

April 25, 2024

Board of Trustees
Fitchburg State University
Fitchburg, MA 01420

FY2025 BUDGET NARRATIVE

The University continues to maintain its budget planning approach with a focus on thoughtfully-prepared enrollment projections and placing a priority on controlling expenditures, given the limitations of driving revenue being dependent on enrollment and fees. With the current fiscal year indications being on target, this provides a foundation of confidence for FY25.

The University community was directed to plan generally for a level-funded budget, with small divisional reductions as determined by the unit leadership. Initiatives to control costs have been achieved with savings in both operating and personnel expenses. The FY25 budget proposes continued efforts, including \$2.5M in personnel savings.

Other efforts being employed include working to maximize the residence hall participation and revenue, with the expansion of premium singles to Mara 6 & 7. However this is still an area of challenge, necessitating the University contributing funds to this auxiliary operation. SGOCE is also working to adjust as program enrollment continues to moderate (as predicted).

As such, the overall health of the university continues to be stable, with cash and investments of nearly \$45.8M. However, with the Housing and Day operating units continuing with post-pandemic enrollments, both units will experience operating negatives in FY25. Therefore, continued efforts will be needed to reconcile these operations with the enrollment projections. Those challenges must be addressed strategically and thoughtfully in order to permanently stabilize the University finances.

Summary of Operating Budget

The funding forecast for revenue includes a state appropriation of \$41.9M, in addition to tuition and fees of \$47M, auxiliary services of \$12.9M, with a total revenue of \$118.5M, representing a \$1.2M increase over the FY24 updated budget. The expense forecast will increase by \$1.3M from the FY24 budget to \$121.7M. This results in a total operating deficit of \$3.1 million. This is primarily a result of shortfalls of \$1.7 million in the day division and \$1.4 million in the housing operation. With the additional targeted saving efforts, the result will reduce the day operating budget deficit to \$639K, which continues the trend toward rectifying the structural deficit.

The University has and continues to engage in efforts to achieve savings. Even with those efforts, the increase in costs related to personnel (in particular), and other expenses, exceeds the savings performance efforts. The measures initiated in recent years focused on personnel cost management, which remains a major key to limiting the growth of expenses. This includes careful management of vacant positions, holding positions open for three months, and taking advantage of opportunities to reduce positions as vacancies and needs/priorities allow. To date, this has achieved over \$2.4 million in savings. The FY25 budget proposal is again setting personnel savings targets to build on the work done to date, with an additional \$1M in staff reductions/attrition proposed.

Other measures for FY25, in addition to position management, have been deployed to enact cost savings while continuing to focus on academic and student support programs. This includes the reassessment and reduction of funding for the Academic and University Innovation funds (reduced by \$125K), another \$125K in divisional reductions, and the elimination of certain operating expenses, such as EAB global and APS (\$363K), and continued savings in both day and SGOCE adjunct budgets. These efforts assist in achieving further cost controls, which help to balance increases not fully controlled by the University.

As in past years, there is a line in the revenue section of the budget summary titled "Reserves from Fund Balances." The use of these funds allows continued level funding of programs, with sufficient reserves available. The exceptions are the Day and Housing trust fund balances, which are anticipated to be fully expended at the close of FY24. Thus in FY25, \$1.4M must be contributed to subsidize the housing trust fund in order to maintain the minimum required for bond covenants.

Revenue and Expense Differences from FY24

The major difference between the revenue budgets for FY24 budget update and FY25 budget proposal is the \$4.9M increase in state appropriations. Tuition and Fee revenue is down by

\$700K, after experiencing a one-year increase in FY24 resulting from higher than projected enrollments. The Housing Budget is anticipating a revenue increase due to an 11% increase in year-over-year occupancy projections, as well as expansion of the option for premium singles. However, and as anticipated, the SGOCE Accelerated On-Line program revenue forecasts a decrease of \$1.7M, resulting from the expected moderating of demand for these programs.

The major difference for the increased operating expenditure is personnel costs, as well as utilities, and payments to MSCBA. This, as noted above, is partly offset by the state appropriation increase for collective bargaining contracts (but only for the day program). Further, with more salary costs being supported by the state appropriation, the university achieves a reduction in pension- and insurance-related expenses, a savings of \$1M over FY24.

Another notable difference includes Utilities. This line, inclusive of both utilities and space use costs, will decrease slightly as a result of a reduction in property obligations, even while utility commodity costs have continued to rise. Finally, with the reduction in the Accelerated On-Line enrollments, the partner payment is correspondingly reduced.

FY25 Budget Delta Highlights

Savings

Reduce television cable services	\$ 54,000
Reduced property expenses	\$ 135,000
EAB Global and APS not renewed	\$ 363,028
Academic Affairs - Divisional Cut	\$ 29,137
Enrollment - Divisional Cut	\$ 4,000
Student Affairs - Divisional Cut	\$ 25,390
Admin & Finance - Divisional Cut	\$ 23,932
Development - Divisional Cut	\$ 2,908
President - Divisional Cut	\$ 39,582
Adjunct Budget - Day	\$ 188,021
Print Services reduction	\$ 40,000
Innovation Funding reduction	\$ 125,000
Personnel Savings - FY25 Implemented	\$1,047,595
Adjunct Budget - GCE	\$ 61,379
Total Savings	\$2,138,972

Increases

Utility Cost	\$ 125,000
Housing Subsidy	\$1,360,000
CBA Increases	\$1,444,561
Housing Payments	\$ 334,000
Total Increases	\$3,263,561

Significant Contributors to Operating Budget

State Appropriations

The University receives funds as appropriated by the state legislature and approved by the governor on an annual basis. The governor's FY25 budget recommendation includes an 11.43% increase in our state appropriation line, bringing the new total to \$41,993,969. The increase equates to the amount we received this fiscal year, FY24, to cover the one-year negotiated collective bargaining agreements, as well as the Performance Funding being added to the base appropriation.

The collective bargaining funding was larger than expected in FY24 as a result of the methodology used by the Executive Office of Administration and Finance. This benefited the University both from a perspective of more personnel costs being borne by the state appropriation, and also by reducing the burden on the University to cover fringe benefit costs for those not on state appropriation. Given the current condition of State finances, it is not assumed that A&F will use the same methodology. So for purposes of this budget, we have assumed the historical method used in determining CBA funding.

The FY25 **performance formula funding** is currently set level to that of FY24; however, this is somewhat in flux as the Governor's budget and the House Budget are both proposing a reduction to this funding. The formula was developed collaboratively by the Board of Higher Education (BHE) and the state universities to determine total resource requirements and the appropriate allocation of new state funding to support the individual institutions. The current formula is performance based and it is derived from five components: Enrollment; College Participation; College Completion; Workforce Alignment; and Productivity/Affordability.

FY25 will be the second year for the distribution of **Fair Share funding**. As the revenue projections appear to be stable, despite the performance of other state revenues, the Commonwealth is starting to look at longer-range approaches to maximize the benefit of this funding source, particularly with student financial aid and capital projects. While this funding does not directly add to the appropriation that the University receives, the increase in student financial aid does significantly assist students in meeting the cost of their education.

Fair Share Funding Highlights

Financial Aid MassGrants	\$80,000,000
State University SUCCESS Program	\$14,000,000*
Higher Education Endowment Match SU & CC	\$10,000,000*
Mental Health Grants	\$ 5,000,000*

*Governor's H2 and House Budget different

Additionally, although the state university segment is not a direct beneficiary, funding is proposed to continue for **MassReconnect** - A program designed to provide a cost-free community college education to adults age 25+. Historically community colleges have been a significant enrollment feeder; this was prior to their precipitous drop in enrollment post pandemic. The opportunity provided by these funds has reinvigorated enrollment at the community colleges. In the past, the community colleges have been the primary source of transfer students, and this resurgence may ultimately also benefit FSU enrollments if these students continue on to earn their four-year degree.

Lastly, **Deferred Maintenance** funding is again being proposed from the Fair Share funds. Rather than designating these funds for one-time use in FY25, both the Governor's and House budgets are proposing to leverage these funds to initiate a capital bond bill for higher education. The proposal includes a framework for developing how this funding would be allocated, accessed, and purposed to be completed during FY25.

Personnel

Staffing

Personnel costs account for nearly 50% of the operating budget. It is important to note that the state appropriation of \$41.9 million continues to fall short of the \$47.1 million needed to fully fund the day unit payroll. This shortfall is further compounded because every payroll dollar not covered by the state appropriation adds an additional 45% percent to cover employee fringe benefits – or an additional \$2.9 million.

University leadership has been working carefully to control personnel costs, including the elimination of twelve positions from the proposed FY25 budget. However, despite efforts to capture savings of over \$1M in the FY25 budget, those savings end up being absorbed by the continuing increases for employee contracts, for which the University has, as noted above, a burden beyond what the state appropriation covers. As such, the University leadership is proposing to realize another \$1M in personnel savings during the fiscal year.

The leadership team of the university also continues to evaluate and capitalize on staffing vacancies to reconfigure positions that will strategically serve current and future needs. As part of the cost containment and right-sizing efforts, evaluation of new faculty hires has been very focused. Close evaluation of course offerings is continuing to be conducted each semester to identify consolidation or elimination of under-enrolled classes, and to capitalize on utilization of full-time faculty, resulting in further reductions for FY25 of \$188K expenses for day adjunct faculty.

Collective Bargaining

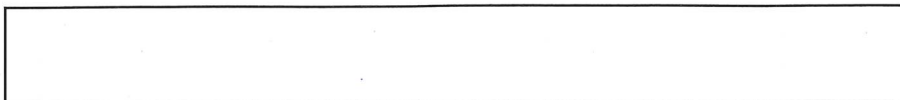
All Collective Bargaining unit contracts either have expired or will expire at the end of this fiscal year. Negotiations are currently underway for DGCE, and bargaining for other units will be getting underway in the coming weeks. Although the timing of completed and ratified contracts being effective is unclear, an increase is factored into the proposed operating budget for FY25. Unlike recent years, it appears that salary increase parameters may be available early in the process, which could be beneficial to helping the negotiations move forward promptly. However, given the current bargaining environment being seen both locally and around the country, the process has the potential to be lengthy.

DAY Undergraduate Enrollment

The Enrollment Management team has been working to implement new strategies and a strategic enrollment plan for recruitment. Efforts have included participating in the Common Application - which allows prospective students to prepare a single application that can be sent to multiple schools, and also as a tool that helps to suggest additional schools for consideration. The number of applications has increased as a result, and the department is working to turn that into deposits. Additionally, the team has significantly increased the number of school visits, provided more and different types of campus visits that better suit today's high school students, and expedited the application decision and scholarship award timelines.

Also in FY24, the University received grant funding and is currently working with a consultant to assess the student success initiatives, including an inventory of current initiatives and practices, a review of policies, and development of an evaluation process for the First Year Experience (FYE) Program. The effort will be complete by the end of FY24, allowing opportunity for implementation actions in FY25. Retention being an essential component to maintaining the university enrollment performance, giving this more structured focus and measurable assessment and tools will help this effort going forward.

Current enrollment projections (see below) are expected to continue level through FY25 and FY26, before beginning to decline again in FY27. The decrease is expected as a result of demographic changes. One potential development that may help counter this decline could be an increase in transfer students, if those currently benefiting from free community college elect to continue their education and enroll to complete their bachelor degrees.



Fall Enrollment Predictions				
Day Undergraduate	FY 2025	FY 2026	FY 2027	FY2028
UG Day FTE	2212	2210	2143	2143
UG Headcount	2478	2475	2400	2400

Financial Aid (see Appendix 1)

One unexpected challenge impacting all of higher education for FY25 is the delay in FAFSA processing and the ability of campuses to issue financial aid awards. Deposits for the FY25 year, while showing early positive performance, have stalled somewhat. Indicators suggest that students and families are awaiting packaging before making commitments. It is too early yet to speculate what this may do to matriculation decisions altogether. Fitchburg State is continuing to monitor the developments in this process closely, maintain communication and outreach to both deposited and accepted students, and are prepared to make other adjustments (such as delaying billing and orientation dates), to accommodate students and families making later decisions. Nevertheless, the University is prepared and expects to continue its history of leveraging all university, state, and federal programs to offer the best aid packages to students possible. As of FY24:

- 73% of UG students receive “free monies” financial aid
- 91% of UG students receive financial aid

With the noted increases in the Mass Grant Plus program, among other Commonwealth funding efforts, the University is able to provide significant financial aid to students. Average aid awards for free monies have increased over the last several years, and when combined with all aid options the average net price for undergraduate commuter students is -\$737, and for on-campus resident students \$3991 as of Fall 2023. (See Appendix 2) The [MassGrant Plus](#) program has already had a significant impact on students by helping reduce their unmet need. Additional MASSGrant Plus funding will not only help reduce the gap but also expand the number of students that can be served by this program.

Residence Hall Occupancy

The occupancy rate of residence halls is expected to increase slightly, and the operating budget for the Housing Trust Fund, while still projected to be in deficit by approximately \$1.4 million in FY25 and \$1.1 million in FY26, is performing better than previously projected. Some initiatives to increase occupancy include working to re-establish a program to offer on-campus housing to

MWCC students, offering more single rooms, and continuing the Regional Enrollment Deposit Initiative (REDI). One highly successful initiative from FY24 that will be expanded in FY25 is the offer of more premium singles in Mara, resulting in the re-opening of Mara Village 6 & 7. These singles offer upgrades to the rooms, including the replacement of the two twin beds with a full-size, and removal of the second set of furniture, resulting in a spacious accommodation within a suite environment with only four total occupants.

However, these initiatives are not enough to solve the problem entirely. Discussions have already begun on how to repurpose the excess bed capacity in residence halls to reduce the financial impediment on the Housing Trust Fund. Some changes, such as repurposing the space for student support services and administrative support, are already being implemented along with discussions with Making Opportunity Count (MOC) for the creation of a daycare center. Furthermore, longer-term discussions are underway with both the Massachusetts State College Building Authority (MSCBA) and the Department of Capital Asset Management and Maintenance (DCAMM) regarding returning the ownership of Herlihy to DCAMM. This would take the building off the rolls for residence capacity and would make the building eligible for state capital improvement funding.

School of Graduate, Online and Continuing Education Update (SGOCE)

The university generates revenue from a variety of sources, including the self-supporting operation of the SGOCE. The SGOCE has two primary sources of revenue: tuition and the Ed Service Fee. Tuition supports SGOCE programs and operations, while the Ed Service Fee generates approximately \$6.5 million that supports university operations; including academic, administrative and student services, and facilities that support students in both day and GCE programs. As such, Graduate and Continuing Education (GCE) and Accelerated Programs (AP) continue to contribute significantly to the overall financial health of the university.

The competition among universities that provide graduate, online, and continuing education programs has continued to increase, thus beginning to impact the demand for these programs. With the leveling off particularly in the Accelerated On-Line enrollments, the result is a reduction in both revenues and expenses. Revenue is projected to decrease by 7.7% to \$19.8 million. Expenses are projected to also decrease to \$19.8 million, so that overall performance will be net positive.

The nature of the SGOCE unit, with its unique collective bargaining unit for instruction, allows the unit to adjust costs in a much more rapid fashion than the day programs, in response to enrollment and changing academic program demands.

Facility and Technology

The university has continued to deploy funds toward capital renewal as an institution and in partnership with the Division of Capital Asset Management and Maintenance (DCAMM). These efforts are designed to continue to improve the learning, living, and working environment of the campus. The University also received one-time funds in FY23 and FY24 amounting to \$4.7M that are being used to address deferred maintenance items such as HVAC equipment and roof replacements.

The FY24-28 DCAMM 5-Year Critical Repair (see Appendix 3) program is now underway; it continues to require the University to provide a match on the investment from DCAMM, and those funds must all be used for deferred maintenance. The University will also continue to fund programmatic improvements at the same time, so as to achieve modernized space to serve our students, faculty, and programs. Therefore, the University will continue to level fund its contribution to the capital program for FY25.

As such, the University has engaged a design team to focus on developing a comprehensive study for the Conlon Complex. Construction is expected to kick-off in FY25 with a project to replace all exterior windows and doors throughout both Conlon buildings. This project helps to achieve requirements for the new energy code, which helps with the ultimate goal of decarbonization as required by Executive Order 594. It is anticipated that future funding from DCAMM will also be tied to and focused on achieving this goal.

Following closely behind will be completion of the study for the third floor of Conlon to support the Communications Media Film/Video program, which is one of the University's most prominent and popular programs. This is then expected to be the second phase of what will likely be four phases of construction under the 24-28 Critical Repair Program plan. Finally, the program studies associated with Humanities and Engineering Technology will be completed and consolidated into a complete master plan for Conlon by the end of Fall 2024.

Efforts to maintain and keep up with developments in Technology are also ongoing. FY25 investments include a Firewall Refresh: the University maintains dual firewalls, which safeguard the servers and all devices used by our faculty, staff, and students, and are critical to our network security. They currently handle all network traffic and are nearly seven years old. An upgrade is essential to keep up with the increasing demands for bandwidth and heightened security measures required by today's evolving threat landscape. Other initiatives include the transition to the new Banner Self-Service platform, offering more robust and capable Banner 9 web applications; upgrade of the Identity and Access Management system, to meet increasing system security requirements; and the initiation of a multi-year effort to replace the outdated phone cabling currently used for our Wireless Access Points (WAPs) in the residence halls.

Proposed Fee Increases

Fitchburg State continues to closely control and hold fees to minimal increases, and has done so for the past eight years, currently offering the lowest mandatory fees of all the State University campuses in Massachusetts. (See Appendix 4 & 5) The University is recommending a 3% mandatory fee increase for FY25. This will achieve multiple goals, and yet do so with minimal impact to the average student, particularly with the significant expansion of state financial aid.

The 3% fee increase proposal will cost \$150 per semester for a full-time student, which will result in additional revenue of \$626,464 for the fiscal year. Even with this increase in fees, Fitchburg State will continue with the lowest of mandatory fees of all but one of our peers; and that is before the extent of other state university campus fee increases are known for FY25. This incremental increase helps to maintain the student experience, especially as we benchmark against our state university peers.

The cost of tuition and fees is already substantially offset by federal and state financial aid, especially as aid programs in the Commonwealth are increasing dramatically as a result of the Fair Share Act. Already 73% of students receive free aid (no loans), and with the proposed expansion of the MassGrant Plus program, MA residents with family incomes of up to \$110k could receive the benefit.

The other proposed fee would be assessed to international students, and would be used to offset the costs of managing the required federal tracking, and reporting for this growing population of students, and to help them navigate these requirements. Specifically this fee would be used to expand a current half-time position to a full-time position within International Education. The proposed fee is \$250/semester.

Conclusion

Fitchburg State University has the resources to allow the incoming president, the leadership team, the campus community, and the board of trustees the opportunity to continue working together to develop a thoughtful long-term sustainable financial model.

The FY25 budget represents ongoing efforts to strategically invest in the future, while at the same time demonstrating continued diligence in both cost containment, right-sizing of

operations, and leveraging opportunities and information to take the right actions at the right time.

The proposal as presented ensures the continued efforts of the University to move forward with its strategic plan and “provide an education that makes a difference. This means: creating a student-ready university that provides equitable access to high-quality education; offering all students the opportunity to apply their learning so that they are career-ready; working as a responsible citizen of our host community and the surrounding natural environment so that we can continue to build the public’s trust in public education; and ensuring that we steward our resources so that the university can serve the Commonwealth for another 125 years.”¹

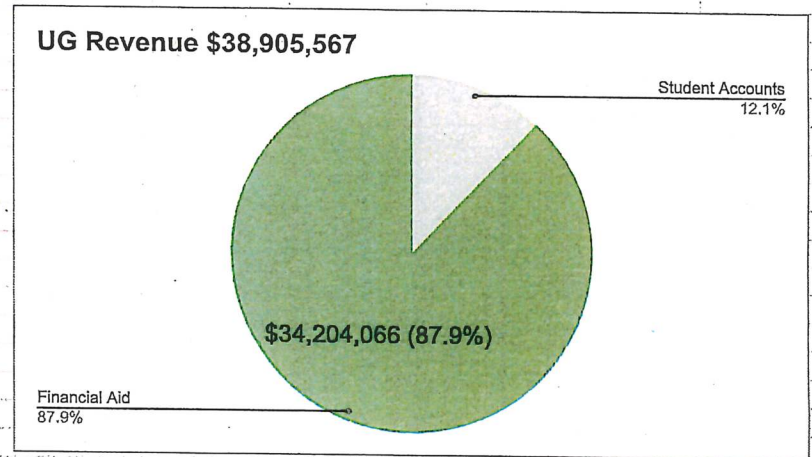
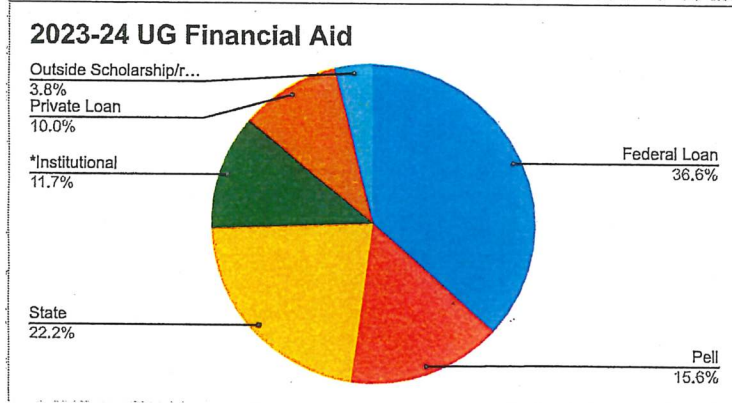
Appendix 1

Financial Aid Overview

Financial Aid Overview

2324 financial aid	UG amount	# UG students	% UG	# Grad	GA amount	Total Aid
Total Aid	\$34,204,066	2,754		590	\$7,497,730	\$41,701,796
Federal Loan	\$12,532,053	2,112	76	551	\$7,062,368	\$19,594,421
Pell	\$5,340,658	1,092	40			
State	\$7,584,289	1,693	61			
*Institutional	\$4,010,225	1,371	50			
Private Loan	\$3,425,949	305	11	43	\$435,362	\$3,861,311
Outside Scholarship/resource	\$1,310,892	212	8			

*REDI and Falcon out of state.



Revenue	Total Financial Aid
UG tuition and fe	26,407,459
Housing and foo	12,498,108
Undergrad Tota	38,905,567
SGOCE (not incl	5,979,435
AP	7,196,209
Extended Campi	833,095
CPS	198,989
Graduate Total	\$14,008,739
	\$34,204,066
	\$7,497,730
	\$41,701,796
	88%
	54%
	79%

Percent of UG eligible for MassGrant+ @ \$110K AGI	72%
Percent of UG students that receive "free monies"	73%
Percent of UG students that receive financial aid	91%

Appendix 2

UG Net Price History

First Time Full Time DAY UG Net Price

2014-15 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	9,260	2,971	6,289	7,499	1,761
on campus	18,173	5,555	12,618	13,542	4,631

2015-16 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	9,935	3,001	6,934	8,225	1,710
on campus	19,105	4,622	14,483	13,308	5,797

2016-17 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,135	3,466	6,669	8,647	1,488
on campus	20,335	5,457	14,878	14,512	5,843

2017-18 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,175	3,531	6,644	8,909	1,266
on campus	20,715	5,986	14,729	15,017	5,698

2018-19 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,375	3,634	6,740	8,671	1,704
on campus	21,295	6,355	14,940	15,306	5,988

2019-20 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,520	3,620	6,900	8,457	2,063
on campus	21,815	6,513	15,302	15,643	6,172

2020-21 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,565	3,915	6,650	7,817	2,748
on campus	21,650	6,626	15,024	15,774	5,876

2021-22 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,565	5,053	5,512	8,613	1,952
on campus	21,650	6,936	14,714	15,286	6,364

2022-23 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	10,921	5,808	5,113	9,646	1,275
on campus	22,519	9,357	13,162	17,318	5,201

**2023-24 Direct Cost and Net Price for FT/FT

	Direct Cost	less free monies	Net Price	less all student aid	Net Price
commuter	11,046	6,975	4,070	9,408	1,637
on campus	22,854	11,459	11,394	17,730	5,123

crystal report "Use for Net Price FTFR any grants with housing group 3 using buddget FR Lecia 2 numbers are based on only FA recipients and direct costs after all aid has been applied

DAY UG (All Students) Net Price

Fall 202410 Net Price

All UG 30,100,972/2012=14,960

FT UG	direct cost	less free monies	net price	less all aid	net price	*average local aid	net price	overall discount rate
commuter	11,046	7,091,403/1048=6,766	4,279	13,067,374/1109=11,783	-737	1,161,757/410=2,833	8,212	4,157,682/2012=2,066 18.70%
resident	22,854	9,476,933/789=12,011	10,842	17,033,598/903=18,863	3,991	2,995,925/582=5,147	17,706	

Fall 202310 Net Price

All UG 27,671,903/1885=14,680

FT UG	direct cost	less free monies	net price	less all aid	net price	*average local aid	net price	overall discount rate
commuter	10,921	5,563,123/811=6,860	4,061	12,378,221/1090=11,356	-435	597,399/398=1,501	9,420	2,691,680/1885=1,427 13.00%
resident	22,519	7,717,666/672=11,484	11,035	15,293,682/795=19,237	3,282	2,094,281/604=3,467	19,052	

Fall 202210 Net Price

All UG 28,219,591/2045= 13,799 average aid package

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	10,565	5,775,187/899=6,424	4,141	13,403,364/1193=11,235	-670	392,391/249=1,576	8,989	2,226,077/2045=1,088 10.30%
resident	21,650	6,871,118/709=9,691	11,959	14,816,227/852=17,390	4,260	1,833,683/713=2,572	19,078	

Fall 202110 Net Price

All UG 30,308,824/2504=12,104 average aid package

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	10,565	5,502,728/1119=4,917	5,648	15,009,748/1582=9,487	1078	692,804/417=1,661	8,995	2,087,127/2504=833 7.80%
resident	21,650	5,951,749/758=7,852	13,798	15,299,076/922=16,593	5,057	1,394,323/643=2,168	19,437	

Fall 202010 Net Price

All UG 38,478,294/2739=14,048 average aid package

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	10,520	5,113,582/975=5,244	5,154	16,352,522/1510=10,829	-309	385,638/245=1,574	8,946	2,409,636/2739=879 8.30%
resident	21,815	8,563,854/944=9,071	12,744	22,125,772/1229=18,003	3,812	2,023,998/853=2,386	19,429	

Fall 201910 Net Price

All UG 40,129,372/2875=13,958 average aid package

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	10,375	4,819,428/962=5,009	5,366	16,383,970/1500=10,922	-547	620,750/377=1,646	8,729	2,786,874/2875=969 9.30%
resident	21,295	8,428,144/1063=7,928	13,367	23,755,904/1374=17,289	4,006	2,166,124/949=2,282	19,013	

Fall 201810 Net Price

All UG 41,109,050/2929=14,035 average aid package

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	10,175	4,733,648/975=4,855	5,320	16,030,880/1523=10,525	-350	487,372/310=1572	8,603	2,602,644/2929=888 8.70%
resident	20,715	8,873,280/1136=7,810	12,904	25,270,520/1514=16,691	4,023	2,115,272/1055=2,005	18,710	

Fall 201710 Net Price

All UG 39,225,856/2948=13,305 average aid package

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	10,135	4,574,140/962=4,754	5,381	16,432,688/1506=10,911	-776	645,618/418=1,544	8,591	2,574,916/2948=873 8.60%
resident	20,335	8,270,412/1161=7,123	13,232	24,043,686/1422=16,908	3,447	1,929,298/1024=1,884	18,451	

Fall 201610 Net Price

All UG 37,863,528/2936=12,896

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	9,935	4,258,306/923=4,613	5,322	14,411,210/1424=10,120	-185	422,060/294=1,435	8,500	2,780,294/2936=946 9.50%
resident	19,105	8,621,258/1151=7,490	11,615	23,452,316/1512=15,510	3,595	2,358,234/872=2,704	16,401	

Fall 201510 Net Price

All UG 36,761,966/2,951=12,457

FT UG	direct cost	less free monies	net price	less all aid	net price	average local aid	net price	overall discount rate
commuter	9,260	3,469,976/858=4,044	5,216	13,664,118/1394=9,802	-542	460,308/333=1,382	7,878	2,942,454/2,951=997 10.70%
resident	18,173	8,869,770/1195=7,422	10,751	23,097,848/1557=14,834	3,339	2,482,146/929=2,613	15,560	

Net Price_DiscountRate_budget group report

Only FT UG (discount rate= total insitutional aid/number of recipients=average grant) (average grant/tuition and fees=%)

Appendix 4

Fitchburg State Tuition and Fee History

Comparison of Costs for a Full Time Day Non-Residential Student - Mandatory Cost Only

Per Semester Charges	Tuition	University Fee	Student Activity	Capital Projects	Tech. Fee	Room (Aud)	Board (Freedom Plan)	Total	% Increase	Annual Cost	Annual Incr.
Academic Year 97-98	\$ 635	\$ 930	\$ 24	\$ 84		n/a	n/a	\$ 1,673		\$ 3,346	
Academic Year 98-99	\$ 605	\$ 880	\$ 30	\$ 84		n/a	n/a	\$ 1,599	-4.4%	\$ 3,198	\$ (148)
Academic Year 99-00	\$ 545	\$ 850	\$ 30	\$ 84		n/a	n/a	\$ 1,509	-5.6%	\$ 3,018	\$ (180)
Academic Year 00-01	\$ 515	\$ 880	\$ 30	\$ 84		n/a	n/a	\$ 1,509	0.0%	\$ 3,018	\$ -
Academic Year 01-02	\$ 485	\$ 880	\$ 45	\$ 84		n/a	n/a	\$ 1,494	-1.0%	\$ 2,988	\$ (30)
Academic Year 02-03	\$ 485	\$ 1,230	\$ 45	\$ 84		n/a	n/a	\$ 1,844	23.4%	\$ 3,688	\$ 700
Academic Year 03-04	\$ 485	\$ 1,479	\$ 45	\$ 84		n/a	n/a	\$ 2,093	13.5%	\$ 4,186	\$ 498
Academic Year 04-05	\$ 485	\$ 1,680	\$ 45	\$ 84		n/a	n/a	\$ 2,294	9.6%	\$ 4,588	\$ 402
Academic Year 05-06	\$ 485	\$ 1,887	\$ 45	\$ 84		n/a	n/a	\$ 2,501	9.0%	\$ 5,002	\$ 414
Academic Year 06-07	\$ 485	\$ 2,043	\$ 45	\$ 138	\$ 60	n/a	n/a	\$ 2,771	10.8%	\$ 5,542	\$ 540
Academic Year 07-08 (225 per ser	\$ 485	\$ 2,268	\$ 45	\$ 138	\$ 60	n/a	n/a	\$ 2,996	8.1%	\$ 5,992	\$ 450
Academic Year 08-09 (204 per ser	\$ 485	\$ 2,472	\$ 45	\$ 138	\$ 60	n/a	n/a	\$ 3,200	6.8%	\$ 6,400	\$ 408
Academic Year 09-10 (250 per ser	\$ 485	\$ 2,722	\$ 45	\$ 138	\$ 60	n/a	n/a	\$ 3,450	7.8%	\$ 6,900	\$ 500
Academic Year 10-11 (450 per Ser	\$ 485	\$ 3,172	\$ 45	\$ 138	\$ 60	n/a	n/a	\$ 3,900	13.0%	\$ 7,800	\$ 900
Academic Year 11-12 (250 per sen	\$ 485	\$ 3,297	\$ 45	\$ 263	\$ 60	n/a	n/a	\$ 4,150	6.4%	\$ 8,300	\$ 500
Academic Year 12-13	\$ 485	\$ 3,412	\$ 45	\$ 348	\$ 65	n/a	n/a	\$ 4,355	4.9%	\$ 8,710	\$ 410
Academic Year 13-14	\$ 485	\$ 3,412	\$ 45	\$ 486	\$ 65	n/a	n/a	\$ 4,493	3.2%	\$ 8,985	\$ 275
Academic Year 14-15	\$ 485	\$ 3,412	\$ 45	\$ 623	\$ 65	n/a	n/a	\$ 4,630	3.1%	\$ 9,260	\$ 275
Academic Year 15-16	\$ 485	\$ 3,637	\$ 45	\$ 736	\$ 65	n/a	n/a	\$ 4,968	7.3%	\$ 9,935	\$ 675
Academic Year 16-17	\$ 485	\$ 3,737	\$ 45	\$ 736	\$ 65	n/a	n/a	\$ 5,068	2.0%	\$ 10,135	\$ 200
Academic Year 17-18	\$ 485	\$ 3,737	\$ 45	\$ 736	\$ 75	n/a	n/a	\$ 5,078	0.2%	\$ 10,155	\$ 20
Academic Year 18-19	\$ 485	\$ 3,737	\$ 45	\$ 736	\$ 175	n/a	n/a	\$ 5,178	2.0%	\$ 10,355	\$ 200
Academic Year 19-20	\$ 485	\$ 3,812	\$ 45	\$ 736	\$ 175	n/a	n/a	\$ 5,253	1.4%	\$ 10,505	\$ 150
Academic Year 20-21	\$ 485	\$ 3,812	\$ 45	\$ 736	\$ 250	n/a	n/a	\$ 5,328	1.4%	\$ 10,655	\$ 150
Academic Year 21-22	\$ 485	\$ 3,812	\$ 45	\$ 736	\$ 250	n/a	n/a	\$ 5,328	0.0%	\$ 10,655	\$ -
Academic Year 22-23	\$ 485	\$ 3,945	\$ 45	\$ 736	\$ 250	n/a	n/a	\$ 5,461	2.5%	\$ 10,921	\$ 266
Academic Year 23-24	\$ 485	\$ 3,945	\$ 45	\$ 736	\$ 313	n/a	n/a	\$ 5,524	1.2%	\$ 11,047	\$ 126
									1.34%	8 year average	

Comparison of Costs for a Full Time Day Residential Student - Mandatory Cost Only

Per Semester Charges	Tuition	University Fee	Student Activity	Capital Projects	Tech. Fee	Room (Aud)	Board (Freedom Plan)	Total	% Increase	Annual Cost	Annual Incr.
Academic Year 97-98	\$ 635	\$ 930	\$ 24	\$ 84		\$ 1,295	\$ 910	\$ 3,878		\$ 7,756	
Academic Year 98-99	\$ 605	\$ 880	\$ 30	\$ 84		\$ 1,295	\$ 925	\$ 3,819	-1.5%	\$ 7,638	\$ (118)
Academic Year 99-00	\$ 545	\$ 850	\$ 30	\$ 84		\$ 1,295	\$ 975	\$ 3,779	-1.0%	\$ 7,558	\$ (80)
Academic Year 00-01	\$ 515	\$ 880	\$ 30	\$ 84		\$ 1,333	\$ 1,007	\$ 3,849	1.9%	\$ 7,698	\$ 140
Academic Year 01-02	\$ 485	\$ 880	\$ 45	\$ 84		\$ 1,374	\$ 1,045	\$ 3,913	1.7%	\$ 7,826	\$ 128
Academic Year 02-03	\$ 485	\$ 1,230	\$ 45	\$ 84		\$ 1,472	\$ 1,090	\$ 4,406	12.6%	\$ 8,812	\$ 986
Academic Year 03-04	\$ 485	\$ 1,479	\$ 45	\$ 84		\$ 1,603	\$ 1,115	\$ 4,811	9.2%	\$ 9,622	\$ 810
Academic Year 04-05	\$ 485	\$ 1,680	\$ 45	\$ 84		\$ 1,741	\$ 1,140	\$ 5,175	7.6%	\$ 10,350	\$ 728
Academic Year 05-06	\$ 485	\$ 1,887	\$ 45	\$ 84		\$ 1,937	\$ 1,200	\$ 5,638	8.9%	\$ 11,276	\$ 926
Academic Year 06-07	\$ 485	\$ 2,043	\$ 45	\$ 138	\$ 60	\$ 2,106	\$ 1,230	\$ 6,107	8.3%	\$ 12,214	\$ 938
Academic Year 07-08	\$ 485	\$ 2,268	\$ 45	\$ 138	\$ 60	\$ 2,148	\$ 1,265	\$ 6,409	4.9%	\$ 12,818	\$ 604
Academic Year 08-09	\$ 485	\$ 2,472	\$ 45	\$ 138	\$ 60	\$ 2,330	\$ 1,350	\$ 6,880	7.3%	\$ 13,760	\$ 942
Academic Year 09-10	\$ 485	\$ 2,722	\$ 45	\$ 138	\$ 60	\$ 2,585	\$ 1,350	\$ 7,385	7.3%	\$ 14,770	\$ 1,010
Academic Year 10-11	\$ 485	\$ 3,172	\$ 45	\$ 138	\$ 60	\$ 2,658	\$ 1,395	\$ 7,953	7.7%	\$ 15,906	\$ 1,136
Academic Year 11-12	\$ 485	\$ 3,297	\$ 45	\$ 263	\$ 60	\$ 2,735	\$ 1,435	\$ 8,320	4.6%	\$ 16,640	\$ 734
Academic Year 12-13	\$ 485	\$ 3,412	\$ 45	\$ 348	\$ 65	\$ 2,826	\$ 1,475	\$ 8,656	4.0%	\$ 17,312	\$ 672
Academic Year 13-14	\$ 485	\$ 3,412	\$ 45	\$ 486	\$ 65	\$ 2,930	\$ 1,525	\$ 8,948	3.4%	\$ 17,895	\$ 583
Academic Year 14-15	\$ 485	\$ 3,412	\$ 45	\$ 623	\$ 65	\$ 2,985	\$ 1,525	\$ 9,140	2.2%	\$ 18,280	\$ 385
Academic Year 15-16	\$ 485	\$ 3,637	\$ 45	\$ 736	\$ 65	\$ 3,040	\$ 1,565	\$ 9,573	4.7%	\$ 19,145	\$ 865
Academic Year 16-17	\$ 485	\$ 3,737	\$ 45	\$ 736	\$ 65	\$ 3,465	\$ 1,665	\$ 10,198	6.5%	\$ 20,395	\$ 1,250
Academic Year 17-18	\$ 485	\$ 3,737	\$ 45	\$ 736	\$ 75	\$ 3,611	\$ 1,705	\$ 10,394	1.9%	\$ 20,787	\$ 392
Academic Year 18-19	\$ 485	\$ 3,737	\$ 45	\$ 736	\$ 175	\$ 3,764	\$ 1,745	\$ 10,687	2.8%	\$ 21,373	\$ 586
Academic Year 19-20	\$ 485	\$ 3,812	\$ 45	\$ 736	\$ 175	\$ 3,907	\$ 1,790	\$ 10,950	2.5%	\$ 21,899	\$ 526
Academic Year 20-21	\$ 485	\$ 3,812	\$ 45	\$ 736	\$ 250	\$ 3,995	\$ 1,836	\$ 11,159	1.9%	\$ 22,317	\$ 418
Academic Year 21-22	\$ 485	\$ 3,812	\$ 45	\$ 736	\$ 250	\$ 3,995	\$ 1,885	\$ 11,208	0.4%	\$ 22,415	\$ 98
Academic Year 22-23	\$ 485	\$ 3,945	\$ 45	\$ 736	\$ 250	\$ 4,135	\$ 1,975	\$ 11,571	3.2%	\$ 23,141	\$ 726
Academic Year 23-24	\$ 485	\$ 3,945	\$ 45	\$ 736	\$ 313	\$ 4,135	\$ 2,080	\$ 11,738	1.4%	\$ 23,476	\$ 335

2.60% 8 year average w/ room & board

Appendix 5

State Universities Tuition and Fee History

Tuition and Mandatory Fees at Massachusetts Public Colleges and Universities (Based on Fall Resident Undergraduate State-Supported Rates)												
Segment	Institution	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	1 Yr % Chg
University of Massachusetts	University of Massachusetts Amherst	\$13,260	\$14,174	\$14,972	\$15,412	\$15,888	\$16,390	\$16,440	\$16,440	\$16,952	\$17,356	2%
University of Massachusetts	University of Massachusetts Boston	\$11,968	\$12,684	\$13,436	\$13,828	\$14,168	\$14,654	\$14,698	\$14,718	\$15,172	\$15,536	2%
University of Massachusetts	University of Massachusetts Dartmouth	\$11,686	\$12,592	\$13,190	\$13,572	\$13,922	\$14,360	\$14,410	\$14,410	\$14,854	\$15,208	2%
University of Massachusetts	University of Massachusetts Lowell	\$12,448	\$13,428	\$14,308	\$14,800	\$15,180	\$15,648	\$15,698	\$15,698	\$16,182	\$16,570	2%
State Universities	Massachusetts College of Art and Design	\$11,224	\$11,724	\$12,200	\$12,700	\$13,200	\$13,700	\$14,200	\$14,200	\$14,570	\$14,960	3%
State Universities	Salem State University	\$8,646	\$9,246	\$9,736	\$10,278	\$10,882	\$11,284	\$11,674	\$11,674	\$11,978	\$11,978	0%
State Universities	Massachusetts College of Liberal Arts	\$8,976	\$9,476	\$9,876	\$10,136	\$10,560	\$10,930	\$11,306	\$11,306	\$11,590	\$11,884	3%
State Universities	Westfield State University	\$8,682	\$8,816	\$9,276	\$9,716	\$10,430	\$10,850	\$11,140	\$11,140	\$11,500	\$11,882	3%
State Universities	Framingham State University	\$8,324	\$8,704	\$9,344	\$9,920	\$10,520	\$11,100	\$11,380	\$11,380	\$11,380	\$11,630	2%
State Universities	Bridgewater State University	\$8,354	\$8,928	\$9,628	\$10,012	\$10,368	\$10,732	\$10,732	\$10,732	\$11,056	\$11,390	3%
State Universities	Worcester State University	\$8,558	\$8,858	\$9,202	\$9,532	\$10,162	\$10,162	\$10,586	\$10,586	\$10,786	\$11,286	5%
State Universities	Massachusetts Maritime Academy	\$7,258	\$7,630	\$8,006	\$8,398	\$9,728	\$10,018	\$10,314	\$10,516	\$10,776	\$11,092	3%
State Universities	Fitchburg State University	\$9,260	\$9,934	\$10,134	\$10,154	\$10,354	\$10,504	\$10,654	\$10,654	\$10,920	\$11,044	1%
Weighted Average	University of Massachusetts*	\$12,618	\$13,501	\$14,286	\$14,734	\$15,151	\$15,629	\$15,699	\$15,703	\$16,205	\$16,607	2%
Weighted Average	State Universities*	\$8,681	\$9,128	\$9,613	\$10,009	\$10,562	\$10,895	\$11,149	\$11,150	\$11,439	\$11,732	3%
Weighted Average	State Universities excludes MCAD and MMA**	\$8,607	\$9,064	\$9,567	\$9,962	\$10,470	\$10,795	\$11,026	\$11,017	\$11,283	\$11,552	2%

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Source: Massachusetts Department of Higher Education

Weighted data calculated based on % Undergraduate FTE of total Segment and overall. (FTE figures used for calculation are one year in arrears due to reporting schedules.)

Mass Maritime and Mass College of Art and Design are reported separately because they are specialty schools and for purpose of Performance Measurement are not compared to other MA state colleges.