

**STATE UNIVERSITY
OF NEW YORK
AT FREDONIA**



Consolidated Operating Budget 2019-2020

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Table of Contents

A. Fredonia Consolidated Operating Budget

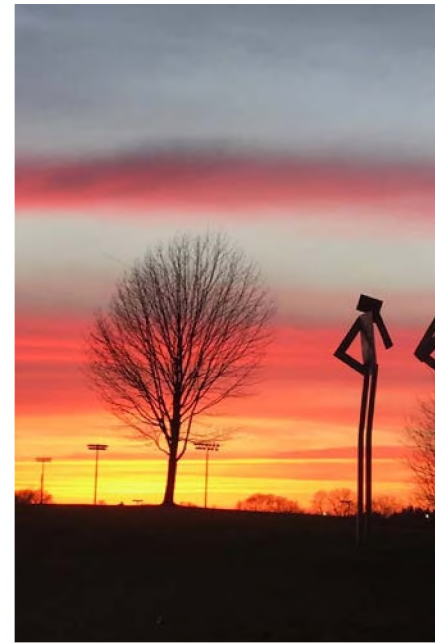
President’s Message A1
 Mission Statement A2
 Institutional Priorities A2
 Sustainability..... A3
 Construction A4
 Overview A6
 Planning Assumptions A6
 Highlights A7
 Budget Summary A10

B. University Operating Budget

Overview and Highlights B1
 Planning Assumptions B2
 Budget Summary B2
 President’s Office B6
 Division of Academic Affairs B9
 College of Liberal Arts and Sciences B13
 College of Education B15
 School of Business B17
 Associate Provost Curriculum, Assessment and Academic Support B19
 Associate Provost Graduate Studies, Sponsored Research & Faculty Development B22
 Division of Finance and Administration B25
 Chief Information Officer B29
 Division of Enrollment and Student Services B31
 Division of University Advancement B34
 Institutional and Utilities B38

C. Residence Hall Operating Budget (DIFR)

Overview C1
 Highlights C1
 Budget Summary C2
 Planning Assumptions C5
 Operating Budget C5





D. Faculty Student Association Budget (FSA)

Overview D1

HighlightsD2

Planning AssumptionsD2

Budget Summary D3

Dining Services D4

Dining Services, Schedule A D6

Dining Services, Schedule A – Addendum 1 D7

Dining Services, Schedule A – Addendum 2D8

Retail OperationsD9

Retail Operations, Schedule B D10

Retail Operations, Schedule B – Addendum 1 D11

Vending and Other Support ServicesD12

Vending, Schedule C D13

Washers and Dryers, Schedule D-1 D13

College Lodge, Schedule D-2 D14

Alumni House, Schedule D-3 D15

Cable TV, Schedule D-4.....D15

Program Expenditures Budget, Schedule E D16

Administrative Office Expenses, Schedule F-1 D17

Miscellaneous Revenue, Schedule FD18

Capital Purchases Budget, Schedule 1D19

E. Income Fund Reimbursable (IFR) Budget

OverviewE1

Highlights and Planning Assumptions E2

Operating Budget E2

Student Services and Program Charge E4

President’s Office E6

Academic Affairs.....E7

Finance and Administration E8

Student Technology FeeE9

Enrollment and Student Services E11

Intercollegiate Athletic Fee E12

Student Health Services FeeE15

University Advancement E19



F. State University Tuition Reimbursable Account Budget (SUTRA)

Overview F1
 Highlights F1
 Planning Assumptions F1
 Operating Budget F1
 Extended LearningF2
 Budget Summary F3
 International EducationF4

G. Fredonia College Foundation Operating Budget

Overview and HighlightsG1
 Planning Assumptions G2
 Operating Budget G2
 Budget Summary G3
 2019 Board of DirectorsG4



Appendices

Appendix 1: Analysis of Funding for University Operating Budget

- 1.1. Analysis of State Support and Campus Revenue
- 1.2. Sources of Funding
- 1.3. Derivation of Proposed 2019-2020 Operating Budget from 2018-2019 Base

Appendix 2: Analysis of Allocations

- 2.1. and 2.2. Analysis of Changes in Allocation and Staffing by Division (1997-98 – 2018-19)
- 2.3. Summary of Allocation of Campus Growth Funds (1998-99 – 2019-20)

Appendix 3: Consolidated Operating Budgets

- 3.1. Consolidated Operating Budgets (1999-00 – 2019-20)
- 3.2. Consolidated Operating Budgets – Chart (1999-00 – 2019-20)

Appendix 4: Tuition and Fees

- 4.1. History of Tuition and College Fees (1980-81 – 2019-20)
- 4.2. History of Student Services and Program Charge (2006-07 – 2019-20)

Appendix 5: Organizational Charts

- 5.1 . President’s Office
- 5.2 & 5.3 Academic Affairs
- 5.4 Advancement, Engagement and Economic Development
- 5.5 Enrollment and Student Services
- 5.6 Finance and Administration



PRESIDENT'S MESSAGE

MISSION STATEMENT

INSTITUTIONAL PRIORITIES

SUSTAINABILITY

CONSTRUCTION

**CONSOLIDATED
OPERATING BUDGET**

OVERVIEW

PLANNING ASSUMPTIONS

HIGHLIGHTS

OPERATING BUDGET

CONSOLIDATED OPERATING BUDGET





Interim

President Dennis Priorities for the 2019-20 budget year include:

L. Hefner.

- taking steps to expand undergraduate and graduate enrollments.
- implementing Fredonia’s first ever totally online program in Educational Leadership.
- advocating for state funding to offset mandatory salary increases.
- securing commitments from the SUNY Construction Fund for additional construction dollars.
- rebuilding our sponsored program capabilities.
- developing a 4-year correction pathway to eventually achieve a fully balanced budget
- ensuring there are no layoffs in permanent/continuing lines for the current and future years.

The budget contained in this book was based upon an estimated enrollment of 4,700, which is the figure originally reported to SUNY. In reality, the campus did not reach this figure and had to make over an additional \$1 million downward adjustment, which is not reflected in the tuition revenue figures contained in this book. However, all other figures in this report reflect the reality of actual revenues and projected expenses for 2019-20.

Dear Colleagues:

This is the 22nd consecutive year that the proposed use for campus funds has been reported in a single document. Although the report illustrates most major operating dollars, some campus sources are not reported here: (1) dollar value of benefit payments, which are held in a SUNY System Administration account; (2) funds and generated by grants and contacts, including the Fredonia Technology Incubator funding, and vary considerably each year; and (3) campus capital project, Fredonia College Foundation, Faculty Student Association and the Student Association funds , which are reported separately.

The planning budget is based upon the following assumptions:

- Headcount remains unchanged from the 2018-19 projection of 4,700.
- No state support for mandatory contractual salary increases related to collective bargaining contracts.
- A \$200 per year undergraduate tuition increase is applied to non-Excelsior students.
- 782 Excelsior scholarship recipients are funded at the 2016-17 tuition rate, resulting in a downward adjustment of tuition revenue of \$469,200.
- The University Operating Budget of \$54,760,825 includes both a campus-wide reduction of \$3.4 million, as well as \$1,039,599 in scholarships shifted to the Dormitory Income Fund Reimbursable (DIFR) budget.
- The College Fee increases by \$25 for the year, while the Student Services and Program Charge fee increases \$2 per semester.
- Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus-generated revenue offset the budget shortfall, including the additional \$1 million revenue shortfall incurred by not meeting the enrollment target.
- The 2019-20 budget shortfall does not require taking a loan from SUNY.

Many thanks to the people in the Finance and Administration division and across campus who labored numerous hours to compile this valuable 2019-20 Budget Book.

Sincerely,

Dennis L. Hefner, Ph.D.
Interim President



Fredonia Mission Statement

Fredonia educates, challenges, and inspires students to become skilled, connected, creative, and responsible global citizens and professionals.

The university enriches the world through scholarship, artistic expression, community engagement, and entrepreneurship.

Institutional Priorities

The 2019-2020 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus because of decreased enrollments in recent years from changing demographics, the campus priorities for 2019-2020 (as identified in the President's Message) are as follows:

- Taking steps to expand undergraduate and graduate enrollments.
- Implementing Fredonia's first ever totally online program in Educational Leadership.
- Advocating for state funding to offset mandatory salary increases.
- Securing commitments from the SUNY Construction Fund for additional construction dollars.
- Rebuilding our sponsored program capabilities.
- Developing a 4-year correction pathway to eventually achieve a fully balanced budget
- Ensuring there are no layoffs in permanent/continuing lines for the current and future years.



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 is chaired by Sarah Laurie, director of Environmental Health and Safety and Sustainability. Membership includes 22 faculty, staff and students from throughout the campus who coordinate and promote sustainable operations and education in the campus community and beyond.

During the 2018-2019 academic year the Sustainability Committee met on a regular basis. The committee worked diligently throughout the year to identify areas of improvement for the campus, as well as to institutionalize sustainable operations practices. More information can be found on the Sustainability web site at: <http://www.fredonia.edu/sustainability>.



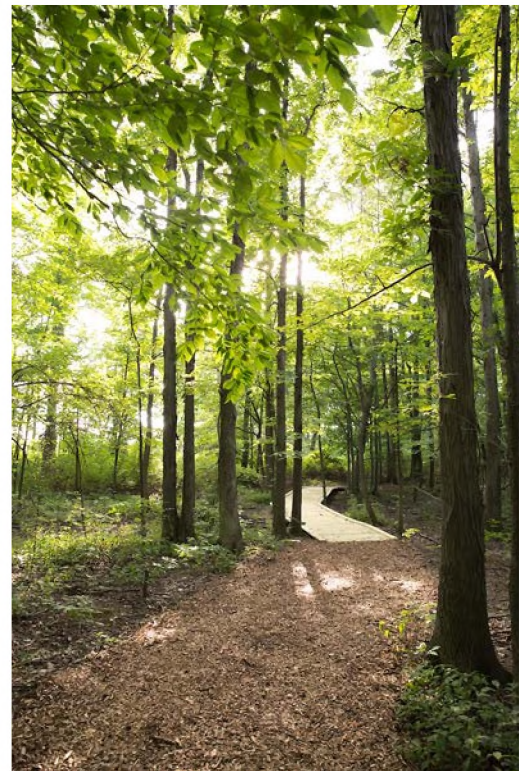
The Sustainability Committee continues to work on numerous initiatives to make the campus community more responsive to various sustainability issues. Encompassing a broad definition of sustainability, the committee strives to implement practices and programs across campus that impact the financial, social, and environmental sustainability of Fredonia and the wider community.

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

- Reviewed course curriculum and approved courses for sustainability attributes in the university course catalog.
- Reviewed and provided feedback and recommendations on a student-led bikesharing proposal.
- Obtained over 30 bicycles and submitted a request for a space in which to open a campus bike lab.
- Organized EarthMonth activities.

Goals of the Sustainability Committee for the 2019-2020 fiscal year include:

- Participate in discussions and decisions regarding a Large Scale Renewable Energy Power Purchase Agreement.
- Facilitate the development of a biking program on campus including opening a bike lab.
- Investigate the feasibility of installing Electric Vehicle Charging Stations.



Construction

The 2019-2020 New York State Executive Budget provided \$550 million in funding for critical maintenance. Of the \$550 million, \$396.6 million is provided in a lump sum, managed by the State University Construction Fund (SUCF) for high priority critical maintenance projects in existing buildings, and \$153.4 million is allocated to specific campuses for critical maintenance on existing buildings. As in the previous 2018-2019 budget, the 2019-2020 enacted budget did not include unrestricted funds for critical maintenance or new construction. Fredonia's share is \$3.38 million restricted to critical maintenance use in existing buildings. In addition, Fredonia expects to receive a portion of the \$396.6 million funding for priority critical maintenance projects managed by SUCF.

Capital and Dormitory Income Fund Projects completed during the past year include:

- Houghton Hall Rehab Phase I Demo/Abate and Envelope (\$6,400,000)
- Steele Hall Ice Rink Refrigeration System Upgrade (\$620,000)
- Dods Hall Gymnasium Bleacher Replacement (\$400,000)
- McEwen Hall TV Teaching Studio Lighting Rehab (\$350,000)
- Condition Assessment Study Fenner House (\$20,000)
- Admissions Move (\$443,000)
- Access Control and Closed-Circuit Television Installation (\$50,000)
- Campus Safety Site Lighting Improvements (\$110,000)
- Carnahan Jackson Center Elevator Rehab (\$30,000)
- Erie Dining Hall Mechanical Rehab (\$49,000)
- Gregory Hall Penthouse Kitchen Improvements, Phase 1 (\$50,000)



- Gregory Hall Center Lobby Restroom Rehab (\$75,000)
- Exterior Concrete and Masonry Improvements (\$50,000)
- Exterior Door Replacements (\$30,000)
- Mason Hall Heating, Ventilating and Air-Conditioning (HVAC) Improvements (\$100,000)
- Mason Hall Lighting and Ceiling Rehab (\$70,000)
- Mason Hall Ventilation Upgrades (\$20,000)
- Mass Notification Exterior Speaker Upgrade (\$150,000)
- Maytum Hall Notification System Upgrade (\$30,000)
- Natatorium HVAC Rehab (\$14,000)
- Various Sidewalk Replacements (\$140,000)
- Residence Hall Flooring Improvements (\$75,000)
- Residence Hall Interior Painting (\$100,000)
- Roadway and Parking Lot Improvements (\$200,000)
- Thompson Hall Mass Notification System Upgrade (\$60,000)



2019-2020 Construction

Projects currently under construction or beginning during Summer 2019 include:

- Houghton Hall Rehabilitation Project Phase II Fit-Out (\$20,000,000)
- Replace Windows Rockefeller Arts Center Project (\$1,800,000)
- Marvel Theater/Mason Hall Annex Roof Replacement Project (\$500,000)
- Air Handling Unit and Upgrade Controls Phase V (Mason Hall - South) Project (\$2,200,000)
- McGinnies Roof Replacement Project (\$600,000)
- Exterior Concrete and Masonry Improvements (\$20,000)
- Fire Alarm System Panel Upgrades (\$80,000)
- Gregory Hall Penthouse House Kitchen Improvements, Phase 2 (\$70,000)
- McGinnies Hall Domestic Hot Water (DHW) Tank Replacement (\$40,000)
- Residence Hall Bathroom Improvements (\$30,000)
- Residence Hall Interior Painting (\$60,000)
- Sidewalk Safety Improvements (\$150,000)

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

- Houghton Hall Rehabilitation Project Phase III Animal Colony (\$1,600,000)
- Maytum/Reed/McEwen Plaza Rehabilitation Project (\$4,800,000)
- Reed Library Exterior Rehabilitation Project (\$2,900,000)
- Dods Hall and McEwen Hall Roof Replacement (\$3,200,000)
- Rosch Recital Hall Roof Replacement (\$250,000)
- Alumni Roof Replacement Project (\$700,000)
- Campus Safety Site Lighting Improvements, Phase 2 (\$150,000)

- Maintenance Building Service Road Reconstruction (\$140,000)
- Maytum S-3 HVAC Rehab (\$30,000)
- Natatorium Lighting Improvements (\$40,000)
- Reed Library HVAC Improvements (\$40,000)
- Roadway and Parking Lot Improvements (\$200,000)
- Services Complex Fire Alarm Upgrade (\$150,000)
- Services Complex Lighting Rehab (\$40,000)
- Site Lighting Improvements (\$150,000)
- University Commons Boiler Rehab (\$50,000)
- Various Flooring and Stairwell Improvements (\$50,000)
- Various Sidewalk Replacements (\$140,000)





FREDONIA
Proposed 2019-2020
Consolidated Operating Budget

Overview

The Fredonia 2019-2020 Consolidated Operating budget totals \$100,150,079, which represents an increase of \$1,855,544 (1.89 percent) from the 2018-2019 Consolidated Operating budget of \$98,294,535. The University Operating budget reflects a decrease of \$747,495 over the 2018-2019 budget. The University Operating budget begins the 2019-2020 fiscal year with an \$8.4 million deficit.

Planning Assumptions

A budget increase was recommended for the State University Reimbursable Account (SUTRA), Income Fund Reimbursable (IFR), Residence Halls (Dormitory Income Fund Reimbursable-DIFR), Faculty Student Association (FSA) and the College Foundation budgets. A budget decrease was recommended for the State Operating budget. The key planning assumptions used to develop this year’s budget included the following:

- Campus revenue based on a student headcount of 4,700 students. The projection stayed the same from 2018-2019. By the time this publication was released, actual headcount for Fall 2019 was 4,463.
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.
- Assumes the university will receive no funding for mandatory salary increases negotiated through collective bargaining as of publication.
- The university implemented state operating expenditure reductions campus wide of over \$3.4 million, as well as \$1,039,599 in scholarship expenses shifted to the Dormitory Income Fund Reimbursable (DIFR) budget.



- Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus-generated revenue will be used to address the shortfall.
- There will be no layoffs in permanent/continuing lines.
- The total Student Services and Program Charge fee will increase by \$2.00 per semester and the College fee will increase by \$12.50 per semester.

Major sources of income for the 2019-2020 Consolidated University budget include:

- 41.51 percent from university revenues including budget shortfall (43.06 percent in 2018-2019).
- 17.22 percent from the Faculty Student Association (16.85 percent in 2018-2019).
- 18.20 percent from Residence Hall operations (17.74 percent in 2018-2019).
- 13.17 percent from New York State support (13.41 percent in 2018-2019).



2019-2020 Fredonia Consolidated Operating Budget

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

- Fredonia (State) Operating budget (54.68 percent).
- Residence Hall (DIFR) operating budget (18.20 percent).
- Faculty Student Association (FSA) budget (17.22 percent).
- Income Fund Reimbursable (IFR) budget (8.11) percent).
- State University Tuition Reimbursable (SUTRA) budget (1.12 percent).
- Fredonia College Foundation budget (0.67 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 2019-2020 academic year contains a \$200 tuition increase for year three of a four year predictable tuition policy which authorizes SUNY trustees to increase tuition by up to \$200 per year. Campus charges for residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$204 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$20,838 to \$21,267 – an increase of 2.06 percent or \$429. A summary of all direct college costs for the 2019-2020 academic year is presented as follows:

Projected Annual Costs	2019-2020	2018-2019	Change	Percent
Tuition (N.Y. State Undergraduate)	\$7,070.00	\$6,870.00	\$200.00	2.91%
College Fee	50.00	25.00	25.00	100.00%
Residence Hall (Double Room)	7,600.00	7,500.00	100.00	1.33%
Meal Plan	4,950.00	4,850.00	100.00	2.06%
Student Services and Program Charge	1,597.00	1,593.00	4.00	0.25%
Annual Cost	\$21,267.00	\$20,838.00	\$429.00	2.06%

Highlights/Planning Assumptions

Some highlights and planning assumptions from the various segments of the Consolidated Operating budget are listed below.

2019-2020 Fredonia Operating Budget (\$54.76 million)

Budget Section B

- Campus revenue based on a student head-count of 4,700.
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.
- Incorporated \$3.4 million of institutional expenditure reductions.
- Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus-generated revenue will be used to address the \$8.4 million shortfall



**2019-2020 Residence Hall Budget/
Dormitory Income Fund
Reimbursable (DIFR) (\$18.2 million)**

Budget Section C

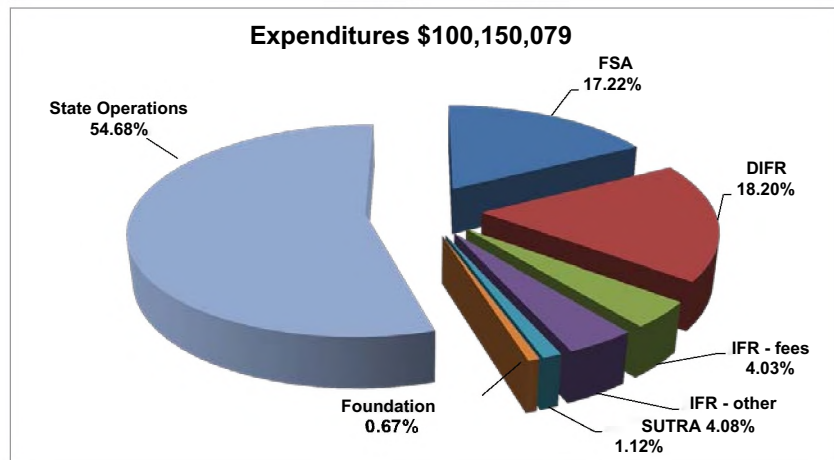
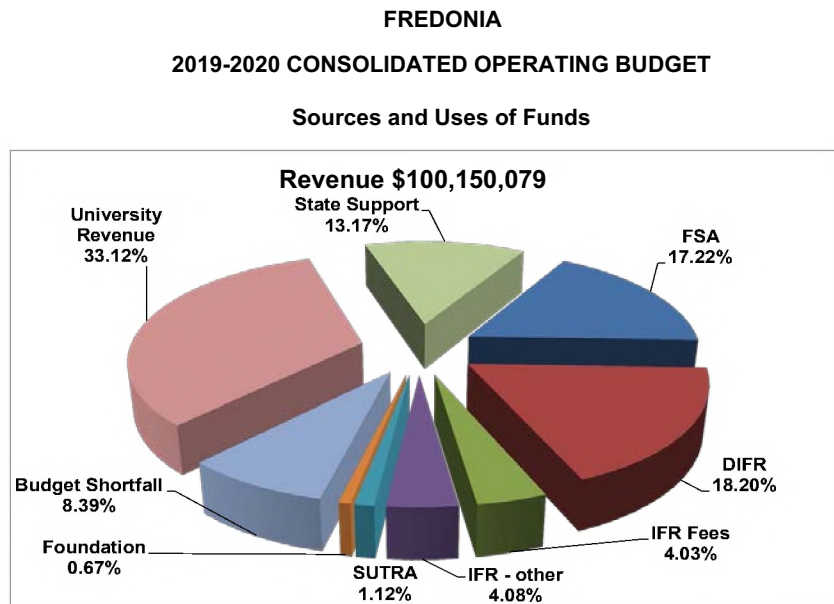
- Includes room rental increase of \$100 per semester for a standard double room.
- Provides funding for the following residence hall projects during the 2019-2020 fiscal year:
 - ◊ Alumni Hall Roof Replacement
 - ◊ Gregory Hall Masonry Repair – Exploratory
 - ◊ Residence Hall Quality of Life Projects
 - ◊ Network Upgrades

2019-2020 Faculty Student Association (FSA) (\$17.2 million)

Budget Section D

Provides over \$450,000 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 \$723,405 in restricted program funds and \$142,000 in unrestricted funds.
- Incorporates residential meal plan prices increasing by \$50 per semester while each of the meal plans will also have an additional \$50 in points available.
- Provides a capital budget of \$2,521,917 which includes a major renovation to the Williams Center food court, new point of sale (POS) systems, and a delivery truck as well basic replacement of items at the end of their useful lives.



**2019-2020 Income Fund
Reimbursable (IFR) (\$8.1 million)**

Budget Section E

- Includes a total annual increase in student fees of \$4.00.
- Provides funding for 16.11 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will decrease to 63.86 percent from 63.89 percent.



2019-2020 Fredonia College Foundation (\$672,900)

Budget Section G

- Provides \$160,000 for unrestricted grants, awards, and scholarships.
- Foundation receipts are expected to increase in 2019.
- Spending rate will remain at 4.5 percent.

2019-2020 State University Tuition Reimbursable Account (SUTRA) (\$1.1 million)

Budget Section F

- The SUTRA budget will fund three Full-Time Equivalent (FTE) positions.
- Funding will assist the Office of International Education in maintaining and delivering international programs and opportunities for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.





FREDONIA
2019-2020 Consolidated Operating Budget
Budget Summary

	2019-2020 Proposed Allocation	2018-2019 Allocation	Change	Percent Change
University Operating Budget	\$ 54,760,825	\$ 55,508,320	\$ (747,495)	-1.35%
DIFR Budget	18,229,550	17,432,650	796,900	4.57%
FSA Budget	17,236,804	16,566,315	670,489	4.05%
IFR Budget	8,125,000	7,100,000	1,025,000	14.44%
SUTRA Budget	1,125,000	1,050,000	75,000	7.14%
College Foundation	672,900	637,250	35,650	5.59%
TOTAL	\$ 100,150,079	\$ 98,294,535	\$ 1,855,544	1.89%

FREDONIA
Proposed 2019-2020 Consolidated Operating Budget
Campus Total PSR Funded FTE

	2019-2020			2018-2019			Change		
	Inst. FTE	Non Inst. FTE	Total FTE	Inst. FTE	Non Inst. FTE	Total FTE	Inst. FTE	Non Inst. FTE	Total FTE
University Operating Budget	196.00	336.77	532.77	198.00	349.69	547.69	(2.00)	(12.92)	(14.92)
DIFR Budget	0.00	73.76	73.76	0.00	75.60	75.60	0.00	(1.84)	(1.84)
FSA Budget	0.00	159.00	159.00	0.00	166.00	166.00	0.00	(7.00)	(7.00)
IFR Budget	0.00	16.11	16.11	0.00	16.19	16.19	0.00	(0.08)	(0.08)
SUTRA Budget	0.00	3.00	3.00	0.00	2.00	2.00	0.00	1.00	1.00
College Foundation	0.00	4.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00
TOTAL	196.00	592.64	788.64	198.00	613.48	811.48	(2.00)	(20.84)	(22.84)

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes 86 part-time employees and 73 full-time employees. Instructional FTE's do not include full or part time contingent faculty.



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

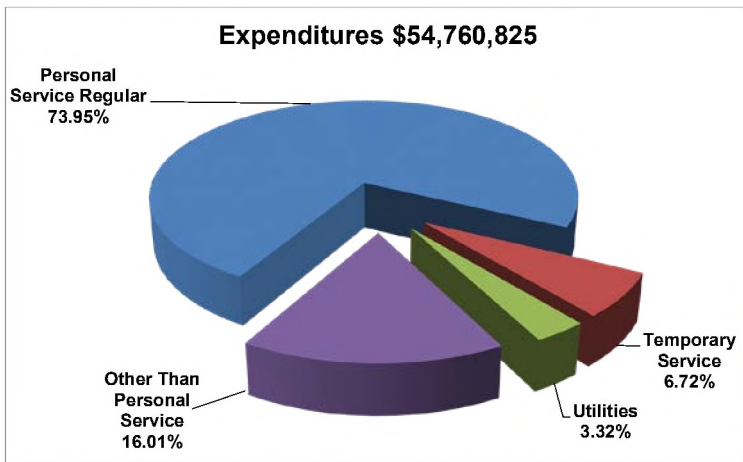
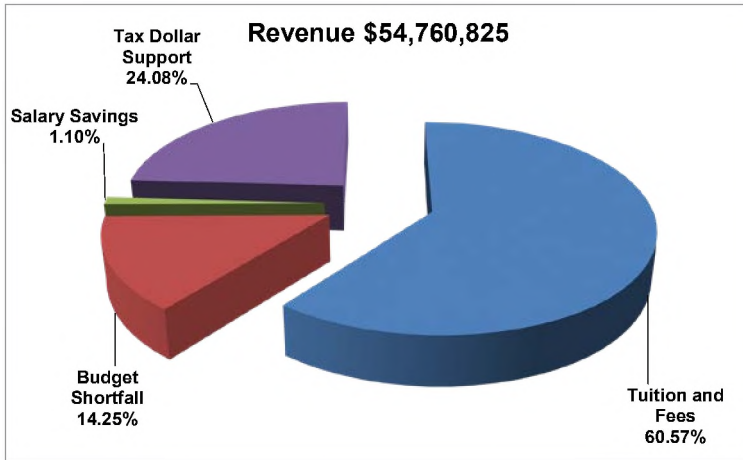
OPERATING BUDGET





FREDONIA

Proposed 2019-2020 Operating Budget Sources and Uses of Funds



FREDONIA 2019-2020 University Operating Budget

Overview

The proposed 2019-2020 University Operating Budget totals \$54,760,825 a decrease of \$747,495 from last year's budget book. The budget model following financial matching principles continued to be implemented. This model aligned revenues and expenditures to correct funds and responsibility centers. Increases to the State Operating Budget include \$811,456 in net unfunded bargaining unit salary increases, \$396,819 for net additional scholarship commitments (which included \$186,378 NYS Tuition Assistance Credit Scholarships,

and a one-time transfer of scholarship expenses of \$1,039,559 to the DIFR budget), ten faculty and one professional positions totaling \$673,639, \$629,357 in promotional and rank salary increases and balance of contract payments, an increase of \$102,150 to facilitate the ESL/ International Pathways Programs and \$230,025 in OTPS expenditures which includes increases to utilities, water, sewer and trash. The adjunct budget was decreased by \$168,500. The university incorporated \$3,422,441 of expenditure reductions as part of a multi-year reduction plan to reduce the university's structural deficit

The budget includes a net increase of tuition revenue of \$524,782 and no increase in New York State support. A complete description of New York State support and college revenues used in developing the proposed 2019-2020 budget is presented in the chart, "2019-2020 Budget Projection," which is presented on page B4 of this budget section. The proposed 2019-2020 University Operating Budget includes \$13,185,900 (24.1 percent) in New York State support and \$41,574,925 (75.9 percent) in College Revenue. The budget includes a shortfall of \$7,801,243 after anticipating \$600,000 in salary savings. A chart showing the campus plan for funding the shortfall is also included on page B4 of this section.

Highlights

The previous year continued to bring much recognition for Fredonia faculty, students, and campus facilities and operations as detailed in the divisional narrative sections of the Budget Book. In July 2018, the university commenced the Procedures for Emergency Program Reduction/Elimination (PEPRE Process) which was approved by the University Senate in February 2013. The PEPRE Process attempted to examine ways that programs or services could be reduced or eliminated to help address efficiencies and the structural deficit. After much effort, the PEPRE process was abandoned since it did not produce the outcomes expected.



2019-2020 Fredonia Operating Budget

A total reorganization of the Academic Affairs structure was proposed. The goal of the reorganization was to eliminate inefficiencies and administrative costs. Under the new structure, departments will share secretaries and many chair stipends and course releases will be eliminated. The School of Business will pilot the new structure beginning July 2019.

Under the direction of the Interim President, Dennis Hefner, and divisional leadership Fredonia will continue to strategize how to address the structural deficit by developing a 4-year correction pathway to eventually achieve a fully balance budget. Further strategies and priorities are address in the President’s Message section of this publication.

Planning Assumptions

The Planning Assumptions used in developing the 2019-2020 University Operating budget include the following:

- Campus revenue based on a student headcount of 4,700, unchanged from 2018-2019.
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.
- The university will receive no funding for mandatory salary increases negotiated through collective bargaining contracts.
- Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus generated revenue will be used to address the shortfall.
- There will be no layoffs in permanent/continuing lines.

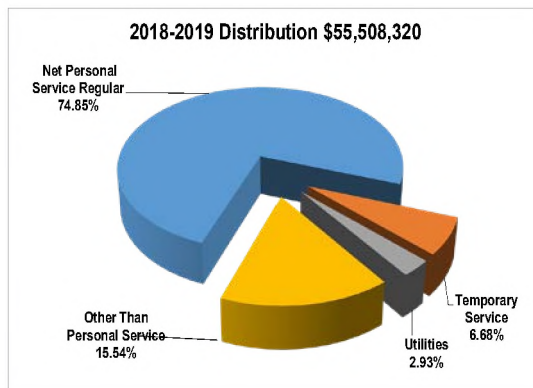
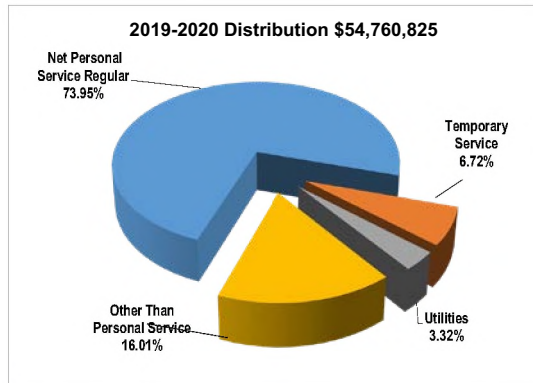
A summary of the 2019-2020 University Operating budget follows:

FREDONIA			
Proposed 2019-2020 Operating Budget			
Campus Total Distribution by Expenditure Type			
	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular	\$ 40,492,527	\$ 41,548,090	\$ (1,055,563)
Temporary Service	3,680,204	3,707,530	(27,326)
Utilities	1,820,285	1,625,285	195,000
Other Than Personal Service	8,767,809	8,627,415	140,394
TOTAL	<u>\$ 54,760,825</u>	<u>\$ 55,508,320</u>	<u>\$ (747,495)</u>

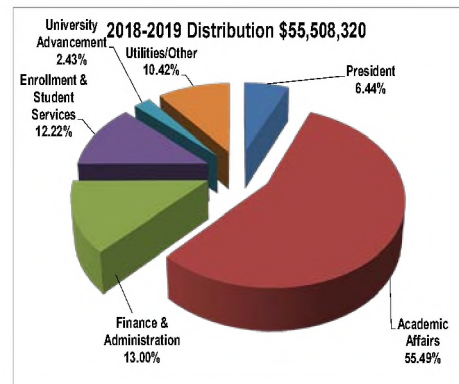
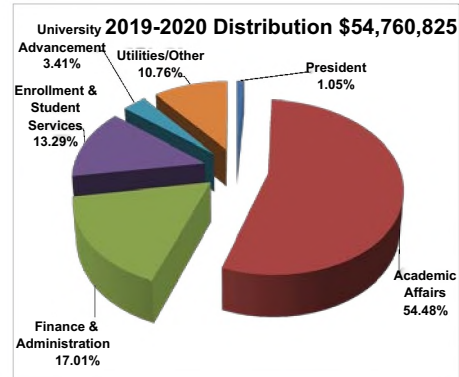


2019-2020 Fredonia Operating Budget

FREDONIA
Proposed 2019-2020 Operating Budget
Dollar Distribution by Expenditure Type



FREDONIA
Proposed 2019-2020 Operating Budget
Dollar Distribution by Area



FREDONIA
Proposed 2019-2020 Operating Budget
Campus Total Distribution by Area

	2019-2020 Proposed Allocation	2018-2019 Allocation	Change	Percent of Total
President	\$ 577,140	\$ 3,577,135	\$ (2,999,995)	1.05%
Academic Affairs	29,833,875	30,802,900	(969,025)	54.48%
Finance & Administration	9,314,135	7,213,330	2,100,805	17.01%
Enrollment & Student Services	7,279,502	6,784,500	495,002	13.29%
University Advancement	1,866,195	1,346,315	519,880	3.41%
Utilities/Other	5,889,978	5,784,140	105,838	10.76%
TOTAL	\$ 54,760,825	\$ 55,508,320	\$ (747,495)	100.00%



FREDONIA
University Operating Budget 2019-2020 Budget Projection

2018-2019 Budget Book Allocation (With Vacancies)	\$55,508,320
I. Projected 2019-2020 Inflationary & State Mandated Increases	
Net Negotiated Salary Increases & Retro Salary Adjustments	811,456
Tuition Credit Scholarship & Adjustments	186,378
System Administration Recharges	5,000
Total 2019-2020 Inflationary Increases	\$1,002,834
II. Permanent Budget Changes	
New Positions (10 Tenure, One Professional)	673,639
Promotional Rank Salary Increases & Balance of Contract Payments	629,357
Water/Sewage/Utilities/Trash	219,225
International Pathways/ESL Program	102,150
Duo Security Fob Tokens	5,800
Net Changes to Adjunct Budget	(168,500)
Add Back One Time Scholarship Expense Funded by DIFR Previous Year	1,250,000
One Time Scholarship Expense funded by DIFR	(1,039,559)
Net Divisional Expenditure Reductions	(3,422,441)
Total 2019-2020 Permanent Budget Changes	(\$1,750,329)
Total Changes in 2019-2020 Budget Need	(\$747,495)
Projected 2019-2020 Base Budget Operating Need	\$54,760,825
2018-2019 New York State Support - No Changes for 2019-2020	\$13,185,900
2018-2019 College Tuition Revenue (4,700 HC) (Last Years Budget Book)	\$32,648,900
<u>2019-2020 Funding Increases/Decreases</u>	
Tuition Increase - \$200	524,782
Total 2019-2020 Adjustments in College Revenue	\$524,782
Total Changes in College Tuition Revenue	\$524,782
Total 2019-2020 College Tuition Revenue	\$33,173,682
Total Revenue from New York State Support & College Tuition	\$46,359,582
Projected Budget Shortfall	(\$8,401,243)
Total Anticipated Salary Savings	\$600,000
Projected Budget Shortfall after Salary Savings	(\$7,801,243)
<u>Campus Support for Projected Budget Shortfall</u>	
Rollover Funds From Prior Year	4,450,000
Institutional Recurring Sources	1,864,000
One Time IFR Funds	752,193
Scholarship Reserves	250,000
Summer Session Revenue (\$60k) & J-Term Revenue (\$15k)	75,000
Recurring Sources (18-19 Revenue Budget Actions)	365,050
Recurring Sources (19-20 Revenue Budget Actions)	45,000
Total Campus Support	\$7,801,243
Uncovered Shortfall	\$0



2019-2020 Fredonia Operating Budget

FREDONIA Proposed 2019-2020 Operating Budget Campus Total FTE Distribution by Area

	2019-2020		2018- 2019		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	4.00	0.00	41.85	0.00	(37.85)
Academic Affairs	196.00	103.88	198.00	110.40	(2.00)	(6.52)
Finance & Administration	0.00	141.38	0.00	118.95	0.00	22.43
Enrollment and Student Services	0.00	63.61	0.00	63.49	0.00	0.12
University Advancement	0.00	21.50	0.00	15.00	0.00	6.50
Utilities/Other	0.00	2.40	0.00	0.00	0.00	2.40
TOTAL	196.00	336.77	198.00	349.69	(2.00)	(12.92)

President

Contract and Grants Administration to ITS Budget	1	.00	Finance & Administration (F&A)		
Voluntary Reduction of Staff	(0.20)		Fire System Coordinator change from TS to PSR		0.38
Transfer Information Technology Services to Finance & Admin	(27.65)		Staff Associate Reduction University Services		(1.00)
Transfer Institutional Research to Academic Affairs	(2.00)		Voluntarily Reduction		(0.02)
Transfer of Marketing and Communications to University Adv.	(9.00)		Trades Specialist (Plumber/Steamfitter)		(0.35)
Total President FTE Changes	(37.85)		Trades Generalist - Structural		(0.65)

Academic Affairs (AA)

Contract & Grant Administration to ITS	(1.00)		Facility Operations Assistant 1 (Grounds)		(0.85)
Assistant Professor - Theatre Arts	1.00		Senior Staff Assistant - Maintenance & Operations		(0.33)
Assistant Professor - Accounting	1	.00	Information Technology Service from President's Office		27.65
Assistant Professor - English	1	.00	Transfer Central Duplicating FTE to Institutional		(0.50)
Correction of FTE in World Cultures	(0.02)		Transfer Mail Services FTE to Institutional		(0.30)
Assistant Professors in Geology & Environmental Sciences	2	.00	Transfer Storehouse FTE to Institutional		<u>(1.60)</u>
Assistant Professor - Music	2	.00	Total Finance & Administration FTE Changes		22.43
Assistant Professor - Communication	1	.00	University Advancement (U.A.)		
Coordinator of Student Services Adjunct Conversion Line	1	.00	Increase .5 FTE Office Asst 1 Career Development		0.50
Assistant Director OFE Adjunct Conversion Line	1	.00	Transfer Secretary One to AA History		(1.00)
Budget Reduction Target	(21.00)		Marketing and Communications from President's Office		9.00
ESL Pathway Program Staffing	1.50		Transfer Incubator to Academic Affairs		(1.00)
Transfer Of Institutional Research	2	.00	Eliminate Fundraising Position		<u>(1.00)</u>
Transfer Incubator from AEED/UA	1	.00	Total University Advancement FTE Changes		6.50
Transfer EOP/EDP to ESS	(2.00)		Enrollment and Student Services (ESS)		
Transfer Secretary from AEED/UA to History	1	.00	New Director of Multicultural Support Services		1.00
Total Academic Affairs FTE Changes	(8.52)		Admission Staff 12 Month to 10 Month Correction		(0.16)
			Decrease Chief of Police FTE % State		(0.05)

Utilities/Other

Transfer Central Duplicating FTE to Institutional	0.50		Increase State % Intramurals Coordinator		0.08
Transfer Mail services FTE to institutional	0.30		Eliminate UPO1 Position		(0.75)
Transfer Storehouse FTE to Institutional	1.60		EOP/EDP Transfer from Academic Affairs		2.00
Total Utilities/Other FTE Changes	2.40		Eliminate AVP for Student Affairs		(1.00)
			Eliminate Senior Staff Associate - Campus Life		<u>(1.00)</u>
			Total Enrollment & Student Services FTE Changes 0.12		

Grand Total FTE changes (14.92)



President's Office

Overview

Dr. Dennis L. Hefner was appointed Interim President of the State University of New York at Fredonia effective July 1, 2019 by the State University of New York Board of Trustees. The President serves as Fredonia's primary spokesperson to regional, state, national, and international constituencies and is responsible for the overall operation of the university. The President's Office and Lanford House (194 Central Avenue) are important points of welcome for external visitors and the community. The President's responsibilities extend to fundraising; government and system relations; strategic planning; regional and specialized accreditation; coordination of efforts across the divisions, including academics, facilities, alumni relations, advancement, marketing, communication, student affairs, administration, human relations, engagement, and economic development; approval of campus policies; authorization of budget allocations; and hiring, reappointment, continuing/permanent appointment, and promotion of all faculty and staff. On a weekly basis, President Hefner convenes Cabinet, which consists of the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the Vice President for Enrollment and Student Services, the Vice President for University Advancement, and the Assistant to the President. The President also convenes the President's Networking Session and the Student Cabinet monthly during the academic year, meets regularly with governance and union leaders, and serves on a number of internal and external committees and boards.

The President's Office staff consists of the President, Assistant to the President Denise Szalkowski, Secretary 2 Dawn Hunt and Interim Director of Diversity Sandra Liggins. Student workers also assist on a part-time basis. The office coordinates many community-building and fund-raising events each year, including receptions, meals, and tours at



Lanford House; the All-Campus Meetings, the President's Award for Excellence Luncheon and events related to external visitors. State and national lobbying efforts are coordinated by the office, and there is full involvement in securing external funding from all sources.

Highlights

- Cabinet and members of the campus community made great efforts the past year to reduce costs and find efficiencies to stabilize the State Operating budget. A spring budget presentation was held, to inform the campus of the planned efficiencies and cost savings while providing a snapshot of budget progress and goals for the year ahead.
- The President's and Reporting Offices (structure) that existed as of 06/30/2019 identified over \$255,000 in permanent expenditures reductions as part of the university's commitment to reduce the State Operating structural deficit.



Planning Assumptions

Planning assumptions used in the development of the President's Office budget for 2019-2020:

- Reorganization of the President's Office. In order to provide more time to engage in campus advocacy and lobbying efforts, three departments previously reporting directly to the President will be transferred to other divisions. All staffing and budgets of the departments will be transferred as follows:
 - ◇ Information Technology Services to Finance and Administration.
 - ◇ Institutional Research, Planning and Assessment to Academic Affairs.
 - ◇ Marketing and Communication to University Advancement.

- Includes \$20,000 to covers costs associated with the Middle States accreditation and visits.
- Includes funding to support Convocation-related events.

Operating Budget

The 2019-2020 Operating Budget for the President's Office is \$577,140. It is a decrease of \$2,999,995 from 2018-2019. The decrease reflects the three departments discussed in the planning assumptions moving to different divisions as part of the reorganization of the President's Office.





FREDONIA							
2019-2020 Operating Budget Detail							
President's Office							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
PRESIDENT	860701-01	PRESIDENT'S OFFICE	3.00	397,800	8,500	63,100	469,400
	860701-05	CONVOCAATION	0.00	0		10,100	10,100
	860701-06	MIDDLE STATES	0.00	0	7,500	12,500	20,000
	860778-01	DIVERSITY,EQUITY,INCLUSION	1.00	72,600		5,040	77,640
PRESIDENT'S Total			4.00	470,400	16,000	90,740	577,140
			4.00	470,400	16,000	90,740	577,140

FREDONIA
Proposed 2019-2020 Operating Budget
SUMMARY

President & Reports

2018-2019 Original Base Budget	\$ 3,577,135
2019-2020 Budget Adjustments	
Contractual and Other Salary Increases*	175,516
Balance of Contract /Remaining Payments	34,667
Transfer of Information Technology to F& A	(2,178,842)
Transfer of Institutional Research to A.A.	(172,490)
Transfer of Marketing & Communications to U.A.	(648,600)
Net Divisional Expenditure Reductions	(210,246)
Sub-Total 2019-2020 Budget Adjustments	<u>(2,999,995)</u>
2019-2020 Budget Base	<u>\$ 577,140</u>

* Includes increases for departments that were transferred



**Interim Provost and Vice President for Academic Affairs
Kevin Kearns.**

Division of Academic Affairs

Overview

The Division of Academic Affairs comprises over 56 percent of Fredonia’s state operating budget. The division includes the College of Education, the College of Liberal Arts and Sciences, the School of Business and Reed Library. In addition, Academic Affairs includes several academic support units, including the Office of International Education, Graduate Studies, the Professional Development Center, the Office of Student Creative Activity and Research, Sponsored Programs, and Extended and Online Learning, as well as the academic support areas of the Registrar’s Office, the Learning Center, Academic Advising, General Education and the Honors Program. The Fredonia Technology Incubator is also under the Provost’s Office starting in 2019-2020.

The Provost’s Council, comprised of direct reports to the Provost, meets biweekly to discuss issues within the division and university. At its annual summer retreat, the Provost’s Council reflects on progress made in the past academic year and sets goals for the upcoming year based on the Blueprint for Excellence, the institution’s multi-year strategic plan. At its annual winter retreat in January, the council monitors mid-year progress on annual goals. The Provost’s Council set the following goals for the 2019-2020 academic year:

- Continue to develop a plan to improve the quality and suitability of learning spaces across campus;
- Continue to reduce the operating budget;
- Contribute to student recruitment and retention through the reformulated Strategic Enrollment Management (SEM) Retention Council and Recruitment Council;
- Prepare for a successful Middle States Accreditation visit in March 2020
- Assess the newly-launched International Pathway Program that will recruit international students and provide English as a new language (ENL) training;

- Implement the Assessment Management plan, including the launch of Watermark

Highlights

- The division of Academic Affairs has made significant progress on a number of initiatives, including the successful roll out of Fredonia Foundations, the creation of a Fredonia Foundations Assessment Plan, and the adoption of the Watermark Assessment Management System.
- The division worked on a resolution for Academic Reorganization to address the budget challenges Fredonia is facing.
- The College of Liberal Arts and Sciences faculty made significant curricular developments. Multi-awards were created in English, Biology and Science Education, a degree program in Exercise Science was approved by the New York State Education Department (NYSED), and SUNY approved the Environmental Science degree program;
- Fredonia continues to lead the SUNY System in the implementation of Ad Astra course scheduling data analysis, which has led to increased efficiency in course scheduling, reduction in reliance on part-time adjunct faculty and a slight increase in student credit load per semester.
- The Professional Development Center and the Office of Diversity, Equity and Inclusion graduated the first cohort of 16 FRED Facilitators. Through intergroup dialogue and increased understanding of differences and needs, the facilitators are part of the campus-wide initiative to increase inclusivity and equity for Fredonia’s faculty, staff and students;
- Extended Learning continues to show an increase in Intersession revenue. Summer 2019 revenues were amongst the highest in 13 years (coming within \$2,000 of 2010s record high year). The goal for next summer is to crest a million dollars;
- The Professional Development Center’s Open Educational Resource (OER) initiative, aimed at creating courses that use low- or no-cost textbooks, has impacted



2019-2020 Fredonia Operating Budget

approximately 2,500 enrollments at the university and saved Fredonia students hundreds of thousands of dollars.

Approximately 20 percent of faculty have adopted OERs for their courses;

- Reed Library created a skills training program for the Tutoring Center tutors and the Reed Library student employees, established a Special Collections Endowment, and implemented a systematic deaccessions program to remove obsolete and irrelevant materials from the library's collection;

- The Fredonia Technology Incubator (FTI) department will operate out of the Academic Affairs Division.
 - ◊ The FTI will develop new programming and educational opportunities for underserved members of the Hispanic community, veterans, women-owned businesses, students and young professionals

Planning Assumptions

- The Division of Academic Affairs will need to make another significant reduction in its operating expenses again in 2020-2021.
- The division will continue to improve administrative efficiency and look to reduce the cost of instruction.
- The division will look into the feasibility of implementing a six school model. The School of Business will be the test school for the model.

Operating Budget

The 2019-20 Academic Affairs budget totals \$29,833,875. The Division of Academic Affairs, through a consultative process, made a \$2.06 million reduction in its operating budget by June 30, 2019. The cuts were realized through the elimination of vacancies and reductions in stipends. The Academic Affairs budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions.

FREDONIA	
Proposed 2019-2020 Operating Budget	
SUMMARY	
Academic Affairs	
2018-2019 Original Base Budget	\$ 30,802,900
2019-2020 Budget Adjustments	
Contractual and Other Salary Adjustments	137,488
Fill Ten Tenure Track Positions	595,000
Net Adjustment to Adjunct Budget for Tenure Fills/Cuts	(168,500)
ESL/international Pathways Program	102,150
Balance of Contract /Remaining Payments	266,428
Transfer of Technology Incubator from UA	85,800
Transfer of EOP/EDP to ESS	(140,800)
Transfer of Secretary 1 from Marketing	43,045
Transfer of Institutional Research from Pres. Office	172,490
Net Divisional Expenditure Reductions	(2,062,126)
Sub-Total 2019-2020 Budget Adjustments	<u>(969,025)</u>
2019-2020 Budget Base	<u><u>\$ 29,833,875</u></u>



2019-2020 Fredonia Operating Budget

FREDONIA

ACADEMIC AFFAIRS 2019-2020 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total	
ACAD AFFAIRS PROVOST	860001-01	RECRUITMENT				54,500	54,500	
	860004	HONORARIUMS				6,000	6,000	
	860702-02	DSI AWARD-AA	0.00	232,259			232,259	
	860710-01	PROVOST & V.P. ACADEMIC AFFAIRS	2.00	243,200	5,500	31,600	280,300	
	860710-02	ACAD. AFF. ADMINISTRATIVE EQUIP.				20,000	20,000	
	860710-07	ACADEMIC SUPPORT	0.00	17,000	21,500	3,500	42,000	
	860710-08	FACULTY START-UP				45,000	45,000	
	ACAD AFFAIRS PROVOST			2.00	492,459	27,000	160,600	680,059
CA&AS-ASSOC PROVOST	420002-01	GENERAL EDUCATION			5,000	5,100	10,100	
	860045-01	LIBERAL ARTS			5,000	4,200	9,200	
	860145-01	ASSOC PROVOST CURR/ACAD SUPPORT	1.00	126,600		12,400	139,000	
CA&AS-ASSOC PROVOST Total			1.00	126,600	10,000	21,700	158,300	
CA&AS-HONORS PGRM	861581-02	HONORS PROGRAM SUPPORT	0.00	5,000	3,000	8,500	16,500	
CA&AS-HONORS PGRM Total			0.00	5,000	3,000	8,500	16,500	
CA&AS-ACAD ADVISING	860017	ACADEMIC ADVISING	4.00	205,700	6,000	8,800	220,500	
CA&AS-ACAD ADVISING Total			4.00	205,700	6,000	8,800	220,500	
CA&AS-REGISTRAR	860555	REGISTRAR	7.00	410,000		30,000	440,000	
CA&AS-REGISTRAR Total			7.00	410,000		30,000	440,000	
CA&AS-FULL OPPORTUNITY	500109-02	FULL OPPORTUNITY PROGRAM			6,000	1,000	7,000	
CA&AS-FULL OPPORTUNITY Total					6,000	1,000	7,000	
COLLEGE TUTORING SVCS	500109-01	LEARNING CENTER	4.00	216,600	59,200	4,000	279,800	
COLLEGE TUTORING SVCS Total			4.00	216,600	59,200	4,000	279,800	
GS,SR&FD-ASSOC PROVOST	840010-01	GRADUATE ASSISTANTS	1.00	66,100	157,500		223,600	
GS,SR&FD-ASSOC PROVOST Total			1.00	66,100	157,500		223,600	
GS,SR&FD-GRAD STUDIES	550152-01	ASSOCIATE PROVOST	1.00	53,100		1,125	54,225	
	550152-10	OFFICE INITIATIVES				14,875	14,875	
	550152-20	MAINTENANCE/SUBSCRIPTIONS				3,100	3,100	
	550152-40	TELEPHONE/MAIL				1,000	1,000	
	550152-50	RECRUITMENT				5,000	5,000	
	861555-01	GRAD ASSISTANT TUITION WAIVER-AA				178,100	178,100	
	GS,SR&FD-GRAD STUDIES Total			1.00	53,100		203,200	256,300
GS,SR&FD-PROF DVLPMNT CNTR	860710-10	FREDONIA PLAN	1.00	98,633	3,000	10,000	111,633	
GS,SR&FD-PROF DVLPMNT CNTR Total			1.00	98,633	3,000	10,000	111,633	
GS,SR&FD-SP PGRM/RSCH	860717	SPONSORED PROGRAMS	2.00	205,400		6,600	212,000	
GS,SR&FD-SP PGRM/RSCH Total			2.00	205,400		6,600	212,000	
GS,SR&FD-SP EXTENDED LRN	860352-40	TELEPHONE & MAILINGS				500	500	
	860352-50	TRAVEL				2,000	2,000	
GS,SR&FD-SP EXTENDED LRN Total						2,500	2,500	
GS,SR&FD-SP ONLINE LRNG	860145-02	ONLINE LEARNING	1.00	74,400	5,000	5,500	84,900	
GS,SR&FD-SP ONLINE LRNG Total			1.00	74,400	5,000	5,500	84,900	
REED LIBRARY	850480-18	ELSEVIER CONTRACT RECHARGE				62,600	62,600	
	860405-01	PERSONAL SERVICE T/S NON-INSTRUC	13.00	817,171	22,600		839,771	
	860405-02	PERSONAL SERVICE STUDENTS			93,000	4,100	97,100	
	860405-13	P-JOURNALS				7,000	7,000	
	860405-14	PRINT BOOKS				20,000	20,000	
	860405-15	GENERAL REFERENCE MATERIALS				10,000	10,000	
	860405-17	MUSIC RESOURCES				8,000	8,000	
	860405-18	STANDING ORDERS				2,000	2,000	
	860405-19	DATABASES				297,600	297,600	
	860405-20	BINDERY				5,000	5,000	
	860405-30	CONTRACTUAL SERVICES				76,000	76,000	
	860405-40	MAINTENANCE SERVICE CONTRACTS				8,000	8,000	
	860405-50	SUPPLIES				10,000	10,000	
	860405-70	TRAVEL				10,200	10,200	
	860405-80	COMPUTER SOFTWARE/HARDWARE				7,000	7,000	
	REED LIBRARY Total			13.00	817,171	115,600	527,500	1,460,271
	LA&S-DEAN	420001-01	DEAN, NATURAL & SOCIAL SCIENCES	3.00	258,800		85,870	344,670
420001-05		INITIATIVES IN THE SCIENCES				8,000	8,000	
520003-01		INTERDISCIPLINARY STU - GENERAL	0.00	6,500		4,100	10,600	
520003-09		WOMEN'S & GENDER STUDIES				3,900	3,900	
520003-14		INST. FOR EUROPEAN UNION STUDIES				100	100	
860002-02		TRAVEL-CLAS				31,000	31,000	
LA&S-DEAN Total				3.00	265,300		132,970	398,270
LA&S-BIOLOGY	630013-01	BIOLOGY	12.00	853,746		33,500	887,246	
LA&S-BIOLOGY Total			12.00	853,746		33,500	887,246	
LA&S-CHEM & BIOCHEM	630018-01	CHEMISTRY & BIOCHEMISTRY	8.00	568,200		20,060	588,260	
	630018-02	NUCLEAR REGULATORY EXPENSES				1,500	1,500	
LA&S-CHEM & BIOCHEM Total			8.00	568,200		21,560	589,760	
LA&S-COMMUNICATION	630090-01	COMMUNICATIONS	12.00	793,100		11,000	804,100	
	630090-03	RADIO STATION			5,000		5,000	
LA&S-COMMUNICATION Total			12.00	793,100	5,000	11,000	809,100	
LA&S-COMM DISORDER S & SCI	500095-01	COMMUNICATION DISORDERS & SCIENC	10.50	757,200		9,100	766,300	
	500140	HENRY YOUNGERMAN CENTER	1.00	84,500		400	84,900	
LA&S-COMM DISORDER S & SCI Total			11.50	841,700		9,500	851,200	
LA&S-COMPUTER & INFO SCI	420019-01	COMPUTER & INFORMATION SCIENCES	3.00	331,150	14,500	5,600	351,250	
LA&S-COMPUTER & INFO SCI Total			3.00	331,150	14,500	5,600	351,250	
LA&S-ENGLISH	630031-01	ENGLISH DEPARTMENT	18.00	1,371,500		11,600	1,383,100	
LA&S-ENGLISH Total			18.00	1,371,500		11,600	1,383,100	

2019-2020 Fredonia Operating Budget



FREDONIA

ACADEMIC AFFAIRS 2019-2020 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
LA&S-GEOSCIENCES	630041-01	GEOLOGY & ENVIRONMENTAL SCIENCES	3.50	199,300		11,700	211,000
LA&S-GEOSCIENCES Total			3.50	199,300		11,700	211,000
LA&S-HISTORY	630046-01	HISTORY	11.50	910,426		10,200	920,626
LA&S-HISTORY Total			11.50	910,426		10,200	920,626
LA&S-MATH SCI	630063-01	MATHEMATICS	10.00	823,200		12,600	835,800
LA&S-MATH SCI Total			10.00	823,200		12,600	835,800
LA&S-PHILOSOPHY	630073-01	PHILOSOPHY	2.00	182,900		3,900	186,800
LA&S-PHILOSOPHY Total			2.00	182,900		3,900	186,800
LA&S-PHYSICS	630076-01	PHYSICS	4.50	311,500		6,070	317,570
LA&S-PHYSICS Total			4.50	311,500		6,070	317,570
LA&S-POLTCS & INT'L AFFAIRS	630077-01	POLITICS & INTERNATIONAL AFFAIRS	4.70	383,300		5,100	388,400
LA&S-POLTCS & INT'L AFFAIRS Total			4.70	383,300		5,100	388,400
LA&S-PSYCHOLOGY	630078-01	PSYCHOLOGY	10.50	836,900		19,700	856,600
LA&S-PSYCHOLOGY Total			10.50	836,900		19,700	856,600
LA&S-CRIMINAL JUSTICE	630088-02	CRIMINAL JUSTICE	3.46	199,300		2,000	201,300
LA&S-CRIMINAL JUSTICE Total			3.46	199,300		2,000	201,300
LA&S-SOCIAL WORK	630089-01	SOCIAL WORK	4.17	285,050		2,000	287,050
LA&S-SOCIAL WORK Total			4.17	285,050		2,000	287,050
LA&S-SOCIOLOGY	630088-01	SOCIOCULTURAL & JUSTICE SCIENCES	3.67	283,150		8,700	291,850
LA&S-SOCIOLOGY Total			3.67	283,150		8,700	291,850
LA&S-WORLD LANG & CLTR	630036-01	WORLD LANGUAGES & CULTURES	4.88	334,122		5,000	339,122
LA&S-WORLD LANG & CLTR Total			4.88	334,122		5,000	339,122
EDU-DEAN	500028-01	EDUCATION	4.00	367,000		15,100	382,100
	860005-02	CAEP				6,000	6,000
EDU-DEAN Total			4.00	367,000		21,100	388,100
EDU-OFC OF FIELD EXP	500070-01	OFF-CAMPUS SUPERVISED TEACHING	3.00	171,500		47,100	218,600
	500070-02	SUPERVISED TEACHING HAMBURG PROG				2,600	2,600
EDU-OFC OF FIELD EXP Total			3.00	171,500		49,700	221,200
EDUCATION DEPARTMENT	500028-05	EDUCATION DEPT	15.00	1,133,564		11,200	1,144,764
EDUCATION DEPARTMENT Total			15.00	1,133,564		11,200	1,144,764
ADJUNCTS-PROVOST	860034	SABBATICAL REPL COST - PROVOST			120,000		120,000
ADJUNCTS-PROVOST Total					120,000		120,000
ADJUNCTS-99 SUBS	860025-99	ADJUNCTS-DEAN, EDUCATION	0.00	188,200	514,744		702,944
	860026-99	ADJUNCTS-DEAN, SCHOOL OF BUSINESS	0.00	139,600	305,700		445,300
	860027-99	ADJUNCTS - DEAN, ARTS & SCIENCES	0.00	1,284,100	1,240,940		2,525,040
	860028-99	ADJUNCTS-DEAN, V & PA	0.00	542,600	663,400		1,206,000
ADJUNCTS-99 SUBS Total			0.00	2,154,500	2,724,784		4,879,284
ADJUNCTS-ESL/PATHWAYS	860029-01	ADJUNCTS-ESL/PATHWAYS			30,000		30,000
ADJUNCTS-ESL/PATHWAYS Total					30,000		30,000
V&PA-DEAN	520115-01	GALLERY-RECHARGES & EXPENSES	1.00	64,500	16,000	2,250	82,750
V&PA-DEAN Total			1.00	64,500	16,000	2,250	82,750
V&PA-DEAN 2019 (GIVNER)	620001-01	DEAN, VISUAL & PERFORMING ARTS	0.50	54,200		10,258	64,458
	860201-05	RESEARCH ACTIVITIES				9,500	9,500
V&PA-DEAN 2019 (GIVNER) Total			0.50	54,200		19,758	73,958
V&PA-SCHOOL OF MUSIC	690066-01	MUSIC - RECHARGES AND EXPENSES	45.00	3,249,818	8,000	11,900	3,269,718
	690066-02	MUSIC - SUPPLIES AND OPERATIONS			25,200	3,800	29,000
	690066-04	MUSIC-FACULTY TRAVEL & GEN. OTPS				14,542	14,542
V&PA-SCHOOL OF MUSIC Total			45.00	3,249,818	33,200	30,242	3,313,260
V&PA-THEATRE & DANCE	520090	THEATRE ARTS	14.50	939,009	300	12,900	952,209
V&PA-THEATRE & DANCE Total			14.50	939,009	300	12,900	952,209
V&PA-VISUAL ARTS & NEW MEDIA	630009-01	VISUAL ARTS & NEW MEDIA	12.50	992,614		22,300	1,014,914
V&PA-VISUAL ARTS & NEW MEDIA Total			12.50	992,614		22,300	1,014,914
V&PA-ROCKEFELLER ARTS CNTR	520116-01	ARTS CENTER-OPERATIONS	6.50	430,100		22,700	452,800
V&PA-ROCKEFELLER ARTS CNTR Total			6.50	430,100		22,700	452,800
DIRECTOR	440001-01	SOB-DIRECTOR	4.00	318,039		17,650	335,689
DIRECTOR Total			4.00	318,039		17,650	335,689
ACCOUNTING/FINANCE PROGRAM	440002-01	ACCOUNTING/FINANCE PROGRAM	6.00	681,700		5,000	686,700
ACCOUNTING/FINANCE PROGRAM Total			6.00	681,700		5,000	686,700
ECONOMICS PROGRAM	440003-01	ECONOMICS PROGRAM	4.00	394,800		5,000	399,800
ECONOMICS PROGRAM Total			4.00	394,800		5,000	399,800
MARKETING/MANAGEMENT PROGRAM	440004-01	MARKETING/MANAGEMENT PROGRAM	5.00	632,900		5,000	637,900
MARKETING/MANAGEMENT PROGRAM Total			5.00	632,900		5,000	637,900
MUSIC INDUSTRY PROGRAM	440006-01	MUSIC INDUSTRY PROGRAM	2.00	189,300		5,000	194,300
MUSIC INDUSTRY PROGRAM Total			2.00	189,300		5,000	194,300
SPORT MANAGEMENT PROGRAM	440007-01	SPORT MANAGEMENT PROGRAM	2.00	130,600		5,000	135,600
SPORT MANAGEMENT PROGRAM Total			2.00	130,600		5,000	135,600
INT'L EDU CNTR-DIRECTOR	860044-01	INTERNATIONAL EDUCATION	3.00	175,800		5,000	180,800
INT'L EDU CNTR-DIRECTOR Total			3.00	175,800		5,000	180,800
ESL/PATHWAY PROGRAM	630037-01	ESL/PATHWAYS PROGRAM	1.50	72,150			72,150
ESL/PATHWAY PROGRAM Total			1.50	72,150			72,150
INSTL RSRCH, PLNG & ASMT	860740	INSTITUTIONAL STUDIES	2.00	169,700		2,790	172,490
INSTL RSRCH, PLNG & ASMT Total			2.00	169,700		2,790	172,490
INCUBATOR	860301-01	INCUBATOR	1.00	85,800			85,800
INCUBATOR Total			1.00	85,800			85,800
ACADEMIC AFFAIRS TOTAL			299.88	24,952,601	3,336,084	1,545,190	29,833,875



Dean of College of Liberal Arts and Sciences
J. Andy Karafa

College of Liberal Arts and Sciences

Overview

The College of Liberal Arts and Sciences (CLAS) is comprised of 15 departments and offers a variety of undergraduate programs, minors and graduate degrees. In addition to offering specific programs across the humanities (e.g., English, History, etc.), STEM (e.g., Applied Math, Biology, etc.), social/behavioral sciences (e.g., Communication Disorders and Sciences, Psychology, etc.), and Interdisciplinary Studies, CLAS provides much of the core curriculum taken by every Fredonia student and, therefore, plays a central role in providing the educational foundation associated with any university degree. Given this role, it will continue to be a lead participant in the newly-created general education system known as Fredonia Foundations.

The college continues to review and modify its curricula (e.g., reduction of tracks), generate new curricula (e.g., multi-award programs in science education and English education), reconsider course offerings (e.g., course section frequency) and investigate means of increasing student success (e.g., explore). Overall enrollments within the college have declined by approximately 15 percent between 2012 and 2017. A corresponding 15 percent decrease of student credit hours has also been observed for the same time period. The overall trend does not tell the whole story: Approximately half of the programs offered by the college have exhibited either growth or relative stability.

During the 2018-2019 academic year, CLAS accounted for the majority of the attempted student credit hours (SCHs) at Fredonia, just under 60 percent. Over the last three years, approximately 40 percent of the hours were provided by Communication, English, History and Psychology. In addition, the four areas have shown a three-year collective trend of growth of approximately 5.7 percent. Across the college, 63 percent of the SCHs were in service to outside majors.

Faculty/Department Highlights

- The college conducted four successful searches for tenure-track faculty. The following new faculty members will begin in Fall 2019:
 - ◊ Dr. Christopher Dahlie, Communication
 - ◊ Dr. Thomas Hegna, Geology and Environmental Sciences
 - ◊ Dr. Matthew Purtill, Geology and Environmental Sciences
 - ◊ Mr. Michael Sheehan, English
- Department of Mathematical Sciences faculty member Kimberly Conti was recognized with the President’s Award for Excellence in Teaching and Learning.
- Department of English faculty member Dr. Bruce Simon was awarded the SUNY Chancellor’s Award in Faculty Service and Department of Computer and Information Sciences faculty member Dr. Junaid Zubairi was recognized with the SUNY Chancellor’s Award for Excellence in Scholarship and Creative Activities.
- Two students from the College of Liberal Arts and Sciences were recognized with the SUNY Chancellor’s Award for Student Excellence.
- The Heinz Family Foundation named Sherri Mason, professor of Chemistry, as the recipient of the prestigious 23rd Heinz Award in the Public Policy category.
- Department of Psychology faculty member Dr. Andrea Zevenbergen was named a SUNY Distinguished Teaching Professor.
- The observatory continues to offer public viewing nights hosted by Michael Dunham, assistant professor in the Department of Physics.
- The Department of Computer and Information Sciences hosted a high school competition.
- The Department of Mathematical Sciences hosted a math challenge for local high schools.



- The college and Department of Communication hosted the Western New York Media Day.
- Departments participated in a wide variety of recruitment events, including outreach to prospective students, awarded scholarships, participated in Exploration Days, held summer camps, hosted high school visits, etc.
- Dr. Birger VanWesenbeeck, a faculty member in the Department of English, was awarded a Fulbright award in Turkey.

Curriculum Highlights

- Exercise Science (B.S.) was approved for Fall 2019.
- A multi-award (B.S. to M.S.) biology program was approved for Fall 2019.
- A multi-award (B.S. to MS.Ed.) English program has been submitted to SUNY for approval.
- A significantly revised Applied Math (B.S.) program has been submitted to SUNY for approval.

Technology/Equipment Highlights

- Combinations of CLAS Other than Personnel Services (OTPS), departmental OTPS, departmental Income Fund Reimbursable (IFRs), Academic Equipment Replacement (AER), and foundation funds were used to:
 - ◊ Place a rooftop platform around the observatory.
 - ◊ Replace the sensor on the x-ray diffractometer.
 - ◊ Replace cameras and associated equipment in the TV studio, upgrading it to high definition.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 operating budget for the College of Liberal Arts and Sciences include the following:

- The college has been able to restore some critically needed positions. Given the status of the university’s budget, future vacancies will be filled according based on critical/urgent need.
- Equipment necessary to the academic mission will be maintained and/or replaced. Additional equipment will be purchased, when possible.
- The college will continue to monitor class scheduling, balancing efficiencies with student success (e.g., time to degree completion).
- The college will continue to contribute the majority of Fredonia Foundation course sections across most of the categories. Demand will be closely monitored.
- The college will continue to implement and explore curriculum. Additional programming is already working its way through the local approval processes.

Operating Budget

The 2019-2020 operating budget of the College of Liberal Arts and Sciences should remain stable. Consistent with previous narratives, the college must continue to examine both its curricula and associated enrollments. For example, it must direct resources to those areas exhibiting growth to ensure student success (e.g., reducing overloaded course sections, improving the student-to-professor ratio, etc.). At the same time, it must continue to explore new or significantly revised program offerings. Student success must always be at the core of CLAS budget decisions.



Dean of the College of Education
Christine Givner.

College of Education

Overview

During the 2019-2020 academic year the College of Education (COE) will be in an organizational transition, consisting of three departments: Education, Theater and Dance (TADA), and Visual Arts and New Media (VANM). As well, the COE has two support offices: the Office of Field Experiences and the Office of Student Services. Dr. Christine Givner serves as Founding Dean of the COE and the Chief Certification Officer for all of teacher education on campus (College of Education - Professional Education Unit or COE-PEU) as well as serving the departments of TADA and VANM for the 2019-2020 academic year .

The student enrollment in the COE for the 2018-2019 academic year included 351 undergraduate and 86 graduate majors for a total of 437 distinct individuals enrolled within the college. The COE collaborates with content departments in the Colleges of Liberal Arts and Sciences and Visual and Performing Arts in serving Adolescence Education and Music Education undergraduate majors and graduate students. The COE-PEU is comprised of 27 active programs leading to initial and/or advanced certifications for teachers and other school professionals. The COE-PEU’s educator preparation programs contribute approximately 25 percent of the university’s undergraduate students and 77 percent of the graduate student population. The enrollment of the COE-PEU consists of 817 undergraduate and 171 graduate students for a total of 988 in the PEU. The educator preparation programs include 16 undergraduate programs, 10 graduate programs and one multi-degree program that lead to certification.

The COE Office of Student Services had over 2,900 individual student contacts, not including group advisement or admissions orientations for the academic year. The COE PEU had 111 initial certification program completers and 84 advanced program completers for a total of 195 program completers for the 2018-2019 academic year (from July 2018 through June 2019).

The Department of TADA had a total of 309 enrolled students while VANM had a total of 246 students during the 2018-2019 academic year.

Highlights

- During the past year the COE completed the full implementation of the newly revised initial certification programs (126 credits each). The purpose for the significant set of revisions was to reduce time to graduation and to update programs to reflect the need to prepare educators to effectively support the learning of an ethnically, linguistically and ability diverse student population.
- The COE developed and gained external approval for a multi-award program (five year B.S.Ed. – M.S.Ed.) in Childhood Inclusive Education and Literacy: B-12. The program affords candidates the ability to earn four certifications (Childhood Education, Students with Disabilities: 1-6, Literacy: B -6 and Literacy: 5-12) and two degrees (B.S.Ed. and M.S.Ed) in five years.
- The COE initiated the implementation of the Watermark assessment management system to automate the COE-PEU quality assurance system.
- Visual Arts and New Media continued a second year of record-breaking enrollment growth. It now serves 230 majors, an increase of 29 percent over the past two years.
- Theatre and Dance inaugurated the Merrins Chamber Dance series: three performances of newly choreographed works performed in the Merrins Dance Theatre, in the Rockefeller Arts Center studio complex.
- The COE continued to offer international education/study abroad opportunities during 2018-2019:
 - ◊ In January 2019, over 20 teacher candidates and two faculty from Fredonia participated in a service-learning project in Belize. The Fredonia students and faculty worked with four schools in Belize

for two weeks, providing classroom materials, learning activities and professional development to teachers.

- ◇ There was a successful visit of six Fredonia students and one faculty tutor to Plymouth, United Kingdom, to participate in a three-week early field practicum in public schools in early Summer 2019.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 operating budget for the College of Education include the following:

- Use of data from Ad Astra and Educational Advisory Board (EAB) Academic Performance Solutions (APS) web applications to inform efficient instructional scheduling decisions.
- Continued support for the implementation of the Watermark assessment management system to automate the COE quality assurance system.
- Continued support for an adequate adjunct budget to ensure coverage for the appropriate number of sections of core education courses and newly implemented courses in the College of Education.
- An increase in the college enrollment targets for Fall 2019 to reflect a more assertive enrollment projection.



Operating Budget

The 2019-2020 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates increased numbers of undergraduates enrolled in the newly approved Accelerated Multi-Award Childhood Inclusive Education (BS. Ed.)-Literacy B-12 (MS.Ed.) program. The College of Education plans to initiate an online Educational Leadership graduate program in Fall 2020 with more offerings to practicing educational professionals across the state. The College of Education also plans to intentionally and strategically grow new undergraduate and graduate programs to address the region's critical shortage areas in educator preparation.



**Interim Director of the
School of Business**
Linda Hall.

School of Business

Overview

The School of Business serves about 800 students with 20 full-time and 20 part-time faculty, and two staff members, offering nine majors (Accounting, Business Administration, Economics, Finance, Management, Marketing, Music Industry, Public Accountancy and Sport Management), five minors (Accounting, Business Administration, Athletic Coaching, Economics and Sport Management), and a rich set of courses in physical and health education, all at the undergraduate level.

Highlights

- The school maintains accreditation by the Association to Advance Collegiate Schools of Business (AACSB) for its programs in Accounting, Public Accountancy, Finance, Management, and Marketing, joining the ranks of 5 percent of all business programs worldwide that have received such an honor.
- Effective Fall 2019, students will be able to graduate with a General concentration in Business Administration.
- The faculty published 21 scholarly works, sponsored 358 internships, and participated at numerous regional, national and international conferences.
- The following new, 3-credit courses were developed: Freshman Seminar (BUAD 100), 150 9001 C&M (BUAD 350), Ticketing & Sales (SPMG 395), Artificial Intelligence (INDS 589), Concert Touring & Sound (MUSB 470), International Sport Management (SPMG 450), Podcasting (MUSB 350) and Music Video Production (MUSB 350).
- The following course was approved for Fredonia Foundations' Oral Communication category: Strategic Management (BUAD 499).

- The school organized monthly symposia where faculty presented and discussed their current research, and "Speaker Series Luncheons," where business executives made presentations to invited guests.
- Several Open Educational Resources courses were offered each semester.
- Two highly qualified tenure-track faculty in Accounting and Sport Management were hired.
- Through the IRS Volunteer Income Tax Assistant Program (VITA), accounting students prepared 575 individual income tax returns for the community, generating nearly a million dollars of refunds.
- Music Industry students organized the charity event, "Lend a Paw for Autism," while Sport Management students did volunteer work at Super Bowl 54.
- The Accounting and Finance faculty organized the "Meet the Accounting and Finance Professionals" career fair with many regional companies in attendance.
- The first contingent of Business and Accounting students were inducted into the Beta Gamma Sigma honor society.
- The school emailed its alumni newsletter, High Yield, to about 3,000 alumni and posted it on the school's website.
- With a generous donation by a Business Administration alumnus, the school established another scholarship, raising the total to 35.
- The school established "Faculty Performance Awards" to further recognize the faculty's accomplishments in the triad of teaching, research and service.
- The School of Business Advisory Council was actively engaged in curriculum refinement, strategic planning, internship offerings, and program enhancement.



Planning Assumptions

Planning assumptions used in the development of the 2019-20 budget for the School of Business (SOB) include the following:

- The School of Business will act as a pilot school for the new Academic Affairs six-school model reorganization to be implemented in Fall 2020. As part of this pilot, the SOB will eliminate the Dean and Chair positions and instead will appoint a Director, Associate Director and five Program Coordinators. The positions will all come from the ranks of existing faculty. The positions will be supported by a Secretary 2 and a Secretary 1.
- Departments will be reorganized into programs. The new programs for the 2019-20 year are as follows:
 - ◊ Business Administration (Includes Accounting, Finance, Marketing & Management)
 - ◊ Economics
 - ◊ Music Industry
 - ◊ Sports Management
- Minimum loss to course offerings
- Keep Other Than Personnel Services (OTPS) budget at the same overall level the previous year but will be utilized at the discretion of the new SOB Director to meet the needs of the reorganized programs.
- Hire two tenure-track faculty.



Operating Budget

The 2019-2020 budget will allow the School of Business to continue to make progress toward its strategic goals and fulfill the missions of its programs. These include integrating excellence in instruction and relevant faculty scholarship, and providing experiential learning and practical internship opportunities. Our student-centered academic environment transforms undergraduates into career-ready professionals who will continue either formally or professionally to become lifelong learners making a positive impact on their communities. All necessary courses to allow students to graduate on time will continue to be offered, and small class sizes will be maintained to the extent possible in order to facilitate personal, research, and professional connections among students, graduates, faculty, and community stakeholders.



Interim Associate Provost for Curriculum, Assessment and Academic Support Carmen Rivera.

Associate Provost for Curriculum, Assessment, and Academic Support

Overview

The Office of the Associate Provost for Curriculum, Assessment and Academic Support (APCAAS) supervises several of the academic support units, including the Learning Center, Academic Advising, Educational Development Program (EDP), Full Opportunity Program (FOP), Honors Program and the Registrar’s Office. The units interact many students during any given day of the academic year. The units are 12-month offices with a consistent workflow throughout the academic year. Dr. Carmen Rivera will serve as Interim Associate Provost starting September 1, 2019.

The APCAAS is responsible for working with chairs, deans, the Academic Affairs Committee, and the Graduate Council to revise and develop new courses and programs in alignment with assessment data and local, state and federal guidelines. The APCAAS also serves as the curriculum and assessment liaison to the State University of New York (SUNY) and the New York State Education Department (N.Y.S.E.D.). Curricular revisions and new curriculum is submitted by the APCAAS to SUNY System Administration and N.Y.S.E.D. offices. Feedback and requested revisions are sent to the APCAAS, who works with appropriate departments to revise and resubmit as needed. The APCAAS is also the academic liaison to the Academic Affairs Committee. The APCAAS serves as project director for the online University Catalog and ensures that all curricula is accurate per the last posted update.

Additional responsibility in the Office of the APCAAS includes oversight of student learning assessment, academic program review and the general education program. Dr. Rivera represents the Provost’s Office in matters related to attracting, retaining, and enhancing the experience of transfer students, including

the development, implementation and maintenance of transfer articulation agreements.

Highlights

- Progress on the academic course schedule and student success included reducing the number of overloaded course sections at the 100 and 200 course levels, ensuring that all new first-year student schedules were built to 15 credits, and reduced courses being offered off-grid that cause scheduling problems for students.
- Successful transition to new Summer Jump Start and Orientation Academic Advising and Course Selection model.
- Strategic use of Starfish, Fredonia’s early alert tool, was implemented by adding additional student attributes and working with special cohorts.
- Curriculum and Assessment for Fredonia Foundations was transitioned from the adhoc implementation team to the standing General Education Committee of University Senate.
- VIA by Watermark, assessment management software, was on-boarded and a pilot completed with the College of Education faculty.
- A new B.S in Exercise Science was approved by SUNY and N.Y.S.E.D. A B.A. in International Studies and a B.S. in Environmental Sciences are in progress. A number of significant academic program revisions were approved and re-registered by SUNY and N.Y.S.E.D.
- The Registrar’s Office assumed responsibility for updating the University Catalog.
- The Registrar’s Office assumed responsibility and oversight of readmit, reinstatement, and second baccalaureate declaration processes.
- Academic Advising Services assumed responsibility and oversight of withdrawals and leave of absences processes.
- A Mentoring Program for Full Opportunity Students was successfully implemented.
- An Interim EDP Director was named in August 2018 and a successful search for a permanent EDP Director was completed.



- A new Honors Program director was named and the transition to new leadership was completed Summer 2019.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- No increases in budget allocations. The EDP office will transfer to Enrollment and Student Services (ESS) in 2019-2020.
- New student and transfer student enrollment in Fall 2020 will be approximately 100 students fewer than Fall 2019
- Increases in minimum wage require the university to adjust student services and budgets as necessary to maintain adequate tutoring support in the Learning Center and work student/student assistant support in all academic support areas.
- The Academic Exploration Program for Liberal Arts/Undecided students will be implemented
- Tutoring Services will participate in the SUNY Sharing Technology & Academic Resources New York (STAR-NY) Consortium and implement online tutoring.
- A pilot will be conducted with the College of Liberal Arts and Sciences, the English 100 area, FOP, and EDP to offer additional support through selected ENGL 100 instructors.



2020. The campus will also undergo a Middle States Site Visit in Spring 2020. The visit will require participation of the entire campus.

Academic Advising: Academic Advising will implement the Academic Exploration Program, continue to refine the withdrawal and leave of absence process, and provide support for retention data and initiatives. Academic Advising services is critical to new and first-year student scheduling, advising and the course selection period, and a number of other retention initiatives both in support of students and faculty advisors. Academic Advising services hosts the early alert tool, which may require significant revision after the Academic Affairs reorganization.

Disability Support Services (DSS): Disability Support Services will review ways to streamline record keeping and generate accommodation memos for students. The task is necessary to make coordination of the program by one person still possible as the population of students that require accommodations increases. The Coordinator of DSS will explore existing technologies, but it may still mean an increase in licenses of existing software to host more services and/or require new software.

Operating Budget

The 2019-2020 budget will allow the Office of the Provost continue to make progress toward various program goals and outcomes within the academic support units. A reorganization and review of all academic support areas will occur in 2019-2020 as Academic Affairs works toward the final vision for the Academic Affairs reorganization to be implemented in Fall



review to revise the program as appropriate. A new curricular model will be submitted to the Academic Affairs Committee in Fall 2018. In addition, a search for a new director and assistant director was completed by the end of Spring 2019. The new curriculum, if approved, will be implemented in Fall 2019.

Registrar's Office: The Registrar's Office will be integral in the Academic Affairs reorganization. Moving away from deans and departments will require a significant amount of revision in Banner to ensure that curricular data is coded correctly. The Registrar's Office, Information Technology Services (ITS), and Institutional Research, Planning, and Assessment should work collaboratively on the project. Additionally, as internal academic processes are revised, many forms and process documents will need to be updated. In addition, it will be time to explore a Request for Proposals (RFP) to begin a software change for catalog hosting.

Educational Development Program: The Educational Development Program (EDP) will need to address an impending counselor vacancy and collaborate with Fredonia and SUNY on the changing student population. The recruitment process will need to be reviewed with support from the Cabinet to continue to ensure that students who qualify for Educational Opportunity Program (EOP) support are welcomed to Fredonia as quickly and comprehensively as possible. During 2019-2020, the EDP will transfer to the Enrollment and Student Services Division.

Full Opportunity Program: The Full Opportunity Program received a SUNY Performance Improvement Fund (PIF) grant to develop a summer bridge program. Due to late receipt of the grant, a modified version of the summer bridge program was planned for 2018-2019 and 2019-2020. The FOP Director will make a recommendation for continuation of the program for student success, as the PIF Funding will expire in 2019-2020.

Honors Program: The Honors Program conducted an extensive program review in 2016-2017 and has been using the results of the program

Tutoring Services: Tutoring Services is exploring many exciting enhancements for student support. It is possible that the location of Tutoring Services may move to the first floor of Reed Library. Tutoring Services will also participate in a SUNY program for online tutoring, requiring that one of Fredonia's tutors will offer online tutoring only through the program. As a result, all Fredonia students will be have the opportunity to take advantage of online tutoring through the program. Additional oversight and training is required for the endeavor. The Coordinator of Tutoring Services is exploring a robust system for supplemental instruction and recently attended a supplemental instruction workshop.



Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development

Overview

The Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development provides leadership to the Professional Development Center (PDC), the Office of Sponsored Programs (OSP), Graduate Studies, Extended Learning and the Office of Online Learning. Summaries of the offices are as follows:

The PDC strives to meet the professional development needs of all Fredonia employees by coordinating and providing educational opportunities for faculty and staff at various stages in their careers, and by providing consultation and training opportunities for technology-related issues. The center's goal is to provide a centralized location for collecting and disseminating information about professional development opportunities taking place on campus and beyond. The center is committed to fostering a culture in which knowledge and expertise are shared among diverse constituencies, and providing a gathering place in which this dialog can occur.

The Office of Sponsored Programs coordinates the development, application and administration of all sponsored programs and faculty grants on campus. During the 2018-2019 year, the office managed 29 sponsored awards totaling approximately \$2 million in expenditures and submitted 19 grants totaling \$3,766,587 with Indirect Cost Recovery (IDC) at \$722,386. The Indirect Cost Recovery from the awards is used to support campus-wide research, faculty development and other related academic endeavors. In addition to grant development and administration, the office also oversees compliance issues associated with research including Human Subjects use and protection, an Institutional Animal Care and Use Committee (IACUC), community outreach and the responsible conduct of research.

Graduate Studies focuses on the entire graduate student life cycle, engaging in strategic enrollment management strategies to accomplish recruitment, admissions, enrollment, retention and student services goals. The office participates in the development and approval of new graduate curriculum and policy through cooperative work with the Graduate Council.

The Extending Learning office is responsible for orchestrating all operations surrounding J-term (Joining Term), Summer Sessions, and non-credit continuing education. In addition, it administers the Extended Learning Credit Program and coordinates the scholarly activities of visiting students, post-baccalaureate students, non-degree graduate students, local high school students who wish to get a head start on their college careers and community members who wish to audit the college's credit-bearing courses. In serving its diverse target audiences, it works closely in collaboration with various offices in Academic Affairs, Enrollment and Student Services, Finance and Administration, University Advancement and the Faculty Student Association (FSA).

The Office of Online Learning assists students, faculty, and staff in designing, preparing and successfully completing online and face-to-face courses. The support is provided through workshops, one-on-one assistance, electronic requests, and pedagogical support in course design and the use of the Learning Management System (LMS) OnCourse. New courses are developed each semester, while previously designed courses are refreshed, to make the best use of current technologies to meet each course's learning outcomes.



Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development
Judith Horowitz.



Highlights

The Professional Development Center (PDC)

- In 2018, Fredonia received PIF funding to develop the Facilitators Reimagining Equity and Diversity (FRED) Initiative. The PDC is currently overseeing the management of the funding in collaboration with other offices on campus. A “train the trainer” initiative has resulted in a class of 16 faculty, staff and students completing Transformational Intergroup Dialogue Facilitation training with the Blue Door Group Starting in Spring 2019, the newly-trained FRED facilitators began having sessions with faculty, staff, and students at events like “Overcoming our Social Divisions: A Conversation for Students,” “Dialoguing about Race: A Conversation for Students,” “Improving Race Relations Through Dialogue,” “Dialoguing about Gender in the Me Too Era” and “Transforming our Campus Community through Conversations, Diversity, Divisions, and the Place for Dialogue.” The second class of FRED facilitators will begin training in Fall 2019, and intergroup dialogues will continue to be offered throughout the 2019-2020 year at key campus events and as an on-demand service for academic departments, student groups and classes.

- In 2018, a partnership between the Office of Diversity, Equity and Inclusion; Professional Development Center, and Office of International Education continued to offer a second year of programming through the Cultural Competencies Institute, a year-long, cohort-based program designed to cultivate an inclusive mindset and positively impact participants’ communities. Thirty-six faculty, staff, students and administrators have completed the program to date. It should be noted that the FRED facilitators and Cultural Competencies Institute are unique, in that both initiatives bring faculty, staff and students together as well as people from different backgrounds. The collaborative efforts have potential for positive impact on retention of students and employees.
- Awarded \$47,500 by SUNY to support faculty through the Open Educational Resources (OER) and Applied Learning course redesign initiatives. OERs provide students with access to high-quality, affordable educational content. The resources can include textbooks, course readings, and other learning content, such as simulations, games, quizzes and assessment tools. To date, 57 faculty have adopted the use of OER materials in their courses.

Office of Sponsored Programs (OSP)

- The office recently implemented a more comprehensive assessment and benchmark system to include annualized tracking of submitted and funded applications’ revenues returned to campus, funding inquiries, public service requests and Human Subjects applications.

Graduate Studies

- Graduate Diversity Fellowships totalling \$36,000 were awarded in an effort to recruit, enroll, and retain students who will contribute to the diversity of the student body in Fredonia’s graduate programs. Additionally, over \$300,000 in Graduate Assistantships were awarded to students enrolled in graduate programs. The office is also responsible for facilitating the award of three smaller annual scholarships.



Extended Learning

- Extended Learning made a decision to grow enrollments in Summer and J-term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer 2018 semester credit hours increased by 9.5 percent and headcount increased by 6.3 percent over Summer 2017. J-term 2019 semester credit hours decreased by 1.8 percent and headcount decreased by 5.3 percent as compared to J-Term 2018. It might be noted that J-term 2019 semester credit hours increased by 14 percent and headcount increased by 9 percent over J-term 2016 - indicating an overall upward trend.
- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2018 featured 48 online course sections. J-term 2019 featured 15 online course sections.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses will be offered for-credit in local high schools. It was piloted in a local school district during 2015-2016, and will run again in 2019-2020.

The Office of Online Learning

- Building Your Online Course (BYOC) was completed by 13 faculty members during three sessions. It prepares faculty to teach online by completing four on-demand microcourses and a four-week, fully-online course, dedicated to online pedagogy.
- Established Online Fast Track initiative: Four new, fully-online programs are being created by faculty as a result of the call out (Advanced Certificate in Cybersecurity; Advanced Certificate in Child Advocacy; M.A. Strategic Communication; and M.S. Ed. Literacy)
- 104 online courses were offered from Summer 2018 through Spring 2019. It is a 12 percent increase in online course offerings from the previous year allowing a 24 percent increase in students enrolled in an online course.

- 15 new online courses were developed and offered for the first time from Summer 2018 through Spring 2019.
- The Office of Online Learning is completing year two of a SUNY Performance Improvement Fund (PIF) grant and intends to apply for additional funds.

Planning Assumptions

- Funding for Professional Development Center programs and activities will continue at current levels.
- The OSP will strive to strategically increase the number of grants submitted as well as the amount of Indirect Costs (IDCs) collected in the next year.
- Online Learning will identify the highest priorities from the Open SUNY Institutional Readiness Plan and, with the assistance of Committee of Online Learning (COOL), plan and implement the items.
- Extended Learning will strive to develop more programs that align with the university’s mission and support its Strategic Enrollment Management (SEM) initiative. It includes, but is not limited to, non-credit continuing education and high school outreach.
- Extended Learning will strive to grow intersession enrollments through the university-wide implementation of Ad Astra and Platinum Analytics, enabling it to build schedules that better meet student needs.

Operating Budget

All offices will continue at the same level of funding as the previous year.



**Vice President
for Finance and
Administration
Michael D. Metzger.**

Division of Finance and Administration

Overview

The Finance and Administration (F&A) division consists of 10 departments with over 300 employees. Finance and Administration employees serve as stewards of Fredonia’s human, financial, and physical resources while providing quality customer service and support to students, faculty, staff and campus visitors. The organization chart may be viewed in Appendix 5.3. Major offices within the division include:

- Vice President and Associate Vice President for Finance and Administration
- Budget
- Environmental Health and Safety and Sustainability
- Facilities Planning
- Facilities Services – Custodial, Grounds and Landscaping, Maintenance
- Faculty Student Association – Auxiliary Services
- Human Resources
- Information Technology Services
- Internal Control
- Payroll
- Purchasing
- Student Accounts
- University Accounting
- University Services – Central Receiving, Contract Administration, Copy Center, Mail Services, Property Control, Motor Vehicles

The overarching goals of the Finance and Administration division are to support the Fredonia Vision Statement by:

- Assuring strong financial management practices and services to safeguard fiscal stability and integrity.
- Providing a safe and supportive educational environment.

- Providing outstanding service to all customers of the Fredonia campus
- Assuring well-maintained buildings and grounds.
- Supporting the region’s economic and educational development.

Highlights

Some of the highlights from the Finance and Administration division include:

- Assisted Cabinet in budget planning for Fiscal Year (FY) 2019-20. Established a budget reduction target of \$4.5 million for the university. Successfully implemented the \$4.5 million target.
- The Environmental Health and Safety and Sustainability (EH&S&S) department implemented the Stop-The-Bleed Program on campus, installing bleeding control kits across all campus buildings and training employees and students on the proper use of the materials in the kits.
- Completed construction of Houghton Hall Phase I Demolition/Abatement and Exterior Envelope Project and completed construction of the AHU & Controls Upgrade Phase V Mason Hall Project Summer 2019 phase (south sector). Summer 2020 phase for north sector will begin with preliminary work in early January 2020. Began construction of Houghton Hall Phase II Fit-out Project.
- Facility Services developed and provided a Leadership Program for all supervisors and management staff in Facilities Service during the fall and spring.
- The Faculty Student Association (FSA) provided over a million dollars in support to the university.
- Developed and successfully implemented the Fredonia Retirement Plan (FRP). The retirement plan was vetted by SUNY System Administration and is available to any other SUNY institution for implementation.



2019-2020 Fredonia Operating Budget

- Information Technology Services (ITS), successfully deployed the DUO multi-factor authentication system to all faculty and staff as a method of protecting sensitive university data and login credentials to all Fredonia staff members and is in the process of migrating to Microsoft Windows 10 and Office 2016 to ensure a secure and modern teaching and learning environment.
- Finance and Administration continued to maintain a fully functioning Internal Control Program through the leadership of the Internal Control Officer.
- The Payroll office produced bi-weekly payrolls for 1,007 state and Graduate Assistant payees totaling \$48,116,787 during 2018-2019.
- Work continued with the western campus consortium to implement SciQuest/Jaggaer, an electronic procurement application.
- Student Accounts continues to work closely with other campus personnel, the Student Information and Campus Administration Systems (SICAS) Center, Higher Education Services Corporation (HESC), and SUNY System Administration in the Beta testing of the Excelsior Scholarship Program software. The Excelsior Scholarship Program allows eligible students to attend college tuition-free.
- University Accounting processed 5,249 State vouchers for payment totaling over \$18.5 million. The figures represent a 1 percent increase in the number of state vouchers and a 14 percent increase in the dollar value of payments from last year.
- Implemented a revised Park and Ride shuttle service in the fall of 2018 to meet the needs of students while reducing the carbon footprint and costs to the university. The revision resulted in a decreased ridership of 75,555 in 2017-18 to 40,355 in 2018-19.
- Eliminated Fleet Services to reduce costs and improve the efficiency of maintenance equipment repairs.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 Finance and Administration budget include:

- Continue implementation of the new budget model following financial matching principles.
- Will implement over \$386,000 of budgetary reductions in the Finance and Administration division.

FREDONIA Proposed 2019-2020 Operating Budget SUMMARY

Finance & Administration

2018-2019 Original Base Budget	\$ 7,213,330
2019-2020 Budget Adjustments	
Contractual and Other Salary Increases	371,270
Balance of Contract /Remaining Payments	38,807
Increase for Trash Hauling Contract	24,225
Transfer of Informational Technology from Pres. Office	2,178,842
Transfer Allocation to Restore Employee Waivers	(5,000)
Net Divisional Expenditure Reductions	(386,564)
Transfer of Mailing, Storehouse, & Duplicating	(120,775)
Sub-Total 2019-2020 Budget Adjustments	2,100,805
2019-2020 Budget Base	\$ 9,314,135



2019-2020 Fredonia Operating Budget

- Continue the plan of no layoffs of any Finance and Administration employees.
- Continue implementation of a new model for FSA to make additional contributions to the university based on enrollment changes.
- Work in conjunction with the President, Cabinet, and the Planning and Budget Committee to develop a four-year correction pathway to eventually achieve a fully balanced budget.

increase is due to the transfer of Information Technology Services from the President's Office to the Finance and Administrative division. The Finance and Administration budget represents 17.01 percent of the total University Budget. The operating budget will allow the division to continue to provide a high level of service to the campus community for custodial services, maintenance, and various financial and administrative services.

Operating Budget

The division's 2019-2020 budget totals \$9,314,135 – an increase of \$2,100,805 from the 2018-2019 fiscal year. The majority of the



2019-2020 Fredonia Operating Budget



FREDONIA

2019-2020 Operating Budget Detail

FINANCE & ADMINISTRATION

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP Finance & Administration	860696	EMPLOYEE ASSISTANCE PROGRAM	0.50	24,800	2,425		27,225
	860602	FACILITIES PLANNING	1.70	127,200	10,000	8,400	145,600
	860656-0	ENVIRONMENTAL HEALTH & SAFETY	1.18	66,500	48,415	9,020	123,935
	860656-02	M&O ENVIRON. CHEMICAL REMOVAL				45,000	45,000
	860656-04	FIRE EXTINGUISHER MAINTENANCE				8,000	8,000
	860656-03	CROWD MANAGEMENT	0.00	300	3,700	500	4,500
	860702-05	DSI AWARD-F&A	0.00	32,826			32,826
	860720-01	VP FINANCE & ADMINISTRATION	2.00	230,700		31,200	261,900
	860720-03	F&A PHONE CHARGES				16,400	16,400
	860720-04	F&A COMPUTERS/ACCESSORIES				7,500	7,500
	860745	BUSINESS AFFAIRS	1.00	122,000		3,100	125,100
	860747-0	BUSINESS SERVICES	3.00	228,200		9,800	238,000
	860750	BUDGETING	2.00	141,800		3,950	145,750
	860760	PURCHASING	3.00	174,600	10,000	3,230	187,830
	860765	ACCOUNTS PAYABLE	3.00	152,800	4,000	2,800	159,600
	860770	PAYROLL	4.00	237,100	17,500	5,100	259,700
	860775	HUMAN SERVICES	5.00	395,390	10,000	13,140	418,530
	860780	PROPERTY CONTROL	1.00	57,400		2,400	59,800
	860785	INTERNAL AUDIT	1.00	71,300		2,000	73,300
	860790	STUDENT BILLING/CASHIERING	7.20	439,212	4,350	21,600	465,162
VP Finance & Administration Total			35.50	3,502,128	110,390	193,140	2,805,658
VP Administration M&O	860601-0	M&O MANAGEMENT	1.45	110,150		26,000	136,150
	860601-02	ASBESTOS ABATEMENT	0.00	2,000		7,400	9,400
	860601-03	M & O EQUIPMENT				20,000	20,000
	860601-04	M & O TRAINING				6,500	6,500
	860603-0	CUSTODIAL	47.70	805,800	12,000	163,000	1,980,800
	860603-10	CUSTODIAL OVERTIME - ROCKEFELLER	0.00	6,100			6,100
	860603-11	CUSTODIAL OVERTIME-DODS & STEEL	0.00	13,200			13,200
	860603-12	CUSTODIAL OVERTIME - NATATORIUM	0.00	100			100
	860603-13	CUSTODIAL OVERTIME-WILLIAMS CTB	0.00	450			450
	860603-14	CUSTODIAL OVERTIME - MASON HALL	0.00	8,800			8,800
	860603-15	CUSTODIAL OVERTIME - ADMISSIONS	0.00	5,900			5,900
	860603-17	CUSTODIAL OVERTIME-REED LIBRARY	0.00	100			100
	860603-18	CUSTODIAL OVERTIME-COMMENCEMENT	0.00	4,100			4,100
	860603-19	INCUBATOR - CUSTODIAL	0.50	17,125			17,125
	860608-0	REFUSE COLLECTION				54,725	54,725
	860608-03	REFUSE COLLECTION - INCUBATOR				1,200	1,200
	860615	MAINT BLDGS STRUCTURAL	6.40	311,600		64,000	375,600
	860620-0	MAINTENANCE EQUIP-ELECTRICAL	2.40	136,400		55,000	191,400
	860620-02	MAINTENANCE EQUIP-PLUMBING	1.40	89,100		64,000	153,100
	860625	MAINTENANCE GROUNDS	8.50	424,385	17,000	53,000	494,385
	860630	MAINTENANCE MOTORIZED EQUIPMENT	2.40	131,900		35,000	166,900
	860631	MOVING & TRUCKING				900	900
	860639	HVAC/REFRIG	8.40	512,200		100,000	612,200
	860641	MANAGEMENT SYSTEMS				36,000	36,000
	860642	MAINTENANCE AGREEMENT				30,000	30,000
	860660-0	PHYSICAL PLANT				30,000	30,000
	860660-02	CLASSROOM IMPROVEMENTS				12,500	12,500
	860660-03	PHYSICAL PLANT SPECIAL PROJECTS				37,000	37,000
VP Administration M&O Total			79.35	3,579,410	29,000	796,225	4,404,635
INFORMATION TECHNOLOGY SVCS	860009	ACADEMIC COMPUTING	0.00	0		9,180	9,180
	860131-0	CREATIVE SUPPORT SERVICES	12.85	974,730	93,880		1,068,610
	860835-0	COMPUTER SERVICES	13.80	26,052			1,026,052
INFORMATION TECHNOLOGY SVCS Total			26.65	1,000,782	93,880	9,180	2,103,842
VP FINANCE and ADMINISTRATION TOTAL			141.38	3,082,320	233,270	998,545	9,314,135



Chief Information Officer
Stephen Rieks.

Chief Information Officer

Overview

Information services are utilized in every aspect of the Fredonia’s environment. The initial “visit” to Fredonia most likely occurs through the campus home page, www.fredonia.edu, or via social media. The infrastructure and support provided and maintained by Information Technology Services (ITS) includes:

- High-speed and widely deployed secure and guest wireless network access
- Access to an extensive portfolio of library resources
- A state-of-the-art Learning Management platform (Moodle rooms a.k.a. Fredonia branded “OnCourse”)
- Numerous social media venues
- Vast academic and administrative applications
- Over 500 student use computers used for instruction and general-use purposes
- Classrooms equipped with lecture capture and wireless projector capabilities
- Residential technology support programs enhancing a living and learning environment
- Various security and life-safety systems

Highlights

Fredonia has been progressive in adding additional Internet bandwidth to meet the needs of the campus community. Results show that Fredonia has surpassed many SUNY peer institutions in this critical category. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the capabilities now available.

Behind-the-scenes maintenance, administration, and service enhancement work delivers a “stable, responsive, secure, and accessible computing environment” enjoyed by the Fredonia campus community. In

addition, database, network, software, labs and smart classroom upgrades help maintain state-of-the-art facilities.

Notable projects include:

- Fredonia increased its Internet connection speed to over 10 Gbps. It exceeds the current needs of the campus community and surpasses many public and private peer institutions. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the benefits.
- Fredonia boosts over 1,700 wireless access points distributed through academic, administrative, and residential spaces delivering high-speed, secure wireless communications throughout campus.
- Information Technology Services (ITS) continues to expanded the number of security cameras and card access doors, elevating the security envelope throughout campus.
- ITS is in the process of migrating to Microsoft Windows 10 and Office 2016 as to ensure a secure and modern teaching and learning environment.
- Successfully deployed the DUO multi-factor authentication system to all faculty and staff as a method of protecting sensitive university data and login credentials to all Fredonia staff members.
- Partnered with the Office of Diversity, Equity, and Inclusion to implement a “Chosen Name” initiative, allowing members of the campus community to select and display a chosen first name in various teaching and learning systems.
- Expanded the number of computer labs and smart classrooms to aid in fostering a better overall teaching and learning experience.
- Enhanced the student printing experience by implementing a “tap-n-print” network document printing system. Benefits include reduced document e-waste and enhanced security of printed materials.



- Greatly augmented the wireless networking services in Steele Hall by installing a high-density directional antenna system to better deliver FredSecure and FredBound wireless networks.
- Continue the multi-year project of replacing Fredonia's aging Centex telephone system with a new Cisco VoIP unified communication system.

Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services' 2019-2020 operating budget include:

- Continue efforts towards replacing Fredonia's existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Procure and replace a large portion of the aging CISCO wired and wireless network equipment in use throughout campus.
- Complete the migration to BANNER 9 and integrate the "Your Connection" self-service login to utilize the existing eServices username/password.
- Further enhance Fredonia's Disaster Recovery and Business Continuity capabilities for applications, environments, and systems used in delivering IT services to the campus community.
- Expand on the use of vendor's technologies delivering "lifetime" product warranties as a method of reducing annual hardware maintenance and support costs.
- Migrate to classroom technologies that reduce periodic maintenance activities as a method of aligning staffing work assignments to value-added activities.
- Reduce ongoing technology maintenance expenses by procuring more "next-generation bundled" solutions that deliver exceptional value.



- Leverage multi-year support and maintenance agreements to help counter the ever-increasing cost of delivering current versions of academic software.
- Negotiate with vendors and service providers in confirming Fredonia is procuring products and services with the lowest possible cost.

Operating Budget

The 2019-2020 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure.



**Vice President of Enrollment and Student Services
Cedric B. Howard.**

Division of Enrollment and Student Services

Overview

The Enrollment and Student Services division includes six departments and one centralized administrative support unit. The departments are: Athletics and Recreation, Enrollment Services, Intercultural Programs and Services, Student Involvement and Development, Student Wellness and Support, and University Police, along with the Office of the Vice President serving as the primary administrative support unit for the division. The Enrollment and Student Services division employs more than 250 full-time, part-time, and student 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 various departments provide 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

Fredonia’s Enrollment and Student Services division is highly regarded across the state and the 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 Enrollment and Student Services division include:

- The Fredonia Financial Aid Office continues to be a leader across state campuses, making excellent use of resources in the delivery of its services. During the 2018-19 aid year, a record high of more than \$64 million in federal and state aid was processed. Furthermore, over \$8.1 million in merit and need-based scholarships were awarded to academically qualified students.

- The Financial Aid Office continues to expand its financial aid awareness and literacy outreach on and off campus to enrolled students, prospective students and parents through statewide seminars and workshops.
- The Campus Life Office, located in the recently-renovated Williams Center, provides leadership development programs for nearly 200 students each year, including 60 students with a Leadership Studies minor.
- The Volunteer and Community Services Office supports student involvement in local service-related activities and programs, and is a proud member of the President’s Higher Education Community Service Honor Roll.
- The division contracted enrollment consultants to develop and implement an institution-wide Strategic Enrollment Management (SEM) Plan, based on a thorough assessment of demographics, data, and possible new models for admissions, retention and degree completion.
- The division continues to focus on retention-related programs, including orientation, first-year and transition programs.
- In 2018-19, the Office of Admissions hosted eight regional receptions for admitted students throughout New York State with an overall yield of 70 percent. The Accepted Student Reception on campus hosted more than 400 admitted students and their families which saw a yield of 80 percent.
- The division’s increased focus on New York City (NYC) with the hiring of a full-time, NYC recruiter, which has shown immediate success. There was a record number of deposits from NYC for Fredonia and it is expected to be a growth opportunity area in the future. Yield stayed consistent at 16 percent for the population, but the university was able to expand the number of acceptance offers to qualified students.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 operating budget for the Enrollment and Student Services division include the following:

- Analyze scholarship dollars and implement a new scholarship model to improve student yield from recruitment activities.
- Continue to analyze admissions travel and marketing expenses and reallocate budgets as necessary.
- Continue to enhance the existing First-Year and Transition Programs to improve the student retention rate.
- In support of Fredonia’s new strategic plan, Blueprint for Excellence, the Enrollment and Student Services division will align its organizational structure to:
 - ◇ Address structural soundness and service gaps
 - ◇ Increase capacity to serve students
 - ◇ Consolidate administrative functions from other units as prudent
 - ◇ Re-align funding to appropriate support operations



Operating Budget

The proposed 2019-2020 Enrollment and Student Services’ state budget totals \$7,279,502 and represents approximately 13.29 percent of the University Operating budget. The Enrollment and Student Services division works closely with other divisions to raise funds, write grants, co-sponsor programs, and develop and allocate scholarship dollars. Funding for scholarships has increased to the point where Fredonia can compete with other SUNY and regional campuses. The division frequently works with the Student Association and departmental advisory groups on budget and fee-related issues.

Budgets in all units are reviewed annually and plans are developed to improve the financial status of each unit. 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.



FREDONIA Proposed 2019-2020 Operating Budget SUMMARY

Enrollment and Student Services

2018-2019 Original Base Budget \$ 6,784,500

2019-2020 Budget Adjustments

Contractual and Other Salary Increases	326,397	
New Director of Multi Cultural Support	78,639	
Balance of Contract /Remaining Payments	59,230	
Transfer of EOP/EDP Program from AA	140,800	
Prior Scholarship Expense Funded by DIFR 1,250,000		
Scholarship Expense Funded by DIFR	(1,039,559)	
Net Divisional Expenditure Reductions	(320,505)	
Sub-Total 2019-2020 Budget Adjustments		495,002

2019-2020 Budget Base \$ 7,279,502

FREDONIA 2019-2020 Operating Budget Detail ENROLLMENT & STUDENT SERVICES								
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total	
ENRL&ST SVCS VP	860501-01	VP STUDENT AFFAIRS	2.00	255,962		350	256,312	
	860501-02	STUDENT SERVICES GRAD. ASSTS.			14,400	20,000	34,400	
	860501-04	V.P. STUDENT AFFAIRS RECRUITMENT				3,000	3,000	
	860582	COMMENCEMENT				4,700	4,700	
	860702-03	DSI AWARD-ESS	0.00	24,810			24,810	
ENRL&STUDENT SVCS VP			2.00	280,772	14,400	28,050	323,222	
E&SS-SI&DVLPMT	860570	CAMPUS CENTER	5.00	346,039		12,200	358,239	
E&SS-SI&DVLPMT Total			5.00	346,039		12,200	358,239	
E&SS-SS&S-INTCLTRL AFFRS	860542	MULTICULTURAL AFFAIRS	4.00	268,200	750	6,150	275,100	
E&SS-SS&S-INTCLTRL AFFRS Total			4.00	268,200	750	6,150	275,100	
E&SS-ENR SVCS-FIN AID	860530	FINANCIAL AID	5.00	318,600		24,900	343,500	
E&SS-ENR SVCS-FIN AID Total			5.00	318,600		24,900	343,500	
E&SS-ENR SVCS-FIN AID-SCHOL	861541-98	BALANCING ACCOUNT-DIFR OVERAWARD				1,769,441	1,769,441	
	861581-01	HONORS PROGRAM				50,000	50,000	
	861581-15	PRESIDENT'S SCI/MATH SCHOLARSHIP				300,000	300,000	
E&SS-ENR SVCS-FIN AID-SCHOL Total						2,119,441	2,119,441	
E&SS-ENR SVCS-ADM	860510-01	ADMISSIONS OTPS	12.84	795,300	8,500	85,900	889,700	
	860510-02	PUBLICATIONS - ADMISSIONS				35,000	35,000	
	860510-03	TRAVEL - ADMISSIONS	0.00	2,500		66,900	69,400	
E&SS-ENR SVCS-ADM Total			12.84	797,800	8,500	187,800	994,100	
E&SS-ENR SVCS-NEW STD&TRANS	860520-01	FIRST YEAR & TRANSITION PROGRAM	2.00	138,000	10,000	5,000	153,000	
E&SS-ENR SVCS-NEW STD&TRANS Total			2.00	138,000	10,000	5,000	153,000	
E&SS-ATHLETICS&REC	630045	ATHLETICS	9.13	546,100		13,200	559,300	
	861220	ATHLETICS	10.44	540,800			540,800	
E&SS-ATHLETICS&REC Total			19.57	1,086,900		13,200	1,100,100	
E&SS-UNIV POLICE	860657	UNIVERSITY POLICE	11.20	1,438,700		33,300	1,472,000	
E&SS-UNIV POLICE Total			11.20	1,438,700		33,300	1,472,000	
EDP	860525-01	EDUCATIONAL DEV PROGRAM	2.00	124,800	2,000	8,000	134,800	
	861555-02	GRADUATE OPPORTUNITY PROGRAM				6,000	6,000	
EDP Total			2.00	124,800	2,000	14,000	140,800	
ENRL&STUDENT SVCS VP Total			63.61	4,799,811	35,650	2,444,041	7,279,502	



University Advancement

Overview

The Division of Advancement, Engagement, and Economic Development (AEED) facilitated and supported university-community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of the university and region through fundraising, active community engagement, and partnerships with local and regional agencies, governments, businesses and universities. For 2018-19, Dr. Kevin P. Kearns served as the Vice President for Advancement, Engagement, and Economic Development. Betty Catania Gossett served as the Associate Vice President and Executive Director of the Fredonia College Foundation. Within the division, University Advancement and the Fredonia College Foundation oversee university fundraising efforts. The division also includes the office of Alumni Affairs, the Career Development Office (CDO), the Fredonia Technology Incubator (FTI), the SUNY Western New York Native American Consortium, the Fredonia Program Evaluation Center and the Fredonia StartUp NY program. Beginning early 2019-20, a reorganization took place. Dr. Kearns will serve as Interim Provost of Academic Affairs and oversee the Fredonia Technology Incubator while Betty Catania Gossett will oversee the division as Interim Vice President of University Advancement and Executive Director of the Fredonia College Foundation. Further changes are highlighted in the planning assumptions below.

Highlights (reflective of 2018-2019 AEED Division)

- 2018 year-end receipts recorded by the Fredonia College Foundation totaled \$4,655,994.
- The Nurturing Innovation Campaign for Fredonia has raised over \$19,105,000 toward the \$20 million goal (ending date 12/2020). Focus continues to be on major and planned giving fundraising to maximize resources and exceed campaign goal.

- 2018 Scholarship and Program Support to the university from restricted and endowed funds was: \$2,173,754.
- The market value of the endowment the first quarter of 2019 was \$37,881,959.
- \$171,000 of the foundations unrestricted annual budget was designated for student financial aid, and scholarships and program grants.
- Endowments increased in number, totaling 520, compared to 504 the previous calendar year.
- Outstanding Planned gifts increased by \$505,000 as compared to the first quarter of 2018.
- The annual Scholars Breakfast welcomed 971 benefactors, students and families to campus.
- Feb. 12 celebrated Fredonia’s third FREDlanthropy Day. The one day campaign raised \$22,000 and met the goal of reaching donors and prospective donors primarily through social media and electronic means.
- Alumni giving increased from 5.93 percent to 6.19 percent (first quarter comparison).
- Homecoming weekend, the annual signature event coordinated by the Office of Alumni Affairs, attracted over 1,500 alumni and family members to campus. Fiftieth anniversary events for the Class of 1968 were a highlight of the weekend.
- The successful alumni Writers at Work Series, created to provide enriched student learning, welcomed nine alumni and over 500 students, faculty and community participants.
- The Fredonia Alumni Association’s Brick Walkway Alumni Scholarship program has sold over 300 bricks. Bricks continue to be installed near the Williams Center.
- The annual Alumni Golf Tournament was held in July at the Shorewood Golf Club. Over \$5,700 was raised to support student scholarships.



Interim Associate Vice President for Advancement, Engagement, and Economic Development Betty Catania Gossett, '76.



2019-2020 Fredonia Operating Budget

- The Fredonia Technology Incubator (FTI) secured a five-year, \$625,000, N.Y.S. Business Incubator Program Grant (CFA). The CFA grant will provide ongoing sustainability and support new programming in the areas of music industry, incubation of food related startups, underserved populations, and multimedia innovation – a “One Stop Shop for Creative Entrepreneurship and Innovation.”
- A Northern Chautauqua Community Foundation (NCCF) grant and a private donation advanced the Multimedia Innovation Design Studio (MIDS). MIDS was established to improve workforce readiness, create new businesses, and foster a culture of entrepreneurialism. The studio is a physical makerspace that houses high-performance computers, specialized software, peripherals, video, and recording equipment designed for innovative cross-disciplinary collaborations.
- The Fredonia Technology Incubator (FTI) hosted economic development activities as part of its mission as the economic development hub of Northern Chautauqua County. The incubator hosted over 400 community events during the academic year that were attended by an estimated 6,500 individuals. The FTI, in collaboration with faculty in the College of Visual and Performing Arts, continued the successful Arts and Business luncheon series.
- The FTI hosted the fourth Student Business Competition in April. Students pitched their business ideas to a panel of five judges. Student companies were rated on customer identification, problem/solution identification, channel to market, and revenue streams. The 2019 FTI Student Business Competition had 12 applicants, and the first prize was awarded to Rae-Anne Clarke for her business, “A Touch of Rae.”
- Student utilization of Career Development Office (CDO) services continues to be strong through innovative programs designed to engage students early in the career planning process. A total of 4,600 individual contacts with students and alumni have been completed in the past 11 months.
- Fredonia students completed 519 internships working with 225 employers gaining real-world experience and building professional connections. Fredonia students completed over 58,000 hours working in credit-bearing internship experiences in 2018-2019, and faculty awarded 1,350 academic credits.
- The tenth Fredonia Job & Internship Expo for students and alumni was offered by the CDO. The fair attracted 140 recruiters and 27 alumni employers from a variety of industries promoting job and internship opportunities for students.
- The CDO hosted Graduate School Week, a series of graduate school-themed events culminating in the tenth Graduate School Fair held on Oct. 16. The series included a host of informational workshops designed to assist students and alumni who are applying to graduate school.
- The Fredonia American Democracy Project was actively involved promoting civic engagement, educating students about the electoral process, providing information and access to voter registration, and encouraging high voter turnout among students. The non-partisan effort sponsored debate watch events, guest lecturers and hosted an election results watch night. AEED provided transportation to the voting polls for students, faculty and staff.
- AEED and the Counseling Center continue to partner with the Chautauqua County Department of Mental Health and Chautauqua Tapestry to allow students to have access to myStrength a free online tool that teaches skills to reduce stress, improve their mood and overcome other challenges of university life.



Planning Assumptions

Planning assumptions used in the development of the 2019-2020 operating budget for the University Advancement Division, includes the following:

- Continue to integrate units within the newly-formed division to ensure successful completion of the community engagement and fundraising activities that support student success.
- Continue the successful Nurturing Innovation campaign and meet or exceed the campaign goal.
- Increase the level of fundraising from corporate partners and private foundations.
- Continue the fruitful partnership with the Chautauqua County Department of Mental Health and Chautauqua Tapestry to bring additional faculty, staff, and student training and mental health support to campus.
- The Native American Consortium will seek funds to support additional campus visits by Native American students.
- The University Advancement Division will develop and enhance strong sustainable public-private partnerships that benefit the university and the community.
- The division will seek extramural funding for its initiatives, and explore the development of future revenue streams through public-private partnerships.
- Oversight of the Marketing and Communications department will transfer from the President’s Office to University Advancement starting 2019-2020. As a result of secretarial consolidation efforts, the secretary from Marketing and Communications was relocated to Academic Affairs.



Operating Budget

The total 2019-2020 University Advancement Division operating budget is \$1,866,195. The budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Organizational improvements and efficiencies that support the assumptions will be a priority for the upcoming academic year.





FREDONIA Proposed 2019-2020 Operating Budget SUMMARY

University Advancement

2018-2019 Original Base Budget	\$ 1,346,315
2019-2020 Budget Adjustments	
Contractual and Other Salary Increases	30,125
Transfer of Incubator to Academic Affairs	(85,800)
Transfer of Marketing & Communications from Pres.	648,600
Transfer of Secretary One to Academic Affairs	(43,045)
Net Divisional Expenditure Reductions	(30,000)
Sub-Total 2019-2020 Budget Adjustments	519,880
2019-2020 Budget Base	\$ 1,866,195

FREDONIA 2019-2020 Operating Budget Detail UNIVERSITY ADVANCEMENT							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP UNIVERSITY ADVANCEMENT	860330-01	VP ADVANCE, ENGAGEMENT & ECONO	3.00	376,300		25,315	401,615
	860330-02	COMMUNITY ENGAGEMENT				7,800	7,800
	860702-04	DSI AWARD-AEED	0.00	13,125			13,125
VP UNIVERSITY ADVANCEMENT Total			3.00	389,425	0	33,115	422,540
ALUMNI	860808-01	ALUMNI	1.00	90,000		28,000	118,000
ALUMNI Total			1.00	90,000		28,000	118,000
CAREER DEVELOPMENT	860540-01	CAREER DEVELOPMENT	4.50	307,400	7200	19,900	334,500
CAREER DEVELOPMENT Total			4.50	307,400	7,200	19,900	334,500
DEVELOPMENT	860855-01	ADVANCEMENT	4.00	268,800		31,000	299,800
DEVELOPMENT Total			4.00	268,800		31,000	299,800
COLLEGE FOUNDATION	860856-01	COLLEGE FOUNDATION	1.00	85,800		0	85,800
COLLEGE FOUNDATION Total			1.00	85,800		0	85,800
MARKETING & COMMUNICATION	860854	PUBLICATIONS	4.00	259,800		24,000	283,800
	860855-05	MEDIA RELATIONS	4.00	297,755		24,000	321,755
MARKETING & COMMUNICATION Total			8.00	557,555		48,000	605,555
UNIVERSITY ADVANCEMENT Total			21.50	1,698,980	7,200	160,015	1,866,195





Institutional/Utilities Budget

Overview

The Institutional/Utilities portion of the budget includes funding for campus utilities and a variety of other institutional expenses, including the Tap Gap Scholarship, university-wide and State University of New York (SUNY)-wide recharges, institutional memberships, as well as general campus maintenance accounts. This section of the budget also contains salary provision allocation accounts maintained for promotional rank increases and vacation payouts across the University. This allocation will be distributed to divisional accounts based on actual expenditures.

Highlights

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

- All contractual and mandatory salary increases were budgeted at the divisional account level instead of budgeting all the increases in one account in the Institutional/Utilities area. This will accurately align the payroll budgets by account. Vacation payouts and promotional rank increases will continue to be budgeted in the Institutional/Utilities Division.
- Tap Gap Scholarship will continue as a state expenditure instead

of an Income Fund Reimbursable (IFR) expenditure for 2019-2020.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 Institutional/Utilities budget include:

- Includes transfer of salary expenses for the Storehouse, Mailing and Duplicating Services to match OTPS expenditures housed in Institutional.
- Includes \$195,000 for water, sewage and utility increases.
- Decreased expenditures \$413,000 as part of 2019-2020 budget reduction target.

Operating Budget

The 2019-2020 Institutional/Utilities budget totals \$5,889,978 – an increase of \$105,838 from the 2018-2019 fiscal year.





FREDONIA
Proposed 2019-2020 Operating Budget
SUMMARY

Utilities/Other

2018-2019 Original Base Budget		\$ 5,784,140
2019-2020 Budget Adjustments		
Contractual and Other Salary Increases	885	
Water, Sewage & Utility Increases	195,000	
Tap Gap Scholarship	186,378	
Restore Employee Waivers, Allocation from F&A	5,000	
Duo Security Fob Tokens	5,800	
Transfer of Mailing, Storehouse, & Duplicating	120,775	
SUNY Wide Agreements and Assessments	5,000	
Net Divisional Expenditure Reductions	(413,000)	
Sub-Total 2019-2020 Budget Adjustments		<u>105,838</u>
2019-2020 Budget Base		<u><u>\$ 5,889,978</u></u>



2019-2020 Fredonia Operating Budget



FREDONIA 2019-2020 Operating Budget Detail INSTITUTIONAL/UTILITES

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total	
General Institutional	850755	WEST CAM MOU-FREDONIA				50,000	50,000	
	860801-38	EMPLOYEE TUITION WAIVERS				9,400	9,400	
	860850	MEMBERSHIP				70,900	70,900	
	861515	SUNY TUITION CREDIT PROCESSING				2,162,800	2,162,800	
	980055	PSR ADJUSTMENTS	0.00	139,475			139,475	
	980479	PROVISION ACCOUNTS				48,278	48,278	
	980755	PSR ADJUSTMENTS	0.00	13,565			13,565	
	General Institutional Total			0.00	153,040		2,341,378	2,494,418
State Utilities	840671-18	ISO GROUP ELECTRICAL				886,200	886,200	
	860670-01	ELECTRICITY - CAMPUS				179,900	179,900	
	860674-01	NATURAL GAS - CAMPUS				277,085	277,085	
	860680-01	WATER - CAMPUS				242,600	242,600	
	860683-01	SEWER - CAMPUS				234,500	234,500	
State Utilities Total						1,820,285	1,820,285	
Recharges	840826-18	SYRACUSE HSC TRAINING CENTER	0.00	6,500			6,500	
	840841-18	ITEC RECHARGE FREDONIA	0.00	129,900			129,900	
	860801-04	INTL FACULTY/LEGAL CONSULT. FEES				15,000	15,000	
	860801-08	SAFETY TRAINING				6,000	6,000	
	860801-10	EQUITRAX				5,000	5,000	
	860801-12	ADT SECURITY CAMERA MAINT				33,000	33,000	
	860801-13	PRE-EMPLOYMENT SCREENING				13,500	13,500	
	860801-14	AED				15,000	15,000	
	860801-15	SOCCER STADIUM CONTRACT				20,000	20,000	
	860801-17	TOUCHNET CREDIT DATA				17,000	17,000	
	860801-21	DFT SECURITY SERVICES				500	500	
	860801-22	TOUCHNET MARKETPLACE				152,000	152,000	
	860801-24	FIRE ALARM MAINTENANCE				115,000	115,000	
	860801-25	ELEVATOR MAINTENANCE				67,500	67,500	
	860801-26	INCUBATOR - CONTRACTUAL				5,000	5,000	
	860801-27	SUSTAINABILITY				7,500	7,500	
	860801-29	PRINTING-ALFRED				2,500	2,500	
	860801-30	INTERVIEW EXCHANGE				15,000	15,000	
	860801-31	WECOMPLY				9,500	9,500	
	860801-32	HIREZON-EMPLOYEE ONBOARDING SYS				9,000	9,000	
	860801-34	ELLUCIAN				7,100	7,100	
	860801-35	DATA BREACH INSURANCE				20,000	20,000	
	860801-36	PCI DSS COMPLIANCE PROJECT				14,400	14,400	
	860801-37	DUO SECURITY				15,000	15,000	
	860815-01	CENTRAL DUPLICATING (PHOTOCOPY)	0.50	20,525		3,500	24,025	
	860845-01	POSTAGE	0.30	12,300		30,000	42,300	
	860865-01	STOREHOUSE	1.60	66,950		17,500	84,450	
	860875-01	TELEPHONE				339,000	339,000	
	860875-02	COLLEGE SERVICES TEMP SERVICE			52,000		52,000	
	860875-03	TELEPHONE/INTERNET - INCUBATOR				12,000	12,000	
	860875-05	INTERNET SERVICES-CAMPUS				150,000	150,000	
	Recharges Total			2.40	236,175	52,000	1,116,500	1,404,675
	University Wide Accounts	840724-18	FACULTY SENATE RECHARGE	0.00	1,900		2,600	4,500
		840805-18	SYSTEM ADMINISTRATION RECHARGES				68,800	68,800
		840833-18	U-WIDE SICAS CENTER-ONEONTA	0.00	97,300			97,300
University Wide Accounts Total			0.00	99,200		71,400	170,600	
Institutional Total			2.40	488,415	52,000	5,349,563	5,889,978	





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**RESIDENCE LIFE
OPERATING BUDGET**





**FREDONIA
Residence Life
2019-2020 Dormitory Income Fund
Reimbursable (DIFR) Budget**

Overview

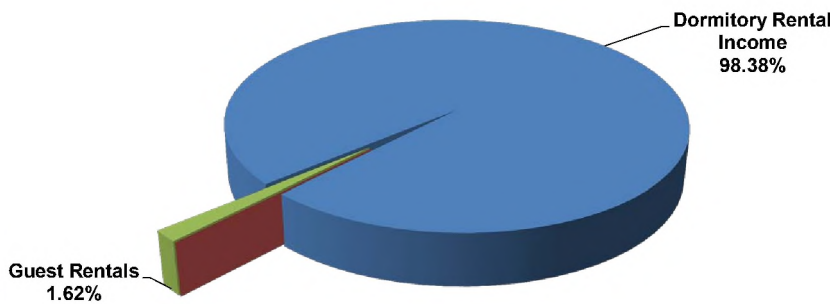
The Residence Life program on the Fredonia campus supervises the operation of 14 residence halls, and a townhouse complex that was completed in the fall of 2014. The total bed capacity for all complexes is 2,910. Director of Residence Life Kathy Forster, Associate Director Kevin Hahn and Assistant Director/Townhouse Coordinator Daniel Goodwin oversee the program, while Mark Mackey serves as Resnet coordinator. Collectively, they supervise six full-time Residence Hall Directors, seven Graduate Assistant Residence Hall Directors (RDs), 64 Resident Assistants (RAs), seven ResNet Technicians and approximately 200 student employees (work-study and student assistants), who provide a quality experience for approximately 2,300 (Fall 2018) residence hall students.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2019-2020 Residence Life budget of approximately \$17.9 million funds 73.76 Full-Time Equivalent (FTE) positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. The procedures grant 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 2019-2020 rates and capital projects was conducted on Dec. 6, 2018.

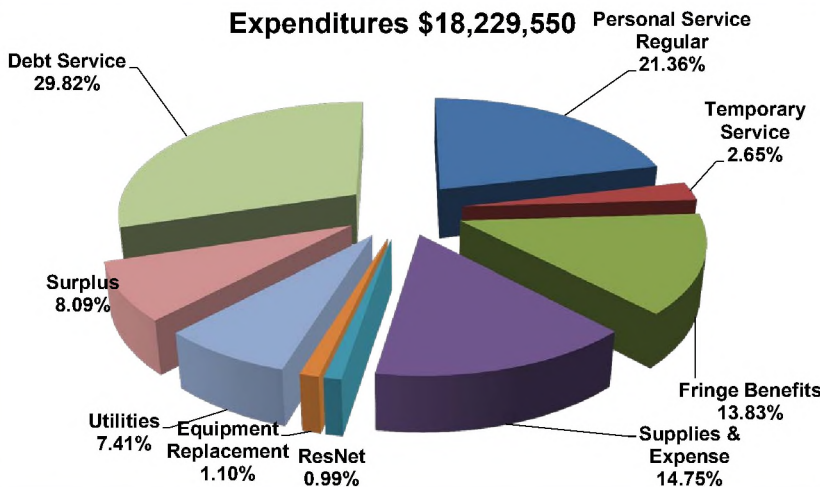
FREDONIA

Dormitory Income Fund Reimbursable (DIFR)
Sources and Uses of Funds

Revenue Sources \$18,229,550



Expenditures \$18,229,550



Highlights

The Office of Residence Life strives to provide a comprehensive residence life program as an integral part of the educational program



and academic support services of the institution. The residential life program is committed to providing opportunities for personal growth and development and supports the educational mission of the university by providing facilities and programs to assist students in developing mutually supportive relationships in order to live, work, and learn with people of diverse backgrounds and individual differences.

Highlights for 2018-2019

- Returning Room Selection increased occupancy by more than 100 students from the Spring 2018 process.
- Townhouse occupancy is at the highest since 2014. Occupancy for Fall 2019 will be at 182.
- Enhanced media/marketing outreach for residence life student processes.
- Created a visually appealing move-in guide with all pertinent information that is “branded” and useful.



Move In Crew.

**FREDONIA
Proposed 2019-2020 Budget
Dormitory Income Fund Reimbursable (DIFR)**

Comparison of 2019-2020 Residence Life Budget to 2018-2019 Budget

	2019-2020	2018-2019	Change
Revenue Sources:			
Dormitory Rental Income	\$ 17,934,550	\$ 16,704,600	\$ 1,229,950
One Time Use of Reserves		\$ 433,050	\$ (433,050)
Guest Rentals	295,000	295,000	-
Total	\$ 18,229,550	\$ 17,432,650	\$ 796,900
Expenditures:			
Personal Service Regular	\$ 3,893,900	\$ 3,890,100	\$ 3,800
Temporary Service	483,900	449,800	34,100
Fringe Benefits	2,521,895	2,540,650	(18,755)
Supplies & Expense	2,688,300	3,014,700	(326,400)
ResNet	180,500	163,500	17,000
Equipment Replacement	200,000	200,000	-
Utilities	1,350,000	1,400,000	(50,000)
Surplus	1,475,055		1,475,055
Debt Service	5,436,000	5,773,900	(337,900)
Total	\$ 18,229,550	\$ 17,432,650	\$ 796,900



Move In Crew.

- RA selection process increased candidates for the position to 80 for 25 open positions.
- Student and staff recognition committee recognized Rachel Clayback, Christine Colose, Shaunna Rospierski, Angeline Kimbrell, Kyle Licht and Heather (Juyeon) Han as Student of the Month recipients. RA of the month recipients were: Nolan Ahearn, Melannie Hall, Grace Breen, Haleigh Sullivan, Christie Fils-Aime, Lucas Butchko and Ronald Nissen.
- Created a Conduct Sanctions Working Group and revised a comprehensive RD conduct sanctioning guideline.
- Three Residence Directors participated in the Facilitators Reimagining Equity and Diversity (FRED) workshops.
- Enhanced RA training to include monthly workshops: Understanding our Intersecting Identities, An Exploration in Self-Care, Staff Conflict, Train your Brain and Career Preparedness.
- Retention efforts and collaboration with Academic Advising for student outreach.
- Worked with Budget Office to discuss budget process improvement for 2019-2020.
- Enhanced Honors program offerings in Hemingway Hall.
- Worked with Brailsford and Dunlavelly to prepare a Housing Master Plan for Fredonia.

The Office of Residence Life has departmental committees that work on a variety of campus programs which include:

- Resident Assistant Advisory Board (RAAB)
- Residence Hall Association (RHA)
- Residence Life Connections (RLC)
- Weekend Hangout Activities (WHOA)
- First-Year Residential Experience (FYRE)
- RA workshops and development
- Student/RA staff recognition
- Sustainability
- Residence Director Staff Development
- Buffalo News Kids Day
- Disney Hall Craft Room
- Wellness Center (Schulz Hall)
- Aerobic Center (Hemingway Hall)
- Diversity Coalition
- Summer Conference Committee

As part of the Information Technology Services department, the ResNet Office provides residential technology support and campus access control services for students, staff and guests within the residence halls. With an operating budget of approximately \$200,000 a year, ResNet employs seven students each semester as information technology support technicians called ResNet Technicians.

Supported Services

- Campus Access Control Services
- Internet Service Connectivity Support
- University Owned Printer Support
- University Owned Computing Software Support
- Personal Computing Device Repair
- Residence Life Multi-media Equipment Reservation and Checkout
- Residence Life Smart Classrooms



- University Owned Computing Hardware Support
- Student Printing Service

The Residence Life information technology 2018-2019 Capital Budget was approximately \$273,000. The funds were used to perform critical upgrades to the campus wireless network infrastructure and Residence Life computing environment. The capital projects included the following:

- Augmented the campus wireless network system by installing new wireless access points to increase coverage and improve performance throughout the residence halls.
- Performed upgrades to core network infrastructure to improve overall performance and maintain pace with technology changes within the environment.



Residence Assistants.

**FREDONIA
Proposed 2019-2020 Budget
Dormitory Income Fund Reimbursable (DIFR)**

FTE Summary

	2019-2020 Non-Inst. FTE	2018-2019 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	1.05	1.40	-0.35
Custodial	41.30	41.80	-0.50
Facilities Planning	0.30	0.30	0.00
Bldgs. - Struct Maint.	3.60	4.30	-0.70
Bldgs. - Systems (Electrical)	1.60	1.60	0.00
Bldgs. - Systems (Plumbing)	2.60	3.25	-0.65
Maintance Grounds	1.50	1.50	0.00
Motor Equip. Maint.	0.60	0.60	0.00
Administration/Director	12.00	12.00	0.00
ResNet	0.75	0.75	0.00
Utilities Plant	3.60	3.30	0.30
Postage	0.20	0.20	0.00
Security & Safety	3.80	4.00	-0.20
EHS&S	0.46	0.20	0.26
Storehouse	0.40	0.40	0.00
Total Residence Life	73.76	75.60	-1.84



**Residence Life Director
Kathy Forster.**

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

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$100 annually from \$7,500 to \$7,600.
- Residence hall occupancy will remain above 80 percent in the fall and remain above 75 percent in the spring semester.
- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will remain at \$1,050.

The financial and operational assumptions above serve as the basis for the development of the 2019-2020 Residence Life operating budget.

Operating Budget

The 2019-2020 Residence Life operating budget totals \$18.2 million and funds a total of 73.76 FTE positions. It includes the director’s office, administrative staff including the ResNet staff, cleaning staff of 41.3, maintenance staff of 14.55, four members of the University Police staff and a portion of the Facilities Planning staff.

Laundry and cable services are paid out of the operating budget. One 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 as well as the availability of HDTV channels and/or digital service.

Some of the projects discussed for Summer 2019 included the McGinnies Hall Roof replacement, campus Housing Master Plan, various interior improvements and network upgrades throughout the residence halls.

The 2019-2020 budget amounts for the proposed capital projects are as follows:

• Alumni Hall Roof Replacement	700,000
• Gregory Hall Masonry Repair – Exploratory	50,000
• Residence Hall Quality of Life Projects	170,000
• Network Upgrades	<u>300,000</u>
TOTAL	<u>\$1,220,000</u>

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



FREDONIA
Proposed 2019-2020 Budget
Dormitory Income Fund Reimbursable (DIFR)
DIFR Revenue Projection

RATE STRUCTURE:	2018-19 Rates	2019-20 Proposed	Percentage Change	Annual Rate
Doubles	\$3,750	\$3,800	1.33%	\$7,600
Singles	4,000	4,200	5.00%	8,400
Kitchen Suites - Double	3,750	3,950	5.33%	7,900
Kitchen Suites - Singles	4,250	4,350	2.35%	8,700
Univ. Commons Singles	4,400	4,400	0.00%	8,800
Univ. Commons Doubles	4,000	4,000	0.00%	8,000
Senior/Grad Singles	3,750	0	-100.00%	0
Senior/Grad Doubles	3,500	0	-100.00%	0
Townhouse	4,500	4,500	0.00%	9,000

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2018	Projected Fall 2019	Budgeted Fall 2018	Projected Fall 2019	
Doubles	1,420	1,650	\$5,325,000	\$6,270,000	\$945,000
Singles	332	300	\$1,328,000	\$1,260,000	(68,000)
Kitchen Suites - Double	140	100	\$525,000	\$395,000	(130,000)
Kitchen Suites - Singles	5	15	\$21,250	\$65,250	44,000
Univ. Commons Singles	60	57	\$264,000	\$250,800	(13,200)
Univ. Commons Doubles	50	54	\$200,000	\$216,000	16,000
Senior/Grad Singles	60		\$225,000	\$0	(225,000)
Senior/Grad Doubles	20		\$70,000	\$0	(70,000)
Townhouse	145	170	\$652,500	\$765,000	112,500
Fall Totals	2,232	2,346	\$8,610,750	\$9,222,050	\$611,300
Percent Change		5.11%			7.10%

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2019	Projected Spring 2020	Budgeted Spring 2019	Projected Spring 2020	
Doubles	1,320	1,550	\$4,950,000	\$5,890,000	\$940,000
Singles	327	295	1,308,000	1,239,000	(69,000)
Kitchen Suites - Double	133	90	498,750	355,500	(143,250)
Kitchen Suites - Singles	4	10	17,000	43,500	26,500
Univ. Commons Singles	59	55	259,600	242,000	(17,600)
Univ. Commons Doubles	47	50	188,000	200,000	12,000
Senior/Grad Singles	52		195,000	0	(195,000)
Senior/Grad Doubles	20		70,000	0	(70,000)
Townhouse	135	165	607,500	742,500	135,000
Spring Totals	2,097	2,215	\$8,093,850	\$8,712,500	\$618,650
Percent Change		5.63%			7.64%

COMPARISON OF DIFR REVENUE :

	2018-2019	2019-2020	Change
Projected Dorm Revenue	\$16,704,600	\$17,934,550	\$1,229,950
Projected Guest Rental	295,000	295,000	0
Total Revenues	\$16,999,600	\$18,229,550	\$1,229,950
Reserve Need	433,050		(433,050)
Total Sources	\$17,432,650	\$18,229,550	796,900



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OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

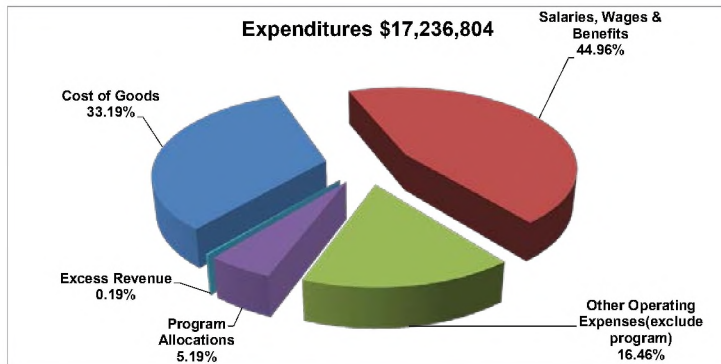
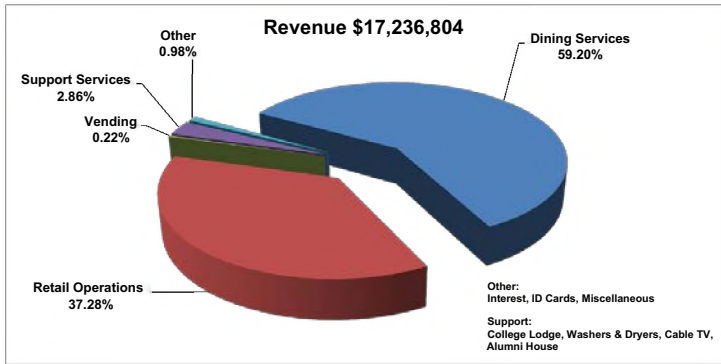
OPERATING BUDGET

**FACULTY STUDENT ASSOCIATION
OPERATING BUDGET**





Sources and Uses of Funds
2019-2020



Sprout Café.

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 Auxiliary Services Corporations individually hold Contract Agreements with their respective institutions as specified by Guidelines with the State University of New York. The Fredonia Faculty Student Association has a five-year contract expiring on June 30, 2023. 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 and corporate equity guidelines are also specified in the agreement.

The FSA budget includes Dining Services, Bookstore, Vending, Washer and Dryer, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 73 full-time, 86 part-time and approximately 250 student employees.

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: (7) Students, (3) Faculty, (3) Administrative Staff, (1) Classified Staff, and (1) Alumni Representative, for a total of (15) directors.

The mission of the Faculty Student Association is to identify and provide appropriate goods and services that may not be otherwise provided by the State of New York.



Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2019-2020 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: Michael Metzger, Judy Langworthy, Jason Cheung, Matthew Anderson and Joshua Ranney.

Highlights and Facts

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

- Undergraduate head count was up 1.1 percent for Fall 2018 and is down 1.2 percent in Spring 2019 compared to the corresponding previous semesters. However, the fall 2018 meal plan counts were less than FSA meal plan budget assumptions by 1.5 percent for Fall 2018 and 1.8 percent for Spring 2019.
- Textbook sales declined 13.6 percent in 2017-2018 and an additional 10.4 percent for Fall 2018.
- Support and assessments to the campus in the 2018-2019 budget totaled \$1,214,495:
 - ◊ \$590,995 for restricted programs.
 - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◊ \$141,500 in restricted programs supporting 41 different campus-based programs in residence halls, Campus Life, and academic and student service departments.
 - ◊ \$2,000 for groundskeeping.
 - ◊ \$450,000 for space and utility charge assessments.



Cranston Marché.

Planning Assumptions

Planning assumptions used to develop the 2019-2020 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,347,405:
 - ◊ \$723,405 in restricted program expenditures.
 - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◊ \$142,000 in unrestricted program funds.
 - ◊ \$2,000 for groundskeeping.
 - ◊ \$450,000 in space and utility charge assessments.
- Meal plan enrollment is based on the assumption the Fall 2019 incoming first-year class will be 1,385 and total fall undergraduate enrollment of 4,506. Fall 2018 undergraduate enrollment was 4,496. The sophomore, junior and senior counts and plan utilization will follow the current statistical trend as classes progress to the next academic year as well as from the fall to the spring semester. The above statistical data projects to an increase of 89 meal plans over 2018-2019 actual and 9 over the 2018-2019 budget.



2019-2020 Faculty Student Association Operating Budget

- The residential meal plan prices have been increased by \$50 while each of the meal plans will have \$50 in points available. The commuter plans have been increased by \$25 and have \$25 more in points.
- Operation of the Meals on Wheels program for the Dunkirk-Fredonia area.
- Labor budgets are “zero-based” and built position by position.
- The new N.Y.S. minimum wage has been utilized for student labor, Civil Service Employee Association (CSEA) contractual rates applied, and cost of living adjustments for management have been included.
- Total budgeted labor hours increased .7 percent. Total budgeted wage and benefit dollars increased by \$214,774 or 2.9 percent from the 2018-2019 budget.
- The \$2,521,917 capital budget includes a major renovation to the Williams Center food court, new point of sale (POS) systems, and a delivery truck as well basic replacement of items at the end of their useful lives.

Budget Summary

	2019-2020 Budget	2018-2019 Budget	Difference Increase (Decrease)
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 10,190,694	\$ 9,454,515	\$ 736,179
Cost of Goods Sold	2,598,359	2,303,629	294,730
Total Operating Expenses	5,228,937	4,795,498	433,438
Other Revenues	13,000	13,000	-
Allocation of Administrative Expenses	1,099,795	1,022,448	77,347
Excess of Revenues Over/(Under) Expenses	<u>1,276,604</u>	<u>1,345,940</u>	<u>(69,336)</u>
<u>Retail Operations (Schedule B)</u>			
Total Revenues	6,326,597	6,347,700	(21,103)
Cost of Goods Sold	3,122,827	3,125,245	(2,418)
Total Operating Expenses	2,687,242	2,635,745	51,498
Other Revenues	7,000	7,000	-
Allocation of Administrative Expenses	651,055	654,260	(3,205)
Excess of Revenues Over/(Under) Expenses	<u>(127,527)</u>	<u>(60,549)</u>	<u>(66,978)</u>
<u>Vending (Schedule C)</u>			
Total Revenues	37,238	35,775	1,463
Cost of Goods Sold	-	-	-
Total Operating Expenses	31,673	30,869	804
Other Revenues	-	-	-
Allocation of Administrative Expenses	7,335	7,184	151
Excess of Revenues Over/(Under) Expenses	<u>(1,769)</u>	<u>(2,278)</u>	<u>508</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	491,975	526,725	(34,750)
Cost of Goods Sold	-	-	-
Total Operating Expenses	443,764	487,838	(44,075)
Other Revenues	800	800	-
Allocation of Administrative Expenses	65,467	69,264	(3,797)
Excess of Revenues Over/(Under) Expenses	<u>(16,456)</u>	<u>(29,577)</u>	<u>13,122</u>
Total Revenue from Operations	17,067,304	16,385,515	681,789
Total Cost of goods and Operating Expenses	<u>15,936,453</u>	<u>15,131,980</u>	<u>804,473</u>
Excess Revenues from Operations	1,130,852	1,253,535	(122,684)
Miscellaneous Revenues (Schedule F)	169,500	180,800	(11,300)
Unallocated Administrative Office Expenses (Schedule F-1)	<u>1,267,534</u>	<u>1,138,090</u>	<u>129,444</u>
Net Excess of Revenues Over/(Under) Expenses	<u>\$ 32,817</u>	<u>\$ 296,246</u>	<u>\$ (263,428)</u>



- Catering prices will be adjusted slightly for inflation.

Operating Budget

The 2019-2020 FSA budget has \$17,236,804 in sources of revenue. It represents a \$670,489 or a 4.1 percent increase from the 2018-2019 budget of \$16,566,315. The uses of funds consist of \$5,721,185 in cost of goods sold, \$7,749,840 in wages and benefits and \$3,732,962 of operating expenses. The budget is projected to generate revenue in excess of expenditures of \$32,817 or .2 percent.

**FREDONIA
Faculty Student Association
Dining Services Overview**

The Faculty Student Association (FSA) Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and El Diablo Azul), Tim Hortons Café & Bakeshop, four FSA cafes (Fenton Hall, Mason Hall, McEwen Hall, and TeaRex in the Science Center), two concession units (Breakaway at University Stadium and Timeout in Steele Hall) and catering. Our bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 44 full-time employees, 75 part-time and approximately 210 student employees.

Highlights

- Engagement with students and continual menu adjustments are made to reflect customer preferences. Recent examples are various international items, rice cookers, an array of popular sauces and spices, etc.
- Cranston Marche’s Chef Creations and Made to Order choices make it a perennial favorite.
- Centre Pointe enhanced the Homestyle



Blue Devil Grill.

offerings and continues to offer fast food staples.

- El Diablo Azul Mexican Grill offers fresh items with robust flavors.
- The Fenton, Mason, McEwen and TeaRex cafes provide high quality food and beverage choices with convenient access in classroom buildings.
- Tim Hortons Café & Bakeshop remains a popular dining location.
- Demand for catering services by the campus continues as FSA seeks to attract external customers.
- In conjunction with FSA’s primary food vendor, Maplevale Farms, local food purchases exceed 15 percent.

Planning Assumptions

Planning assumptions used to develop the 2019-2020 budget include:

- Total meal plans of 5,576 for the year are virtually the same as the 5,567 in the 2018-2019 budget.
- Operating hours at all locations will be the same as 2018-2019.
- Labor hours have increased 1.7 percent with the addition of the Meals on Wheel program.



Faculty Student Association Executive Director Darin R.A. Schulz.

- The 2019-2020 food cost percentage assumption is 25.5 percent. Twenty-five percent was used for 2018-2019. The change resulted from the addition of Meals on Wheels program. The food cost percentage makes allowances for some factor for changes in the agricultural markets, weather conditions and inflation.
- Residential meal plan prices have been increased by \$50 with \$50 in additional points.

Operating Budget

The 2019-2020 Dining Services budget of \$10,190,694 is \$736,179 or 7.8 percent increase over the \$9,454,515 for 2018-2019. The revenue consists of \$8,496,098 in contact meal plans plus special function and cash sale revenue. Total contract meal plan revenue is budgeted for \$11,777,995 (includes \$80,000 for additional points added) with \$3,281,897 of that reported in the Retail Operations budget. Total operating expenses of \$5,228,937 have increased by \$433,439 or 9.0 percent from 2018-2019. The budget is projected to generate excess revenue over expenditures of \$1,276,604 or 12.5 percent.



Willie C's.

2019-2020 Faculty Student Association Operating Budget



Dining Services Budget - Schedule A

	2019-2020		2018-2019
Revenues	Budget		Budget
Contract Meals	\$8,068,723	a	\$ 7,634,065
Meal Plan Administrative Fee	\$427,375	b	450,450
Special Functions	\$1,194,596	c	870,000
Cash & Other Sales	\$500,000		500,000
Total Revenue	10,190,694		9,454,515
Cost of Goods Sold			
Beginning Inventory	100,000		100,000
Purchases	\$2,598,359		2,303,629
Less: Ending Inventory	100,000		100,000
Cost of Goods Sold	<u>2,598,359</u>	d	<u>2,303,629</u>
Gross Profit on Sales	7,592,336		7,150,886
Operating Expenses			
Salaries, Wages and Employee Benefits	4,037,927	c, e	3,925,295
Supplies and Materials	280,127	c	266,400
Depreciation	323,115	c, f	121,694
Corporate owned	66,561		70,243
Leasehold Improvements	13,400	g	12,600
RA Support	507,807		399,267
Other Operating Expenses	507,807		399,267
Total Operating Expenses	5,228,937		4,795,498
Excess of Revenues over Expenses	2,363,399		2,355,388
Other Revenues	13,000		13,000
Allocation of Administrative Expenses	1,099,795		1,022,448
Excess of Revenues Over Expenses	\$ 1,276,604		\$ 1,345,940

Notes:

- a Fall 2019 freshmen enrollment is forecasted at a 7% decline from fall 2018. Meal plan count projections are based on multiple years of data related to class progression and specific plan utilization by class. Planning assumptions reflect fall to spring and fall to the next fall trends. Includes all meal plans on the college bill plus additional points added. The amount excludes \$3,281,897 in meal plan sales in the C-store, FREDEXpress, Starbucks, and Tim Hortons. That amount is reflected in the Retail Operations revenue.
- b Administrative fee deducted from the All Points plans.
- c Includes Dunkirk-Fredonia Meals on Wheels contract commencing April 1, 2019.
- d Weighted average food cost percentage of 25.5% for 2019-2020 and 25.0% 2018-2019.
- e Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.
- f Renovation of Williams Center food court.
- g RA support is based on 67 RA's and consists of \$200.00 per RA each year towards a meal plan.



**Faculty Student Association Associate Executive Director and Controller
Matthew Snyder.**





2019-2020 Faculty Student Association Operating Budget

Dining Services Budget

Schedule A - Addendum 1

	2019-2020		2018-2019
	<u>Budget</u>		<u>Budget</u>
<u>Supplies and Materials</u>			
China/Glass/Silverware/Trays	\$ 5,000		\$ 5,000
Cleaning Supplies	20,000		24,100
Linen	10,000		3,500
Miscellaneous Food Service Supplies	76,000		82,300
Office Supplies	1,400		1,400
Paper Supplies & Sustainable wares	155,727	a	135,600
Printing and Marketing	3,000		6,000
Uniforms	9,000		8,500
Total Supplies and Materials	<u>280,127</u>		<u>266,400</u>
<u>Other Operating Expenses</u>			
Advertising	1,000		1,000
Bad Debts	125,000	b	25,000
Computer Services & Systems Maintenance	15,863		15,293
Dues and Subscriptions	1,000	c	1,000
Education and Training	4,000		700
Equipment Rental	3,000		4,000
Gas and Oil	6,000		5,000
Licenses and Permits	1,000	d	2,500
Professional Services	2,000		2,000
Refuse Removal	15,747	e	21,676
Repairs and Maintenance	44,000		36,100
Telephone	12,000		10,800
Travel	7,000		4,000
Utilities and Space Assessment	270,197		270,197
Total Other Operating Expenses	<u>507,807</u>		<u>399,267</u>
<u>Other Revenues</u>			
Linen Revenue	9,000		9,000
Miscellaneous Revenue	4,000		4,000
Total Other Revenues	<u>\$ 13,000</u>		<u>\$ 13,000</u>

Notes

- a Includes items for Dunkirk-Fredonia Meals on Wheels contract.
- b Higher accounts receivable and required allowance for bad debts.
- c Member of NACUFS (National Association of College and University Food Service).
- d Liquor license is a two year renewal in even year for catering and new RAC license. Franchise fee amortization.
- e New contractor.

2019-2020 Faculty Student Association Operating Budget



Dining Services Budget Schedule A - Addendum 2

A. Dining Services Operations Program Description

<u>Self Operated: (List)</u>	<u>Café and Concession Operations:</u>
Cranston Marche	McEwen Hall
Williams Center Food Court and The Blue Devil Grill	Mason Hall
C-Store and FREDExpress (Bookstore)	Sprout Café
Starbucks Coffee (Bookstore)	TeaRex Café
Tim Hortons	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, and Townhouse residents.
- (2) If "Mandatory", is there a minimum plan required **YES** . ___
- (3) If yes, which plan? First semester resident freshmen required to maintain plan 1 .
- (4) Plan #6 is only available to juniors and seniors.
- (5) Plan #5 has a \$325 administrative fee applied, so available points are \$2,100.
- (6) Meals and points accepted in Cafes, Food Court, Concessions, Cranston Marche, Starbucks Coffee, and Tim Hortons.
- (7) Points only accepted at C-Store and FREDExpress.
- (8) Meal Plans see below:

<u>Plan # 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 17 Meals + \$275 points	\$2,565	\$2,615	\$50	1.95%	5
2 14 Meals + \$275 points	\$2,425	\$2,475	\$50	2.06%	5
3 10 Meals + \$275 points	\$2,280	\$2,330	\$50	2.19%	5
4 7 Meals + \$550 points	\$2,250	\$2,300	\$50	2.22%	5
5 Max Flex All Points	\$2,375	\$2,425	\$50	2.11%	5
6 7 Meals + \$250 points	\$2,000	\$2,050	\$50	2.50%	5
7 Commuter points	\$850	\$875	\$25	2.94%	0
8 Commuter points	\$625	\$650	\$25	4.00%	0

<u>Plan # Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated #REF!</u>	<u>Estimated #REF!</u>	<u>Revenue</u>
1 17 Meals + \$275 points	\$2,615	1,263	797	\$ 5,386,900
2 14 Meals + \$275 points	\$2,475	183	223	\$ 1,004,850
3 10 Meals + \$275 points	\$2,330	83	111	\$ 452,020
4 7 Meals + \$550 points	\$2,300	121	135	\$ 588,800
5 Max Flex All Points	\$2,425	599	716	\$ 3,188,875
6 7 Meals + \$250 points	\$2,050	21	20	\$ 84,050
7 Commuter points	\$875	337	307	\$ 563,500
8 Commuter points	\$650	327	333	\$ 429,000
Total	<u>2,934</u>	<u>2,642</u>	<u>2,642</u>	<u>\$11,697,995</u>

<u>Points, Debit Account and FREDFunds prices in Cranston Marche</u>	<u>Cash prices including tax in Cranston Marche</u>
Breakfast \$8.00	Breakfast \$9.55
Lunch 8.75	Lunch 11.75
Dinner <u>10.25</u>	Dinner <u>14.25</u>
Total \$27.00	Total \$35.55
<i>Increases of \$.25</i>	<i>Increases of \$.25</i>

Meal equivalency allowance at Starbucks, and Tim Hortons	<u>\$5.50</u>
Meal equivalency allowance at Cafes, Concessions, Food Court, and The Blue Devil Grill	<u>\$7.50</u>



Starbucks.

FREDONIA Faculty Student Association Retail Operations Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDEExpress, Starbucks Coffee, and Tim Hortons Café and Bakeshop. 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 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. FREDEExpress 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 Tim Hortons Café & Bakeshop is owned and operated under a franchise agreement with Tim Hortons, Inc. The Retail Operations division employs 16 full-time, 18 part-time and approximately 70 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:

- The use of VERBA, competitive textbook pricing software, continues to aid in maintaining market share. The site can be found at www.fredoniabookstore.com.
- Re-branding of the Debit Account as FRED Debit with membership benefits such as pre-pack, special promotions, 5 percent discount on certain items, and a two day extension for textbook returns may help with lagging text sales and decreasing debit utilization.
- Continually seeking out new product lines and suppliers for the Convenience Store, giftware and clothing.
- The Starbucks and Tim Hortons Café & Bakeshop continue to be popular with students as well as faculty and staff.
- The 2018-2019 academic year was the first year the Bookstore has handled student packages. The service requires additional staff hours at peak delivery times throughout the year as well as extended hours during break periods. The package count for the year was trending to nearly 40,000.

Planning Assumptions

Planning assumptions used to develop the 2019-2020 budget include:

- Operating hours at all locations will be the same as 2018-2019.
- Textbook sales similar to the 2018-2019 budget amount.
- FSA continues to utilize FRED Debit, pre-packs, web orders, and VERBA for competitive textbook pricing when a customer shops at www.fredoniabookstore.com.
- Labor hours decreased .6 percent from 2018-2019.



2019-2020 Faculty Student Association Operating Budget



Operating Budget

The 2019-2020 Retail Operations budget of \$6,326,597 represents a \$21,103 or .3 percent decrease from the 2018-2019 budget of \$6,347,700. It includes \$3,281,897 of

contract meals used in the Convenience Store, FREDEExpress, Starbucks and Tim Hortons. Total operating expenses of \$2,687,242 increased by \$51,498 or 2 percent from 2018-2019. The budget is projected to generate excess expenditures over revenue of \$127,527 or a further decline of \$66,978.

Retail Operations Budget - Schedule B		
(Bookstore, Convenience Store, FREDEExpress, Starbucks, and Tim Hortons)		
	2019-2020 Budget	2018-2019 Budget
<u>Revenues</u>		
Books and other Sales	\$ 3,044,700	\$ 3,017,700
Contract Meals	3,281,897 ^a	3,330,000
Total Revenue	6,326,597	6,347,700
<u>Cost of Goods Sold</u>		
Beginning Inventory	700,000	700,000
Purchases	3,122,827	3,125,245
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	3,122,827 ^b	3,125,245
Gross Profit on Sales	3,203,770	3,222,455
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	1,971,717 ^c	1,904,166
Depreciation Corporate owned	89,279	75,280
Leasehold Improvements	136,342	136,517
Other Operating Expenses	489,905	519,782
Total Operating Expenses	2,687,242	2,635,745
Excess of Revenues over Expenses	516,528	586,711
<u>Other Revenues</u>	7,000	7,000
<u>Allocation of Administrative Expenses</u>	651,055	654,260
Excess of Revenues Over Expenses	<u>\$ (127,527)</u>	<u>\$ (60,549)</u>
Notes:		
a Meal plan use in Convenience Store, FREDEExpress, Starbucks and Tim Hortons.		
b Weighted average cost of goods percentage of 49.3% for 2019-2020 and 50.8% for 2018-2019.		
c Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.		



2019-2020 Faculty Student Association Operating Budget

**Retail Operations Budget
Schedule B-Addendum 1**

	2019-2020 <u>Budget</u>		2018-2019 <u>Budget</u>
<u>Other Operating Expenses</u>			
Advertising	\$ 16,300		\$ 16,300
Bad Debts	20,000		7,500
Computer Services and Systems Maintenance	41,242		35,077
Dues and Subscriptions	6,850	a	1,900
Internet	732		732
Licenses & Permits	6,400	b	4,400
Office Supplies	1,700		1,700
Paper Supplies and Miscellaneous	38,550		94,900
Postage	4,000		4,000
Refuse Removal	11,333		11,575
Repairs and Maintenance	10,000		8,900
Royalties	223,120		223,120
Telephone	8,050		8,050
Travel	6,000		6,000
Utilities and Space Use Assessment	93,927		93,927
Uniforms & Laundry	1,700		1,700
Total Other Operating Expenses	<u><u>489,905</u></u>		<u><u>519,782</u></u>
 <u>Other Revenues</u>			
Commissions and Miscellaneous	7,000	c	7,000
Total Other Revenues	<u><u>\$ 7,000</u></u>		<u><u>\$ 7,000</u></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 Starbucks, Tim Hortons, and FREDEXpress Tim Hortons licence fees, NYS Dept of Ag, and Chaut Co. Dept of Health.

c Commissions and miscellaneous revenue consists of book buy commissions, check cashing, fax, and miscellaneous.

FREDONIA
Faculty Student Association
Vending and Other Support Services
Overview

The Faculty Student Association operates vending (sub-contract to The Cuyahoga Group), washers and dryers (sub-contract to ASI/Mac-Gray) 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 and corresponding expense allocations are made.

Highlights

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

- 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.
- The College Lodge continues to offer a workforce experiential training program.
- The solar array at the lodge is providing Green power.
- The gas lease and two natural gas wells at the lodge supply valuable gas to the main lodge for heating purposes.
- Energy efficient lights and water conserving shower heads, faucets, and toilets are utilized at the lodge.
- Upgraded cable TV service to provide over 145 channels in High Definition (HD) to the residence halls. It includes the addition of five SHOWTIME channels.
- New DirecTV service in the Williams Center food court includes sports channels and the NFL Sunday Ticket.
- A few weddings each year at the College Lodge provide services for a niche market and provide much needed catering-related revenue.

- All beverage vending machines have been evaluated and many machines in residence halls will be replaced with more modern equipment with enhanced product selection.
- Credit card readers have been installed on select vending machines allowing for increased purchasing options.

Planning Assumptions

Planning assumptions used to develop the 2019-2020 budget include:

- Stabilization in vending sales.
- The lodge will be available for weddings and other large events.
- The cable TV agreement restructured the broadcasting of the Madison Square Garden (MSG), SportsNet New York (SNY), and Yankee Entertainment and Sports Network (YES) sports channels to only the Williams Center food court sports lounge which resulted in a significant reduction in programming costs. The savings was passed along to Residence Life.

Operating Budget

The 2019-2020 Vending and Other Support Services revenue of \$529,213 represents a \$33,287 or 5.9 percent decrease from the 2018-2019 budget of \$562,500. Total operating expenses of \$475,436 decreased \$43,721 or 8.4 percent from the 2018-2019 budget. The budgets are projected to generate expenditures in excess of revenue of \$18,226 which is an improvement of \$13,629 or 42.8 percent from the 2018-2019 budget.





2019-2020 Faculty Student Association Operating Budget

Vending Budget-Schedule C		
	2019-2020 Budget	2018-2019 Budget
<u>Revenues</u>		
Commissions	\$ 37,238	\$ 35,775
Total Revenue	37,238	35,775
<u>Cost of Goods Sold</u>		
Beginning Inventory	-	-
Purchases	-	-
Less: Ending Inventory	-	-
Cost of Goods Sold	-	-
Gross Profit on Sales	37,238 a	35,775
<u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	16,101	15,491
Computer Services & Systems Maintenance	2,979	2,785
Utilities and Space Use Assessment	12,593	12,593
Total Operating Expenses	31,673	30,869
Excess of Revenues Over Expenses	5,566	4,906
<u>Allocation of Administrative Expenses</u>		
	7,335	7,184
Excess of Revenues Over Expenses	\$ (1,769)	\$ (2,278)
<u>Supplemental Information:</u>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<u>Notes:</u>		
a	Net commission received.	

Other Services Budget : Washers and Dryers-Schedule D-2		
	2019-2020 Budget	2018-2019 Budget
<u>Revenues</u>		
Washer and Dryer Income	\$ 220,000	\$ 220,000
Total Revenue	220,000	220,000
<u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	12,017	13,619
Contracted Service	66,778 a	66,172
Depreciation - Leasehold Improvements	2,887	2,887
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	43,224	43,224
Total Operating Expenses	125,906	126,902
Excess of Revenues Over Expenses	94,094	93,099
<u>Other Revenues</u>		
	800	800
<u>Allocation of Administrative Expenses</u>		
	19,869	19,902
Excess of Revenues Over Expenses	\$ 75,025	\$ 73,997
<u>Supplemental Information:</u>		
Contractor's Name: ASI/Mac-Gray Campus Laundry Solutions, Baltimore, MD		
<u>Notes:</u>		
a	10 year agreement effective July 1, 2014 with new machines. Annual increases begin July 1, 2019.	

2019-2020 Faculty Student Association Operating Budget



Other Services Budget: College Lodge-Schedule D-1

<u>Revenues</u>	2019-2020 Budget	2018-2019 Budget
Lodge Rentals	\$ 27,000	\$ 27,000
Catering	\$ 5,000	8,000
Gas Lease	600	600
Experiential Training Program	8,000	7,000
Total Revenue	40,600	42,600
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits - Direct and Allocated	108,656 ^a	108,245
Contracted Services	1,000	1,000
Depreciation	12,139	20,362
Dues and Subscriptions	300	300
Electric	2,000	1,500
Gas & Oil	1,900	1,700
Internet	3,000	3,000
Licenses and Permits	400	400
Marketing	1,000	1,000
Miscellaneous Supplies	2,500	2,500
Office Supplies	100	100
Refuse Removal	1,164	819
Repairs & Maintenance	7,000	10,000
Telephone	1,080	1,020
Travel, Mileage and Education	500	500
Total Operating Expenses	142,739	152,446
Excess of Revenues Over Expenses	(102,139)	(109,846)
<u>Allocation of Administrative Expenses</u>	21,760	21,981
Excess of Revenues Over Expenses	<u>\$ (123,899)</u>	<u>\$ (131,827)</u>

Notes:

^a Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.





2019-2020 Faculty Student Association Operating Budget

Other Services Budget: Alumni House-Schedule D-3

	2019-2020	2018-2019
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>
Alumni Rental	\$ 25,375 a	\$ 25,125
Catering Commission	1,000	1,000
Other Rentals	13,000	13,000
Total Revenue	39,375	39,125
<u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	24,974	26,296
Depreciation	4,527	5,021
Electric	3,800	3,000
Maintenance and Repairs	4,000	4,000
Miscellaneous Supplies	500	500
Natural Gas	2,000	2,000
Refuse Removal	1,284	328
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	500	500
Water & Sewer	400	500
Total Operating Expenses	43,985	44,145
Excess of Revenues Over Expenses	(4,610)	(5,020)
<u>Allocation of Administrative Expenses</u>	7,503	7,482
Excess of Revenues Over Expenses	\$ (12,113)	\$ (12,502)

Other Services Budget: Cable TV - Schedule D-4

	2019-2020	2018-2019
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>
Cable TV Service	\$ 192,000	\$ 225,000
Total Revenue	192,000	225,000
<u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	11,635	11,140
Depreciation	17,740	6,929
Printing & Supplies	2,000	2,000
Programming and Signal	99,443 a	143,961
Travel	-	-
Utilities and Space Use Assessment	316	316
Total Operating Expenses	131,134	164,346
Excess of Revenues Over Expenses	60,866	60,654
<u>Allocation of Administrative Expenses</u>	16,335	19,899
Excess of Revenues Over Expenses	\$ 44,531	\$ 40,755

Notes:

^a New contract June 1, 2018 and contractor for DirecTV signal. College programming package increases each January.

2019-2020 Faculty Student Association Operating Budget



Campus Program Support-Schedule E

<u>Programs</u>	Supporting schedule to Administrative Schedule F-1	2019-2020	2018-2019
<u>Unrestricted</u>		<u>Budget</u>	<u>Budget</u>
Academic Advising - Student Success Initiative		\$ 550	\$-
Academic Advising - Transfer Mentorship Program		\$ 1,000	\$-
Admissions - Multicultural Weekend		3,500	3,500
Campus Life - Commencement Activities		5,400	5,400
Campus Life - Leadership Development Program		1,200	1,200
Career Development - Internship Development Program		1,800	2,000
Career Development - Professional Development Seminar		-	2,300
Career Development - Recruitment Program		500	-
Career Development - Spotlight Series		2,200	1,700
Convocation Committee - Support for Convocation Activities		2,000	2,000
Council for Women's Concerns Functions		550	550
Counseling Center - Student Health & Wellnes (formerly ADEPT)		2,000	2,000
Cultural Competency Institute		-	1,750
Cultural Enrichment for International Music Students		1,200	1,200
DeStress for Success		425	425
EDP Cultural Connections Project		5,000	5,000
Financial Aid Office Emergency Grant Fund		38,675	35,000
First Year Residential Experience (FYRE)		750	750
Fostering Entrepreneures & Innovation - Mini Maker Faire		500	-
Fredonia Dance Ensemble - Guest Artist Residency		1,500	1,500
Fredonia Marxonix		250	-
Intercultural Enrichment/Programming		38,000	38,000
International Buddy Program		1,000	1,000
International Scholarship Dinner Fundraiser		1,500	1,500
Learning Center		2,100	2,100
Learning Center - Full Opportunity Program (FOP)		200	200
Liberal Arts Brown Bag Lecture Series		1,000	1,000
National Girls and Women in Sports Day		1,000	1,000
Office of Diversity, Equity and Inclusion - Campus Community Inclusiv		-	1,500
Residence Life - Buffalo News Kids Day		200	250
Residence Life - Craft Room Programming		700	700
Residence Life - Move in Crew		1,000	1,000
Residence Life - Student Development Connections		1,000	1,500
School of Music - A Festival of Spirituals		-	200
Senior Class Picnic		4,500	4,375
Student Affairs - Emergency Assistance Fund		-	1,000
Student Association - Fiscal Agent Non-profit Startup		4,350	-
Student Association - SUNY Student Assembly Conferences		-	4,400
Student Athlete Leadership Seminar		2,000	2,000
Student Parents in Education (SPIE)		1,500	2,000
Student Research & Creativity Exposition		3,800	3,800
Tau Sigma National Honor Society		500	-
Theatre & Dance - Visiting Artists		2,000	2,000
Turn it Blue		-	500
Veterans Day 5k		-	550
Veterans Day Campus Talk		2,250	-
Veteran's Remembrance Ceremony		700	700
Visiting Author Sharon Flake/Alumni and Homecoming Event		-	250
WHOA - Annual Casino Night		1,500	1,500
WHOA - Oscar Party		1,000	1,000
Writers at work: Alumni Writers in Residence Series		1,200	1,200
Sub-total		142,000	141,500
<u>Restricted</u>			
FSA Fredonia Scholarship Award Endowment Fund		30,000	30,000
President's Fund		20,000	20,000
Restricted Institutional Programming		668,405	535,995
Restricted Administrative Programming		35,000	35,000
Total Program Expenditures		\$ 895,405	\$ 762,495



2019-2020 Faculty Student Association Operating Budget

Administrative Office Expenses-Schedule F-1

	2019-2020 Budget	2018-2019 Budget
<u>Administrative Office Expenses</u>		
Salaries, Wages and Employee Benefits	\$ 1,566,814	a \$ 1,530,813
Advertising	6,000	6,000
Armored car service	3,000	4,800
Auditing	19,000	18,000
Bad Debts	3,000	3,000
Campus Program Support	895,405	b 762,495
Computer Services & Systems Maintenance	61,562	60,560
Depreciation - Corporate owned	67,903	56,587
Depreciation - Leasehold	31,954	32,248
Dues & Subscriptions	3,805	c 4,000
Employee Education and Training	8,000	8,000
Employee Recognition	8,000	8,000
Insurance	142,500	d 132,500
Legal	20,000	20,000
Office and ID card Supplies	45,000	41,000
Postage	3,500	3,500
Printing	13,000	5,000
Professional Services	90,000	90,000
Repairs and Maintenance (Equipment)	10,000	10,000
Service Charges and Bank Fees	43,000	45,000
Tax Return Filing Fees	1,000	1,000
Telephone	11,000	11,000
Travel, Mileage	8,000	8,000
Utilities and Space Use Assessment	29,743	29,743
Total Administrative Office Expenses	3,091,186	2,891,246
<u>Administrative Expenses Allocated to:</u>		
Food Service	1,099,795	1,022,448
Campus Store	651,055	654,260
Vending	7,335	7,184
D-Summary-Support Services	65,467	69,264
Total Allocated Administrative Expenses	1,823,652	e 1,753,156
Unallocated Administrative Office Expense	<u>\$ 1,267,534</u>	<u>\$ 1,138,090</u>

Notes:

- a Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.
- b Program Support details on Schedule E.
- 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, SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- d Addition of cyber coverage.
- e Administrative Allocation-Method Used: Allocated to cost centers based on a



Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2019-2020 Budget</u>	<u>2018-2019 Budget</u>
Net Interest Income	\$ 114,500 a \$	123,000
Miscellaneous Income	45,000 b	48,000
ID Card Income	<u>10,000</u>	<u>9,800</u>
Total Miscellaneous Revenues	<u>\$ 169,500</u>	<u>\$ 180,800</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
 - Ancillary ESL Program fees





2019-2020 Faculty Student Association Operating Budget

Capital Purchases Budget-Schedule I		2019-2020	Useful
Unit	Item	Budget	Life
<u>Cranston Marche</u>			
	Steamer	5,400	5
	Paint (carry from 2018-2019)	\$ 15,000	5
	Electrical (carry from 20108-2019)	\$ 5,000	5
<u>Erie</u>			
	Freezer	\$11,000	5
<u>Food Court</u>			
	Architect	163,080	10
	Renovation furnishings	300,000	10
	Renovation equipment	95,000	5
	Renovation Leasehold Improvements	1,339,137	10
	Video surveillance equipment	18,300	5
	Upgrade to Cbord Symphony	210,000	5
<u>Cafes</u>			
<u>Catering</u>			
	Plate warmer (carry from 2018-2019)	5,000	5
<u>Commissary</u>			
	Countertop and cabinets (bake shop)(carry from 2018-2019)	10,000	5
	Refrigeration upgrades (carry from 2018-2019)	12,000	5
	Delivery Truck	55,000	5
<u>Bookstore/C-Store</u>			
	Prism Core POS system	70,000	5
	Exterior paint (carry from 2018-2019)	7,000	5
<u>Administration</u>			
	IT		
	Computers	15,000	5
	Network Access switches (8)	20,000	5
	Redundant Power supplies for switches (5)	6,000	5
	Network Distribution switch	10,000	5
	General		
	Customer counter and office refresh (carry from 2018-2019)	100,000	10
	Contingency	50,000	5
	Total Capital Budget	<u>\$ 2,521,917</u>	



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

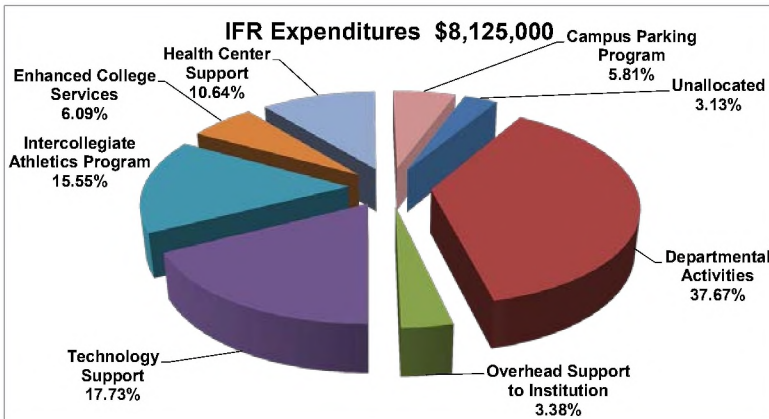
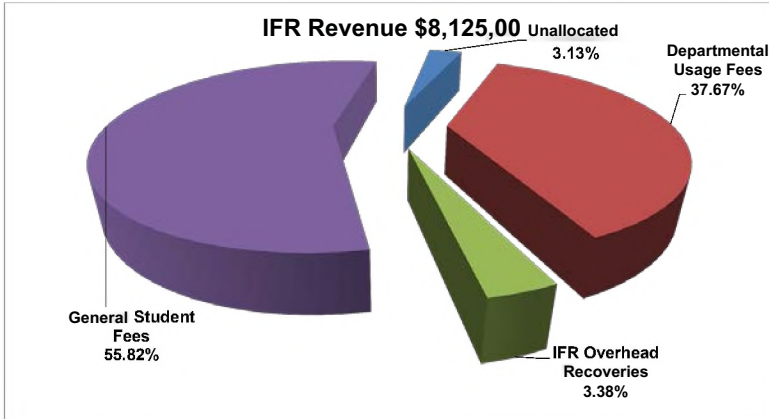
OPERATING BUDGET

INCOME FUND REIMBURSABLE





2019-2020 Fredonia Income Fund Reimbursable (IFR)



All campus Income Fund Reimbursable (IFR) accounts will operate in accordance with SUNY's policy of self-sufficiency.

FREDONIA 2019-2020 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 2109-2020 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2019-2020 is anticipated to be 63.86 percent.



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, Ticket Office services, support for the summer Orientation program, and Career Development services.



Planning Assumptions

Planning assumptions used in developing the various IFR operating budgets for the 2019-2020 fiscal year include the following:

- The Budget Shortfall allocation account will be utilized to accommodate the use of unrestricted IFR funds to address the shortage in the University Operating budget.
- The total Student Services and Program Charge will increase by \$2.00 to \$798.50 per semester. This includes \$113.50 per semester for the Student Activity Fee.
- The Student Services and Program Charge Fees Revenue was calculated at 4,500 FTE's based on information as of 07/16/2019.
- The fringe benefit rate assessed on IFR personal service expenses will decrease to 63.86 percent from 63.89 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.

Operating Budget

The 2019-2020 IFR operating budget will increase to \$8,125,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 16.11 FTE positions.

FREDONIA			
Proposed 2019-2020 Budget			
Income Fund Reimbursable (IFR)			
Campus Total by Expenditure Type			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular \$	916,000	926,300	(10,300)
Temporary Service	765,723	788,698	(22,975)
Other than Personal Service	6,443,277	5,385,002	1,058,275
TOTAL	\$ 8,125,000	\$ 7,100,000	\$ 1,025,000



2019-2020 Fredonia Income Fund Reimbursable (IFR)



The Student Services 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.

The 2019-2020 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 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.-

FREDONIA

Proposed 2019-2020 Budget
Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2019-2020		2018-2019		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	1.00	0.00	1.00	0.00	0.00
Administration	0.00	0.00	0.00	0.00	0.00	0.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Enrollment & Student Services	0.00	15.11	0.00	15.19	0.00	-0.08
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	16.11	0.00	16.19	0.00	-0.08



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 \$796.50 per semester to \$798.50 an increase of \$2.00. The fee is comprised of the following six groups:

Student Activity Fee – The proposed 2019-2020 budget will remain at \$113.50. This was supported by the Student Association.

Intercollegiate Athletic Fee – The proposed 2019-2020 budget contains an increase of \$7.00 per semester. The fee will be at \$181.00 for 2019-2020. This was supported by the campus Intercollegiate Athletic Board.

Student Health Services Fee – The proposed 2019-2020 budget contains a \$1.50 increase from 2018-2019. The fee will be at \$180.00. This fee was approved by the campus Student Health Advisory Committee.

Student Technology Fee – The proposed 2019-2020 budget contains no increases. The rate will remain at \$211.50. This was supported by the Information Technology Advisory Board (ITAB).



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

Transportation Services Fee – The proposed 2019-2020 budget contains no increases. The rate will remain at \$55.00. This was supported by the campus Parking Committee.

Enhanced College Services Fee – The proposed 2019-2020 budget will decrease \$6.50 to \$64.00. This category includes: alumni services, college transcripts, Blue Devil Fitness Center, Intramural Program support, natatorium lifeguard support, Ticket Office services, Summer Orientation support and student engagement support.

Student Services and Program Charge	2019-2020 2018-2019		Change
	Rates	Rates	
Student Activity Fee	\$113.50	\$113.50	\$0.00
Intercollegiate Athletic Fee	181.00	174.00	7.00
Student Health Services Fee	180.00	178.50	1.50
Student Technology Fee	211.50	211.50	0.00
Transportation Services Fee	55.00	55.00	0.00
Enhanced College Services Fee	57.50	64.00	-6.50
TOTAL	\$798.50	\$796.50	\$2.00



2019-2020 Fredonia Income Fund Reimbursable (IFR)

The 2019-2020 Student Services and Program Charge of \$798.50 per semester will generate \$6,928,296 in revenue detailed in the chart below:

FREDONIA

PROJECTED 2019-20 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 4500 FTE Enrollment Mix as of 07/16/2019

Projected Academic Year 2019-20

	Full-Time Rate	Part-time Rate	Fall 2019 Revenue	Spring 20120 Revenue	Total 2019-20 Revenue
Student Activity Fee	\$ 113.50	\$ 9.45	\$ 496,788.68	\$ 455,245.41	\$ 952,034.09
Health Center Fee	180.00	15.00	787,882.50	721,998.75	1,509,881.25
Athletic Fee	181.00	15.10	792,289.65	726,039.68	1,518,329.33
Technology Fee	211.50	17.65	925,806.98	848,393.26	1,774,200.24
Transportation Services	55.00	4.60	240,771.90	220,640.55	461,412.45
Enhanced College Services	57.50	4.75	251,609.63	230,563.94	482,173.57
Subtotal	<u>\$ 798.50</u>	<u>\$ 66.55</u>	<u>\$ 3,495,149.33</u>	<u>\$ 3,202,881.59</u>	<u>\$ 6,698,030.92</u>

Actual Summer Session 2019 and Estimated J Term 2020

	Full-Time Rate	Part-time Rate	Summer Revenue 2019	Estimated J-Term 2020
Student Activity Fee	\$ 113.50	\$ 9.45	\$ 25,042.50	\$ 7,730.10
Health Center Fee	178.50	14.90	39,485.00	12,270.00
Athletic Fee	174.00	14.50	38,425.00	12,351.80
Technology Fee	211.50	17.65	46,772.50	14,437.70
Transportation Services	55.00	17.65	12,190.00	3,762.80
Enhanced College Services	64.00	4.60	13,912.50	3,885.50
Subtotal	<u>\$ 796.50</u>	<u>\$ 78.75</u>	<u>\$ 175,827.50</u>	<u>\$ 54,437.90</u>

2019-20 FISCAL YEAR INCLUDING SUMMER SESSION 2019 & J-TERM 2020

	Fall and Spring Revenue	Summer 2019 Revenue	Estimated J-Term 2020	Total 2019-20 Revenue	Total 2019-20 Revenue Disbursed @ 98.94%
Student Activity Fee	\$ 952,034.09	\$ 25,042.50	\$ 7,730.10	\$ 984,806.69	\$ 974,367.74
Health Center Fee	1,509,881.25	39,485.00	12,270.00	1,561,636.25	\$ 1,545,082.91
Athletic Fee	1,518,329.33	38,425.00	12,351.80	1,569,106.13	\$ 1,552,473.60
Technology Fee	1,774,200.24	46,772.50	14,437.70	1,835,410.44	\$ 1,815,955.09
Transportation Services	461,412.45	12,190.00	3,762.80	477,365.25	\$ 472,305.18
Enhanced College Services	482,173.57	13,912.50	3,885.50	499,971.57	\$ 494,671.87
Subtotal	<u>\$ 6,698,030.92</u>	<u>\$ 175,827.50</u>	<u>\$ 54,437.90</u>	<u>\$ 6,928,296.32</u>	<u>\$ 6,854,856.38</u>



**President’s Office
Budget Statement**

Overview

The President’s Office includes the campus Income Fund Reimbursable Buyout account, Institutional Equipment account and the President’s Award for Excellence account as well as a Strategic Enrollment account, which funds Starfish, an early alert communication tool that supports student success.

Highlights

The President’s Award for Excellence and Service Recognition IFR account allows staff to register and pay a nominal amount for the annual awards luncheon. The 2019 President’s Awards for Excellence recipients were:

- Michael Igoe, assistant professor, Communication President’s Award for Excellence in Teaching and Learning)
- Dr. Carmen Rivera, associate dean College of Liberal Arts and Sciences, (President’s Award for Excellence in University Service)



Planning Assumptions

Allocation from the campus-wide IFR Buyout will be used at the direction of the President to address campus funding priorities.

Operating Budget

The 2019-2020 operating budget allocation for the President’s Office amounts to \$56,400.

FREDONIA Proposed 2019-2020 Budget Income Fund Reimbursable (IFR) President's Office			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	117,600	(117,600)
Other than Personal Service	56,400	1,538,500	(1,482,100)
TOTAL	\$ 56,400	\$ 1,656,100	\$ (1,599,700)



**Interim Provost for
and Vice President of
Academic Affairs Kevin
Kearns.**

Academic Affairs Budget Statement

Overview

Academic Affairs operates over 150 IFR accounts and subaccounts. IFR accounts include all student credit course fees as well as non-credit courses fees, Ticket Office receipts and charges as well as the comprehensive music fees among others.

Highlights

- These accounts support a broad range of academic operations.
- Course Fees cover costs above and beyond regular instruction.
- Several School of Music events, and Department of Theatre and Dance performances, are held each year with the Ticket Office collecting the ticket fees and depositing them in IFR accounts.

Planning Assumptions

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

- The School of Music comprehensive music fee will remain at \$250 for the 2019-2020 fiscal year.
- Fees will continue to be waived for non-music majors taking music classes.
- Will provide funding for one Full Time Equivalents (FTE's).

Operating Budget

Academic Affairs has over 150 IFR accounts and subaccounts with an allocation of \$1,509,949-an increase of \$39,699 from 2018-2019.

FREDONIA Proposed 2019-2020 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular	\$ 39,000	\$ 38,000	1,000
Temporary Service	169,350	172,350	(3,000)
Other than Personal Service	1,301,599	1,259,900	41,699
TOTAL	\$ 1,509,949	\$ 1,470,250	39,699



**Finance and Administration
Budget Statement**

Overview

Major IFR accounts within Finance and Administration include Parking, Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), Campus Recharges and Budget Shortfall accounts. The Student Technology Fee account is also housed in the Finance and Administration Division.

- The Transportation Fee will remain at \$55.00 per semester for the 2019-2020 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 Park & Ride bus shuttle service revised its hours of operation to increase budget efficiencies.
- The Technology Fee will remain at \$211.50 per semester.

Highlights

The Campus Park and Ride bus annually provided service to over 40,355 riders. It is offered to students, faculty, staff, and guests of the university. 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.

Operating Budget

The Finance and Administrative IFR accounts and subaccounts will have a 2019-2020 allocation of \$4,075,424 an increase of \$2,657,774 from 2018-2019. The major reason for this increase is the reallocation of Information Technology Services from the President’s Office to Finance and Administration Division. Major accounts within Finance and Administration include the Administrative Overhead, Fredonia Installment Payment Plan (FIPP), Campus Recharge accounts and the Student Technology Fee.

Planning Assumptions

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

FREDONIA Proposed 2019-2020 Budget Income Fund Reimbursable (IFR) Finance and Administration			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular \$	-	\$ 2,000	\$ (2,000)
Temporary Service	135,000	61,000	74,000
Other than Personal Service	3,940,424	1,354,650	2,585,774
TOTAL	\$ 4,075,424	\$ 1,417,650	\$ 2,657,774

Information Technology Services moved to Finance & Administration in 2019-2020.



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 the Chief Information Officer, based on university goals and objectives developed by Information Technology Services (ITS), the Information Technology Advisory Board and the President’s Cabinet.

Funds from the Student Technology Fee support a wide range of campus technology services benefitting students in every program including; software licenses, networking (wired and wireless) infrastructure, the student information system and web services, the Learning Management System, student employees, computer lab equipment upgrades and consumables, and the upgrade and development of smart classrooms.

Highlights

Fredonia has been progressive in adding additional Internet bandwidth to meet the needs of the campus community. Results show that Fredonia has surpassed many SUNY peer institutions in this critical category. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the capabilities now available.

Behind-the-scenes maintenance, administration, and service enhancement work delivers a “stable, responsive, secure, and accessible computing environment” enjoyed by the Fredonia campus community. In addition, database, network, software, labs and smart classroom upgrades help maintain state-of-the-art facilities.

Notable projects include:

- Fredonia increased its Internet connection speed to over 10 Gbps. It exceeds the current needs of the campus community and surpasses many public and private peer institutions. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the benefits.
- Fredonia boosts over 1,700 wireless access points distributed through academic, administrative, and residential spaces delivering high-speed, secure wireless communications throughout campus.
- ITS continues to expanded the number of security cameras and card access doors, elevating the security envelope throughout campus.
- ITS is in the process of migrating to Microsoft Windows 10 and Office 2016 as to ensure a secure and modern teaching and learning environment.
- Successfully deployed the DUO multi-factor authentication system to all faculty and staff as a method of protecting sensitive university data and login credentials to all Fredonia staff members.

FREDONIA			
Proposed 2019-2020 Budget			
Income Fund Reimbursable (IFR)			
Technology Fee			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	114,915	132,900	(17,985)
Other than Personal Service	1,325,397	1,189,815	135,582
TOTAL	\$ 1,440,312	\$ 1,322,715	\$ 117,597



- Partnered with the Office of Diversity, Equity, and Inclusion to implement a “Chosen Name” initiative, allowing members of the campus community to select and display a chosen first name in various teaching and learning systems.
- Expanded the number of computer labs and smart classrooms to aid in fostering a better overall teaching and learning experience.
- Enhanced the student printing experience by implementing a “tap-n-print” network document printing system. Benefits include reduced document e-waste and enhanced security of printed materials.
- Greatly augmented the wireless networking services in Steele Hall by installing a high-density directional antenna system to better deliver FredSecure and FredBound wireless networks.
- Continue the multi-year project of replacing Fredonia’s aging Centex telephone system with a new Cisco VoIP unified communication system.

- Migrate to classroom technologies that reduce periodic maintenance activities as a method of aligning staffing work assignments to value-added activities.
- Reduce ongoing technology maintenance expenses by procuring more “next-generation bundled” solutions that deliver exceptional value.
- Leverage multi-year support and maintenance agreements to help counter the ever-increasing cost of delivering current versions of academic software.
- Negotiate with vendors and service providers in confirming Fredonia is procuring products and services with the lowest possible cost.



Chief Information Officer
Stephen J. Rieks

Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services’ 2019-2020 operating budget include:

- Continue efforts towards replacing Fredonia’s existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Procure and replace a large portion of the aging CISCO wired and wireless network equipment in use throughout campus.
- Complete the migration to BANNER 9 and integrate the “Your Connection” self-service login to utilize the existing eServices username/password.
- Further enhance Fredonia’s Disaster Recovery and Business Continuity capabilities for applications, environments, and systems used in delivering IT services to the campus community.
- Expand on the use of vendor’s technologies delivering “lifetime” product warranties as a method of reducing annual hardware maintenance and support costs.

Operating Budget

The 2019-2020 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure.

FREDONIA	
Proposed 2019-2020 Budget	
Income Fund Reimbursable (IFR)	
Technology Fee	
Revenue:	
Gross Projected Revenue	\$ 1,815,955
Less: Offset State Expenses	(111,885)
Less: Admin. Overhead	(90,798)
Less: Fringe 63.86%	(9,525)
Less: Maint. Overhead	(163,436)
Net Revenue	<u>\$ 1,440,312</u>
Expenses:	
Temporary Service Regular	\$ 14,915
Temporary Service - Students	\$ 100,000
Supplies & Expenses	<u>1,325,397</u>
Total Expenses	<u>\$ 1,440,312</u>



Enrollment and Student Services Budget Statement

Overview

Enrollment and Student Services (ESS) manages over 80 Income Fund Reimbursable (IFR) accounts and subaccounts. The accounts include two major campus fee operations, the Health Center and Intercollegiate Athletics. Other major accounts maintained by Student Affairs include summer Orientation, Campus Life, Intramurals, Fitness Center and the campus Escort van, which is funded through the student parking fee.

Highlights

The Student Health Services Fee provides a full range of health and counseling services to students. The Intercollegiate Athletic Fee supports SUNY Fredonia's participation in 19 National Collegiate Athletic Association (NCAA) Division III men's and women's intercollegiate athletic programs, intramurals and recreation. The Fitness Center Fee supports the staffing and equipment in the Fitness Center. The campus Escort van provides students with a ride from parking lots when they return to campus in the evening. The Campus Life Office and the Student Association provide a full range of services for nearly 150 student organizations.

Planning Assumptions

Planning assumptions used in the development of the Enrollment and Student Services operating budget include:

- The Intercollegiate Athletic Fee will increase to \$181 for 2019-2020.
- The Student Health Services Fee will increase to \$180 per semester.
- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.
- The Escort van will continue to provide service to students at the same level as during the 2019-2020 academic year.
- The Fitness Center Fee will decrease to \$10 per semester.

Operating Budget

For the 2019-2020 fiscal year, the Enrollment and Student Services' IFR accounts will receive an allocation of \$2,467,227 a decrease of \$59,773 from last year. A partial reason for this reduction is due to the decrease in enrollment in recent years and shrinkage in revenue from the student service related fees.

FREDONIA			
Proposed 2019-2020 Budget			
Income Fund Reimbursable (IFR)			
Enrollment and Student Services			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular	\$ 877,000	\$ 886,300	(9,300)
Temporary Service	460,373	432,748	27,625
Other than Personal Service	1,129,854	1,207,952	(78,098)
TOTAL	\$ 2,467,227	\$ 2,527,000	(59,773)



Intercollegiate Athletic Fee

Overview

The Fredonia Intercollegiate Athletics program competes in 19 intercollegiate athletic NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC). It includes competition in eight men’s sports (baseball, basketball, cross country, hockey, soccer, swimming and diving, and indoor and outdoor track and field) and 11 women’s sports (basketball, cheer, cross country, lacrosse, soccer, softball, swimming and diving, indoor and outdoor track and field, tennis and volleyball). Fredonia has a storied history of successful competition on the tracks, athletic fields, courts and rinks of New York State. Funding for the Fredonia athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay. The Department of Athletics and Recreation is led by Director of Athletics Jerry Fisk and assistant directors Angela Pucciarelli Rice and P.J. Gondek.

Highlights

The Fredonia Blue Devils received a number of individual and team honors over the past year. The Devils have much to be proud of, both in the classroom and athletic venues. The FREDDYS, formerly known as the Athletic Gala, held on May 7, celebrated many of these fine accomplishments.

- Senior Luke Rivera was again one of five national finalists for the Hockey Humanitarian Award. The award has been given each year since 1996 to recognize a student-athlete who makes significant contributions, not only to his or her team, but also to the community-at-large through leadership in volunteerism.
- Senior goaltender Eric Bogart of the hockey team and senior Luke Kuczewski, a pitcher on the baseball team, were named Co-Fredonia Male Athletes of the Year. Senior Jenna Einink from the women’s basketball team was named the Fredonia Female Athlete of the Year.
- Retiring President Virginia Horvath, retiring Associate Vice President of Enrollment and Student Services Dan Tramuta and former cheer coach Katie Pucci-Schaefer, and her husband, Todd, were all recognized by the department for their distinguished service and dedication to Blue Devil Athletics.



**Director of Athletics
Gerald (Jerry) Fisk.**

Team Success

2018-2019 was a banner year for Blue Devil teams. More Blue Devil teams qualified for the postseason than any year since at least 2001-2002, potentially the most ever. Women’s Soccer, Women’s Tennis, Women’s Volleyball, Women’s Basketball, Men’s Ice Hockey, Softball, and Baseball all qualified for the SUNYAC playoffs, where Men’s Hockey, Women’s Basketball, Tennis and Volleyball all advanced to the semifinals.

FREDONIA			
Proposed 2019-2020 Budget			
Income Fund Reimbursable (IFR)			
Intercollegiate Athletics			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Reimbursement to University	\$ 415,000	\$ 415,000	\$ -
Personal Service	112,070	118,000	(5,930)
Other than Personal Service	736,489	724,125	12,364
TOTAL	\$ 1,263,559	\$ 1,257,125	6,434



Additionally, the Softball team won the NCAA Division III National Team Statistical Champion plaque as the leader in double plays per game. The women’s Tennis Team, also, set a record for team wins, going 12-4 on the year.

Individual Honors

- SUNYAC Champions: Two Blue Devils won SUNYAC championships: juniors Nick Serafin and Christian Krasnek. Serafin won the high jump at the SUNYAC Indoor Championships while Krasnek won the 3-meter springboard diving title.

All-SUNYAC

- ◇ First Team: Lauren Cullinan (women’s soccer), Ethan Francis (cross country), Christian Krasnek (diving), Luke Kuczewski (baseball), Nick Serafin (track and field).
- ◇ Second Team: Ayana Bursie (track and field), Anna Chiacchia (tennis), Hannah Kurbs (track and field), Karli Murray (softball), Olivia Miller (tennis), Russ Mistretta (baseball), Abby Price (women’s soccer).
- ◇ Third Team: Rachel Aiello (volleyball), Robert Atwood (swimming and diving), Cameron Criss (swimming and diving), Jenna Einink (women’s basketball), Kailey Falk (volleyball), Jonah McGrath (track and field), Drew Page (swimming and diving), McKayla Polowy (swimming and diving), SallyAnne Rudny (volleyball).

In the Classroom

- Student-athletes continued to graduate at a higher rate than the student body at large. The 2018-19 Student-Athlete Graduation Rate Six Years after Enrollment (the measure the NCAA uses to assess graduation) was 72 percent – 10 percentage points higher than the non-athlete cohort.
- Stephanie Wojnowski of women’s cross country/track and field, won the SUNY Chancellor’s Award for Academic Excellence. Baseball’s Kevin Yirinec was a campus finalist for the same award.
- Stephanie Wojnowski of women’s cross country/track and field, Ethan Francis of men’s cross country/track and field and Kevin Yirinec of baseball were recognized as the Scholar Athletes of the Year. Each graduated with a GPA of 3.93, or higher.
- Four teams, Volleyball, Men’s and Women’s Cross Country, and Women’s Swimming and Diving, all received recognition from the respective national bodies for team academic achievement.
- Seventeen Blue Devil senior student-athletes were inducted into the Chi Alpha Sigma honor society, recognizing them for a GPA of over 3.4 and outstanding contributions to campus and their athletic teams.

Planning Assumptions

Planning assumptions used in the development of the 2019-20 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will increase to \$181 per semester.
- Fredonia will continue to compete in the same sports.
- The Intercollegiate Athletics budget will reimburse the university for \$415,000 in support of the wages of the coaching staff.



Operating Budget

The proposed 2019-20 Intercollegiate Athletic Fee operating budget is \$1,552,473. 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 and NCAA membership fees, assigning fees for officiating associations, purchase of uniforms and athletic equipment; attendance at professional meetings, some staff salaries, costs associated with team travel, sports information, laundry, promotions, post-season competition, and special projects such as field upgrades and locker room and office improvements, as well as the upkeep and periodic replacement of vans to transport teams.



Women's volleyball.



FREDONIA

**Proposed 2019-2020 Budget
Income Fund Reimbursable (IFR)
Intercollegiate Athletics**

Revenue:

Projected Revenue	\$ 1,552,473
Less: Admin. Overhead (5%)	(77,624)
Less: Maint. Overhead (9%)	(139,723)
Less: Fringe Benefits (63.86%)	<u>(71,568)</u>
Net Revenue	<u>\$ 1,263,559</u>

Expenses:

Reimbursement to University	\$ 415,000
Personal Service (Part Time Coaches)	112,070
Supplies & Expenses	<u>736,489</u>
Total Expenses	<u>\$ 1,263,559</u>



**Executive Director
of Student Wellness
and Support
Tracy Stenger.**

Student Health Services Fee

Overview

The Department of Student Wellness and Support includes the Student Health Center, Counseling Center, and Prevention, Advocacy and Wellness Outreach Services (PAWS), all located in LoGrasso Hall. Executive Director Dr. Tracy L. Stenger supervises these units with Deborah Dibble serving as Director of the Student Health Center, Dr. Amy Damiani serving as University Physician. Jeffrey Janicki serves as Clinical Director of Mental Health Services, and Julie Bezek oversees Prevention, Advocacy and Wellness Outreach Services (PAWS).

Student Wellness and Support services are completely supported through the Student Health Services Fee. The operational costs of the Health Center and the Counseling Center (which includes the PAWS office) include all costs for staff and fringe benefits, supplies, educational materials and medical equipment.

The Health Center employs two 10-month nurse practitioners, with one serving as the administrative director, one part-time physician, two full-time 10-month nurses and a full-time Office Assistant 2. Two student workers are employed to cover the front desk during lunch hour, and transportation for students to local medical appointments is provided by the Adventure Cab company as coordinated by the Student Health Center. The Student Health Center also coordinates services with FredASSIST, Fredonia’s student advocacy group and sexual health clinic. Beginning in Fall 2019, the Student Health Center will run and manage the sexual health clinic.

The Counseling Center operation includes one full-time 10-month clinical director who also serves as a clinician, two full-time 10-month clinicians, an additional 10-month clinician who also provides informal consultations (“Let’s Talk”) at the Intercultural Center on a part-time basis, a full-time (academic calendar) per diem clinician, a 10-month Prevention, Advocacy and Wellness Outreach

FREDONIA	
Proposed 2019-2020 Budget	
Income Fund Reimbursable (IFR)	
Student Health Fee	
Revenue:	
Projected Revenue	\$ 1,545,083
Rollover from Prior Year	(13,629)
Adjustment on \$325K Buyout	45,500
Less: Admin. Overhead	77,254
Less: Maint. Overhead	139,057
Less: Fringe Benefits (63.86%)	496,251
Net Revenue	<u>\$ 864,391</u>
Expenses:	
Personal Service	\$ 708,592
Temporary Service	70,500
Supplies & Expenses	85,299
Total Expenses	<u>\$ 864,391</u>

2019-2020 Fredonia Income Fund Reimbursable (IFR)



Coordinator, a per diem psychiatric provider and a full-time secretary. The Counseling Center operates during the academic year. The consulting psychiatric provider sees students eight hours a week to address medication needs. The Counseling Center staff provides crisis services 24 hours a day during the academic year and beginning in January 2019, utilizes Chautauqua County Mobile Crisis for after-hours support as needed.

Highlights

COUNSELING CENTER

The Counseling Center at Fredonia (FCC) has experienced a continued increase in the demand for services. In spite of a reduction in the overall population of students at Fredonia, the FCC served 16.3 percent of the student population in 2018-19. In an effort to address the high demand, the Counseling Center has prioritized the following:

- **Accessibility:** Over the past two academic years, the Fredonia Counseling Center (FCC) has made a significant effort to address issues related to accessibility by launching the “Let’s Talk” program targeting marginalized populations often under-represented in counseling. Beginning in January 2018, the FCC implemented

walk-in services with the intention to remove barriers and provide access to therapeutic interventions as it enables students to see a trained clinician at their chosen moments of need. Staff training on single session approaches and an evaluation of clinical practices that influence clinical work-flow have proven to be helpful in the provision of services.

- **Collaboration:** Over the past academic year, the FCC has collaborated with the campus community in an effort to improve the well-being of our student population in support of the university’s mission. The “Let’s Talk” program in collaboration with the Intercultural Center allows the FCC to build relationships with marginalized populations, learn about their specific concerns/needs, and provides a linkage to clinical services. The FCC continues to be involved in the on-going training of Residence Life staff. The past year, the FCC shifted after-hours crisis services to the Chautauqua County Crisis Hotline/ Mobile Crisis Team. The partnership has led to easier access to emotional support, evaluation of risk and coordination of care. Feedback on the shift has been overwhelmingly positive. Faculty and staff concerns for the well-being of students has led to more focused outreach/collaboration with several departments, including Athletics,

FREDONIA			
Proposed 2019-2020 Budget			
Income Fund Reimbursable (IFR)			
Student Health Fee			
Area of Expense	Proposed 2019-2020 Allocation	2018-2019 Allocation	Change
Personal Service Regular	\$ 708,592	\$ 715,000	\$ (6,408)
Temporary Service	70,500	55,125	15,375
Other than Personal Service	85,299	123,160	(37,861)
TOTAL	\$ 864,391	\$ 893,285	\$ (28,894)



the School of Music, and the Department of Theatre and Dance.

- Excellence: The FCC continuously strives for excellence. The “Let’s Talk” program was the recipient of the SUNY Student Affairs Outstanding Program for Mental Health Support and a Global Initiative Award. The FCC’s annual survey of student satisfaction (conducted at the end of each semester) was overwhelming positive.

PREVENTION, ADVOCACY AND WELLNESS SERVICES

Prevention, Advocacy, and Wellness Services (PAWS) strives to create a campus culture in which members make informed and responsible decisions regarding their personal and community health. PAWS works to reduce the incidence, prevalence, and severity of substance abuse and interpersonal violence related problems among Fredonia students.

Sexual Violence and Title IX training: In collaboration with Title IX and the student group Student Teaching Equals Positive Sexuality (STEPS), PAWS provided over 30 training workshops to Residence Life

staff, first-year and transfer students, student organization leaders, and student athletes on sexual violence and Title IX related topics such as consent, bystander intervention, and Fredonia specific resources. The initiatives reach almost 2,000 students annually.

De-stress for Success: De-stress for Success (D4S) is a series of events, programs and workshops designed to help students find ways to reduce stress in a healthy, productive manner, and gain the focus they need to succeed. D4S occurs annually during study week and final exam week each semester. Approximately 2,000 students took part in De-stress events during the academic year.

Wellness Outreach:

- Health Hut: Located in McEwen Hall, the Health Hut provided students with information and free resources on various health and wellness topics. Approximately 800 students have used Health Hut Services.
- Stall Talk: A bi-monthly wellness newsletter, it is distributed in campus residence halls.
- Well Workshops: The workshops are designed to meet the needs of residence halls, student organizations, and academic classes seeking wellness-related workshops.
- “It’s on Us” Campaign and Escalation Workshop: In partnership with SUNY administration, PAWS coordinated the “It’s on Us” Pledge to end sexual violence in the campus community; 240 were signed by students. The Escalation Workshop, from the One Love Foundation, educated our students on abusive relationships; 250 students attended.

STUDENT HEALTH CENTER

During the 2018-19 academic year, the Student Health Center saw a total of 5,651 students, a 9 percent increase from the 2017-18 academic year. Of the total number of students seen, 13 percent were new patients to the Health Center, an increase of 3 percent from the 2017-18 academic year.



In addition to students who were seen in the Student Health Center, the front desk staff processed required immunization records for all incoming students. The Student Health Center continues to work in collaboration with Admissions, the First-Year Program and the Department of International Education to improve efforts in keeping within the New York State regulations for post-secondary school immunization requirements.

Over 2018-19, the Student Health Center focused on:

- **Patient-Centered Care** - During the 2018-19 academic year, the Student Health Center staff continued to work to improve the overall student experience. The Student Health Center staff has focused its efforts on safe, effective, reliable, timely, efficient, equitable and patient-centered care, meeting the student where they are and removing barriers to care.
- **Increased Accessibility** – The Student Health Center adopted an online self-scheduling model through a secure patient portal located on the Student Health Center website. In addition to the self-scheduling model, students were given the option to call for an appointment or simply walk in.
- **New York State Immunization Compliance Audit** – In October 2018, the New York State Department of Health conducted an immunization audit, finding the Student Health Center to be in 100 percent compliance. The health center has been able to achieve compliance by working collaboratively with many offices on campus, including Admissions, the Registrar's Office, the First Year and Transitions Program, International Education and Information Technology.



Planning Assumptions

Planning assumptions used in the development of the 2019-2020 Student Health Services Fee operating budget include:

- The Student Health Services Fee increase to \$180 per student, per semester, beginning in Fall 2019.

Operating Budget

The 2019-20 proposed operating budget for the Student Wellness and Support operation has been increased to \$180 per student, per semester. The 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 fee will allow Student Health Services to continue to provide services in a workable flow in the midst of the implemented state budget proposal.



Interim Vice President of University Advancement and Executive Director of the College Foundation Betty Gossett.

University Advancement Budget Statement

Overview

The University Advancement Division manages a handful of IFR accounts. The main accounts in this division are the IFR Buyout and the Student Engagement Fee.

Highlights

The Student Engagement IFR accounts maintained by the Division of University Advancement is utilized to facilitate service learning activities; experiential learning opportunities; sustainability initiatives, civic and community

Planning Assumptions

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

- The IFR allocation will be \$16,000 for the 2019-2020 year.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2019-2020 fiscal year, the total allocation in the IFR accounts for the University Advancement Division will be \$16,000. This is a decrease of \$13,000 from 2018-2019 which included Technology Incubator accounts for that year.

FREDONIA Proposed 2019-2020 Budget Income Fund Reimbursable (IFR) University Advancement			
Area of Expense	2019-2020 Proposed Allocation	2018-2019 Allocation	Change
Personal Service Regular \$	-	\$ -	\$ -
Temporary Service	1,000	5,000	(4,000)
Other than Personal Service	15,000	24,000	(9,000)
TOTAL	\$ 16,000	\$ 29,000	\$ (13,000)





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

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





Highlights

- Students studying abroad on State University of New York and Fredonia programs has remained strong with a total of 174 participants over the 2018-2019 academic year.
- In addition to partner-based study abroad programs, OIE offered 10 faculty-led study abroad programs and hosted six short-term visiting international student programs. Country diversity increased on campus with visiting exchange students and visiting scholars from China, Germany, Democratic Republic of Congo, Palestine, Turkey and Serbia.
- Scholarships awarded to study abroad students totaled approximately \$45,000 and were funded through Fredonia College Foundation scholarships and Benjamin A. Gilman International Scholarships.

Office of International Education

Overview

Reporting to the Provost and Vice President for Academic Affairs, Dr. Naomi Baldwin serves as the director of the Office of International Education (OIE), located in Thompson Hall. International Education is responsible for facilitating partnerships between Fredonia and institutions abroad, developing and coordinating international exchange and study abroad programs, overseeing the university’s English as a Second Language (ESL) and International Pathway Program, and assisting faculty in the development of short-term international courses. She and her staff also work collaboratively with others to ensure institutional compliance with the Student and Exchange Visitor Information System (SEVIS), maintain international student records, and assist with international student recruitment and retention.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Fredonia’s oversight of the ESL and International Pathway Program will continue to support additional international student enrollment and Fredonia’s capacity to offer short-term study abroad programs.
- Outreach efforts from Study Abroad Ambassadors, study abroad fairs, improved faculty advisement resources, and faculty-led initiatives will continue to encourage students to take advantage of study abroad opportunities.

Operating Budget

Funding in the 2019-2020 SUTRA budget will assist the Office of International Education in maintaining and delivering international programs and opportunities for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-term.



Office of Extended Learning

Overview

Eric Skowronski directs Extended Learning. The office is responsible for orchestrating all operations surrounding J-term (Joining Term), Summer Sessions and noncredit continuing education. In addition, it administers the Extended Learning Credit Program and coordinates the scholarly activities of visiting students, post-baccalaureate students, non-degree graduate students, local high school students who wish to get a head start on their college careers, and community members who wish to audit the university's credit-bearing courses. In serving its diverse target audiences, it works closely in collaboration with various offices in Academic Affairs, Enrollment and Student Services, Finance and Administration, Advancement, Engagement and Economic Development, and the Faculty Student Association (FSA).

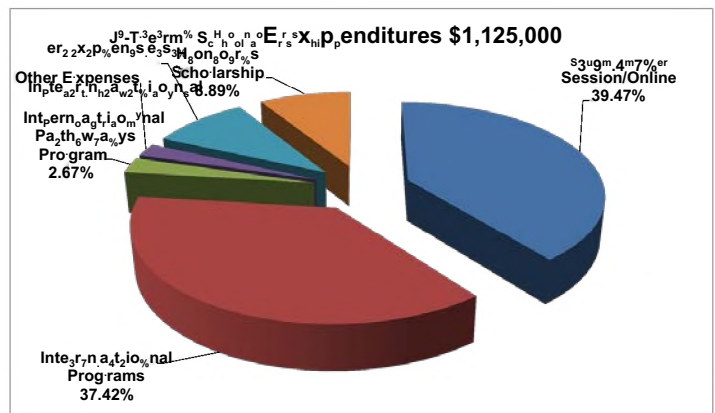
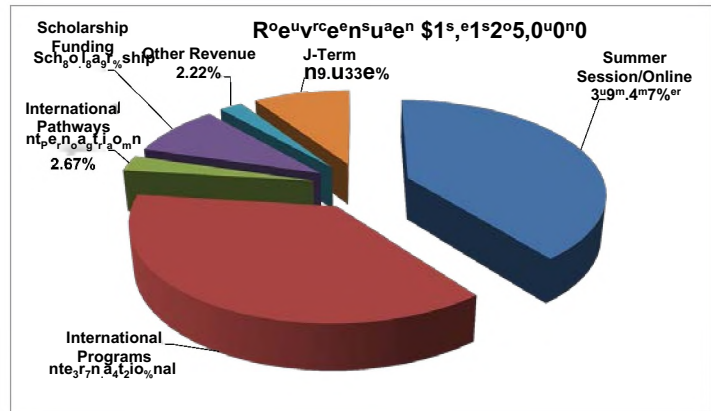
Highlights

Extended Learning reports to the Associate Provost 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. Some highlights for the Academic Year 2018-2019 include:

- Extended Learning made a decision to grow enrollments in Summer Sessions and J-term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer Sessions 2018 saw a total headcount of 738 students while J-term 2019 saw a total headcount of 267.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses will be offered for-credit in local high schools. It was piloted in a local school district during 2015-16, and will run again in 2019-2020.

FREDONIA

Proposed 2019-2020 Budget
 State University of New York Fredonia (SUTRA)
 State University of New York Fredonia (SUTRA)



The office served 147 community members with a mix of noncredit courses, workshops and course auditing options.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Extended Learning will strive to develop more programs that align with the university's mission and support its Strategic Enrollment Management (SEM) initiative. It includes, but is not limited to, noncredit continuing education and high school outreach.



2019 - 2020 Fredonia SUTRA Operating Budget



**Director of
Extended Learning
Eric Skowronski.**

- Extended Learning will strive to grow intersession enrollments through the university-wide implementation of Ad Astra and Platinum Analytics, enabling it to build schedules that better meet student needs. In addition, it will continue to seek the most effective means of releasing intersession course schedules to coincide with the release of academic year schedules to facilitate student and faculty planning. It will also expand J-term Online to four weeks to encourage more course offerings.

- The Summer Sessions budget will fund 2.00 full-time equivalent (FTE) positions.

Operating Budget

Funding in the 2019-2020 SUTRA budget will help to position Extended Learning for growth, by enabling it to expand its product offerings, engage in new marketing activities and produce greater revenue for the university.

FREDONIA			
Proposed 2019-2020 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Object	Proposed 2019-2020 Allocation	2018-2019 Allocation	Change
Personal Service Regular \$	163,000 \$	129,100 \$	33,900
Temporary Service	302,500	278,000 \$	24,500
Other than Personal Service	659,500	642,900 \$	16,600
GRAND TOTAL	\$ 1,125,000	\$ 1,050,000	75,000



FREDONIA	
Proposed 2019-2020 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Session/Online	\$ 444,000
International Programs	421,000
International Pathways Program	30,000
Scholarship Funding	100,000
Other Revenue	25,000
J-Term	105,000
Total	\$ 1,125,000
Expenditures:	
Summer Session/Online	\$ 444,000
International Programs	\$ 421,000
International Pathways Program	\$ 30,000
Other Expenses	\$ 25,000
J-Term	\$ 105,000
Honors Scholarship	100,000
F7	\$ 1,125,000



Office of International Education

Overview

Reporting to the Provost and Vice President for Academic Affairs, Dr. Naomi Baldwin serves as the director of the Office of International Education (OIE), located in Thompson Hall. International Education is responsible for facilitating partnerships between Fredonia and institutions abroad, developing and coordinating international exchange and study abroad programs, overseeing the university’s English as a Second Language (ESL) and International Pathway Program, and assisting faculty in the development of short-term international courses. She and her staff also work collaboratively with others to ensure institutional compliance with the Student and Exchange Visitor Information System (SEVIS), maintain international student records, and assist with international student recruitment and retention.

Highlights

- Students studying abroad on State University of New York and Fredonia programs has remained strong with a total of 174 participants over the 2018-2019 academic year.
- In addition to partner-based study abroad programs, OIE offered 10 faculty-led study abroad programs and hosted six short-term visiting international student programs. Country diversity increased on campus with visiting exchange students and visiting scholars from China, Germany, Democratic Republic of Congo, Palestine, Turkey and Serbia.
- Scholarships awarded to study abroad students totaled approximately \$45,000 and were funded through Fredonia College Foundation scholarships and Benjamin A. Gilman International Scholarships.

Planning Assumptions

Planning assumptions used in the development of the 2019-2020 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Fredonia’s oversight of the ESL and International Pathway Program will continue to support additional international student enrollment and Fredonia’s capacity to offer short-term study abroad programs.
- Outreach efforts from Study Abroad Ambassadors, study abroad fairs, improved faculty advisement resources, and faculty-led initiatives will continue to encourage students to take advantage of study abroad opportunities.



**Director of the International Education Center (IEC)
Dr. Naomi Baldwin.**

Operating Budget

Funding in the 2019-2020 SUTRA budget will assist the Office of International Education in maintaining and delivering international programs and opportunities for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-term.

FREDONIA			
Proposed 2019-2020 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Campus Total FTE Distribution			
	2019-2020	2018-2019	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	3.00	2.00	1.00
TOTAL	3.00	2.00	1.00

The Magazine for Fredonia Alumni and Friends

Statement

FALL 2019

healthcare

Focus on the patient

Fredonia graduate leads
rehabilitation-centered
health system



Fredonia graduates in
GRAMMY awards spotlight

Business students craft market
research for Dunkirk school



FREDONIA
STATE UNIVERSITY OF NEW YORK

SAVE THE DATE
Homecoming Oct. 18—20

OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

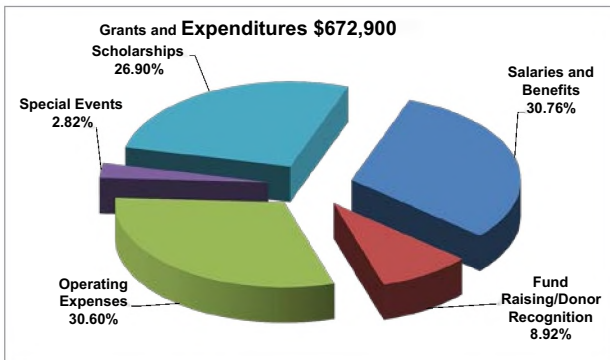
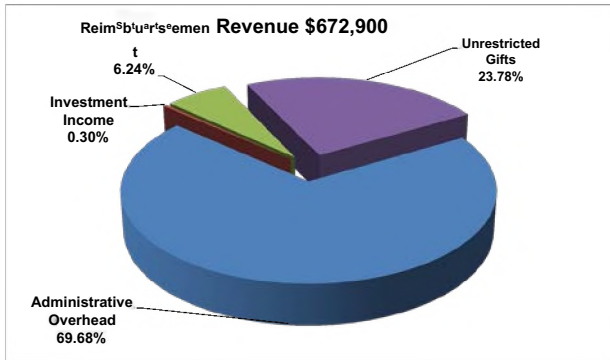
OPERATING BUDGET

**FREDONIA COLLEGE
FOUNDATION OPERATING BUDGET**





FREDONIA Proposed 2019-2020 Budget Fredonia College Foundation Budget Sources and Uses of Funds



The 2019 executive committee includes Dr. Michael A. Marletta, '73 (Chair); Dennis Costello, '72 (Immediate Past Chair); Joseph Falcone (Vice Chair); Rachel Martinez-Finn, '82 (Secretary); and Louann Baghat-Laurito, '88 (Treasurer); The board welcomed new board members Dr. Dennis Hefner, President Emeritus, Dr. Kevin Kearns, Ex-Officio, Dr. Christopher Mirabelli, '77, Gopal Burgher, J.D., '94, and Philip Belena, '92. All board members serve without compensation or reimbursement.

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

FREDONIA 2019-2020 Fredonia College Foundation Budget

Overview

The Fredonia College Foundation, established in 1964, is a separate nonprofit corporation (501c3) that accepts contributions to support scholarships and academic programs for the university. The foundation board consists of 30 directors who are trustees for the foundation's total assets of nearly \$39 million. The Executive Director of the foundation is Betty Catania Gossett, who also serves as Interim Vice President for the Division of University Advancement. The Development Office includes professional staff, including fundraisers, a controller and administrative staff.

Highlights

- Recurring audit opinion that financial statements are presented fairly and all changes in financial positions and cash flows conform with generally accepted accounting principles.



- The Nurturing Innovation campaign for Fredonia exceeded \$19 million raised toward the \$20 million goal (ending date 12/2020).
- During 2018, the foundation received \$4,655,994 in gifts to the university.
- Endowment Market value as of June 2019 was \$38,828,011
- Online receipts continue to show growth and were \$109,569 for 2018,
- The foundation board approved a 4.5 percent spending rate.
- Scholarships and grants from restricted and endowment funds were \$2,173,754.
- For 2019, the board of directors approved \$171,000 of unrestricted annual budget for student financial aid and scholarship grants.
- Successful sale of Franklin Property with endowment created for priority needs.
- Successful sale of Pirosmani painting with endowment created to support Reed Library Archives.
- Endowments increased in number, totaling 520 in 2018, compared to 504 in 2017.
- The annual Scholars Breakfast welcomed almost 1,000 benefactors, students and families.
- Feb. 12 celebrated Fredonia’s third FRED-lanthropy Day, Fredonia’s day of giving. The successful one day event piloted reaching donors and prospective donors primarily through social media and electronic means.
- Outstanding planned gifts increased by \$505,000 as compared to the first quarter of 2018.
- Namings on campus included: Lenna Conference Room (President’s Conference Room in Fenton Hall) and Kay Hardesty Logan Green Room Rockefeller Arts Center (RAC).

- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Administrative/management fees will remain consistent.
- Foundation receipts are expected to increase in 2019.
- Spending rate will remain at 4.5 percent
- Board and staff will focus efforts on the comprehensive campaign.
- Major gifts and planned giving will be the fundraising focus
- A strategic planning process will focus on the Annual Giving Program.
- Travel will increase as fundraisers add territories and donor engagement activities.
- University financial support (state support) of the division will likely decrease.
- Additional scholarship dollars will be needed to support the university’s recruitment and retention efforts.

Planning Assumptions

Planning assumptions used in the development of the 2019 Fredonia College Foundation operating budget include the following:

- Interest income will decrease.

Operating Budget

The 2019 Fredonia College Foundation operating budget totals \$672,900. The unrestricted gift income is expected to increase over 2018.

FREDONIA 2019-2020 Budget Fredonia College Foundation Budget Revenue Sources and Expenditures		
Revenue Sources:		
Administrative Overhead	\$468,900	
Investment Income	2,000	
State Reimbursement	42,000	
Unrestricted Gifts	160,000	
Total		\$672,900
Expenditures:		
Salaries and Benefits	\$207,000	
Fund Raising/Donor Recognition	60,000	
Operating Expenses	205,900	
Special Events	19,000	
Grants and Scholarships	181,000	
Total		\$672,900



2019-2020 Fredonia College Foundation Operating Budget



Betty Catania
Gossett, '76
Associate Vice
President
for Advancement,
Engagement, and
Economic
Development.

FREDONIA			
2019-2020 Fredonia College Foundation Budget			
Revenues and Expenses			
	2019-2020 Budget	2018-2019 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$450,000	\$405,000	\$45,000
Administrative Overhead-Restricted Funds	18,900	18,750	150
Investment Income	2,000	1,500	500
Foundation House	42,000	42,000	0
Unrestricted Gifts	160,000	170,000	(10,000)
TOTAL REVENUE	\$672,900	\$637,250	\$35,650
Projected Expenses			
Accounting Fees-Auditor	7,400	7,000	\$400
Annual Report	12,000	12,000	0
Board of Directors Expense	8,000	5,000	3,000
Brokerage and Bank Fees	13,000	7,250	5,750
Capital Campaign	20,000	17,000	3,000
Corporate and Foundation Relations	0	2,500	(2,500)
Donor Recognition and Cultivation	10,000	17,000	(7,000)
Executive Director - VP Expenses	5,000	7,000	(2,000)
Franklin Properties	0	70,000	(70,000)
Insurance	6,000	5,900	100
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	20,000	4,000	16,000
Membership and Dues	7,500	7,000	500
Miscellaneous	1,000	1,000	0
Office Supplies	4,500	5,000	(500)
Payroll Processing	4,200	4,000	200
Planned Giving	30,000	30,000	0
Postage	1,000	1,000	0
President's Associates Events	0	7,000	(7,000)
Presidents Discretionary Fund	3,000	3,000	0
Printing	4,500	4,200	300
Publications	2,000	2,000	0
Salaries and Benefits	207,000	200,100	6,900
Scholarship Recipient Recognition	19,000	17,500	1,500
Software and Support	14,800	14,800	0
State Fees	1,000	1,000	0
Travel	20,000	25,000	(5,000)
Foundation House			
Depreciation	25,000	25,000	0
Utilities	6,500	6,500	0
Repairs and Maintenance	20,000	20,000	0
Custodial Services	7,000	7,000	0
Surplus (Deficit) for the year		(70,000)	70,000
TOTAL EXPENSES	\$479,900	\$466,250	\$13,650
Scholarships	60,000	60,000	0
Honors Scholarship	100,000	100,000	0
Grants and Awards	12,000	11,000	1,000
Discretionary Support	21,000	0	21,000
TOTAL EXPENSES AND GRANTS	\$672,900	\$637,250	\$35,650



**FREDONIA COLLEGE FOUNDATION
2019 Board of Directors**

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Associate Vice President for Advancement, Engagement and Economic
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State University of New York at Fredonia
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Fredonia, N.Y.

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Center for Urban Education Success
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Fredonia, N.Y.

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Nancy L. Yocum, CPA, '90

**deceased*



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





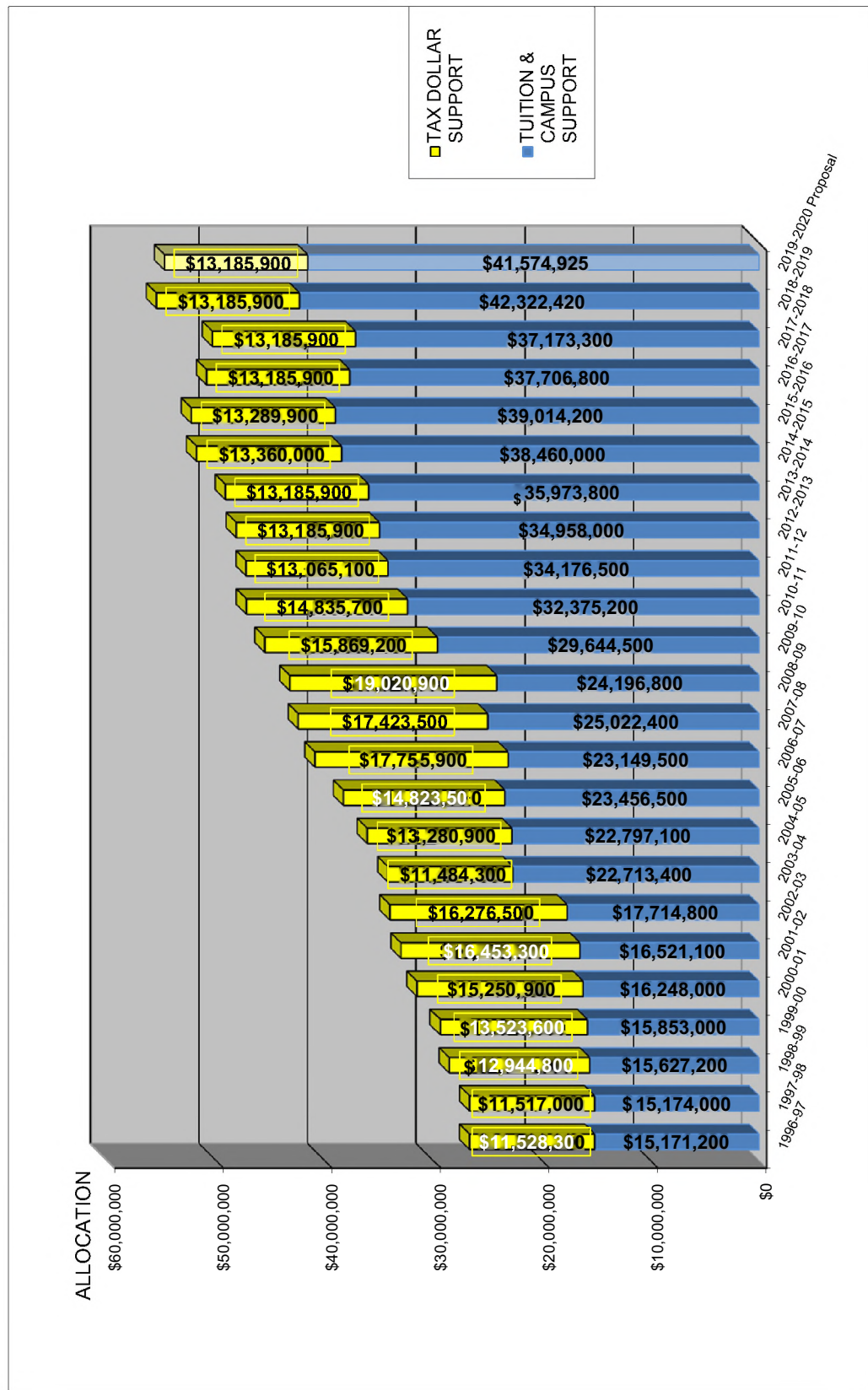
Analysis of Funding - APPENDIX 1

FREDONIA ANALYSIS OF STATE SUPPORT AND CAMPUS REVENUE UNIVERSITY OPERATING BUDGET

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
2012-2013					
Preliminary - April 2012	13,178,000	27%	34,965,900	73%	48,143,900
Financial Plan (FORM 1)	13,185,900	27%	34,958,000	73%	48,143,900
2013-2014					
Preliminary - April 2013	12,485,900	25%	37,183,700	75%	49,669,600
Financial Plan (FORM 1)	13,185,900	27%	35,973,800	73%	49,159,700
2014-2015					
Preliminary - April 2014	13,185,900	25%	38,592,100	75%	51,778,000
Financial Plan (FORM 1)	13,360,000	26%	38,460,000	74%	51,820,000
2015-2016					
Preliminary - Sept 2015	13,289,900	25%	39,014,200	75%	52,304,100
Financial Plan (FORM 1)	13,289,900	25%	39,014,200	75%	52,304,100
2016-2017					
Preliminary - Sept 2016	13,185,900	26%	37,706,800	74%	50,892,700
Financial Plan (FORM 1)	13,185,900	26%	37,706,800	74%	50,892,700
2017-2018					
Preliminary - Sept 2017	13,185,900	25%	38,873,300	75%	52,059,200
Financial Plan (FORM 1)	13,185,900	25%	38,873,300	75%	52,059,200
Net Budget after Vacancies	13,185,900	26%	37,173,300	74%	50,359,200
2018-2019					
Preliminary - Sept 2018	13,185,900	24%	42,322,420	76%	55,508,320
Financial Plan (FORM 1)	13,185,900	24%	42,322,420	76%	55,508,320
2019-2020					
Preliminary - Sept 2019	13,185,900	24%	41,574,925	76%	54,760,825
Financial Plan (FORM 1)	13,185,900	24%	41,574,925	76%	54,760,825
Net Budget after Vacancies	13,185,900	24%	40,974,925	76%	54,160,825



**FREDONIA
SOURCES OF FUNDING
UNIVERSITY OPERATING BUDGET**





State University of New York at Fredonia Projected 2019-2020 Operating Base Budget

	President's Office	Academic Affairs	Finance & Administration	Enrollment & Student Services	University Advancement	Utilities/Other Institutional	Total
2018-2019 Final Base Budget - Financial Plan (FORM One)	\$3,577,135	\$30,802,900	\$7,213,330	\$6,784,500	\$1,346,315	\$5,784,140	\$55,508,320
Projected 2019-2020 Budget Actions							
Net Changes - Adjunct Budget		(168,500)					(168,500)
Promotional Rank Increases & Balance of Contract Payments	95,875	341,949	152,358	92,654	0	(53,479)	629,357
New Position Dir Multicultural Support Services				78,639			78,639
Fill 10 Tenure Track Faculty Positions		595,000					595,000
International Pathways/ ESL Program		102,150					102,150
Net Contractual Salary Increases & Retro Adjustments	114,308	61,967	257,719	292,973	30,125	54,364	811,456
System Admin Assessment & Recharges						5,000	5,000
Add Back DIFR Scholarships- Previous Year				1,250,000			1,250,000
One Time Scholarship Expense Funded by DIFR				(1,039,559)			(1,039,559)
Water/Sewage/Trash/Utility Increases			24,225			195,000	219,225
Tap Gap Credit and Annualization Adjustment						186,378	186,378
Duo/Security Fobs						5,800	5,800
Adjust Employee Tuition Waivers			(5,000)			5,000	0
Transfer of Mailing, Storehouse & Duplicating			(120,775)			120,775	0
Transfer of Incubator to Academic Affairs		85,800			(85,800)		0
Transfer of EOP/EDP to ESS		(140,800)		140,800			0
Transfer of Information Technology Finance and Administration	(2,178,842)		2,178,842				0
Transfer of Institutional Research To Academic Affairs	(172,490)	172,490					0
Transfer of Marketing & Communications to Univ. Advancement	(648,600)				648,600		0
Transfer of Secretary 1 to Academic Affairs		43,045			(43,045)		0
Net Divisional Expenditure Reductions	(210,246)	(2,062,126)	(386,564)	(320,505)	(30,000)	(413,000)	(3,422,441)
Sub-Total Budget Adjustments	(2,999,995)	(969,025)	2,100,805	495,002	519,880	105,838	(747,495)
Proposed 2019-2020 Base Budget	\$577,140	\$29,833,875	\$9,314,135	\$7,279,502	\$1,866,195	\$5,889,978	\$54,760,825

Analysis of Allocations - APPENDIX 2



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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	UNIVERSITY ADVANCEMENT	ENROLLMENT & STUDENT SERV.	UTILITIES	TOTAL	CHANGE
1997-98								
DOLLAR	\$346,700	\$17,061,600	\$3,801,100	\$694,000	\$1,693,700	\$3,093,900	\$26,691,000	(\$8,500)
	1%	64%	14%	3%	6%	12%	100%	0.0%
FTE	3.50	322.88	100.18	11.25	38.94		476.75	12.35
	1%	68%	21%	2%	8%		100%	2.7%
1998-99								
DOLLAR	\$353,400	\$17,971,500	\$3,999,500	\$714,900	\$1,757,300	\$3,775,400	\$28,572,000	\$1,881,000
	1%	63%	14%	3%	6%	13%	100%	7.0%
FTE	3.50	340.16	103.93	11.25	39.80		498.64	21.89
	1%	68%	21%	2%	8%		100%	4.6%
1999-00								
DOLLAR	\$374,000	\$18,557,900	\$4,212,500	\$813,400	\$2,180,500	\$3,238,300	\$29,376,600	\$804,600
	1%	63%	14%	3%	7%	11%	100%	2.8%
FTE*	3.60	342.96	108.43	12.25	49.70		516.94	18.30
	1%	66%	21%	2%	10%		100%	3.7%
* Health & Physical Education transferred from Academic Affairs to Student Affairs								
2000-01								
DOLLAR	\$375,800	\$19,185,300	\$4,277,700	\$830,400	\$2,297,900	\$3,558,600	\$30,525,700	\$1,149,100
	1%	63%	14%	3%	8%	12%	100%	3.9%
FTE	3.60	351.36	110.93	12.50	51.70		530.09	13.15
	1%	66%	21%	2%	10%		100%	2.5%
2001-02								
DOLLAR	\$399,900	\$21,264,400	\$4,641,900	\$906,700	\$2,490,800	\$3,270,700	\$32,974,400	\$2,448,700
	1%	64%	14%	3%	8%	10%	100%	8.0%
FTE	3.50	357.72	113.93	13.50	52.70		541.35	11.26
	1%	66%	21%	2%	10%		100%	2.1%
2002-03								
DOLLAR	\$422,400	\$21,856,600	\$4,835,400	\$926,800	\$2,566,200	\$2,553,200	\$33,160,600	\$186,200
	1%	66%	15%	3%	8%	8%	100%	0.6%
FTE	3.60	358.22	115.18	13.50	52.54		543.04	1.69
	1%	66%	21%	2%	10%		100%	0.3%
2003-04								
DOLLAR	\$410,300	\$22,180,800	\$4,683,100	\$826,600	\$2,658,000	\$3,438,900	\$34,197,700	\$1,037,100
	1%	65%	14%	2%	8%	10%	100%	3.1%
FTE	3.60	352.75	110.38	14.70	53.54		534.97	-8.07
	1%	66%	21%	3%	10%		100%	-1.5%
2004-05								
DOLLAR	\$418,500	\$22,626,200	\$4,903,400	\$1,096,100	\$2,851,100	\$2,581,900	\$34,477,200	\$279,500
	1%	66%	14%	3%	8%	7%	100%	0.8%
FTE	3.50	348.86	111.00	16.20	54.14		533.70	-1.27
	1%	65%	21%	3%	10%		100%	-0.2%
2005-06								
DOLLAR	\$427,700	\$24,096,300	\$5,186,500	\$1,066,800	\$2,976,600	\$4,526,100	\$38,280,000	\$3,802,800
	11%	634%	136%	28%	78%	119%	100%	11.0%
FTE	3.50	360.93	108.18	16.20	54.98		543.79	10.09
	35%	3577%	1072%	161%	545%		100%	1.9%
2006-07								
DOLLAR	\$451,900	\$25,289,500	\$5,475,200	\$1,170,600	\$3,152,600	\$5,365,600	\$40,905,400	\$2,625,400
	17%	963%	209%	45%	120%	204%	100%	6.9%
FTE	3.50	377.00	113.00	17.20	56.98		567.68	23.89
	15%	1578%	473%	72%	239%		100%	4.4%
2007-08								
DOLLAR	\$471,600	\$26,396,000	\$5,567,000	\$1,251,900	\$3,402,800	\$5,519,700	\$42,609,000	\$1,703,600
	28%	1549%	327%	73%	200%	324%	100%	4.2%
FTE	3.50	386.70	113.00	18.00	58.48		579.68	12.00
	29%	3222%	942%	150%	487%		100%	2.1%

* Percentages are rounded



Analysis of Allocations - APPENDIX 2

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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	FINANCE & ADMIN	UNIVERSITY ADVANCEMENT	ENROLLMENT & STUDENT SERV.	ENGAGEMENT & ECONOMIC DEV.	UTILITIES OTHER	TOTAL	CHANGE
2008-09									
DOLLAR	\$512,000	\$28,604,100	\$6,121,700	\$1,364,000	\$3,967,000		\$3,952,200	\$44,521,000	\$1,912,000
	1%	64%	14%	3%	9%		9%	100%	4.5%
FTE	3.50	396.56	114.25	18.00	67.67			599.98	20.30
	1%	66%	19%	3%	11%			100%	3.5%
2009-10									
DOLLAR	\$515,300	\$29,258,500	\$6,157,000	\$1,370,900	\$4,026,700		\$4,185,300	\$45,513,700	\$992,700
	1%	64%	14%	3%	9%		9%	100%	2.2%
FTE	3.50	390.06	113.25	17.00	64.85			588.66	-11.32
	1%	65%	19%	3%	11%			100%	-1.9%
2010-11									
DOLLAR	\$522,000	\$30,189,200	\$6,341,600	\$1,375,900	\$4,195,700		\$4,586,500	\$47,210,900	\$1,697,200
	1%	64%	13%	3%	9%		10%	100%	3.7%
FTE	3.50	384.56	113.50	17.00	67.19			585.75	-2.91
	1%	65%	19%	3%	11%			100%	-0.5%
2011-12									
DOLLAR	\$461,000	\$29,736,100	\$6,129,400	\$1,389,800	\$4,230,900		\$5,294,400	\$47,241,600	\$30,700
	1%	63%	13%	3%	9%		11%	100%	0.1%
FTE	3.50	375.04	108.35	16.00	65.36			568.25	-17.50
	1%	65%	19%	3%	12%			100%	-3.0%
2012-2013									
DOLLAR	\$536,000	\$29,979,300	\$6,162,000	\$1,424,800	\$4,281,300		\$5,760,500	\$48,143,900	\$902,300
	1%	62%	13%	3%	9%		12%	100%	1.9%
FTE	4.00	378.04	108.35	17.00	66.36			573.75	5.50
	1%	65%	19%	3%	12%			100%	1.0%
2013-2014									
DOLLAR	\$705,200	\$29,828,900	\$6,311,200	\$1,433,800	\$4,465,000	\$218,000	\$6,197,600	\$49,159,700	\$1,015,800
	1%	61%	13%	3%	9%	0%	13%	100%	2.1%
FTE	6.00	379.10	111.90	17.00	69.36	2.00		585.36	11.61
	1%	64%	19%	3%	12%	0%		100%	2.0%
2014-2015									
DOLLAR	\$667,800	\$31,837,800	\$5,679,600	\$1,430,500	\$4,417,500	\$291,300	\$7,495,500	\$51,820,000	\$2,660,300
	1%	61%	11%	3%	9%	1%	14%	100%	5.4%
FTE	6.00	380.38	101.65	17.00	67.55	2.00		574.58	-10.78
	1%	65%	18%	3%	12%	0%		100%	-1.8%
2015-2016									
DOLLAR	\$632,500	\$31,575,600	\$5,585,530	\$1,454,200	\$4,460,000	\$297,300	\$8,298,970	\$52,304,100	\$484,100
	1%	60%	11%	3%	9%	1%	16%	100%	0.9%
FTE	5.00	380.51	97.38	17.00	66.94	2.00		568.83	-5.75
	1%	66%	17%	3%	12%	0%		100%	-1.0%
2016-2017									
DOLLAR	\$661,400	\$31,642,990	\$5,602,130	\$1,476,900	\$3,972,800	\$684,015	\$6,852,465	\$50,892,700	(\$927,300)
	1%	62%	11%	3%	8%	1%	13%	100%	-1.8%
FTE	5.00	381.11	96.88	17.00	57.43	7.00		564.42	-4.41
	1%	67%	17%	3%	10%	1%		100%	-0.8%
2017-2018*									
DOLLAR	\$2,944,100	\$29,077,190	\$5,620,230	\$1,485,400	\$3,988,800	\$666,215	\$8,277,265	\$52,059,200	\$239,200
	6%	56%	11%	3%	8%	1%	16%	100%	0.5%
FTE	35.60	350.61	95.88	17.00	58.43	6.50		564.02	-4.81
	6%	61%	17%	3%	10%	1%		100%	-0.8%
2018-2019**									
DOLLAR	\$3,577,135	\$30,802,900	\$7,213,330	\$0	\$6,784,500	\$1,346,315	\$5,784,140	\$55,508,320	\$3,204,220
	6%	55%	13%	0%	12%	2%	10%	100%	6.3%
FTE	41.85	308.40	118.95	0.00	63.49	15.00		547.69	-16.73
	8%	55%	22%	0%	12%	3%		100%	-3.0%

Percentages are rounded * In 2017-2018 the Information Technology Department was moved from Academic Affairs to the President's Office.

** In 2018-2019 University Advancement & Engagement & Economic Development merged into AEED. Marketing & Communications moved from AEED to President's Office. Also in 2018-2019, a major correction to align expenditures from other funds occurred. Scholarships moved from Institutional to ESS as well. See 2018-19 publication for details.



FREDONIA										
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS										
Fiscal Years 1998-99 to 2019-20										
	President & Reports	Academic Affairs	Finance & Administration	University Advancement	Enrollment & Student Services	Advancement, Engagement & Economic Dev	Utilities/Other	Totals		
	\$	\$	\$	\$	\$	\$	\$	\$	%	%
1998-99 Base % of Base	346,700	17,391,600	3,807,100	692,500	1,696,700	-	4,586,000	28,520,600	100%	100%
Budget Adjustments										
1998-99	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	487,200	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		
2011-12	(61,000)	78,600	(25,900)	13,900	115,600		(121,400)	-		
2012-13 ⁶	159,200	(71,300)	93,500	9,000	40,400		(137,900)	92,900		
2013-14	4,500	(84,700)	99,400	23,000	107,500	224,900	(757,500)	(382,900)		
2014-15	(10,800)	924,600	52,800	47,400	89,300	79,700	(1,073,300)	109,700		
2015-16 ⁷	43,900	602,100	16,600	36,100	(315,700)	370,215	(753,215)	-		
2016-17	19,200	50,500	53,800	8,500	41,500	3,100	(176,600)	-		
2017-18 ⁸	2,215,900	(2,215,900)	-	-	-	-	-	-		
2018-19 ⁹	777,425	390,850	1,786,770	(1,485,400)	3,668,650	871,100	(581,825)	5,427,570		
2019-20 ¹⁰	(3,210,178)	(1,901,591)	1,666,503	489,755	(179,705)	-	(287,225)	(3,422,441)		
Adjustments	107,447	7,789,659	6,195,873	(404,745)	5,701,145	1,549,015	(11,164,965)	9,763,429		
Growth, Inflationary Increases & Reductions										
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		443,400	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	2,020,000		
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)		30,700	829,300		
2012-13	65,000	201,700	-	35,000	50,400		550,200	902,300		
2013-14	20,000	176,400	88,300	143,300	143,300		1,004,800	1,432,800		
2014-15	(25,200)	1,693,200	(673,500)	(51,300)	(158,000)	(7,300)	1,713,400	2,491,300		
2015-16	(41,200)	(1,000,400)	(204,370)	1,300	(43,800)		1,704,870	416,400		
2016-17	(15,000)	(534,710)	-	(13,400)	(171,500)	16,500	(693,290)	(1,411,400)		
2017-18	47,600	(400,400)	(35,700)	-	(25,500)	(20,900)	1,601,400	1,166,500		
2018-19	(144,390)	1,334,860	(193,670)	-	(872,950)	(191,000)	(1,978,450)	(1,978,450)		
2019-20	210,183	932,566	434,302	30,125	674,707	-	393,063	2,674,946		
Growth, Inflationary Increases & Reductions	\$	122,993	\$	4,652,616	\$	(678,838)	\$	232,125	\$	(119,343)
Total Adjustments	\$	230,440	\$	12,442,275	\$	5,507,035	\$	(172,620)	\$	5,582,802
% of Adjustments	0.88%		27.42%		-0.65%		21.28%		5.13%	
Current Base	\$	577,140	\$	29,833,875	\$	9,314,135	\$	519,880	\$	7,271,502
Current % of Base	1.05%		54.48%		0.95%		13.29%		2.46%	

¹Transferred Athletics from Academic Affairs to Student Affairs
²No state funding for negotiator salary increases
³Budget Cuts & Retirement Savings
⁴Marketing - Pres. Office to UATIS; Pres to F&A; A&EED split; Incubator to AA; rest to UA; EDP; AA to ESS; IR; Pres to AA/Util; State; Dup; F&A to Inst.
⁵Partnership closed
⁶Transferred Athletics PSR from IFR to State
⁷Transferred Information Technology from AA to President
⁸Institutional, Research from A.A to President
⁹Marketing from A&EED to President, U.A. merged with EED, Scholarships from Inst. to E&SS
¹⁰2019-2019 Also saw major reclassification of expenses & positions from SUTRA, IFR, & DFR



Fredonia
Consolidated Operating Budgets
1999-2000 to 2019-2020

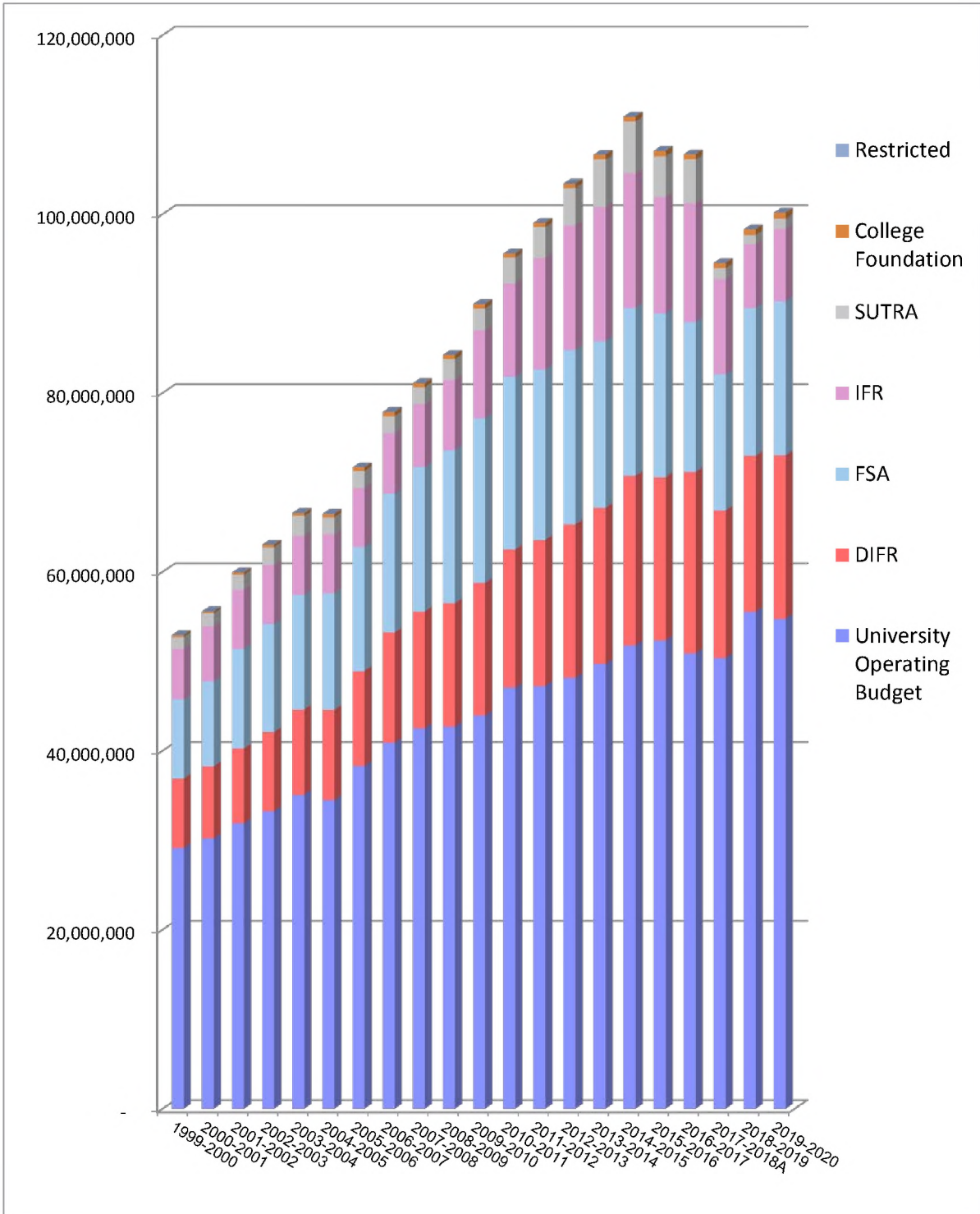
Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation	Restricted	Total	Percent Change
1999-2000	29,124,200	7,747,400	8,831,625	5,700,000	1,300,000	215,300	6,200	52,924,725	4.75%
2000-2001	30,197,300	8,058,300	9,480,675	6,200,000	1,400,000	227,000	6,000	55,569,275	5.00%
2001-2002	31,854,500	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%
2012-2013	48,143,900	17,163,400	19,488,625	13,925,000	4,200,000	492,000		103,412,925	4.42%
2013-2014	49,669,600	17,484,750	18,624,195	15,000,000	5,308,000	544,000		106,630,545	3.11%
2014-2015	51,778,000	18,933,750	18,806,140	15,000,000	5,824,000	552,400		110,894,290	4.00%
2015-2016	52,304,100	18,253,100	18,319,080	13,000,000	4,579,000	608,700		107,063,980	-3.45%
2016-2017	50,892,700	20,257,150	16,773,295	13,250,000	4,925,425	579,650		106,678,220	-0.36%
2017-2018 ^A	50,359,200	16,489,650	15,221,590	10,646,400	1,218,500	601,000		94,536,340	-11.38%
2018-2019	55,508,320	17,432,650	16,566,315	7,100,000	1,050,000	637,250		98,294,535	-7.86%
2019-2020	54,760,825	18,229,550	17,236,804	8,125,000	1,125,000	672,900		100,150,079	5.94%

* Restricted balances transferred to College Foundation

^A Starting in 2017-2018, IFR & SUTRA budgets reflect expenditures net of state operating shortfall funding. University Operating reported net of any anticipated frictional salary savings.



Fredonia
Consolidated Operating Budgets
 1999-2000 to 2019-2020





STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1980 - 2020 NYS RESIDENT UNDERGRADUATES											
YEAR	TUITION LOWER COLLEGE DIVISION	FEE	STUDENT ACTIVITY FEE	ATHLETIC FEE	STUDENT SERVICES	HEALTH CENTER FEE	TECH- NOLOGY FEE	DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED
1980-1981	450.00	12.50	40.00	0.00	0.00	0.00	0.00	475.00	468.00	1,445.50	8.6%
1981-1982	525.00	12.50	40.00	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	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	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	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	775.00	670.00	2,183.50	0.0%
1986-1987	675.00	12.50	56.00	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	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	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	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	965.00	815.00	2,544.50	3.1%
SPRING 1991	825.00	12.50	52.00	25.00	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	3,125.00	2,020.00	8,489.00	5.2%
2012-2013	2,785.00	12.50	0.00	0.00	731.50	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%
2013-2014	2,935.00	12.50	0.00	0.00	752.50	0.00	0.00	3,425.00	2,245.00	9,370.00	5.0%
2014-2014	3,085.00	12.50	0.00	0.00	772.75	0.00	0.00	3,600.00	2,310.00	9,780.25	4.4%
2015-2016	3,235.00	12.50	0.00	0.00	789.50	0.00	0.00	3,800.00	2,375.00	10,212.00	4.4%
2016-2017	3,235.00	12.50	0.00	0.00	797.00	0.00	0.00	3,800.00	2,425.00	10,269.50	0.6%
2017-2018	3,335.00	12.50	0.00	0.00	795.50	0.00	0.00	3,750.00	2,425.00	10,318.00 ³	0.5%
2018-2019	3,435.00	12.50	0.00	0.00	796.50	0.00	0.00	3,750.00	2,425.00	10,419.00 ⁴	1.0%
2019-2020	3,535.00	25.00	0.00	0.00	798.50	0.00	0.00	3,800.00	2,475.00	10,633.50 ⁴	2.1%

(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 + \$600 2008-09 - 2015-16)

(3) TOTALS ARE BASED ON LOWER DIVISION TUITION, WHERE APPLICABLE.

(4) RATES FOR 2019-20 ARE SUBJECT TO CHANGE.

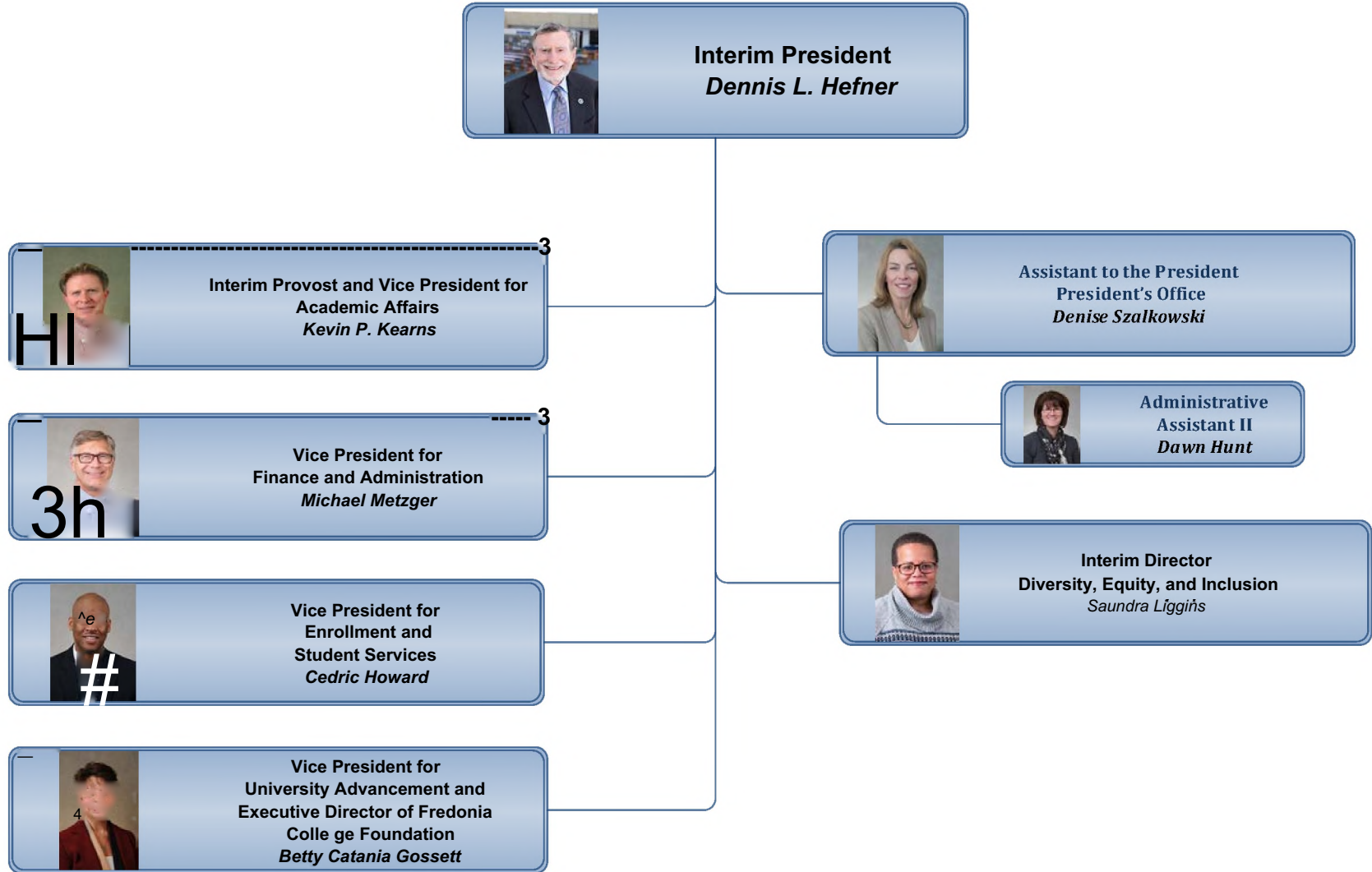
FREDONIA
History of Student Services and Program Charge
2006-2007 through 2019-2020 Academic Years

Summary Of Components In Student Services and Program Charge	2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		2012-2013	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85
Bus Services	10.25	0.85	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	118.00	9.85	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05
Health Center Fee	118.00	9.85	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75
Technology Fee	140.00	11.65	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25
Parking Services	45.00	3.75	48.00	4.00	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80	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	4.50	0.40	5.50	0.50	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40
Intramural Support	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75
Natatorium	4.50	0.40	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40	5.00	0.40
Alumni Services	15.00	1.25	16.00	1.35	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	4.00	0.35	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	4.00	0.35	4.00	0.35	4.00	0.35
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
Student Engagement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$553.50	\$46.15	\$583.25	\$48.60	\$606.50	\$50.50	\$632.00	\$52.70	\$669.00	\$55.75	\$696.50	\$58.00	\$731.50	\$60.90

Summary Of Components In Student Services and Program Charge	2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$83.85	\$7.00	\$86.00	\$7.15	\$88.64	\$7.40	\$95.79	\$8.00	\$98.18	\$8.20	\$99.18	\$8.25	\$99.18	\$8.25
Bus Services	11.15	0.90	12.25	1.00	13.36	1.10	13.71	1.15	14.32	1.20	14.32	1.20	14.32	1.20
Athletic Fee	155.00	12.90	155.00	12.90	159.00	13.25	174.00	14.50	174.00	14.50	174.00	14.50	181.00	15.10
Health Center Fee	165.00	13.75	175.00	14.60	178.50	14.90	178.50	14.90	178.50	14.90	178.50	14.90	180.00	15.00
Technology Fee	203.00	16.90	210.00	17.50	217.00	18.10	211.50	17.65	211.50	17.65	211.50	17.65	211.50	17.65
Parking Services	57.50	4.80	57.50	4.80	57.50	4.80	55.00	4.60	55.00	4.60	55.00	4.60	55.00	4.60
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	0.00	0.00	0.00	0.00	0.00	0.00
Blue Devil Fitness	29.00	2.40	29.00	2.40	29.00	2.45	24.00	2.00	24.00	2.00	24.00	2.00	10.00	0.85
Intramural Support	9.00	0.75	9.00	0.75	9.00	0.75	8.50	0.70	7.50	0.60	7.50	0.60	15.00	1.25
Natatorium	5.00	0.40	5.00	0.40	5.00	0.40	4.50	0.35	4.50	0.35	4.50	0.35	4.50	0.35
Alumni Services	17.00	1.50	17.00	1.50	18.00	1.50	17.50	1.45	17.50	1.45	17.50	1.45	17.50	1.45
Orientation Support	4.00	0.35	4.00	0.35	4.00	0.35	3.50	0.30	2.50	0.20	2.50	0.20	2.50	0.20
Box Office	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Transcripts	5.00	0.40	5.00	0.40	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Career Development	1.50	0.10	1.50	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Student Engagement	-	-	-	-	1.00	0.05	1.00	0.05	1.00	0.05	1.00	0.05	1.00	0.05
Semester Total	\$752.50	\$62.70	\$772.75	\$64.40	\$789.50	\$65.80	\$797.00	\$66.45	\$795.50	\$66.30	\$796.50	\$66.35	\$798.50	\$66.55



Fredonia President Cabinet and Direct Reports

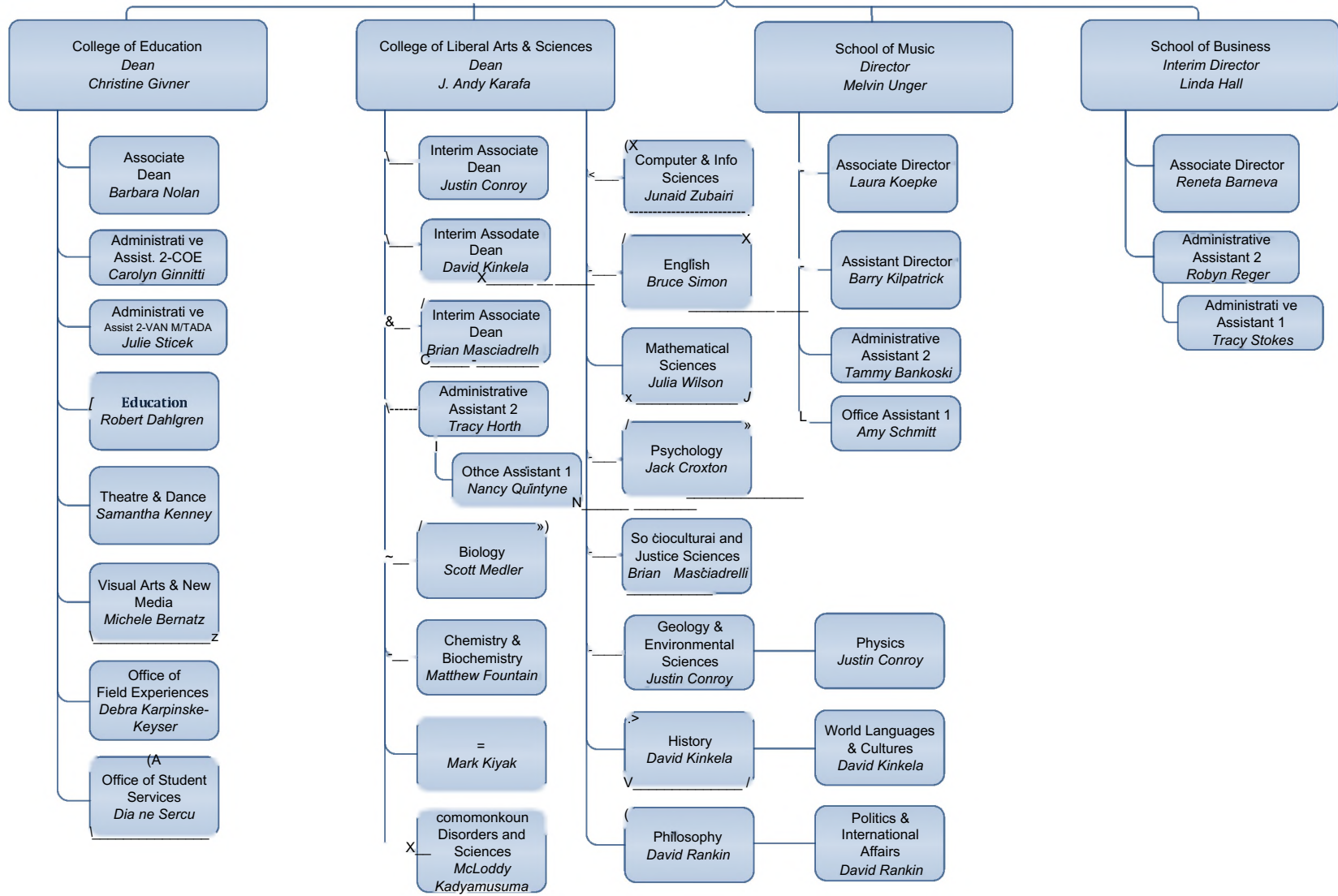


Academic Affairs

Interim Provost and Vice President for Academic Affairs
Kevin Kearns

Administrati ve Assistant 2
Amylo Dorler

Page 1 of 2

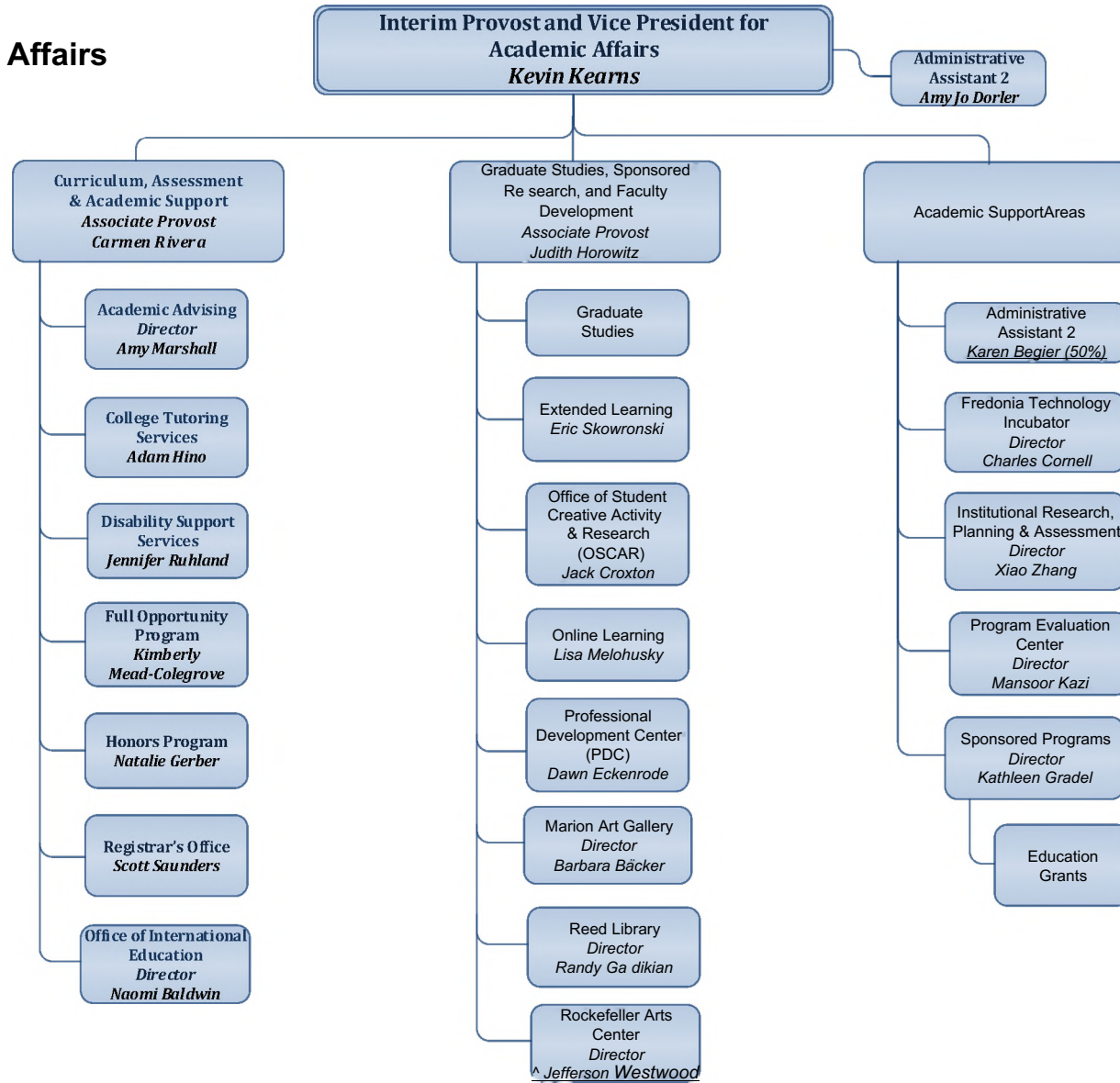


APPENDIX

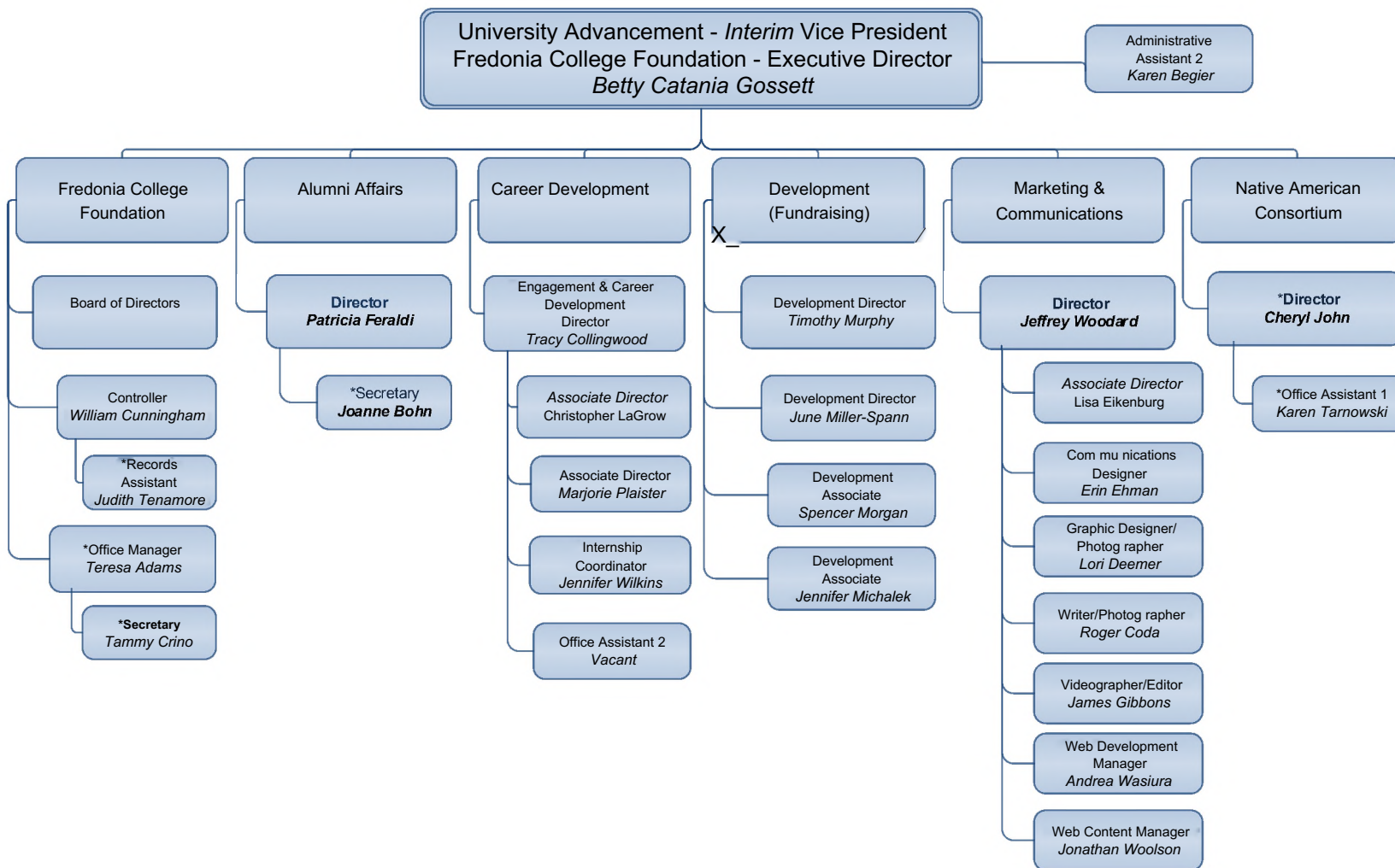
Organizational Charts - APPENDIX 5 7



Academic Affairs



University Advancement/ Fredonia College Foundation



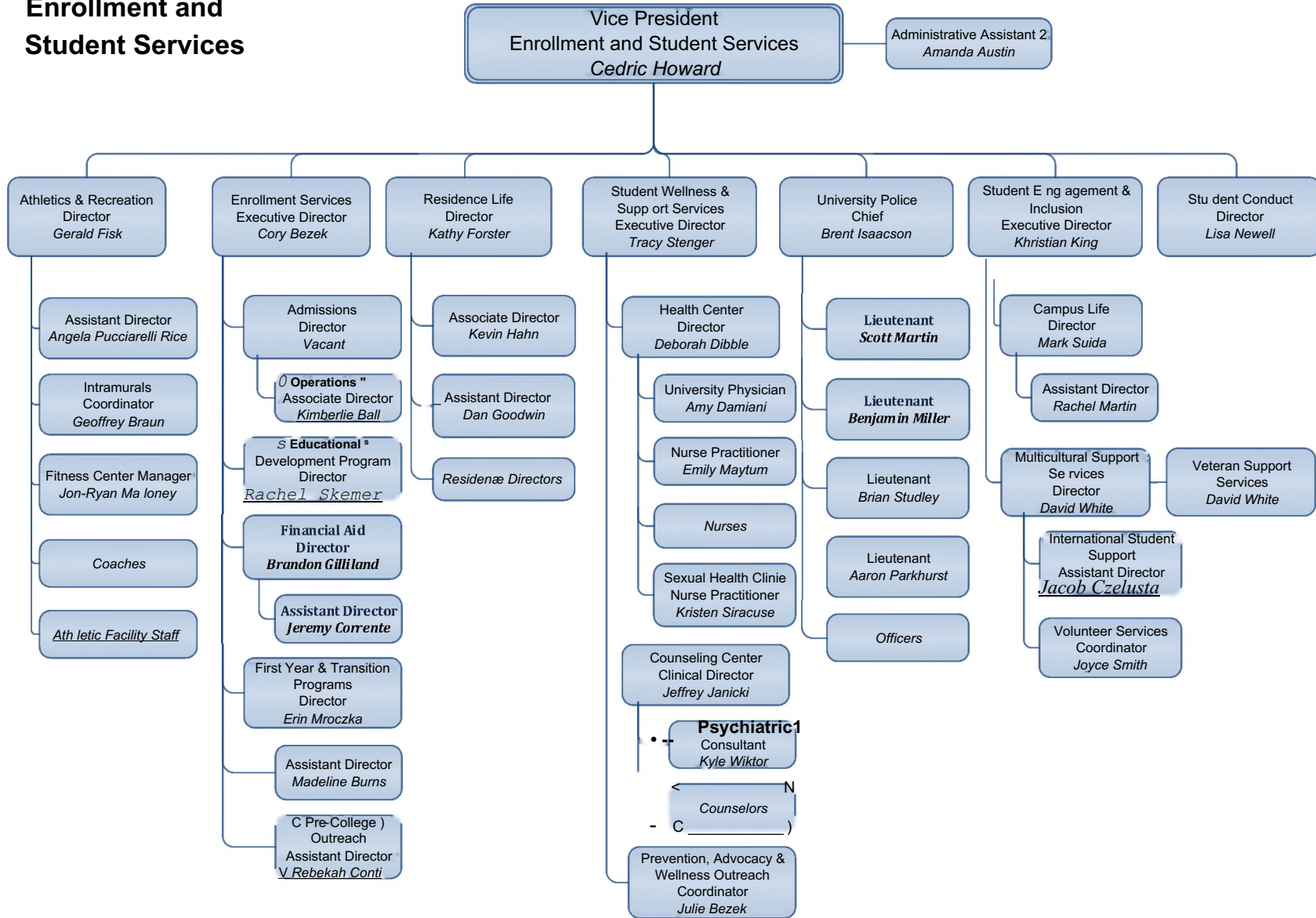
*Non State Funded

As of: 11/15/2019

Updates—<https://data.fredonia.edu/reports>



Enrollment and Student Services

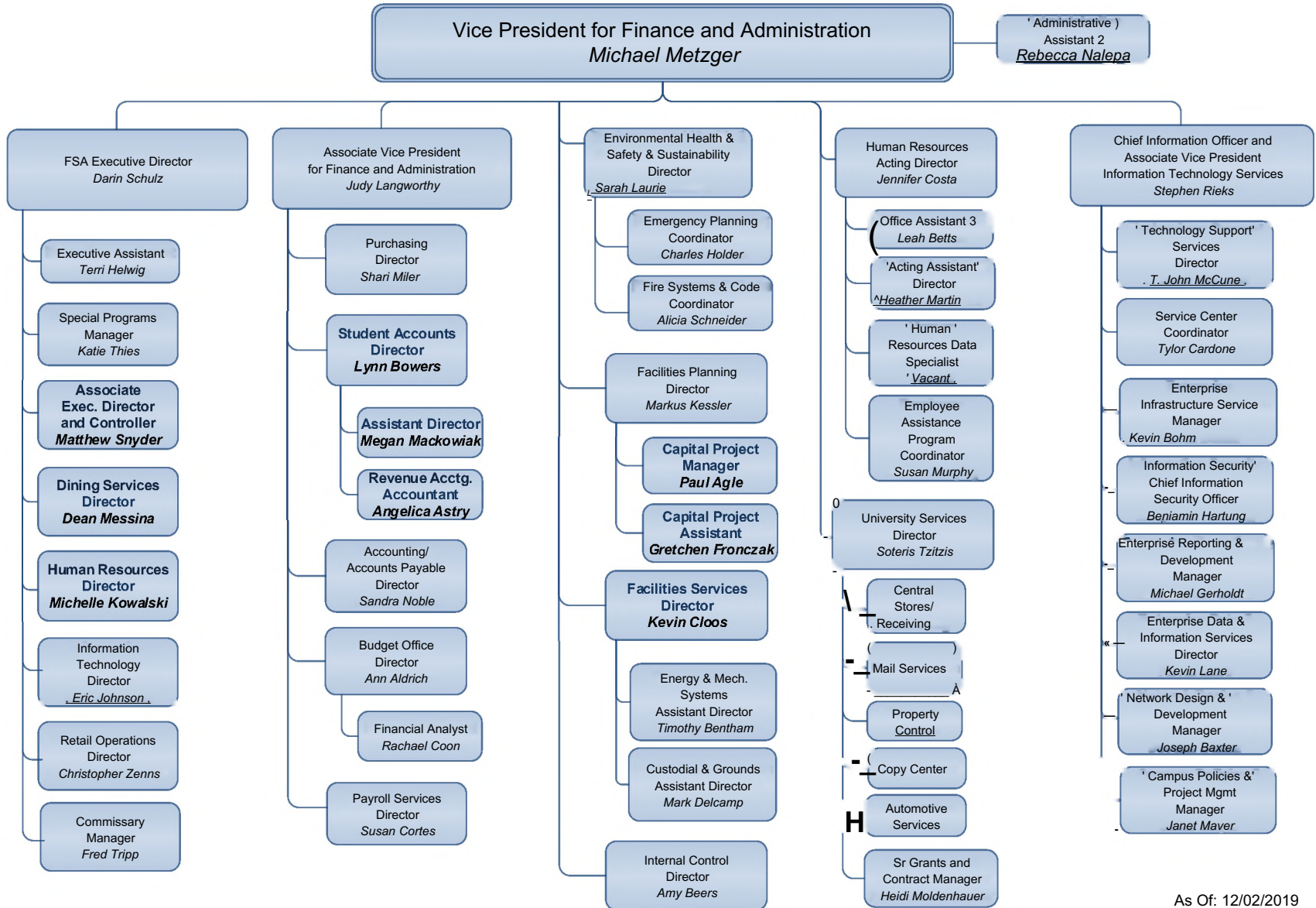


As of: 11/13/2019

Updates — <https://data.fredonia.edu/reports>



Finance and Administration



As Of: 12/02/2019

Updates—<https://data.fredonia.edu/reports>

ACKNOWLEDGEMENTS

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State University of New York
at Fredonia
Fredonia, NY 14063

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