



STATE UNIVERSITY OF NEW YORK AT FREDONIA



Consolidated Operating Budget 2011-2012

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Fenner House

Office of Admissions

State University of New York College at Fredonia

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President Dennis L. Hefner

Message from President Hefner

The 2011-2012 SUNY Fredonia operating budget was developed after Governor Andrew Cuomo signed the SUNY 2020 bill, which included a five-year rational tuition plan. SUNY Chancellor Nancy Zimpher had worked diligently during the spring and summer to get this bill passed through the state legislature and onto the Governor’s desk. Without this bill, the negative impact on the campus would have been devastating. Fortunately, the SUNY 2020 bill was passed and signed, and the final preparation of the 2011-12 operating budget, and publication of this associated book, has now been completed.

This Budget Book represents the 15th 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 additional operating expenses for 2011-12 include mandated inflationary costs of \$563,200 and a further reduction in state funding of \$1,770,600, making the negative impact on the budget \$2,333,800. A total of \$1,244,700 of this reduction was offset by the \$1,595,800 in new tuition dollars that resulted from SUNY’s five-year rational tuition plan, reduced by \$351,100 used to fund the Tuition Credit Scholarship for TAP-eligible students. The 2011-2012 final budget has an additional \$1,089,100 added to the \$5.6 million structural deficit carried forward from last year.

The campus has permanently vacated 41 positions as part of a 5% 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 2011-2012 will exceed \$6.6 million (up from last year’s \$5.6 million), after accounting for the permanently vacant positions and the additional tuition dollars.
- Campus reserves, equipment funding, utility savings, certain fees, and tuition beyond budgeted enrollment will be used to address a portion of the shortfall.
- An additional 21 positions will be held vacant for 2011-2012 to produce \$1,095,000 in salary savings for the coming year, and may be held vacant for one to two more years.
- Nearly 15 other positions remain vacant for this year to allow for these funds to be rolled into next year to assist with the continuing structural deficit.
- The minimum six-month delay in filling all staff vacancies will continue, and is projected to generate \$600,000.
- The Faculty Student Association (FSA) and Residence Hall contributions to campus operations will be increased from \$300,000 to \$400,000 each.

The top campus priorities from the past two years remain unchanged: (1) ensure students have access to necessary classes and (2) avoid layoffs of faculty and staff. Other upcoming campus priorities will be listed in the new five-year campus strategic plan called, “The Power of Fredonia,” which will ensure our campus is contributing to the six SUNY statewide priorities: seamless educational pipeline, vibrant communities, sustainability, entrepreneurship, healthier New York, and global outreach.



The \$6.6 million shortfall will be covered and the budget balanced by utilizing the following one-time dollar amounts:

\$1,600,000	Carry-forward funds and over-enrollment dollars generated from tuition “above the budgeted targets” for 2010-2011 and 2011-2012.
1,095,000	Savings realized from keeping 21 positions vacant for the entire 2011-2012 year.
800,000	Funds from FSA and Residence Hall operations.
720,000	Reallocation of fees to cover shortfall.
600,000	Replacement faculty positions delayed by one year and staff positions by 180 days.
430,000	Campus-wide 1% reserve from 2010-11.
430,000	Campus-wide 1% reserve from 2011-12.
400,000	Savings from 2010-2011 utility rates.
300,000	IFR Unrestricted Funds, which are normally used to provide flexibility for all divisions.
<u>225,000</u>	Institutional (non-instructional) equipment budget.
\$6,600,000	Funds used to cover shortfall

While this year represents the most challenging budget in SUNY Fredonia’s history, we can honestly say that the worst is behind us. Thanks to SUNY 2020, which includes a commitment by the Governor and the legislature to cover all inflationary costs and to provide for a \$300 per year tuition increase during each of the next four years, our campus can count on receiving at least a million dollars above inflationary costs annually that can be used to begin the process of reducing this shortfall, with the intention to eventually eliminate it.



Together we have weathered the most difficult set of budgets SUNY Fredonia has ever faced, but have managed to keep our academic programs and our services to students intact. Together, we have survived a four-year budget crisis, and now have the tools to engage in multi-year planning to move this campus forward and, most importantly, to ensure that students continue to receive the quality education they need and deserve.

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

Dennis L. Hefner, Ph.D.
President

President Dennis L. Hefner receives a standing ovation as he announced his retirement during the fall All-Campus Meeting held on Aug. 19, 2011. President Hefner has been the longest serving contemporary president in Fredonia’s history, and will have served 16 years before he retires in Summer 2012.



The new five-year campus strategic plan, “The Power of Fredonia,” will ensure the campus is contributing to the six statewide SUNY priorities: the seamless educational pipeline, vibrant communities, sustainability, entrepreneurship, healthier New York, and global outreach.

SUNY Fredonia Mission Statement

The State University of New York at Fredonia, a comprehensive institution of higher education, declares as its mission:

To offer programs at the baccalaureate and master’s degree levels – within and across the disciplines that comprise the liberal arts and sciences and in certain professional and applied fields – consistent with the university’s existing strengths, its participation in the SUNY system, and the contemporary and future needs of a changing society; and to affirm the centrality, in this enterprise,

of a general education in the arts, humanities, and sciences.

To encourage teaching and learning in formal and informal settings on and off campus, as well as through field experiences, student support programs, services and activities, and advising and counseling.

To promote involvement in the scholarly and creative enterprise by recognizing and supporting a broad range of intellectual activity; basic research and artistic creation; understanding, synthesis, and interpretation of existing knowledge and art; sponsored projects; and research that seeks to improve methods of teaching and learning. The university values and supports scholarly activity that directly involves students in the creative process and recognizes that the patterns of knowledge at the frontiers of research increasingly cross disciplinary boundaries.

To contribute to the intellectual, social, and emotional development of students by preserving the quality of campus life beyond the classroom and laboratory, by insuring a rich variety

of experiences within a congenial residential atmosphere and an engaging physical environment, and by encouraging a supportive sense of community.

To develop and support service to individuals and organizations beyond the campus by opening the university’s extensive educational, recreational, and cultural facilities to the community; by providing opportunities to attend lectures, athletic, and cultural events; by operating programs and clinics in association with specialized instructional programs, and by encouraging faculty and staff to contribute their expertise to the variety of community-based endeavors for which it may be of value.

To commit the university to education that provides an awareness of global interdependence and cultural diversity through its curricular and co-curricular activities. Through active recruitment of students, faculty, and staff from underrepresented populations and the inclusion of this diversity in its programs, the university seeks to provide its students with the academic and personal richness afforded by exposure to such pluralistic perspectives.

To draw upon and contribute to the academic resources of the State University of New York and, in the context of excellence, to further SUNY’s mission of providing accessible higher education to the diverse citizenry of New York State which the university serves.



Institutional Priorities

The 2011-2012 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus as a result of numerous budget cuts during the past four years, the campus has continued to make progress in key institutional priorities. They include:

1. The Power of Fredonia Strategic Plan
2. The Capital Campaign – Doors to Success
3. Sustainability
4. Capital Construction

An update of the status of each of the major campus priorities follows.

The Power of Fredonia

President Dennis L. Hefner appointed a 14-person steering committee in Fall 2010 to lead the effort of preparing a new five-year strategic plan, co-chaired by Vice President for Academic Affairs Virginia Horvath and Associate Professor of Mathematical Sciences Keary Howard. The strategic plan, entitled, “The Power of Fredonia,” succeeds “The Fredonia Plan,” a strategic plan that identified 21 action items designed to further improve campus performance in five areas: student learning, scholarship and creative activities, campus diversity, technology, and image. In its final year in 2010, The Fredonia Plan had served as the major campus-wide planning blueprint.

The Power of Fredonia is in the development stages. During February 2011, the steering committee used an innovative, inclusive approach and developed a toolkit of nine different strategic planning exercises. The goal of the exercises was to stimulate discussion and generate ideas about where SUNY Fredonia should be in five years and how the campus might coordinate efforts with the Six Big Ideas

of the state-wide strategic plan, “The Power of SUNY.” The exercises were varied so that participants could choose the approach that appealed most to them. Examples included discussions of campus traditions and change, a gallery walk, a survey, a campus walkabout, a discussion based on readings, a “game show,” and several other options. The kits were sent to student, faculty, and staff leaders on campus, and all members of the community and Fredonia alumni family were welcome to be part of the university-wide consultation process. Outcome and feedback from the activities was submitted on an electronic response template to the strategic plan website.

Future steps to the strategic planning process will include summarizing and compiling data by the strategic plan co-chairs. The Strategic Planning Steering Committee (SPSC) will discuss and analyze the summary data, prepare a draft strategic plan, then post it on the strategic planning and the University Senate websites for further discussion by all interested groups. Co-chairs will work with the SPSC for any revisions. A final draft copy of the strategic plan will be presented to governance units for approval. Cabinet will then develop the implementation of the plan.

Doors to Success Capital Campaign

The six-year, \$15 million Doors to Success Capital Campaign – the longest and largest in SUNY Fredonia’s history – went public May 2, 2008, and is scheduled to conclude on December 31, 2011. The dollars generated during the campaign, formally entitled, “Doors to Success: the Campaign for Fredonia,” will be used primarily to fund scholarships, student educational enrichment, academic program enhancement and cultural programming. Through June 30, 2011, the campaign had raised \$15,344,177. Key components of the capital campaign include the following overview and goals:

New Scholarships: \$7.5 million

- To remain competitive as one of the nation’s best institutions of higher learning, SUNY



The dollars generated during the Doors to Success Capital Campaign will be used primarily to fund scholarships, student educational enrichment, academic program enhancement and cultural programming.

Fredonia must increase scholarships based on merit achievement and overall excellence.

- To add necessary funding to scholarship endowments to help recruit and retain scholars of distinction, and help students with financial need.

Student Educational Enrichment: \$2.5 million

- More than ever, college graduates need to understand science, education, business, the global economy, other cultures, and environmental change. While the most important things students learn may still be in the classroom, basic education now includes high technology, international experiences, ensemble touring, internships, and leadership programs.
- The engagement of inspiring public figures as campus speakers continues to be essential as Fredonia opens students' minds to the roles individuals can play in the world around them.
- The ongoing development of Fredonia's international educational opportunities, including study abroad experiences, is one of the most exciting, yet expensive, aspects of a Fredonia education.

Academic Programs: \$2.5 million

- Fredonia can boast some of the finest faculty anywhere – scholars who not only teach and conduct research but also closely mentor and advise students at a level that is often experienced only at the most selective private, liberal arts institutions. To attract and reward the very best and most-talented faculty, the Doors to Success campaign will provide funding for new endowed faculty chairs.
- To allow funds for the purchase of instructional and laboratory equipment, new print and electronic library holdings, a professional development center, and faculty-student research opportunities.

Cultural Experiences: \$1.5 million

- Fredonia seeks to further improve its superb facilities and strengthen programming in theatre, dance, music, and the visual arts through the Doors to Success campaign.
- To endow programming presented in the Michael C. Rockefeller Arts Center's King Concert Hall, two theatres and galleries, as well as in the acoustically-superb Juliet J. Rosch Recital Hall.

Unrestricted Endowments: \$1 million

- The Doors to Success campaign will provide another \$1 million to unrestricted funds, to be used to advance top priorities and enhance Fredonia's reputation for academic and extracurricular excellence.
- Campus leaders will disburse unrestricted funds to projects and programs of greatest need.



Sustainability

The campus-wide Sustainability Committee, which was established in March 2007, continues to actively review a full range of sustainability issues on campus. The committee, previously chaired by Interim Vice President for Administration Karen Porpiglia, will be chaired by Environmental Safety and Sustainability Specialist Sarah Laurie. Membership includes 22 faculty, staff and students from throughout the campus. Over 50 additional members of the campus community serve on the 9 subcommittees which were established to focus on specific sustainability concerns. The subcommittees include:

1. **Academic Subcommittee** – Chair Christina Jarvis, associate professor, English
2. **Food Subcommittee** – Chair Mike Proffer, director of Dining Services, Faculty Student Association
3. **Public Relations Subcommittee** – Chair Sarah Laurie, sustainability specialist, Environmental Health and Safety
4. **Department of Environmental Affairs** – Chair Adam Malchoff, student
5. **Earth Week Planning Subcommittee** – Chair to be determined
6. **President’s Climate Commitment Subcommittee** – Chair Sarah Laurie, sustainability specialist, Environmental Health and Safety
7. **Transportation Subcommittee** – Chair Anne Podolak, director, Environmental Health and Safety
8. **Student Activities Subcommittee** – Chair Mark Suida, assistant director, Campus Life
9. **University Facilities Subcommittee** – Chair to be determined



During the 2010-2011 academic year the Sustainability Committee met on a regular basis. The major focus was to maintain the momentum that was established during the committee’s first three years of existence on the SUNY Fredonia campus. The committee worked diligently to complete the Sustainability Tracking and Rating System (STARS) report as well as hold campus community-wide discussions on making Fredonia and Dunkirk a living lab for sustainability. The Sustainability Committee continued to educate students on sustainability issues through a weekly advertisement in the student newspaper and through the use of the Go Green web site at: <http://www.fredonia.edu/gogreen>.

Highlights of the Sustainability Committee’s work during the past year include:

- Carried out another very successful Earth Week celebration with numerous events scheduled every day over a one-week period.

The fourth annual Campus and Community Electronic Recycling Day was held March 26, 2011, at the Steele Hall parking lot. Total weight collected was 81,849 pounds, up over 2,000 pounds from last year.





2011-2012 SUNY Fredonia Institutional Priorities



Annie Leonard, one of the “Five Most Important Environmental Movement Leaders” according to the Washington Examiner, delivered the keynote address, “The Story of Stuff: How Our Obsession with Stuff is Trashing the Planet, Our Communities and our Health,” for the Sustainability Series at SUNY Fredonia on March 8, 2011.

- The fourth annual Campus and Community Electronic Recycling Day was held March 26, 2011 at the Steele Hall parking lot. Total weight collected was 81,849 pounds, up over 2,000 pounds from last year.
- Secured a \$3,000 grant to begin a bike-share program and provide a series of educational workshops regarding bike repair
- Collected 3.7 tons of recyclable materials from the residence halls during move-in weekend.
- Added a recycling program to the new Campus and Community Children’s Center.
- Initiated the “Stamp Out Sharking” campaign in an effort to decrease fuel consumption on campus.
- The campus Sustainability Tracking and Rating Systems (STARS) report was submitted to Association for the Advancement of Sustainability in Higher Education (AASHE) and the campus received a Bronze rating.
- Replaced the white paper towels (for the En-motion dispensers) with a brown towel that is made of 100 percent recycled fiber, 40 percent of which is post-consumer.
- Developed and maintained a Facebook group, “SUNY Fredonia Sustainability Committee,” as well as a twitter feed.
- Increased the amount of locally purchased foods from 8 percent to 14.4 percent.

- Created new sustainability courses: Environmental Communication, Chemistry and the Environment, and Food and Culture.
- Introduced and educated first-year students on sustainability initiatives.
- Planted many new trees on campus during 2010.
- Participated in the RecycleMania program for the fourth consecutive year with over 300 other colleges, and received first place among participating SUNY schools.

Goals of the Sustainability Committee for the 2011-2012 fiscal year include:

- Develop a program to increase awareness in the residence halls to lower the amount of items placed in the trash during move-out in May.
- Add recycling requirements to all capital construction projects.
- Reduce need for watering of planting beds by installation of more perennials and native species plantings.
- Identify greener disposables for all eateries offering take out.
- Complete the campus’ second GreenHouse Gas Audit as required by the American College and University President’s Climate Commitment.
- Work to increase sustainability related courses in Gen Ed requirements.

The Sustainability Committee continues to work on numerous initiatives to make the campus community more responsive to various sustainability issues.



Capital Construction

The campus is in the fourth year of the 2008-2013 five-year capital plan. The plan provides funding of over \$145.5 million which includes \$67.5 million (\$13.5 million per year) for critical maintenance and \$38 million in additional funding for the \$60 million Science Center and \$36.0 million for a classroom addition to the Michael C. Rockefeller Arts Center. The current five-year capital plan is the third capital plan since 1998. Total construction included in these three plans brings the total reinvestment in the SUNY Fredonia campus during this 15-year period to over \$300 million.



Projects completed during the past year include:

- Erie Dining Center Exterior Rehabilitation (\$850,000)
- Fenton Hall Exterior Rehabilitation (\$1.4 million)
- Alumni Hall Bathroom Rehabilitation (\$750,000)
- Eisenhower Hall Window Replacement (\$1.05 million)
- Reed Library Roof Replacement (\$1.3 million)
- SUNY Fredonia Facilities Master Plan which will guide the campus in identifying, prioritizing and structuring future project requests for capital funding and should address the projected capital facilities improvement needs of the campus for a 10-year period.
- Campus Fire Alarm System Upgrades (\$250,000)
- Emergency Generator Replacements (\$670,000)
- Mason Hall Access Control and Closed Circuit Television Cameras (\$250,000)
- Grissom Hall First Floor Lobby Improvements (\$500,000)

Projects currently under construction or beginning during Summer 2011 include:

- Science Center (\$60 million) – The project consists of the construction of a three story 92,000 gross square foot / 57,415 net square foot building attached to Houghton Hall.
- Fenton Hall Exterior Rehabilitation (\$1.4 million) – The project consists of the installation of a new roofing system as well as the replacement of window systems and various exterior doors.
- William Center Rehabilitation (\$13 million) – The project consists of the rehabilitation of the first and second levels of the Williams Center, as well as providing a safer loading dock and repair of the “spine” walkway with an option of a cover.
- Maytum Hall Interior Renovations – Phase II and III (\$5.5 million) – Asbestos abatements and the reconfiguration of several office areas throughout the building. The project is scheduled to be completed in late 2011 or early 2012.
- Field House Exterior Rehab (This \$1.0 million) project consists of removing the existing roofing system and replacing it with a new roofing system. In addition, this project will also replace 16 large windows.

SUNY Fredonia broke ground for its new \$60 million Science Center on Sept. 9, 2011. The new, 92,000-square-foot building is set to open in 2014 and will house the biology and chemistry/biochemistry departments, in addition to the environmental science and science education programs.



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The SUNY Fredonia Facilities Master Plan will guide the campus in identifying, prioritizing and structuring future construction and renovation projects for the campus over the next 10 years.

- Rockefeller Arts Center Art Gallery Rehabilitation (\$500,000) – The project consists of a small expansion of the gallery with a new front wall and grand main entrance. The existing ceiling within the gallery will be completely removed. The project also includes the installation of new wood flooring, lighting, and display walls.
- Mason Hall Fire Alarm System (\$500,000) – The project consists of the replacement of the fire alarm systems providing for state-of-the-art systems in all sections of Mason Hall.

Projects currently in design, ready to be bid, or bid received for capital construction include:

- Michael C. Rockefeller Arts Center Classroom Addition (\$36 million) – The project will allow for the redistribution and consolidation of academic departments and increase the utilization of the existing building.
- Townhouse Residence Hall Project (\$24 million) – The project will provide up to six townhouse-style residence halls on campus and house 200 students.

- Dods Hall Rehab and Fitness Center (\$4 million) – The project consists of converting Dods Hall old pool area into a new fitness center.
- LoGrasso Hall Exterior Rehab (\$3.5 million) - The project consists of “re-skinning” this modest sized building, by replacing all the brick veneer and windows as well as providing canopies at all the entrances.
- Upgrade Domestic Water System Phase II (\$3.5 million) – The project will provide a new underground water distribution system to the north and west end of the campus.
- Maytum Hall Window Replacement (\$1.1 million) - The project consists of the replacement of the existing window system which has been leaking for several years.
- Rockefeller Arts Center Exterior Rehab (\$1.7 million) - The project consists of removing the existing roofing system located above King Concert Hall and lobby area and replacing it with a new roofing system.
- Field House Bleacher Replacement (\$2.3 million) - The project consists of removing existing bleachers in the Field House, Ice Rink installing new bleachers as well as upgrading Dods Hall bleacher system.
- Eisenhower Lobby Improvements (\$375,000) - The project consists of upgrading the first floor lobby areas as well as office, lounge areas, kitchenette and public restrooms.
- Gregory Hall Bathroom Upgrades (\$625,000) The multiple prime contract project consists of the rehabilitation of all bathrooms in this the oldest of all corridor-style residence halls located on Old Main Drive.



SUNY FREDONIA Proposed 2011-2012 Consolidated Operating Budget

Overview

The SUNY Fredonia 2011-2012 Consolidated Operating budget totals \$99,033,929 which represents an increase of \$3,443,079 (3.60 percent) from the 2010-2011 Consolidated Operating budget of \$95,590,850. The University Operating budget reflects an increase of \$209,400 over the 2010-2011 budget. It includes funding for mandatory inflationary increases totaling \$563,200 and a reduction of state funding of \$1,770,600. As the result of a cut in New York State support, the University Operating budget begins the 2011-2012 fiscal year with a nearly \$6.6 million deficit. Campus reserves, tuition over enrollment, certain fees, equipment funding, delays in hiring, and additional support from the Faculty Student Association and Residence Hall operations will be used to cover the shortfall. Furthermore, an additional 21 positions will be held vacant for 2011-2012 to produce \$1,094,000 in salary savings. Incorporated into the budget, as part of a three-year plan to reduce staff by 5 percent, 19.51 positions will be held permanently vacant to produce approximately \$900,000 in net savings for the 2011-2012 fiscal year. These reductions, in addition to the 21 positions reduced in the previous two years, bring the total three-year reduction to approximately 41 positions.

Planning Assumptions

Budget increases are recommended for the Residence Halls (Dormitory Income Fund Reimbursable-DIFR), Income Fund Reimbursable (IFR), and the State University Reimbursable Account (SUTRA). The Faculty Student Association (FSA) budget will decrease slightly from the prior year. The key planning assumptions used to develop the year's budget include the following:



- The SUNY Fredonia operating budget was developed after Governor Andrew Cuomo signed the SUNY 2020 bill, which includes a five-year rational tuition plan.
- Budget based on approved N.Y. State funding of 5,215 Full Time Equivalent (FTE) students.
- The anticipated state operating budget shortfall will be \$6.6 million.
- Campus reserves, equipment funding, utility savings, certain fees, and tuition beyond budgeted enrollment will be used to address a portion of the shortfall.
- As part of a three-year plan to reduce staffing by 5 percent, 19.51 positions will be held vacant indefinitely in the 2011-2012 fiscal year. This will produce a net savings of approximately \$900,000.
- An additional 21 positions will be held vacant for 2011-2012 to produce \$1,094,000 in salary savings for the coming year, and may be held vacant for one to two more years.
- The Faculty Student Association will provide an additional \$400,000 in funding support to the university.
- Residence Hall operations will provide an additional \$400,000 in funding support to the university.

One of the top campus priorities is ensuring students have access to necessary classes to graduate.



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- Only 40 percent of the 2009-2010 tuition increase will be available to the campus. N.Y. State will take 60 percent of the tuition increase as a budget cut.
- Based on SUNY’s financial plan, “Blended Scenario C,” Fredonia will experience a \$1,770,600 budget cut in State support as part of a \$163.95 million overall cut to SUNY.
- The top two budget priorities remain no layoffs and funding for all course sections.
- Residence Hall (DIFR) Operating budget (16.46 percent).
- Faculty Student Association (FSA) budget (19.24 percent).
- Income Fund Reimbursable (IFR) budget (12.62 percent).
- State University Tuition Reimbursable (SUTRA) budget (3.48 percent).
- Fredonia College Foundation budget (0.49 percent).

Major sources of income for the 2011-2012 Consolidated University budget include:

- 34.52 percent from university revenues including budget shortfall (33.40 percent in 2010-2011).
- 19.24 percent from the Faculty Student Association (20.19 percent in 2010-2011).
- 16.46 percent from Residence Hall operations (16.16 percent in 2010-2011).
- 13.19 percent from New York State support (15.80 percent in 2010-2011)

The six components within the SUNY Fredonia Consolidated Operating budget and their percentage of the total budget include:

- SUNY Fredonia Operating budget (47.71 percent).

The budget contains all anticipated funds except for employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2011-2012 academic year contains a \$300 tuition increase as part of the newly ratified five year rational tuition policy which authorizes SUNY trustees to increase tuition by up to \$300 per year for five years. Campus charges for residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$835 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$16,143 to \$16,978 – an increase of 5.17 percent. A summary of all direct college costs for the 2011-2012 academic year is presented as follows:

Annual Costs	2011-2012	2010-2011	Change	Percent
Tuition (N.Y. State Undergraduate)	\$5,270.00	\$4,970.00	\$300.00	6.04%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	6,250.00	5,950.00	300.00	5.04%
Meal Plan	4,040.00	3,860.00	180.00	4.66%
Student Services and Program Charge	1,393.00	1,338.00	55.00	4.11%
Annual Cost	\$16,978.00	\$16,143.00	\$835.00	5.17%



Highlights

Highlights from the various segments of the Consolidated Operating budget are listed below.

2011-2012 SUNY Fredonia Operating Budget (\$47.2 million)

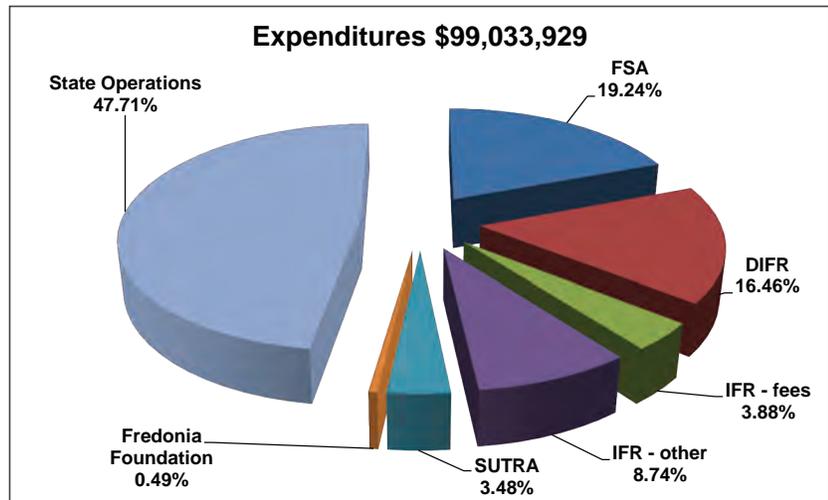
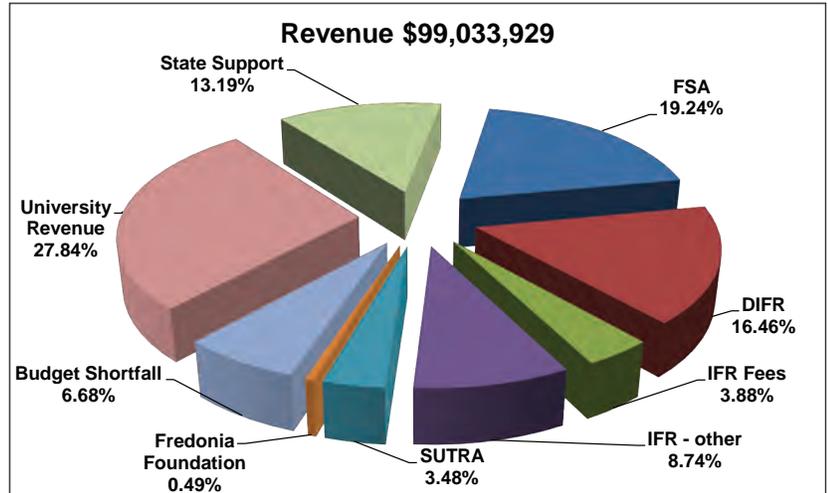
Budget Section B

- Budget based on state funding of 5,215 FTE students.
- Position reductions and delays in hiring, coupled with the use of campus reserves, equipment funding, tuition over-enrollment funds, and additional support from the Faculty Student Association and Residence Hall operations, will be used to provide approximately \$6.6 million to balance this year's budget.
- Includes mandatory inflationary increases of \$563,200.
- Includes an increase in college costs of \$835 (5.17 percent) per year for the typical undergraduate student living on campus. A summary of college costs is presented in Appendix 4.1.

2011-2012 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$16.3 million)

Budget Section C

- Includes a \$150 increase in the standard double residence hall room rate from \$2,975 per semester to \$3,125, an increase of 5.04 percent.
- Provides funding for the following residence hall projects during the 2011-2012 fiscal year:
 - ◊ Eisenhower Hall - window replacement and elevator upgrades
 - ◊ Gregory and Grissom halls – interior signage & door



- ◊ Alumni Hall – bathroom upgrades
- ◊ Grissom Hall – lobby upgrades and interior signage & door
- ◊ Kirkland Quad – transformer replacement
- ◊ Various residence halls – fiber optic and access control upgrades, student room painting, stairwell improvements, carbon monoxide detector installations, and resident director apartment upgrades.



2011-2012 SUNY Fredonia Consolidated Operating Budget



The strong academic reputation of the campus and its outstanding physical appearance enhance the university's ability to continue to attract a record number of students.

2011-2012 Faculty Student Association (FSA) (\$19.1 million)

Budget Section D

- Provides over \$550,000 in support to the university for space and utility charges.
- Contributes \$30,000 in support to the Fredonia College Foundation for the Faculty Student Association Fredonia Scholarship Award.
- Provides \$485,000 in restricted program funds and \$170,000 in unrestricted funds.
- Includes a \$90 increase per semester (4.6 percent) for Meal Plan 3.
- Provides capital budget purchases of \$468,200.

2011-2012 Income Fund Reimbursable (IFR) (\$12.5 million)

Budget Section E

- Includes a total annual increase in student fees of \$55 (4.11 percent). This includes:
 - ◊ \$30 annual increase in the Student Health Services Fee.
 - ◊ \$20 annual increase for the Student Technology Fee.

- ◊ \$5 annual increase in the Transportation Fee.
- ◊ No increase for the Student Activity Fee, Intercollegiate Athletic Fee, and Enhanced College Services Fee.

- Reallocation of \$720,000 in IFR fees to assist with the New York State University Operating budget .
- Provides over \$2.7 million in the Budget Shortfall allocation account to address the anticipated shortage in the University Operating budget.

2011-2012 State University Tuition Reimbursable Account (SUTRA) (\$3.45 million)

Budget Section F

- Over-enrollment funds will continue to address budget cuts in the 2011-2012 fiscal year.
- Includes a \$415,000 allocation for the SUNY Fredonia scholarship program.

2011-2012 Fredonia College Foundation (\$485,664)

Budget Section G

- Provides \$66,100 for unrestricted grants, awards, and scholarships.
- The unrestricted gift income is expected to increase by approximately \$10,000 from the prior year.



**SUNY FREDONIA
2011-2012 Consolidated Operating Budget
Budget Summary**

	2011-2012 Proposed Allocation	2010-2011 Allocation	Change	Percent Change
University Operating Budget	\$ 47,241,600	\$ 47,032,200	\$ 209,400	0.45%
DIFR Budget	16,305,500	15,450,000	855,500	5.54%
FSA Budget	19,051,165	19,304,000	(252,835)	-1.31%
IFR Budget	12,500,000	10,423,000	2,077,000	19.93%
SUTRA Budget	3,450,000	2,950,000	500,000	16.95%
College Foundation	485,664	431,650	54,014	12.51%
TOTAL	\$ 99,033,929	\$ 95,590,850	\$ 3,443,079	3.60%

**SUNY FREDONIA
Proposed 2011-2012 Consolidated Operating Budget
Campus Total FTE**

	2011-2012			2010-2011		Change	
	Inst. FTE	NonInst. FTE	Student Employee Headcount	Inst. FTE	NonInst. FTE	Inst. FTE	NonInst. FTE
University Operating Budget	238.50	329.75	220.00	246.50	335.41	(8.00)	(5.66)
DIFR Budget	0.00	93.20	235.00	0.00	91.80	0.00	1.40
FSA Budget	0.00	189.00	340.00	0.00	182.00	0.00	7.00
IFR Budget	0.00	26.80	198.00	0.00	26.80	0.00	0.00
SUTRA Budget	0.00	3.80	0.00	0.00	4.00	0.00	(0.20)
College Foundation	0.00	3.50	4.00	0.00	3.00	0.00	0.50
TOTAL	238.50	646.05	997	246.50	643.01	(8.00)	3.04

Note: All staffing is reported by FTE with the exception of the FSA. The FSA employment number includes 105 part-time employees and 84 full-time employees.



Clocktower

OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

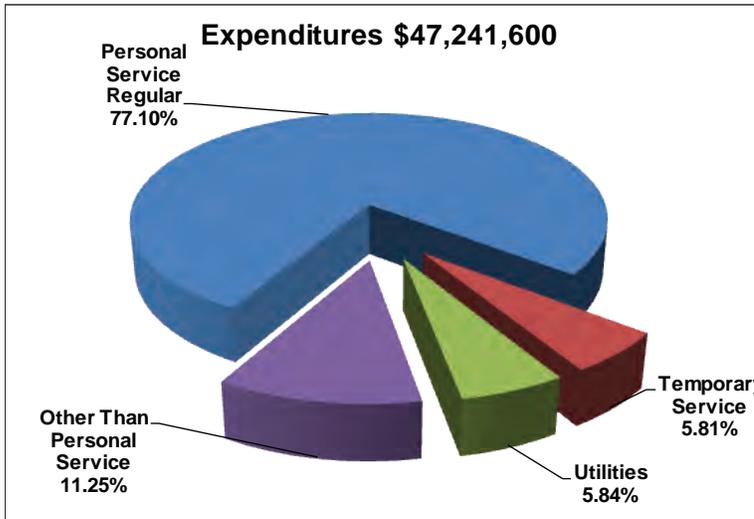
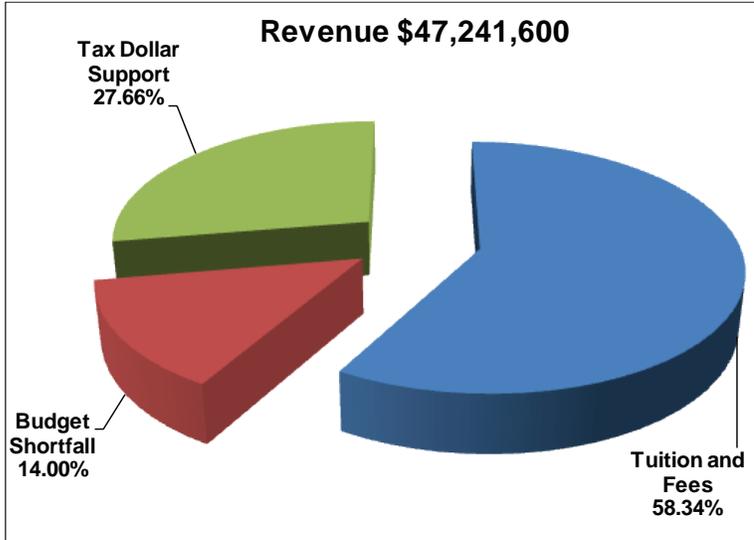
OPERATING BUDGET

**OPERATING
BUDGET**





2011-2012 SUNY Fredonia Operating Budget



SUNY FREDONIA 2011-2012 University Operating Budget

Overview

The proposed 2011-2012 University Operating budget of \$47,241,600 represents an increase of \$209,400 over the 2010-2011 operating budget. The budget includes increases of \$408,900 for bargaining unit salaries, \$23,800 for utilities, \$130,500 for inflationary Other than Personal Services (OTPS) costs, \$351,100 in funding for tuition credit scholarships, and \$178,700 in financial plan adjustments from last year's budget book. These increases are offset by an \$883,600 decrease in personal

service expense due to the elimination of 19.51 positions in 2011-2012. These position reductions, in addition to the nine positions eliminated last year, bring the total three-year reduction to 41 positions.

The budget includes reductions in New York State support of \$1,770,600 along with increases in tuition revenue of \$1,595,800. A complete description of all adjustments to New York State support and College Revenues used in developing the proposed 2011-2012 budget is presented in the chart, "2011-2012 Budget Projection," which is presented on page B4 of this budget section. The proposed 2011-2012 University Operating Budget includes \$13,065,100 (27.6 percent) in New York State support and \$34,176,500 (72.4 percent) in College Revenue. The budget includes a shortfall of \$6,613,700. A chart showing the campus plan for funding the shortfall is included on page B5 of this section.

Highlights

The campus continues to be regarded as an outstanding value in higher education. Combined with its strong academic reputation and outstanding physical appearance, the university continues to attract numerous students. Highlights of the year include the ribbon cutting for the new \$4.6 million Campus and Community Children's Center and the \$3.2 million rehearsal hall additions to Mason Hall. Also completed was Phase I of a \$5.7 million renovation of Maytum Hall.

Planning Assumptions

The Planning Assumptions used in developing the 2011-2012 University Operating budget include the following:

- The anticipated state operating budget shortfall will be \$6.6 million.
- Position reductions and delays in hiring, coupled with the use of campus reserves, certain fees, equipment funding, utility savings, tuition over-enrollment funds,

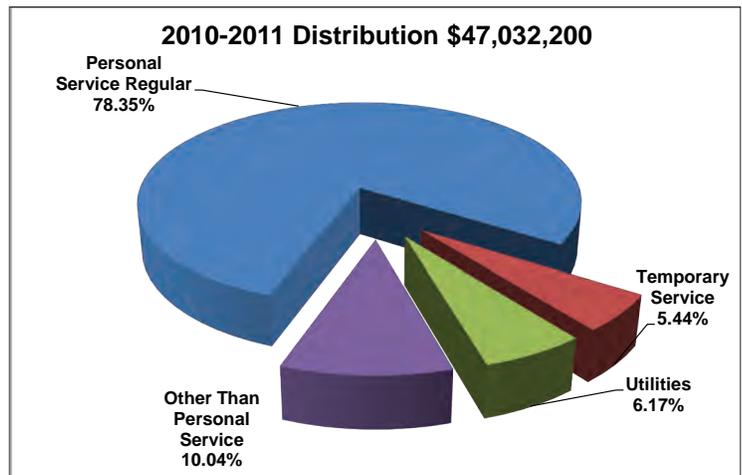
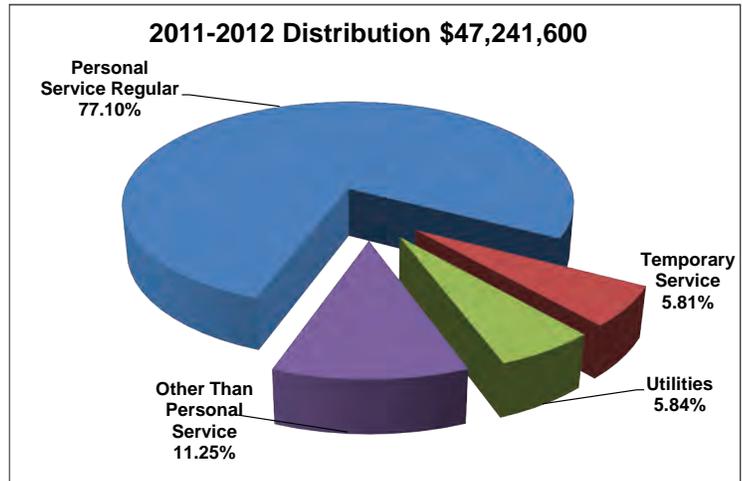


and an additional \$400,000 in support from Faculty Student Association and \$400,000 from Residence Hall operations, will be used to provide approximately \$6.6 million to balance this year's budget.

- State funding based on student enrollment of 5,215 Full Time Equivalents (FTE).
- A Cabinet-adopted plan to keep 21 positions vacant for the entire 2011-12 year will produce \$1,094,000 in salary savings.
- A soft hiring freeze will continue with the delay in replacing vacancies for at least six months. This is to produce an expected savings of \$614,700.
- Only 40 percent of the 2009-2010 tuition increase will be available to the campus. N.Y. State will keep the remaining 60 percent of the tuition increase.
- Based on SUNY's financial plan, "Blended Scenario C," Fredonia will experience a \$1,770,600 budget cut in State support as part of a \$163.95 million overall cut to SUNY.
- A tuition increase of \$300 per year. The increase is the result of a five year rational tuition policy which authorizes SUNY trustees to increase tuition by up to \$300 per year for five years.
- The top two budget priorities remain no layoffs and funding for all course sections.

A summary of the 2011-2012 University Operating budget follows.

SUNY FREDONIA PROPOSED 2011-2012 OPERATING BUDGET Dollar Distribution by Expenditure Type

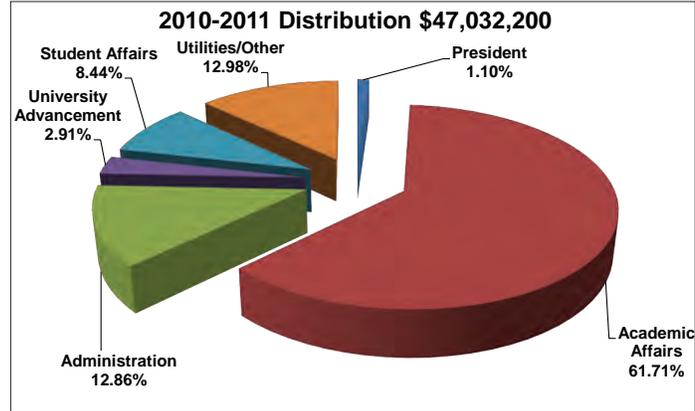
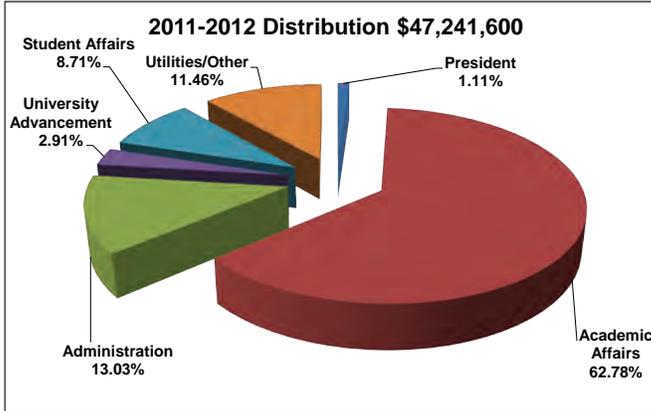


SUNY FREDONIA Proposed 2011-2012 Operating Budget Campus Total Distribution by Expenditure Type			
	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 36,421,200	\$ 36,848,100	\$ (426,900)
Temporary Service	2,743,800	2,560,100	183,700
Utilities	2,760,100	2,900,600	(140,500)
Other Than Personal Service	5,316,500	4,723,400	593,100
TOTAL	\$ 47,241,600	\$ 47,032,200	\$ 209,400



2011-2012 SUNY Fredonia Operating Budget

SUNY FREDONIA PROPOSED 2011-2012 OPERATING BUDGET Dollar Distribution by Area



SUNY FREDONIA Proposed 2011-2012 Operating Budget Campus Total Distribution by Area			
	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
President	\$ 522,000	\$ 515,300	\$ 6,700
Academic Affairs	29,657,500	29,023,500	634,000
Administration	6,155,300	6,047,000	108,300
University Advancement	1,375,900	1,370,900	5,000
Student Affairs	4,115,100	3,971,700	143,400
Utilities/Other	5,415,800	6,103,800	(688,000)
TOTAL	\$ 47,241,600	\$ 47,032,200	\$ 209,400

2011-2012 SUNY Fredonia Operating Budget



SUNY FREDONIA University Operating Budget 2011-2012 Budget Projection

2010-2011 Budget Book Allocation		<u>\$47,032,200</u>
SUNY 2010-2011 Financial Plan Adjustments - Net		\$178,700
I. <u>Inflationary & State Mandated Increases</u>		
2011-2012 Negotiated Salary Increases	408,900	
Other than Personal Service (OTPS) Funding	130,500	
Utility Funding Increase	23,800	
Funding of Tuition Credit Scholarship	<u>351,100</u>	
<i>Total 2011-2012 Inflationary Increases</i>		914,300
II. <u>Permanent Budget Changes</u>		
Increase to Adjunct Budget	125,000	
Position Reductions (19.51)	<u>(1,008,600)</u>	
<i>Total 2011-2012 Permanent Budget Changes</i>		<u>(883,600)</u>
Total Changes in 2011-2012 Base Budget Need		<u>\$209,400</u>
Projected 2011-2012 Operating Budget		<u><u>\$47,241,600</u></u>
2010-2011 New York State Support (Last Years Budget Book)		\$15,107,900
<u>2010-2011 Funding Increases/Decreases</u>		
Net Adjustment to \$118.7 Million Cut	\$172,700	
Mid-year 2010-2011 Budget Reduction	<u>(444,900)</u>	
<i>Total 2010-2011 Adjustments in State Support</i>		<u>(\$272,200)</u>
Final 2010-2011 New York State Support Base		\$14,835,700
<u>2011-2012 Mandatory Funding Increases/Decreases</u>		
OTPS Inflationary	\$130,500	
Personal Service Costs	408,900	
Utility Inflationary	23,800	
Tuition Split Distribution	<u>366,100</u>	
<i>Subtotal Mandatory Increases</i>		929,300
\$163.95 Million Cut (Blended Scenario C)	(2,595,600)	
Doctoral/Research Adjustment to Scenario C	<u>(104,300)</u>	
<i>Subtotal Mandatory Decreases</i>		<u>(2,699,900)</u>
<i>Subtotal 2011-2012 Adjustments in State Support</i>		<u>(1,770,600)</u>
Total 2011-2012 New York State Support		<u>\$13,065,100</u>
College Revenue (5,215 FTE) (Last Years Budget Book)		\$26,542,900
<u>2010-2011 Funding Increases/Decreases</u>		
2010-2011 Tuition Increase Not Approved	(\$499,200)	
2010-2011 Revised Revenue Target	<u>(76,700)</u>	
<i>Total 2010-2011 Adjustments in College Revenue</i>		(575,900)
<u>2011-2012 Funding Increases/Decreases</u>		
2011-2012 Tuition Revenue Increase	1,595,800	
<i>Total 2011-2012 Adjustments in College Revenue</i>		<u>1,595,800</u>
Total 2011-2012 College Revenue		<u>\$27,562,800</u>
Total Budget Support		<u>\$40,627,900</u>
Projected Budget Shortfall		<u><u>(\$6,613,700)</u></u>



2011-2012 SUNY Fredonia Operating Budget



Through the concerted effort of a diligent group of volunteers, assemblages of 1,000 cranes each were sent to Fredonia's sister universities in Japan as a symbol of hope and concern as the nation worked to recover from the devastating earthquake and tsunami.

SUNY FREDONIA University Operating Budget Projected 2011-2012 Budget Shortfall Funding

Projected Budget Shortfall		(\$6,613,700)
Carry-forward and over-enrollment tuition revenue	\$1,600,000	
Salary savings from 21 vacant positions	1,094,000	
Additional Support from the FSA and Residence Hall Operations	800,000	
Fee Support	720,000	
Delayed hires salary savings	614,700	
Prior year reserves	430,000	
Current year reserves	430,000	
Utility savings	400,000	
IFR unrestricted funds	300,000	
Institutional equipment funds	225,000	
Total Additional Campus Revenue		\$6,613,700
Shortfall		\$0

SUNY FREDONIA Proposed 2011-2012 Operating Budget Campus Total FTE Distribution by Area

	2011-2012		2010-2011		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	3.50	0.00	3.50	0.00	0.00
Academic Affairs	239.50	135.54	246.50	139.56	(7.00)	(4.02)
Administration	0.00	108.35	0.00	111.50	0.00	(3.15)
University Advancement	0.00	16.00	0.00	17.00	0.00	(1.00)
Student Affairs	0.00	65.36	0.00	63.85	0.00	1.51
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	239.50	328.75	246.50	335.41	(7.00)	(6.66)

	FTE	
Academic Affairs		
Athletic Reorganization: Sports Management Secretary to Student Affairs Division	(1.00)	
Athletic Reorganization: New Secretary in Sports Management	0.62	
Budget Reduction 2011-2012	(9.80)	
Fund Assistant Director Institutional Research	1.00	
Increase Secretarial FTE in Chemistry & Physics	0.16	
Adjustment 2010-2011: Physical Education Department FTE to Student Affairs	(2.00)	
Total Academic Affairs FTE Changes		(11.02)
Administration		
Athletic Reorganization: Reclassify Senior Launderer (Student Affairs) to SUNY Campus Worker	1.00	
Athletic Reorganization: Conversion Temp. Service ISA (Academic Affairs) to SUNY Campus Worker	1.00	
Budget Reduction 2011-2012	(7.00)	
Financial Analyst	1.00	
Fund Regulatory Affairs Specialist	0.60	
Increase Custodial FTE - Technology Incubator	0.25	
Total Administration FTE Changes		(3.15)
University Advancement		
Budget Reduction 2011-2012 (Print shop closing)	(1.00)	
Total University Advancement FTE Changes		(1.00)
Student Affairs		
Athletic Reorganization: Sports Management Secretary from Academic Affairs Division	1.00	
Athletic Reorganization: Reclassify Senior Launderer to SUNY Campus Worker (Administration)	(1.00)	
Athletic Reorganization: New Assistant Athletic Director Line	1.00	
Budget Reduction 2011-2012	(1.71)	
Adjustment 2010-2011: Physical Education Department FTE from Academic Affairs	2.00	
Increase PT Coaches FTE	0.34	
Rounding Adjustment	(0.12)	
Total Student Affairs FTE Changes		1.51
Total FTE changes		<u>(13.66)</u>



President’s Office

Overview

The President’s Office is composed of the Office of the President and the Office of Affirmative Action. Dr. Dennis L. Hefner, who serves as the University President, was appointed in November 1996. The President’s Office serves as the “front door” to external visitors and to the community, serves as the campus’ primary spokesperson, and is responsible for the overall operation of the university. Responsibilities extend to approval of campus policies; authorization of budget allocations; the granting of retention, tenure, and promotion to faculty; and the awarding of promotion and permanency to staff. Coordination activities include hosting numerous social and fund-raising events, including those held at the President’s House, and handling a myriad of campus-wide activities, such as the All-Campus Meetings, Annual Retirement Dinner, President’s Award for Excellence Luncheon, and Dialogues on Diversity, just to name a few. State and national lobbying efforts are coordinated by the office, and there is full involvement in securing external funding from all sources. Compliance with federal Affirmative Action regulations is another responsibility of the office.

Highlights

Overall campus performance and the improving image of the campus represent highlights from this past year. SUNY Fredonia is again ranked within the top 100 in the nation by Kiplinger’s Personal Finance magazine, named among the best Colleges in the Northeast by the Princeton Review, and is rated 12th among public master’s universities in the North by U.S. News & World Report. Regardless of the flaws in specific rankings, this level of consistency represents tangible evidence of the positive image achieved by SUNY Fredonia. Even more important is the seventh place national ranking for four-year graduation rates among public universities.



Other highlights include the university’s ability to attract a strong number of freshman applications, the exceptional quality of faculty applicants who come from some of the best doctoral universities in the nation, and expanded opportunities for external grants, student internships and community service, and study abroad programs.

Planning Assumptions

Planning assumptions used in the development of the President’s Office budget for 2011-2012:

- Inflationary salary adjustments for United University Professions (UUP) and Civil Service Employees Association (CSEA) will be allocated to the President’s Office for 2011-2012.
- The next phase of the business program accreditation by the Association to Advance Collegiate Schools of Business (AACSB) involves higher expenses than last year.
- Most 2011-2012 expenditures will be consistent with previous years, and will be made in support of institutional priorities and especially the goals forthcoming in the new campus wide strategic plan, “The Power of Fredonia,” which is in its development stage.

President Dennis L. Hefner displays a “Matsumoto Temari,” during the fall All-Campus Meeting. The gift was sent as a token of gratitude for Fredonia’s “Flight of Hope” Project in which 3,000 origami cranes were sent to three sister campuses in Japan following the devastating earthquake and tsunami.



2011-2012 SUNY Fredonia Operating Budget



President Hefner was an unfailing advocate of a five-year rational tuition plan; which came to fruition after Governor Andrew Cuomo signed the SUNY 2020 bill. SUNY Chancellor Nancy Zimpher had worked diligently during the spring and summer to get the bill passed through the state legislature and onto the Governor's desk.

Operating Budget

The 2011-2012 Operating Budget for the President's Office is \$522,000 - which is virtually unchanged except for two items that collectively totalled \$6,700. First, annual inflationary salary adjustments were included, and second, the distributed allocation of printing dollars associated with the closing of the campus print shop were included. The budget is composed of 3.5 FTE positions: University President, Assistant to the President, Keyboard Specialist, and half-time Affirmative Action Officer. Temporary service dollars are used to cover student workers, and equipment is limited primarily to the replacement of one computer each year. The contractual expense account is used exclusively to cover the cost of campus-wide and academic program accreditation fees and expenses.

SUNY FREDONIA Proposed 2011-2012 Operating Budget President			
	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
President's Office Personnel	\$ 343,400	\$ 339,800	\$ 3,600
Affirmative Action Overtime	40,800	39,300	1,500
	-	-	-
Personal Service Regular	\$ 384,200	\$ 379,100	\$ 5,100
Temporary Service	6,100	6,100	-
Other Than Personal Service	131,700	130,100	1,600
TOTAL	\$ 522,000	\$ 515,300	\$ 6,700

SUNY FREDONIA Proposed 2011-2012 Operating Budget SUMMARY President's Office	
2010-2011 Original Base Budget	\$ 515,300
2010-2011 Campus Adjustments	
Print Shop Allocation Redistribution	1,600
2010-2011 Negotiated Salary Adjustments	5,100
Sub-Total Permanent Adjustments	<u>6,700</u>
2010-2011 Final Base Budget	\$ 522,000
2011-2012 Budget Adjustments	<u>0</u>
2011-2012 Base Budget	\$ 522,000



Division of Academic Affairs

Overview

Academic Affairs includes the three academic divisions that offer all of SUNY Fredonia's academic programs—the College of Arts and Sciences, School of Business, and College of Education. Academic Affairs also includes Graduate Studies and Research, Lifelong Learning and Special Programs, Reed Library, Information Technology Services, Institutional Research, Planning, and Assessment; Interdisciplinary Studies, and the Professional Development Center. Academic support units—such as the Registrar's Office, the Learning Center, International Education, and Academic Advising—are also important parts of the division. Senior academic administrators form the Vice President's Council, a group that meets weekly with the Vice President for Academic Affairs to discuss issues in the division, the university, and beyond. The group uses a collaborative process in planning and budgeting and relies on two retreats a year for in-depth discussion and decision making.

Highlights

In the past year, this division has progressed in a number of areas.

- **Addressing Issues from Middle States Accreditation.** After a successful Middle States site visit in Spring 2010, the campus has been working on several issues that must be addressed in a monitoring report in February 2012: implementation of institutional and student learning outcomes assessment plans; institutional support for assessment activities; general education learning goals and assessment; and evaluation of adjunct faculty. The steps taken so far include:
 - ◊ Hiring the Assistant Director of Institutional Research, Planning, and Assessment, with half of her time devoted to assisting units with assessment plans and measures.
 - ◊ Refining the template for academic department assessment plans and progress reports.
 - ◊ Investing in general education reform by having the College Core Curriculum (CCC) Committee work on aligning campus policies with SUNY changes; by sending faculty/administrative teams to valuable national meetings; and by being selected to send a campus team to the Institute on General Education and Assessment, sponsored by the Association of American Colleges and Universities in Summer 2011.
 - ◊ Beginning conversations about consistent processes for evaluating adjunct faculty.
- **Planning for the College of Visual and Performing Arts.** As announced in February 2010, SUNY Fredonia will be launching a new division, the College of Visual and Performing Arts. The college will be home to the School of Music, the Department of Theatre and Dance, and the Department of Visual Arts and New Media. Plans to search for this position will begin during the 2012-2013 academic year. Throughout 2010-11, a Visioning Team has been discussing this new division and engaging the campus in considering what the new college can be and do. Based on their own ideas, research from the Educational Leadership Council, and input from campus stakeholders, they have been developing a mission statement and articulating the leadership needs of the college as it prepares to search for a dean. Although the responsibilities will be different, this is not a new position, as the dean line has been vacant since June 2010 when Dr. David Ewing resigned as Dean of the College of Natural and Social Sciences. Within the College of Arts and Sciences, Dean John Kijinski has led discussions of the mission of that division, which will house all core academic programs once the arts—like the professional programs—are moved into an independent unit.
- **Academic Program Development and Revision.** Several new academic programs were approved at the state level: Intensive Teacher Institute (ITI) programs for



2011-2012 SUNY Fredonia Operating Budget

Teaching English to Speakers of Other Languages (TESOL) and Bilingual studies, Music Therapy, and School District Leadership (C.A.S.). Adding new programs is essential for enrollment growth, program vitality, and recruitment of strong students; because of the budget implications for adding programs; however, the division has approached the task with caution, informed planning, and careful resource management.

- Facilities.** Participating in the Facilities Master Planning process was valuable for Academic Affairs, as the data on program needs will be useful for planning. Construction will soon begin on the new Science Center, led by Project Shepherd Holly Lawson, Director of Facilities Planning Markus Kessler, and Mitchell/Giurgola Architects. The architectural firm of Deborah Berke and Partners was selected for the program and design of the addition to the Michael C. Rockefeller Arts Center (RAC), and the process is well underway. Stephen Reese, the former chair of the Department of Theatre and Dance, is the Project Shepherd for the RAC addition.
- Google Apps for Education.** In January 2011, the campus migrated from a campus-based e-mail and calendaring system using Microsoft Outlook to a Google Mail system. The change greatly expanded the university's ability to provide much more storage space for users, and it yielded significant savings for the campus.

- New Faculty.** In Fall 2010, six new tenure-track faculty started service at SUNY Fredonia. Because of the budget cuts, there were no new lines added: all of these positions were replacements. Searches were conducted in 2010-2011 for positions that have been vacant for more than a year or that the Cabinet has judged to be essential for academic programs. These searches also yielded six new-tenure track positions for Fall 2011.

Planning Assumptions

- Avoiding layoffs despite the cuts to the operations budget.
- As much as possible, using full-time faculty for instruction but recognizing that adjunct faculty will be essential in delivering courses in the short term
- Ensuring that students have the courses they need to graduate on time.
- Designating additional positions that will remain vacant indefinitely.
- Funding only full-year sabbaticals at half pay, which generate cost savings.
- Maintaining academic quality through attention to programs, teaching, and advising.
- Finalizing steps in developing "The Power of Fredonia," the next strategic plan for the campus.

SUNY FREDONIA			
Proposed 2011-2012 Operating Budget			
Academic Affairs			
	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 25,873,800	\$ 25,253,100	620,700
Temporary Service	2,278,300	2,082,300	196,000
Other Than Personal Service	1,505,400	1,688,100	(182,700)
TOTAL	\$ 29,657,500	\$ 29,023,500	\$ 634,000



- Investing in professional development for faculty and staff (start-up, professional travel) to the extent possible.
- Continuing to support Professional Development Center programming, as well as on-campus workshops and webinars.
- Engaging in academic program reviews and updating.
- Refining the online University Catalog.
- Implementing faculty productivity tool software and more extensive use of online course evaluations.
- Continuing to explore ways to expand international programs, including the partnership with Hankuk University of Foreign Studies which will bring at least 40 new Korean students each year.
- Continuing to invest in student research (Office of Student Creative Activity and Research—OSCAR, the student exposition) and in engagement (Fredonia Academic Community Engagement Center—FACE).
- Investing, where possible, in institutional and academic equipment, using revenues from summer and J-term courses
- Continuing to address the budget deficit by relying on savings created through delaying the replacement of both faculty and non-instructional positions.



Operating Budget

The 2011-2012 Academic Affairs budget totals \$29,657,500, a change of \$634,000 from the 2010-2011 budget. The Academic Affairs budget will, to the extent possible, be focused on the commitments identified in the planning assumptions above. Where flexibility allows — as in the case of discretionary accounts, State University Tuition Reimbursable Accounts (SUTRA), and Indirect Cost accounts — funds will continue to be reinvested in faculty development and student scholarship.

The Office of Student Creative Activity and Research (OSCAR) exposition provides an opportunity for students to display their scholarly and creative work. Part of OSCAR's mission is to enable students to develop skills and knowledge that will benefit them in the future.

SUNY FREDONIA	
Proposed 2011-2012 Operating Budget	
SUMMARY	
Academic Affairs	
2010-2011 Original Base Budget	\$ 29,023,500
2010-2011 Campus Adjustments	
Print Shop Allocation Redistribution	10,500
Financial Plan Adjustment	(53,100)
2010-2011 Negotiated Salary Adjustments	1,208,300
Sub-Total Permanent Adjustments	1,165,700
2010-2011 Final Base Budget	\$ 30,189,200
2011-2012 Budget Adjustments	
Position Reductions	(635,100)
Recharge Adjustment	(21,600)
Increase Adjunct Budget Base	125,000
Sub-Total 2011-2012 Budget Adjustments	(531,700)
2011-2012 Base Budget	\$ 29,657,500



2011-2012 SUNY Fredonia Operating Budget



**Vice President for Academic Affairs
Virginia Horvath.**

SUNY FREDONIA			
Proposed 2011-2012 Operating Budget			
Academic Affairs			
	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
General College Program	8,000	8,000	-
Computer and Information Sciences	693,000	662,300	30,700
Education	115,500	110,300	5,200
Education C & I	839,300	799,300	40,000
Education LLL	901,100	948,500	(47,400)
Office of Field Experiences	121,000	115,700	5,300
Communication Disorders & Sciences	652,400	616,700	35,700
Learning Center	257,500	244,600	12,900
Speech & Hearing Clinic	70,000	66,600	3,400
Dean, College of Arts & Sciences	366,500	350,800	15,700
Interdisciplinary Studies	18,500	18,500	-
Theatre & Dance	843,000	830,900	12,100
Fine Arts Activities	372,900	355,500	17,400
Assoc. VP Graduate Studies & Research	205,700	200,400	5,300
Visual Arts & New Media	932,100	914,300	17,800
Biology	853,200	786,200	67,000
Business	1,319,200	1,285,600	33,600
Assessment	8,000	8,000	-
School of Business	146,000	145,000	1,000
Chemistry	707,000	666,900	40,100
Economics	416,200	397,200	19,000
English	1,464,000	1,479,000	(15,000)
Modern Languages	509,300	483,200	26,100
Geology	490,700	570,500	(79,800)
Health Education	233,300	247,700	(14,400)
History	980,300	931,200	49,100
Mathematical Sciences	790,100	795,200	(5,100)
Philosophy	414,800	393,800	21,000
Physics	300,400	357,100	(56,700)
Political Science	505,400	524,900	(19,500)
Psychology	957,000	906,500	50,500
Sociology	600,600	673,800	(73,200)
Social Work	196,100	185,700	10,400
Communications	804,200	823,900	(19,700)
Physical Ed Activities*	0	93,000	(93,000)
Music	2,848,400	2,760,800	87,600
Dean, College of Education	178,300	172,600	5,700
Academic Computing	193,600	187,600	6,000
Academic Advising	60,400	103,200	(42,800)
Assoc. VPAA	126,500	125,500	1,000
International Education	149,800	142,700	7,100
Creative Support Services	582,300	638,600	(56,300)
Library - Personal Service	1,055,000	1,059,400	(4,400)
Registrar	398,900	384,100	14,800
VP Academic Affairs	269,200	313,300	(44,100)
Academic Support	50,000		50,000
Fredonia Plan	68,800	140,600	(71,800)
Research Administration	202,200	192,100	10,100
Contract & Grant Administration	50,800	48,500	2,300
Institutional Studies	163,800	95,000	68,800
Computer Services	1,011,300	1,031,900	(20,600)
Data Communications	157,700	150,400	7,300
Honors Program	5,000	5,000	-
SUNY ITEC Support Recharges	209,500	0	209,500
Permanent PSR Reduction*	0	(295,000)	295,000
Personal Service Regular	\$ 25,873,800	\$ 25,253,100	\$ 620,700

*Physical Ed Activities was moved to Student Affairs beginning 2010-2011

*Permanent PSR Reductions were identified & distributed for the 2011-2012 Budget.



**SUNY Fredonia
Projected 2011-2012
Adjunct Budget**

The Adjunct Budget includes funding for both full-time and part-time faculty adjunct positions. The 2011-12 budget totals \$3,727,500 an overall increase of \$635,700 from the 2010-11 fiscal year. Additional savings of \$901,800 will be required from vacancies and sabbaticals to meet the needs of the Adjunct Budget.

The Adjunct Budget is composed of fixed and variable allocation. The 2011-12 fixed allocation totals \$1,658,000, which includes \$80,000 from the School of Music Income Fund Reimbursable (IFR) account, and an additional allocation of \$125,000 to assist in funding for additional adjunct coverage due to five instructional position reductions in the

Academic Affairs State Operating budget. The variable allocation totals \$1,167,700. The majority of the variable allocation consists of savings from anticipated vacant faculty lines and savings from sabbaticals or leaves. This allocation is dependent upon the number of vacant positions expected due to retirements, resignations, failed searches, and sabbaticals or leaves in the 2011-12 fiscal year. The variable allocation changes throughout the year.

SUNY Fredonia Proposed 2011-2012 Adjunct Budget Effective July 2011					
Adjunct Funding Components	DEANS			VP AA	Total
	A&S	Business	Education		
<u>Fixed Adjunct Allocations</u>					
2010-2011 Base Allocations	\$1,104,000	\$65,000	\$250,000	\$34,000	\$1,453,000
Less: Funding Transfers due to Position Reductions ²	\$125,000				\$125,000
Subtotal Fixed Allocations	\$1,229,000	\$65,000	\$250,000	\$34,000	\$1,578,000
Funding from School of Music IFR	80,000	0	0	0	80,000
Total Fixed Allocations	1,309,000	65,000	250,000	34,000	1,658,000
<u>Variable Adjunct Allocations</u>³					
Add: Funding from Vacancies (100%)	625,000	200,000	50,000		875,000
Savings from Sabbaticals (100%)	292,700		0	0	292,700
Total Variable Allocations	917,700	200,000	50,000	0	1,167,700
<u>Total Adjunct Funding</u>	<u>\$2,226,700</u>	<u>\$265,000</u>	<u>\$300,000</u>	<u>\$34,000</u>	<u>\$2,825,700</u>
<u>Projected Expense</u>					
Total Projected Departmental Adjunct Expense	\$3,014,000	\$263,100	\$416,400	\$34,000	\$3,727,500
<u>Additional Savings Required</u>	<u>(\$787,300)</u>	<u>\$1,900</u>	<u>(\$116,400)</u>	<u>\$0</u>	<u>(\$901,800)</u>

² 11-12 position reductions

³ Allocation will vary according to vacancies and sabbaticals or leaves.



2011-2012 SUNY Fredonia Operating Budget

SUNY Fredonia Projected Adjunct Budget 2011-12 by Department Effective July 2011

Account	Department	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
860022.01	Dean, A&S Reserve	\$5,000	\$5,000	\$0
860021.05	Biology	83,500	66,900	16,600
860021.08	Chemistry	36,000	52,200	(16,200)
860021.04	Comm. Disorders & Sciences	82,100	90,400	(8,300)
860022.10	Communication	102,800	98,800	4,000
860021.17	Computer Science	228,500	173,600	54,900
860021.18	Criminal Justice	40,000	67,800	(27,800)
860022.05	English	196,600	183,900	12,700
860021.10	Geosciences	81,000	46,200	34,800
860022.08	History	152,100	130,400	21,700
860021.11	Mathematics	203,200	202,700	500
860022.06	Modern Languages	110,200	151,200	(41,000)
860022.11	Music	1,082,100	874,400	207,700
860022.09	Philosophy	37,000	36,300	700
860021.12	Physics	49,100	40,400	8,700
860021.13	Political Science	64,000	72,300	(8,300)
860021.14	Psychology	97,000	37,600	59,400
860021.16	Social Work	5,200	13,300	(8,100)
860021.15	Sociology	38,200	18,900	19,300
860022.07	Sports Management	70,400	38,300	32,100
860022.03	Theatre and Dance	129,000	64,300	64,700
860022.12	Visual Arts and New Media	121,000	107,800	13,200
Total Adjunct Budget for Dean, A&S		\$3,014,000	\$2,572,700	\$441,300
860021.07	Business	\$145,100	\$92,000	\$53,100
860021.09	Economics	118,000	38,000	80,000
Total Adjunct Budget for Dean, Business		\$263,100	\$130,000	\$133,100
860025.01	Dean, Education Reserve	\$48,500	\$46,500	\$2,000
860025.02	Curriculum and Instruction	162,500	96,000	66,500
860025.03	Office, Field Experiences	112,000	99,600	12,400
860025.04	Language, Learning and Leader	93,400	93,000	400
Total Adjunct Budget for Dean, Education		\$416,400	\$335,100	\$81,300
860024.00	VPAA, Reserve	34,000	34,000	0
Total Adjunct Budget for VPAA		\$34,000	\$34,000	\$0
Total 2011-2012 Adjunct Budget		\$3,727,500	\$3,071,800	\$655,700



College of Arts and Sciences

Overview

The College of Arts and Sciences, comprised of 18 departments and the School of Music, is completing its first year as an academic unit. At the beginning of the 2010-2011 academic year, the unit was created by combining the departments of the College of Arts and Humanities and the College of Natural and Social Sciences into one college that would bring together all of the foundational disciplines on campus. The unit also brings together all the disciplines that provide teacher education and most of the disciplines that provide general education courses. The formation of the college was in keeping with SUNY Fredonia's mission as a comprehensive public liberal arts university. Dr. John Kijinski serves as the Dean of the College of Arts and Sciences; Dr. Roger Byrne, professor of biology, is the associate dean; and Dr. Ingrid Johnston-Robledo, associate professor of psychology, is the assistant dean. The college serves about 3,670 students through 215 full-time faculty, 154 part-time faculty, and 38 staff members. Recruitment is currently underway for four faculty positions, all of which are replacement positions.

Highlights

- Progress continues on the new \$60 million Science Center. The detailed architectural drawings have been completed, and the project has gone out to bid. Groundbreaking occurred September 2011. The project will allow the science and mathematics programs to fulfill their vision of delivering an education that prepares students for cutting-edge careers as scientists and teachers of science, and top notch graduate and professional schools.
- The new classroom addition to the Michael C. Rockefeller Arts Center is in the design phase. An architectural firm has been selected and preliminary drawings have been completed. The facility will enhance Fredonia's already outstanding reputation for preparing

students in the fine and performing arts.

- The Natural Sciences Advisory Council, established in 2007 and including alumni, continues to be an important resource for curricular and fundraising efforts of the college, and for student career development.
- The Arts and Humanities Advisory Council continues to provide guidance to programs in those areas. The council will be expanded to include representatives from the social sciences.
- Grant support to the college continues to be strong, with \$1.7 million in active external support and \$900,000 in pending proposals.
- The SUNY Fredonia Technology Incubator, located in the city of Dunkirk, has successfully attracted new corporations. Faculty in several departments are cooperating with businesses in the incubator and students are taking advantage of internship opportunities.
- Two new state-of-the-art facilities—the Robert and Marilyn Maytum Music Rehearsal Halls—were opened in October. The \$3 million addition includes two rooms which are two to three times the size of any existing rehearsal space in Mason Hall. They were designed and built specifically to accommodate large band and orchestral groups which have grown to as many as 120 members.
- Nick Guarino, junior in Computer and Information Sciences, was awarded the Dr. Sam Molnar Award by State University of New York Athletic Conference. The award is presented annually to a junior or senior athlete with the best combination of academic and athletic ability.
- Dr. Erica L. Snow of the Department of Physics was awarded a \$200,000 grant from the National Science Foundation (NSF) to support her research in studying basic properties of the hydrogen molecule. Dr. Snow will include Fredonia students in her research team for completing this grant.
- Dr. Nancy Hagedorn of the Department of History was awarded a one-semester independent research fellowship by the National Endowment for the



Dean of the College of Arts and Sciences
John Kijinski.



2011-2012 SUNY Fredonia Operating Budget



Dr. Paula Holcomb leads the SUNY Fredonia Wind Ensemble during the dedication of the new Robert and Marilyn Maytum Music Rehearsal Halls. The \$3 million addition was built to accommodate large band and orchestra groups.

Humanities to work at the Library Company of Philadelphia, an independent research library specializing in American history and culture from the 17th through the 19th centuries.

- Kevin Kearns, associate vice president for Graduate Studies and Research at SUNY Fredonia, received the Honors of the Academy of the Neurologic Communication Sciences and Disorders (ANCDs) at the annual American Speech-Language-Hearing Association (ASHA) convention.
- The School of Music has been approved by SUNY to offer a master's degree in Music Therapy.
- The School of Music, the Department of Theatre and Dance, and the Hillman Memorial Music Association collaborated to present an outstanding production of Jacques Offenbach's, "Tales of Hoffmann," in November 2010.
- James Piorkowski of the School of Music was promoted to the rank of SUNY Distinguished Professor.
- Tom Loughlin of the Department of Theatre and Dance was promoted to the rank of SUNY Distinguished Teaching Professor.

- Numerous students participated in the Student Research and Creativity Exposition, as well as in other campus-wide and departmental forums that featured student work.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 operating budget for the College of Arts and Sciences include the following:

- Funding only those currently empty tenure/tenure-track positions that are absolutely crucial to maintaining the academic mission.
- Decreased funding for new equipment and replacement of old equipment.

Operating Budget

The 2011-2012 operating budget poses the College of Arts and Sciences with some serious challenges. Due to diminished state funding, the college may have as many as 10 tenure-track positions that will go unfilled for at least the near future. The positions have become vacant due mostly to the retirement opportunities the SUNY system offered to faculty last year. Leaving the positions open, or freezing them indefinitely, is one means by which the college is addressing state decreases in funding. The college is also monitoring all offerings and working with chairs to make sure only essential courses are funded. Furthermore, in the past the college has been able to allocate portions of the operating budget to supplement professional travel for faculty. The extent to which the college is able to do this is now limited. The college has put strict limits on the amount of funding available for travel, using the savings to replace and acquire needed equipment. The college is working with Information Technology Services to make the best use of funds for computers. As the College of Arts and Sciences deals with budgetary challenges, its first goal will be to continue to offer the courses necessary to allow students to graduate on time.



College of Education

Overview

The College of Education (COE) consists of two departments: Language, Learning and Leadership; and Curriculum and Instruction, and two support offices: the Office of Field Experiences and the Office of Student Services. Dr. Christine Givner serves as Dean of the College of Education and the Chief Certification Officer for all of teacher education on campus (College of Education - Professional Education Unit or COE-PEU). Enrollment in the College of Education includes 657 undergraduate students and 249 graduate students, for a total of 906 students. The College of Education collaborates with the dean and content departments in the College of Arts and Sciences, in also currently serving 1,034 Adolescence Education, Music Education, and Communication Disorders and Sciences majors across the university, for a total of 1,940 undergraduate and graduate majors in the COE-PEU. It accounts for approximately 27 percent of all undergraduates and 75 percent of all graduate students enrolled at the university. The College of Education Office of Field Experiences is responsible for the oversight of more than 663 student teaching placements and 484 early field experience placements for the academic year. The College of Education offers four undergraduate programs and seven graduate programs. The College of Education undergraduate and graduate students are served by 24 full-time tenure track faculty, 22 part-time faculty, and seven support staff members. The COE-PEU had 328 students complete the initial certification program and 110 students complete the advanced program for a total of 438 students completing programs in the 2009-2010 academic year.

Highlights

- The awarding of two Fulbright Scholarships to graduates of the Teaching English to Speakers of Other Languages (TESOL) program:



- ◊ Amanda Bogert – Fulbright Scholarship, 2010-2011: English Teaching Assistant, Andorra
- ◊ Catherine Riedesel – Fulbright Scholarship, 2010-2011: English Teaching Assistant, Turkey.
- The Teacher Education Club at SUNY Fredonia, consisting of approximately 200 undergraduate teacher education students, is actively engaged in planning and participating in many informal and formal service learning and outreach activities with the children and youth of surrounding communities, and professional development opportunities. Some examples of these activities are:
 - ◊ A fashion show of “What NOT to Wear when You Student Teach;”
 - ◊ A Children’s Book Fair;
 - ◊ Collaboration with the Dunkirk 21st Century Elementary Grant to provide college student tutors for Dunkirk, N.Y., elementary students; and
 - ◊ Spring Children’s Festival in Barker Commons, Fredonia.
- Two TESOL student teachers completed field placements in Oaxaca, Mexico as part of a study abroad project at the University of Puebla (UPAEPE) in the 2011 Spring semester.

SUNY Fredonia’s College of Education and Office of Lifelong Learning teamed up with the Chautauqua County Education Coalition and Chautauqua Tapestry and sponsored the first Positive Behavioral Intervention and Supports (PBIS) program. The program was designed to guide school districts in the implementation of the program to improve student academic and behavior outcomes.



2011-2012 SUNY Fredonia Operating Budget



**Dean of the College
of Education
Christine Givner.**

- Five student teachers completed field placements in Australia as part of a study abroad program at the University of the Sunshine Coast.
- A group of 30 College of Education students with four advisors, Ellie Reddy, Dr. Bob Dahlgren, Tim Overbeck, and Lin Lieke, traveled to Belize during J-Term 2011 to work in Belizean schools with students and teachers.
- Both undergraduate and graduate students collaborated with faculty on many applied research projects to be presented at the Spring 2011 Third Annual College of Education Research Symposium.
- The College of Education continues its United Kingdom Student Exchange Program for the 23rd year. Students and faculty from the United Kingdom will come to Fredonia in early Spring 2011 and a cadre of Fredonia students and faculty will visit the United Kingdom in late May 2011.

Other highlights of the College of Education include:

- College of Education faculty published 24 refereed journal articles and made over 135 presentations at national professional conferences during the 2009-2010 academic year.
- For the second consecutive year, the College of Education exceeded its enrollment target for both incoming freshman and transfer students.
- Initiation of the newly-approved School District Leadership and Bilingual graduate programs.
- Implementation of the newly revised and expanded graduate program in Curriculum and Instruction, the largest graduate program on campus.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 operating budget for the College of Education include the following:

- Continued funding of existing positions.
- Continued funding for the needed adjunct budget to ensure coverage for the additional sections of core education courses resulting from growing enrollment and newly implemented programs in the College of Education.
- Maintenance of the current college enrollment targets for Fall 2011.

Operating Budget

The 2011-2012 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates growth in the numbers of undergraduates enrolled in the Early Childhood-Childhood Education dual certification program and the Childhood Inclusive Education program, as well as an additional number of graduate students expected to apply to the newly revised Curriculum and Instruction graduate program, the newly approved School District Leadership Certificate of Advanced Study (CAS) program, and the newly approved Bilingual CAS program. The College of Education plans to expand online course offerings during the next academic year with more offerings to practicing educational professionals in the region.



School of Business

Overview

The School of Business (SOB) includes two academic departments: Business Administration and Economics. Dr. Russell P. Boisjoly serves as Founding Dean of the school. The school serves about 764 students, 20 full-time faculty, 12 part-time faculty, and a staff member, while offering six majors (Accounting, Finance, Management, Marketing, Music Business, and Economics), and three minors (Accounting, Business Administration, Economics) at the undergraduate level.

Highlights

- The School of Business has operated successfully as an autonomous unit. Dr. Russell Boisjoly, the Founding Dean of the School of Business, joined SUNY Fredonia on July 1, 2009.
- The School of Business submitted its Association to Advance Collegiate Schools of Business (AACSB) Accreditation Plan to the AACSB Pre-Accreditation Committee and was advised to withdraw the application and reapply in December 2010 when the Assurance of Learning Plan was fully developed and complete. In response to suggestions, Drs. Boisjoly, Linda Hall, and Peter Reinelt went to the AACSB Assessment Seminar in June 2010. Dr. Hall and Dr. Reinelt will lead the Assurance of Learning Committee and oversee the measurement systems for learning outcomes. Two complete assessment cycles need to be finished in order to qualify for an accreditation visit, as well as comply with all the other standards.
- The School of Business is working closely with the SUNY Fredonia Technology Incubator to provide support for businesses as well as internship opportunities for students. There will be as many as 40 student internships during the Spring 2011 semester.
- An application was submitted for a \$250,000 Bill and Melinda Gates Foundation Grant which if awarded in



At a dinner reception, the Business Club presented the 2010 Business Person of the Year Award to Tracy Bennett, vice president for Administration emeritus at SUNY Fredonia.

January 2011 will qualify the school to apply for an additional \$5 million grant. The grant will support the deployment of educational technology for use in supporting General Education courses as part of the College Core Curriculum. This grant will be conducted in cooperation with Erie Community College and Erie 2 Board of Cooperative Educational Services (BOCES).

- Clifton Turner, Class of '84, was the recipient of the SUNY Fredonia Outstanding Achievement Award presented by the Fredonia Alumni Association.
- The 14 full-time faculty of the Department of Business Administration made 36 scholarly contributions to professional venues. These contributions included serving as reviewers or referees for academic journals, conference proceedings, presentations, book reviews and book chapters. The five full-time faculty of the Department of Economics made 30 scholarly contributions to professional venues.
- The number of Music Business majors increased to over 170. Armand Petri replaced Gerry Brindisi as a Visiting Assistant Professor of Music Business.



Dean of the School of Business Russell P. Boisjoly.

Student highlights include:

- Twenty-one students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting 200-plus clients from the local community.
- At a dinner reception, the Business Club presented the 2010 Business Person of the Year Award to Tracy Bennett, vice president for Administration emeritus at SUNY Fredonia.
- The Music Business Club ran a successful “Battle of the Bands” and sold a record number of event CDs.
- Victor DeLorenzo, of the band, “Les Femmes”, paid a two-day visit to campus to perform for Music Business students.

Operating Budget

The 2011-2012 budget will allow the School of Business to continue to make progress on strategic goals. Continued funding will allow for the multi-year process for accreditation by AACSB to move forward, as well as expansion of the Music Business program and establishment of new courses in entrepreneurship. If grant applications are funded, they will provide additional funds for research, curriculum development, and faculty travel. However, state funding cuts have severely limited equipment replacement, faculty travel, and research support. All necessary courses to allow students to graduate on time will continue to be offered.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 budget for the School of Business include the following:

- Continued funding for all existing tenure/tenure-track positions.
- Enrollment will increase by approximately 20 students.



The Accounting Society engages in many activities, including “Meet the Accountant Night.” The event is designed to provide employers with the opportunity to meet juniors and seniors in the accounting program and to promote career opportunities in their organizations.



Associate Vice President for Curriculum and Academic Support

Overview

The Office of the Associate Vice President for Curriculum and Academic Support (AVPCAS) supervises several of the Academic Support units, notably the Learning Center, Registrar, Native American Consortium, and International Education Center. The units interact with vast numbers of students during any given day of the academic year. The units are 12-month offices with a consistent work flow pace throughout the academic year. Dr. Melinda Karnes currently serves as the AVPCAS and supervises these areas.

The office is also responsible for working with chairs and deans to develop new curriculum proposals, curriculum changes, and to shepherd the documents to SUNY System and New York State Education Department (NYSED) offices. The AVPCAS is the academic liaison to the Academic Affairs Committee (AAC) and serves as the conduit of information between the AAC, the Graduate Council and the Registrar's Office. All new and revised course and program proposals must be signed-off by the AVPCAS prior to entry into the Banner system. The AVPCAS also serves as project director for the online University Catalog.

The AVPCAS provides financial and supervisory assistance to the Coordinator of Academic Advising & Liberal Arts, who is the primary advisor for the 300-plus undeclared students with Liberal Arts (undeclared) status. In addition, she assists the director of the Honors Program and functions as student appeal officer for the General Education program (College Core Curriculum - CCC). The Academic Advising Office will be in transition this year, but will still provide services, seminars and advising to the undergraduate Liberal Arts population, and will coordinate advisement for incoming freshman and transfer students.

Highlights

- The AVPCAS serves as project director for the SUNY Fredonia online University Catalog.
- The International Education Center reported steady increases in international joint programs, attracting many students to Fredonia. Applications for study abroad are at an all-time high. The hiring of the assistant director was a very beneficial addition to the staff, as the recruitment and study abroad tasks can be distributed between the director and assistant director, providing a point person for each of these two aspects.
- The Honors Program is under the new direction of Dr. David Kinkela, who is working with Dr. Theodore Steinberg for a smooth transition.
- The Learning Center consistently has record numbers of tutoring sessions and exam accommodations for students with disabilities.
- The Master of Music in Music Therapy was approved by SUNY and the New York State Education Department.
- Four new Interdisciplinary Studies minors were created during the past year: Russian, East-European and Eurasian Studies; Statistics; Dance Administration; and Web Programming. Also, during the fall semester, the Interdisciplinary Studies programs went through a successful SUNY five-year program review process. The final report was received in the spring and an action plan was developed for review by the administration. (Interdisciplinary Studies programs now report to the Associate Dean for the College of Arts & Sciences.)



Associate Vice President for Curriculum and Academic Support Melinda Karnes.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 budget for the Office of the Associate Vice President for Curriculum and Academic Support include the following:



Operating Budget

The 2011-2012 budget will allow the Office of the AVPCAS to continue to make progress toward various program goals within the academic support units. International Education will be working with Admissions to increase the level of international student recruitment for both undergraduate and graduate programs and to accommodate the increased federal reporting requirements by the Department of State. The Registrar will continue working with Institutional Research and Planning to provide SUNY with the latest changes in Banner-reporting data. The Coordinator of Academic Advising & Liberal Arts will continue to provide quality advisement for Liberal Arts students and advisement materials for the campus, but will do so from the newly created Advising office in the Learning Center. The Disability Support Services (DSS) office (within the Learning Center) continues to see increases in referrals and tutoring services. The Native American Consortium Office, while managing its own restricted budget fund, is planning for campus recruiting and academic events. The director is working closely with SUNY officials in Albany through service on several state committees.

The Honors Program challenges and supports student learning through a series of specially designed seminars. Each seminar offers a unique educational experience, enabling students to work with some of the finest faculty members on campus in a small class setting.

- Replacement of open positions as warranted.
- Provide for the development of the advising portion of the Learning Center, where the Coordinator of Academic Advising & Liberal Arts will be housed. The closing of the Advising Office in Fenton Hall will provide more academic space for departments in that building, but will require one more office on the fourth floor of Reed Library for the coordinator.
- Continue to publish the catalog online in order to save printing costs and support the sustainability movement on campus.
- Continue to enroll substantial numbers of Honors and international students.

Associate Vice President for Graduate Studies and Research

Overview

The offices of Graduate Studies, Sponsored Programs, Institutional Research, Planning and Assessment; Office of Student Creative Activity and Research (OSCAR), the SUNY Fredonia Academic Community Engagement (FACE) Center, and the SUNY Fredonia Technology Incubator report to the Associate Vice President for Graduate Studies and Research, Kevin P. Kearns. The Office of Graduate Studies focuses on graduate student admissions, enrollment and recruitment, and the development and approval of new graduate courses and programs. The Sponsored Programs office coordinates the application, development and administration of all sponsored programs on campus. The staff also assists faculty with identifying funding opportunities, proposal writing and grant related budgeting. The Office of Institutional Research, Planning and Assessment compiles institutional data, completes all survey requests and institutional analyses, and helps to coordinate campus-wide assessment activities.

Highlights

Accomplishments of the Graduate Studies and Research areas include the following:

- Approval of new graduate programs – such as the Master of Music in Music Therapy, and Intensive Teaching Institute (ITI) Programs in Bilingual Education and Teaching English to Speakers of Other Languages (TESOL) Special Education. The Curriculum and Instruction program was revised to expand the kinds of teaching certification candidates may seek, and the graduate English programs were revised to provide more research and field experiences for students. A new Collaborative Piano track was added to the Master of Music in Performance degree.

- The office refined the online graduate application process to increase efficiency and responsiveness to students. The electronic application process allows applicants to apply to graduate programs online and track the progress of their application.
- The Office of Graduate Studies and Research is proud of its efforts to support and enhance student research, scholarship and creative activity on campus through the Office of Student Creativity and Research (OSCAR). The purpose of the office is to promote and support student scholarly and creative works across the campus. The Student Research and Creativity Exposition showcased a diverse range and high quality of student creativity and scholarship at SUNY Fredonia. The impressive display of intellectual and creative achievement provided tangible evidence of the depth and variety of learning opportunities and close faculty-student collaboration available across campus.
- The Office of Sponsored Programs has been instrumental in the development and administration of external support for faculty research, scholarship and creative activities. The professional staff oversees and manages a broad range of regulatory and compliance issues including those associated with the use of human subjects in research. Sponsored awards exceeded \$3 million in the 2009-2010 fiscal year.
- The FACE Center promotes campus and community collaboration in the areas of civic engagement, sustainability, service learning, and community-based volunteerism and research.
- The SUNY Fredonia Technology Incubator located in the business and waterfront district of Dunkirk, N.Y., has attracted and nurtured approximately a dozen technology business start-ups. To date, the businesses have clustered in the areas of energy and social media. Companies have hired employees and students in support of their efforts to flourish and contribute to the local economy. The incubator gives tenants access to educational services as well as intern assistance, and in turn, give students and faculty an excellent environment for both learning and teaching.



Associate Vice President for Graduate Studies and Research Kevin Kearns.



2011-2012 SUNY Fredonia Operating Budget



Fredonia's Technology Incubator gives tenants access to educational services as well as intern assistance, and in turn, gives students and faculty an excellent environment for both learning and teaching. Forty Fredonia students have had internships at the incubator.

- Marissa Cope was named Assistant Director, Office of Institutional Research, Planning and Assessment. Her private sector experience along with her analytical and technical skills will be a significant asset for institutional assessment efforts.

Planning Assumptions

Planning assumptions used to develop the 2011-2012 Graduate Studies and Research office budget include:

- Full funding for all existing positions.
- Continued funding for the online graduate software for admissions, recruitment and communication services.
- An increase in the number of graduate academic programs and certificates and a concomitant increase in the number matriculating graduate students.
- Continuation of programs, such as the faculty summer Research Grant program that support faculty research and scholarly activities that lead to the submission of external grant submissions.
- Continued growth and expansion of the SUNY Fredonia Technology Incubator.

- Enhanced efforts to support access for all qualified students and increased diversity of the graduate student population.
- Expansion of the efforts for the FACE Center to connect students to the community through service learning, volunteerism and research.

Operating Budget

Funds for the 2011-12 fiscal year will bolster efforts to offer an increasingly diverse range of graduate programs that will enhance the university's ability to better serve the graduate student population. Continued outreach to an expanded and diverse student base will enhance the university's educational mission as well as its reputation in the region and beyond. In addition, the offices of Sponsored Programs and the Center for Regional Advancement will continue to support faculty and student research, creative activities and collaborations and solidify burgeoning relationships with surrounding communities. The Graduate Studies and Research unit looks forward to the expansion of the SUNY Fredonia Technology Incubator and the increasing impact it will have on the regional economy.

Associate Vice President for Information Technology Services

Overview

The Associate Vice President for Information Technology Services (ITS) provides leadership and oversight for the Information Technology Services unit and operating budgets, as well as oversight for the Student Technology Fee budget. Information Technology Services strives to provide a growing and reliable, secure, and accessible computing infrastructure, in addition to implementing new and maintaining current applications for student, faculty, and staff use as articulated in the Mission Statement. Karen Klose serves as the associate vice president of Information Technology Services and along with seven team leaders and 22 staff members provides professional production, systems, programming, multimedia, project management, network, and computer help desk support. The leadership and oversight of the unit is based on university goals and objectives determined in collaboration with the Information Technology Services Executive Board, the Information Technology Advisory Board (ITAB) and associated steering committees, and ITS staff members.

Information services are utilized in every aspect of the SUNY Fredonia environment. The initial “visit” to SUNY Fredonia likely occurs through the campus home page www.fredonia.edu, often leading to an on-campus visit. The virtual infrastructure and support provided and maintained by Information Technology Services provides high-speed and secure online services and transactions such as course registration and billing, FREDCard (campus ID card) transactions, access to library resources and course syllabi/content/discussion forums, communication via e-mail and social networking venues, and electronic door access to student living spaces as well as to academic and administrative buildings/offices. Student computer labs for instructional and general-use purposes, as well as classrooms equipped with multimedia and wireless network access,



are considered important components of the technology infrastructure maintained by Information Technology Services.

Highlights

“Behind the scenes” maintenance, administration, and troubleshooting work, requiring 65 percent of a typical ITS staff member’s time on a daily basis, provides the “stable, responsive, secure, and accessible computing environment” enjoyed by SUNY Fredonia students and employees. In addition to the systems, database, network, software, labs and smart room maintenance and upgrades, staff across the department excelled with the following new projects and endeavors:

- Initiation of the ITS Newsletter, “TechWatch,” <http://www.fredonia.edu/its/news/>, which is produced fall, winter and spring with articles from ITS staff members.
- Completion of a number of larger projects, including Electronic Academic Standing Letters, Textbook linkage to courses, the Electronic Summer Orientation Registration process, and numerous software upgrades (Banner 8, ANGEL 7.4, Campus Call 3.5, COS, SIRIS, and Chestnut web server).
- Effective combating of webmail phishing attacks with fewer than half a dozen distinct messages avoiding detection

The Thompson Hall TV Studio received funding from the SUNY Construction Fund to upgrade studio lighting. The new lighting is extremely energy efficient as compared to the original system.



Associate Vice President for Information Technology Services Karen Klose.

until after delivery to the end user as compared to more than 7,000 distinct webmail phishing messages detected.

- SMART classroom monitoring system upgrades and renovation of four traditional classrooms to “smart” capability.
- Design and installation of a new sound system at University Stadium and an upgraded lighting and control room switcher for the Thompson Hall TV studio.
- Wireless printing was researched and installed in Reed Library and the Thompson Hall Media Center.
- Installation of a second high performance network monitoring appliance and reporting tool that allows detailed traffic analysis, an upgrade to the wireless network to new 802.11n specification (increasing connection speed from 54 megahertz up to 260 MHz if in close proximity of two radios), and Technology Incubator network completion, with incubator university staff connections secure and isolated from the tenant network. The flexibility of the network design was proven when the incubator became temporary offices for several Chautauqua County programs displaced by the Masonic Building fire in Dunkirk, N.Y., and this third group of users (with VoIP), were quickly and seamlessly added to the network.

Planning Assumptions

Planning assumptions used in development of the Information Technology Services 2011-2012 operating budget include the following:

- Full funding for existing positions.
- Student Access to Computing Programs (SCAP) remains intact.

Operating Budget

The 2011-2012 operating budget, allows for basic maintenance of the university’s communications, business, and learning systems. Research and roll-out of newer technologies and infrastructure is thus extremely limited, or non-existent. It is anticipated that the recent move from the Exchange e-mail and calendaring system to a partnership with Google Apps for Education will allow for hardware expenditure and staff time for emerging initiatives. Continued capital funding for network and wireless network upgrades across campus has been critical to maintaining the infrastructure necessary to provide the reliability and security expected at a university. Operating expenditures will continue to be reviewed and “tweaked” as appropriate in order to continue funding inflationary increases for essential items while adding new applications and annual support expenditure. Additional investment in technology funding is still required to provide advanced web-based communication and business applications to meet academic and administrative requirements.



Student computer labs for instructional and general-use purposes, as well as multimedia rich classrooms and wireless network access, are considered important components of the technology infrastructure maintained by Information Technology Services.



Division of Administration

Overview

The Administration division consists of nine departments with nearly 360 employees. Major departments within the division include:

- Interim Vice President for Administration
Karen R. Poriglia – Administration division
- Interim Associate Vice President
for Administration Judy L.
Langworthy – Financial operations
- Associate Vice President and Faculty
Student Association Executive Director
Charles Notaro – FSA auxiliary services
- Environmental Health and Safety
Director Anne Podolak – Health,
safety, and emergency planning
- Facilities Planning Director Markus
Kessler – Capital facilities projects
- Facilities Services Director Kevin
Cloos – Custodial, maintenance,
grounds and landscaping
- Human Resources Director Michael Daley
– Human resources and employee benefits
- Internal Control Director Amy Beers –
Campus internal control operations
- University Services Director Soteris
Tzitzis – Campus support services

The Administration organizational chart is shown in Appendix 5.3

The overarching goals of the Administration division are to:

- Provide a safe and supportive educational environment.
- Develop appropriate use of new technology.
- Assure well-maintained buildings and grounds.
- Support the region’s economic and educational development.



Highlights

Some of the highlights from the Administration division include:

- The campus is consistently recognized as a leader in the development of an all-funds budget linked to institutional priorities.
- Administration is a leader in supporting campus-wide sustainability initiatives.
- The hard work of the campus custodial staff and grounds and landscaping staff have resulted in the campus consistently being recognized for its outstanding appearance and cleanliness.
- The Facilities Planning office and Facilities Services are recognized within SUNY as a leader in managing “campus lets.” Campus lets are capital construction projects completely managed by the campus instead of the SUNY Construction Fund or the Dormitory Authority of the State of New York (DASNY).
- The campus Environmental Health and Safety office has coordinated the campus-wide emergency management plan and training of campus employees in the use of Automatic Electronic Defibrillators (AED).

The campus wide Sustainability Committee carried out another very successful Earth Week which included the Green Expo” which featured exhibitors, vendors, and organizations with “Green” products and services.



2011-2012 SUNY Fredonia Operating Budget

- The campus Park and Ride service annually transports more than 20,000 riders from remote parking lots, eliminating the need to construct additional parking and preserving green space in the core of the campus.
- Outstanding management of campus fiscal operations, including planning and implementation of revised financial plans resulting from numerous budget cuts and financial reviews with each division on campus.
- Implementation of an aggressive five-year capital plan which addresses many of the critical maintenance needs of the campus and includes a new \$60 million Science Center and a \$40 million Rockefeller Arts Center Classroom addition project.
- Seven additional Administration positions will be cut in the 2011-2012 budget. This brings the total to 13 positions over three fiscal years.
- Replacements for open positions will continue to be subject to a six month delay before the search process can commence.
- There will be no layoffs of any Administration employees.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 Administration budget include:

- The state will provide funding for all bargaining unit salary increases, however, there will be a corresponding budget cut exceeding the amount of the salary increases.

Operating Budget

The 2011-2012 administrative services budget totals \$6,155,300 – an increase of \$108,300 from the 2010-2011 fiscal year. The Administration budget represents 13.03 percent of the total University Budget. Despite the reduction in Administration staffing, the budget will still permit the Administration departments to continue to provide a high level of service to the campus community in custodial services, maintenance, and various financial and administrative services.

SUNY FREDONIA		
Proposed 2011-2012 Operating Budget		
SUMMARY		
Administration		
2010-2011 Original Base Budget		\$ 6,047,000
2010-2011 Campus Adjustments		
Print Shop Allocation Redistribution	24,600	
Financial Plan Adjustment	102,500	
2010-2011 Negotiated Salary Adjustments	167,500	
Sub-Total Permanent Adjustments		<u>294,600</u>
2010-2011 Final Base Budget		\$ 6,341,600
2011-2012 Budget Adjustments		
Position Reductions	(292,900)	
Recharges & Maintenance Operations	106,600	
Sub-Total 2011-2012 Budget Adjustments		<u>(186,300)</u>
2011-2012 Base Budget		<u>\$ 6,155,300</u>



SUNY FREDONIA
Proposed 2011-2012 Operating Budget
Administration

	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
M&O Admin & Management	\$ 90,000	\$ 86,500	\$ 3,500
Asbestos Abatement	-	3,000	(3,000)
Facilities Planning	74,300	106,400	(32,100)
Custodial	1,439,900	1,477,500	(37,600)
Technology Incubator	13,900	10,000	3,900
Bldgs - Structural Maintenance	193,800	214,900	(21,100)
Bldgs - Systems - Electrical	97,700	46,600	51,100
Bldgs - Systems - Plumbing	183,400	255,900	(72,500)
Refrigeration	32,700	-	32,700
Grounds	212,700	251,900	(39,200)
Motorized Equip	83,600	80,800	2,800
Utilities Plant	251,400	386,200	(134,800)
Health & Safety	102,200	69,500	32,700
VP Administration	211,300	207,200	4,100
Business Affairs	135,300	119,300	16,000
College Services	117,000	114,700	2,300
Budgeting	190,000	120,800	69,200
Accounting	58,800	56,500	2,300
Purchasing	127,900	142,100	(14,200)
Accounts Payable	67,800	64,700	3,100
Payroll	183,300	191,900	(8,600)
Personnel	280,400	297,500	(17,100)
Property Control	40,100	38,600	1,500
Internal Audit	53,500	50,500	3,000
Student Billing	340,400	336,700	3,700
Central Duplicating	33,400	30,300	3,100
Mail & Messenger	36,500	33,100	3,400
Central Stores	117,100	151,200	(34,100)
Overtime	53,900	50,900	3,000
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
Permanent PSR Reduction	0	(150,000)	150,000
Personal Service Regular	\$ 4,838,000	\$ 4,860,900	\$ (22,900)
Temporary Service	151,100	151,100	-
Other Than Personal Service	1,166,200	1,035,000	131,200
TOTAL	\$ 6,155,300	\$ 6,047,000	\$ 108,300

*Permanent PSR Reductions were identified & distributed for the 2011-2012 Budget



*Interim Vice
 President for
 Administration
 Karen Porpiglia.*



**Vice President
for University
Advancement
David Tiffany.**

Division of University Advancement

Overview

The University Advancement division supports, encourages, and promotes SUNY Fredonia’s academic mission and vision by interacting with alumni, faculty, staff, emeriti and retirees, friends, businesses, foundations and the greater community. Dr. David M. Tiffany serves as Vice President for University Advancement. The Division of University Advancement is charged with creating and strengthening SUNY Fredonia’s relationships with important partners. The division’s goal is to engage and connect these constituents with the university to garner support and secure resources that will enhance SUNY Fredonia’s unique place in higher education.

The University Advancement division includes a staff of 20 which, in addition to fund-raising, is also responsible for alumni relations, public relations, governmental relations, and publications. The Development and Alumni Affairs areas coordinate outreach activities and initiatives with friends and donors, as well as Fredonia’s 39,289 living alumni.

Highlights

Summarized below are significant highlights and accomplishments achieved or planned by the Division of University Advancement.

- The Doors to Success Capital Campaign was officially announced in May 2008, and by the end of June 30, 2011 had received gifts and pledges of \$15,344,177. The campaign goals are to significantly increase the size and number of scholarships offered to students, enrich student educational opportunities, enhance academic programs, and bolster cultural programming on campus. The campaign goal was originally \$15 million; it is scheduled to conclude on December 31, 2011.
- Total 2010 giving was \$3,369,712 (unaudited), an increase of 52 percent from 2009.
- Annual Fund giving in 2010 was \$352,535,

an increase of \$19,047 (5.7 percent) from the 2009 total of \$333,488.

- All-Campus Appeal: payroll deduction pledges made for 2010 included 151 pledges totaling \$61,837, compared with 133 pledges totaling \$65,773 for 2009, a decrease of 6 percent.
- The School of Music Alumni Leadership Conference was held on July 16 and 17, 2010.
- The Scholars Breakfast was a highlight of Family Weekend with over 850 scholarship recipients, family members, faculty and foundation board members in attendance to hear remarks by SUNY Chancellor Nancy Zimpher.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 operating budget for the Division of University Advancement include the following:

- Fredonia College Foundation receipts are expected to decrease 10 percent in 2011.
- Allocation from the Print shop operations will be re-distributed across campus.
- Continued expansion of the Alumni and Friends electronic community.
- Doors to Success campaign gifts and pledges will exceed the \$15 million goal.
- Scholarship fund-raising will continue to strengthen.
- Any open university personnel positions will be held vacant for a minimum of six months before being filled, to help address the reduction in SUNY system funding.

Operating Budget

The Division of University Advancement’s operating budget for 2011-12 totals \$1,375,900 - an increase of \$5,000 from the 2010-11 fiscal year. Budget priorities will continue be travel-related expenditures to allow Development and Alumni Affairs staff to meet with donors and prospects in order to discuss gifts and pledges for the Doors to Success Capital Campaign.



SUNY FREDONIA
Proposed 2011-2012 Operating Budget
SUMMARY

University Advancement

2010-2011 Original Base Budget	\$ 1,370,900
2010-2011 Campus Adjustments	
Print Shop Allocation Redistribution	(42,100)
Financial Plan Adjustment	-
2010-2011 Negotiated Salary Adjustments	47,100
Sub-Total Permanent Adjustments	5,000
2010-2011 Final Base Budget	\$ 1,375,900
Sub-Total 2011-2012 Budget Adjustments	0
2011-2012 Base Budget	\$ 1,375,900

SUNY FREDONIA
Proposed 2011-2012 Operating Budget
University Advancement

	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Alumni Relations	\$ 74,100	\$ 70,800	\$ 3,300
Printing*	-	41,100	(41,100)
Publications	234,400	220,900	13,500
University Information Services	526,700	504,100	22,600
VP University Advancement	298,100	290,400	7,700
Personal Service Regular	\$ 1,133,300	\$ 1,127,300	\$ 6,000
Temporary Service	25,000	30,000	(5,000)
Other Than Personal Service	217,600	213,600	4,000
TOTAL	\$ 1,375,900	\$ 1,370,900	\$ 5,000

* Printshop closed



**Vice President for Student Affairs
David Herman.**

Division of Student Affairs

Overview

The Student Affairs division includes 13 departments: Office of Student Affairs, Office of Admissions, Office of Financial Aid, Educational Development Program, Office of Campus Life (includes Orientation), Department of Athletics, Center for Multicultural Affairs, Office of Residence Life, Office of Career Development, University Police Department, Health Center, Judicial Affairs, and the Counseling Center. Supervision in this area is provided by Vice President for Student Affairs David Herman along with Associate Vice President of Enrollment Services Daniel Tramuta and Assistant Vice President for Student Affairs Monica White. The Student Affairs division employs approximately 100 staff, providing services and programs that promote a safe environment and an active and positive campus life for students, supporting their learning and developmental needs. The unit provides a comprehensive array of services and programs to assist students in the development of skills that contribute to their personal and intellectual development, informed decision making, responsible citizenship, and academic and personal success.

Highlights

The SUNY Fredonia Student Affairs division is highly regarded across the state and the Fredonia campus and is a consistent leader in many areas on the SUNY Student Opinion Survey, the American College and University Housing Officers International survey, and the National Survey of Student Engagement. Other highlights and accomplishments of the Student Affairs division include:

- Many successful health education programs were offered throughout the campus community including workshops and printed materials.
- The Financial Aid Office transitioned to the Direct Stafford Loan Program.
- The Campus Life Office completed the planning and design for the last phase of the Williams Center renovation.
- Under the leadership of Athletic Director Greg Prechtel, the transition from “Athletics” to “Athletics and Recreation” was completed. This new organizational structure provides a much clearer demarcation between the purely academic programs, which continue to report to Academic Affairs, and all other functions occurring in and around Steele and Dods halls.

SUNY FREDONIA Proposed 2011-2012 Operating Budget SUMMARY		
Student Affairs		
2010-2011 Original Base Budget		\$ 3,971,700
2010-2011 Campus Adjustments		
Print Shop Allocation Redistribution	5,400	
Financial Plan Adjustment	141,100	
2010-2011 Negotiated Salary Adjustments	77,500	
Sub-Total Permanent Adjustments		<u>224,000</u>
2010-2011 Final Base Budget		\$ 4,195,700
2011-2012 Budget Adjustments		
Position Reductions	(80,600)	
Sub-Total 2011-2012 Budget Adjustments		<u>(80,600)</u>
2011-2012 Base Budget		<u>\$ 4,115,100</u>



- The Counseling Center continues to be frequently utilized and with the assistance of a per diem counselor, was able to continue to offer counseling services to students in need.
- Campus Life and Volunteer and Community Services at SUNY Fredonia continue to promote greater student involvement in local service organizations.
- The Office of Career Development has doubled the number of internship opportunities for students, and has worked with the Fredonia Business Incubator to increase connections with local businesses.

Operating Budget

The proposed 2011-2012 Student Affairs operating budget totals \$4,115,100. This represents approximately 8.71 percent of the University Operating budget. This budget provides funding for 65.36 Full Time Equivalent positions. The Student Affairs division works closely with other divisions to raise funds, write grants, co-sponsor programs, and develop and allocate scholarship dollars. Funding for scholarships has improved over the last five years, but Fredonia remains far behind our competitors. The division frequently works with the Student Association and departmental advisory groups on budget and fee related issues.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 operating budget for the Student Affairs division include the following:

- Elimination of funding for two existing lines, resulting in reduction of services in several critical areas, including admissions, career development and counseling.

Budgets in all units are reviewed annually and plans are developed to improve the financial status of each unit. While SUNY budgets are extremely tight, the delivery of direct services continues to be the highest priority. State funds as well as Residence Life and auxiliary budgets continue to help support the many varied activities of the division.

SUNY FREDONIA			
Proposed 2011-2012 Operating Budget			
Student Affairs			
	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
VP Student Affairs	\$ 393,100	\$ 386,600	\$ 6,500
Admissions	718,200	715,200	3,000
Educational Opportunity Program	111,400	113,300	(1,900)
Financial Aid	243,700	220,900	22,800
Career Development	314,100	330,200	(16,100)
Health & Physical Education	513,400	409,400	104,000
Multicultural Affairs	135,400	131,400	4,000
Campus Center	308,500	292,300	16,200
University Police	578,200	663,300	(85,100)
Athletics	336,900	311,100	25,800
Permanent PSR Reduction	-	(55,000)	55,000
Personal Service Regular	\$ 3,652,900	\$ 3,518,700	\$ 134,200
Temporary Service	123,100	123,100	-
Other Than Personal Service	339,100	329,900	9,200
TOTAL	\$ 4,115,100	\$ 3,971,700	\$ 143,400

*Permanent PSR Reductions were identified & distributed for the 2011-2012 Budget.



SUNY Fredonia is ranked 12th among the top public universities in the North in the 2012 edition of U.S. News & World Report's "Best Colleges."

Institutional/Utilities Budget

Overview

The Institutional/Utilities portion of the budget includes funding for campus utilities and a variety of other institutional expenses, including institutional equipment allocations, campus contingency funds, university-wide recharges and institutional memberships. This section of the budget is also where salary provision accounts are maintained when received from SUNY System Administration until they are allocated out to divisions.

Highlights

Some highlights from the Institutional/Utilities section of the budget include:

- The campus management of utilities has continued to improve, including the purchasing of utilities as well as monthly review and projections of utility needs.
- Utility savings were realized during 2010-2011. Savings were applied to funding the State Operating budget shortfall.
- Monthly monitoring of various institutional recharge accounts allowed for accurate tracking of expenditures by the administrative department.

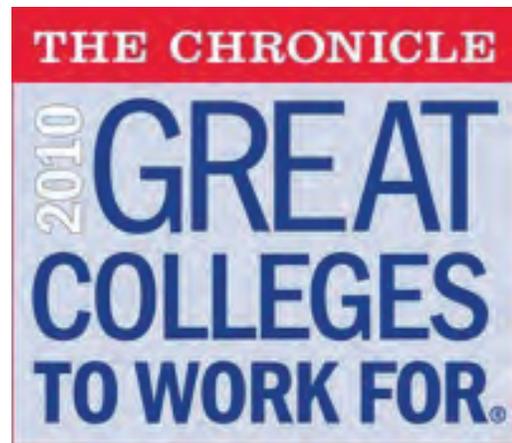
Planning Assumptions

Planning assumptions used in the development of the 2011-2012 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$408,900
- Inflationary funding for utilities will increase by \$23,800.
- Inflationary funding for Other Than Personal Services (OTPS) will increase by \$130,500.
- Tap Credit Scholarships amounting to \$351,100.

Operating Budget

The 2011-2012 Institutional/Utilities budget totals \$5,415,800 – a decrease of \$688,000 from the 2010-2011 fiscal year. The increased need for budgetary savings attributed to this decrease. Savings are budgeted as a negative figure.





SUNY FREDONIA
Proposed 2011-2012 Operating Budget
SUMMARY

Utilities/Other

2010-2011 Original Base Budget		\$ 6,103,800
2010-2011 Campus Adjustments		
Financial Plan Adjustment	(11,800)	
2010-2011 Negotiated Salary Adjustments	(1,505,500)	
Sub-Total Permanent Adjustments		<u>(1,517,300)</u>
2010-2011 Final Base Budget		\$ 4,586,500
2011-2012 Budget Adjustments		
Inflationary Utility Increases	23,800	
Recharges	45,500	
Tap Credit Scholarship	351,100	
2011-2012 Bargaining Unit Salary Increases	408,900	
Sub-Total 2011-2012 Budget Adjustments		<u>829,300</u>
2011-2012 Base Budget		<u><u>\$ 5,415,800</u></u>

SUNY FREDONIA
Proposed 2011-2012 Operating Budget
Utilities/Other

	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 633,900	\$ 1,709,000	\$ (1,075,100)
Temporary Service	160,200	167,500	(7,300)
Utilities	2,760,100	2,900,600	(140,500)
Other Than Personal Service	1,861,600	1,326,700	534,900
TOTAL	<u><u>\$ 5,415,800</u></u>	<u><u>\$ 6,103,800</u></u>	<u><u>\$ (688,000)</u></u>



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**RESIDENCE LIFE
OPERATING BUDGET**





2011-2012 SUNY Fredonia Residence Life Operating Budget



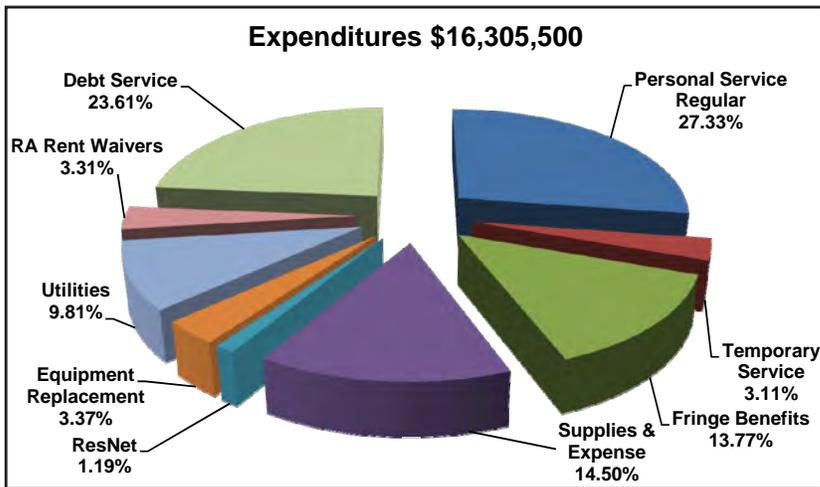
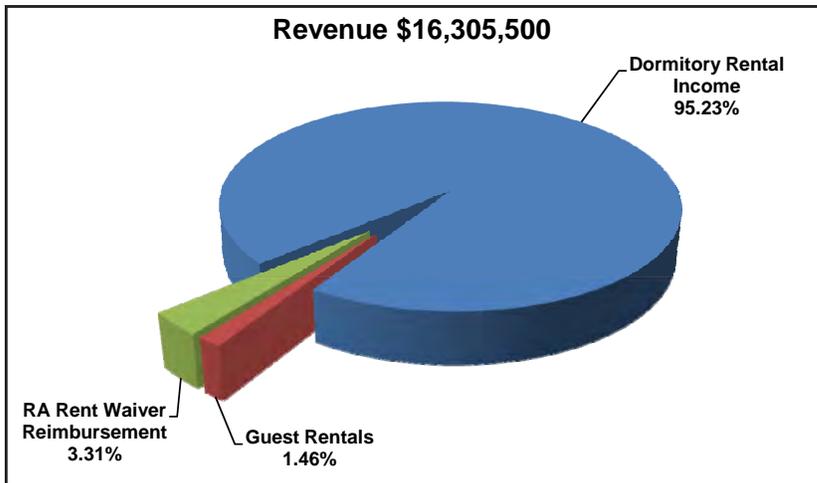
SUNY Fredonia has 14 residence halls for students to choose from.

SUNY FREDONIA Residence Life 2011-2012 Dormitory Income Fund Reimbursable (DIFR) Budget

Overview

The Residence Life program on the SUNY Fredonia campus supervises the operation of 14 residence halls with a designed capacity of 2,714 beds. Gary Bice Jr., director of Residence Life, and associate directors Amy Murrock and Kathy Forster oversee the program, while Benjamin Hartung serves as systems administrator. Collectively, they coordinate a staff of 13 Residence Directors (RDs), 68 Resident Assistants (RAs) and 12 Residential Computer Consultants (RCCs) that provide a quality experience for its 2,693 (Fall 2010) residents.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2011-2012 Residence Life budget of \$16.3 million funds 93.2 FTE positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. These procedures granted campuses greater flexibility in the management of the residence hall operations. SUNY residence halls are totally self-sufficient and supported entirely by revenue generated from operations. Consultation with residence hall students concerning proposed 2011-2012 rates and capital projects was conducted on Dec. 9, 2010.



Highlights

The SUNY Fredonia Residence Life program has consistently been highly ranked when compared with national peers. In the most recent Association of College and University Housing Officers-International (ACUHO-I) Benchmarking Survey from 2008-2009 which measures student satisfaction, the Residence Life program received the following evaluations from students:

2011-2012 SUNY Fredonia Residence Life Operating Budget



- 81 percent would recommend living on campus to new students.
- 76 percent feel that their housing experience fulfilled their expectations.
- 74 percent feel that living on campus enhanced their learning experience.

Assessment findings consistently indicate that personal interactions (the ability to live cooperatively, meet other people, improve interpersonal relationships, and resolve conflicts) are a key component in predicting a student's overall satisfaction with residence life. Much of the success of the SUNY Fredonia Residence Life program comes from staff efforts to assist students to develop the skills and understanding to participate as productive members of a community with mutual respect and civility toward others. Many programs are offered throughout the academic year to enhance or assist resident students with these interpersonal skills. A sampling of some of these events from the past year includes the following:



- **Move-in Crew** - 237 students representing 14 student groups assisted residence hall students and their families on move-in day at the start of the fall semester.

Eighty-one percent of students would recommend living on campus to new students.

SUNY FREDONIA Proposed 2011-2012 Budget Dormitory Income Fund Reimbursable (DIFR)

Comparison of 2011-2012 Residence Life Budget to 2010-2011 Budget

	2011-2012	2010-2011	Change
Revenue Sources:			
Dormitory Rental Income	\$ 15,526,750	\$ 14,650,500	\$ 876,250
Guest Rentals	238,750	279,500	(40,750)
RA Rent Waiver Reimbursement	540,000	520,000	20,000
Total	\$ 16,305,500	\$ 15,450,000	\$ 855,500
Expenditures:			
Personal Service Regular	\$ 4,454,300	\$ 4,270,600	\$ 183,700
Temporary Service	506,300	503,800	2,500
Fringe Benefits	2,245,928	2,136,441	109,487
Supplies & Expense	2,363,700	2,278,800	84,900
ResNet	194,500	190,000	4,500
Equipment Replacement	550,000	550,000	-
Utilities	1,600,000	1,600,000	-
RA Rent Waivers	540,000	520,000	20,000
Debt Service	3,850,000	3,400,000	450,000
Reserve	772	359	413
Total	\$ 16,305,500	\$ 15,450,000	\$ 855,500



2011-2012 SUNY Fredonia Residence Life Operating Budget



2010 - 2011 Resident Assistants.

- **Little Siblings Weekend** - 207 siblings spent a weekend of activities on campus with their brothers and sisters.
- **Buffalo News Kids Day** - 289 students from 24 student groups raised more than \$3,726 for charity in April 2010.

Other services provided to residence hall students include:

- The Wellness Center, Aerobics Center and craft room.
- ResNet provided technology support and services for all residents by processing 1,524 work orders, including registering approximately 4,300 network devices. They coordinated making all residence hall rooms wireless accessible to complete the wireless capability of the campus, as well as continuing to monitor the installation and support of closed circuit TV cameras and card access in each building.

The programs and services enhanced the quality of life for residence hall students and the entire campus community.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$300 annually from \$5,950 to \$6,250 - an increase of 5.04 percent. Total available revenue will increase from \$15.5 million to \$16.3 million.
- Residence halls will contribute an additional \$400,000 to the University Operating budget to assist with N.Y. State budget cuts.
- Residence hall occupancy will remain above 95 percent in the fall and increase to 90 percent in the spring semester.
- Contractual salary increases are included within this budget.
- Resident Assistant annual stipends will remain at \$900.
- No increase in utility costs.
- An additional allocation of \$450,000 for debt service to provide support for ongoing residence hall capital projects.
- Investing in residence hall student room furniture will remain at \$550,000.

These financial and operational assumptions serve as the basis for the development of the 2011-2012 Residence Life operating budget.

Operating Budget

The 2011-2012 Residence Life operating budget totals \$16.3 million and funds a total of 93.2 FTE positions. It includes the director's office, administrative staff including the ResNet staff of two, cleaning staff of 38, maintenance staff of 25, six members of the University Police staff and one member of the Facilities Planning staff.

Laundry, cable and telephone services are paid out of the operating budget. An aspect of the laundry service is an online website that



allows students to see or be notified when their laundry is done (www.laundryview.com). Over 85 television channels are provided to students and the availability of HDTV channels and/or digital service was provided beginning in 2008-2009. Finally, while minimally used with the prevalence of cell phones, free campus and local telephone service continues to be provided to each room. The land lines provide service if an emergency situation was to occur and enables cost-conscious students to call local establishments rather than use their contracted cell phone allotment.

During Summer 2010, the bathrooms and fire alarm system in Chautauqua Hall were updated. The fire alarm system was also updated in Gregory Hall. New room furniture was purchased for both Kasling and McGinnies halls. Grissom Hall was the second of the eight quad buildings to receive new windows. Kasling Hall had renovations done to the



lobby area. Hemingway and Schulz halls both received new carpeting throughout the buildings.

Moving-in weekend.

SUNY FREDONIA Proposed 2011-2012 Budget Dormitory Income Fund Reimbursable (DIFR)

FTE Summary

	2011-2012 Non-Inst. FTE	2010-2011 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	37.50	38.50	-1.00
Facilities Planning	1.10	1.10	0.00
Bldgs. - Struct Maint.	7.00	8.00	-1.00
Bldgs. - Systems (Electrical)	3.00	3.00	0.00
Bldgs. - Systems (Plumbing)	5.00	4.00	1.00
Motor Equip. Maint.	1.00	1.00	0.00
Administration/Director	15.00	15.00	0.00
ResNet	2.00	2.00	0.00
Utilities Plant	6.00	5.00	1.00
RH Student Life	1.50	0.50	1.00
Administrative Overhead	5.30	4.90	0.40
Security & Safety	5.80	5.80	0.00
Total Residence Life	93.20	91.80	1.40



2011-2012 SUNY Fredonia Residence Life Operating Budget



Some of the projects on tap for Summer 2011 include renovation of the bathrooms in Alumni Hall as well as new room furniture throughout both Disney and Grissom halls. Lobby upgrades are scheduled for Grissom Hall. Eisenhower Hall is slated to be the third of the eight quad buildings to receive new windows. The Kirkland Quad is targeted for a transformer replacement, and Gregory and Grissom halls are scheduled to have interior signage upgrades.

The 2011-2012 budget includes an allocation of \$550,000 for residence hall furniture. A summary of all proposed capital projects for 2011 includes:

- Eisenhower Hall – Window Replacement \$1,050,000
- Alumni Hall – Bathroom Upgrades 800,000
- Grissom Hall – Lobby Upgrade 480,000

- Kirkland Quad – Transformer Replacement 250,000
- Eisenhower Hall – Elevator Upgrade 225,000
- Fiber Optic and Access Control Upgrades 200,000
- Carbon Monoxide - Detectors 160,000
- Gregory and Grissom Hall Interior Signage and Doors 195,000
- Student Room Painting 100,000
- Stairwell Improvements 25,000
- Resident Director Apartment Upgrades 20,000

TOTAL \$3,505,000

All programs offered by the Residence Life staff and residence hall construction projects are intended to enhance student satisfaction and build upon the outstanding reputation that the SUNY Fredonia Residence Life program has maintained for many years.

Residence Life Director Gary Bice Jr. The SUNY Fredonia Residence Life program has consistently been highly ranked when compared with national peers.



The Residence Life staff is dedicated to providing essential services for resident students and fostering an environment that promotes personal and community development.



SUNY FREDONIA
Proposed 2011-2012 Budget
Dormitory Income Fund Reimbursable (DIFR)

DIFR Revenue Projection

RATE STRUCTURE:	2010-11	2011-12	Percentage	Annual
	Current	Proposed	Change	Rate
Doubles	\$2,975	\$3,125	5.04%	\$6,250
Kitchen Suites	3,325	3,475	4.51%	6,950
Singles - Fall Semester	4,000	4,150	3.75%	8,300
University Commons Singles	4,300	4,450	3.49%	8,900
University Commons Doubles	3,200	3,350	4.69%	6,700
Temporary	2,300	2,450	6.52%	4,900
RA Waivers	4,000	4,150	3.75%	8,300

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted	Projected	Budgeted	Projected	
	Fall 2010	Fall 2011	Fall 2010	Fall 2011	
Doubles	2,185	2,210	\$6,500,375	\$6,906,250	\$405,875
Kitchen Suites	125	125	415,625	434,375	18,750
Singles - Fall Rate	65	65	260,000	269,750	9,750
University Commons Singles	50	50	215,000	222,500	7,500
University Commons Doubles	50	50	160,000	167,500	7,500
Temporary	0	0	0	0	0
Fall Totals	2,475	2,500	\$7,551,000	\$8,000,375	\$449,375
Percent Change		<u>1.01%</u>			<u>5.95%</u>

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted	Projected	Budgeted	Projected	
	Spring 2011	Spring 2012	Spring 2011	Spring 2012	
Doubles	2,050	2,075	\$6,098,750	\$6,484,375	\$385,625
Kitchen Suites	110	110	365,750	382,250	16,500
Singles - Spring Rate	65	65	260,000	269,750	9,750
University Commons Singles	50	50	215,000	222,500	7,500
University Commons Doubles	50	50	160,000	167,500	7,500
Temporary	0	0	0	0	0
Spring Totals	2,325	2,350	\$7,099,500	\$7,526,375	\$426,875
Percent Change		<u>1.08%</u>			<u>6.01%</u>

COMPARISON OF DIFR REVENUE :

	2010-2011	2011-2012	Change
Projected Dorm Revenue	\$14,650,500	\$15,526,750	\$876,250
Projected Guest Rental	279,500	238,750	(40,750)
RA Waivers	520,000	540,000	20,000
Total Revenues	\$15,450,000	\$16,305,500	\$855,500
Percentage Change In Revenues			<u>5.54%</u>



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

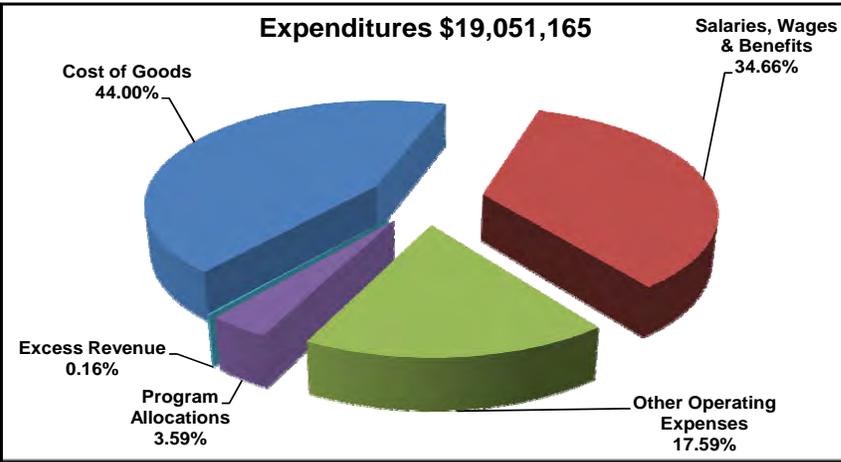
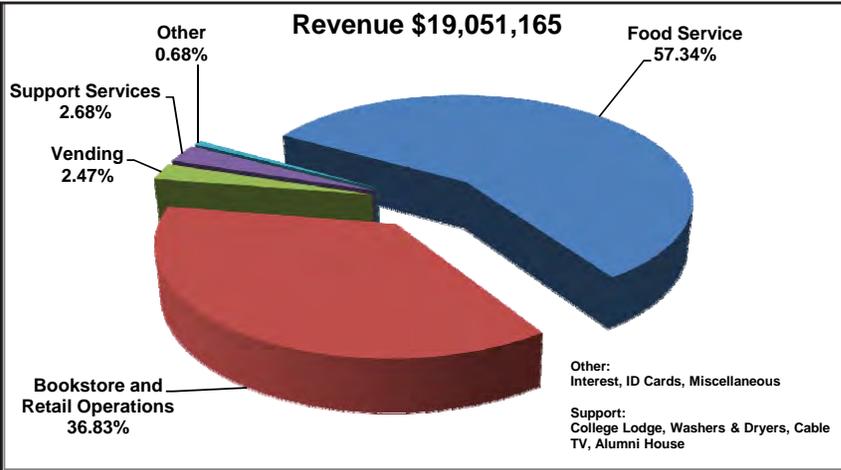
OPERATING BUDGET

**FACULTY STUDENT ASSOCIATION
OPERATING BUDGET**





2011-2012 Faculty Student Association Operating Budget



University Bookstore.

appropriate goods and services that may not otherwise be provided by the State of New York. Central to this effort is the ability to recognize the variety and dynamic nature of the population involved in an attempt to maximize customer satisfaction while maintaining the financial integrity of the corporation.

SUNY FREDONIA Faculty Student Association

Overview

The Fredonia Faculty Student Association (FSA), incorporated in 1951, is a private corporation governed by the Not-for-Profit Corporation Laws of the State of New York. The bylaws of the corporation detail the purpose, membership, meeting requirement, director responsibilities and specification for the corporation assets and funds. The board of directors consists of five constituent groups represented as follows: Students (7), Faculty (3), Administrative Staff (3), Classified Staff (1), and Alumni Representative (1), for a total of 15 directors.

The mission of the Faculty Student Association is to identify and provide

SUNY Auxiliary Services Corporations individually hold a Contract Agreement with their respective institutions as specified by Guidelines with the State University of New York. The Fredonia Faculty Student Association has a 10-year contract expiring on June 30, 2018. The agreement specifies individual campus activities and services of the corporations. Included in the current agreement are physical space and equipment documentation as well as corporation indemnification of the State University and the State of New York. In addition, specific budget requirements and matters of financial reporting are clarified.

The agreement guidelines include areas of organization, which specify board composition and structure. Specific services are listed in each agreement with the



opportunity for additional services added through an agreement amendment process. Provisions for audit review, funded reserves, and corporate equity guidelines are also specified in the agreement guidelines.

The FSA budget includes Dining Services, University Bookstore, Vending, Washers and Dryers, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 84 full-time employees, 105 part-time and approximately 340 student employees.

Charles Notaro, FSA executive director and Matthew Snyder, FSA controller, initially prepared the following 2011-2012 budget in conjunction with other FSA management. The proposed budget was then presented for consultation to the Budget Committee of the FSA Board of Directors. Members of the committee included the following FSA Board Members: Karen Porpiglia, Maggie Bryan-Peterson, Brian O'Connor and Michael Baker.

Highlights

The FSA continually works to improve its services and respond to the various needs of the campus. Some of the highlights from FSA operations over the past year include:

- Installed FREDCard (SUNY Fredonia ID) production equipment and converted to i-class card technology to meet future campus needs.
- Continued FREDFunds program for use of the FREDCard at on and off-campus locations. Off-campus use is minimal and because of monthly terminal fees, some merchants have opted out of the program.
- An early retirement incentive that mirrored the N.Y.S. program was offered to 27 eligible employees.
- Met the new federal compliance requirements for retirement plans by obtaining an independent audit and filing the new IRS Form 5500 Annual Return/Report of Employee Benefit Plan.



The Faculty Student Association (FSA) employs 84 full-time employees, 105 part-time and approximately 340 student employees.

- Met the new federal compliance requirements by filing the revised IRS Form 990 Return for Organization Exempt From Income Tax and instituted new corporate governance policies (Code of Ethics, Conflict of Interest, Whistleblower, and Record Retention policies).

Planning Assumptions

Planning assumptions used to develop the 2011-2012 budget include:

- A \$125,000 increase in support and assessments to the campus for total funding of \$1,237,000:
 - ◇ \$485,000 in restricted program expenditures.
 - ◇ \$170,000 in unrestricted program funds.
 - ◇ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◇ \$2,000 for grounds keeping.
 - ◇ \$550,000 in space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions will be \$400,000.



2011-2012 Faculty Student Association Operating Budget

Budget Summary

	2011-2012 <u>Budget</u>	2010-2011 <u>Budget</u>	Difference Increase <u>(Decrease)</u>
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 10,913,465	\$ 11,386,900	\$ (473,435)
Cost of Goods Sold	3,767,364	4,052,013	(284,649)
Total Operating Expenses	5,576,047	5,435,040	141,008
Other Revenues	11,000	8,000	3,000
Allocation of Administrative Expenses	1,039,638	1,228,771	(189,133)
Excess of Revenues Over/(Under) Expenses	<u>\$ 541,415</u>	<u>\$ 679,076</u>	<u>\$ (137,661)</u>
<u>Bookstore (Schedule B)</u>			
Total Revenues	\$ 6,973,000	\$6,708,000	\$ 265,000
Cost of Goods Sold	4,271,370	4,300,160	(28,790)
Total Operating Expenses	1,751,156	1,684,792	66,364
Other Revenues	43,600	53,200	(9,600)
Allocation of Administrative Expenses	658,846	390,086	268,760
Excess of Revenues Over/(Under) Expenses	<u>\$ 335,228</u>	<u>\$ 386,162</u>	<u>\$ (50,934)</u>
<u>Vending (Schedule C)</u>			
Total Revenues	\$ 470,000	\$501,000	\$ (31,000)
Cost of Goods Sold	343,100	360,720	(17,620)
Total Operating Expenses	25,725	21,426	4,300
Other Revenues	-	-	-
Allocation of Administrative Expenses	17,263	19,504	(2,241)
Excess of Revenues Over/(Under) Expenses	<u>\$ 83,912</u>	<u>\$ 99,350</u>	<u>\$ (15,439)</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	\$ 510,100	\$504,900	\$ 5,200
Cost of Goods Sold	-	-	-
Total Operating Expenses	482,836	474,738	8,097
Other Revenues	-	-	-
Allocation of Administrative Expenses	74,295	87,769	(13,474)
Excess of Revenues Over/(Under) Expenses	<u>\$ (47,031)</u>	<u>\$ (57,607)</u>	<u>\$ 10,577</u>
Total Revenue from Operations	18,921,165	19,162,000	(240,835)
Total Cost of goods and Operating Expenses	<u>18,007,641</u>	<u>18,055,018</u>	<u>(47,377)</u>
Excess Revenues from Operations	\$ 913,524	\$ 1,106,982	\$ (193,458)
Miscellaneous Revenues (Schedule F)	130,000	142,000	(12,000)
Program Expenditures (Schedule E)	685,000	660,000	25,000
Unallocated Administrative Office Expenses (Schedule F-1)	328,892	366,300	(37,408)
Excess Revenue	<u>\$ 29,632</u>	<u>\$ 222,682</u>	<u>\$ (193,050)</u>



- The early retirement incentive was accepted by seven employees and resulted in an approximate net wage and benefit cost of \$42,000 in the first year. The positive effect on wages in year two will be approximately \$110,000.
- Centre Pointe, in the basement of the Williams Center, will be open during the academic year while renovation work takes place on the ground and second floor. The café on the ground floor will be closed.
- Changes in hours of operation for Cranston Marché, Centre Pointe, FREDEExpress, Marketplace at Erie, and Starbucks Coffee result in an increase of 5,904 hours from the 2010-2011 budget. Changes in staffing, annual wage increases, retirements, etc., result in a 2.76 percent net increase in wages and benefits from the 2010-2011 budget.
- The capital budget totals \$468,200 of which most is replacing equipment that has reached the end of useful life. The expansion of the Convenience Store sales floor, bagel production equipment, and the Marketplace at Erie entrance design are non-replacement costs.

Operating Budget

The 2011-2012 FSA budget has \$19,051,165 in sources of revenue. This represents a \$252,835 or 1.31 percent decrease from the 2010-2011 budget of \$19,304,000. The uses of funds consist of \$8,381,834 in cost of goods sold, \$6,603,522 in wages and benefits, \$3,351,177 of operation expenses and \$685,000 in program expenditures. This budget is projected to generate excess revenue over expenditures of \$29,632 or .16 percent.

SUNY FREDONIA Faculty Student Association

Dining Services Overview

The Faculty Student Association Dining Services division operates two all-you-can-eat dining halls (Cranston Marché and Marketplace at Erie) two retail a la carte units (Centre



Pointe Food Court and Trendz), cafes in Fenton Hall, McEwen Hall, and Mason Hall and concessions in Steele Hall and University Stadium. Bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 53 full-time employees, 81 part-time and approximately 300 student employees.

Highlights

Dining Services strives to exceed the culinary and service demands of our diverse customer clientele by committing to flexibility, creativity, change and constant attention to customer focus and feedback.

- Cranston Marché's recipe for demonstration cooking, Chef Creations and Made to Order choices validates the popularity of this perennially desirable dining destination.
- Marketplace at Erie maintains its competitive edge with continued menu development and extremely popular special dinners and monotony breakers.
- Centre Pointe and Trendz continues to evolve by utilizing the "Spring into Fall" promotion to bring potential new items to the menu.

Maplevale Farms, Inc., a family-owned food-service supplier based in nearby Clymer, N.Y., serves as the primary vendor for Faculty Student Association (FSA) food services. Pictured from left are FSA Dining Services Director Michael Proffer, Maplevale Farms Sales Manager Dale Willink, Maplevale Farms President Gary Neckers, and SUNY Fredonia President Dennis Hefner.



2011-2012 Faculty Student Association Operating Budget



Executive Director of the Faculty Student Association Charles Notaro.

- Demand for catering services by the campus continues to maximize available resources; therefore availability for external customers is limited.
- The new primary food vendor relationship with Maplevale Farms, Inc., functions well and allows for many local buying opportunities.

Planning Assumptions

Planning assumptions used to develop the 2011-2012 budget include:

- The University Meal Plan Policy has been simplified to, “All on-campus residents must select from Residence Life meal plans 1 through 4. Seniors, residents of Disney and Eisenhower kitchen suites, and commuter students are not required to maintain a meal plan; however they may choose any plan.”
- A five meals per week plan with \$900 semester points and five feed-a friend meals has been added.
- The semester points amount for the 14, 10 and seven meals per week plan have been increased to \$575 from \$550.
- The daily limit for points expenditures has been increased to \$35 from \$25 and the meal allowance at Centre Pointe increased to \$5.75 from \$5.50.
- 7,303 contract meal plans for the academic year with net price increases ranging from 3.05 percent to 3.37 percent.
- Plan counts for Fall 2011 are estimated to be 40 less than Fall 2010 and Spring 2012 plan counts are 50 less than Spring 2011.
- As a result of the Williams Center renovation project, the café on the ground floor has been eliminated. The hours of operations for other locations have been changed to accommodate: Cranston Marché will close after lunch Friday for the weekend in order to be available for catering, Marketplace at Erie will be open seven days per week, and Centre Pointe will open

at 7:30 a.m. on weekdays. The catering kitchen will be moved to the Commissary.

- Planning for the Tim Hortons on the ground floor of the Williams Center will continue.
- Food cost percentage of 29 percent of gross revenue used in both years. Currently, commodity and produce prices are very volatile.
- Labor budgets reflect the 31 week academic year along with budgets for specific operating periods during recess. Labor budgets have been adjusted for changes to operating hours.
- Management positions will be re-evaluated as a result of early retirement incentive acceptance.
- Nutritional information and sustainability initiatives will continue.

Operating Budget

The 2011-2012 Dining Services budget of \$10,924,465 consists of \$9,677,465 in contact meal plans plus commissions, special function and cash sale revenue. This represents a \$473,435 or a 4.16 percent decrease from the 2010-2011 budget of \$11,394,900. Total contract meal plan revenue is budgeted for \$12,027,465 (includes \$100,000 for additional points added) with \$2,350,000 reported in the University Bookstore budget. Total operation expenses of \$5,576,047 have increased by \$141,008 or 2.59 percent increase over 2010-2011. After a change in administrative expense allocation, this budget is projected to generate excess revenue over expenditures of \$541,415 or 4.96 percent.



Dining Services Budget - Schedule A

<u>Revenues</u>	<u>2011-2012 Budget</u>	<u>2010-2011 Budget</u>
Contract Meals	\$ 9,677,465 a	\$ 9,938,150
Commissions	126,000 b	168,750
Special Functions	630,000 c,d	775,000
Cash Sales	480,000 d	505,000
Total Revenue	\$ 10,913,465	\$ 11,386,900
<u>Cost of Goods Sold</u>		
Beginning Inventory	100,000	100,000
Purchases	3,767,364	4,052,013
Less: Ending Inventory	100,000	100,000
Cost of Goods Sold	3,767,364 e	4,052,013
Gross Profit on Sales	\$ 7,146,101 f	\$ 7,334,887
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	\$ 3,978,930	\$ 3,906,642
Supplies and Materials	372,000	354,000
Depreciation	285,198	288,977
Corporate owned	361,904	369,494
Leasehold Improvements	13,600 g	13,600
RA Support	564,415	502,327
Other Operating Expenses	564,415	502,327
Total Operating Expenses	\$ 5,576,047	\$ 5,435,040
Excess of Revenues over Expenses	\$ 1,570,053	\$ 1,899,847
<u>Other Revenues</u>	\$ 11,000	\$ 8,000
<u>Allocation of Administrative Expenses</u>	1,039,638 h	1,228,771
Excess of Revenues Over Expenses	\$ 541,415	\$ 679,076

Notes:

- a Includes meal plan points sales totaling \$675,000 at sub-contracted cafe and concession operations. Also, includes \$100,000 for C-75 plans and additional points added. Total meal plan count projections have been based on corresponding prior semesters with planning assumptions reflected. Excludes \$2,350,000 meal plan points sales in the C-store, FREDEExpress, and Starbucks. That amount is reflected in the Bookstore revenue.
- b With Williams Center Café closed, sub-contract sales are expected to drop to lower commission level.
- c Includes \$30,000 sub-contracted special function revenue
- d Budget reduced on actual past and expected future amounts.
- e Food cost of 29% for both years.
- f The gross profit is the self-operated gross profit plus commission from sub-contracted cafes.
- g RA support is based on 68 RA's and consists of \$200.00 per RA each year towards a meal plan.
- h Revised Administrative Expense allocation based on percentage of gross revenue.



Faculty Student
Association
Controller
Matthew Snyder.



2011-2012 Faculty Student Association Operating Budget



The Marketplace at Erie, one of two “all you can eat” dining centers that FSA operates, highlights home-style favorites at 10 platforms, with an emphasis on nutrition and healthier preparation.

Dining Services Budget Schedule A - Addendum 1

	2011-2012 Budget	2010-2011 Budget
Supplies and Materials		
China/Glass/Silverware/Trays	\$ 15,000	\$ 15,000
Cleaning Supplies	55,000	55,000
Linen	5,000	5,000
Miscellaneous Food Service Supplies	45,000	40,000
Office Supplies	2,000	4,000
Paper Supplies & Sustainable wares	210,000	200,000
Printing and Marketing	10,000	15,000
Uniforms	30,000	20,000
Total Supplies and Materials	\$ 372,000	\$ 354,000
Other Operating Expenses		
Advertising	\$ 5,000	\$ 10,000
Bad Debts and Sales Tax	20,000	15,000
Computer Services & Systems Maintenance	20,000	25,082
Dues and Subscriptions	1,000 ^a	1,000
Education and Training	10,000	10,000
Equipment Rental	10,000	5,000
Gas and Oil	7,000	6,000
Licenses and Permits	500 ^b	2,000
Professional Services & Nutritional Consulting	15,000	12,000
Refuse Removal	40,148	42,232
Repairs and Maintenance	40,000	40,000
Telephone	11,000	11,000
Travel	10,000	12,000
Utilities and Space Assessment	374,767 ^c	311,013
Total Other Operating Expenses	\$ 564,415	\$ 502,327
Other Revenues		
Linen Revenue	\$ 9,000	\$ 7,000
Miscellaneous Revenue	2,000	1,000
Total Other Revenues	\$ 11,000	\$ 8,000

Notes

- a Member of NACUFS (National Association of College and University Food Service).
- b Liquor license is a two year renewal.
- c Proportional share of \$100,000 increase in space and utility assessment.





Dining Services Budget Schedule A - Addendum 2

A. Dining Services Operations Program Description

Self Operated: (List)

Cranston Marche
Erie Dining Center
Center Pointe
C-Store and FREDEExpress (Bookstore)
Starbucks Coffee (Bookstore)

Café and Concession Operations:

Fenton Hall
Mason Hall
McEwen Hall
Steele Hall
University Stadium

B. Contract Meal Plan Information

- (1) Is a Contract Meal Plan Optional Mandatory
Campus residents except seniors, Disney and Eisenhower Hall kitchen suite residents.
- (2) If "Mandatory", is there a minimum plan required Yes
- (3) If yes which plan? Plan 4 (5 meals plus \$900 points)
- (4) Meals and points accepted in Centre Pointe, Cranston Marche and Erie Dining Center
- (5) Points only accepted at C-Store, Starbucks, FREDEExpress, Cafe and Concession locations
- (6) Meal Plans see below:

<u>Plan #</u>	<u>Meal Plan</u>	<u>Current Cost Per Semester</u>	<u>Budgeted Cost Per Semester</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Feed-a- Friend Meals</u>
1	14 Meals + \$575 points	\$2,080	\$2,170	\$90	4.33%	5
2	10 Meals + \$575 points	\$1,930	\$2,020	\$90	4.66%	5
3	7 Meals + \$575 points	\$1,805	\$1,885	\$80	4.43%	5
4	5 Meals + \$900 points	\$0	\$1,875	N/A	N/A	5
5	Commuter points	\$750	\$750	\$0	0.00%	0
6	Commuter points	\$535	\$535	\$0	0.00%	0

Increased points \$25 for Plans 1, 2, and 3. Net increases of 3.13%, 3.37% and 3.05%, respectively.

<u>Plan #</u>	<u>Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated Fall 2011</u>	<u>Estimated Spring 2012</u>	<u>Revenue</u>
1	14 Meals + \$575 points	\$2,170	950	685	\$ 3,547,950
2	10 Meals + \$575 points	\$2,020	960	850	\$ 3,656,200
3	7 Meals + \$575 points	\$1,885	340	340	\$ 1,281,800
4	5 Meals + \$900 points	\$1,875	545	595	\$ 2,137,500
5	Commuter points	\$750	500	469	\$ 726,750
6	Commuter points	\$535	550	529	\$ 577,265
Total			3,845	3,468	\$11,927,465

Points, Debit Account and Fred Fund prices in dining centers

Breakfast	\$5.75
Lunch	6.50
Dinner	7.95
Total	\$20.20

Increase \$.25 for breakfast and lunch. Increase \$.20 for dinner.

Cash prices including tax in dining centers

Breakfast	\$7.75
Lunch	10.00
Dinner	12.50
Total	\$30.25

Increased each \$.25

Meal equivalency allowance at Centre Pointe and Trendz

Increase of \$.25

\$5.75



The Faculty Student Association (FSA) signed an agreement with Tim Horton's for a self-service coffee kiosk. This kiosk, located in Thompson Hall, is a component of a new service concept, FREExpress, designed for "grab-and-go" service.

SUNY FREDONIA Faculty Student Association

University Bookstore Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREExpress, and Starbucks Coffee. The bookstore offers academic supplies, apparel, computers, electronics, giftware, textbooks, trade books and various miscellaneous items. The bookstore also offers a full service e-commerce site that includes all textbook titles as well as the most popular selections of imprinted giftware and clothing. The Convenience Store offers a full assortment of food and health and beauty items with several products from local suppliers. FREExpress is a full service snack shop that includes a Tim Hortons coffee kiosk. The Starbucks Coffee is owned and operated by FSA under a license agreement with Starbucks Coffee Company. The bookstore area employs 14 full-time employees, 16 part-time, and approximately 37 student employees.

Highlights

The FSA continually works to improve the retail services for the campus community and respond to changing market conditions to meet needs and desires. Some of the highlights from operations over the past few years include:

- Opened the FREExpress grab and go snack shop in the Thompson Hall first floor lounge. The location provides Thompson Hall students, faculty and staff with some of the most popular items from the Convenience Store as well as Tim Hortons coffee, hot tea, hot chocolate and other seasonal beverages.
- Retail products from local suppliers including McNiff Cookies and Maplevale Farms, Inc., in the Convenience Store and FREExpress. Seasonal fresh fruit from local growers and organic food products are offered when available. "Green" product selection in giftware, electronics, academic supplies, and clothing has been increased.
- Implemented an e-commerce site that now includes textbooks, imprinted giftware and clothing. The site can be found at www.sunyfredoniabookstore.com.
- Added Dell computer products to the electronics department.

Planning Assumptions

Planning assumptions used to develop the 2011-2012 budget include:

- Changes to hours of operation - Starbucks Coffee will open a half hour earlier, at 7 a.m., Monday through Friday, and FREExpress will open one hour earlier, at 8 a.m., Monday through Friday.
- The textbook market is changing significantly with new media and new outlets for students. Textbook sales are expected to decrease \$300,000 from the 2010-2011 budget.
- The trend for the quantity of textbook pre-pack requests will continue to decrease as online purchases from the bookstore e-commerce site increase. Shipment and in-store pickup are available options.
- Giftware and clothing sales will increase. New lines will include Thule brand backpacks and computer cases, reproductions from the Museum of Modern Art, and several new lines of non-imprinted and imprinted giftware.



- New sustainability initiatives will include a new line of rechargeable AA and AAA batteries and chargers as well as solar power chargers for personal music players and cell phones.
- Dell computer product sales are expected to grow as tablet computers for the education market are introduced.



Operating Budget

The 2011-2012 University Bookstore budget of \$7,016,600 represents a \$255,400 or a 3.78 percent increase over the 2010-2011 budget of \$6,761,200. This includes \$2,350,000 of contract meals used in the Convenience Store, FREDEExpress and Starbucks Coffee. Total operation expenses of \$1,751,156 have increased by \$66,364 or 3.92 percent over 2010-2011. After a change in administrative expense allocation, this budget is projected to generate excess revenue over expenditures of \$335,228 or 4.78 percent.

University Bookstore Budget - Schedule B		
(Retail Operations - Bookstore, Convenience Store, FREDEExpress and Starbucks)		
	2011-2012 Budget	2010-2011 Budget
Revenues		
Books and other Sales	\$ 4,623,000 a	\$ 4,708,000
Contract Meals	2,350,000 b	2,000,000
Total Revenue	\$ 6,973,000	\$ 6,708,000
Cost of Goods Sold		
Beginning Inventory	\$ 700,000	\$ 700,000
Purchases	4,271,370	4,300,160
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	4,271,370 c	4,300,160
Gross Profit on Sales	\$ 2,701,630	\$ 2,407,840
Operating Expenses		
Salaries, Wages and Employee Benefits	\$ 1,164,609	\$ 1,074,841
Depreciation Corporate owned	90,606	121,690
Leasehold Improvements	125,387	138,113
Other Operating Expenses	370,555	350,148
Total Operating Expenses	\$ 1,751,156	\$ 1,684,792
Excess of Revenues over Expenses	\$ 950,474	\$ 723,048
Other Revenues	43,600	53,200
Allocation of Administrative Expenses	658,846 d	390,086
Excess of Revenues Over Expenses	<u>\$335,228</u>	<u>\$386,162</u>
Notes:		
a	Decrease in textbook sales.	
b	Meal plan use in Convenience Store, FREDEExpress and Starbucks.	
c	Weighted average cost of goods percentage of 61.3% for 2011-2012 and 64.1% for 2010-2011. Cost of goods percentage decreased due to more food item sales and less text sales.	
d	Revised Administrative Expense allocation based on percentage of gross revenue.	



2011-2012 Faculty Student Association Operating Budget

University Bookstore Budget Schedule B-Addendum 1

	2011-2012 Budget	2010-2011 Budget
<u>Other Operating Expenses</u>		
Advertising	\$ 22,744	\$ 17,500
Bad Debts	10,000	10,000
Computer Services and Systems Maintenance	32,000	25,205
Dues and Subscriptions	3,500 a	4,700
Education and Training	500	2,000
Licenses & Permits	1,250 b	5,200
Office Supplies	3,300	1,250
Paper Supplies and Miscellaneous	71,700	79,300
Postage	7,500	10,000
Printing	5,500	2,800
Professional Services	-	1,200
Refuse Removal	8,798	7,580
Repairs and Maintenance	7,500	11,000
Royalties	98,672 c	90,400
Sales Tax Expense	-	150
Telephone	6,200	5,700
Travel	16,400	17,000
Utilities and Space Use Assessment	74,391 d	56,663
Uniforms & Laundry	600	2,500
Total Other Operating Expenses	<u>\$ 370,555</u>	<u>\$ 350,148</u>
<u>Other Revenues</u>		
Fax Income	1,000	1,000
Check Cashing & Miscellaneous Income	42,600	52,200
Total Other Revenues	<u>\$ 43,600</u>	<u>\$ 53,200</u>

Notes:

- a Member of College Stores of America, NACS (National Association of College Stores), NACS (National Association of College Stores) , NACS (National Association of Convenience Stores), and New England Buying Consortium,
- b Initial Starbucks license fee fully amortized. New Tim Hortons license fee amortization.
- c Starbucks and Tim Hortons.
- d Proportional share of \$100,000 increase in space and utility assessment.



SUNY FREDONIA Faculty Student Association

Vending and Other Support Services Overview

The Faculty Student Association operates vending (sub-contract to Next Generation), washers and dryers, and cable TV on campus. The FSA also owns and operates the Alumni House and Conference Center (286 Central Ave.) and the College Lodge in Brocton, N.Y. There is one full-time manager for the College Lodge. Other management and staffing for vending and support services is provided by various positions within FSA.

Highlights

Some of the highlights from the FSA operations over the past few years include:

- A three-year contract extension was negotiated with Next Generation for vending services.
- Online vending allows for the use of FREDFunds and the SUNY Fredonia Debit account in campus vending machines continues to be successful.
- Continuation of “free-pay,” high efficiency washers and dryers, which allows for unlimited, no per-use charge of machines by resident students.
- The installation of LaundryView allows for the monitoring of machines via a computer or text message by residents. LaundryView also monitors water usage and maintenance needs of machines.
- Savings of over 4.25 million gallons of water has been identified by utilizing the high efficiency washers.
- The installation of a digital cable TV system has made some High Definition broadcasts available.
- The College Lodge continues to offer a workforce experiential training program.
- Two six kilowatt windmills were installed at the lodge. Windmills are projected to decrease electricity usage 50 percent and



The Faculty Student Association and Residence Life continue to team together to provide use of washers and dryers for all resident students on campus at no extra charge. With the installation of LaundryView, students can monitor the status of washers and dryers through a web browser and check if their laundry is done.

create 60 percent savings after one year when the lodge is released from demand pricing. A donation is expected from the Class of 1959 for this specific purpose.

- A gas lease was signed for the lodge property and two natural gas wells have been drilled. Gas is supplied to the main lodge for heating purposes replacing purchased propane and one wood fired boiler.
- Energy efficient lights and water conserving shower heads, faucets, and toilets were installed at the lodge.
- Basement window replacement, exterior painting, guestroom re-decoration, kitchen floor and shutter replacement has been completed at the Alumni House.

Planning Assumptions

Planning assumptions used to develop the 2011-2012 budget include:

- Upgrades to cable TV system will be investigated to improve signal quality.
- Efforts will be made to develop new revenue streams for the lodge and Alumni House.



2011-2012 Faculty Student Association Operating Budget



- Timber prices remain low and forest management continues to be temporarily suspended.
- Royalties from the gas wells will provide much needed revenue to help support the lodge.
- Electricity production from the windmills is expected to reduce purchased electricity costs.
- The porch columns and guestroom renovations will be made at the Alumni House.

Operating Budget

The 2011-2012 Vending and Other Support Services revenue of \$980,100 represents a \$25,800 or 2.56 percent decrease from the 2010-2011 budget of \$1,005,900. Total operation expenses of \$508,561 represents a \$12,397 or 2.50 percent increase over the 2010-2011 budget. After a change in administrative expense allocation, these budgets are projected to generate excess revenue over expenditures of \$36,881 which is a \$4,863 or 11.65 percent decrease from the 2010-2011 budget.

Two six kilowatt windmills were installed at the College Lodge. The windmills are projected to decrease electricity usage 50 percent and create a 60 percent savings after one year.

Vending Budget-Schedule C		
	2011-2012 Budget	2010-2011 Budget
<u>Revenues</u>		
Vending Subcontracted	\$ 470,000	\$ 501,000
Total Revenue	\$ 470,000	\$ 501,000
<u>Cost of Goods Sold</u>		
Beginning Inventory	-	-
Purchases	343,100	360,720
Less: Ending Inventory	-	-
Cost of Goods Sold	<u>\$343,100</u>	<u>\$360,720</u>
Gross Profit on Sales	\$126,900 a	\$140,280
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	\$9,733	\$9,537
Computer Services & Systems Maintenance	4,622	2,470
Utilities and Space Use Assessment	11,370 b	9,419
Total Operating Expenses	\$25,725	\$21,426
Excess of Revenues Over Expenses	\$101,175	\$118,854
<u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	17,263 c	19,504
	<u>83,912</u>	<u>99,350</u>
<u>Supplemental Information:</u>		
Contractors Name: Next Generation Vending, Canton, MA		
<u>Notes:</u>		
a	Expect gross sales to decrease to a lower commission rate threshold.	
b	Proportional share of \$100,000 increase in space and utility assessment.	
c	Revised Administrative Expense allocation based on percentage of gross revenue.	

2011-2012 Faculty Student Association Operating Budget



<u>Other Services Budget: College Lodge-Schedule D-1</u>		
	2011-2012	2010-2011
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>
Lodge Rentals	\$50,000	\$55,000
College Lodge Services	25,000	25,000
Gas Lease	9,600	14,400
Forest Management	3,000	3,000
Experiential Training Program	10,000	12,000
Total Revenue	\$97,600	\$109,400
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	\$88,719	\$85,235
Computer Services & Systems Maintenance	\$600	-
Depreciation	23,884	28,982
Dues and Subscriptions	250	200
Electric	7,000	10,000
Gas & Oil	1,500	1,500
Licenses and Permits	600	250
Marketing	1,000	1,000
Miscellaneous Supplies	5,000	5,000
Office Supplies	50	50
Professional Services	-	2,000
Refuse Removal	1,147	3,946
Repairs & Maintenance	10,000	15,000
Telephone and Cable	2,000	2,500
Travel, Mileage and Education	2,000	1,500
Total Operating Expenses	\$143,750	\$157,163
Excess of Revenues Over Expenses	(\$46,150)	(\$47,763)
<u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	29,432	39,009
	(\$75,582)	(\$86,772)
Notes:		
a	Selective harvesting while timber prices are low.	
b	Member of AEE (Association for Experiential Education)	
c	Windmills will provide demand pricing reduction benefits after one year.	
d	Revised Administrative Expense allocation based on percentage of gross revenue.	

<u>Other Services Budget : Washers and Dryers-Schedule D-2</u>		
	2011-2012	2010-2011
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>
Washer and Dryer Income	\$190,000	\$180,000
Total Revenue	\$190,000	\$180,000
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	\$11,153	\$10,737
Contracted Service	61,864	61,583
Depreciation - Leasehold Improvements	5,607	5,607
Miscellaneous	1,000	1,000
Utilities and Space Use Assessment	61,743	52,661
Total Operating Expenses	\$141,368	\$131,588
Excess of Revenues Over Expenses	\$48,632	\$48,412
<u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	18,361	19,504
	\$30,271	\$28,908
Supplemental Information:		
Contractor's Name: Mac-Gray, Waltham, MA		
Notes:		
a	Proportional share of \$100,000 increase in space and utility assessment.	
b	Revised Administrative Expense allocation based on percentage of gross revenue.	



2011-2012 Faculty Student Association Operating Budget

Other Services Budget: Alumni House (286 Central Avenue)-Schedule D-3		
	2011-2012	2010-2011
Revenues	<u>Budget</u>	<u>Budget</u>
Alumni Rental	\$24,000	\$24,000
Catering Commission	2,500	2,500
Other Rentals	11,000	11,000
Total Revenue	\$37,500	\$37,500
Operating Expenses		
Salaries, Wages and Employee Benefits	\$23,878	\$21,602
Depreciation	20,766	18,508
Maintenance and Repairs	2,000	2,000
Miscellaneous Supplies	1,000	100
Refuse Removal	679	556
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	1,500	1,500
Utilities	7,500	7,500
Total Operating Expenses	\$59,322	\$53,766
Excess of Revenues Over Expenses	(\$21,822)	(\$16,266)
Allocation of Administrative Expenses	8,624	9,752
Excess of Revenues Over Expenses	(\$30,446)	(\$26,018)

Other Services Budget : Cable TV-Schedule D-4		
	2011-2012	2010-2011
Revenues	<u>Budget</u>	<u>Budget</u>
Cable TV Service	\$185,000	\$178,000
Total Revenue	\$185,000	\$178,000
Operating Expenses		
Salaries, Wages and Employee Benefits	\$13,089	\$13,281
Dues	450	450
Printing	2,000	2,000
Programming and Signal	120,748	115,985
Travel	1,500	-
Utilities and Space Use Assessment	608	504
Total Operating Expenses	\$138,396	\$132,220
Excess of Revenues Over Expenses	\$46,604	\$45,780
Allocation of Administrative Expenses	17,878	19,504
Excess of Revenues Over Expenses	\$28,726	\$26,276

Notes:

a Member of AHECTA (Association of Higher Education Cable Television Administrators).

b Revised Administrative Expense allocation based on percentage of gross revenue.

2011-2012 Faculty Student Association Operating Budget



Program Expenditures-Schedule E		2011-2012	2010-2011
Programs		Budget	Budget
Unrestricted			
Alcohol/Drug Education (ADEPT)		\$3,000	\$3,000
Administration Team for the Relay for Life		250	250
Arts & Sciences - Brown Bag Lecture Series		778	-
Campus Climate Challenge - Cloth Bag Program - Fall 2010		-	3,500
Campus Life - Commencement Activities		6,500	6,500
Campus Life - Events		2,100	2,100
Campus Life - Leadership Development Program		2,600	2,600
Campus Life - New Student Orientation		3,000	3,000
Career Development - Spotlight Series		2,200	2,200
Career Development - Internship Development Program		2,000	2,000
Career Development - Professional Development Seminar		2,500	2,000
Convocation Committee - Support for Convocation Activities		1,500	1,500
Council for Women's Concerns - Marion Sonnenfeld Scholarship Awards		600	600
Disability Services - Academic Support/Training		2,000	2,000
Earth Week		500	-
EDP Cultural Connections Project		2,500	1,000
Employee Assistance Program - Wellness Fair		1,100	1,100
English Department - Energize Your Teaching of Writing		1,000	1,000
English Department - Mary Louise White Symposium: Mahalia Jackson Centennial		1,250	-
Financial Aid - FSA Emergency Fund		39,572	35,450
Fredonia Dance Ensemble & Dance Program - Flamenco Dance		1,000	1,000
Graduate Student Symposium - Conversations across Disciplines		-	1,000
Guest Chinese Soprano Ying Huang with the WNY Chamber Orchestra		1,000	-
History Department - Grass Roots: African Origin of an American Art		1,250	-
International Education Center - Slush Rush		375	-
Learning Center		1,700	1,500
Middle Eastern Documentary Series		-	600
Multicultural Enrichment/Programming		35,000	32,000
National Girls and Women in Sports Day		600	-
Office of Student Services - PACE		2,000	2,000
President's Fund		20,000	20,000
Residence Life - Buffalo News Kids Day		250	250
Residence Life - Craft Room Programming		700	600
Residence Life - Little Siblings Weekend		500	500
Residence Life - Move in Crew		1,000	1,000
Residence Life - SafeZone GLBT Education		1,000	1,000
Residence Life - Student Development Committee		1,500	2,000
Rockefeller Arts Center - Art Gallery		-	1,950
Theatre & Dance - Visiting Artists		2,000	2,000
School of Music - Fredonia Guitar Society		1,000	1,000
School of Music - Rosch Musical Arts Series		-	5,500
Secretarial/Clerical Professional Development Committee		2,775	2,500
Senior Class Picnic		4,000	4,000
Student Affairs - Emergency Assistance Fund		1,000	1,000
Student Association - SUNY Student Assembly Conferences		2,400	1,800
Student Association - USA Today		6,000	6,000
Student Parents in Education (S.P.I.E.)		4,000	3,500
Student Research & Creativity Exposition		3,500	2,500
UpTil Dawn - St. Jude		500	-
Sub-total		170,000	165,000
Restricted			
Restricted Institutional Programming		375,000	350,000
Restricted Administrative Programming		110,000	105,000
FSA Fredonia Scholarship Award Endowment Fund		30,000	40,000
Total Program Expenditures		\$685,000	\$660,000



2011-2012 Faculty Student Association Operating Budget

Administrative Office Expenses-Schedule F-1

	2011-2012 Budget	2010-2011 Budget
<u>Administrative Office Expenses</u>		
Salaries, Wages and Employee Benefits	\$1,313,411	\$1,304,196
Advertising	3,000	4,000
Armored car service	5,800	6,300
Auditing	14,600 a	10,800
Bad Debts	2,000	4,000
Computer Services & Systems Maintenance	69,580 b	62,698
Depreciation - Corporate owned	99,186	107,272
Depreciation - Leasehold	13,738	22,424
Dues & Subscriptions	4,000 c	3,000
Employee Education and Training	8,000	2,000
Employee Recognition	8,000	8,000
Insurance	145,000	135,000
Interest Expense	163,000	183,000
Legal	20,000	20,000
Office Supplies and Expenses	70,000 d	50,000
Postage	10,000	11,000
Printing	12,000	11,000
Professional Services	56,000	56,000
Repairs and Maintenance (Equipment)	7,000	10,000
Service Charges and Bank Fees	35,000	30,000
Tax Return Filing Fees	1,000	1,000
Telephone	11,500	11,000
Travel, Mileage	20,000	20,000
Utilities and Space Use Assessment	27,120 e	19,740
Total Administrative Office Expenses	<u>\$2,118,934</u>	<u>\$2,092,430</u>
<u>Administrative Expenses Allocated to:</u>		
Food Service	\$1,039,638	\$1,228,771
Campus Store	658,846	390,086
Vending	17,263	19,504
D-Summary-Support Services	74,295	87,769
Total Allocated Administrative Expenses	<u>\$1,790,042 f</u>	<u>\$1,726,130</u>
Unallocated Administrative Office Expense	<u>\$328,892</u>	<u>\$366,300</u>

Notes:

- a Retirement plan audit fees.
- b Revised budget amounts based on actual expenses
- c Member of ACAP (Association of College Administration Professionals), ACCED-I (Association of Collegiate Conference and Events Directors International), ICLA (International Collegiate Licensing Association), NACAS (National Association of College Auxiliary Services, NACCU (National Association of Campus Card Users), NRA (National Restaurant Association), SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- d i-class ID card supplies are 20 times more costly than simple magnetic stripe cards.
- e Proportional share of \$100,000 increase in space and utility assessment.
- f Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method. Revised calculation.

2011-2012 Faculty Student Association Operating Budget



Miscellaneous Revenue-Schedule F		
<u>Miscellaneous Revenues</u>	<u>2011-2012 Budget</u>	<u>2010-2011 Budget</u>
Net Interest Income	\$84,000 a	\$88,500
Miscellaneous Income	34,000 b	42,500
ID Card Income	12,000	11,000
Total Miscellaneous Revenues	<u>\$130,000</u>	<u>\$142,000</u>
Notes:		
a	Combined total earnings on excess working capital, equipment replacement reserve, and health care trust.	
b	Miscellaneous income consists of :	
	Gain or Loss on sale of equipment	
	Service charges from advances, returned checks & accounts receivable.	
	Commissions from beverage vendor	
	Coin-operated copier income	
	Fax machine income	

Capital Purchases Budget-Schedule I			
<u>Unit</u>	<u>Item</u>	<u>2011-2012 Budget</u>	<u>Useful Life</u>
<u>Bookstore</u>	POS terminals (11)	77,000	5
	Sales floor expansion	35,000	10
	Storage containers	5,000	10
<u>Cranston Marche</u>	Refrigerated prep stations (2)	5,200	5
	Cereal & ice cream topping dispensers	4,000	5
	Carpet	10,000	5
<u>Erie Dining Hall</u>	Pizza oven - hoodless	10,000	7
	Entrance renovation design	25,000	20
<u>Centre Pointe</u>	Doughpro pizza press	4,500	5
	Reach-in refrigerators (2)	8,000	7
<u>Catering</u>			
<u>Commissary</u>	Buffalo chopper	7,900	5
	Vehicles (2)	45,000	5
	Bagel production equipment	15,000	10
<u>College Lodge</u>	Tractor w/loader, brush hog and snow blower (net trade)	16,000	7
	John Deere Gator ATV (net trade)	4,600	7
	Fence	2,500	7
	Electric rewiring	2,000	7
<u>Alumni House</u>	Porch columns	10,000	15
	Bathroom renovation (carryover from 2010 - 2011)	5,000	10
<u>Administration</u>	IT Computers (15)	13,800	5
	Servers(3)	18,000	5
	Network switches(5)	25,000	5
	Copier w/scanner	6,700	7
	Alarm - Gregory and Commissary	3,000	5
	Furniture	10,000	5
	Contingency	100,000	5
	Total Capital Budget	<u>\$468,200</u>	



Activities Night

OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

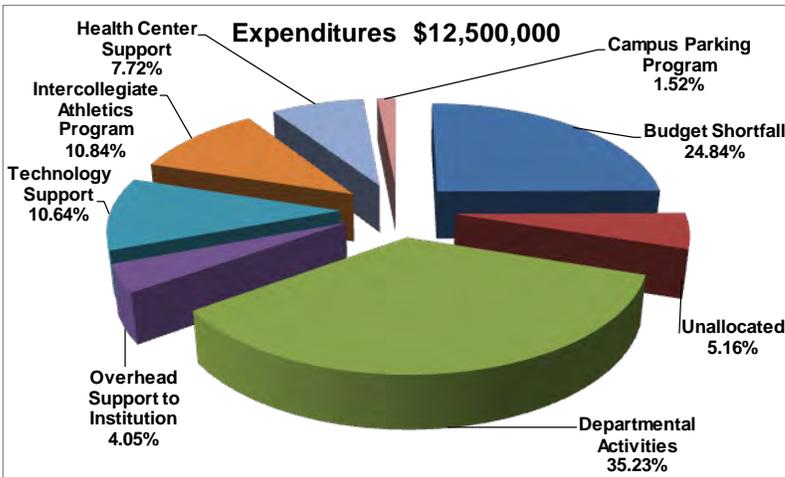
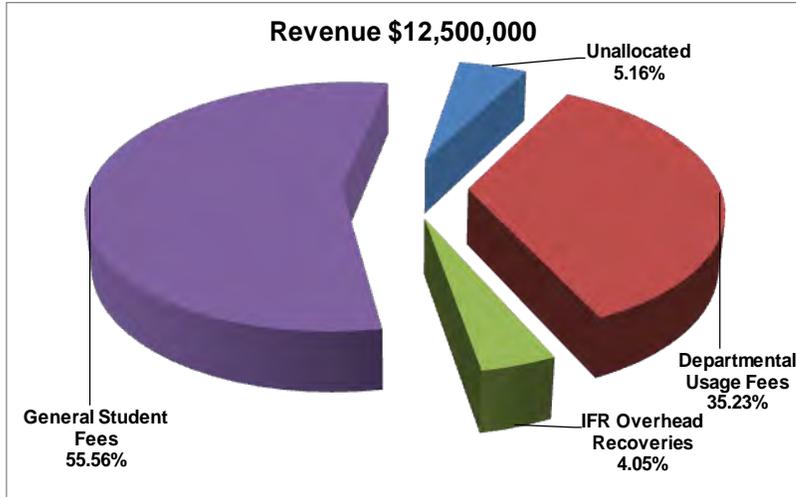
OPERATING BUDGET

**INCOME FUND
REIMBURSABLE**





2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



For the 2011-2012 fiscal year the campus will operate 378 IFR accounts and subaccounts.

SUNY FREDONIA 2011-2012 Budget Income Fund Reimbursable (IFR)

Overview

Income Fund Reimbursable (IFR) accounts are maintained under SUNY’s concept of self-sufficiency. Expenditures are controlled by available cash balance (which carries forward to subsequent fiscal years), as well as by budgeted allocations. Allocations are based on a combination of prior cash balances and projected expenditures. Allocations can be increased or decreased as necessary to reflect actual activity (revenues generated and expenses incurred) if significantly different from the original budget.

IFR revenues must be sufficient to cover applicable fringe benefits and overhead assessments in addition to actual expenditures. These items are not budgeted separately because they are treated as negative revenue items as opposed to expenditures. Due to the self-sufficient nature of these accounts, the revenues must cover increased expenditures resulting from inflation and negotiated salary increases.

IFR accounts are assessed an overhead rate of 14 percent on every dollar deposited. This rate was established July 1, 2000, and will continue at the same level for the 2011-2012 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2011-2012 will be 47.91 percent.

2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



For the 2011-2012 fiscal year the campus will operate 378 IFR accounts and subaccounts. Summarized below are the number of accounts and allocations for each division of the campus.

	IFR Accounts	2011-2012 Allocation
President	2	\$55,000
Vice President for Academic Affairs	198	3,315,300
Vice President for Administration	88	6,146,700
Vice President for University Advancement	7	23,700
Vice President for Student Affairs	83	2,959,300
TOTAL	378	\$12,500,000



Vice President for Student Affairs David Herman was the 20,000th passenger to take the SUNY Fredonia Park and Ride bus. Park and Ride services are included as part of the Student Services and Program Charge.

Highlights

The campus IFR accounts include the Student Services and Program Charge, which is a general fee assessed to all students. This fee includes the Student Activity Fee assessed by the Student Association, the Intercollegiate Athletic Fee, the Student Health Services Fee, the Student Technology Fee, and a fee for transportation services which includes campus parking, the Campus Community Bus, the Campus Park and Ride bus, and the campus parking lot Escort van service. This general fee also includes alumni services, college transcripts, the Blue Devil Fitness Center, the campus Intramural Program, natatorium lifeguard support, College Lodge services, Ticket Office services, support for the summer Orientation program, and Career Development services.

- The total Student Services and Program Charge will increase by \$27.50 to \$696.50 per semester. This includes \$93 per semester for the Student Activity Fee.
- The IFR budget will reallocate \$720,000 of certain fees to assist with the University Operating budget.
- The fringe benefit rate assessed on IFR personal service expenses will decrease to 47.91 percent from 48.43 percent.
- The campus overhead assessment will remain at 14 percent.
- All campus IFR accounts will operate in accordance with SUNY's policy of self sufficiency.

Planning Assumptions

Planning assumptions used in developing the various IFR operating budgets for the 2011-2012 fiscal year include the following:

- The Budget Shortfall allocation account will increase to accommodate the use of IFR funds to address the shortage in the University Operating budget.
- Analysis of prior years expenditures resulted in changes in budgeted amounts from 2010-2011 to better reflect actual IFR allocation need.

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 1,594,500	\$ 1,380,000	\$ 214,500
Temporary Service	1,010,900	551,800	459,100
Other than Personal Service	9,894,600	8,491,200	1,403,400
TOTAL	\$ 12,500,000	\$ 10,423,000	\$ 2,077,000



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



Operating Budget

The 2011-2012 IFR operating budget totals \$12,500,000 - an increase of \$2,077,000 from 2010-2011. A major reason for this increase is the additional allocation needed to accommodate the shortage in the University Operating budget for 2011-2012. Other increases include broad based fee increases, funding of the Tuition Credit Scholarship, and the increased reliance on IFR funds by departments when state allocation is not sufficient for their operating needs. The campus IFR program includes 378 accounts and subaccounts. These accounts provide funding for 26.80 FTE positions.

The 2011-2012 IFR operating budget was prepared based on SUNY's general guidelines and IFR principles. Allocations are based on prior activity, projected activity where changes are anticipated, and available cash balances. The final IFR allocation assigned to the campus will be determined by the New York

The Student Services Fee and Program Charge is a comprehensive fee charged to every enrolled student. The funds are used to finance activities and services that benefit the student body and campus.

SUNY FREDONIA

Proposed 2011-2012 Budget Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2011-2012		2010-2011		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst FTE	Non-Inst. FTE
President	0.00	0.00	0.00	0.00	0.00	0.00
Academic Affairs	0.00	2.27	0.00	2.27	0.00	0.00
Administration	0.00	10.30	0.00	10.30	0.00	0.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Student Affairs	0.00	14.23	0.00	14.23	0.00	0.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	26.80	0.00	26.80	0.00	0.00



State budget and SUNY allocations. All IFR allocations are contingent upon available cash balances. Expenditures can only be processed to the extent that cash is available to support the allocation. Allocations can be increased for accounts that have cash in excess of the allocation amounts.

Student Services and Program Charge

The Student Services and Program Charge is a major component of the campus IFR account activity. This is a general fee that provides SUNY Fredonia students access to college services without additional user fees at each location. The Student Services and Program Charge will increase from \$669.00 per semester to \$696.50, an increase of \$27.50. The fee is comprised of the following six groups:



The Student Activity Fee supports over 120 student groups on campus affiliated with the Student Association.

	2011-2012 Rates	2010-2011 Rates	Change
Student Activity Fee	\$93.00	\$93.00	\$0.00
Intercollegiate Athletic Fee	145.00	145.00	0.00
Student Health Services Fee	165.00	150.00	15.00
Student Technology Fee	185.00	175.00	10.00
Transportation Services Fee	57.50	55.00	2.50
Enhanced College Services Fee	51.00	51.00	0.00
TOTAL	\$696.50	\$669.00	\$27.50

Student Activity Fee – The proposed 2011-2012 budget contains no increase from 2010-2011. The fee will remain at \$93.00. This fee was approved by the Student Association.

Intercollegiate Athletic Fee – The proposed 2011-2012 budget contains no increase from 2010-2011. The fee will remain at \$145.00. This fee was approved by the campus Intercollegiate Athletic Board.

Student Health Services Fee – The proposed 2011-2012 budget contains an increase of \$15 from \$150 to \$165. The additional revenue will be used toward increased support at the Counseling Center and to help cover increases in the costs of medical supplies and equipment.

This increase was supported by the campus Student Health Advisory Committee.

Student Technology Fee – The proposed 2011-2012 budget contains an increase of \$10 from \$175 to \$185. This increase was supported by the Information Technology Advisory Board (ITAB).

Transportation Services Fee – The proposed 2011-2012 budget contains an increase of \$2.50 from \$55 to \$57.50. The additional revenue will be used to assist with parking lot improvements. This increase was supported by the campus Parking Committee.

Enhanced College Services Fee – The proposed 2011-2012 budget contains no increase from 2010-2011. The fee will remain at \$51. This category includes: alumni services, college transcripts, Blue Devil Fitness Center, Intramural Program support, natatorium lifeguard support, College Lodge services, Ticket Office services, summer Orientation support and Career Development support.



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)

The 2011-2012 Student Services and Program Charge of \$696.50 per semester will generate \$7,126,182 in revenue as detailed in the chart below:

SUNY FREDONIA

PROJECTED 2011-12 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 5215 FTE & Proposed 2011-12 Rates

Projected Academic Year 2011 - 2012

	Full-Time Rate	Part-time Rate	Fall 2011 Revenue	Spring 2012 Revenue	Total 2011-12 Revenue
Student Activity Fee	\$ 93.00	\$ 7.75	\$ 480,695.30	\$ 446,448.83	\$ 927,144.13
Athletic Fee	145.00	12.05	749,383.66	695,976.32	1,445,359.98
Health Center Fee	165.00	13.75	852,846.50	792,086.63	1,644,933.13
Technology Fee	185.00	15.40	956,178.08	888,047.22	1,844,225.30
Transportation Services	57.50	4.80	297,225.96	276,055.14	573,281.10
Enhanced College Services	51.00	4.25	263,607.10	244,826.78	508,433.88
Subtotal	<u>\$ 696.50</u>	<u>\$ 58.00</u>	<u>\$ 3,599,936.60</u>	<u>\$ 3,343,440.92</u>	<u>\$ 6,943,377.52</u>

Projected Summer Session 2011

	Full-Time Rate	Part-time Rate	Summer 2011 Revenue
Student Activity Fee	\$ 93.00	\$ 7.75	\$ 25,412.25
Athletic Fee	145.00	12.05	39,511.95
Health Center Fee	150.00	12.50	40,987.50
Technology Fee	175.00	14.60	47,873.40
Transportation Services	55.00	4.60	15,083.40
Enhanced College Services	51.00	4.25	13,935.75
Subtotal	<u>\$ 669.00</u>	<u>\$ 55.75</u>	<u>\$ 182,804.25</u>

2011 - 2012 FISCAL YEAR (INCLUDING SUMMER SESSION 2011)

	Fall and Spring Revenue	Summer 2011 Revenue	Total 2011-12 Revenue
Student Activity Fee	\$ 927,144.13	\$ 25,412.25	\$ 952,556.38
Athletic Fee	\$ 1,445,359.98	\$ 39,511.95	1,484,871.93
Health Center Fee	\$ 1,644,933.13	\$ 40,987.50	1,685,920.63
Technology Fee	\$ 1,844,225.30	\$ 47,873.40	1,892,098.70
Transportation Services	\$ 573,281.10	\$ 15,083.40	588,364.50
Enhanced College Services	\$ 508,433.88	\$ 13,935.75	522,369.63
Subtotal	<u>\$ 6,943,377.52</u>	<u>\$ 182,804.25</u>	<u>\$ 7,126,181.77</u>



President’s Office Budget Statement

Overview

The President’s Office has two IFR accounts, the campus Income Fund Reimbursable Buyout account and the Institutional Equipment account.

Highlights

These accounts are available for the President’s use for campus funding priorities.

Planning Assumptions

An allocation from the campus-wide IFR Buyout of \$55,000 will be funded in the 2011-2012 fiscal year. Funds from this account will be used at the direction of the President to address campus funding priorities.

Operating Budget

The 2011-2012 operating budget allocation for the President’s IFR Buyout account will remain the same as the 2010-2011 fiscal year at \$55,000.



Senior Class President Donald Schler presents the Class of 2011 gift to President Hefner during Commencement ceremonies.

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR) President			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	55,000	55,000	-
TOTAL	\$ 55,000	\$ 55,000	\$ -



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



The SUNY Fredonia Ticket Office IFR account is just one of 198 Academic IFR accounts. The office handles ticketing for events in Rockefeller Arts Center, Rosch Recital Hall and for student activities across campus.

Academic Affairs Budget Statement

Overview

Academic Affairs operates 198 IFR accounts and subaccounts. The major fee included within Academic Affairs is the Student Technology Fee. Other major fee accounts include the School of Music, and accounts for non-credit courses, use of campus recreational facilities, performing arts and the Ticket Office.

Highlights

These accounts support a broad range of academic operations. The Student Technology Fee provides a full range of services to the campus, from support for computer labs to

software acquisitions. Several School of Music events, and Department of Theatre and Dance performances, are held each year with the Ticket Office collecting the ticket fees.

Planning Assumptions

Planning assumptions used in the development of the Academic Affairs operating budget include:

- The Student Technology Fee will increase by \$10 per semester to \$185 per semester in the 2011-2012 fiscal year.
- The School of Music comprehensive music fee will remain at \$250 for the 2011-2012 fiscal year.
- The Ticket Office will continue to operate on a break-even basis.

Operating Budget

Academic Affairs has 198 IFR accounts and subaccounts with an allocation of \$3,315,300 - an increase of \$701,300 from 2010-2011. Increases were due to a general overall increase in IFR allocation to various departments based on prior year's actual expenditures. The major IFR account within Academic Affairs is the Student Technology Fee account with an allocation of \$1,329,479.

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR)

Academic Affairs

Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 110,800	\$ 101,000	\$ 9,800
Temporary Service	293,500	252,800	40,700
Other than Personal Service	2,911,000	2,260,200	650,800
TOTAL	\$ 3,315,300	\$ 2,614,000	\$ 701,300



Student Technology Fee

Overview

A significant portion of funding for institutional technology investments is supported by the Student Technology Fee, a component of the campus Student Services and Program Charge. The Student Technology Fee budget is managed by Associate Vice President for Information Technology Karen Klose based on university goals and objectives developed in consultation with the Information Technology Advisory Board (ITAB). Representatives on ITAB include students, faculty, administrators, and Information Technology staff. Funds from the Student Technology Fee support a wide range of campus technology services including; software licenses, networking (wired and wireless) infrastructure, the Student Information system and web services, the ANGEL Learning Management System, computer lab equipment upgrades and consumables, and the upgrade and development of smart classrooms.

The use of the Student Technology Fee has enabled the campus to make critical investments in student technology services for which New York State funding is not available. The Student Technology Fee has resulted in a wide range of technological improvements benefitting students in every program across the campus.

Highlights

Over the past year the Student Technology Fee has assisted with the following institutional technology upgrades:

- Wireless network upgrade to 802.11n specification, increasing connection speed from 54 up to 260 megabit if in close proximity to two radios. All academic buildings and many outdoor spaces now provide wireless access to students, faculty, and staff.
- Wireless printing in high demand printing areas, Reed Library and the Thompson Hall Media Center.

- The institutional Internet bandwidth contract provides campus access speed at 500 megabit with renewal options to 2.5 gigabit.
- A collaboration suite evaluation of Google Apps for Education and Microsoft Live @ edu was completed by an 11-member task force, resulting in a recommendation to migrate from the Exchange e-mail and calendaring platform to Google Apps for Education.
- A “Proof of Concept” pilot for lecture capture technology was funded, with recommendations to expand the use of this technology anticipated.
- Five computer labs received new equipment and software during the summer 2010 period.
- The iTunes U Task Force, as an outcome of the iTunes U pilot during the 2009-2010 academic year, recommended expanded use of iTunes U.
- Academic Information Technology transitioned an additional four traditional classrooms to “smart” classrooms for use during the Fall 2010 semester.



***Karen Klose,
associate vice
president for
Information
Technology.***

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 Student Technology Fee operating budget include the following:

- The Student Technology Fee will increase by \$10 per semester (\$20 annually).
- The Student Technology Fee will reallocate \$280,000 to assist with the University Operating budget.
- Some services supported by the Student Technology Fee will need to be decreased in order to accommodate inflationary increases for software maintenance, new software acquisitions, and increased network appliance maintenance expenses.



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



The Student Technology Fee has resulted in a wide range of technological improvements benefitting students in every program across the campus.

Operating Budget

The 2011-2012 Student Technology Fee will generate \$1,892,099 in revenue, as compared to 2010-2011's revenue of \$1,785,134. The 2011-2012 Student Technology Fee operating budget totals \$1,329,479, which represents an increase of \$34,078 from last year.

The majority of technology expenditures covered by the Student Technology Fee are continuing expenses such as Internet bandwidth, expansion of the wireless network, computer lab consumables, computer lab upgrades, software licensing, "smart" classroom equipment upgrades, and student employee salaries. All renovations and upgrades are carefully planned within those allocations. Funds will be shifted this year to continue accommodating increased network appliance maintenance expense and outsourcing the ANGEL Learning Management System platform for server

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR) Technology Fee

Revenue:

Gross Projected Revenue	\$ 1,892,099	
Less: Reserve for Shortfall	280,000	
Less: Admin. Overhead	94,605	
Less: Maint. Overhead	170,289	
Less: Fringe Benefits	<u>17,726</u>	
Net Revenue		<u>\$ 1,329,479</u>

Expenses:

Temporary Service	\$ 97,000	
Supplies & Expenses	1,232,479	
Total Expenses		<u>\$ 1,329,479</u>



failover redundancy and 24/7 technical support. A portion of the fee will again cover administrative overhead expense.

The \$10 per semester (\$20 annual) increase in the Student Technology Fee will cover increased student computer lab renovations, increases in iTunes U and public iTunes offerings, increased SPSS software licensing for computer labs and smart classrooms, as well as an expansion of lecture capture technology. An additional investment in technology funding is sought each year to cover a portion of emerging technology needs identified by institutional task forces including applications to meet online communication, and collaboration and educational needs, in addition to applications for streamlined and efficient university business functions.



Academic Information Technology transitioned an additional four traditional classrooms to “smart” classrooms for use during the Fall 2010 semester.

SUNY FREDONIA			
Proposed 2011-2012 Budget			
Income Fund Reimbursable (IFR)			
Technology Fee			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	97,000	60,000	37,000
Other than Personal Service	1,232,479	1,235,401	(2,922)
TOTAL	\$ 1,329,479	\$ 1,295,401	\$ 34,078



lot for the 2010-2011 fiscal year. For 2011-2012, the Campus Park and Ride bus will extend hours of operation Monday through Thursday until 7:30 p.m. for riders to and from Symphony Circle and the Park and Ride lot. The Fredonia Installment Payment Plan (FIPP) allows families to pay their semester bill in two, three or four installments. The Campus Recharge accounts managed by Administration provide a mechanism to charge-back campus departments for various centralized services like postage and paper, office supplies, and use of the state fleet vehicles.

Planning Assumptions

Planning assumptions used in the development of the Administration operating budget include:

- The Transportation Fee will increase by \$2.50 per semester to \$57.50 per semester in the 2011-2012 fiscal year.
- The Fredonia Installment Payment Plan (FIPP) will continue to be offered to students at \$25 or \$35 per semester, depending on their payment preferences.
- The Parking Fee will reallocate \$60,000 to assist with the University Operating budget.
- Increases were made to the Budget Shortfall allocation account in order to address the shortage in the University Operating budget.

The Student Services and Program Charge supports a variety of campus activities.

Administration Budget Statement

Overview

Administration manages 88 IFR accounts and subaccounts. Major accounts within this area include Parking, Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), and the Campus Recharge accounts.

Highlights

The Campus Park and Ride bus annually provides service to over 20,000 riders. It is offered to students, faculty, staff, and guests of the university. The Campus Park and Ride bus expanded its service by including the double tier commuter lot and the University Stadium

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR) Administration			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 614,900	\$ 437,100	\$ 177,800
Temporary Service	600,400	210,800	389,600
Other than Personal Service	4,931,400	4,557,700	373,700
TOTAL	\$ 6,146,700	\$ 5,205,600	\$ 941,100



Operating Budget

The 88 Administrative IFR accounts and subaccounts have a 2011-2012 allocation of \$6,146,700 - an increase of \$941,100 from 2010-2011. A major reason for this change is the increased allocation in the Budget Shortfall account to address the anticipated shortage in the University Operating budget for 2011-2012. The Administrative IFR budget also includes an undistributed allocation of \$645,000 which may be moved to any area on campus if needed during the year to cover unanticipated increases in IFR budget needs, contingent upon available cash balances. Other major accounts within this area include Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), and the Campus Recharge accounts.

University Advancement Budget Statement

Overview

University Advancement manages seven IFR accounts and subaccounts. Included in these accounts are the division’s IFR Buyout account and a Capital Campaign account.

Highlights

The IFR accounts maintained by University Advancement provide support in achieving its divisional goals and supporting the campus capital campaign.



Planning Assumptions

Planning assumptions used in the development of this operating budget include:

- The IFR allocation will remain the same as the 2010-2011 fiscal year.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2011-2012 fiscal year the IFR accounts in University Advancement will receive no additional allocation. The total allocation for University Advancement’s operating budget will remain at \$23,700.

Director of Public Relations Mike Barone was named one of the “40 Under 40” recognized on November 9, 2010 by Business First of Buffalo. The award program, held at the Buffalo Niagara Convention Center, annually recognizes 40 of Western New York’s up-and-coming business and community leaders under the age of 40.

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR) University Advancement			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	23,700	23,700	-
Total	\$ 23,700	\$ 23,700	\$ -



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)

Student Affairs Budget Statement

Overview

Student Affairs manages 83 IFR accounts and subaccounts. These accounts include two major campus fee operations, the Health Center and Intercollegiate Athletics. Other major accounts maintained by Student Affairs include summer Orientation and the campus Escort van which is funded through the student parking fee.

Highlights

The Health Center provides a full range of health and counseling services to students. The Intercollegiate Athletic Fee supports SUNY Fredonia's participation in 19 NCAA Division III men's and women's intercollegiate athletic programs. The campus Escort van provides students with a ride from parking lots when they return to campus in the evening.

During 2010-2011, athletic camp IFR accounts transferred from Academic Affairs to Student Affairs for management and oversight. This was part of a new organizational structure for the Athletic department.

Planning Assumptions

Planning assumptions used in the development of the Student Affairs operating budget include:

- The Intercollegiate Athletic Fee will remain at \$145 per semester.
- The Student Health Services Fee will increase by \$15 per semester to \$165 semester.
- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.
- The Counseling Center will hire a per diem counselor to assist with the student overflow for counseling assistance.
- The Escort van will continue to provide service to students at the same level as the 2010-2011 academic year.

Operating Budget

For the 2011-2012 fiscal year Student Affairs' 83 IFR accounts will receive an allocation of \$2,959,300 - an increase of \$434,600 from last year.

SUNY FREDONIA			
Proposed 2011-2012 Budget			
Income Fund Reimbursable (IFR)			
Student Affairs			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 868,800	\$ 841,900	\$ 26,900
Temporary Service	117,000	88,200	28,800
Other than Personal Service	1,973,500	1,594,600	378,900
TOTAL	\$ 2,959,300	\$ 2,524,700	\$ 434,600



Intercollegiate Athletic Fee

Overview

The SUNY Fredonia Intercollegiate Athletics program competes in 19 intercollegiate athletic NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC). This includes competition in eight men's sports and eleven women's sports. The athletics program is directed by long-time Director of Athletics Gregory Prechtl. Over the past several seasons, Fredonia teams have excelled in baseball, ice hockey, men's and women's soccer, swimming and diving, and volleyball. SUNY Fredonia has a storied history of successful competition on the athletic fields, courts, and rinks of New York State. Funding for the SUNY Fredonia athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay.

Highlights

The Fredonia State Blue Devils have received a number of individual and team honors over the past year. However, perhaps the most important is that student-athletes graduated at a 72 percent rate, which represents a full 13 percentage points higher than their fellow classmates.

Some highlights include:

Team Honors:

- The hockey team racked up an impressive 17-7-2 overall record while earning a 9-5-2 mark in conference play.
- The women's volleyball team went 24-13 and advanced to the semifinal round of the SUNYAC tournament.
- The baseball team again reached the 20-win plateau, compiling an overall record of 21 wins - 13 losses.
- The men's cross country team placed third out of nine teams at the SUNYAC championships and seventh out of 38 teams at the NCAA Atlantic Regional meet.



Nick Guarino won the mile at the 2010 NCAA Division III Indoor Track and Field championship meet. He successfully defended his crown March 12 at the 2011 championships in Columbus, Ohio.

- Both the men's and women's swim teams improved their performance at SUNYACS, advancing one place to finish fourth at the SUNYAC championship meet.

Individual Athlete Honors:

- Nick Guarino achieved National Champion status twice in one year winning both the indoor 1,500 meters and the outdoor mile run at the 2010 NCAA Division III Track and Field championships. Guarino was also tabbed Regional "Runner of the Year" by the U.S. Track and Field Coaches Association.
- Freshman Sarah Ficarro earned First Team All-America honors by placing second in the nation on the 1-meter springboard at the University of Minnesota Aquatics Center in Minneapolis during the NCAA Division III championships. Ficarro was named "Diver of the Meet" earlier in the year at the SUNYAC championships in Buffalo.
- Senior Christian Torres was named First Team All-America on the 3-meter springboard at the NCAA Division III championships in Minneapolis. Torres also was tabbed Honorable Mention All-America on the 1-meter board.



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



Long-time Director of Athletics, Gregory Prechtl.

- Steve Rizer of the men’s hockey team was selected NCAA Second Team All-America by the American Hockey Coaches Association. Of the 24 players named All-American, Rizer is the only resident of New York State.
- Heather Robin, a senior education major, was selected as the “Chancellor’s Scholar Athlete Award” winner as the SUNYAC’s top scholar athlete in Women’s Swimming and Diving.

Individual Coaching Honors:

- Athletic Director Gregory Prechtl was named a SUNY Chancellor’s Award for Excellence in Professional Service honoree.

Student-athletes also participated in the following community service programs: serving as sponsors of several Community Blood Bank blood drives, participating in the “Out of the Darkness Walk,” holding a “Pink the Rink” ice hockey fundraiser for cancer research, assist-

ing residents of the WCA Home in writing Christmas cards, sponsoring a number of “Kids Night Out” fund raisers, collecting money for Trooper’s Toys for Tots, and raising money for the Mark Buckenmeyer Memorial Scholarship Fund.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will remain the same as 2010-2011 at \$145.
- SUNY Fredonia will compete in the same sports.
- The Intercollegiate Athletics budget will continue to reimburse the university for \$450,000 in support of the wages of the coaching staff.
- The Intercollegiate Athletics Fee will reallocate \$130,000 to the University Operating budget.

SUNY FREDONIA		
Proposed 2011-2012 Budget		
Income Fund Reimbursable (IFR)		
Intercollegiate Athletics		
Revenue:		
Projected Revenue	\$	1,484,872
Contingency Account Balance		100,000
Less: Reserve for Shortfall		130,000
Net Revenue		<u>\$ 1,454,872</u>
Expenses:		
Reimbursement to University	\$	450,000
Supplies & Expenses		1,004,872
Total Expenses		<u>\$ 1,454,872</u>



Operating Budget

The proposed 2011-2012 Intercollegiate Athletic Fee operating budget is \$1,354,872 an increase of \$23,929 from the prior year.

The athletic fee also supports the operating costs of each intercollegiate sport. Operating costs include meals, lodging and transportation, equipment, scouting and recruiting, game administration, officials and entry fees, as well as reimbursement to the university in support of coaching staff.

The administrative costs of the Fredonia Intercollegiate Athletics program include: conference membership fees, purchase of uniforms and athletic equipment, attendance at professional meetings, costs associated with sports information, laundry, promotions, post-season competition, and special projects such as field upgrades and locker room improvements.

The 2011-2012 operating budget will allow the SUNY Fredonia Intercollegiate Athletics program to adhere to the NCAA Division III philosophy that values the student-athlete experience above all others.



The Fredonia State men’s hockey team staged its fan-favorite “Pink the Rink” event on Saturday, Feb. 12, 2011. The event served as a means of raising awareness and funding for breast cancer research.

SUNY FREDONIA			
Proposed 2011-2012 Budget			
Income Fund Reimbursable (IFR)			
Intercollegiate Athletics			
Area of Expense	2011-2012 Proposed Allocation	2010-2011 Allocation	Change
Reimbursement to University	\$ 450,000	\$ 400,000	\$ 50,000
Temporary Service	-	5,000	(5,000)
Other than Personal Service	904,872	925,943	(21,071)
TOTAL	\$ 1,354,872	\$ 1,330,943	\$ 23,929



2011-2012 SUNY Fredonia Income Fund Reimbursable (IFR)



The staff of the Health Center strives to provide quality medical services in an outpatient clinic setting. Proper diagnosis and treatment of illness, as well as preventive health services and health education, are provided in a confidential and caring atmosphere.

Student Health Services Fee

Overview

The Student Health Services office is composed of the Health Center and the Counseling Center, both located in LoGrasso Hall. Assistant Vice President for Student Affairs Monica White supervises these units while Patricia Boris serves as Director of the Health Center; Dr. Sally Turner serves as Director of the Counseling Center; and Dr. Jennifer Ouweleen serves as the University Physician.

The student health and counseling services are completely supported through the Student Health Services Fee. The operation costs of the Health Center and the Counseling Center include all costs for staff and fringe benefits, supplies, educational materials, and medical equipment.

The Health Center employs two full-time nurse practitioners, one serving as the administrative director; one part-time physician, one full-time nurse, two full-time academic year nurses, and a full-time clerk. Also, several student work study/van drivers are employed to assist with clerical work and in transporting students to local medical appointments using the Health Center van service.

The Counseling Center operation includes one full-time director, who also serves as a counselor; three full-time counselors, one half-time counselor, one Violence and Substance Abuse Prevention Coordinator, a consulting psychiatrist, and a receptionist. The Counseling Center operates during the academic year. The consulting psychiatrist sees students once a week to address medication needs.

SUNY FREDONIA Proposed 2011-2012 Budget Income Fund Reimbursable (IFR)

Student Health Fee

Revenue:	
Projected Revenue	\$ 1,685,921
Rollover from Prior Year	35,500
Less: Reserve for Shortfall	250,000
Less: Admin. Overhead	84,296
Less: Fringe Benefits	421,848
Net Revenue	<u>\$ 965,277</u>
Expenses:	
Personal Service	\$ 869,500
Temporary Service	22,000
Supplies & Expenses	73,777
Total Expenses	<u>\$ 965,277</u>



Highlights

Student Health Services promotes an atmosphere of healthy living for SUNY Fredonia students. It provides students with preventative approaches to student health care. Through its health education programs such as the “Wellness Warriors Internship,” Stress Management workshops, the “Health Matters” newsletter, self care center, flu shot clinics, and Fredonia C.A.R.E.S. seminars, students get a first-hand introduction to managing their own health care needs.

Planning Assumptions

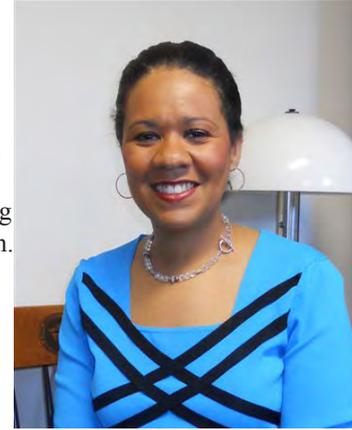
Planning assumptions used in the development of the 2011-2012 Student Health Services Fee operating budget include:

- The Student Health Services Fee will increase by \$15 a semester (\$30 annually) from \$150 to \$165 per semester.
- The Health Center will continue to offer the same level of services with the beginning phases of electronic filing for the future.
- The Counseling Center will investigate video conferencing needs for additional psychiatric services, including emergency needs.

- The Student Health Services Fee will reallocate \$250,000 toward the University Operating budget.
- The Birth Control Information Center (BCIC), a Student Association (SA) group, will hire a part-time administrator who would have dual agency reporting including Student Affairs and the Student Association.

Operating Budget

The 2011-2012 proposed operating budget for the Student Health Services operation is \$965,277- an increase of \$36,760 from the prior year. These funds are generated from the Student Health Services Fee which was established by the SUNY Board of Trustees (April 1991) and is included in the campus Student Services and Program Charge. The proposed \$15 per semester increase was supported by the Student Health Advisory Committee (SHAC). This fee increase will allow Student Health Services to continue to provide services in a workable flow in the midst of the implemented state budget cut proposal.



Monica White,
assistant vice
president for
Student Affairs.

SUNY FREDONIA			
Proposed 2011-2012 Budget			
Income Fund Reimbursable (IFR)			
Student Health Fee			
Area of Expense	Proposed 2011-2012 Allocation	2010-2011 Allocation	Change
Personal Service Regular	\$ 869,500	\$ 841,900	\$ 27,600
Temporary Service	22,000	11,000	11,000
Other than Personal Service	73,777	75,617	(1,840)
TOTAL	\$ 965,277	\$ 928,517	\$ 36,760



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

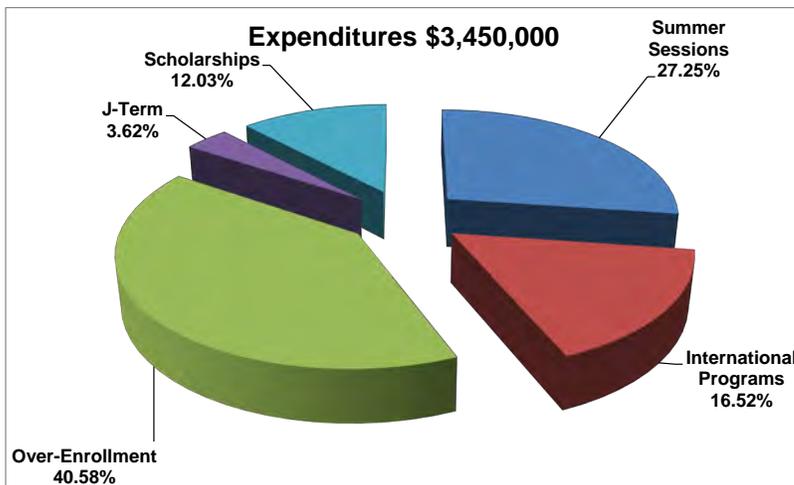
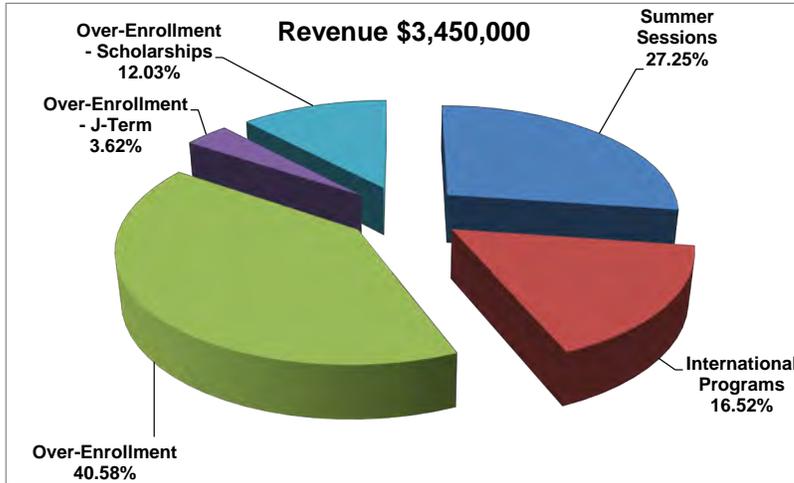
OPERATING BUDGET

**STATE UNIVERSITY TUITION
REIMBURSABLE ACCOUNT (SUTRA)
OPERATING BUDGET**





2011 - 2012 SUNY Fredonia SUTRA Operating Budget



The major components of SUTRA on the Fredonia campus include the offices of Lifelong Learning and Special Programs, and International Education. The various operations within SUTRA operate on the SUNY concept of self-sufficiency. Expenditures are capped based on available cash balances which carry forward to the next fiscal year.

Lifelong Learning and Special Programs is directed by Eric Skowronski. The department is responsible for the university's Summer Sessions, J-Term (or Joining Term), Lifelong Learning Credit Program, Non-credit Education and Training, and SUNY Learning Network coordination.

The mission of Lifelong Learning and Special Programs:

- To promote ongoing personal and professional enrichment, as well as professional skills development and enhancement, to all those served by the university.
- To offer continuing education and training programs that are contemporary, outcomes based, and consistent with the university's strengths and expertise.
- To augment the university's traditional offerings through specialized credit-bearing programs.

Mary Sasso serves as the director of the International Education Center located in LoGrasso Hall. She and her staff are responsible for institutional compliance with Student and Exchange Visitor Information System (SEVIS) immigration regulations, international student record maintenance, providing assistance to the Office of Admissions for international student recruitment, developing and coordinating international study abroad programs, assisting faculty in the development of short term international courses, and assisting international students attending SUNY Fredonia. Additionally, the director serves as liaison between SUNY Fredonia and its international partners.

SUNY FREDONIA 2011-2012 State University Tuition Reimbursable Account (SUTRA)

Overview

The State University Tuition Reimbursable Account (SUTRA) budget includes the following income fund reimbursable types of activities:

- Summer Sessions and J-Term
- International Programs
- Academic Year (Fall/Spring) Over-Enrollment



Highlights

Lifelong Learning and Special Programs reports directly to the Vice President for Academic Affairs. The unit has greatly increased its visibility on campus, making more people aware of its various offerings. It continues to revamp its approach to managing Summer Sessions and J-Term, particularly through enhanced marketing and student-focused scheduling. Along these lines, it introduced May Term as part of Summer Sessions 2009. Akin to J-Term, May Term enables students to complete a summer course in the two-week period immediately following spring semester finals week.

In 2009, to honor the university's beginnings as The Fredonia Academy, Lifelong Learning and Special Programs launched a 21st century Fredonia Academy. Here, faculty and staff are encouraged to share their knowledge and expertise with the college and surrounding communities – much like the academy's faculty did so long ago. The academy features relatively short non-credit programs offered primarily during evenings and on weekends.

The International Education Center (IEC) advised over 320 study abroad students during the 2009-2010 academic year (of that number, a total of 238 students from Fredonia and throughout the SUNY system participated in study abroad). This year, the IEC facilitated contract development and signing in Italy, India, South Korea, and Costa Rica. A new strategy to increase international student enrollment has been implemented and it is expected that the 1+3 program with Hankok University of Foreign Studies will enroll 40 to 50 new full-time, degree seeking international students beginning in January 2012.

Planning Assumptions

Planning assumptions used in the development of the 2011-2012 SUTRA operating budget include the following:



- Summer Sessions will continue to fund four Full-Time Equivalent (FTE) positions.
- J-Term revenues will experience modest growth.
- Fredonia Academy will offer non-credit programs throughout the calendar year.
- Funding will continue for institutional scholarships.
- Over-enrollment funds will continue to address budget cuts in the 2011-2012 fiscal year.
- The number of international students will increase significantly during this period as a result of a new enrollment initiative (1+3) with Hankok University of Foreign Studies

SUNY Fredonia signed a 1+3 program agreement with Hankuk University of Foreign Studies (HUFS) in South Korea that is expected to bring 40 to 50 new international students to campus starting January 2012.

SUNY FREDONIA	
Proposed 2011-2012 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Sessions	\$ 940,000
International Programs	570,000
Over-Enrollment	1,400,000
J-Term	125,000
Scholarships	415,000
Total	\$ 3,450,000
Expenditures:	
Summer Sessions	\$ 940,000
International Programs	570,000
Over-Enrollment	1,400,000
J-Term	125,000
Scholarships	415,000
Total	\$ 3,450,000



2011 - 2012 SUNY Fredonia SUTRA Operating Budget



**Director of Lifelong Learning and Special Programs
Eric Skowronski.**

Operating Budget

The total 2011-2012 SUTRA budget is projected at \$3.45 million, up from \$2.95 million in the 2010-2011 fiscal year. The additional \$500,000 in the SUTRA budget includes an increase of over-enrollment funding by \$400,000 to deal with anticipated budget shortfalls. International education funding is increased by \$100,000 to reflect growth in this area. Funding for scholarships decreased to \$415,000 from \$455,000 in 2010-2011. J-Term and Summer Sessions had modest increases.

Funding in the 2011-2012 SUTRA budget will help to position Lifelong Learning and Special Programs for growth, by enabling it to expand its product offerings, engage in new marketing activities, and produce greater revenue for the university.

This budget will also assist the International Education Center to keep developing new study abroad options for both the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.

SUNY FREDONIA Proposed 2011-2012 Budget State University Tuition Reimbursable Account (SUTRA)

Campus Total FTE Distribution			
	2011-2012	2010-2011	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	3.80	4.00	-0.20
TOTAL	3.80	4.00	-0.20



SUNY FREDONIA Proposed 2011-2012 Budget State University Tuition Reimbursable Account (SUTRA)			
Object	Proposed 2011-2012 Allocation	2010-2011 Allocation	Change
Academic Affairs			
Personal Service Regular	\$ 205,100	\$ 203,000	\$ 2,100
Temporary Service	642,900	609,000	33,900
Other than Personal Service	617,000	517,000	100,000
TOTAL	\$ 1,465,000	\$ 1,329,000	\$ 136,000
Administration			
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	1,570,000	1,166,000	404,000
TOTAL	\$ 1,570,000	\$ 1,166,000	\$ 404,000
Student Affairs			
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	415,000	455,000	(40,000)
TOTAL	\$ 415,000	\$ 455,000	\$ (40,000)



SUNY FREDONIA
Proposed 2011-2012 Budget
State University Tuition Reimbursable Account (SUTRA)

Account Number	Account Title	Proposed 2011-2012 Allocation	2010-2011 Allocation	Change
Academic Affairs				
960001.02	Summer Sessions - Non-Instructional	\$ 115,200	\$ 114,000	\$ 1,200
960001.03	Academic Affairs Secretarial Support	89,900	89,000	900
960001.28	Distance Learning	20,000	20,000	-
960001.xx	Incentive to Academic Departments	25,000	25,000	-
960001.91	Summer Sessions - Expenditures	689,900	681,000	8,900
960005.75	J-Term	125,000	100,000	25,000
960003.00	International Programs - Fredonia	400,000	300,000	100,000
	TOTAL	\$ 1,465,000	\$ 1,329,000	\$ 136,000
Administration				
960002.00	International Prog. - Tuition Exchange	\$ 170,000	\$ 166,000	\$ 4,000
960005.XX	Over-Enrollment	1,400,000	1,000,000	400,000
960605.00	Utility Expenses	-	-	-
	TOTAL	\$ 1,570,000	\$ 1,166,000	\$ 404,000
Student Affairs				
961581.03	Scholarship Incentive - Alumni	10,000	15,000	(5,000)
961581.04	President's International Scholarship	135,000	150,000	(15,000)
961581.07	President's Out-of-State Scholarship	270,000	290,000	(20,000)
	TOTAL	\$ 415,000	\$ 455,000	\$ (40,000)
	GRAND TOTAL	\$ 3,450,000	\$ 2,950,000	\$ 500,000

SUTRA

Allocations Like IFR accounts, SUTRA allocations are contingent upon available cash balances. Expenditures can only be processed to the extent that cash is available to support the allocation. Allocations can be increased for accounts which have cash in excess of allocation.

Allocation adjustments are generally reflective of known contractual increases and budget recommendations received from major fee groups.



CARNAHAN JACKSON

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OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

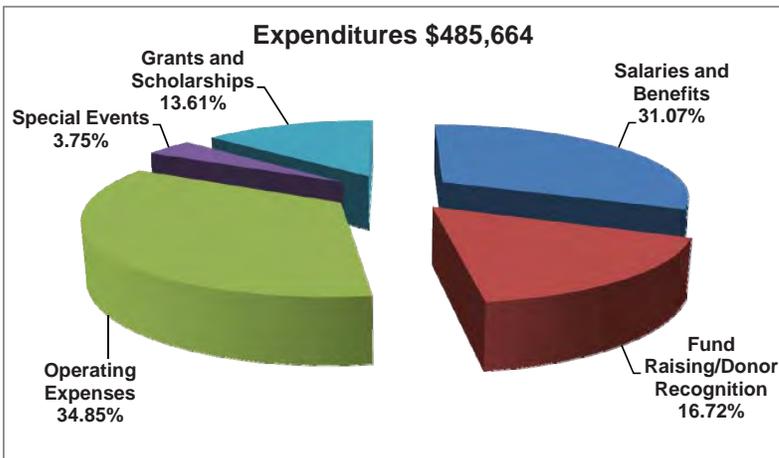
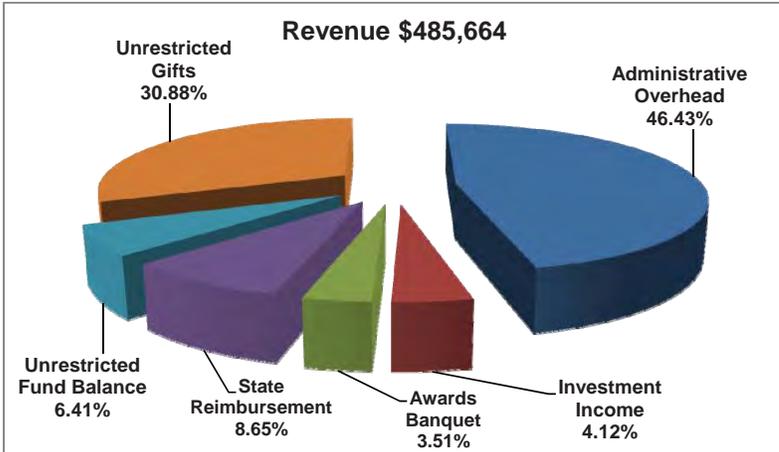
OPERATING BUDGET

**FREDONIA COLLEGE
FOUNDATION OPERATING BUDGET**





2011-2012 Fredonia College Foundation Operating Budget



Over 800 students were recognized for scholarship support totaling more than \$1 million during the 25th annual Scholars Breakfast.

SUNY FREDONIA 2011-2012 Budget Fredonia College Foundation

Overview

The Fredonia College Foundation was established in 1964. The Executive Director of the foundation is Dr. David M. Tiffany, who also serves as Vice President for University Advancement. The Development Office provides professional staff in support of foundation operations and five fund-raisers. Staff support is also provided by an Associate Vice President and by the Foundation Controller. Operations of the foundation are supervised by the 33-member board of directors who serve without compensation.

The foundation's general operating budget is funded from administration/management fees on endowed funds and restricted accounts, interest earned from investing unrestricted reserves, and from unrestricted revenues. Expenses in the operating budget include charges for foundation employees, general operating expenses, including fund raising and donor recognition; student grants and scholarships. The foundation operates on a calendar year budget cycle.

Highlights

During the 2010 year the foundation collected over \$3,362,260 (unaudited), in donations to the university. Grants from restricted and endowment funds exceeded \$1,401,000. The board of directors awarded over \$58,000 of unrestricted net assets for student financial aid and scholarship grants. The foundation



approved developing a partnership with the SUNY Research Foundation to establish a non-profit corporation to benefit the SUNY Fredonia Technology Incubator located in Dunkirk, N.Y. Endowment funds continued to be closely monitored during 2010 in order to track the impact of equity market fluctuations, and major endowment donors received two letters updating them on the investment situation.

Planning Assumptions

Planning assumptions used in the development of the 2011 Fredonia College Foundation operating budget include the following:

- Interest income will stabilize as a result of the easing national recession.
- Administrative/management fees will provide a modest increase over 2010 levels.
- Capital improvements and repairs for the Foundation House are expected to be similar to recent years.

Operating Budget

The 2011 Fredonia College Foundation operating budget totals \$485,664. The unrestricted gift income is expected to increase approximately \$10,000 compared to 2010. The unrestricted fund balance is budgeted to provide approximately \$31,000 towards operating expenses in 2011.



President Dennis Hefner and SUNY Chancellor Nancy Zimpher join SUNY Fredonia's Keeper of the Dream Scholars and administrators as they are recognized at the 25th annual Scholars Breakfast in Steele Hall Arena.

SUNY FREDONIA	
2011-2012 Budget	
Fredonia College Foundation Budget	
Revenue Sources and Expenditures	
Revenue Sources:	
Administrative Overhead	\$225,500
Investment Income	20,000
Awards Banquet	17,050
State Reimbursement	42,000
Unrestricted Fund Balance	31,114
Unrestricted Gifts	150,000
Total	<u><u>\$485,664</u></u>
Expenditures:	
Salaries and Benefits	\$150,914
Fund Raising/Donor Recognition	81,200
Operating Expenses	169,250
Special Events	18,200
Grants and Scholarships	66,100
Total	<u><u>\$485,664</u></u>



2011-2012 Fredonia College Foundation Operating Budget



***Vice President
for University
Advancement and
Executive
Director of the
Fredonia College
Foundation,
Dr. David Tiffany.***

SUNY FREDONIA			
2011-2012 Fredonia College Foundation Budget			
Revenues and Expenses			
	2011-2012 Budget	2010-2011 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$211,000	\$200,000	\$11,000
Administrative Overhead-Restricted Funds	14,500	16,000	(1,500)
Interest Income	20,000	10,000	10,000
Distinguished Service Awards Banquet	17,050	0	17,050
Foundation House	42,000	42,000	0
Unrestricted Fund Balance	31,114	23,650	7,464
Unrestricted Gifts	150,000	140,000	10,000
TOTAL REVENUE	\$485,664	\$431,650	\$54,014
Projected Expenses			
Accounting Fees-Auditor	\$7,000	\$8,000	(\$1,000)
Contracted Accounting Services	0	0	0
Board of Directors Expense	4,100	2,100	2,000
Credit Card Processing and Bank Fees	4,700	3,500	1,200
Alumni Leadership Conference	5,200	7,000	(1,800)
Capital Campaign/Case Statement	0	7,000	(7,000)
Conferences and Seminars	1,500	2,500	(1,000)
Donor Recognition and Cultivation	11,000	6,000	5,000
Scholarship Recipient Recognition	13,000	8,000	5,000
President's Associates Recognition	4,200	3,000	1,200
Executive Director's Expenses	5,500	5,000	500
Legal Fees	500	400	100
Membership and Dues	2,500	2,200	300
Miscellaneous	1,000	1,000	0
Office Supplies	850	600	250
Postage	600	800	(200)
Printing	5,000	7,300	(2,300)
Publications	900	3,000	(2,100)
Salaries and Benefits	150,914	121,800	29,114
Travel	25,000	24,000	1,000
Contingency Fund	3,000	3,000	0
Payroll Processing	2,300	1,900	400
Phonathon	15,000	10,000	5,000
Annual Fund	15,000	10,000	5,000
Planned Giving	23,000	27,000	(4,000)
Corporate and Foundation Relations	2,200	900	1,300
Annual Report	29,000	33,000	(4,000)
Computer Software and Support	12,500	5,000	7,500
Lettershop Services	0	5,000	(5,000)
Insurance	2,300	2,300	0
State Fees	1,200	250	950
Distinguished Service Awards Banquet	13,000	0	13,000
Foundation House			
Depreciation	21,700	21,700	0
Utilities	8,000	8,000	0
Repairs and Maintenance	16,000	12,400	3,600
Custodial Services	10,000	10,000	0
Insurance	1,900	1,900	0
TOTAL EXPENSES	\$419,564	\$365,550	\$54,014
Scholarships	42,300	42,300	0
Grants and Awards	23,800	23,800	0
TOTAL EXPENSES AND GRANTS	\$485,664	\$431,650	\$54,014



FREDONIA COLLEGE FOUNDATION 2011 Board of Directors

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Senior Partner, Lipsitz Green Scime Cambria, LLP
Buffalo, N.Y.

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Buffalo, N.Y.

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KURT W. MAYTUM (Immediate Past Chair)
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Fredonia, N.Y.

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Fredonia, N.Y.

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Management Consultant, Accenture, LTD
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Dunkirk, N.Y.

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Professor, St. Bonaventure University
Olean, N.Y.

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Coordinator of Workforce Investment Programs,
City of Erie School District
Erie, Pa.

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Fredonia, N.Y.

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BRIAN GUSMANO (Student Representative)
Student Association Controller, SUNY Fredonia
Fredonia, N.Y.

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President, SUNY Fredonia
Fredonia, N.Y.

RICHARD JOHNSON, CPA
Johnson, Mackowiak and Associates
Fredonia, N.Y.

DEBORAH KATHMAN
Executive Director, Chautauqua Striders, Inc.
Jamestown, N.Y.



“Moving the School of Music Toward National Recognition” was the title of the Alumni Leadership Conference hosted by SUNY Fredonia. The conference offered alumni a chance to reconnect with each other and faculty members, and helped the university shape the direction for the School of Music.

JEFFERY W. KELLY, Ph.D., '82
Lita Annenberg Hazen Professor of Chemistry; Chairman, Dept. of Molecular and Experimental Medicine
The Scripps Research Institute
LaJolla, Calif.

DAVID MANCUSO
President/CEO, Lake Shore Savings
Dunkirk, N.Y.

CATHY MARION, '79
Director, Marion Foundation
Houston, Texas

JUDY METZGER
Director, Campus and Community Children's Center, SUNY Fredonia
Fredonia, N.Y.

DANIEL REININGA
Owner, Graf Realty Corp.; COO, Lakeshore Savings
Dunkirk, N.Y.

SUSAN O. SCHALL, Ph.D., '81
President, SOS Consulting LLC
Front Royal, Va.

JAMES J. STROUD, '82
Senior Portfolio Manager, UBS
Hudson, Ohio

JEFFREY J. WALLACE SR., Ph.D., '68
Professor, Social Science, University of Akron
Akron, Ohio

THOMAS H. WARING JR. '80
President, Waring Financial Group
Hamburg, N.Y.

HENRY K. WILLIAMS IV, '95
President, Williams Enterprises, LP
Fredonia, N.Y.



APPENDIX 1
Analysis of Funding for
University Operating Budget

APPENDIX 2
Analysis of Allocations

APPENDIX 3
Consolidated Operating
Budgets

APPENDIX 4
Tuition and Fees

APPENDIX 5
Organizational Charts

APPENDICES





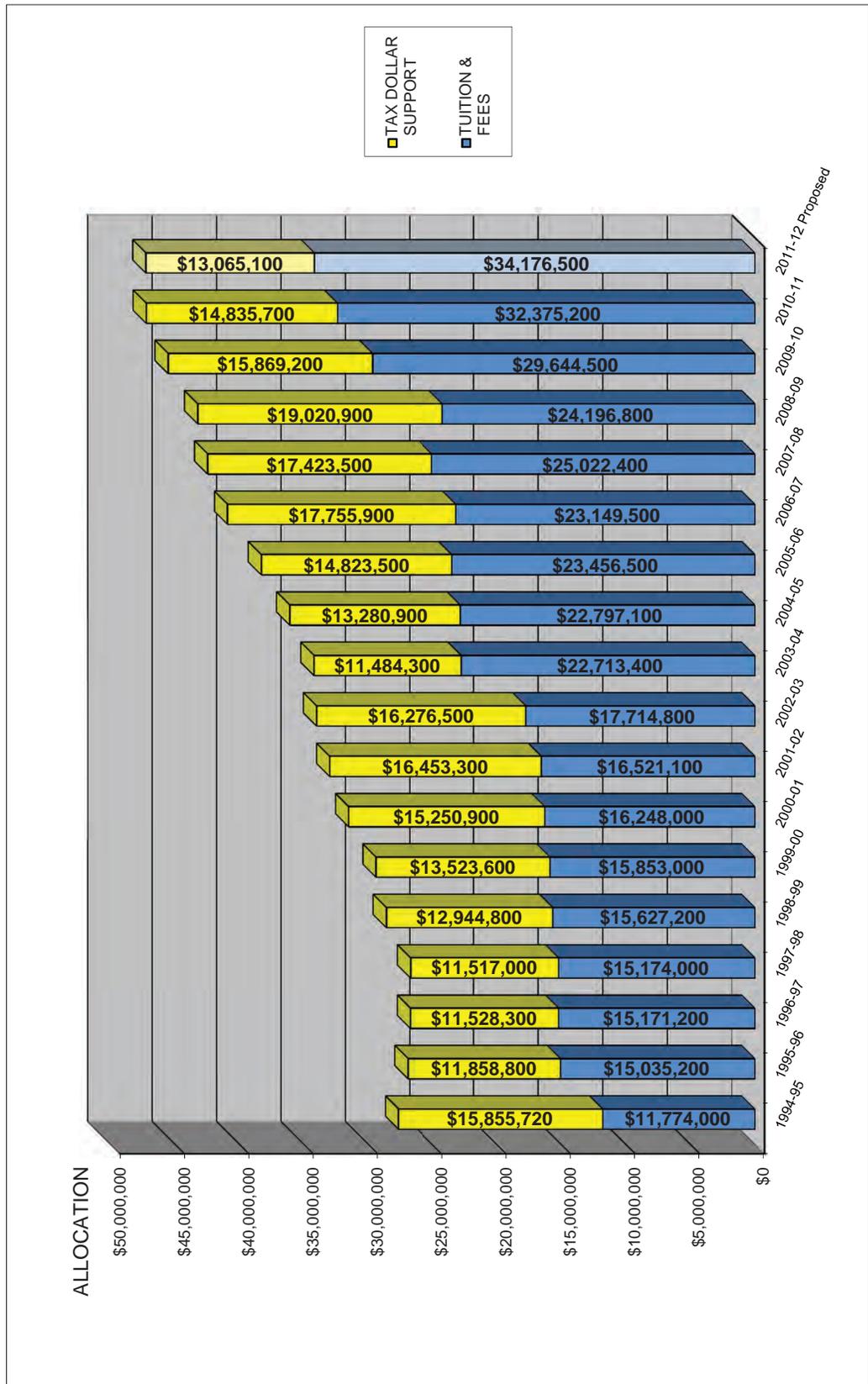
Analysis of Funding - APPENDIX 1

SUNY FREDONIA ANALYSIS OF STATE SUPPORT AND CAMPUS REVENUE UNIVERSITY OPERATING BUDGET

	<u>1997-98</u>	<u>State Support</u>	<u>%</u>	<u>Campus Revenue</u>	<u>%</u>	<u>Total Budget</u>
Approved Budget		\$11,517,000	43%	\$15,174,000	57%	\$26,691,000
1998-99						
RAM I - October, 1997		\$10,508,000	40%	\$15,583,000	60%	\$26,091,000
RAM II - May, 1998		12,184,000	44%	15,411,000	56%	27,595,000
RAM III - June, 1998		12,800,000	45%	15,772,000	55%	28,572,000
1998-99 Financial Plan		12,944,800	45%	15,627,200	55%	28,572,000
1999-00						
RAM I - April, 1999		\$13,069,400	45%	\$16,054,800	55%	29,124,200
Preliminary October 1999		12,502,900	44%	15,853,000	56%	28,355,900
Preliminary with 1999 raises		13,133,800	45%	15,853,000	55%	28,986,800
Final - Form I November 1999		13,523,600	46%	15,853,000	54%	29,376,600
2000-01						
Projection April 2000		\$13,937,200	46%	\$16,260,100	54%	30,197,300
Final Form I July 14, 2000		14,277,100	47%	16,248,600	53%	30,525,700
Additional Salary Adjustment		15,250,900	48%	16,248,000	52%	31,499,500
2001-02						
Initial Budget April 2001		\$15,384,100	48%	\$16,470,400	52%	31,854,500
Final-Form I October 5, 2001		16,453,300	50%	16,521,100	50%	32,974,400
2002-03						
Preliminary - March 2002		\$16,590,000	50%	\$16,642,400	50%	33,232,400
Financial Plan		16,420,800	50%	16,739,800	50%	33,160,600
Actual Budget		16,420,800	48%	17,714,800	52%	34,135,600
Final - January 2003		16,276,500	48%	17,714,800	52%	33,991,300
2003-04						
Preliminary - March 2003		\$12,315,600	35%	\$22,784,400	65%	35,100,000
Financial Plan		11,484,300	34%	21,813,400	66%	33,297,700
Actual Budget		11,484,300	34%	22,713,400	66%	34,197,700
2004-05						
Preliminary - March 2004		\$11,484,300	33%	\$22,995,700	67%	34,480,000
Form 1 - September 2004		12,387,900	36%	22,089,300	64%	34,477,200
Final Budget - October 2004		13,280,900	37%	22,797,100	63%	36,078,000
2005-06						
Preliminary - April 2005		\$15,162,000	40%	\$23,118,000	60%	38,280,000
Financial Plan		14,823,500	40%	22,286,600	60%	37,110,100
Actual Budget		14,823,500	39%	23,456,500	61%	38,280,000
2006-07						
Preliminary - April 2006		\$17,604,600	43%	23,300,800	57%	40,905,400
Actual Budget		17,755,900	43%	23,149,500	57%	40,905,400
2007-08						
Preliminary - April 2007		\$19,241,500	45%	23,367,500	55%	42,609,000
Actual Budget		17,423,500	41%	25,022,400	59%	42,445,900
2008-09						
Preliminary - April 2008		\$19,353,900	45%	23,322,200	55%	42,676,100
Financial Plan (FORM 1)		18,767,000	45%	22,624,200	55%	41,391,200
Adjusted Financial Plan		20,596,300	48%	22,624,200	52%	43,220,500
Financial Plan Spring 09		19,020,900	44%	24,196,800	56%	43,217,700
2009-10						
Preliminary - April 2009		\$15,100,000	34%	28,823,500	66%	43,923,500
Financial Plan (FORM 1)		17,175,000	39%	26,718,700	61%	43,893,700
Adjusted Financial Plan		17,175,000	40%	26,043,700	60%	43,218,700
Base Budget		17,175,000	38%	28,338,700	62%	45,513,700
Base Budget with Mid-Year Cut		16,212,600	36%	29,301,100	64%	45,513,700
2010-11						
Preliminary - April 2010		\$15,107,900	32%	31,924,300	68%	47,032,200
Financial Plan (FORM 1)		15,280,600	35%	28,365,000	65%	43,645,600
Base Budget with Mid-Year Cut		14,835,700	31%	32,375,200	69%	47,210,900
2011-12						
Preliminary - April 2011		13,065,100	28%	34,176,500	72%	47,241,600
Financial Plan (FORM 1)		13,065,100	28%	34,176,500	72%	47,241,600



**SUNY FREDONIA
SOURCES OF FUNDING
UNIVERSITY OPERATING BUDGET**





Analysis of Allocations - APPENDIX 1

SUNY FREDONIA Derivation of Proposed 2011-2012 Operating Budget from 2010-2011 Base

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Utilities/Other Institutional	Total
Original 2010-2011 Proposed Base Budget	\$515,300	\$29,023,500	\$6,047,000	\$1,370,900	\$3,971,700	\$6,103,800	\$47,032,200
Adjustments To Financial Plan	-	(53,100)	102,500	-	141,100	(11,800)	178,700
Sub-Total Budget Adjustments	-	(53,100)	102,500	-	141,100	(11,800)	178,700
Revised 2010-2011 Base Budget Need	515,300	28,970,400	6,149,500	1,370,900	4,112,800	6,092,000	47,210,900
2009-10 Carry Over Funds & Reserves						(630,000)	(630,000)
2010-11 IFR Fee Support & Unrestricted Funds						(750,000)	(750,000)
FSA & DIFR Utility Support						(600,000)	(600,000)
2009-2010 Utility Savings						(650,200)	(650,200)
2010-2011 Institutional Equipment Savings						(225,000)	(225,000)
2009-2010 Salary Savings						(710,100)	(710,100)
Adjusted 2010-2011 Allocation (Form 1)	515,300	28,970,400	6,149,500	1,370,900	4,112,800	2,526,700	43,645,600
SUTRA Over Enrollment Prior Years						(2,400,000)	(2,400,000)
2010-2011 Financial Plan Base	515,300	28,970,400	6,149,500	1,370,900	4,112,800	126,700	41,245,600
Mid-year 2010-2011 Budget Reduction (IFR Reserves)						(444,900)	(444,900)
2010-2011 Adjusted Financial Plan	515,300	28,970,400	6,149,500	1,370,900	4,112,800	(318,200)	40,800,700
Financial Plan Adjustment						-	-
Print Shop Redistribution	1,600	10,500	24,600	(42,100)	5,400	-	-
2010-2011 Negotiated Salary Adjustments	5,100	1,208,300	167,500	47,100	77,500	(1,505,500)	-
Final 2010-2011 Base Budget	522,000	30,189,200	6,341,600	1,375,900	4,195,700	4,586,500	47,210,900
2011-2012 Budget Adjustments							
I. Inflationary Increases							
Utility Funding						23,800	23,800
Funding of Tuition Credit Scholarship						351,100	351,100
Additional Adjunct Allocation for PSR reduction		125,000					125,000
Bargaining Unit Cost						408,900	408,900
Recharges & Maintenance Operations		(21,600)	106,600			45,500	130,500
II. Permanent Budget Reductions							
Position Reductions		(635,100)	(292,900)	-	(80,600)		(1,008,600)
Sub-Total Budget Adjustments	-	(531,700)	(186,300)	-	(80,600)	829,300	30,700
Proposed 2011-2012 Base Budget	\$522,000	\$29,657,500	\$6,155,300	\$1,375,900	\$4,115,100	\$5,415,800	\$47,241,600



SUNY FREDONIA
DOLLAR AND FTE
DISTRIBUTION BY AREA
FINANCIAL PLAN BASE BY FISCAL YEAR

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	DEVELOPMENT	STUDENT AFFAIRS	UTILITIES	TOTAL	CHANGE
1991-92								
DOLLAR	\$228,400 1%	\$16,700,900 64%	\$4,388,500 17%	\$524,000 2%	\$1,790,900 7%	\$2,272,800 9%	\$25,905,500 100%	
FTE	4.00 1%	357.35 67%	116.30 22%	12.15 2%	46.60 9%		536.40 100%	
1992-93								
DOLLAR	\$224,100 1%	\$16,254,800 65%	\$4,139,600 17%	\$493,100 2%	\$1,544,300 6%	\$2,182,100 9%	\$24,838,000 100%	(\$1,067,500) -4.1%
FTE	4.00 1%	348.35 68%	109.50 21%	10.45 2%	40.10 8%		512.40 100%	-24.00 -4.5%
1993-94								
DOLLAR	\$347,800 1%	\$16,922,100 65%	\$4,436,500 17%	\$512,700 2%	\$1,533,800 6%	\$2,289,800 9%	\$26,042,700 100%	\$1,204,700 4.9%
FTE	6.00 1%	346.79 67%	112.80 22%	10.95 2%	39.10 8%		515.64 100%	3.24 0.6%
1994-95								
DOLLAR	\$380,800 1%	\$17,880,000 65%	\$4,186,000 15%	\$729,000 3%	\$1,843,500 7%	\$2,379,900 9%	\$27,399,200 100%	\$1,356,500 5.2%
FTE	6.00 1%	353.26 68%	109.58 21%	13.80 3%	40.60 8%		523.24 100%	7.60 1.5%
1995-96								
DOLLAR	\$435,303 2%	\$17,231,484 64%	\$4,053,194 15%	\$728,780 3%	\$1,710,641 6%	\$2,669,398 10%	\$26,828,800 100%	(\$570,400) -2.1%
FTE	5.00 1%	329.54 67%	106.91 22%	13.80 3%	39.10 8%		494.35 100%	-28.89 -5.5%
1996-97								
DOLLAR	\$425,500 2%	\$17,064,700 64%	\$3,992,200 15%	\$714,900 3%	\$1,681,200 6%	\$2,821,000 11%	\$26,699,500 100%	(\$129,300) -0.5%
FTE	3.50 1%	311.82 67%	100.30 22%	11.25 2%	37.53 8%		464.40 100%	-29.95 -6.1%
1997-98								
DOLLAR	\$346,700 1%	\$17,061,600 64%	\$3,801,100 14%	\$694,000 3%	\$1,693,700 6%	\$3,093,900 12%	\$26,691,000 100%	(\$8,500) 0.0%
FTE	3.50 1%	322.88 68%	100.18 21%	11.25 2%	38.94 8%		476.75 100%	12.35 2.7%
1998-99								
DOLLAR	\$353,400 1%	\$17,971,500 63%	\$3,999,500 14%	\$714,900 3%	\$1,757,300 6%	\$3,775,400 13%	\$28,572,000 100%	\$1,881,000 7.0%
FTE	3.50 1%	340.16 68%	103.93 21%	11.25 2%	39.80 8%		498.64 100%	21.89 4.6%
1999-00								
DOLLAR	\$374,000 1%	\$18,557,900 63%	\$4,212,500 14%	\$813,400 3%	\$2,180,500 7%	\$3,238,300 11%	\$29,376,600 100%	\$804,600 2.8%
FTE*	3.60 1%	342.96 66%	108.43 21%	12.25 2%	49.70 10%		516.94 100%	18.30 3.7%
* Health & Physical Education transferred from Academic Affairs to Student Affairs								
2000-01								
DOLLAR	\$375,800 1%	\$19,185,300 63%	\$4,277,700 14%	\$830,400 3%	\$2,297,900 8%	\$3,558,600 12%	\$30,525,700 100%	\$1,149,100 3.9%
FTE	3.60 1%	351.36 66%	110.93 21%	12.50 2%	51.70 10%		530.09 100%	13.15 2.5%



Analysis of Allocations - APPENDIX 2

SUNY FREDONIA DOLLAR AND FTE DISTRIBUTION BY AREA FINANCIAL PLAN BASE BY FISCAL YEAR

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	DEVELOPMENT	STUDENT AFFAIRS	UTILITIES OTHER	TOTAL	CHANGE
2001-02								
DOLLAR	\$399,900 1%	\$21,264,400 64%	\$4,641,900 14%	\$906,700 3%	\$2,490,800 8%	\$3,270,700 10%	\$32,974,400 100%	\$2,448,700 8.0%
FTE	3.50 1%	357.72 66%	113.93 21%	13.50 2%	52.70 10%		541.35 100%	11.26 2.1%
2002-03								
DOLLAR	\$422,400 1%	\$21,856,600 66%	\$4,835,400 15%	\$926,800 3%	\$2,566,200 8%	\$2,553,200 8%	\$33,160,600 100%	\$186,200 0.6%
FTE	3.60 1%	358.22 66%	115.18 21%	13.50 2%	52.54 10%		543.04 100%	1.69 0.3%
2003-04								
DOLLAR	\$410,300 1%	\$22,180,800 65%	\$4,683,100 14%	\$826,600 2%	\$2,658,000 8%	\$3,438,900 10%	\$34,197,700 100%	\$1,037,100 3.1%
FTE	3.60 1%	352.75 66%	110.38 21%	14.70 3%	53.54 10%		534.97 100%	-8.07 -1.5%
2004-05								
DOLLAR	\$418,500 1%	\$22,626,200 66%	\$4,903,400 14%	\$1,096,100 3%	\$2,851,100 8%	\$2,581,900 7%	\$34,477,200 100%	\$279,500 0.8%
FTE	3.50 1%	348.86 65%	111.00 21%	16.20 3%	54.14 10%		533.70 100%	-1.27 -0.2%
2005-06								
DOLLAR	\$427,700 1%	\$24,096,300 63%	\$5,186,500 14%	\$1,066,800 3%	\$2,976,600 8%	\$4,526,100 12%	\$38,280,000 100%	\$3,802,800 11.0%
FTE	3.50 1%	360.93 66%	108.18 20%	16.20 3%	54.98 10%		543.79 100%	10.09 1.9%
2006-07								
DOLLAR	\$451,900 1%	\$25,289,500 62%	\$5,475,200 13%	\$1,170,600 3%	\$3,152,600 8%	\$5,365,600 13%	\$40,905,400 100%	\$2,625,400 6.9%
FTE	3.50 1%	377.00 66%	113.00 20%	17.20 3%	56.98 10%		567.68 100%	23.89 4.4%
2007-08								
DOLLAR	\$471,600 1%	\$26,396,000 62%	\$5,567,000 13%	\$1,251,900 3%	\$3,402,800 8%	\$5,519,700 13%	\$42,609,000 100%	\$1,703,600 4.2%
FTE	3.50 1%	386.70 67%	113.00 19%	18.00 3%	58.48 10%		579.68 100%	12.00 2.1%
2008-09								
DOLLAR	\$512,000 1%	\$28,604,100 64%	\$6,121,700 14%	\$1,364,000 3%	\$3,967,000 9%	\$3,952,200 9%	\$44,521,000 100%	\$1,912,000 4.5%
FTE	3.50 1%	396.56 66%	114.25 19%	18.00 3%	67.67 11%		599.98 100%	20.30 3.5%
2009-10								
DOLLAR	\$515,300 1%	\$29,258,500 64%	\$6,157,000 14%	\$1,370,900 3%	\$4,026,700 9%	\$4,185,300 9%	\$45,513,700 100%	\$992,700 2.2%
FTE	3.50 1%	390.06 65%	113.25 19%	17.00 3%	64.85 11%		588.66 100%	-11.32 -1.9%
2010-11								
DOLLAR	\$522,000 1%	\$30,189,200 64%	\$6,341,600 13%	\$1,375,900 3%	\$4,195,700 9%	\$4,586,500 10%	\$47,210,900 100%	\$1,697,200 3.7%
FTE	3.50 1%	384.56 65%	113.50 19%	17.00 3%	67.19 11%		585.75 100%	-2.91 -0.5%

* Percentages are rounded



SUNY FREDONIA
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS
 Fiscal Years 1997-98 to 2011-12

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Utilities/Other	Totals
	\$	\$	\$	\$	\$	\$	\$
% of Base	1.25%	61.53%	13.71%	2.50%	6.11%	14.90%	100%
1997-98 Base	346,700	17,061,600	3,801,100	694,000	1,693,700	4,132,200	27,772,300
Budget Adjustments							
1997-98				(2,500)		2,500	-
1998-99 ¹	7,300	358,200	217,300	22,400	295,800	(849,600)	51,400
1999-00	20,000	378,300	93,200	33,500	152,500	(425,100)	252,400
2000-01	(2,200)	436,500	37,200	(9,000)	45,500	794,200	1,302,200
2001-02 ²	28,100	1,927,600	461,900	76,300	137,900	(1,511,900)	1,119,900
2002-03	22,500	497,200	60,800	20,100	85,400	217,200	903,200
2003-04 ³	(12,100)	(86,300)	(84,700)	(150,200)	(36,400)	(532,600)	(902,300)
2004-05	12,100	1,181,100	401,700	252,800	222,000	(471,700)	1,598,000
2005-06	26,900	293,900	153,500	(11,800)	180,600	(643,100)	-
2006-07	16,300	1,024,400	79,300	40,800	111,300	(1,272,100)	-
2007-08	16,900	513,200	130,500	32,900	(83,200)	(610,300)	-
2008-09 ⁴	23,500	1,312,300	411,800	83,300	628,300	(614,300)	1,844,900
2009-10	3,300	1,014,400	185,300	56,900	169,700	160,600	1,590,200
2010-11 ⁵	6,700	1,165,700	294,600	5,000	224,000	(1,517,300)	178,700
Adjustments	169,300	10,016,500	2,442,400	450,500	2,133,400	(7,273,500)	7,938,600
Growth, Inflationary Increases & Reductions							
1998-99		330,000	6,000	1,000	3,000	451,300	791,300
1999-00		400,300	80,900	75,000	40,000	(44,000)	552,200
2000-01		224,400	42,000	16,000	67,400	470,900	820,700
2001-02		147,500	35,000		45,000	127,500	355,000
2002-03		95,000				163,000	258,000
2003-04		410,500	(67,600)	50,000	128,200	443,300	964,400
2004-05		25,000	40,000	-	25,000	192,300	282,300
2005-06	600	711,700	19,200	3,000	20,400	1,447,100	2,202,000
2006-07	1,900	579,900	147,900	102,800	71,000	1,721,900	2,625,400
2007-08	3,500	399,200	54,700	33,600	111,200	1,101,400	1,703,600
2008-09		382,600			22,400	(337,900)	67,100
2009-10		(360,000)	(150,000)	(50,000)	(110,000)	72,500	(597,500)
2010-11		(235,000)	(110,000)		(55,000)	1,918,500	1,518,500
2011-12		(531,700)	(186,300)	-	(80,600)	829,300	30,700
Growth, Inflationary Increases & Reductions	6,000	2,579,400	(88,200)	231,400	288,000	8,557,100	11,573,700
Total Adjustments	175,300	12,595,900	2,354,200	681,900	2,421,400	1,283,600	19,512,300
% of Adjustments	0.90%	64.55%	12.07%	3.49%	12.41%	6.58%	100%
Current Base	522,000	29,657,500	6,155,300	1,375,900	4,115,100	5,415,800	47,241,600
Current % of Base	1.10%	62.78%	13.03%	2.91%	8.71%	11.46%	100.00%

¹ Transferred Athletics from Academic Affairs to Student Affairs

² No state funding for negotiated salary increases

³ Budget Cuts & Retirement Savings

⁴ Transferred Athletic PSR from IFR to State

⁵ Printshop closed



Consolidated Operating Budgets - APPENDIX 3

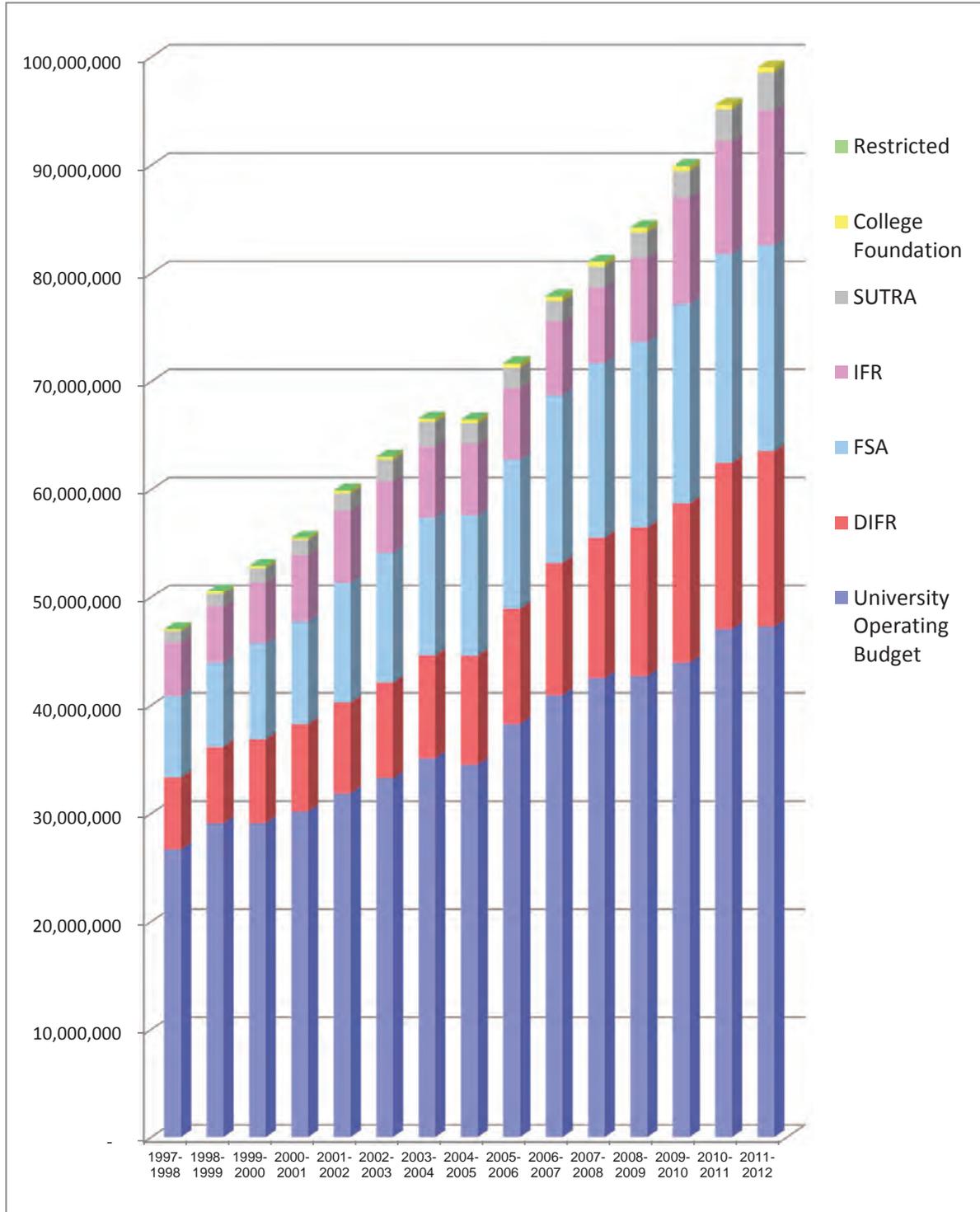
SUNY Fredonia Consolidated Operating Budgets 1997-1998 to 2011-2012

Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation		Total	Percent Change
						Foundation	Restricted		
1997-1998	26,691,000	6,637,100	7,507,275	4,961,100	1,050,000	165,250	7,600	47,019,325	
1998-1999	29,091,000	7,071,400	7,762,200	5,184,000	1,200,000	211,650	6,600	50,526,850	7.46%
1999-2000	29,124,200	7,747,400	8,831,625	5,700,000	1,300,000	215,300	6,200	52,924,725	4.75%
2000-2001	30,197,300	8,058,300	9,480,675	6,200,000	1,400,000	227,000	6,000	55,569,275	5.00%
2001-2002	31,854,500	8,395,000	11,151,000	6,600,000	1,650,000	270,500	6,000	59,927,000	7.84%
2002-2003	33,232,400	8,860,000	12,058,640	6,600,000	2,000,000	267,000	9,400	63,027,440	5.17%
2003-2004	35,100,000	9,500,500	12,808,035	6,600,000	2,225,000	325,900	10,700	66,570,135	5.62%
2004-2005	34,480,000	10,091,750	13,028,475	6,600,000	1,900,000	355,000	18,500	66,473,725	-0.14%
2005-2006	38,280,000	10,639,250	13,859,535	6,600,000	1,900,000	389,600	11,100	71,679,485	7.83%
2006-2007	40,905,400	12,300,000	15,493,380	6,800,000	1,900,000	462,030	12,300	77,873,110	8.64%
2007-2008	42,505,400	13,057,000	16,114,475	7,050,000	1,900,000	447,942	13,000	81,087,817	4.13%
2008-2009	42,676,100	13,798,500	17,147,975	7,836,800	2,300,000	482,500	13,400	84,255,275	3.91%
2009-2010	43,923,500	14,813,850	18,423,566	9,826,220	2,450,000	482,310	*	89,919,446	6.72%
2010-2011	47,032,200	15,450,000	19,304,000	10,423,000	2,950,000	431,650		95,590,850	6.31%
2011-2012	47,241,600	16,305,500	19,051,165	12,500,000	3,450,000	485,664		99,033,929	3.60%

* Restricted balances transferred to College Foundation



**SUNY Fredonia
Consolidated Operating Budgets
1997-1998 to 2011-2012**





Tuition and Fees - APPENDIX 4

STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1973 - 2011 NYS RESIDENT UNDERGRADUATES														
YEAR	TUITION		STUDENT			HEALTH		TECH-		DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED	
	LOWER DIVISION	COLLEGE FEE	ACTIVITY FEE	ATHLETIC FEE	STUDENT SERVICES	CENTER FEE	NOLOGY FEE	FOOD SERVICE (2)						
1973-1974	325.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	325.00	315.00	1,012.50	2.7%		
1974-1975	325.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	325.00	380.00	1,077.50	6.4%		
1975-1976	325.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	325.00	380.00	1,077.50	0.0%		
1976-1977	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	375.00	380.00	1,177.50	9.3%		
1977-1978	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	375.00	380.00	1,177.50	0.0%		
1978-1979	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	375.00	400.00	1,197.50	1.7%		
1979-1980	450.00	12.50	38.50	0.00	0.00	0.00	0.00	0.00	400.00	430.00	1,331.00	11.1%		
1980-1981	450.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	475.00	468.00	1,445.50	8.6%		
1981-1982	525.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	550.00	529.00	1,656.50	14.6%		
1982-1983	525.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	625.00	579.00	1,783.50	7.7%		
1983-1984	675.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	700.00	618.00	2,047.50	14.8%		
1984-1985	675.00	12.50	50.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,182.50	6.6%		
1985-1986	675.00	12.50	51.00	0.00	0.00	0.00	0.00	0.00	775.00	699.00	2,183.50	0.0%		
1986-1987	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	775.00	699.00	2,217.50	1.6%		
1987-1988	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	850.00	699.00	2,292.50	3.4%		
1988-1989	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	895.00	760.00	2,398.50	4.6%		
1989-1990	675.00	12.50	50.00	20.00	0.00	0.00	0.00	0.00	915.00	795.00	2,467.50	2.9%		
FALL 1990	675.00	12.50	52.00	25.00	0.00	0.00	0.00	0.00	965.00	815.00	2,544.50	3.1%		
SPRING 1991	825.00	12.50	54.00	25.00	0.00	0.00	0.00	0.00	965.00	815.00	2,694.50	5.9%		
1991-1992	1,075.00	12.50	54.00	25.00	0.00	35.00	0.00	0.00	1,050.00	885.00	3,136.50	16.4%		
1992-1993	1,325.00	12.50	56.00	27.00	0.00	42.50	0.00	0.00	1,095.00	895.00	3,453.00	10.1%		
1993-1994	1,325.00	12.50	62.00	30.00	0.00	50.00	0.00	0.00	1,175.00	925.00	3,579.50	3.7%		
1994-1995	1,325.00	12.50	62.00	50.00	0.00	55.00	0.00	0.00	1,250.00	960.00	3,714.50	3.8%		
1995-1996	1,700.00	12.50	72.00	50.00	0.00	75.00	50.00	0.00	1,375.00	960.00	4,294.50	15.6%		
1996-1997	1,700.00	12.50	0.00	0.00	294.00	0.00	0.00	0.00	1,450.00	1,025.00	4,481.50	4.4%		
1997-1998	1,700.00	12.50	0.00	0.00	325.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%		
1998-1999	1,700.00	12.50	0.00	0.00	350.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%		
1999-2000	1,700.00	12.50	0.00	0.00	375.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%		
2000-2001	1,700.00	12.50	0.00	0.00	400.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%		
2001-2002	1,700.00	12.50	0.00	0.00	425.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%		
2002-2003	1,700.00	12.50	0.00	0.00	474.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%		
2003-2004	2,175.00	12.50	0.00	0.00	493.50	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%		
2004-2005	2,175.00	12.50	0.00	0.00	508.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%		
2005-2006	2,175.00	12.50	0.00	0.00	533.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%		
2006-2007	2,175.00	12.50	0.00	0.00	553.50	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%		
2007-2008	2,175.00	12.50	0.00	0.00	583.25	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%		
FALL 2008	2,175.00	12.50	0.00	0.00	606.50	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%		
SPRING 2009	2,485.00	12.50	0.00	0.00	606.50	0.00	0.00	0.00	2,675.00	1,760.00	7,539.00	4.3%		
2009-2010	2,485.00	12.50	0.00	0.00	632.00	0.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%		
2010-2011	2,485.00	12.50	0.00	0.00	669.00	0.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%		
2011-2012	2,635.00	12.50	0.00	0.00	696.50	0.00	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%		

(1) DORMITORY RENTAL IS BASED ON DOUBLE OCCUPANCY.
 (2) FOOD SERVICE CHARGES ARE BASED ON THE 14 MEAL PLAN PRIOR TO 2007-08, CURRENTLY 10 MEAL PLAN + \$575
 (3) TOTALS ARE BASED ON LOWER DIVISION TUITION, WHERE APPLICABLE.
 (4) RATES FOR 2011-2012 ARE SUBJECT TO CHANGE.



Tuition and Fees - APPENDIX 4

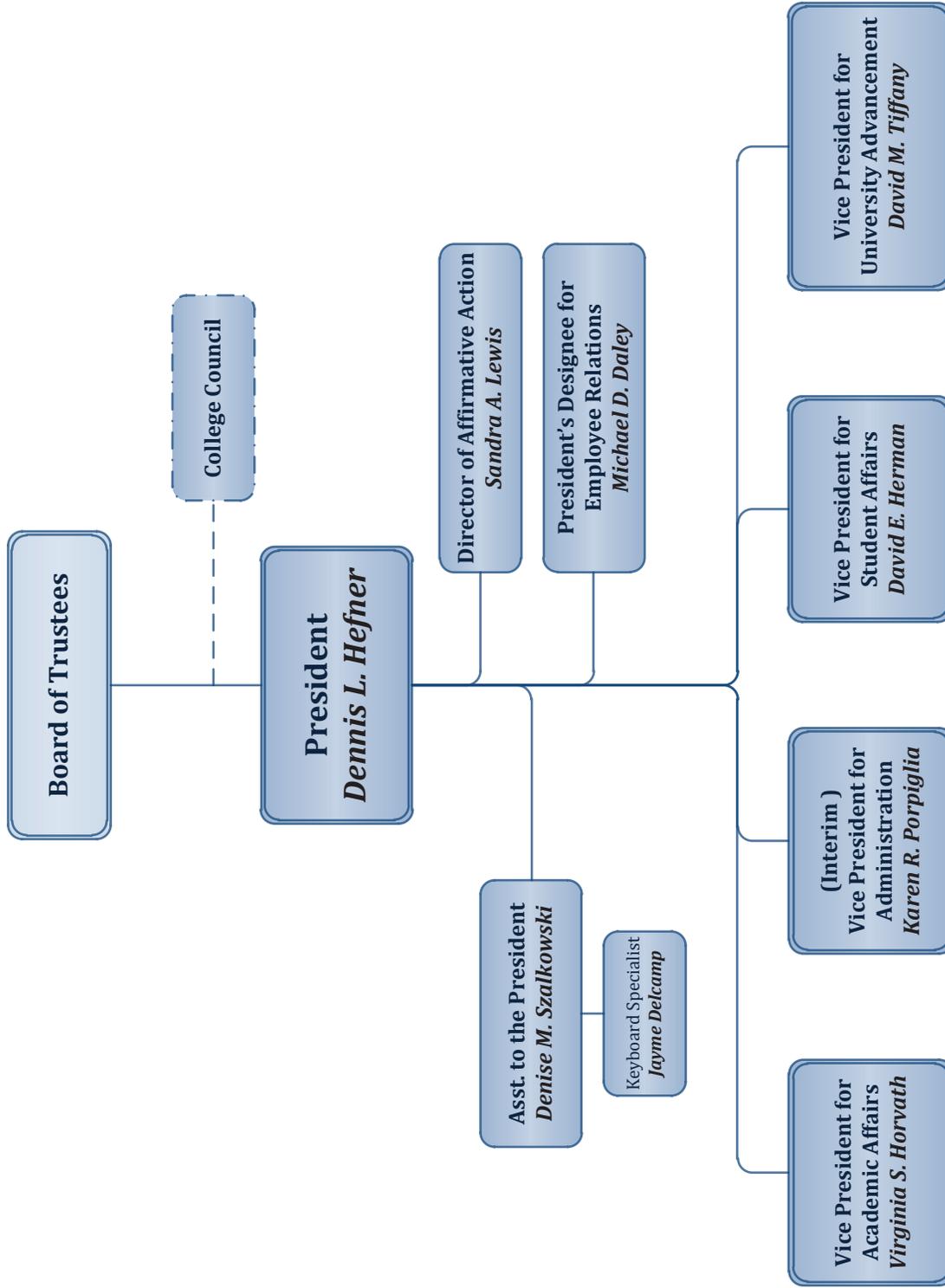
SUNY FREDONIA History of Student Services and Program Charge 1998-1999 through 2011-2012 Academic Years

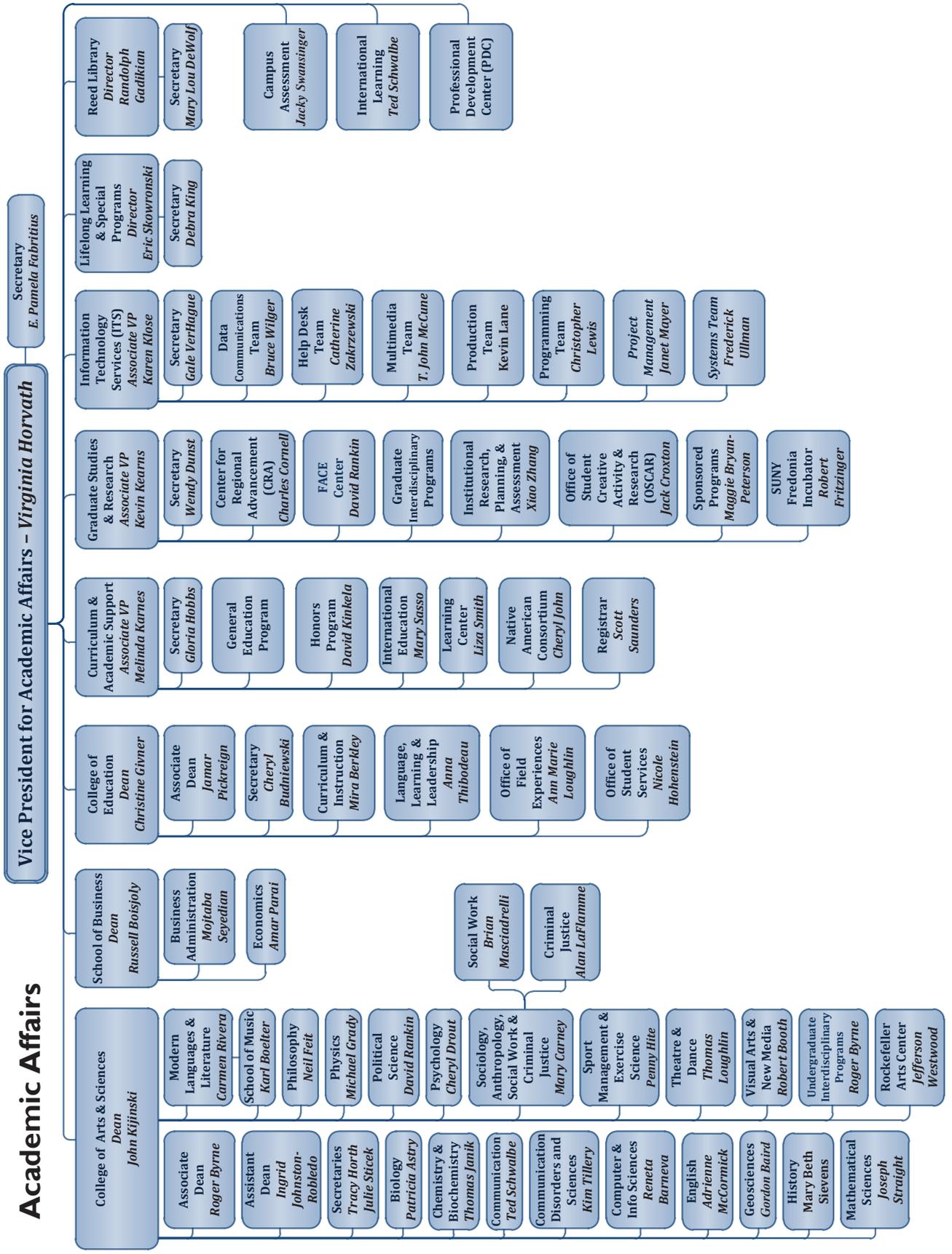
Summary Of Components In Student Services and Program Charge	1998-1999		1999-2000		2000-2001		2001-2002		2002-2003		2003-2004		2004-2005	
	Full-Time Rate	Part-Time Rate												
Student Activity Fee	\$73.50	\$6.15	\$73.50	\$6.15	\$73.50	\$6.15	\$74.00	\$6.15	\$75.50	\$6.30	\$77.50	\$6.45	\$77.75	\$6.50
Bus Services	6.50	0.55	7.00	0.60	7.50	0.60	7.50	0.65	8.00	0.65	9.50	0.80	10.25	0.85
Athletic Fee	73.00	6.10	78.00	6.50	85.00	7.10	90.00	7.50	95.00	7.95	100.00	8.35	103.00	8.60
Health Center Fee	75.00	6.25	75.00	6.25	75.00	6.25	75.00	6.25	100.00	8.35	105.00	8.75	108.00	9.00
Technology Fee	75.00	6.25	85.00	7.10	95.00	7.90	106.00	8.85	120.00	10.00	125.00	10.45	129.00	10.75
Parking Services	25.00	2.10	30.00	2.50	32.50	2.70	35.00	2.95	38.00	3.15	39.00	3.25	40.00	3.30
College Lodge Services	3.00	0.25	3.00	0.25	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	2.00	0.15	2.50	0.20	2.50	0.20	3.50	0.30	3.50	0.30	3.50	0.30	3.50	0.30
Intramural Support	1.00	0.10	1.50	0.10	2.00	0.15	3.00	0.25	4.50	0.40	4.50	0.40	4.50	0.40
Natorium	-	-	-	-	-	-	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.30
Alumni Services	10.00	0.85	10.00	0.85	12.50	1.05	12.50	1.05	12.50	1.05	12.50	1.05	14.00	1.15
Orientation Support	1.50	0.15	1.50	0.10	1.50	0.10	2.00	0.15	2.00	0.15	2.00	0.15	2.00	0.20
Box Office	2.50	0.20	2.50	0.20	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Leader	0.50	0.05	-	-	-	-	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Transcripts	-	-	4.00	0.35	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Career Development	-	-	-	-	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10
Uncollectable Allowance	1.50	0.10	1.50	0.10	1.00	0.10	1.50	0.10	-	-	-	-	-	-
Semester Total	\$350.00	\$29.25	\$375.00	\$31.25	\$400.00	\$33.25	\$425.00	\$35.40	\$474.00	\$39.50	\$493.50	\$41.15	\$508.00	\$42.30

Summary Of Components In Student Services and Program Charge	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		2011-2012	
	Full-Time Rate	Part-Time Rate												
Student Activity Fee	\$78.25	\$6.50	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85
Bus Services	10.25	0.85	10.25	0.85	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	113.00	9.40	118.00	9.85	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05
Health Center Fee	113.00	9.40	118.00	9.85	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75
Technology Fee	135.00	11.25	140.00	11.65	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40
Parking Services	41.00	3.45	45.00	3.75	48.00	4.00	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	4.00	0.35	4.50	0.40	5.50	0.50	6.00	0.50	7.00	0.60	7.00	0.60	7.00	0.60
Intramural Support	4.50	0.40	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75
Natorium	4.50	0.40	4.50	0.40	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40
Alumni Services	14.50	1.20	15.00	1.25	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35
Orientation Support	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35
Box Office	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35
Leader	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$533.00	\$44.40	\$553.50	\$46.15	\$583.25	\$48.60	\$606.50	\$50.55	\$632.00	\$52.70	\$669.00	\$55.75	\$696.50	\$58.00



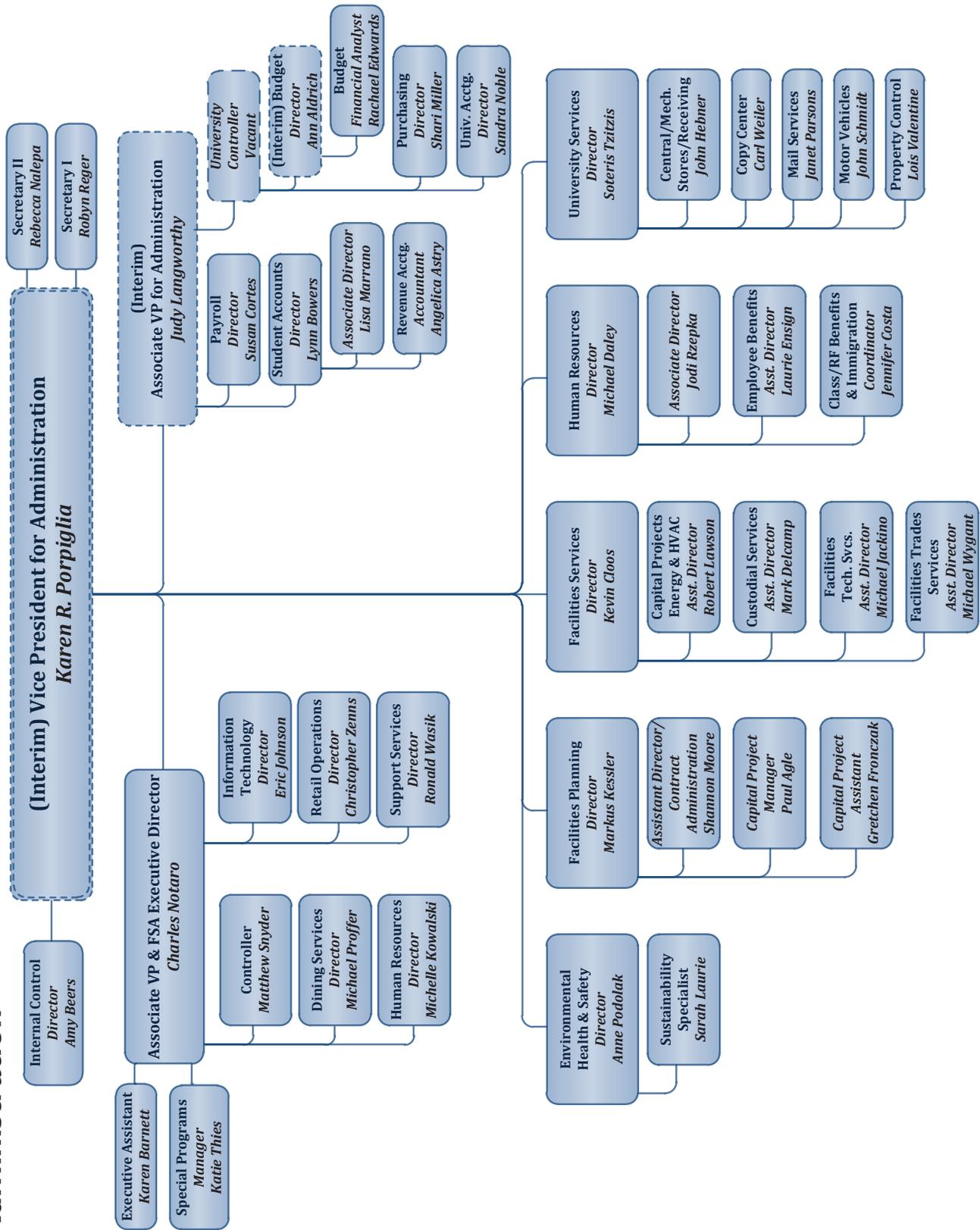
SUNY Fredonia President's Office





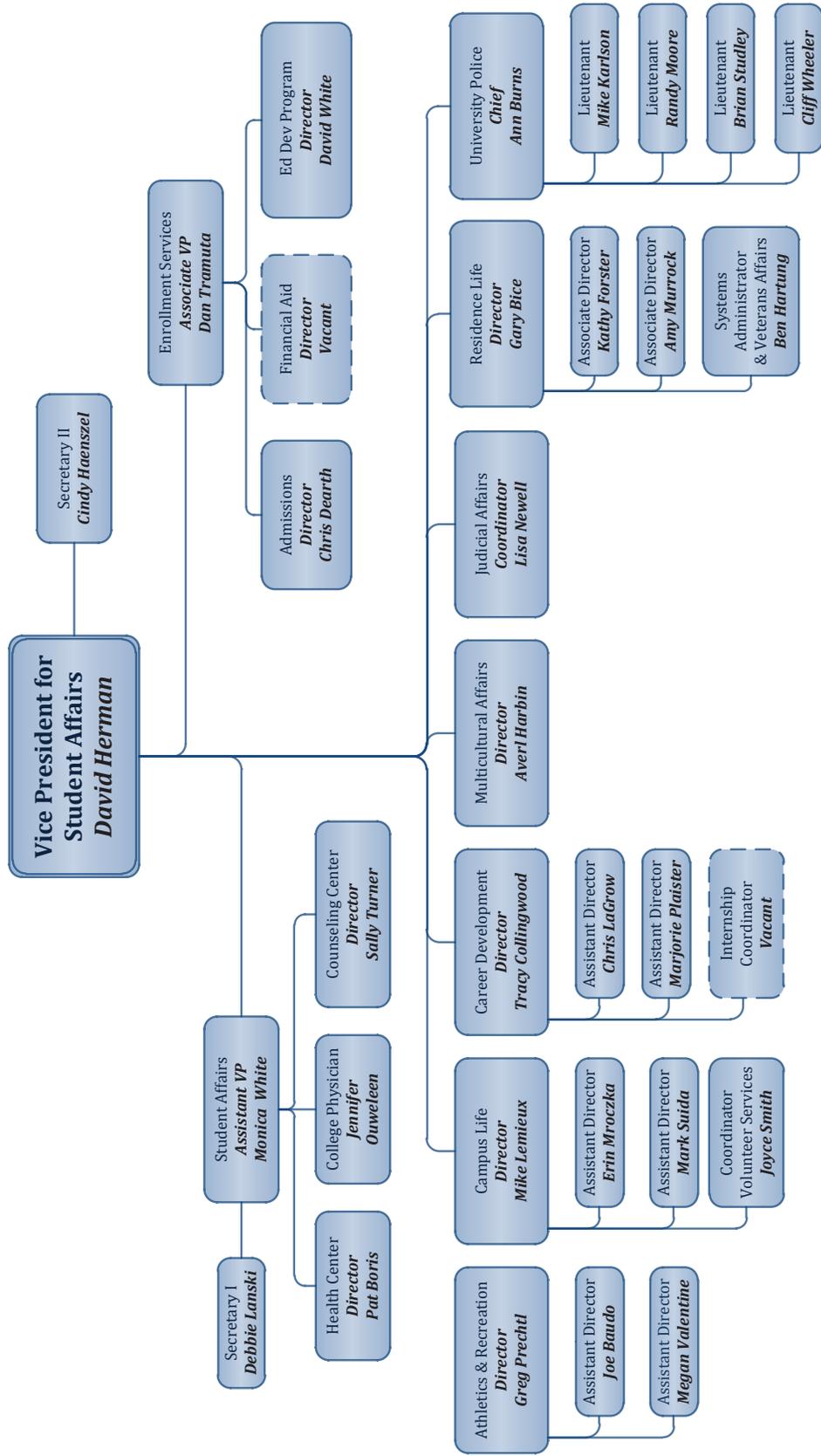


Administration



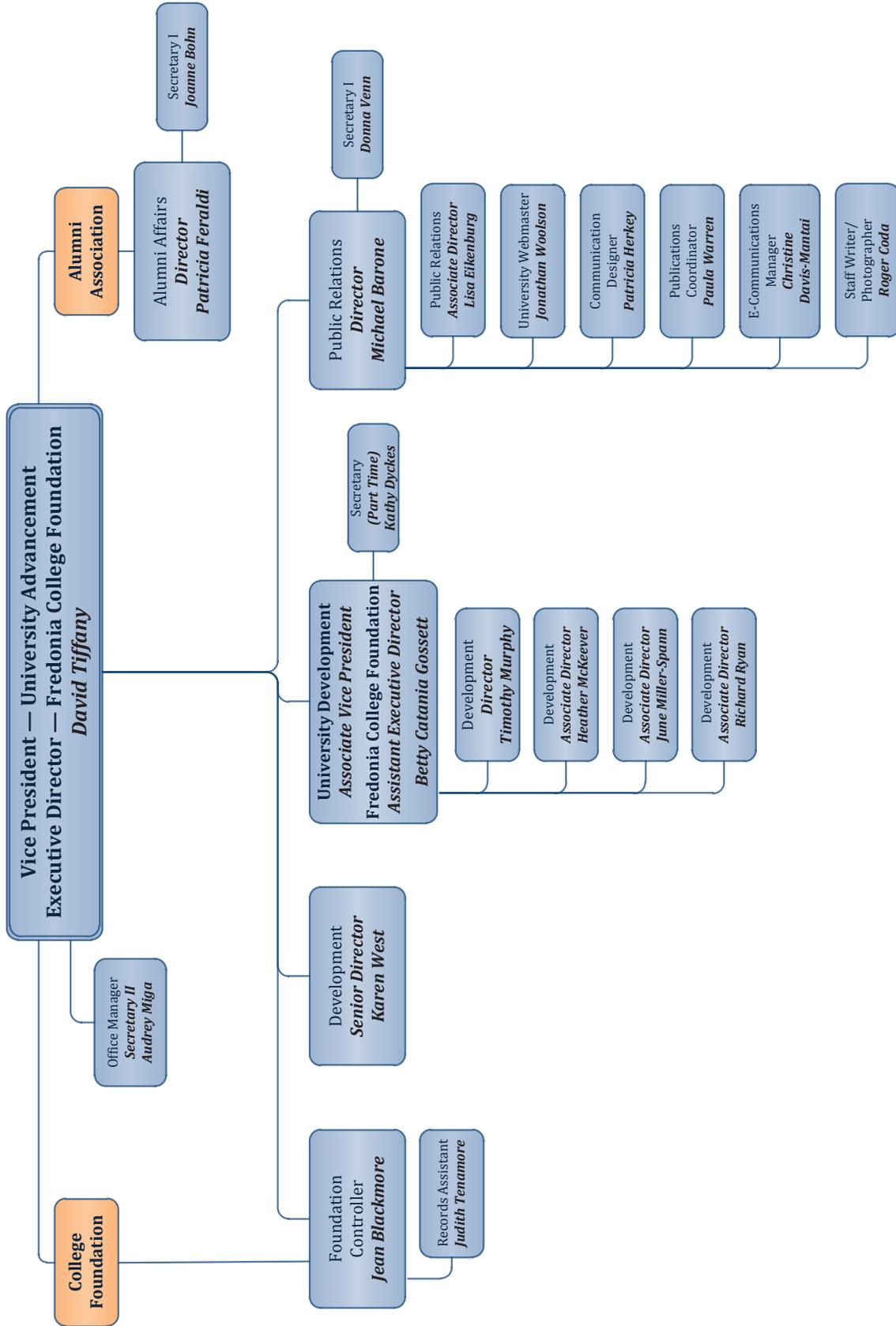


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