



## Message from the President



**President Dennis L. Hefner**

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The 2010-2011 SUNY Fredonia operating budget was developed on the assumption that the Executive Budget released by the Governor last December will be unchanged by the legislature. There is still a possibility that the Public Higher Education Empowerment and Innovation Act will be passed or that Governor Paterson will make further cuts after the final budget is approved. Given the current uncertainty, it was decided for our planning purposes to assume there would be no major deviations from the Governor's proposed budget.

This Budget Book represents the 14th consecutive year that the proposed use for all campus funds has been reported in a single document. The only dollar items not included within these pages are the value of benefit payments, which are held in a system account; the value of external grants and contracts, which are variable from year to year; and the campus and residence hall capital project funds, which are not operating dollars.

For Fredonia, the Executive Budget proposes enrollment remains unchanged at 5,215 FTE students; initially covers negotiated salary increases of \$1.7 million and \$219,500 of inflationary costs; then withdraws these funds and makes further reductions of \$111,100; and cuts an additional \$650,000 for negotiated personal services. Also included is a \$343,400 cut to cover the remainder of our share of 2009-2010's \$90 million reduction. The share of last year's \$600 tuition increase kept by the state reduces from 80 percent to 70 percent, while 20 percent of the proposed 2010-2011 \$100 tuition increase will be used to cover additional TAP costs.

These changes represent a net additional reduction of \$761,300 and a new personnel obligation of \$1.7 million, which are on top of the \$6.1 million withdrawn from state and tuition support during the previous two years. The campus has been holding a number of positions permanently vacant as part of a 5 percent reduction in workforce, and has made other permanent reductions to assist in meeting these fiscal challenges. As a result, below are the assumptions used to prepare this budget:

- The anticipated state operating budget shortfall for 2010-2011 will be \$5.4 million, after accounting for the permanently vacant positions and the additional tuition dollars.
- Campus reserves, equipment funding, diversion of selected student fees, and tuition beyond budgeted enrollment will be used to address a portion of the shortfall.
- An additional nine positions will be held permanently vacant for 2010-2011, with eight more vacancies planned for 2011-2012.
- The 2010-2011 negotiated salary increases of \$1,709,000 will be paid from one-time campus accounts.
- The vast majority of vacant positions resulting from the campus early retirement incentive will be held vacant for at least one year.
- The minimum six-month delay in filling all staff vacancies will generate \$415,000.
- The Faculty Student Association (FSA) and Residence Hall operations contributions will be increased from \$200,000 to \$300,000 each.

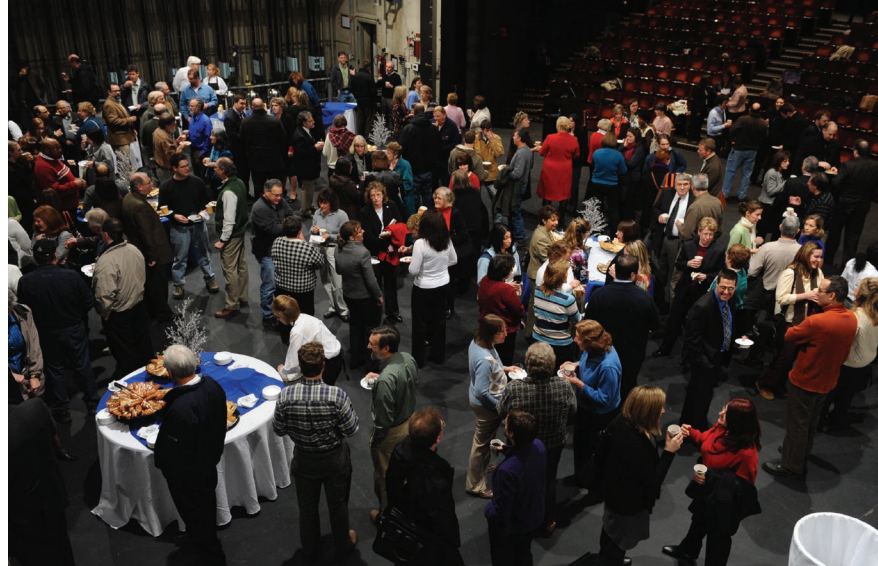
The top campus priorities for the coming year remain ensuring students have access to necessary classes and avoiding layoffs of faculty and staff. Other priorities include completion of the goals identified in the five-year Fredonia Plan and expanding our sustainability initiatives.



The \$5,400,000 shortfall will be covered and the budget balanced by utilizing the following one-time dollar amounts:

- \$2,330,000 Carry-forward funds and over-enrollment dollars generated from tuition “above the budgeted targets” for 2009-2010 and 2010-2011.
- 650,000 Savings from low 2009-2010 utility rates.
- 600,000 Funds from FSA and Residence Hall operations utility support.
- 450,000 Reallocation of fees to cover shortfalls, which has occurred for the past four years, expanded by another \$100,000 this year.
- 430,000 One percent campus-wide reserve will be utilized to cover the shortfall.
- 415,000 Replacement of faculty positions will again be delayed by one year and staff positions by 180 days.
- 300,000 IFR Unrestricted Funds, which provide flexibility for all divisions, will be fully redirected to closing the budget gap.
- 225,000 Institutional (non-instructional) equipment budget will remain unspent.
- \$5,400,000 - Funds used to cover shortfall.**

Next year represents the most difficult budget SUNY Fredonia has ever faced, and unfortunately, with the elimination of federal stimulus dollars in the following year, the State of New York has forecast an additional \$12 billion deficit for 2011-2012. We must think creatively, work collaboratively, fight the state’s inclination to maintain the status quo, and act purposefully to ensure this campus maintains the vitality of existing programs. Together, we can and will survive the current budget crisis, as we ensure students receive the quality education they need and deserve.



***Faculty and staff attended the All-Campus Meeting where President Dennis L. Hefner spoke candidly about the challenges which the budget cuts for the 2010-11 academic year will present.***

I want to thank everyone who contributed to the development of this impressive publication, and especially to members of the Administrative division who labored numerous hours compiling the final budget numbers.

Dennis L. Hefner, Ph.D.  
President