------	--------------------------	--------------------------

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|--|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- | | | | |
|--|-----------|--------------------------|-------------------------------------|
| a Receive a severance payment or change-of-control payment? | 4a | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b Participate in or receive payment from a supplemental nonqualified retirement plan? | 4b | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| c Participate in or receive payment from an equity-based compensation arrangement? | 4c | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- | | | | |
|--|-----------|--------------------------|-------------------------------------|
| a The organization? | 5a | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b Any related organization? | 5b | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- | | | | |
|--|-----------|--------------------------|-------------------------------------|
| a The organization? | 6a | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| b Any related organization? | 6b | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

7	<input type="checkbox"/>	<input checked="" type="checkbox"/>
----------	--------------------------	-------------------------------------

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

8	<input type="checkbox"/>	<input checked="" type="checkbox"/>
----------	--------------------------	-------------------------------------

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

9	<input type="checkbox"/>	<input type="checkbox"/>
----------	--------------------------	--------------------------

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 Martin F Connors Jr Director	(i)							
	(ii)	\$255,305		\$3,353		\$26,880	\$285,538	
2 Nicholas J DiNinno Jr Director	(i)							
	(ii)	\$165,499				\$9,032	\$174,531	
3 Michael Florentino Director	(i)							
	(ii)	\$168,402				\$25,796	\$194,198	
4 Donata Martin Director	(i)							
	(ii)	\$142,249				\$39,032	\$181,281	
5 John P Mahan Clerk	(i)							
	(ii)	\$173,237				\$29,919	\$203,156	
6 James M Walsh Director	(i)							
	(ii)	\$166,437				\$28,171	\$194,608	
7 Lorie Martiska Director	(i)							
	(ii)	\$159,947				\$15	\$159,962	
8 Anthony J Mercadante Treasurer/Audit Chair	(i)							
	(ii)	\$136,999				\$42,294	\$179,293	
9 Nicholas Smith Director	(i)							
	(ii)	\$164,895				\$33,010	\$197,905	
10 Richard S Lapidus President	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

▶ Go to www.irs.gov/Form990 for the latest information.

Name of the organization

Employer identification number

FITCHBURG STATE UNIVERSITY FOUNDATION INC

04-2661048

Form and Line Reference: Part VI Line 1a

The form 990 is presented to the Board of Directors in their budget package a week before the board meeting and prior to submission to the IRS.

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

**Open to Public
Inspection**

▶ Go to www.irs.gov/Form990 for the latest information.

Name of the organization

Employer identification number

FITCHBURG STATE UNIVERSITY FOUNDATION INC

04-2661048

Form and Line Reference: Part VI Line 12c

Yearly, each officer, director, and trustee is given a copy of the conflict of interest policy. They are required to complete and sign the policy. This signed document is returned and kept at the Fitchburg State University Human Resources office.

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

▶ Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

▶ Go to www.irs.gov/Form990 for the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization

FITCHBURG STATE UNIVERSITY FOUNDATION INC

Employer identification number

04-2661048

Form and Line Reference: Part VI Line 11b

The 990 is prepared by the accounting department and reviewed by the external auditor and then presented to the Board of Directors prior to submission to the Internal Revenue Services.

**SCHEDULE O
(Form 990)**

Supplemental Information to Form 990 or 990-EZ

OMB No. 1545-0047

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

2021

Department of the Treasury
Internal Revenue Service

▶ Attach to Form 990 or Form 990-EZ.

**Open to Public
Inspection**

▶ Go to www.irs.gov/Form990 for the latest information.

Name of the organization

Employer identification number

FITCHBURG STATE UNIVERSITY FOUNDATION INC

04-2661048

Form and Line Reference: Part VI Line 19

The conflict of interest policy are available upon request. The governing documents and financial statements are available on the Fitchburg State University website.

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.**
▶ **Attach to Form 990.**

▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Name of the organization

FITCHBURG STATE UNIVERSITY FOUNDATION INC

Employer identification number

04-2661048

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) -----					
(2) -----					
(3) -----					
(4) -----					
(5) -----					
(6) -----					

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) Fitchburg State University - 043138437 160 Pearl Street, Fitchburg, MA- 01420	Higher Education	MA	N/A		NO	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(2) FSU Foundation Supporting Org, Inc.- 043491990 160 Pearl Street, Fitchburg, MA- 01420	Support FSU	MA	N/A		No	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(3) -----						<input type="checkbox"/>	<input type="checkbox"/>
(4) -----						<input type="checkbox"/>	<input type="checkbox"/>
(5) -----						<input type="checkbox"/>	<input type="checkbox"/>
(6) -----						<input type="checkbox"/>	<input type="checkbox"/>
(7) -----						<input type="checkbox"/>	<input type="checkbox"/>

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(2) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(3) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(4) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(5) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(6) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(7) -----							<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) -----								<input type="checkbox"/>	<input type="checkbox"/>
(2) -----								<input type="checkbox"/>	<input type="checkbox"/>
(3) -----								<input type="checkbox"/>	<input type="checkbox"/>
(4) -----								<input type="checkbox"/>	<input type="checkbox"/>
(5) -----								<input type="checkbox"/>	<input type="checkbox"/>
(6) -----								<input type="checkbox"/>	<input type="checkbox"/>
(7) -----								<input type="checkbox"/>	<input type="checkbox"/>

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Gift, grant, or capital contribution to related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c Gift, grant, or capital contribution from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Loans or loan guarantees to or for related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e Loans or loan guarantees by related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f Dividends from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g Sale of assets to related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h Purchase of assets from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i Exchange of assets with related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j Lease of facilities, equipment, or other assets to related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
k Lease of facilities, equipment, or other assets from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
l Performance of services or membership or fundraising solicitations for related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
m Performance of services or membership or fundraising solicitations by related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
o Sharing of paid employees with related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
p Reimbursement paid to related organization(s) for expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>
q Reimbursement paid by related organization(s) for expenses	<input type="checkbox"/>	<input checked="" type="checkbox"/>
r Other transfer of cash or property to related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
s Other transfer of cash or property from related organization(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) Fitchburg State University	B	\$478,775	Cash paid
(2) FSU Foundation Supporting Organization, Inc.	D	\$2,100,413	Outstanding Loan Balance
(3) Fitchburg State University	M	\$189,070	payroll costs
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(2)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(3)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(4)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(5)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(6)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(7)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(8)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(9)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(10)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(11)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(12)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(13)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(14)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(15)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	
(16)				<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	

Coversheet

By Laws - VOTE (20-22/23)

Section: VII. Chair's Report
Item: B. By Laws - VOTE (20-22/23)
Purpose: Vote
Submitted by:
Related Material:
BYLAWS CDP clean Draft with equity agenda language 01292023.pdf
BYLAWS Vote.doc.pdf
BYLAWS CDP redline 01292023.docx.pdf

BYLAWS

FITCHBURG STATE UNIVERSITY BOARD OF TRUSTEES

Approved As Revised, February 7, 2023

DRAFT

ARTICLE I. ORGNIZATION AND OFFICERS OF THE BAORD OF TRUSTEE

Section 1. Composition and Functions of the Board

The composition, functions, duties, powers and responsibilities of the Board of Trustees, its committees, or subcommittees, shall be as provided and authorized by the laws of the Commonwealth as in effect from time to time, subject to such rules, regulations, policies , or guidelines as the Board of Higher Education may, from time to time, adopt, or repeal for the management, control, administration, or regulation of the system of public higher education, or any part thereof. In recognition of the Board of Higher Education's Equity Agenda, the Board of Trustees shall strive to consider the furtherance of diversity, equity and inclusion in the exercise of its powers and responsibilities.

Section 2. Officers of the Board

The officers shall consist of a Chair, a Vice Chair, and a Secretary.

Such officers shall be elected by the Board of Trustees at its annual meeting upon nomination by the Nominating Committee as provided in Article III, section 5, or otherwise, and they shall hold office until the next annual meeting or until their respective successors are elected.

Section 3. Duties of the Officers

A. The *Chair* of the Board of Trustees shall have the following duties:

1. To preside at all meetings of the Board of Trustees.
2. To call special meetings of the Board of Trustees.
3. To serve ex-officio, with voting power, as a member of all standing committees of the Board of Trustees.
4. To appoint all standing committees, a Nominating Committee and other special committees of the Board of Trustees and to appoint the chairs thereof.

B. The *Vice Chair* of the Board of Trustees shall have the following duties:

To perform the duties of the Chair of the Board of Trustees at his request or in case of his absence or incapacity.

C. The *Secretary* of the Board of Trustees shall have the following duties:

1. Record the proceedings of the Board of Trustees and of each standing and special committee thereof in a book or books to be kept therefore.

2. Preserve all documents, papers, and records determined by the Board of Trustees to be a part of the official records of the University.
3. Perform duties, not inconsistent with those prescribed by these Bylaws or by the Board of trustees, or as prescribed from time to time by the Chair of the Board.

Section 4. The President of the University

The President of the University shall serve as the Chief Executive and Administrative Officer of the University and shall:

Be the professional advisor to the Board of Trustees on all matters involving the educational programming and governance of the University.

Be responsible for the management of the educational and fiscal affairs of the University.

Serve as ex-officio to the Board and on all of its committees.

Section 5. Associate of the Board

Serving the Board as an Associate shall be an **Assistant Secretary**. The Assistant Secretary of the Board of Trustees shall:

Assist the Secretary in the recording of the proceedings of the Board of Trustees and perform the duties of the Secretary in the event of the absence or illness of the Secretary upon request of the Chairman of the Board of Trustees or the President of the University.

ARTICLE II. MEETINGS OF THE BOARD

Section 1. Regular and Annual Meetings

There shall be a minimum of four meetings a year of the Board of Trustees of Fitchburg State University in the months of September, November, March and May, with the first being the organizational meeting. The May meeting shall also be the Annual Meeting unless otherwise determined by the Board. Ordinarily, the meetings will be held on the first Tuesday of each of these months. The Board shall, however, set the date and time of each meeting at least one month in advance.

Section 2. Special Meetings

Special meetings of the Board may be held at any time and at any place when called:

1. By the Chair of the Board of Trustees, or

2. By the President of the University, or
3. By petition of any five Trustees given in writing to the Secretary.

Section 3. Notice of Meetings

Written notice of each regular meeting of the Board of Trustees shall be given to each Trustee at least five (5) business days prior to the date fixed for the meeting. Notice of special meetings shall be given to each Trustee at least three (3) business days prior to the meeting day. Notices shall state the time and place of the meeting and, as to special meetings the purposes for which it has been called.

Section 4. Agenda of Regular Board Meetings

A written agenda of matters to be considered at each regular meeting of the Board of Trustees shall be sent to each Trustee at least five (5) business days prior to the date fixed for said meeting.

Items to be included in the agenda for a regular meeting shall be submitted in writing by:

1. Recommendation of a standing or other committee of the Board of Trustees.
2. The Chair of the Board of Trustees.
3. The President of the University.

No item shall be included in the agenda for a regular meeting except upon recommendation by a standing or other committee of the Board of Trustees; the Chair of the Board of Trustees or the President of the University

Unless otherwise determined by the Chair of the Board of Trustees, the following shall be the order of business at meetings of the Board of Trustees:

- I. Call to Order
- II. Consideration of Minutes of Prior Meeting
- III. Reports of Standing Committees

IV. Reports of Special Committees including Nominating Committee

V. Presidential Agenda

1. President's Comments
2. Comments by University Staff at Invitation of President

VI. Status of Pending Actions

VII. Other Business

Section 5. Quorum

The number of Trustees necessary to constitute a quorum for the transaction of business shall be a majority of the voting members but a lesser number may adjourn any meeting from time to time, and such meetings may be held as adjourned without further notice. When a quorum is present at any meeting, a majority of the Trustees present may take action on behalf of the Trustees unless a larger number is required by other provisions of these Bylaws. By vote of a majority of Trustees present any meeting may be recessed.

Section 6. Open Meeting Law/Executive Sessions

All meetings of the Board of Trustees shall be held in compliance with the State's Open Meeting Law (OML), and any applicable Attorney General's Regulations, including but not limited to remote participation and any Executive Sessions held by the Board. Unless the Board shall otherwise direct, Executive Sessions of the Board shall include the Trustees, the President, and any other person the Board deems necessary or appropriate to provide the Board with information or advice. The Board may meet in Executive Session only for the purposes enumerated in the OML, and to consider the award of honorary degrees.

ARTICLE III. COMMITTEES OF THE BOARD OF TRUSTEES

Section 1. Standing Committees

There shall be five standing committees of the Board of Trustees:

- A. Academic Affairs
- B. Student Life
- C. Budget Finance and Facilities
- D. Personnel and Human Resources
- E. Executive Committee

A. Committee on Academic Affairs

The Committee on Academic Affairs shall have the following powers and duties:

1. To consider policies regarding the quality, character, and extent of instruction and research at the University, including policies governing admission requirements, programs of instruction, curriculum, degrees, public service activities, and research, and to make recommendations to the Board of Trustees with respect thereto.
2. To consider policies related to the educational purposes and responsibilities of the University and evaluate the same on a long-range basis, and to make recommendations to the Board of Trustees with respect thereto.
3. To advise the President on any matter within the scope of the Committee's duties.

B. Committee on Student Life

The Committee on Student Life shall have the following powers and duties:

1. To consult with the President and to consider and recommend to the Board of Trustees for action matters pertaining to student life and activity, student services, student government, and the health and wellbeing of the student body.

C. Committee on Budget, Finance and Facilities

The Committee on Budget, Finance and Facilities shall inquire into all fiscal affairs of the University and make recommendations to the Board of Trustees on all matters relating to the financial soundness of the University including budget, internal controls and investment oversight. In addition, this committee shall receive and recommend Board action on all proposed capital projects, financing and debt management, land acquisition and disposition and shall have the following powers and duties:

1. To review and make recommendations to the Board annually or as necessary on the University's operating budget including University trust funds.
2. To review and make recommendations to the Board annually or as necessary on any changes to student fees.
3. To review and make recommendations to the Board, as necessary, for the approval of any debt financing.
4. To review and make recommendations to the Board annually or as necessary on investments including but not limited to the allocation of class parameters, fund manager allocations, and/or any related investment designations or selectins.
5. To review and make recommendations to the Board on the annual independent audit of financial statements.

6. To review and make recommendations to the Board, as necessary, on the development and update of plans and policies, including but not limited to capital/master plan, cash management and investment policies, debt policies, and compliance and risk policies.

D. Committee on Personnel and Human Resources

The Committee on Personnel and Human Resources shall have the following powers and duties:

1. To consider matters relative to the personnel needs of the University in consultation with the President and make recommendations to the Board as necessary.
2. To consider actions to be taken that are required by the terms of any collective bargaining agreements, policies on staffing patterns, changes in status, and related matters when applicable as recommended by the President and make recommendations to the Board with respect to such matters for Board action.
3. To review when recommended by the President policies related to Human Resources and make recommendations to the Board with respect to such policies for Board action when applicable.

E. The Executive Committee

The Executive Committee shall be composed of the Chair, the President, the Vice Chair and the Secretary and it shall have the following powers and duties:

1. To act upon matters referred to it by the President of the University when prompt action is necessary.
2. To consider and act upon proposals referred by the Board of Trustees.

Section 2. Members of the Standing Committee

Each standing committee shall have such number of members, not fewer than three (3) as shall be appointed by the Chair of the Board at the close of the annual meeting and the Chair of each standing committee shall be appointed by the Board Chair at that time. The Chair of the Board of Trustees and the President of the University shall also be members of each standing committee. Each trustee must be a member of at least one committee.

Section 3. Meetings of the Standing Committees

Meetings of standing committees may be held at any time and at any place when called by

the Chair of the Committee, the Chair of the Board of Trustees, or a majority of the voting members of the committee.

Written notice of each committee meeting shall be given to each Trustee at least five (5) business days prior to the meeting date. Notices shall state the time, place and purpose of the meeting.

Section 4. Agenda of Committee of the Board

A written agenda of matters to be considered at each meeting of a committee of the Board of Trustees shall be sent to each committee member at least five (5) business days prior to the date of the meeting. Items to be included on committee agendas may be submitted in writing by

1. The President of the University or
2. Any Trustee

Section 5. Nominating and Other Special Committees

There shall be a Nominating Committee of the Board of Trustees appointed in March of each year serving until the next meeting. The Nominating Committee shall present at the annual meeting nominees for the posts of Chair, Vice Chair, and Secretary.

The Board of Trustees may establish other special committees from time to time to have such duties as it may determine.

ARTICLE IV. MISCELLANEOUS

These Bylaws may be amended at any regular or special meeting of the Board of Trustees by a two-thirds vote of the members present, due notice of such amendment having been given in the call to the meeting.

**Fitchburg State University
REQUEST FOR BOARD ACTION**

TO: Board of Trustees	DATE: February 7, 2023
FROM: The President	REQUEST NUMBER:
SUBJECT: Adopt the updated by-laws	20-22/23

It is requested that the Fitchburg State University Board of Trustees vote to adopt the attached updated by-laws.

BYLAWS

FITCHBURG STATE UNIVERSITY BOARD OF TRUSTEES

Approved As Revised February 7, 2023

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ARTICLE I. ORGNIZATION AND OFFICERS OF THE BAORD OF TRUSTEE

Section 1. Composition and Functions of the Board

The composition, functions, duties, powers and responsibilities of the Board of Trustees, its committees, or subcommittees, shall be as provided and authorized by the laws of the Commonwealth as in effect from time to time, subject to such rules, regulations, policies, or guidelines as the Board of Higher Education may, from time to time, adopt, or repeal for the management, control, administration, or regulation of the system of public higher education, or any part thereof. [In recognition of the Board of Higher Education's Equity Agenda, the Board of Trustees shall strive to consider the furtherance of diversity, equity and inclusion in the exercise of its powers and responsibilities.](#) **[OR delete altogether and address in mission statement]**

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Section 2. Officers of the Board

The officers shall consist of a Chair, a Vice Chair, and a Secretary.

Such officers shall be elected by the Board of Trustees at its annual meeting upon nomination by the Nominating Committee as provided in Article III, section 5, or otherwise, and they shall hold office until the next annual meeting or until their respective successors are elected.

Section 3. Duties of the Officers

A. The *Chair* of the Board of Trustees shall have the following duties:

1. To preside at all meetings of the Board of Trustees.
2. To call special meetings of the Board of Trustees.
3. To serve ex-officio, with voting power, as a member of all standing committees of the Board of Trustees.
4. To appoint all standing committees, a Nominating Committee and other special committees of the Board of Trustees **and to appoint the chairs thereof.**

B. The *Vice Chair* of the Board of Trustees shall have the following duties:

To perform the duties of the Chair of the Board of Trustees at his request or in case of his absence or incapacity.

C. The *Secretary* of the Board of Trustees shall have the following duties:

1. Record the proceedings of the Board of Trustees and of each standing and special

committee thereof in a book or books to be kept therefore.

- 2. Preserve all documents, papers, and records determined by the Board of Trustees to be a part of the official records of the University.
- 3. Perform duties, not inconsistent with those prescribed by these Bylaws or by the Board of trustees, or as prescribed from time to time by the Chair of the Board.

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Section 4. The President of the University

The President of the University shall serve as the Chief Executive and Administrative Officer of the University and shall:

Deleted: The President of the University shall serve in a non-voting capacity as the Clerk to the Board and all of its committees. In this function the President must be present at all regular and special meetings including Executive Sessions of the Board. The President shall, further, assist the Board's Secretary in the performance of the Secretary's duties. ¶

Be the professional advisor to the Board of Trustees on all matters involving the educational programming and governance of the University.

Be responsible for the management of the educational and fiscal affairs of the University.

Serve as ex-officio to the Board and on all of its committees.

Section 5. Associate of the Board

Serving the Board as an Associate shall be an **Assistant Secretary**. The Assistant Secretary of the Board of Trustees shall:

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Assist the Secretary in the recording of the proceedings of the Board of Trustees and perform the duties of the Secretary in the event of the absence or illness of the Secretary upon request of the Chairman of the Board of Trustees or the President of the University.

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ARTICLE II. MEETINGS OF THE BOARD

Section 1. Regular and Annual Meetings

There shall be a minimum of four meetings a year of the Board of Trustees of Fitchburg State University in the months of September, November, March and May, with the first being the organizational meeting. The May meeting shall also be the Annual Meeting unless otherwise determined by the Board. Ordinarily, the meetings will be held on the first Tuesday of each of these months. The Board shall, however, set the date and time of each meeting at least one month in advance.

Deleted: May, October, January, and March

Section 2. Special Meetings

Special meetings of the Board may be held at any time and at any place when called:

- 1. By the Chair of the Board of Trustees, or
- 2. By the President of the University, or
- 3. By petition of any five Trustees given in writing to the Secretary.

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Section 3. Notice of Meetings

Written notice of each regular meeting of the Board of Trustees shall be given to each Trustee at least five (5) business days prior to the date fixed for the meeting. Notice of special meetings shall be given to each Trustee at least three (3) business days prior to the meeting day. Notices shall state the time and place of the meeting and, as to special meetings the purposes for which it has been called.

Section 4. Agenda of Regular Board Meetings

A written agenda of matters to be considered at each regular meeting of the Board of Trustees shall be sent to each Trustee at least five (5) business days prior to the date fixed for said meeting.

Items to be included in the agenda for a regular meeting shall be submitted in writing by:

- ~~1.~~ Recommendation of a standing or other committee of the Board of Trustees.
- ~~2.~~ The Chair of the Board of Trustees.
- ~~3.~~ The President of the University.

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No item shall be included in the agenda for a regular meeting except upon recommendation by a standing or other committee of the Board of Trustees; the Chair of the Board of Trustees or the President of the University.

Deleted: ; provided that at any regular meeting any Trustee upon majority vote of said Board, shall be entitled to present matters to the Board of Trustees for its consideration without prior reference to a committee.

Unless otherwise determined by the Chair of the Board of Trustees, the following shall be the order of business at meetings of the Board of Trustees:

- I. Call to Order
- II. Consideration of Minutes of Prior Meeting
- III. Reports of Standing Committees

IV. Reports of Special Committees including Nominating Committee

V. Presidential Agenda

- 1. President's Comments
- 2. Comments by University Staff at Invitation of President

VI. Status of Pending Actions

VII. Other Business

Section 5. Quorum

The number of Trustees necessary to constitute a quorum for the transaction of business shall be a majority of the voting members but a lesser number may adjourn any meeting from time to time, and such meetings may be held as adjourned without further notice. When a quorum is present at any meeting, a majority of the Trustees present may take action on behalf of the Trustees unless a larger number is required by other provisions of these Bylaws. By vote of a majority of Trustees present any meeting may be recessed.

Section 6. Open Meeting Law/Executive Sessions

All meetings of the Board of Trustees shall be held in compliance with the State's Open Meeting Law (OML), and any applicable Attorney General's Regulations, including but not limited to remote participation and any Executive Sessions held by the Board. Unless the Board shall otherwise direct, Executive Sessions of the Board shall include the Trustees, the President, and any other person the Board deems necessary or appropriate to provide the Board with information or advice. The Board may meet in Executive Session only for the purposes enumerated in the OML, and to consider the award of honorary degrees.

ARTICLE III. COMMITTEES OF THE BOARD OF TRUSTEES

Section 1. Standing Committees

There shall be five standing committees of the Board of Trustees:

- A. Academic Affairs
- B. Student Life
- C. c. Budget Finance and Facilities
- D. Personnel and Human Resources
- E. Executive Committee

Deleted: By vote of a majority of the Trustees present at any meeting, the Board may enter into executive session, closed to the public. The vote shall be taken by roll call and the purpose of the session and reasons why it is to be confidential shall be announced in advantage of the vote. The presiding officer shall state before the executive session if the Board will reconvene after the executive session. The Board shall maintain accurate records of its executive sessions, setting forth the date, time, place, members present or absent and action taken at each executive session. The records of any executive session may remain secret as long as publication may defeat the lawful purpose of the executive session, but no longer. All votes taken in executive session shall be recorded votes and shall become a part of the record of said executive session. Upon request of any member of the Board, any vote taken in its executive session shall be verified by a roll call. ¶
 Executive sessions may be held only for the following purposes: ¶
 a. To discuss the reputation and character, physical condition or mental health rather than the professional competence of an individual. An open meeting shall be held if the individual involved requests in writing that the meeting be open. ¶
 b. To consider the discipline or dismissal of, or to hear complaints or charges brought against an officer, employee, or individual. An open meeting shall be held if the individual involved requests in writing that the meeting be open. ¶
 c. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental impact on the bargaining or litigating position of the University. ¶
 d. To discuss the deployment of security personnel or devices. ¶
 e. To consider allegations of criminal misconduct. ¶
 f. To consider the purchase, exchange, lease or value of real property, if such discussions may have a detrimental effect on the negotiating position of the University and a person, firm or corporation. ¶
 g. To comply with the provisions of any general or special law or federal grant-in-aid requirements. ¶
 h. To consider the award of honorary degrees. ¶

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A. Committee on Academic Affairs

The Committee on Academic Affairs shall have the following powers and duties:

1. To consider policies regarding the quality, character, and extent of instruction and research at the University, including policies governing admission requirements, programs of instruction, curriculum, degrees, public service activities, and research, and to make recommendations to the Board of Trustees with respect thereto.
2. To consider policies related~~d,~~ to the educational purposes and responsibilities of the University and evaluate the same on a long-range basis, and to make recommendations to the Board of Trustees with respect thereto.
3. To advise the President on any matter within the scope of the Committee's duties.

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B. Committee on Student Life

The Committee on Student Life shall have the following powers and duties:

1. To consult with the President and to consider and recommend to the Board of Trustees for ~~action~~ matters pertaining to student life and activity, student ~~services~~, ~~student government~~, and the health and ~~wellbeing~~ of the student body.

[Move to last sentence of Article I, Section 1 – alternatively, delete and address in mission statement.]

C. Committee on Budget, Finance and Facilities

The Committee on ~~Budget, Finance and Facilities~~ shall inquire into all fiscal affairs of the University and make recommendations to the Board of Trustees on all matters relating to the financial soundness of the University including budget, internal controls and investment oversight. In addition, this committee shall receive and recommend Board action on all proposed capital projects, financing and debt management, land acquisition and disposition and shall have the following powers and duties:

1. To review and make recommendations to the Board annually or as necessary on the University's operating budget including University trust funds.
2. To review and make recommendations to the Board annually or as necessary on any changes to student fees.
3. To review and make recommendations to the Board, as necessary, for the approval of any debt financing.
4. To review and make recommendations to the Board annually or as necessary on investments including but not limited to the allocation of class parameters, fund manager allocations, and/or any related investment designations or selectins.
5. To review and make recommendations to the Board on the annual independent audit of financial statements.
6. To review and make recommendations to the Board, as necessary, on the development and update of plans and policies, including but not limited to capital/master plan, cash management and investment policies, debt policies, and compliance and risk policies.

D. Committee on Personnel and Human Resources

The Committee on Personnel and Human Resources shall have the following powers and

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Deleted: consult with the President, and to consider and recommend to the Board of Trustees for action matters relative to the general administrative service functions and the fiscal and budgetary requirements and operation of the University, and those policies and other matters pertaining to the physical properties of the University, including all buildings, land acquisition and transfer, landscape plans, and developments and construction. ¶

duties:

1. To consider matters relative to the personnel needs of the University in consultation with the President, and make recommendations to the Board as necessary.

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2. To consider actions to be taken that are required by the terms of any collective bargaining agreements, policies on staffing patterns, changes in status, and related matters when applicable as recommended by the President and make recommendations to the Board with respect to such matters for Board action.

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3. To review when recommended by the President policies related to Human Resources and make recommendations to the Board with respect to such policies for Board action when applicable.

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E. The Executive Committee

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The Executive Committee shall be composed of the Chair, the President, the Vice Chair and the Secretary and it shall have the following powers and duties:

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1. To act upon matters referred to it by the President of the University when prompt action is necessary.

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2. To consider and act upon proposals referred by the Board of Trustees.

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Section 2. Members of the Standing Committee

Each standing committee shall have such number of members, not fewer than three (3) as shall be appointed by the Chair of the Board at the close of the annual meeting and the Chair of each standing committee shall be appointed by the Board Chair at that time. The Chair of the Board of Trustees and the President of the University shall also be members of each standing committee. Each trustee must be a member of at least one committee.

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Section 3. Meetings of the Standing Committees

Meetings of standing committees may be held at any time and at any place when called by the Chair of the Committee, the Chair of the Board of Trustees, or a majority of the voting members of the committee.

Deleted: Notwithstanding the foregoing, the Executive Committee shall be composed of the Chair of the Board of Trustees, the President of the University, and the Chair of the standing committees. ¶

Written notice of each committee meeting shall be given to each Trustee at least five (5) business days prior to the meeting date. Notices shall state the time, place and purpose of the meeting.

Section 4. Agenda of Committee of the Board

A written agenda of matters to be considered at each meeting of a committee of the Board of Trustees shall be sent to each committee member at least five (5) business days prior to the date of the meeting. Items to be included on committee agendas may be submitted in writing by

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- a. The President of the University or
- b. Any Trustee

Section 5. Nominating and Other Special Committees

There shall be a Nominating Committee of the Board of Trustees appointed in March of each year serving until the next meeting. The Nominating Committee shall present at the annual meeting nominees for the posts of Chair, Vice Chair, and Secretary.

The Board of Trustees may establish other special committees from time to time to have such duties as it may determine.

ARTICLE IV. MISCELLANEOUS

These Bylaws may be amended at any regular or special meeting of the Board of Trustees by a two-thirds vote of the members present, due notice of such amendment having been given in the call to the meeting.

Coversheet

News Articles

Section: VIII. President's Report
Item: C. News Articles
Purpose: FYI
Submitted by:
Related Material: Feb 2023 News Clips for BOT.pdf

Sentinel & Enterprise

Monday, December 19, 2022

\$2.00 FACEBOOK.COM/SENTINELANDENTERPRISE TWITTER.COM/SENTANDENT

sentinelandenterprise.com

FITCHBURG STATE UNIVERSITY WINTER COMMENCEMENT

AN ACADEMIC ACHIEVEMENT



PHOTO — ALAN ARSENAULT

Master of Business Administration recipient Bianca Allyyah Brunache claps during President Richard Lapidus's speech at Fitchburg State University's Winter Commencement Friday night.

Winter ceremony of 126th commencement exercises held Friday

Fitchburg State University held the winter ceremony of its 126th commencement exercises Friday night in the Athletics and Recreation Center.

The ceremony featured students receiving both graduate and undergraduate degrees. President Richard Lapidus delivered the commencement address. Others who spoke included Graduate Student Leadership Award recipient Spencer Fuller, who completed a master of science degree in criminal justice, and undergraduate valedictorian Helen "Hallie" Dyer of Westwood, who completed a bachelor of science degree in criminal justice. Both student speakers have been a part of the university's police program.



PHOTO — ALAN ARSENAULT

Graduates show their personality through decoration of caps during Fitchburg State University's Winter Commencement Friday night.

Fitchburg State University - Board of Trustees Meeting - Agenda - Tuesday February 7, 2023 at 8:15 AM

FSU fall 2022 graduates

The following students graduated Friday night from Fitchburg State University during the winter commencement exercises:

ASHBURNHAM: Chandler A. Behring, BSE Technology Education (5-12); Sarah M. Craig, BSE Exercise and Sports Science; Donald H. Fallon, BSE Technology Education (5-12); Riley D. Hess, BS Exercise and Sports Science; Michael L. Solominsky, MED Educational Leadership/Mgmt; Lawrence M. Szalay, MED Curriculum and Teaching.

ASHBY: Scott M. Berube, BS Political Science; Jasmine R. Martens, BS Biology.

AYER: Jonathan W. Bremer, BSE Special Education; Deanna M. Gardner, MBA Business Administration; Hannah Levensallor, MED Special Education; Devin J. Muldoon, BS Criminal Justice.

BILLERICA: Amanda E. Brooks, MED Special Education; Kileigh C. Glavin, MED Curriculum and Teaching.

BOLTON: Julia Barshak, MED Elementary Education (1-6).

BURLINGTON: Cheryl A. Herlihy, BS Nursing, RN to BS; Tushar Patil, MS Computer Science.

CHELMSFORD: Olivia A. Beauregard, MED Curriculum and Teaching; Naimisha Daddi, MS Computer Science; David E. Kelley, BS Engineering Technology; Michael J. Marino, MBA Business Administration.

CLINTON: Brenda Acero, MBA Business Administration; Jake R. Armstrong, BS Interdisciplinary Studies; Karina Bozerra, MED Curriculum and Teaching; Caitlin Diver, MED Educational Leadership/Mgmt; Meghan L. Laughlin, MED Curriculum and Teaching; Emelly F. Peralta Jaquez, BS Business Administration; Risheyana Schotborg, BS Human Services; Emily E. Sidoti, BS Business Administration.

DRACUT: Miwara A. Giglio, MED Curriculum and Teaching; Samuel M. Mwaura, MBA Business Administration; Kelly J. Wilkey, MED Education (5-12).

DUNSTABLE: Rebecca Pincott, MED Special Edu-

cation.
FITCHBURG: Justin P. Badagliacca, BS Psychological Science; Zachary A. Barbagallo, BS Communications Media; Jun Louie A. Basan, BS Environmental & Earth Science; Joseph A. Bourgeois, MBA Business Administration; Dianna S. Castro, BS Business Administration; Ashish Chitkalka, MS Computer Science; Venkata Narayana Prudhvi Damaraju, MS Computer Science; Lacey M. Eaton, MBA Business Administration; Allissa M. Escobales, BS Communications Media; James C. Farrell, BS Comp Info Systems; Rebecca M. Fluet, MED Curriculum and Teaching; Ryan M. Gaetz, BS Communications Media; Kwajelinn Gibbs, MED Early Childhood Education; Lydia M. Gnoza, BSE Early Childhood Education; Kelsey E. Grant, MED Curriculum and Teaching; John Heimo, BS History.

Jazmin M. Howard, BS Business Administration; Kennedy A. Jackson, BS Criminal Justice; Breanna Marks, MBA Business Administration; Kaela R. Martinez-Niemeala, MED Special Education; Deepdeeya S. Naganda, MS Computer Science; Elizabeth V. Nalbandyan, MBA Business Administration; Veronika Sai Samanth Ojdi, MS Computer Science; Marcus Peria, BS Engineering Technology; Darius D. Pitre, BSE Elementary Education (1-6); Pilyl J. Polanco, MED Curriculum and Teaching; Nayelis Ramos, BS Criminal Justice; Ankit Rathore, MS Business Administration; Isabelle M. Ream, BS Psychological Science; Isabelle M. Ream, BS Criminal Justice; Rajesh Repala, MS Computer Science; Jessica C. Robey, MED Arts Education.

Justine Ruiz, BS Interdisciplinary Studies; Torah F. Smith, BS Business Administration; Manikanth Reddy Taduru, MS Computer Science; Katty M. Tavares, BS Human Services; Sai Sharath Kumar Thirunagari, MS Computer Science; Michaela K. Valois, MED Curriculum and Teaching; Maylynn J. Velazquez, BS Political Science; Carlie J. Vicente, BS Interdisciplinary Studies; Uday Kumar



Alexander Paul Chang, left, is greeted by family after receiving his Master of Business Administration during Fitchburg State University's Winter Commencement Friday night.

Vurukonda, MS Computer Science; Chou C. Yang, MBA Business Administration; Keith Yang, BS Business Administration.

GARDNER: Melissa S. Bennett, MED Education (5-12); Chad Blouin, BS Business Administration; Sean M. Daley, MED Special Education; Andrew R. Doiron, BS Exercise and Sports Science; Kayla J. Doukas, BS Nursing, RN to BS; Mynor G. Narez, BS Applied Science & Technology; Sedona K. Harris, BS Biology; Sarah V. Kulczyk, BS Business Administration; Emma C. Mierzejewski, BS Exercise and Sports Science; Amanda N. Pawlikowski, BS Psychological Science; Kelsey D. Robillard, BS Criminal Justice; Nathaniel P. Sandoval, BS Business Administration; Skyllyn Torres, BS Business Administration.

GROTON: Deryn Copeland, MED Curriculum and Teaching.
HOLDEN: Gianna E. Carlson BS Nursing, RN to BS; Timothy D. Lebraton, BS Criminal Justice.

JEFFERSON: Jennifer E. Beck, MBA Business Administration.

LEOMINSTER: Veronica Alejandro, BSE Early Childhood Education; Emma J. Barnaby, BSE Elementary Education (1-6); Rifer Beebe, BS Educational Studies; BS Com

Cheri L. Brown, BS Human Services; Antonio L. Centofanti, BS Business Administration; Chelsea M. Darrigo, MBA Business Administration; Connor Havey, MED Education (5-12); Connor P. Keating, BS Human Services; Riley M. Macklin, BS Business Administration; Ramya Marjetti, MS Computer Science; Patrick A. Marotta, MBA Business Administration; Gregory J. Maynard, MED Special Education; Sara J. Melanson-Paine, BS Psychological Science; Mason W. Nickoloff, BS Psychological Science; Mufachara G. Punungwe, BS Business Administration; Lance E. Savage, BS Business Administration; Almee M. St. Jean, BS Nursing, RN to BS; Almee M. Studders, MED Educational Leadership/Mgmt.

LITTLETON: Hannah R. Montemagno, MED Curriculum and Teaching; Jessica M. Wile, MED Special Education.

LOWELL: Corey P. Bourasac, CAGS Educational Leadership/Mgmt; Allison R. Eacrett, CERF Applied Behavior Analysis; CERT Lorena Ortiz, MBA Business Administration.

LUNENBURG: Michael O. Adomako, BS Economics; Sarah D. Barrett, BS Interdisciplinary Studies; Kevin R. Bussness, BS Computer Science; BS Engineer-

ing Technology; Yanina N. Fusaro, MED Curriculum and Teaching; Nicole E. Hennessy, MED Special Education; Daniel M. Hill, BS Game Design; Savannah M. Nash, BS Interdisciplinary Studies; Chloe R. Petersen, BS Psychological Science; Rebecca A. Piselli, MED, Special Education; Zachary R. Stillman, BS Criminal Justice; Thomas S. Thurston, BS Business Administration.

NORTH BILLERICA: Joseph W. Dinsmore, BS Industrial Technology.

NORTH CHELMSFORD: Prashant R. Barfate, MS Computer Science; Rebecca P. Bombard, BS Mathematics; Lindsey M. Pratt, MED Educational Leadership/Mgmt.

PAXTON: Elizabeth A. Rose, MBA Business Administration.

PEPPERELL: Jenna R. Crocker, MBA Business Administration; Amber M. Edmunds, MED Curriculum and Teaching; Katie L. Graze, BS Economics; Jillian V. Lundstrom, MED Special Education.

RUTLAND: Briar C. Panagakis, MED Curriculum and Teaching.

SHIRLEY: Kayla M. Paradis, MBA Business Administration; Megan R. Strout, BS Psychological Science.

STERLING: Rebekka O. Brick, MBA Business Administration; Cameron D. Cutter, BS Business Administration;

Cody M. Fanlon, BS Business Administration; Kelly A. Gorham, BS Psychological Science; Josue E. Salcedo, BS Biology; Dustin Vinci, MBA Business Administration.

TWKSBUURY: Devynn M. Fitts, BA English Studies; Jolene R. Mocusker, MBA Business Administration; Sarah A. Paquette, MED Special Education.

TOWNSEND: Nicole E. Burdick, BS Biology; Conor A. Gray, BS Communications Media; Alexis N. Robinson, BS Psychological Science; Alyssa D. Stevens, BS Business Administration; Irene M. Vega, BS Business Administration.

TYNGSBORO: Mark R. Lemay, BS Occupational/Vocational Edu; Jessica H. Nadworthy, BSE Early Childhood Education.

WEST TOWNSEND: Jesse E. Breen, BSE Early Childhood Education; Hollie R. Shattuck, BS Human Services.

WESTFORD: Jill Candler, MED Special Education; Christina Flaherty, BS Nursing, RN to BS; Deepa P. Talwalkar, MED Education (6-12).

WESTMINSTER: Corey R. Dandy, BS Engineering Technology; Lauren J. Davis, MED Education (5-12); Carolyn Gifford, MBA Business Administration; Lisa J. Gifford, MBA Business Administration; Kimberly A. Osborne, BSE Elementary Education (1-6); Karissa J. Tammaro, MED Education (5-12); Dominique R. Tavano, BS Business Administration.

WILMINGTON: Tyler J. Harris, CERF Supply Chain Management.

WINDHOLEN: Olivia A. Chlebeck, BS Interdisciplinary Studies; Jared R. D'Arcy, MED Educational Leadership/Mgmt; Anna S. Dexter, BS Business Administration; Alexander Emerson, MED Education (5-12); Elena L. Mariani, BS Educational Leadership/Mgmt; Mena G. Salame, BS Business Administration; Emily R. Semenza, BSE Early Childhood Education; Kara A. Theall, MED Special Education; Christina A. 187 of 202

FITCHBURG STATE UNIVERSITY

WINTER GRADUATES



PHOTO — ALAN ARSENAULT

Graduates process into Fitchburg State University's Winter Commencement Friday night.



PHOTO — ALAN ARSENAULT

Papa Elf, aka Chuck Dillon made it all the way from the "North Pole" for Fitchburg State University's Winter Commencement Friday night.



PHOTO — ALAN ARSENAULT

Provost and Vice President for Academic Affairs Patricia Marshall delivers the call to order for Fitchburg State University's Winter Commencement Friday night.



PHOTO — ALAN ARSENAULT

A graduate rushes upstairs before Fitchburg State University's Winter Commencement Friday night.



PHOTO — ALAN ARSENAULT

Helen R. Dyer delivers her Valedictorian Address during Fitchburg State University's Winter Commencement Friday night.



PHOTO — ALAN ARSENAULT

Graduates Tiffany Carrazedo-Pimentel, left, Kaitlyn Powers, center left, Kwajalein Gibbs, center right and Stephen Chen wait for Fitchburg State University's Winter

LOCAL



The Theater Block on Main Street in Fitchburg. RICK CINCLAIR/TELEGRAM & GAZETTE

Fitchburg State gets \$2 million for downtown theater project

The funding was secured by U.S. Rep. Lori Trahan

Kinga Borondy

Worcester Telegram & Gazette
USA TODAY NETWORK

FITCHBURG - The ongoing renovation of the dilapidated downtown theater purchased by Fitchburg State University in 2016 will get an infusion of \$2 million in federal funds this coming year.

The funding, secured by U.S. Rep. Lori Trahan, D-Westford, has been earmarked for the construction of a black box theater, a smaller performance venue.

The new space will be constructed alongside the existing theater, affording the university more versatility in the number and nature of future productions. The restoration of the historic (old) theater is scheduled for some time in the future.

The theater, which opened in 1929 for vaudeville acts, closed as a three-screen movie complex in 1988.

University officials thank the federal congressional delegation for securing the funds

"We are extraordinarily grateful for the support of Congresswoman Trahan in securing funds for this transformational project and recognizing the importance that the performing arts center will have on our students and the cultural enrichment and economic development for the city and region," said Fitchburg State President Richard S. Lapidus.

The complex, at 717 Main St., has already seen major changes. The university has already built a game studio where Fitchburg State students in the school's game design program complete their capstone semesters.

The complex is also home to the interdisciplinary ideaLab, used for small business training and other functions.

The university purchased the theater block, vacant for nearly 30 years, for \$350,000; in part to expand the school's footprint in the downtown area. The goal was also to create opportunities for collaborative and interdisciplinary

learning and studies in business and entrepreneurship.

University officials expect vibrant, innovative complex

The complex sits amid other storefronts that are also being renovated to accommodate commercial space, art galleries and even shops and restaurants with funds from municipal, state and federal allocations.

Already accomplished was the renovation of 7,000 square feet on the second floor that now houses a computer lab, co-working space for the game design program and the ideaLab. There is also event and meeting space.

Some 6,000 square feet on the first floor have been designated to house retail, development of student-led businesses and restaurant and other retail ventures. Last on the list of projects is the restoration of the 25,000 square feet of theater space; a 1,600-seat venue that will host shows and be open for use by community organizations.

December 27, 2022

Fitchburg State will receive \$2M for Main Street theater project



IMAGE | COURTESY FITCHBURG STATE UNIVERSITY

Fitchburg State University will receive \$2 million in federal money for a new downtown black box theater.

By Timothy Doyle

Fitchburg State University will receive \$2 million in federal money for a new downtown black box theater.

The new theater will be used for university productions and the public, according to a Tuesday press release from the university. It will be adjacent to a 1,200-seat historic theater Fitchburg State is renovating.

The money is part of the \$1.7-trillion omnibus spending bill signed into law by President Joe Biden on Friday.

FSU purchased the theater block at 717 Main St. in 2016. It is home to a game studio for Fitchburg State game design students and ideaLab, a resource for entrepreneurs.

Additional storefronts in the building are being renovated for commercial and gallery space using previous municipal, state and federal allocations, according to the press release.

Boston's ICON Architecture is the architect for the theater block renovation.

The project is a major piece in the [culturally focused redevelopment](#) of Fitchburg's downtown, which includes new gallery and studio space on Main Street and the redevelopment of a former school complex for artist-preference affordable housing.

Editorial

Federal funds fuel FSU's city renewal vision

Fitchburg's complementary town-gown relationship just received a \$2 million boost of confidence.

That sum, part of \$20.7 million in federal funds earmarked for the 3rd Congressional District, will be used to construct a smaller performance center adjacent to the main downtown theater building.

The new venue will give FSU added flexibility in the number and nature of future productions.

The restoration of the historic theater, which opened in 1929 for vaudeville acts, will occur sometime in the future.

The performing-arts complex at 717 Main St. has already seen major changes. The university has already built a studio where FSU students in the school's game design program complete their capstone semesters, when students demonstrate a comprehensive knowledge of their course major.

The complex is also home to the interdisciplinary ideaLab, used for small business training and other functions.

That's part of an already completed 7,000-square-foot renovation on the second floor.

The university purchased the theater block, vacant for nearly 30 years, back in 2016 for \$350,000, in part to expand the school's downtown footprint.

The goal

opportunities for collaborative and interdisciplinary learning and studies in business and entrepreneurship, in the hopes of increasing skilled employment opportunities in this gateway city.

The theater complex lies among other storefronts undergoing renovation to house commercial space, art galleries and even shops and restaurants, thanks to funding from municipal, state and federal sources.

Also on the drawing board are plans to turn 6,000 square feet on the first floor into retail space and student-led business ventures.

The ultimate — and most ambitious — goal involves the restoration of the 25,000 square feet of theater space, a 1,600-seat venue suitable to host shows and events by community organizations.

Many universities insist that simply by their presence, they provide an economic engine for their host communities.

Other institutions of higher learning, such as FSU and UMass Lowell, provide direct investment that generates tax dollars and business opportunities.

That's the type of mutual relationship that inspire to.

FITCHBURG STATE

FSU welcomes future educators

By Matthew Bruun

Fitchburg State University

FITCHBURG » Recently 50 local high school students were welcomed to Fitchburg State University to take part in its Future Educator Academy, offering day-long training sessions that ultimately result in earning a Leadership Certificate from the university.

Future educators engage in introductory coursework and experiences to show them the opportunities available as teachers of tomorrow.

Participating students from Fitchburg High School, Goodrich Academy, and Leominster High School received certificates for the coursework they completed. Offerings included cardiopulmonary resuscitation, facilitated by University Police Officer Timothy Grant; supporting mental wellness in the classroom, facilitated by Coordinator of Field Placement, Partnership & Recruitment Lourdes Ramirez of the university's School of Education; and working with students who are underserved, traditionally marginalized, and disenfranchised, facilitated by Assistant Professor Scott Tyner of the School of Education.

The students also got to enjoy lunch in the university's dining commons.

"I really enjoyed the experience," said Leominster High School freshman Ra-leah Barneus, who learned about the academy from a guidance counselor. "The information was great."

Venetia Boss, a ninth-grader at Fitchburg High School, said she is consid-



COURTESY FITCHBURG STATE

High school students participate in the Future Educator Academy offered by Fitchburg State University.

ering a career in education. "I give today a solid 10," she said.

Emily Walls, a sophomore at Leominster High School, said she enjoyed the CPR class for its relevance to her future interest in a "helping field," such as medicine.

Nicholas Newell, also from Leominster, said the experience boosted his interest in teaching. "I enjoy working with people and helping them understand topics that I'm interested in myself," he said.

The university conducted a survey after the training, and 100% of respondents said they would recommend the

Future Educator

Academy, launched in 2021, is designed to address ongoing demographic shifts by recruiting and training future educators from traditionally underrepresented populations. According to the state Department of Elementary and Secondary Education, about 40% of the state's public school students are of color, but only 10% of their teachers come from minority groups, noted Lourdes Ramirez, coordinator of field placements, partnerships, and recruitment for Fitchburg State's School of Education.

"We want to offer relevant education to students with marketable skills, while

seeing themselves as future educators and change makers," Ramirez said. "This is a very exciting initiative and we have received strong support from the high schools and district-level administrators."

The Future Educator Academy's participants also get access to free, credit-bearing university courses they can apply toward their degree as part of early college engagement. The academy focuses on culturally relevant education that values students' cultural, linguistic, and ethnic contributions as future teachers.

To learn more about the program, con 192 of 202 978.665.3685 or lramirel@fitchburgstate.edu.

Powered by BoardOnTrack

38 min ago

Fitchburg State's Future Educator Academy addresses need for diversity in education



PHOTO | COURTESY FITCHBURG STATE UNIVERSITY

Students participating in Fitchburg State University's Future Educator Academy

By Timothy Doyle

Students from Fitchburg High School, Goodrich Academy in Fitchburg, and Leominster High School, 50 in all, took part in Fitchburg State University's Future Educator Academy which recruits and trains students from traditionally underrepresented populations.

The Future Educator Academy, launched in 2021 brings students to the campus to earn certificates during a series of one-day programs. The most recent offerings include cardiopulmonary resuscitation, facilitated by University Police Officer Timothy Grant; supporting mental wellness in the classroom, facilitated by Coordinator of Field Placements, Partnerships & Recruitment Lourdes Ramirez of the university's School of Education; and working with students who are underserved, traditionally marginalized, and disenfranchised, facilitated by Assistant Professor Scott Tyner of the School of Education.

"We want to offer relevant programming that will provide high school students with marketable skills, while seeing themselves as future educators and change makers," said Lourdes Ramirez in a Monday press release.

According to the state Department of Elementary and Secondary Education, about 40% of the state's public school students are of color, but only 10% of their teachers come from minority groups.

Tuesday, December 6, 2022 » MORE AT FACEBOOK.COM/SENTINELANDENTERPRISE AND TWITTER.COM/SENTINELANDENTERPRISE

FITCHBURG

Fitchburg State University receives state grant to better support students

By Matthew Bruun

Fitchburg State University

FITCHBURG » The state Department of Higher Education has awarded Fitchburg State University a grant worth nearly \$75,000 to fund institutional efforts to better support students, including training for faculty and staff.

The grant came from the state's Higher Education Innovation Fund. The project builds on the university's implementation of Dr. Paul Hernandez's "Pedagogy of Real Talk," which focuses on engaging, teaching and connecting with students at risk. The approach relies on an understanding of the student as a human being and seeks to create an inclusive, relationship-rich and student-centered learning environment.

The PRT model is embedded in FSU's Faculty Academy, in which cohorts of faculty from across disciplines meet to examine their own practice and incorporate these approaches to dismantle the barriers between faculty and individual students. Members of the faculty academy have published their own paper on the adoption of PRT and report an increased sense of belonging among students.

"Research has shown that this approach helps students feel as though they are part of a community of scholars within the classroom," said Fitchburg State Provost and Vice President for Academic Affairs Patricia Marshall. "When students feel they can contribute to the discussion, they know they belong



PHOTO COURTESY OF MATTHEW BRUUN

Fitchburg State University Professor Sean Goodlett and Associate Professor Kori Ryan at a recent Faculty Academy meeting. Goodlett and Ryan both played an integral role in securing a \$75,000 grant for the university "to better support students, including training for faculty and staff." From left to right: Goodlett, Ryan.

and can thrive in that environment."

Professor Sean Goodlett of the university's Economics, History and Political Science Department, the grant's lead author, said the program aligns with the 2023-2033 Strategic Plan for Racial Equity advanced by the state Department of Higher Education as well as Fitchburg State's own strategic plan.

The latter plan cites the need to provide all members of the campus community equitable access to opportunity and to eliminate barriers to the retention, participation and advancement of talented students, faculty and staff from historically excluded or under-represented populations. Fitchburg State's student population is being **Powered by BoardOnTrack**, providing more robust support services, increasing a sense

of belongingness not just of students but of faculty and reducing harm in the classroom, Ryan said.

"The Faculty Academy, and the soon-to-be Staff Academy, provide faculty with a mindset and tools to see our students as true partners in education," Ryan continued. "It's a simple, but not simplistic model with demonstrated efficacy for students. The faculty and staff at Fitchburg State are really fortunate to be a part of this work because it is a tangible way for us to improve the experiences of our students in partnership with their success."

The newly announced grant will allow the faculty academy to be expanded through the adoption of a "train the trainer" model within the institution, as well as the creation of a staff academy. The long-term vision for the program would incorporate the approach to other state universities. "Every member of the Fitchburg State student body, faculty and staff must feel respected, heard, affirmed, supported, and valued," Goodlett said, quoting from the strategic plan. "Training faculty to broaden the implementation of this approach, and training staff members to contribute to this work, will further support students."

Goodlett also cited the contributions of Jeanette Robichaud and Megan Boyd from the university's grant center in securing the funds, as well as faculty colleagues including A194 of 202 Wafa Unus from the English Studies Department.

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FITCHBURG STATE

Training leaders of international business

FSU professor works with Gardner company as it eyes growth

By Matthew Bruun
Fitchburg State University

FITCHBURG — Seaman Paper, headquartered in Gardner with operations across the globe, is a leading supplier of value-added specialty lightweight papers.

During its 75 years of operation it has continued to innovate, today encompassing instantly recognizable products like the paper “plumes” that adorn millions of Hershey Kisses every year, along with custom confetti for buyers including the National Football League and Taylor Swift.

When the company was looking to grow its internal human potential, it looked to Professor Michael Greenwood, chair of the Business Administration Department at Fitchburg State University, who brings more than 30 years of national and international business experience. Professor Greenwood presented his “One Voice High-Performance Leader” curriculum to the Seaman cohort.

Sadie Brehio, a human resources generalist and executive administrator at Seaman, had taken classes with Professor Greenwood during her graduate studies at Fitchburg State and had also experienced his leadership training programs at a previous job.

“After going through the training, it will stick with you forever,” Brehio said. “It gives every team member a

chance to work with each other on a whole different level. What I got out of it was understanding people a little bit better, understanding personality traits. It's just a positive experience overall for the team.”

Earlier this fall, Greenwood led a total of 30 Seaman employees through a customized, ten-week online training program designed to build a team that can speak and act with one voice.

Central to the training is the understanding that individuals in information-driven organizations cannot complete their jobs on their own, Professor Greenwood said. But too often, the multifunctional teams that are created are not effective at cooperation. “High-performing teams are most effective when they are carefully designed, trained, and empowered,” he said.

The experience, participants said, was transformative.

Brian McAlary, Seaman's vice president for market development in the Americas, said companies that succeed must be able to build cross-functional teams. Professor Greenwood's curriculum focused on building that capacity.

“Getting people together who are not necessarily working together on a regular basis, in an experience-based program, really gives you an opportunity to look outside of yourself,” McAlary said. “It's well worth



COURTESY FITCHBURG STATE UNIVERSITY

At a celebration marking the end of Seaman Paper's leadership training program with Fitchburg State University Professor Michael Greenwood, from left to right: front row: Ryan Lichwell, Chad Leblanc, Irene Graeff, Sandy Boudreau, Audrey Tepe, Sadie Brehio, Chris Salemi, Elizabeth Conner, Sharon Boudreau, Cyle Howe; back row: Eric Gensler, Lee Chauvette, Tadas Stukas, Sam Kowalczyk, Kaja Stancombe, Adam Christie, Ken Winterhalter, Scott Trudeau, Professor Michael Greenwood, and Chris Rowal.

it. Everyone can benefit from the course, from the new leaders we have in the company to our established leaders.”

Lee Chauvette, Seaman's regional director of human resources, said the training gave him an opportunity to interact with colleagues in a new and productive way. When he joined breakout session in the training with members of his sales team, for example, there was an enhanced understanding of each other's roles in the company and its success.

“We got on the subject of attracting candidates, and out of that discussion I'm going to hold an online session **Powered by BoardOnTrack**,” McAlary said. “The training will give everybody in the

sales team a different look at what we're going through trying to attract people.”

“That enhanced sense of a shared objective was a powerful takeaway from the training experience, Chauvette said. “We all got a lot out of it. It built a level of camaraderie that otherwise might not have an opportunity to develop. It's all about bringing empathy and compassion and teamwork training not so much to be a manager but to be a leader. How to mentor people, how to get more out of people by focusing on the positive aspects of their career.”

“Having Dr. Greenwood's program really gave us a pull the company forward,”

Chauvette continued. “He used a great analogy of driving the bus. You can drive the bus all day, but you need to get the right people on the bus. That really hit home.”

“We're trying to move forward together, and to do that we need to be on the same page,” added Brehio.

McAlary said he appreciated the opportunity for self-awareness that came with the training. “A lot of times you can go through an entire career and not get this type of feedback,” he said. “This is an opportunity to get some of that feedback very early on, and I just think it's very valuable.”

Looking ahead, Chauvette said he hopes the training will help Seaman

and its people continue to evaluate their own roles and contributions, while treating the people way they'd wanted to be treated themselves. “Being the company that people want to work for, this training was a great start,” Chauvette said. “Now it's up to those of us who were part of that training to bring it forward.”

Seaman plans to continue the training with another cohort of leaders in 2023.

To learn more about business training and consulting opportunities available through Fitchburg State's Business Administration Department, contact 195of202@fitchburgstate.edu.

FITCHBURG STATE

Registration open for adult learning

By Matthew Bruun

Fitchburg State University

FITCHBURG » Registration is now open for Fitchburg State University's Adult Learning in the Fitchburg Area spring courses, with offerings that will include an exploration of how the production and leveraging of data is affecting society to a look at water resources in the era of climate change.

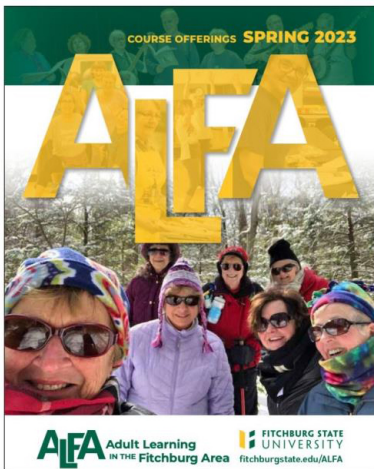
There will be reading groups on great American short stories of the past and present as well as deep dives into Nobel laureates in literature. Learn how to declutter your home room-by-room, brush up on conversational French, or learn how to play the ukulele or harmonica. There are dozens of classes on the calendar, with the full program viewable online at fitchburgstate.edu/alfa.

ALFA is a lifelong learning institute that serves adult learners in Fitchburg and the surrounding communities.

ALFA is sponsored by the School of Graduate, Online, and Continuing Education at Fitchburg State in collaboration with volunteer members of the community. It offers non-credit daytime classes, trips, special events, and a free speaker series.

ALFA students are encouraged to volunteer and participate in program leadership and development, as well as social and recreational activities. Most courses are just \$40 (and free for students over age 90). A limited number of scholarships are available.

The spring courses in fitness offerings like yoga and



COURTESY FITCHBURG STATE UNIVERSITY

The cover for Fitchburg State University's Adult Learning in the Fitchburg Area spring 2023 offerings.

barre stretch and tone, a survey of the history of Verona, Italy, and a look at great American plays and their adaptation into films.

The season will also include the ALFA Salon: Continuing the Conversation, an informal online gathering held every other week where presenters will lead engaging discussions on a variety of topics and issues. The spring salon will host Fitchburg State professors as well as expert guests from beyond

listing and register online at marketplace.fitchburgstate.edu/alfa.

ALFA is always on the lookout for new instructors and new subject matter to share with its students. Anyone with a specialty that they think others would be interested in should contact the program directors at alfa@fitchburgstate.edu for details about becoming an ALFA instructor. Also, direct any questions to the ALFA office at 978-665-2706 or email [alfa@fi](mailto:alfa@fitchburgstate.edu)

SPORTS



Fitchburg State University men's hockey coach Dean Fuller will be behind the Falcons bench for his 1,000th game for Fitchburg State on Thursday. PHOTO/FITCHBURG STATE UNIVERSITY ATHLETICS

GRAND MILESTONE

Fitchburg State hockey's Dean Fuller coaching 1,000th game Thursday night



Colleges

Jennifer Toland
Worcester Telegram & Gazette

In 1982, **Dean Fuller** had just graduated from Fitchburg State, where he was a four-year forward on the ice hockey team, when coach **Jim Gorman** hired him to join his staff.

Fuller learned the finer points of game management and practice prepa-

ration from Gorman, and in 1984, Fuller took over as coach.

Almost four decades later, Fuller and the Falcons program are still going strong.

At 7:40 p.m. Thursday, Fuller will coach his 1,000th game when Fitchburg State plays at Framingham State.

"I think it's pretty cool to coach 1,000 games at Fitchburg State," Fuller said this week, "but to be honest, I'm just focusing on the regular season right now."

Fitchburg State (6-5-2, 4-2-2 MASCAC) has battled some injuries and illness this season — COVID sidelined five

players last weekend, but the Falcons skated past Salem State, 3-1. Freshman **Jeremy Maillet** of Leominster scored Fitchburg State's first goal.

"It was a nice win, and I like the team," said Fuller, who expects the team to be at full strength for Thursday's game.

Fuller, who has 584 victories in his 39 years at Fitchburg State, entered the season ranked third in wins among active Division 3 coaches and seventh all time in Division 3.

See **TOLAND**, Page 2B

Powered by BoardOnTrack

As Fuller said, 1,000 games are a lot, and it was hard for him to pick a most memorable. What has always stood out to him are his teams, like the 1990-91 Falcons, who won the ECAC North and set off a dominant decade. Five of Fuller's teams in the 1990s won 20 or more games. The Falcons finished first in the ECAC Central five straight seasons and tied for first in the ECAC Northeast in 1998-99.

More recently, Fitchburg State won the MASCAC Tournament in 2010-11 and the conference regular-season crown the next season, and in 2017-18, the Falcons earned their first bid to the NCAA Division 3 Tournament.

Fuller was the 2021-22 MASCAC Coach of the Year after guiding Fitchburg State to an overall record of 17-6-1 (14-3-1) and the second seed in the MASCAC tourney.

"We take it one year at a time, seriously," Fuller said, "one practice at a time, just making sure we do a good job as a coaching staff and getting everybody ready to go."

Fuller registered his 500th win during the 2015-16 season, and by the end of this year, he will be closing in on another milestone.

It's the "whole experience," Fuller said, that keeps him coming back year after year.

"I like the whole package of recruiting, putting teams together and practicing," Fuller said, "and I love the winning. I really do. That's what drives me. I like putting teams together that can win championships."

LOCAL NEWS

Tuesday, November 29, 2022 » MORE AT FACEBOOK.COM/SENTINELANDENTERPRISE AND TWITTER.COM/SENTANDENT

sentinelandenterprise.com

FITCHBURG

Grant to support pop-up shops

City awarded \$10G from North Central Mass. Development Corporation

By Jacob Vitali
jvitali@lowellsun.com

FITCHBURG » The city has been awarded a \$10,000 grant by the North Central Massachusetts Development Corporation to support the development of pop-up shops for local artists, crafters and entrepreneurs to sell products in the community.

In a press release, NCMD said the pop-up shops are expected to start in December. To prepare, InTown Fitchburg has been working with the city to identify feasible locations including vacant storefronts downtown. The goal is to choose locations which can generate economic activity for the properties and interest in the storefront.

From Dec. 1 to Dec. 23, InTown Fitchburg will be partnering with Bonfire Books to lead a retail pop-up market. The pair will also offer a post-holiday week event with additional discounts from Jan. 2 to Jan. 6. The pop-up will be located at 37 Boulder drive.

Throughout the pop-up, Bonfire Books will be selling new and used books. The store will also host vendors who will be fea-



Pictured left to right in the picture are Travis Condon, public affairs manager for the North Central Massachusetts Chamber of Commerce; Fitchburg Mayor Stephen DiNatale; Roy Nascimento, president & CEO of the North Central Massachusetts Chamber of Commerce and the North Central Massachusetts Development Corporation; Richard Lapidus, president of Fitchburg State University; and Joe Ferguson, director of InTown Fitchburg.

COURTESY NCMD

CEO of the North Central Massachusetts Chamber of Commerce. "This funding will help support the ongoing revitalization efforts of the downtown Fitchburg area by bringing together local small business owners to share their work with the community."

NCMD also said placing pop-ups in existing businesses has the potential to attract and new customer base and could lead to future collaborations with those featured.

"As we continue our work to revitalize the downtown area, we are excited to open up our vacant storefronts for our local small business owners to share their products with the community through this program," Fitchburg Mayor Stephen DiNatale said. "It's always wonderful when organizations come together to create unique opportunities for our business owners, and through this collaboration with the city, InTown Fitchburg, the North Central Massachusetts Development Corporation, and the property owners willing to participate in the program, we are able to provide spaces for local artists and entrepreneurs to grow their business while we grow our downtown."

Additional details, including opening times and updates for these pop-up shops, can be found on the following Bonfire Books on social media.

powered by BoardOnTrack lift and stationery and stickers, locally made soaps, and custom t-shirts. A pop-up shop provides a tremendous benefit to the business owner while also helping to develop vibrant downtown areas," said Roy Nascimento, president and

JOURNALISM

Adam Reilly to speak to journalism students

Will speak as part of Fitchburg State's ongoing 'Good News, Bad News' series

By Matthew Bruun
Fitchburg State University

FITCHBURG » GBH News political reporter Adam Reilly is the latest speaker set to speak to Fitchburg State University students Thursday as part of the continuing "Good News, Bad News" series on the state of journalism.

Reilly's talk will be at 2 p.m. in Ellis White Lecture Hall in Hammond Hall, 160 Pearl St. Admission is free and open to the public.

Reilly will discuss the often problematic ways in which international politics influences the practice of journalists. He will draw from recent examples of the coverage of Ukrainian refugees and discuss deeper systemic issues in the field.

Reilly is a regular contributor to GBH News pro-

grams including "Greater Boston" and "Boston Public Radio" and was a frequent guest on "Beat the Press." Before joining GBH, Reilly covered media and politics for the Boston Phoenix. He is a graduate of Carleton College and Harvard Divinity School.

The talk on Dec. 1, hosted by the university's Honors 1020 Current Events and Service Learning class, is part of a semester-long series on contemporary issues in journalism organized by Assistant Professor Wafa Unus.

Previous speakers in the series included Harvard Press Managing Editor John Osborn, Leominster Champion Editor David Dore, Telegram & Gazette Web Editor Mike Elfland, and Sentinel & Enterprise City Editor Jacob Vitali.



LOCAL NEWS

Saturday, November 19, 2022 » MORE AT FACEBOOK.COM/SENTINELANDENTERPRISE AND TWITTER.COM/SENTANEND

sentinelandenterprise.com

FITCHBURG

Jacob Vitali: local news 'vital' to our communities

Editor talks with young journalists about the future of print

By Shane Rhodes
srhodes@lowellsun.com

FITCHBURG » Local news is important news — and Sentinel & Enterprise City Editor Jacob Vitali did his best to make that clear to the next generation of journalists Tuesday afternoon.

On Nov. 15, Vitali made his way to Fitchburg State University's Hammond Hall Campus Center, where he discussed his work, the state of local journalism and more with FSU students and faculty. After a brief presentation, Vitali, a Massachusetts College of Liberal Arts graduate that served as a reporter for the Lowell Sun prior to his role with the Sentinel & Enterprise, fielded questions from the audience.

Throughout the session, Vitali touted the importance of local news to its respective communities and, later, called that news "vital" to the health of those communities.

"Strong features writing is part of the fabric that binds a community together and reflects our history," Vitali said, "strong government reporting gives people good information to make informed decisions in their communities."

"Local news is vital to the health of our communities,



SHANE RHODES — SENTINEL & ENTERPRISE

Fitchburg Sentinel & Enterprise City Editor Jacob Vitali met with Fitchburg State University students and faculty at FSU's Hammond Hall Campus Center on Tuesday, Nov. 15, to discuss his work, the state of local journalism and more.

especially in this era where disinformation can spread like wildfire," he said.

The largest topic of discussion concerned Vitali's work with the Sentinel & Enterprise, the local daily newspaper for Fitchburg, Leominster, Lunenburg, Ashburnham, Ashby, Lancaster, Shirley, Townsend and Westminster, as well as the manager of the Nashoba Valley Voice, a weekly newspaper for Ayer, Devens, Dunstable, Groton, Harvard, Pepperell, Shirley and Townsend.

In a world where print journalism has continued to decline in favor of news sourced online, Vitali said the most important part of his job was finding the balance between stories that "people really want to read" and those that make

the "biggest impact" in local communities.

"For me, the real challenge is cultivating and maintaining readership," Vitali said. "Like, why would people want to read our paper over other local or national outlets? It's my job to figure that out."

"I don't have any 'magic elixir,' but what I've tried to push for is a focus on stories that can't be read anywhere else. We want to publish the kind of content that can reach the most people and that people want to read, but also important information that people can trust," he said.

Vitali also touched on the differences in the "environment" and "urgency" of the

work. "When you're in a weekly environment, it's really well suited for features reporting, taking a more extended look at things," he said, "but, in a daily media environment, you have to feed the beast, you're constantly trying to make sure you're getting stuff out there as quickly as you can."

The "power" of local journalism was also discussed, as Vitali praised a recent story written by Sentinel & Enterprise Reporter Danielle Ray about Fitchburg High School student Asa Oywech.

Ray spoke with Oywech, a 15-year-old boy that was diagnosed with acute myeloid leukemia back in August, but with his fight with cancer, Oywech met his "political

ideal," former Boston City Council President and soon-to-be Massachusetts Attorney General Andrea Campbell, after the story landed on her desk.

"That was just a special moment, one that really drives home what the power of a local newspaper can be," Vitali said. "But even if it's just putting a smile on one person's face for a day, I think that's just so worth it."

The future of the Sentinel & Enterprise — and print media on the whole — was another topic of conversation. Despite negative developments in the industry over the last decade or so, Vitali said "physical print was still a viable medium" but admitted that "serious work" needed to be done to improve the industry's business model.

He also said, regardless of the medium, that he thought the Sentinel & Enterprise would exist "for a long time to come."

"People don't want to pay for local news a lot of the time, but we've got to let our people eat, we've got to get a roof over their heads, so we've got to sort of work on that business model to continue to be viable." He added that the "Sentinel & Enterprise will always exist in some form — at some point, the medium might shift or we might go completely digital, but I think the paper is going to be around for a long time to come."

Vitali cited his concerns for the future of the industry, primarily the growing distrust in the media

and the increasing lack of "news literacy" throughout the country.

"This is a weird moment in media, because of an increasing distrust in news providers," he said. "More and more people are getting their news from social media, which is really concerning to me because there's just no way to verify what's out there."

"We have people that can't tell the difference between an opinion article and a news article. We've got to get people to think critically, to be able to judge the information that's been put in front of them," he said.

In closing, he also stressed the importance of objectivity, as difficult as it can be at times, as well as the sense of "responsibility" and accountability that can come with local journalism.

"I don't think we're ever going to have 'true objectivity' until [artificial intelligence] is able to write news stories, but you have to sort of separate yourself from you work," Vitali said. "And we're just people, so that can be very hard to do in some cases — but, in local news, you have to take the proper care of the responsibility that's been entrusted to you."

"Sometimes, being friends with a journalist might seem like being friends with a crocodile. You can keep feeding it raw chickens and it might leave you alone, but, someday, it might come after 200 of you and it will hold you accountable," he said.

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LOCAL NEWS

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'Forever Motown' comes to town

Show will be presented Dec. 9

By **Matthew Bruun**

Fitchburg State University

FITCHBURG » The Fitchburg

State University CenterStage arts and culture series invites you to ring in the holiday season with Forever Motown on Friday, Dec. 9.

Direct from New York, see the original cast of Forever Motown in their rocking and

rolling holiday special event with nine all-star performers featuring G.C. Cameron, former lead singer of The Spinners, Glenn Leonard, former lead singer of The Temptations, and Traci Robinson, form

Marvelettes, accompanied by an all-star band. This is a full stage production that will feature all your favorite holiday songs from all the Motown Legends. A sell out in every market, this show is

Forever Motown will be presented at 7 p.m. Friday, Dec. 9 in Weston Auditorium, 353 North St. Tickets are \$28 for adults; \$25 for seniors and Fitchburg State alumni and staff; and \$5 for students and guests un-

der 18. Tickets may be purchased online at fitchburg-state.edu/centerstage or by calling the Weston Box Office at 978.665.3347. The box office is open from 12:30 p.m. to 3:30 p.m. Thursday and Friday.

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ART

Fitchburg State to present 'Chroma' exhibition

By Matthew Bruun

Fitchburg State University

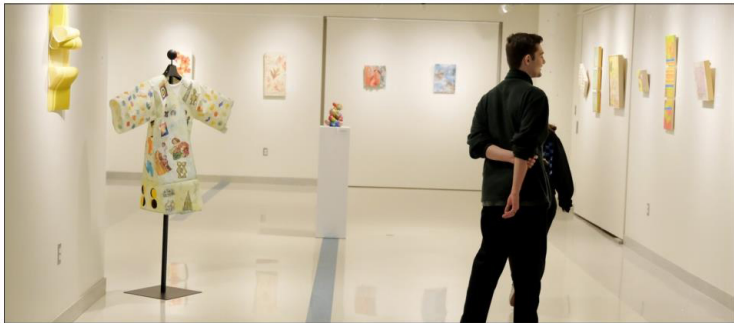
FITCHBURG » The Fitchburg State University CenterStage arts and culture series presents "Chroma," a gallery exhibit by New England Wax, through March 3 in the Hammond Hall Art Gallery, 160 Pearl St.

There will be an artist talk and reception at 3:30 p.m. Wednesday, Feb. 1 at the gallery featuring New England Wax members Trina Abbott and Pamela Dorris DeJong. Admission is free and open to the public.

New England Wax is a lively and growing professional organization connecting artists in the six New England states who work with encaustic and other wax-based mediums.

The works in "Chroma" use color pigments that are suspended in either encaustic or cold waxes. The exhibition, on display during the depths of a New England winter, is intended to provide a colorful oasis for students and visitors alike.

To learn more about the university's arts and culture offerings, please visit fitchburgstate.edu/centerstage.



COURTESY FITCHBURG STATE

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