

STATE UNIVERSITY  
OF NEW YORK  
AT FREDONIA



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Dr. Cedric B. Howard, Vice President for Enrollment and Student Engagement  
Mrs. Betty Catania Gossett, Interim Vice President for University Advancement and Executive Director Fredonia College Foundation  
Mr. Michael D. Metzger, Vice President for Finance and Administration

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Dr. Linda Hall, Interim Director, School of Business  
Daniel Ihasz, Interim Director, School of Music  
Dr. Anna Thibodeau, Interim Dean, College of Education  
Dr. Judith Horowitz, Associate Provost, Graduate Studies, Sponsored Research, and Faculty Development  
Dr. Carmen Rivera, Interim Associate Provost for Curriculum, Assessment and Academic Support

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Betty Catania Gossett, Interim Vice President and Executive Director Fredonia College Foundation

### ENROLLMENT AND STUDENT SERVICES

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Gerald Fisk, Director, Athletics & Recreation  
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Lisa Newell, Director, Student Conduct  
Tracy Stenger, Executive Director, Student Wellness & Support Services

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Mr. Michael D. Metzger, Vice President  
Dr. Judy L. Langworthy Associate Vice President  
Mr. Darin R.A. Schulz, FSA Executive Director





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2020



FREDONIA

STATE UNIVERSITY OF NEW YORK

PRESIDENT'S MESSAGE

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SUSTAINABILITY

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OPERATING BUDGET

# CONSOLIDATED OPERATING BUDGET





President  
Stephen H. Kolison Jr.

Dear Colleagues:

This is the 23<sup>rd</sup> 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. These include: (1) dollar value of benefit payments, which are held in a SUNY System Administration account; (2) revenues generated by grants and contacts, including the Fredonia Technology Incubator funding, (3) campus capital project; (4) Fredonia College Foundation; (5) Faculty Student Association and the Student Association funds. These sources of revenue vary considerably each year and are reported separately.

Priorities for the 2020-21 budget year include:

- Ensuring that all expectations from the last Middle States reaffirmation visit are fulfilled.
- Conducting national searches to fill vacant positions that are critical for our success in the future.
- Strengthening our efforts to increase enrollment at both the undergraduate and graduate levels.
- Enhancing student retention.
- Developing and launching a laptop program to facilitate student learning from anywhere and at any time.
- Advocating for state funding to offset mandatory salary increases.
- Securing commitments from the SUNY Construction Fund for additional construction dollars to undertake needed renovations or maintenance.
- Developing a five-year correction pathway to achieve a fully balanced budget
- Leveraging the remote instructional capacity achieved during the pandemic to develop new and highly competitive degree programs.
- Developing a strategic plan for the university to guide it through the next five years.

The planning budget is based upon the following assumptions:

- Revenue projections based on a 4,000 headcount, decreased from the 2019-20 headcount of 4,700.
- Includes all mandatory contractual salary increases related to collective bargaining contracts with no corresponding increases in state funding to support these increases.
- Includes an estimated 25 percent reduction in state funding.
- Reflects no tuition increases from the previous year.
- The University Operating Budget of \$54,154,454 includes both a campus-wide reduction of approximately \$1.9 million in expenditures, as well as a million dollars in scholarship expense shifted to the Dormitory Income Fund Reimbursable (DIFR) budget.
- The Student Services and Program Charge fee decreased from \$798.50 per semester from Fall 2019 to \$711 for Fall 2020. The decrease was largely due to a reduced Athletic Fee as well as no charges to students for Fitness Center, Natatorium or Fredonia Box Office services.
- New expenditures precipitated by COVID-19 mitigation efforts.
- The Federal CARES act stimulus funding, Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus-generated revenue will help offset the budget shortfall.

My sincere thanks and appreciation to the staff of the Division of Finance and Administration, and all persons across campus who labored numerous hours to compile this valuable 2020-2021 Budget Book.

Very truly yours,

Stephen H. Kolison Jr., Ph.D.  
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 2020-2021 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, and the COVID-Pandemic, the campus priorities for 2020-2021 (as identified in the President's Message) are as follows:

- Developing a strategic plan for the university to guide it through the next five years.
- Enhancing student retention.
- Strengthening our efforts to increase enrollment at both the undergraduate and graduate levels.
- Conducting national searches to fill vacant positions that are critical for our success in the future.
- Developing and launching a laptop program to facilitate student learning from anywhere and at any time.
- Advocating for state funding to offset mandatory salary increases.
- Securing commitments from the SUNY Construction Fund for additional construction dollars to undertake needed renovations or maintenance.
- Developing a five-year correction pathway to achieve a fully balanced budget
- Ensuring that all expectations from the last Middle States reaffirmation visit are fulfilled.
- Leveraging the remote instructional capacity achieved during the pandemic to develop new and highly competitive degree programs.





### 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 19 faculty, staff and students from throughout the campus who coordinate and promote sustainable operations and education in the campus community and beyond.

During the 2019-2020 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>.

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.
- Developed a commencement robe reuse program

Coordinated with multiple new and existing student groups focused on environmentalism and sustainability

Goals of the Sustainability Committee for the 2020-2021 fiscal year include:

- Investigate the feasibility of installing Electric Vehicle Charging Stations.
- Continue to review courses for sustainability designation in the university catalog

The Sustainability Committee efforts have been downscaled for the 2020-2021 year due to the global coronavirus pandemic but the 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.





## Construction

The 2020-2021 New York State Executive Budget provided State-operated/statutory campuses \$550 million in critical maintenance for existing buildings only, the same level as provided in 2019-2020. Of the \$550 million provided, \$153.4 million is allocated to each State-operated/statutory campus from which Fredonia will receive \$3.326 million, and \$396.6 million is provided in a lump sum for priority critical maintenance projects. As in the previous 2019-2020 budget, the 2020 - 2021 enacted budget did not include unrestricted funds for critical maintenance or new construction.

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

- 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)
- Rosch Recital Hall Roof Replacement (\$250,000)
- Alumni Roof Replacement Project (\$700,000)
- Fire Alarm System Panel Upgrades (\$92,000)
- Gregory Hall Penthouse House Kitchen Improvements, Phase 2 (\$70,000)
- LoGrasso Hall ADA Improvements (\$6,000)
- McGinnies Hall Domestic Hot Water (DHW) Tank Replacement (\$40,000)
- Reed Library HVAC Improvements (\$40,000)
- Residence Hall Bathroom Improvements (\$30,000)
- Residence Hall Interior Painting (\$60,000)
- Rockefeller Water Line Repairs (\$24,000)
- Sidewalk Safety Improvements (\$150,000)



- Thompson Hall HVAC Rehab (\$12,000)

Projects currently under construction or beginning during Summer 2020 include:

- Houghton Hall Rehabilitation Project Phase II Fit-Out (\$20,000,000)
- Houghton Hall Rehabilitation Project Phase III Animal Colony (\$2,100,000)
- Reed Library Exterior Rehabilitation Project (\$2,900,000)
- Dods Hall and McEwen Hall Roof Replacement (\$3,200,000)
- Exterior Concrete and Masonry Improvements (\$50,000)
- Jewett Hall Asbestos Abatement (\$21,000)
- Mason Hall Interior Improvements (\$30,000)
- Natatorium Card Access (\$27,000)
- Residence Hall Interior Painting (\$50,000)
- Roadway Lighting Improvements (\$50,000)
- Rockefeller HVAC Improvements (\$20,000)
- University Commons Boiler Rehab (\$20,000)



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

- Houghton Hall Rehabilitation Project Phase IV Math Fit-Out (\$3,200,000)
- Maytum/Reed/McEwen Plaza Rehabilitation Project (\$4,100,000)
- Lanford Rehab Project (\$1,320,000)
- Emergency Lockdown Hardware Project (\$920,000)
- Fuel Tank System Replacement (\$460,000)
- Campus Wide ITS Building Life Safety System and Infrastructure Upgrade Project (\$1,450,000)
- Card Access System Installations (\$150,000)
- Campus Safety Site Lighting Improvements,

Phase 2 (\$150,000)

- Fire Department Connection Rehab (\$30,000)
- Maytum S-3 HVAC Rehab (\$30,000)
- Natatorium Lighting Improvements (\$40,000)
- Roadway and Parking Lot Improvements (\$200,000)
- Sidewalk Safety Improvements (\$150,000)
- Site Lighting Improvements (\$150,000)
- Various Flooring and Stairwell Improvements (\$50,000)





FREDONIA  
Proposed 2020-2021  
Consolidated Operating Budget

Overview

The Fredonia 2020-2021 Consolidated Operating budget totals \$91,641,000, which represents a decrease of \$8,509,079 (8.50 percent) from the 2019-2020 Consolidated Operating budget of \$100,150,079. The University Operating budget reflects a decrease of \$606,371 over the 2019-2020 budget. The University Operating budget begins the 2020-2021 fiscal year with \$2.75 million shortfall anticipated to be covered by federal stimulus money.

Planning Assumptions

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

- Campus revenue based on a student headcount of 4,000 students. A decrease from 2019-2020 budgeted headcount of 4,700.
- Includes all mandatory contractual salary increases related to collective bargaining contracts with no corresponding increases in state funding to support these increases.
- Includes an estimated 25% reduction in state funding.
- Reflects no tuition increases from the previous year.
- The University Operating Budget of \$54,154,454 includes both a campus-wide reduction of approximately \$1.9 million in expenditures, as well as \$1.0 million in scholarship expense shifted to the Dormitory Income Fund Reimbursable (DIFR)



2020 Fredonia State Chancellor's Awards for Student Excellence nominees (from left) Ty Bentham, Alyson Baumann, Anna Chiacchia and Avril King.

budget.

- The Student Services and Program Charge fee decreased from \$798.50 per semester from fall 2019 to \$711 for fall 2020. The decrease was largely due to a reduced athletic fee as well as no charges to students for Fitness Center, Natatorium or Box Office services.
- The Federal CARES act stimulus funding, Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus-generated revenue will help offset the budget shortfall.
- There will be no layoffs in permanent/continuing lines.

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

- Fredonia (State) Operating budget (59.10 percent).
- Residence Hall (DIFR) operating budget (14.32 percent).



- Faculty Student Association (FSA) budget (17.66 percent).
- Income Fund Reimbursable (IFR) budget (6.82 percent).
- State University Tuition Reimbursable (SUTRA) budget (1.34 percent).
- Fredonia College Foundation budget (0.76 percent).

The budget contains all anticipated funds except for estimated employee fringe benefit costs of over \$30 million (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2020-2021 academic year contains no tuition increase this year although SUNY was in year four 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 \$175 annually. As a result, the direct cost for an on-campus undergraduate student will increase .82 percent from \$21,267 to \$21,442. A summary of all direct college costs for the 2020-2021 academic year is presented as follows:

Highlights/Planning Assumptions

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

2020-2021 Fredonia  
Operating Budget (\$54.15 million)

**Budget Section B**

- Campus revenue based on a student head-count of 4,000.
- New York State support funding reduction of 25 percent.
- Incorporated \$1.9 million of institutional expenditure reductions, and summer reductions of \$225,905.
- The Federal CARES act stimulus funding, Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, salary savings, and other campus-generated revenue will help offset the budget shortfall.

<b>Projected Annual Costs</b>	<b>2020-2021</b>	<b>2019-2020</b>	<b>Change</b>	<b>Percent</b>
Tuition (N.Y. State Undergraduate)	\$7,070.00	\$7,070.00	\$0.00	0.00%
College Fee	50.00	50.00	0.00	0.00%
Residence Hall (Double Room)	7,650.00	7,600.00	50.00	0.66%
Meal Plan	5,250.00	4,950.00	300.00	6.06%
Student Services and Program Charge	1,422.00	1,597.00	-175.00	-10.96%
<b>Annual Cost</b>	<b>\$21,442.00</b>	<b>\$21,267.00</b>	<b>\$175.00</b>	<b>0.82%</b>



2020-2021 Residence Hall  
 Budget/Dormitory Income Fund  
 Reimbursable (DIFR) (\$13.13 million)

**Budget Section C**

- Includes room rental increase of \$25 per semester for a standard double room.

Provides funding for the following residence hall projects during the 2020-2021 fiscal year:

- Gregory Hall Masonry Repair – Exploratory
- Residence Hall Quality of Life Projects
- Network Upgrades

2020-2021 Faculty Student Association (FSA) (\$16.19 million)

**Budget Section D**

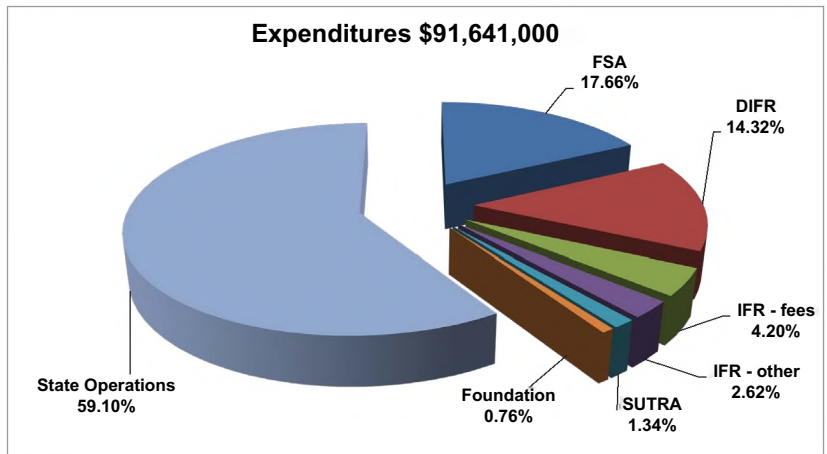
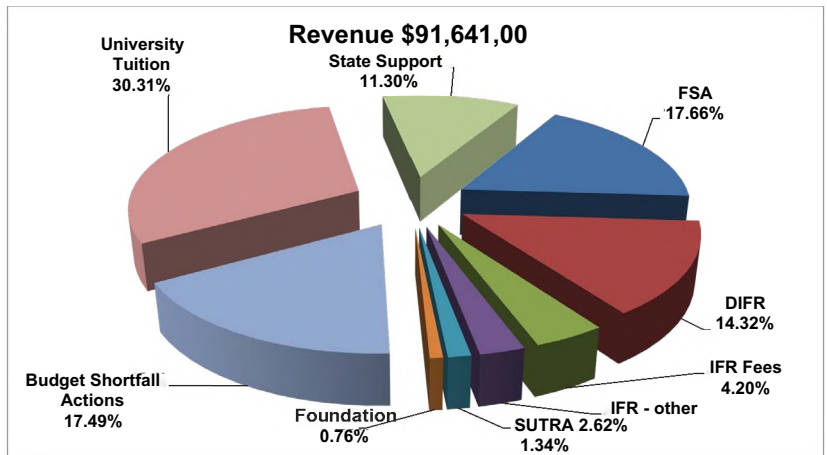
- Provides over \$450,000 in support to the university for space and utility charges.
- Contributes \$30,000 in support to the Fredonia College Foundation for the Faculty Student Association Fredonia Scholarship Award.
- Provides \$668,405 in restricted program funds and \$142,000 in unrestricted funds.
- Incorporates residential meal plan prices increasing by \$150 per semester while each of the meal plans will also have an additional \$50 in points available.

2020-2021 Income Fund  
 Reimbursable (IFR) (\$6.25 million)

**Budget Section E**

- Includes a total annual decrease in student fees of \$175.00.
- Provides funding for 10.61 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will decrease to 62.39 percent from 63.86 percent.

**FREDONIA**  
**2020-2021 CONSOLIDATED OPERATING BUDGET**  
**Sources and Uses of Funds**





2020-2021 Fredonia College Foundation (\$696,200)

**Budget Section G**

- Provides \$177,600 for grants, awards, and scholarships.
- Interest income is expected to decrease.
- Spending rate will remain at 4.5 percent.

2020-2021 State University Tuition Reimbursable Account (SUTRA) (\$1.23 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**  
**2020-2021 Consolidated Operating Budget**  
**Budget Summary**

	2020-201 Proposed Allocation	2019-2020 Allocation	Change	Percent Change
University Operating Budget	\$ 54,154,454	\$ 54,760,825	\$ ( 606,371)	-1.11%
DIFR Budget	13,127,300	18,229,550	( 5,102,250)	-27.99%
FSA Budget	16,188,046	17,236,804	( 1,048,758)	-6.08%
IFR Budget	6,250,000	8,125,000	( 1,875,000)	-23.08%
SUTRA Budget	1,225,000	1,125,000	100,000	8.89%
College Foundation	696,200	672,900	23,300	3.46%
<b>TOTAL</b>	<b>\$ 91,641,000</b>	<b>\$ 100,150,079</b>	<b>\$ (8,509,079)</b>	<b>-8.50%</b>

**FREDONIA**  
**Proposed 2020-2021 Consolidated Operating Budget**  
**Campus Total PSR Funded FTE**

	2020-2021			2019-2020			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	199.00	327.63	526.63	196.00	336.77	532.77	3.00	(9.14)	(6.14)
DIFR Budget	0.00	69.21	69.21	0.00	73.76	73.76	0.00	(4.55)	(4.55)
FSA Budget	0.00	157.00	157.00	0.00	159.00	159.00	0.00	(2.00)	(2.00)
IFR Budget	0.00	10.61	10.61	0.00	16.11	16.11	0.00	(5.50)	(5.50)
SUTRA Budget	0.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00	0.00
College Foundation	0.00	4.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>199.00</b>	<b>571.45</b>	<b>770.45</b>	<b>196.00</b>	<b>592.64</b>	<b>788.64</b>	<b>3.00</b>	<b>(21.19)</b>	<b>(18.19)</b>

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 71 full-time employees. Instructional FTE's do not include full or part time contingent faculty.



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

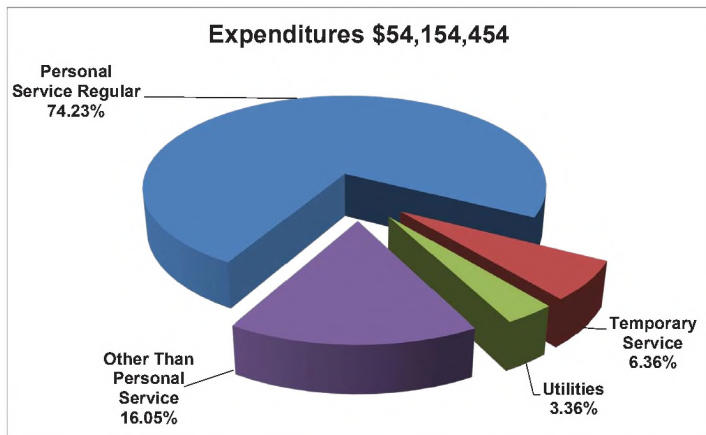
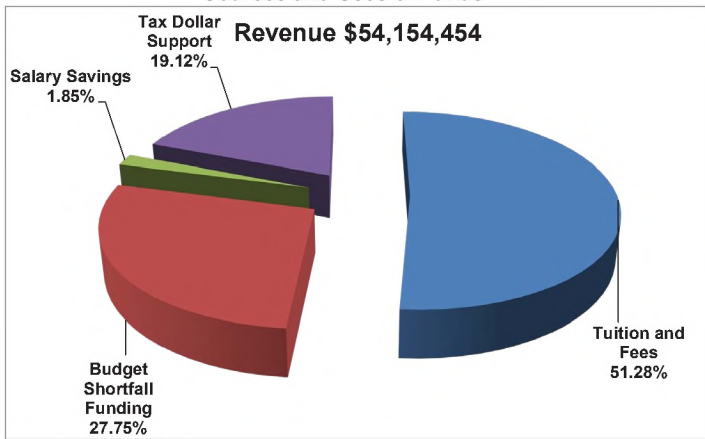
# OPERATING BUDGET





FREDONIA

Proposed 2020-2021 Operating Budget Sources and Uses of Funds



FREDONIA  
2020-2021 University  
Operating Budget

Overview

The proposed 2020-2021 University Operating budget totals \$54,154,454, a decrease of \$606,371 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 \$601,353, in net unfunded bargaining unit salary increases, \$29,281 for net additional scholarship commitments, three faculty and two university police security specialist position

hires totaling \$254,212 with a corresponding decrease of \$50,000 in police overtime. Other changes include promotional rank, salary, and balance of contract increases of \$203,497, reversal of \$391,242 in prior year balance of contract payments, and increases of \$28,900 in Other Than Personal Services (OTPS) expenditures. Realignment of positions from other funds resulted in \$868,842 of increases to the University Operating budget. The adjunct budget was decreased by \$40,500 due to tenure hires. The university incorporated \$1,884,809 of expenditure reductions as part of a multi-year reduction plan to reduce the university’s structural deficit as well as implementing \$225,905 in summer reductions.

The budget includes a decrease in tuition revenue of \$5,397,612 and an anticipated decrease of \$2,832,800 in New York State support. A complete description of New York State support and college revenues used in developing the proposed 2020-2021 budget is presented in the chart, “2020-2021 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2020-2021 University Operating Budget includes \$10,353,100 in New York State support and \$41,038,669 in College Revenue and anticipated salary savings. This leaves a budget shortfall gap of \$2,762,685 that is anticipated to be closed by additional federal stimulus money. A chart showing the details of the campus support for funding the shortfall is also included on page B4 of this section.

Highlights

Despite the Coronavirus pandemic, 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. Under the direction of Interim President, Dennis Hefner, and divisional leadership, Fredonia quickly adjusted to federal and state mandates as a result of the pandemic. Faculty and staff made herculean efforts during a volatile year to deliver new modalities



of teaching and services across campus.

After a rigorous search, the campus appointed and welcomed Stephen H. Kolison Jr., Ph.D. as the 14<sup>th</sup> President of the State University of New York at Fredonia to replace Interim President Dennis L. Hefner. Further strategies and priorities outlined for the coming year are addressed in the President’s Message section of this publication.

**Planning Assumptions**

The Planning Assumptions used in developing the 2020-2021 University

Operating budget include the following:

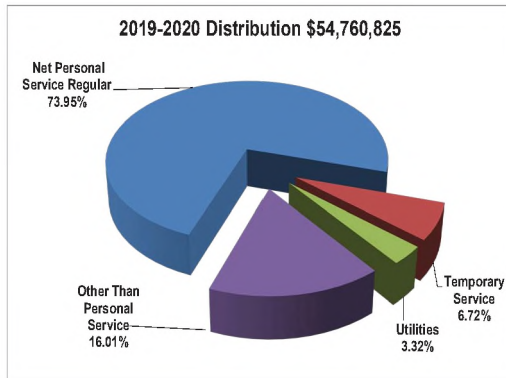
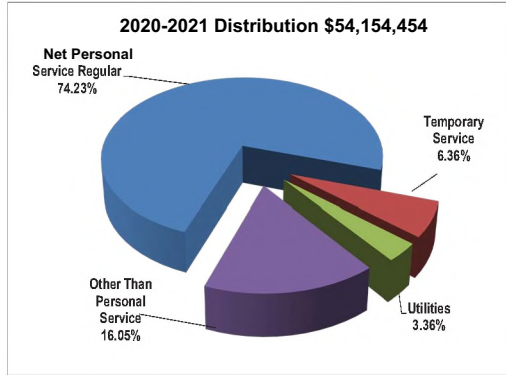
- Revenue projections based on a 4,000 headcount, decreased from the 2019-20 headcount of 4,700.
- Includes all mandatory contractual salary increases related to collective bargaining contracts with no corresponding increases in state funding to support these increases.
- Includes an estimated 25 percent reduction in state funding.

A summary of the 2020-2021 University Operating budget follows:

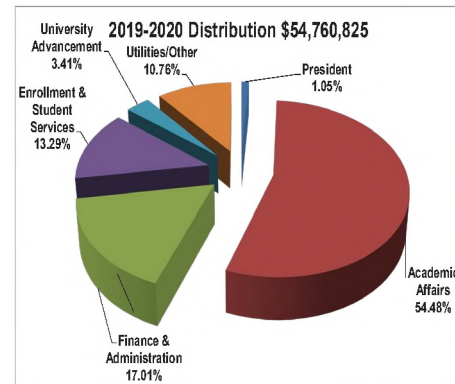
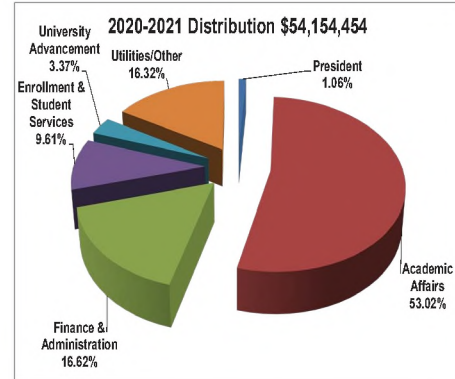
<b>FREDONIA</b>			
<b>Proposed 2020-2021 Operating Budget</b>			
<b>Campus Total Distribution by Expenditure Type</b>			
	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
<b>Personal Service Regular</b>	<b>\$ 4 0,197,939</b>	<b>\$ 40,492,527</b>	<b>\$ (294,588)</b>
<b>Temporary Service</b>	<b>3 ,445,040</b>	<b>3,680,204</b>	<b>(235,164)</b>
<b>Utilities</b>	<b>1 ,820,285</b>	<b>1,820,285</b>	<b>-</b>
<b>Other Than Personal Service</b>	<b>8 ,691,190</b>	<b>8,767,809</b>	<b>(76,619)</b>
<b>TOTAL</b>	<b>\$ 5 4,154,454</b>	<b>\$ 54,760,825</b>	<b>\$ (606,371)</b>



**FREDONIA**  
**Proposed 2020-2021 Operating Budget**  
 Dollar Distribution by Expenditure Type



**FREDONIA**  
**Proposed 2020-2021 Operating Budget**  
 Dollar Distribution by Area



**FREDONIA**  
**Proposed 2020-2021 Operating Budget**  
 Campus Total Distribution by Area

	2020-2021 Proposed Allocation	2019-2020 Allocation	Change	Percent of Total
President	\$ 572,940	\$ 577,140	\$ (4,200)	1.06%
Academic Affairs	28,711,469	29,833,875	(1,122,406)	53.02%
Finance & Administration	9,000,165	9,314,135	(313,970)	16.62%
Enrollment & Student Services	5,206,130	7,279,502	(2,073,372)	9.61%
University Advancement	1,825,615	1,866,195	(40,580)	3.37%
Utilities/Other	8,838,135	5,889,978	2,948,157	16.32%
<b>TOTAL</b>	<b>\$ 54,154,454</b>	<b>\$ 54,760,825</b>	<b>\$ (606,371)</b>	<b>100.00%</b>



<b>FREDONIA</b>	
<b>University Operating Budget 2020-2021 Budget Projection</b>	
<b>2019-2020 Budget Book Allocation</b>	<b>\$54,760,825</b>
<b><u>I. Adjustments to 2019-2020 Budget Year</u></b>	
IFR Position Buyouts	440,700
University Police Funding Adjustment	137,060
Contractual Increase Adjustment	12,794
Summer Cuts & CSEA Reorganization	(225,905)
<b>Total 2019-2020 Adjustments</b>	<b>\$364,649</b>
<b><u>I. Projected 2020-2021 Inflationary &amp; State Mandated Increases</u></b>	
Net Negotiated Salary Increases & Retro Salary Adjustments	588,559
Tuition Credit Scholarship & Adjustments	89,722
SUNY Wide Agreements & Assessments	16,700
<b>Total 2020-2021 Inflationary Increases</b>	<b>\$694,981</b>
<b><u>II. Permanent Budget Changes</u></b>	
Add Back One Time Scholarship Expense Funded by DIFR Previous Year	1,039,559
Reallocation of Position Percentages from Other Funds / FTE Adjustments	291,082
New Positions (3 Tenure, 2 University Police Security Specialists)	254,212
Promotional Rank & Salary Increases / Balance of Contract Payments	203,497
Institutional OTPS Increases	12,200
Adjunct Budget Reduction for New Tenure Hires	(40,500)
Police Overtime Reduction for Police Specialist Hires	(50,000)
Scholarship Adjustments	(100,000)
Reverse Previous Years Balance of Contract Payments	(391,242)
Permanent Scholarship Expense Funded by DIFR	(1,000,000)
Net Divisional Expenditure Reductions	(1,884,809)
<b>Total 2020-2021 Permanent Budget Changes</b>	<b>(\$1,666,001)</b>
<b>Total Changes in 2020-2021 Budget Need</b>	<b>(\$606,371)</b>
<b>Projected 2020-2021 Base Budget Operating Need</b>	<b>\$54,154,454</b>
<b>2019-2020 New York State Support</b>	<b>\$13,185,900</b>
<b><u>2020-2021 Funding Increases/Decreases</u></b>	
25% Reduction in Direct State Support- Anticipated	(2,832,800)
<b>Total 2020-2021 New York State Support</b>	<b>\$10,353,100</b>
<b>2019-2020 College Tuition Revenue (4,700 HC) (Last Years Budget Book)</b>	<b>\$33,173,682</b>
<b><u>2020-2021 Funding Increases/Decreases</u></b>	
Decrease in Enrollment Revenue Adjustment (4,000 HC)	(5,397,612)
<b>Total 2020-2021 Adjustments in College Revenue</b>	<b>(\$5,397,612)</b>
<b>Total 2020-2021 College Tuition Revenue</b>	<b>\$27,776,070</b>
<b>Total Revenue from New York State Support &amp; College Tuition</b>	<b>\$38,129,170</b>
<b>Projected Budget Shortfall</b>	<b>(\$16,025,284)</b>
<b><u>Campus Support for Projected Budget Shortfall</u></b>	
Anticipated Salary Savings	1,000,000
Institutional Recurring Sources	3,453,750
One Time Cash	3,306,598
Federal Stimulus	2,700,000
Rollover from Prior Year	1,894,198
Voice Over IP Reserves	908,053
<b>Total Campus Support</b>	<b>\$ 13,262,599</b>
<b>Projected shortfall to be covered by additional federal stimulus money</b>	<b>(\$2,762,685)</b>



**FREDONIA**  
**Proposed 2020-2021 Operating Budget**  
**Campus Total FTE Distribution by Area**

	2020-2021		2019-2020		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
<b>President</b>	0.00	4.00	0.00	4.00	0.00	0.00
<b>Academic Affairs</b>	199.00	94.38	196.00	103.88	3.00	(9.50)
<b>Finance &amp; Administration</b>	0.00	134.23	0.00	141.38	0.00	(7.15)
<b>Enrollment and Student Services</b>	0.00	71.12	0.00	63.61	0.00	7.51
<b>University Advancement</b>	0.00	21.50	0.00	21.50	0.00	0.00
<b>Utilities/Other</b>	0.00	2.40	0.00	2.40	0.00	0.00
<b>TOTAL</b>	<b>199.00</b>	<b>327.63</b>	<b>196.00</b>	<b>336.77</b>	<b>3.00</b>	<b>(9.14)</b>

**Academic Affairs (AA)**

Office Assist 2 Comm. Disorders & Sci Transfer from IFR	1.00
Library Clerk 2	(1.00)
Administrative Assistant 1 - Economics	(1.00)
Senior Assistant Library- Digital Services	(1.00)
Distinguished Professor	(1.00)
Assistant Professor 10 Months	(1.00)
Associate Professor 10 Months	(1.00)
Professor 10 Months	(1.00)
Assistant Professor 10 Months	(1.00)
Administrative Assistant 2	(1.00)
Associate Provost	(1.00)
Staff Associate	(1.00)
Staff Assistant	(0.50)
Adjust Temp Service to PSR Accompanist in Music	1.00
Geology/Environmental Sciences, Asst. Professor	1.00
Computer and Information Sciences, Asst. Professor	1.00
Biology - Immunologist, Asst. Professor	1.00
<b>Total Academic Affairs FTE Changes</b>	<b>(6.50)</b>

**Finance & Administration (F&A)**

Structural Trades Realignment with DIFR	0.35
Electrical Trades Cost Realignment with DIFR	0.80
Plumbing Trades Cost Center Realignment with DIFR	0.20
Add Back Voluntary Reduction ITS	0.20
Administrative Assistant 1 Student Accounts	(1.00)
Office Assistant 2 Student Accounts	(1.00)
Service & Repair Mechanic (HVAC-R)	(0.70)
Human Resource Staff Position	(1.00)
Supervising Custodial Adjustment	0.05
Custodial Cleaner	(1.00)
Administrative Assistant 1 Facilities Planning	(0.90)
Information Technology Program Analyst	(1.00)
Facility Operations Assistant 1	(0.70)
Administrative Assistant 2	(1.00)
Office Assistant 1 (Keyboarding) M&O to Fac. Planning	0.20
SUNY Campus Worker	(0.65)
<b>Total Finance &amp; Administration FTE Changes</b>	<b>(7.15)</b>

**Enrollment and Student Services (ESS)**

Increase Program Aide from .84 to 1.00	0.16
Police Dispatchers ( 2 @ 88% State)	1.76
Health Center Administration Staff Transfer from IFR	5.00
Sports Info Director Transfer from IFR	0.50
Volunteer Services Senior Staff Assistant	(1.00)
University Police Officer 1	(0.88)
Increase Distribution of Police Staff to State	1.97
<b>Total Enrollment &amp; Student Services FTE Changes</b>	<b>7.51</b>

**Grand Total FTE changes** **(6.14)**





## President's Office

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### Overview

Stephen H. Kolison Jr., Ph.D. was named the 14th President of the State University of New York at Fredonia on June 29, 2020, by the State University of New York Board of Trustees. He began his role as president on Aug. 17, 2020.

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. President Kolison convenes the 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. In this COVID-19 era, the President has convened the Cabinet, on the average, three times a week to deal with a wide range of matters. 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 Assistant to the President, Denise Szalkowski; Secretary 2, Dawn Hunt, and Interim Director



of Diversity, Equity and Inclusion, Dr. 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.

The President's Office supports campus initiatives and assists in fulfilling the campus mission to educate, challenge, and inspire students to become skilled, connected, creative, and responsible global citizens and professionals. Committed to graduating well-rounded students, the office helps promote excellence in scholarly and service work consistent with academic and professional strengths. The office ensures that the campus community works together to promote and nurture diversity and inclusion, and advance scholarship, artistic expression, community engagement, and entrepreneurship in ways that positively impact a constantly changing world



### Highlights

- Conducted a rigorous search and appointed Stephen H. Kolison Jr., Ph.D. as the 14th President of the State University of New York at Fredonia to replace Interim President Dennis L. Hefner.
- Three outstanding Fredonia employees were named by Interim President Dennis L. Hefner to receive the 2020 President's Awards for Excellence. Recipients were:
  - ◊Erin Mroczka, Director of New Student and Transition Programs
  - ◊Dr. Katherine Levy, a Professor of Music Education
  - ◊Dr. Ann Siegle Drege, an Associate Professor and English Adolescence program coordinator in the Department of English.
- Cabinet and members of the campus community made herculean efforts during a volatile year to reduce costs and find efficiencies to help stabilize the State Operating budget in the midst of the coronavirus pandemic.

### Planning Assumptions

Planning assumptions used in the development of the President's Office budget for 2020-2021:

- Includes \$35,000 in permanent budget reductions as part of the university's commitment to reduce the State Operating structural deficit.
- Begin the search process to hire a full-time Chief Diversity Officer.
- Includes funding to support Convocation-related events

### Operating Budget

The 2020-2021 Operating Budget for the President's Office is \$572,940.





FREDONIA							
2020-2021 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	429,100	8,500	48,100	485,700
	860701-05	CONVOCAATION				10,100	10,100
<b>PRESIDENT Total</b>			<b>3.00</b>	<b>429,100</b>	<b>8,500</b>	<b>58,200</b>	<b>495,800</b>
DIVERSITY	860778-01	DIVERSITY,EQUITY,INCLUSION	1.00	72,100	0	5,040	77,140
<b>DIVERSITY Total</b>			<b>1.00</b>	<b>72,100</b>	<b>0</b>	<b>5,040</b>	<b>77,140</b>
<b>PRESIDENT'S OFFICE Total</b>			<b>4.00</b>	<b>501,200</b>	<b>8,500</b>	<b>63,240</b>	<b>572,940</b>

FREDONIA		
Proposed 2020-2021 Operating Budget		
SUMMARY		
President & Reports		
2019-2020 Original Base Budget		\$ 577,140
2020-2021 Budget Adjustments		
Contractual and Other Salary Increases	30,800	
Net Divisional Expenditure Reductions	(35,000)	
Sub-Total 2020-2021 Budget Adjustments		<u>(4,200)</u>
<b>2020-2021 Budget Base</b>		<b><u><u>\$ 572,940</u></u></b>



Interim Provost and Vice President for Academic Affairs Kevin Kearns.

Division of Academic Affairs

Overview

The Division of Academic Affairs comprises over 53 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 the School of Music. In addition, the division includes the following academic support units: the Registrar’s Office, Reed Library, the Learning Center, Academic Advising, General Education, the Office of International Education, Graduate Studies, the Professional Development Center, the Office of Student Creative Activity, Research and Sponsored Programs, Extended and Online Learning, and the Honors Program. The Fredonia Technology Incubator also reports to the Provost’s Office.

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 Fredonia’s multi-year strategic plan. At its annual winter retreat, the council monitors mid-year progress on annual goals. The Provost’s Council set the following goals for the 2020-2021 academic year:

- Work with Information Technology Services, Finance and Administration, Enrollment and Student Services (ESS) and others to develop a plan for building a robust parent portal
- Initiate and evaluate a pilot program for “meta -majors” for undeclared students
- Enhance the academic program review process and develop common metrics for assessing academic program success
- Continue to develop and obtain approvals for new academic programs; apply to SUNY Online
- Collaborate with the Strategic Enrollment Management (SEM) Retention Council and Recruitment Council, ESS, and others to support a robust student recruitment

and retention program; hire a Retention and Academic Success Coach

- Review and enhance budgetary efficiencies, explore new revenue opportunities, partner with SUNY Research Foundation to improve efficiency of sponsored programs operations and bolster extramural funding
- Support and contribute to a positive campus climate that nurtures a diverse body of students, faculty, and staff; participate in SUNY Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth (PRODiG), and the SUNY Diversity fellowship programs to recruit and support Under- Represented Minority (URM) faculty and students

Highlights

- Academic Affairs led a dramatic and successful transition from face-to-face instruction to offering a variety of teaching modalities that sustained the teaching mission during the pandemic. Faculty, students, and staff worked together to offer remote and hybrid instruction at an unprecedented level.
- Necessary policy decisions, including a temporary suspension of Pass/Fail policies, were implemented to support and retain students during the pandemic.
- The Online Learning Office formed a Digital Instruction Support (DIS) team to support faculty and students transitioning to virtual learning modalities. Seven faculty members volunteered to join the team. The DIS team developed a “Choose Your Pathway: Faculty Support for Remote Teaching” website. In addition, numerous workshops provided support for using OnCourse Tools and Course Modality training. Team members were also available to support individual faculty and student needs.
- In addition to offering a significant amount of remote and hybrid classes, course scheduling adjustments were also adopted to enhance student and faculty safety for face-to-face instruction. For example, 20-minute breaks between classes decreased density of hallway traffic between classes



and classroom density was also significantly reduced. The academic calendar was modified to limit travel and maximize safety for students, faculty and staff.

- The Division of Academic Affairs and the Institutional Effectiveness Committee created a Fredonia Foundations Assessment Plan that was implemented in support of the successful Middle States Commission for Higher Education accreditation site visit.
- The division increased budgetary efficiencies in response to budget reductions while maintaining academic excellence.
- New program approvals have proceeded at an unprecedented pace. New online academic programs approved for Fredonia include the Advanced Certificate (AC) in Educational Leadership, AC in Cybersecurity, and the AC in Child Advocacy Studies. A new online M.A. in Strategic Communication has also been approved by SUNY.
- The recently-approved fully online, 30 credit Educational Leadership AC program leading to certification in School Building Leadership and School District Leadership is being considered for inclusion in the SUNY Online Degrees at Scale initiative. It is the first Fredonia program to be considered for the system wide initiative which is intended to bolster enrollment and serve the needs of the State of New York and surrounding states.
- The Professional Development Center's Open Educational Resource (OER) initiative, aimed at creating courses that use low- or no-cost textbooks, has saved Fredonia students hundreds of thousands of dollars in book costs.
- Security measures have been added to protect the Fredonia Archives in Reed Library. The staff has continued a systematic deaccessions program to remove obsolete and irrelevant materials from the library's collection.
- A private donation to the Fredonia College Foundation was procured to support student retention initiatives, including the establishment of a Retention and Academic Success Coach position.



- SUNY Fredonia's amended StartUp NY Campus Plan was approved by N.Y.S. Empire State Development (ESD). A new company, Luscombe Aircraft Corporation, was approved by ESD for StartUp NY designation with SUNY Fredonia as the sponsor. The company, which will remodel classic planes, is located at the Jamestown regional airport.
- Under the direction of Academic Affairs, Fredonia has entered into a pilot agreement with the SUNY Research Foundation (RF) to assume many pre- and post-award functions from campus. The RF will help process extramural proposals, assist faculty and staff with proposal budgets, assume human resource management, and monitor compliance, reporting, and other important post-award functions.

#### Planning Assumptions

- The Division of Academic Affairs will continue to implement operational efficiencies and adjust its budget to meet the campus needs in 2020-2021.
- The division will continue to improve administrative efficiency, review



commitments to software and other outside vendors, and reduce costs without sacrificing necessary functionality.

- Academic Affairs will continue to support faculty and students scholarly and educational needs and maintain the highest level of academic excellence
- The division will conduct searches and fill critical vacancies in academic leadership positions.
- The Fredonia Technology Incubator (FTI) will develop new programming and educational opportunities for underserved members of the Hispanic community, veterans, women-owned businesses, students and young

professionals, while increasing outreach and integration with academic programs.

Operating Budget

The 2020-21 Academic Affairs budget totals \$28,711,469. The division, through a consultative process, made a \$1.4 million reduction in its operating budget by June 30, 2020. The reductions 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.

<b>FREDONIA</b>	
<b>Proposed 2020-2021 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Academic Affairs</b>	
2019-2020 Original Base Budget	\$ 2 9,833,875
2020-2021 Budget Adjustments	
Contractual and Other Salary Adjustments	289,757
Fill Three Tenure Track Positions	181,000
IFR Buyout Plan	72,312
Elsevier Contract Savings	(26,300)
Net Adjustment to Adjunct Budget for Tenure Fills/Cu	(40,500)
CSEA Summer Reorganization	(100,405)
Balance of Contract /Remaining Payments Reversals	(195,339)
Net Divisional Expenditure Reductions	(1,302,931)
Sub-Total 2020-2021 Budget Adjustments	<u>(1,122,406)</u>
<b>2020-2021 Budget Base</b>	<b><u>\$ 2 8,711,469</u></b>



FREDONIA

ACADEMIC AFFAIRS 2020-2021 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
ACADEMIC AFFAIRS-PROVOST & VP	860001-01	RECRUITMENT				52,855	52,855
	860004	HONORARIUMS				5,820	5,820
	860010-01	PHOTOCOPIES & MAINTENANCE				24,000	24,000
	860702-02	DSI AWARD-AA	0.00	233,800			233,800
	860710-01	PROVOST & V.P. ACADEMIC AFFAIRS	2.00	255,700	5,500	30,510	291,710
	860710-02	ACAD. AFF. ADMINISTRATIVE EQUIP.				19,395	19,395
	860710-07	ACADEMIC SUPPORT	0.00	17,000	11,500	3,395	31,895
	860710-08	FACULTY START-UP				43,640	43,640
	<b>ACADEMIC AFFAIRS-PROVOST Total</b>			<b>2.00</b>	<b>506,500</b>	<b>17,000</b>	<b>179,615</b>
CURR, ASMT & ACAD SUPT-AP	420002-01	GENERAL EDUCATION				5,000	8,995
	860145-01	ASSOC PROVOST CURR/ACAD SUPPORT	1.00	123,900	32,000	12,025	167,925
<b>CURR, ASMT &amp; ACAD SUPT-AP Total</b>			<b>1.00</b>	<b>123,900</b>	<b>37,000</b>	<b>16,920</b>	<b>177,820</b>
ACADEMIC ADVISING	860017	ACADEMIC ADVISING	4.00	208,900	6,000	8,405	223,305
	860045-01	LIBERAL ARTS			5,000	4,055	9,055
<b>ACADEMIC ADVISING Total</b>			<b>4.00</b>	<b>208,900</b>	<b>11,000</b>	<b>12,460</b>	<b>232,360</b>
COLLEGE TUTORING SVCS	500109-01	LEARNING CENTER	4.00	217,200	59,200	3,880	280,280
<b>COLLEGE TUTORING SVCS Total</b>			<b>4.00</b>	<b>217,200</b>	<b>59,200</b>	<b>3,880</b>	<b>280,280</b>
FULL OPPORTUNITY	500109-02	FULL OPPORTUNITY PROGRAM			6,000	970	6,970
<b>FULL OPPORTUNITY Total</b>					<b>6,000</b>	<b>970</b>	<b>6,970</b>
HONORS PROGRAM	861581-02	HONORS PROGRAM SUPPORT	0.00	5,000	3,000	8,245	16,245
<b>HONORS PROGRAM Total</b>			<b>0.00</b>	<b>5,000</b>	<b>3,000</b>	<b>8,245</b>	<b>16,245</b>
REGISTRAR	860555	REGISTRAR	7.00	414,600		29,070	443,670
<b>REGISTRAR Total</b>			<b>7.00</b>	<b>414,600</b>		<b>29,070</b>	<b>443,670</b>
INTERNATIONAL EDUCATION	860044-01	INTERNATIONAL EDUCATION	3.00	179,700		4,850	184,550
<b>INTERNATIONAL EDUCATION Total</b>			<b>3.00</b>	<b>179,700</b>		<b>4,850</b>	<b>184,550</b>
ESL/PATHWAY PROGRAM	630037-01	ESL/PATHWAYS PROGRAM	1.50	73,600			73,600
<b>ESL/PATHWAY PROGRAM Total</b>			<b>1.50</b>	<b>73,600</b>			<b>73,600</b>
GRAD STD,O&E LRN,L&FAC DEV-AP	550152-01	ASSOCIATE PROVOST	1.00	127,900		1,090	128,990
<b>GRAD STD,O&amp;E LRN,L&amp;FAC DEV-AP Total</b>			<b>1.00</b>	<b>127,900</b>		<b>1,090</b>	<b>128,990</b>
GRADUATE STUDIES	550152-10	OFFICE INITIATIVES				14,425	14,425
	550152-20	MAINTENANCE/SUBSCRIPTIONS				3,005	3,005
	550152-40	TELEPHONE/MAIL				970	970
	550152-50	RECRUITMENT				4,850	4,850
	840010-01	GRADUATE ASSISTANTS	2.00	118,900	157,500	172,720	449,120
<b>GRADUATE STUDIES Total</b>			<b>2.00</b>	<b>118,900</b>	<b>157,500</b>	<b>195,970</b>	<b>472,370</b>
EXTENDED LEARNING	860352-40	TELEPHONE & MAILINGS				485	485
	860352-50	TRAVEL				1,940	1,940
<b>EXTENDED LEARNING Total</b>						<b>2,425</b>	<b>2,425</b>
ONLINE LEARNING	860145-02	ONLINE LEARNING	1.00	73,700	5,000	5,335	84,035
<b>ONLINE LEARNING Total</b>			<b>1.00</b>	<b>73,700</b>	<b>5,000</b>	<b>5,335</b>	<b>84,035</b>
PROFESSIONAL DVLPMNT CNTR	860710-10	FREDONIA PLAN	1.00	84,600	3,000	9,690	97,290
<b>PROFESSIONAL DVLPMNT CNTR Total</b>			<b>1.00</b>	<b>84,600</b>	<b>3,000</b>	<b>9,690</b>	<b>97,290</b>
MARION ART GALLERY	520115-01	GALLERY-RECHARGES & EXPENSES	1.00	63,400	16,600	2,180	82,180
<b>MARION ART GALLERY Total</b>			<b>1.00</b>	<b>63,400</b>	<b>16,600</b>	<b>2,180</b>	<b>82,180</b>
REED LIBRARY	850480-18	ELSEVIER CONTRACT RECHARGE				36,300	36,300
	860405-01	PERSONAL SERVICE T/S NON-INSTRUC	11.00	692,700	22,600		715,300
	860405-02	PERSONAL SERVICE STUDENTS			93,000	3,975	96,975
	860405-13	P-JOURNALS				6,785	6,785
	860405-14	PRINT BOOKS				19,395	19,395
	860405-15	GENERAL REFERENCE MATERIALS				9,700	9,700
	860405-17	MUSIC RESOURCES				7,760	7,760
	860405-18	STANDING ORDERS				1,940	1,940
	860405-19	DATABASES				288,605	288,605
	860405-20	BINDERY				4,850	4,850
	860405-30	CONTRACTUAL SERVICES				73,685	73,685
	860405-40	MAINTENANCE SERVICE CONTRACTS				7,760	7,760
	860405-50	SUPPLIES				9,695	9,695
	860405-70	TRAVEL				9,890	9,890
	860405-80	COMPUTER SOFTWARE/HARDWARE				6,790	6,790
<b>REED LIBRARY Total</b>			<b>11.00</b>	<b>692,700</b>	<b>115,600</b>	<b>487,130</b>	<b>1,295,430</b>
ROCKEFELLER ARTS	520116-01	ARTS CENTER-OPERATIONS	6.00	404,400	12,000	21,705	438,105
<b>ROCKEFELLER ARTS Total</b>			<b>6.00</b>	<b>404,400</b>	<b>12,000</b>	<b>21,705</b>	<b>438,105</b>
TICKET OFFICE	860315-01	BOX OFFICE STATE BUYOUT				32,300	32,300
<b>TICKET OFFICE Total</b>						<b>32,300</b>	<b>32,300</b>
LIBERAL ARTS & SCIENCES-DEAN	420001-01	DEAN, NATURAL & SOCIAL SCIENCES	3.00	263,700		83,275	346,975
	420001-05	INITIATIVES IN THE SCIENCES				7,760	7,760
	520003-01	INTERDISCIPLINARY STU - GENERAL	0.00	6,500		3,975	10,475
	520003-09	WOMEN'S & GENDER STUDIES				3,520	3,520
	520003-14	INST. FOR EUROPEAN UNION STUDIES				75	75
	620001-01	DEAN, VISUAL & PERFORMING ARTS	0.00	4,500		9,928	14,428
	860002-02	TRAVEL-CLAS				30,065	30,065
	860201-05	RESEARCH ACTIVITIES-V&PA DEAN				9,215	9,215
<b>LIBERAL ARTS &amp; SCIENCES-DEAN Total</b>			<b>3.00</b>	<b>274,700</b>		<b>147,813</b>	<b>422,513</b>
BIOLOGY	630013-01	BIOLOGY	13.00	891,000		32,390	923,390
<b>BIOLOGY Total</b>			<b>13.00</b>	<b>891,000</b>		<b>32,390</b>	<b>923,390</b>
CHEMISTRY & BIOCHEMISTRY	630018-01	CHEMISTRY & BIOCHEMISTRY	8.00	573,800		19,435	593,235
	630018-02	NUCLEAR REGULATORY EXPENSES				1,455	1,455
<b>CHEMISTRY &amp; BIOCHEMISTRY Total</b>			<b>8.00</b>	<b>573,800</b>		<b>20,890</b>	<b>594,690</b>



# 2020-2021 Fredonia Operating Budget

## FREDONIA

### ACADEMIC AFFAIRS 2020-2021 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
COMMUNICATION	630090-01	COMMUNICATIONS	10.00	652,900		8,850	661,750
	630090-03	RADIO STATION			5,000		5,000
<b>COMMUNICATION Total</b>			<b>10.00</b>	<b>652,900</b>	<b>5,000</b>	<b>8,850</b>	<b>666,750</b>
COMM DISORDERS & SCI	500095-01	COMMUNICATION DISORDERS & SCIENCES	10.00	717,100	0	7,195	724,295
	500140	HENRY YOUNGERMAN CENTER	1.00	83,900	0	390	84,290
	860335-01	COMMUNICATION DISORDERS STATE BU	1.00	42,200	0		42,200
<b>COMM DISORDERS &amp; SCI Total</b>			<b>12.00</b>	<b>843,200</b>	<b>0</b>	<b>7,585</b>	<b>850,785</b>
COMPUTER & INFO SCI	420019-01	COMPUTER & INFORMATION SCIENCES	4.00	357,750	14,500	4,860	377,110
<b>COMPUTER &amp; INFO SCI Total</b>			<b>4.00</b>	<b>357,750</b>	<b>14,500</b>	<b>4,860</b>	<b>377,110</b>
ENGLISH	630031-01	ENGLISH DEPARTMENT	18.00	1,375,000		11,600	1,386,600
<b>ENGLISH Total</b>			<b>18.00</b>	<b>1,375,000</b>		<b>11,600</b>	<b>1,386,600</b>
GEOLOGY & ENVIRONMENTAL SCI	630041-01	GEOLOGY & ENVIRONMENTAL SCIENCES	4.75	280,600		10,395	290,995
<b>GEOLOGY &amp; ENVIRONMENTAL SCI Total</b>			<b>4.75</b>	<b>280,600</b>		<b>10,395</b>	<b>290,995</b>
HISTORY	630046-01	HISTORY	10.50	826,000		8,340	834,340
<b>HISTORY Total</b>			<b>10.50</b>	<b>826,000</b>		<b>8,340</b>	<b>834,340</b>
MATHEMATICAL SCIENCES	630063-01	MATHEMATICS	10.00	824,500		8,480	832,980
<b>MATHEMATICAL SCIENCES Total</b>			<b>10.00</b>	<b>824,500</b>		<b>8,480</b>	<b>832,980</b>
PHILOSOPHY	630073-01	PHILOSOPHY	2.00	188,700		3,370	192,070
<b>PHILOSOPHY Total</b>			<b>2.00</b>	<b>188,700</b>		<b>3,370</b>	<b>192,070</b>
PHYSICS	630076-01	PHYSICS	4.25	300,600		5,855	306,455
<b>PHYSICS Total</b>			<b>4.25</b>	<b>300,600</b>		<b>5,855</b>	<b>306,455</b>
POLITICS & INTL AFFAIRS	630077-01	POLITICS & INTERNATIONAL AFFAIRS	4.70	384,100		4,725	388,825
<b>POLITICS &amp; INTL AFFAIRS Total</b>			<b>4.70</b>	<b>384,100</b>		<b>4,725</b>	<b>388,825</b>
PSYCHOLOGY	630078-01	PSYCHOLOGY	10.00	818,600		15,305	833,905
<b>PSYCHOLOGY Total</b>			<b>10.00</b>	<b>818,600</b>		<b>15,305</b>	<b>833,905</b>
SOCIOCULTURAL & JUSTICE SCI	630088-01	SOCIOCULTURAL & JUSTICE SCIENCES	3.67	282,450		5,745	288,195
	630088-02	CRIMINAL JUSTICE	3.46	201,400		1,940	203,340
	630089-01	SOCIAL WORK	3.17	239,550		1,940	241,490
<b>SOCIOCULTURAL &amp; JUSTICE SCI Total</b>			<b>10.30</b>	<b>723,400</b>		<b>9,625</b>	<b>733,025</b>
WORLD LANGUAGES & CULTURES	630036-01	WORLD LANGUAGES & CULTURES	3.88	244,100		2,850	246,950
<b>WORLD LANGUAGES &amp; CULTURES Total</b>			<b>3.88</b>	<b>244,100</b>		<b>2,850</b>	<b>246,950</b>
THEATRE & DANCE	520090	THEATRE ARTS	14.50	898,350	300	12,490	911,140
<b>THEATRE &amp; DANCE Total</b>			<b>14.50</b>	<b>898,350</b>	<b>300</b>	<b>12,490</b>	<b>911,140</b>
VISUAL ARTS & NEW MEDIA	630009-01	VISUAL ARTS & NEW MEDIA	12.00	939,300		21,465	960,765
<b>VISUAL ARTS &amp; NEW MEDIA Total</b>			<b>12.00</b>	<b>939,300</b>		<b>21,465</b>	<b>960,765</b>
SCHOOL OF MUSIC	690066-01	MUSIC - RECHARGES AND EXPENSES	46.00	3,314,250	8,000	11,540	3,333,790
	690066-02	MUSIC - SUPPLIES AND OPERATIONS			25,200	3,535	28,735
	690066-04	MUSIC-FACULTY TRAVEL & GEN. OTPS				14,102	14,102
<b>SCHOOL OF MUSIC Total</b>			<b>46.00</b>	<b>3,314,250</b>	<b>33,200</b>	<b>29,177</b>	<b>3,376,627</b>
EDUCATION-DEAN	500028-01	EDUCATION	2.00	222,300		14,325	236,625
	860005-02	CAEP				5,820	5,820
<b>EDUCATION-DEAN Total</b>			<b>2.00</b>	<b>222,300</b>		<b>20,145</b>	<b>242,445</b>
EDUCATION	500028-05	EDUCATION DEPT	16.00	1,252,500		10,860	1,263,360
<b>EDUCATION Total</b>			<b>16.00</b>	<b>1,252,500</b>		<b>10,860</b>	<b>1,263,360</b>
FIELD EXPERIENCES	500070-01	OFF-CAMPUS SUPERVISED TEACHING	3.00	178,200		45,665	223,865
	500070-02	SUPERVISED TEACHING HAMBURG PROG		0		2,520	2,520
<b>FIELD EXPERIENCES Total</b>			<b>3.00</b>	<b>178,200</b>		<b>48,185</b>	<b>226,385</b>
STUDENT SERVICES	500028-10	COE-OFFICE OF STUDENT SERVICES	1.00	53,400			53,400
<b>STUDENT SERVICES Total</b>			<b>1.00</b>	<b>53,400</b>			<b>53,400</b>
INCUBATOR	860301-01	INCUBATOR	1.00	85,800			85,800
<b>INCUBATOR Total</b>			<b>1.00</b>	<b>85,800</b>			<b>85,800</b>
INSTL RSRCH, PLNG & ASMT	860740	INSTITUTIONAL STUDIES	1.00	144,500		2,705	147,205
<b>INSTL RSRCH, PLNG &amp; ASMT Total</b>			<b>1.00</b>	<b>144,500</b>		<b>2,705</b>	<b>147,205</b>
SPONSORED PROGRAMS	860717	SPONSORED PROGRAMS	1.00	75,000		6,400	81,400
<b>SPONSORED PROGRAMS Total</b>			<b>1.00</b>	<b>75,000</b>		<b>6,400</b>	<b>81,400</b>
ADJUNCTS	860024	ADJUNCTS FOR VP ACADEMIC AFFAIRS			31,420		31,420
	860034	SABBATICAL REPL COST - PROVOST			120,000		120,000
	860026-99	ADJUNCTS-DEAN,SCHOOL OF BUSINESS	0.00	143,300	248,680		391,980
	860027-99	ADJUNCTS - DEAN, ARTS & SCIENCES	0.00	1,035,300	1,442,980		2,478,280
	860028-99	ADJUNCTS-DEAN, V & PA	0.00	455,800	599,600		1,055,400
	860025-99	ADJUNCTS-DEAN, EDUCATION	0.00	144,300	155,810		300,110
	860029-01	ADJUNCTS-ESL/PATHWAYS			30,500		30,500
<b>ADJUNCTS Total</b>			<b>0.00</b>	<b>1,778,700</b>	<b>2,628,990</b>	<b>0</b>	<b>4,407,690</b>
SCHOOL OF BUSINESS-DIRECTOR	440001-01	SOB-DIRECTOR	3.00	288,239		16,925	305,164
<b>SCHOOL OF BUSINESS-DIRECTOR Total</b>			<b>3.00</b>	<b>288,239</b>		<b>16,925</b>	<b>305,164</b>
BUSINESS ADMIN PROGRAM	440002-01	ACCOUNTING/FINANCE PROGRAM	6.00	675,100		2,990	678,090
	440004-01	MARKETING/MANAGEMENT PROGRAM	5.00	601,400		4,850	606,250
<b>BUSINESS ADMIN PROGRAM Total</b>			<b>11.00</b>	<b>1,276,500</b>		<b>7,840</b>	<b>1,284,340</b>
ECONOMICS PROGRAM	440003-01	ECONOMICS PROGRAM	4.00	398,700		4,470	403,170
<b>ECONOMICS PROGRAM Total</b>			<b>4.00</b>	<b>398,700</b>		<b>4,470</b>	<b>403,170</b>
MUSIC INDUSTRY PROGRAM	440006-01	MUSIC INDUSTRY PROGRAM	2.00	191,900		4,480	196,380
<b>MUSIC INDUSTRY PROGRAM Total</b>			<b>2.00</b>	<b>191,900</b>		<b>4,480</b>	<b>196,380</b>
SPORT MANAGEMENT PROGRAM	440007-01	SPORT MANAGEMENT PROGRAM	2.00	128,600		4,480	133,080
<b>SPORT MANAGEMENT PROGRAM Total</b>			<b>2.00</b>	<b>128,600</b>		<b>4,480</b>	<b>133,080</b>
<b>ACADEMIC AFFAIRS DIVISION Total</b>			<b>293.38</b>	<b>24,080,189</b>	<b>3,157,190</b>	<b>1,474,090</b>	<b>28,711,469</b>





## College of Liberal Arts and Sciences

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### Overview

The College of Liberal Arts and Sciences (CLAS) comprises 17 departments and offers a variety of undergraduate programs, minors and graduate degrees. In addition to offering specific programs across the arts (e.g., Theatre and Dance), humanities (e.g., History), natural and quantitative sciences (e.g., Biology), social/behavioral sciences (e.g., Criminal Justice), 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. (Although not part of CLAS during 2019 - 2020, the departments of Theatre and Dance and Visual Arts and New Media are included in the analysis below).

The college continues to review and modify its curricula (e.g., Computer Science), generate new curricula (e.g., Environmental Sciences), reconsider course offerings (e.g., course section frequency), investigate means of increasing student success (e.g., peer-mentoring models), and explore ways of better integrating high-impact practices (e.g., student scholarship) into the curriculum.

Overall, enrollments within the college have declined by approximately 10 percent between 2015 and 2019. Despite the overall decline, just under half of the programs offered by the college have exhibited either growth or relative stability. Standouts include an increase of 400 percent in Graphic Design and over 1,200 percent in Animation and Illustration.

For 2019-2020, CLAS accounted for over 65 percent of attempted student credit hours (SCHs) at Fredonia; approximately 38 percent of the total hours were provided by the departments of Communication, English, History, Psychology, Sociocultural and Justice Sciences, and Visual Arts and New Media. (Completion rates for these departments range between 95 percent and 100 percent.)

Across the college, about 64 percent of the SCHs were in service to outside majors.

### Faculty Highlights

- Dr. Emeka Okeke was hired as Assistant Professor of Biology and Coordinator of the Medical Technology Program
- Dr. McLoddy Kadyamusuma received promotion to Associate Professor of Communication Disorders and Sciences
- Dr. David Kinkela received promotion to Professor of History
- Dr. Lisa Denton received promotion to Associate Professor of Psychology
- Michael Igoe, Communication, received promotion to Associate Professor
- Dr. Courtney Wigdahl-Perry, Biology, received promotion to Associate Professor
- Dr. Catherine Creeley, Psychology, received promotion to Associate Professor
- Dr. Xin Fan, History, received a continuing appointment
- Dr. Heather McEntarfer, English, received a continuing appointment
- Dr. Cheryl Drout, Psychology, received a promotion to SUNY Distinguished Service Professor

### Curriculum Highlights

- An Environmental Sciences (B.S.) was approved.
- A multi-award (B.S. to M.A.) English Adolescence Education program was approved.
- A multi-award (B.S. to M.S.) Biology program was approved for Fall 2019.
- A significantly revised Applied Math (B.S.) program was approved.

### Planning Assumptions

Planning assumptions used in the development of the 2020-2021 operating budget for the College of Liberal Arts and Sciences include the following:



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



- The college has been able to restore some critically needed positions. Given the status of the university’s budget, future vacancies will be filled based on critical need, especially in high-enrollment areas with limited tenure-line coverage (e.g., Public Relations and Animation and Illustration).
- 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 examine how to better integrate into teaching loads support for high-impact practices (e.g., supervision of student scholarship).
- The college must invest in the success and retention of its students. The development of student retention initiatives (e.g., peer mentoring) will be a focus.
- The college will continue to contribute the majority of Fredonia Foundations course

sections across most of the categories. Demand will be closely monitored.

- The college will continue to implement and explore new curricula. (additional programming is already working its way through the local approval processes). The college will also continue to revise existing curricula to better serve the needs of students.

## Operating Budget

The 2020-2021 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.



## College of Education

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### Overview

During the 2020-2021 academic year the College of Education (COE) will continue its organizational transition, reverting to one academic department: Education, following the reassignment of the departments of Theater and Dance (TADA), and Visual Arts and New Media (VANM) to the College of Liberal Arts and Sciences (CLAS). In addition to the Education department, the COE has two support offices: the Office of Field Experiences (OFE) and the Office of Student Services (OSS). Dr. Christine Givner retired 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) in May 2020. Dr. Anna Thibodeau became the Interim Dean of the College of Education and Chief Certification Officer for the COE-PEU on July 1, 2020.

The student enrollment in the COE for the 2019-2020 academic year included 350 undergraduate and 74 graduate majors for a total of 424 distinct individuals enrolled within the college. The COE collaborates with content departments in the Colleges of Liberal Arts and Sciences in serving 108 undergraduate Communications Disorders and Sciences majors, 177 undergraduate Adolescence Education majors, 257 undergraduate Music Education majors and 81 CLAS graduate students. The COE-PEU is comprised of 32 active programs leading to initial and/or advanced certifications for teachers and other school professionals. The COE-PEU's educator preparation programs contribute approximately 21 percent of the university's undergraduate students and 65 percent of the graduate student population. The enrollment of the COE-PEU consists of 892 undergraduate and 155 graduate students for a total of 1,047 in the PEU. The educator preparation programs include 15 undergraduate programs, 15 graduate programs and two multi-degree (B.S.Ed./M.S.Ed.) programs that lead to certification.

The COE Office of Student Services documented over 3,800 individual student contacts during Academic Year 2019-2020, not including group advisement or admissions orientations. The COE Office of Field Experiences placed a total of 531 candidates in 23 schools and three childcare facilities for a total of 19,116 hours of early field experience hours, and collaborated with 130 schools in 63 school districts to arrange student teaching placements for program completers. The COEPEU had 112 initial certification program completers and 105 advanced program completers for a total of 217 program completers during the 2019-2020 academic year.

### Highlights

- During 2019-2020 the COE completed the full implementation of the newly revised initial certification programs to reduce time to graduation and to more effectively support the learning of an ethnically, linguistically and ability diverse student population in a time of growing teacher shortages.
- The COE 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 first students will be enrolled in Fall 2020.
- The COE continued its implementation of the Watermark assessment management system to automate the COE-PEU quality assurance system.
- In January 2020, 30 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.
- In March 2020, all of the COE's classes were successfully shifted to remote instruction, and in-person field



Interim Dean of the  
College of Education  
Anna Thibodeau



- Consideration of new SUNY and N.Y.S.E.D. COVID-related policy and procedural changes and requirements
- An increase in the college enrollment targets reflecting more accurate enrollment projections based on the realities of COVID-19’s impact, changes in instructional modalities (increased virtual instruction), and inclusion of summer and J-Term starters, especially among graduate students.

### Operating Budget

The 2020-2021 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates increased numbers of undergraduates from the delayed start of newly approved Accelerated Multi-Award Childhood Inclusive Education (B.S.Ed.)-Literacy B-12 (M.S.Ed.) program. The College of Education initiated an online Educational Leadership graduate program in Summer 2020 with more offerings to practicing educational professionals across the state. The College of Education will also continue to intentionally and strategically grow new undergraduate and graduate programs to address the region’s critical shortage areas in educator preparation.

experiences became virtual experiences.

- The COE’s fully online Educational Leadership Advanced Certificate (AC) program accepted its first students during the 2020 Summer Session.
- Program completers were oriented to the New York State Education Department’s “Safety Net” COVID Emergency Certification procedures and are still being supported by Fredonia’s OSS at the time of this report.

### Planning Assumptions

Planning assumptions used in the development of the 2020-2021 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.

School of Business 2020-2021

Overview

The School of Business currently serves about 700 students with 21 full-time and 25 part-time faculty, and two staff members, offering nine majors (Accounting, Business Administration, Economics, Finance, Management, Marketing, Music Industry, Public Accountancy and Sport Management), six minors (Accounting, Business Administration, Athletic Coaching, Economics, Music Industry and Sport Management), and a rich set of courses in physical and health education, all at the undergraduate level.

Highlights

- The school successfully transitioned from face-to-face to remote instruction with minimal loss of course integrity. The most challenging transitions occurred in lab-based and physical education courses.
- 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.
- The major in Business Administration (general degree) graduated its first students, and a new minor in Music Industry was approved and enrolled several new students.
- The faculty published 39 scholarly works, three creative works, delivered 16 conference presentations, received two grants, and received four honors and awards for their contributions.
- Despite COVID-19, the school sponsored 272 internships.
- The school organized five faculty and guest research symposia, 21 in-person and several virtual speaker-point events.
- Students, student groups and faculty were heavily involved in Fredonia’s Small Business Revolution planning,

promotion and celebration.

- Several Open Educational Resources courses were offered each semester.
- Through the IRS Volunteer Income Tax Assistant Program (VITA), Accounting students helped to prepare 720 individual income tax returns for the community, generating more than a million dollars in refunds.
- Eleven Sport Management students and two faculty participated in Super Bowl 55.
- The Accounting and Finance faculty organized the “Meet the Accounting and Finance Professionals” career fair with many regional companies in attendance.
- With a generous donation by the Business Club, the school’s conference room will get a much-needed facelift.
- The School of Business Advisory Council was expanded, and is actively engaged in curriculum refinement, strategic planning, internship offerings and program enhancement.

Planning Assumptions

Planning assumptions used in the development of the 2020-21 budget for the School of Business (SOB) include the following:

- The School of Business continues to pilot the former administration’s reorganization plan, with a Director, Associate Director and two Program Coordinators in place of a Dean Associate Dean and Department Chairs. The school will continue to be supported by a Secretary 2 and a Secretary 1.
- Programs are temporarily combined as Business Administration and Accounting, and Music Industry and Sport Management, each with associated Program Coordinators. Economics is currently without a Program Coordinator as the major is under revision, under the supervision of the Associate Director.
- The 3-4 teaching load mandate has led to some adjunct budget savings and additional elective course offerings including BUAD 350 Special Topics: Environmental Ethics, MUSB 350 Special Topics: Financial



Interim Director of the School of Business  
Linda Hall.



Planning for the Gig Economy and BUAD 350: Special Topics: Project Management.

- A reduced Other Than Personnel Service (OTPS) budget will be administered carefully by the Director to meet the needs of the school.
- New programs are in the development stage, including a M.S. degree program.
- Alumni outreach and fundraising efforts are in progress.

internship opportunities. The school's 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.

### Operating Budget

The 2020-2021 budget will allow the School of Business to continue to make progress toward its strategic goals and fulfill the missions of its programs. It includes integrating excellence in instruction and relevant faculty scholarship, and providing experiential learning and practical





## School of Music

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### Overview

The Fredonia School of Music (SOM), has continued its tradition of excellence and distinction. Recruitment, retention and enrollment are all strong with a relative level of stability, with nearly 600 music students, including one of the largest graduate enrollments on campus.

Fredonia's reputation is the result of a faculty dedicated to teaching—artist-teachers who have achieved a high level of accomplishment in performance, research, or creative endeavor and who are able to bring that experience into the classroom, the rehearsal and the studio. Students choose from a wide range of programs, including music education, performance, composition, music therapy, sound recording, music theory and composition.

### Highlights

- In March 2019, the School of Music shifted all courses to a remote modality, but planned to return to as much face-to-face instruction as safely possible for the academic year 2020-2021.
- In June, the SOM submitted its optional response to the National Association of Schools of Music (NASM) accreditors. The SOM recently received its response and the next required response is due in October 2021.
- The SOM's Director, Dr. Melvin Unger, retired at the end of June 2020 and Professor Daniel Ihasz was appointed Interim Director as of July 1, 2020.
- Although many summer programs across campus were canceled, the Summer Music Festival shifted to an all virtual format and had participation of over 300 attendees.

- Through SUNY's Promoting Recruiting Opportunity, Diversity, Inclusion and Growth (PRODiG) fellowship program, the School of Music welcomed PRODiG Fellow and Ethnomusicologist, Dr. Andres Garcia Molina.
- The School of Music typically would produce more than 350 public concerts. Unfortunately, due to the restrictions of the COVID pandemic, the SOM was not able to host audiences in-person. The SOM in response to this, celebrated the ability and skill of the Sound Recording program and livestreamed many concerts and recitals.
- The Hillman Opera was recognized with a first-place award for from the National Opera Association for the production of "Cendrillion." The fall production of "Beatrice and Benedict" was the first-ever virtual opera production.
- Fredonia faculty and alumni received 11 GRAMMY nominations for 2021.
- Student musicians in the Fredonia Percussion department were prize winners in the Education Africa competition and were featured on Cable News Network (CNN) International - Inside Africa.
- Through the Sorel Organization, the School of Music received funding to begin its first Artist in Residence program. The organization will fund the program for a period of three years.
- Faculty were charged with meeting enrollment targets.

### Planning Assumptions

The School of Music will rely upon a combination of historical data from Institutional Research, Planning & Assessment (IRPA)'s Fredonia Fact Book and updated workload rosters documents (shared for colleagues to see on Google Drive) to help develop sections and course offerings annually. The SOM is also in



Interim Director of the  
School of Music  
Daniel Ihasz



the process of assessing and utilizing data from Education Advisory Board (EAB)'s Academic Performance Solutions (APS) for this purpose. For the 2020-021 school year the SOM will:

- Utilize new software for online auditions and follow-up auditions sessions via Zoom.
- Recruit and enroll the normal number of students thereby maintaining a stable enrollment. However, there is the potential for increasing the Graduate enrollment significantly in Music Therapy and Music Education.

### Operating Budget

The 2020-2021 Operating budget will support the mission of the School of Music. The School of Music maintains a full 4-4 workload for tenured faculty in addition to a heavy reliance upon adjunct faculty to provide required courses. Any significant reduction to the adjunct budget will negatively impact the ability of the School of Music to provide the necessary courses to current and future students.





## 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 Academic Advising Services (AAS), Disability Support Services (DSS), Full Opportunity Program (FOP), Honors Program and the Registrar's Office. This past year, the office also assumed the supervision of International Education. The units interact with 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 is serving as Interim Associate Provost.

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 General Education Committee and Graduate Council.

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. Likewise, the office oversees the

academic experience of international students on campus and of Fredonia students abroad.

### Highlights

- A new Bachelor of Sciences in Environmental Sciences and a multi-award program in English Adolescence Education (five year program leading to both B.A. and M.A.) have been approved by N.Y.S.E.D.
- Registration of three graduate programs online with both N.Y.S.E.D and the Middle States Commission on Higher Education, qualifying Fredonia to offer programs online. In addition, online Advanced Certificates in Educational Leadership and Child Advocacy Studies have been approved and registered.
- A Bachelor of Arts in International Studies and an Advanced Certificate in Cybersecurity are waiting for final approval. A new online M.S. in Strategic Communication and a B.A. in Ethnic and Gender Studies are in process of being submitted for approval.
- Given the success of Starfish, Fredonia's early alert tool, additional features are being built up and should be functional by Spring 2021.
- Assessment for Fredonia Foundations using VIA by Watermark, assessment management software, was onboarded and data is being analyzed.
- International Education successfully transitioned English as a Second Language (ESL) programming from a private vendor to its office. In addition, it received Student and Exchange Visitor Information System (SEVIS) approval for a new International Pathway Program, which transitions students from ESL into degree programs.
- The Registrar's Office has transitioned several students' transactions, such as change of major, degree application, etc., to fully online processes.
- Academic Advising Services is leading initiatives and strategies for retention, with the support of a grant from the Fredonia College Foundation. In addition, AAS took over advising of the Interdisciplinary Studies Self-Design major.



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



### Planning Assumptions

Planning assumptions used in the development of the 2020-2021 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- No increases in budget allocations.
- New hire in Academic Advising: a Retention and Academic Success Coach.
- Tutoring Services piloting Supplemental Instruction in partnership with Business, Chemistry and Biochemistry, and World Languages.
- With the loss of Performance Improvement Fund (PIF) money, explorations of alternative ways to support partnership between English 100, the Educational Development Program (EDP), and Full Opportunity Program (FOP).
- With the loss of PIF money and the budget situation, review of expiring contracts with Ad Astra and Watermark.
- Reassigning money to Disability Support Services for tutoring of its students.
- Teaching two or three sections of SPST 160 Project Success for students on probation and/or readmitted after dismissal appeal.

### Operating Budget

The 2020-2021 budget will allow the Office of the Provost to continue working toward various program goals and outcomes within the academic support units, focusing on retention strategies.

**Academic Advising (AA):** With the enormous success of the Academic Exploration Program which increased retention, AA is looking into expanding the program and using it as a recruitment tool. With the new Retention and Academic Success Coach starting in Spring 2021, AA will be working on outreach programming for students on probation and other populations at risk.

**Disability Support Services (DSS):** DSS will continue to provide support to students who are struggling with distance learning.

**Full Opportunity Program (FOP):** with the loss of the PIF funding, FOP is exploring ways of offering the mentoring program and expanding support to students struggling with new teaching modalities imposed by COVID 19.

**Honors Program:** In addition to an increased variety of course offerings, the Honors Program is scaling up workshops focusing on wellness. It will also be offering some programming during the extended winter break to keep students engaged.

**International Education (IE):** IE is exploring new ways of recruiting international students offering ESL courses online as a way to transition to the campus experience. It is also looking at ways of providing virtual study abroad experiences as well as internship opportunities for students.

**Registrar's Office:** The Registrar's Office will be redoing the schedule to implement a 20 minute break between classes as well as reassignment of classrooms to abide by safety guidelines. It also has to revise the schedule to designate teaching modalities per course/section. In addition, it is moving to a concierge model, with cross-training among its employees, which will allow the office to service the students whether it is in person, on the phone or online.

**Tutoring Services:** Tutoring Services will be converting all of its tutoring to online, requiring more rigorous training of the tutors as well as identifying the best technology tools to do so. It will also continue to experiment with Supplemental Instruction, partnering with Accounting courses in the fall, and with Chemistry and Biochemistry and French in the spring.



Associate Provost for Graduate Studies, Online and Extended Learning, and Faculty Development

Overview

The Associate Provost for Graduate Studies, Online and Extended Learning, and Faculty Development provides leadership to the Professional Development Center (PDC), Graduate Studies, Extended Learning, the Office of Online Learning, Rockefeller Arts Center, the Marion Art Gallery, the Office of Student Creative Activity and Research, and Reed Library. 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 individualized consultations and training opportunities. 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.

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.

The Rockefeller Arts Center encourages, facilitates, sponsors and promotes high quality events in the fine and performing arts for the benefit of students and the community-at-large, and supports academic arts departments and other users of the facilities by providing operational, technical, public relations and marketing support for performances and exhibits in the Center. Rockefeller Arts Center oversees the scheduling and operation of the non-dedicated spaces and facilities within the Center, serves as the University’s presenter of visiting professional performing artists and companies; oversees and operates the Campus Ticket Office, provides front-of-house services for all public events in the Center, and supports the University’s academic program in arts administration by providing meaningful experiential learning opportunities to qualified students.

The Marion Art Gallery (MAG) actively engages western New York and campus communities in experiences of contemporary art through exhibitions, interpretation, and education programs. The Gallery fosters an appreciation and understanding of the visual



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



arts and their role in contemporary society. By encouraging broad access, global perspectives, and dialogue, the Gallery engages diverse audiences and inspires further inquiry. The Gallery also serves as a professional exhibition space for Fredonia students and faculty.

The mission of the Office of Student Creative Activity and Research (OSCAR) is to promote and support student scholarly activity and creative work across the Fredonia campus.

Daniel Reed Library collects, organizes, disseminates, teaches, and facilitates access to information in support of the curricular needs of SUNY Fredonia’s students and faculty, as well as the intellectual needs of the broader SUNY Fredonia community.

Highlights

The Professional Development Center (PDC)

- In 2020, Fredonia concluded its Performance Improvement Fund (PIF) funded initiative to develop the Facilitators Reimagining Equity and Diversity (FRED) project. 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

two classes of 39 faculty, staff and students completing Transformational Intergroup Dialogue Facilitation training with the Blue Door Group (Hillary Blecker Consulting). Starting in Spring 2019, FRED facilitators began providing dialogue sessions for faculty, staff, and students on topics such as “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.” These dialogues are being provided by volunteer, trained facilitators as an on-demand service for academic departments, student groups and classes.

- During the 2019-2020 school year, 52 Fredonia instructors spanning 14 disciplines taught OER courses, meaning at least 50% of their course materials were at no cost to their students. As a result, OER were utilized in 160 sections of 34 various classes across campus. As many as 3,698 students, 43.75% of the university’s undergraduate population, were enrolled in OER courses throughout the school year. During the 2019-2020 school year, the number of OER courses offered at SUNY Fredonia has grown by 69%. As more professors convert to OER, the cost of participation in courses will continue to decrease, ultimately making higher education more affordable for our students. As an example of saving to students, in the 2019-2020 school year, Fredonia eliminated \$362,906 in textbook costs alone. This number will continue to increase as more educators convert to the OER format.

Graduate Studies

- Graduate Diversity Fellowships totaling \$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.

- The office moved to an external web-based application system for Speech Language Pathology applications. While this resulted in a short-term loss to the office in terms of application fees, the single application process was implemented with the hopes of increasing the graduate applicant pool to include better prepared students who would enroll and retain at a higher rate.

**Extended Learning**

- Extended Learning continually strives to grow enrollments in Summer and J-Term. It reviews past transfer data and identifies specific courses that Fredonia should offer to meet student demand, and successfully implemented a four-week J-Term in 2020 to encourage more faculty to offer their condensed time frame classes. Summer 2019 semester credit hours increased by 0.5 percent and headcount increased by 2.3 percent over Summer 2018. J-Term 2020 semester credit hours increased by 7.6 percent and headcount increased by 11.6 percent over J-Term 2019.
- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2019 featured 47 online course sections. J-Term 2020 featured 21 online course sections.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses are offered for-credit in local high schools. It was piloted in a local school district during AY 2015-2016, and resumed in AY 2019-2020. The program welcomed 35 students from several high schools to Fredonia when it resumed.

**The Office of Online Learning**

- Building Your Online Course (BYOC) was completed by 22 faculty members during 3 sessions. This course prepares faculty to teach online by completing four on-demand micro courses and a four-week, fully-online course, dedicated to online pedagogy.
- 122 online courses were offered from

Summer 2019 through Spring 2020 serving 2072 students. It is a 13.1 percent increase in online course offerings and 12.7% increase in student enrollment from the previous year.

- 18 new online courses were developed and offered for the first time from Summer 2019 through Spring 2020.
- An Online Master Course Agreement was created by the Council of Online Learning (COOL), accepted by Cabinet and shared with faculty for master course creation. This agreement allows the college to own course creations and is an important step in online program creation at Fredonia.
- In March 2020, Online Learning diverted all office activities and transitioned to assisting in the continuity of instruction. Partnering with a group of faculty Learning Management System (LMS) “super users” called the Digital Instruction Support (DIS) Team, the office was able to offer one-on-one assistance to faculty transitioning to virtual learning. Online Learning and the DIS Team also offered workshops, on-demand tutorials, written instructions and a blog to help in the transition from face-to-face to remote instruction.

**Rockefeller Arts Center (RAC)**

- The RAC moved under the leadership of the Associate Provost in October 2019
- RAC brought 15 distinguished alumni from all over the country to perform in Rockefeller Arts Center’s 50<sup>th</sup> Anniversary Concert. It was widely regarded by many who attended, including interim President Dennis Hefner, as one of the best concerts they had ever been to.
- Completed successful challenge grant campaign, which, with the help of the Logan Foundation, raised over \$50,000 for a 50th Anniversary Endowment for RAC programming.
- RAC’s successful fall membership drive for the Friends of RAC generated funds to support RAC programming and operations plus \$15,000 in grants to the School of



Music, the Department of Theatre and Dance, the Western New York Chamber Orchestra and the Marion Art Gallery to support the creative activities of these units.

- RAC started exploring new PCI compliant ticketing software that will allow reserved seats to be sold in real time, and would also serve as a database for fundraising and marketing. Additional research, as well as funding sources, will be sought out in 2020-2021.
- Due to having to close in mid-March of 2020, both RAC and the Campus Ticket Office, which is supervised by RAC, incurred very significant financial losses in fiscal year 2019-2020. RAC's loss in rental income amounted to more than \$19,500 and the CTO losses from mid-March through June 30 came to more than \$18,000. The CTO loss is due to fees it would have been entitled to if events had not been cancelled. In both cases, these income losses are expected to be substantially higher in 2020-2021.

**Marion Art Gallery**

- The Marion Art Gallery moved under the leadership of the Associate Provost in October 2019.
- Curated and presented three professional

contemporary art exhibitions and one senior (student) show; two additional student shows were cancelled due to spring COVID pandemic.

- Published and distributed three exhibition catalogs.
- Coordinated three community art exhibitions for the Fredonia Technology Incubator Art Gallery and eight Visiting Artist Program lectures for the Department of Visual Arts and New Media.
- Hosted Art Day (exhibition and department tours, workshop and lunch) for 5 Chautauqua County middle and high school students.
- Conducted 12 exhibition tours for Fredonia classes (English, Art History, Studio Art, ESL) and student organizations.
- More than 1700 patrons visited the Marion Art Gallery in 2019-2020, despite the Gallery closing to the public from March 2020-August 2020.
- All exhibition and programming expenses were covered by distributions from three endowments held by the Fredonia College Foundation. Additional funding from the Carnahan Jackson Humanities Fund supported the exhibition *Contrasts in Clay* and related programming.

**OSCAR**

- The Donald Nasca Undergraduate Research Award was given to four students, who will be working on three different projects next year. The total amount distributed was \$1,150.00.
- The annual research EXPO was held virtually this year.

**Daniel Reed Library**

- Reed has a new Library Services Platform (LSP), Alma, that is more efficient in terms of processing orders for books and other materials, and cataloging materials to add to the collection. The deselection process is also more efficient.
- In February 2020 an entirely new 24/7 Reference Desk system, LibAnswers,



was implemented. LibAnswers provides more compatibility with interfaces, offers texting as an option for patrons, and most importantly, allows Fredonia librarians just to sign in and answer questions for our students, in addition to serving other patrons from around the world in the LibAnswers cooperative. The additional services we added to reference during the COVID-19 shut-down would not have been possible without this new software.

- Online resources expanded significantly this year with the inclusion of more electronic book titles and online video resources consisting of the Journal of Visual Education. Classroom faculty are making greater use Academic Videos Online as well.
- Special Collections & Archives fielded digitization requests for 962 items, comprising 739 items from the Zweig Collection, 170 items from the Rascher Collection, 29 items from University Collections, and 24 items from other collections. The Special Collections website has been improved through the creation of a collection tree containing links to all finding aids. Deselection and rearrangement of the collections have improved material retrieval.
- During the 2019-2020 Academic Year, Reed Library completed several multi-year collection maintenance projects, utilizing both student workers, library clerks, and librarians. The projects include duplicate holdings removal, resource for college libraries identification, pamphlet binder removal, and condition evaluation
- During the 2019-2020 Academic Year, Reed Library's Instruction program taught a total of 173 classes and 3,484 students. The instruction program quickly moved to online only asynchronous and synchronous instruction utilizing On Course during the Covid-19 shutdown in the Spring of 2020.
- Reed Library improved its processes through the creation of several spreadsheets including: current vendors, contract renewals, billing cycles, Foundation account expenses and current and projected expenses for student workers.
- Reed Library hired a new faculty librarian for Research and Information Literacy Services.

### Planning Assumptions

- Funding for Professional Development Center programs and activities will continue at current levels.
- 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.
- Reed Library's budget will reflect contractual increases and all attempts to streamline purchases with SUNY Library Consortium guidelines will be made.

### 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, information technology and physical resources while providing quality customer service and support to students, faculty, staff and campus visitors. Information Technology, previously under Academic Affairs and the President’s Office moved to F&A in August 2019. 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.
- Provide highly available, user-friendly, scalable, and secure information technology services to the campus community
- Supporting the region’s economic and educational development.

### Highlights (from 2019-2020)

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

- The Budget Office assisted the Cabinet in budget planning for Fiscal Year (FY) 2020-21. Successfully implemented approximately \$1.9 million in budget reductions as well as mid-year summer reductions of \$225,000.
- The Environmental Health and Safety and Sustainability (EH&S&S) department took over organizing and administering the campus-wide saliva pool surveillance testing for COVID-19 response, pulling together the team that ran over 9,400 tests for the Fall 2020 semester.
- In mid-March 2020 a majority of employees transitioned to telecommuting to reduce campus density.
- Began construction of the following: Houghton Hall Phase II Fit-out Project, Houghton Hall Phase III Animal Colony and Reed Library Exterior Rehab. Completed construction of the following: Air Handling Units (AHU) and Controls Upgrade Phase V Mason Hall Project Summer 2020 (north sector). Design and bid ready of the following: Houghton Hall Phase IV Math Fit-out, and Rehab Plaza Maytum/Reed/McEwen.
- Facilities Services completed the project to create the new eSports





- Lounge at Schulz Hall and worked diligently to address increased cleaning needs due to COVID-19 concerns.
- The Faculty Student Association (FSA) provided over a million dollars in support to the university.
- FSA renovated the dining services in the Williams Center installing a fully automated food delivery system while creating a restaurant setting.
- Human Resources completed the first ever United University Professions (UUP) compression study and successfully transferred all benefits orientations to an electronic platform.
- Information Technology Services (ITS) successfully completed the Windows 10 migration of all university desktops and laptops, deployed over 178 new networking switches, upgraded 525 wireless access points in all academic/administrative buildings, and upgraded 1,025 wireless access points in the residence halls.
- ITS began a \$1.4 million upgrade of the over 80 Campus Data Closets.
- Finance and Administration continued to maintain a fully-functioning Internal Control Program through the leadership of the Internal Control Officer.
- The Payroll office produced biweekly payrolls for state and Graduate Assistant payees totaling \$44,602,606.11 during 2019-20.
- The Purchasing Department shifted the procurement process for the whole campus in March to digital due to the pandemic and the New York State shutdown. It also turned off all procurement cards for non-essential departments and set up a process with division VPs for approval of all procurements. Purchasing continues to monitor each and every request for procurement closely due to the continued spending freeze.
- The Student Accounts Office issued COVID credits to all enrolled students for a portion of their Student Services and Programs Charge. In addition, a credit for Meal Plan and Room Rent were issued if a student lived on campus and chose to leave during the Spring 2020 semester. Students were given the option of having a credit/refund in Spring 2020 or a credit toward Fall 2020, so the credits/refunds were done in multiple semesters. Credits/refunds were issued as follows:
  - ◊ Student Services and Programs Charge  
4,067 students \$ 803,183.70
  - ◊ Meal Plan  
2,173 students \$2,082,628.00

<b>FREDONIA</b>	
<b>Proposed 2020-2021 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Finance &amp; Administration</b>	
2019-2020 Original Base Budget	\$ 9,314,135
2020-2021 Budget Adjustments	
Contractual and Other Salary Increases	118,966
Position Realignment from Other Funds / FTE Adjus	101,806
Balance of Contract /Remaining Payments Reversal	(65,543)
CSEA Summer Reorganization	(125,500)
Net Divisional Expenditure Reductions	(343,699)
Sub-Total 2020-2021 Budget Adjustments	<u>(313,970)</u>
<b>2020-2021 Budget Base</b>	<b><u>\$ 9,000,165</u></b>



◇ Room Rent  
1,858 students \$3,726,522.23

◇ Additionally, Fredonia scholarships were proportionally reduced and returned for students who were receiving a refund/credit.

- University Accounting began the implementation of FREDmart, SUNY's eProcurement software. It processed 4,481 state vouchers for payment totaling over \$25.3 million. The figures represent a 14 percent decrease in the number of state vouchers and a 37 percent increase in the dollar value of payments from the previous year.
- University Services completed 92 software/agreements during the year as well as three five contracts for the Fredonia Alumni Association, Fredonia College Foundation, and the Campus and Community Children's Center.

### Planning Assumptions

Planning assumptions used in the development of the 2020-21 Finance and Administration budget include:

- Fully implement Voice over Internet Protocol (VoIP), technology by October 2021. VoIP will allow the campus to make voice calls using a broadband Internet connection instead of a regular (or analog) phone.
- Implement over \$470,000 of budgetary reductions in the Finance and Administration division which include mid-year summer reductions.
- Continue the plan of no layoffs of any Finance and Administration employees.
- Work in conjunction with the President, Cabinet, and the Planning and Budget Committee to develop a pathway for fiscal sustainability

### Operating Budget

The division's 2020-2021 budget totals \$9,000,165 – a net decrease of \$313,970 from the 2019-2020 fiscal year. The Finance and Administration budget represents 16.62 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, information technology, and various financial and administrative services.



**FREDONIA**  
**2020-2021 Operating Budget Detail**

**FINANCE & ADMINISTRATION**

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP Finance & Administration	860696-0	EMPLOYEE ASSISTANCE PROGRAM	0.50	24,900	2,425		27,325
	860602-0	FACILITIES PLANNING	1.25	98,000	10,000	8,400	116,400
	860630-0	MAINTENANCE MOTORIZED EQUIPMENT	2.00	135,600		35,000	170,600
	860631-0	MOVING & TRUCKING				900	900
	860656-0	ENVIRONMENTAL HEALTH & SAFETY	1.18	68,600	48,415	9,020	126,035
	860656-0	M&O ENVIRON. CHEMICAL REMOVAL				45,000	45,000
	860656-0	FIRE EXTINGUISHER MAINTENANCE				8,000	8,000
	860656-0	CROWD MANAGEMENT	0.00	300	3,700	500	4,500
	860702-0	DSI AWARD-F&A	0.00	31,000			31,000
	860720-0	VP FINANCE & ADMINISTRATION	1.00	212,000		28,700	240,700
	860720-0	F&A PHONE CHARGES				16,400	16,400
	860720-0	F&A COMPUTERS/ACCESSORIES				7,500	7,500
	860745-0	BUSINESS AFFAIRS	1.00	123,600		3,100	126,700
	860747-0	BUSINESS SERVICES	3.00	227,100		9,800	236,900
	860750-0	BUDGETING	2.00	142,300		3,950	146,250
	860760-0	PURCHASING	3.00	176,400		3,230	179,630
	860765-0	ACCOUNTS PAYABLE	3.00	156,500	4,000	2,800	163,300
	860770-0	PAYROLL	4.00	242,700		5,100	247,800
	860775-0	HUMAN SERVICES	4.00	312,200	10,000	13,140	335,340
	860780-0	PROPERTY CONTROL	1.00	60,400		2,400	62,800
	860785-0	INTERNAL AUDIT	1.00	72,200		2,000	74,200
	860790-0	STUDENT BILLING/CASHIERING	6.20	398,100	4,350	21,600	424,050
<b>VP Finance &amp; Administration Total</b>			<b>34.53</b>	<b>3,481,900</b>	<b>87,990</b>	<b>226,540</b>	<b>2,791,330</b>
VP Administration M&O	860601-0	M&O MANAGEMENT	1.20	100,750		20,000	120,750
	860601-0	ASBESTOS ABATEMENT	0.00	2,000		7,400	9,400
	860601-0	M & O EQUIPMENT				26,000	26,000
	860601-0	M & O TRAINING				6,500	6,500
	860603-0	CUSTODIAL	46.75	811,700		163,000	1,974,700
	860603-1	CUSTODIAL OVERTIME - ROCKEFELLER	0.00	6,100			6,100
	860603-1	CUSTODIAL OVERTIME-DODS & STEEL	0.00	13,200			13,200
	860603-1	CUSTODIAL OVERTIME - NATATORIUM	0.00	100			100
	860603-1	CUSTODIAL OVERTIME-WILLIAMS CTB	0.00	450			450
	860603-1	CUSTODIAL OVERTIME - MASON HALL	0.00	8,800			8,800
	860603-1	CUSTODIAL OVERTIME - ADMISSIONS	0.00	5,900			5,900
	860603-1	CUSTODIAL OVERTIME-REED LIBRARY	0.00	100			100
	860603-1	CUSTODIAL OVERTIME-COMMENCEMENT	0.00	4,100			4,100
	860603-1	NCUBATOR - CUSTODIAL	0.50	17,625			17,625
	860608-0	REFUSE COLLECTION				54,725	54,725
	860608-0	REFUSE COLLECTION - INCUBATOR				1,200	1,200
	860615-0	MAINT BLDGS STRUCTURAL	5.40	283,500		64,000	347,500
	860620-0	MAINTENANCE EQUIP-ELECTRICAL	3.20	184,900		55,000	239,900
	860620-0	MAINTENANCE EQUIP-PLUMBING	1.60	99,400		64,000	163,400
	860625-0	MAINTENANCE GROUNDS	8.50	432,400		53,000	485,400
	860639-0	HVAC/REFRIG	7.70	472,200		100,000	572,200
	860641-0	MANAGEMENT SYSTEMS				36,000	36,000
	860642-0	MAINTENANCE AGREEMENT				30,000	30,000
	860660-0	PHYSICAL PLANT				30,000	30,000
	860660-0	CLASSROOM IMPROVEMENTS				12,500	12,500
	860660-0	PHYSICAL PLANT SPECIAL PROJECTS				37,000	37,000
<b>VP Administration M&amp;O Total</b>			<b>74.85</b>	<b>4,443,225</b>	<b>0</b>	<b>760,325</b>	<b>4,203,550</b>
INFORMATION TECHNOLOGY SVCS	860009-0	ACADEMIC COMPUTING				44,600	53,780
	860131-0	CREATIVE SUPPORT SERVICES	12.85	967,000	50,180		1,017,180
	860835-0	COMPUTER SERVICES	12.00	934,325			934,325
<b>INFORMATION TECHNOLOGY SVCS Total</b>			<b>24.85</b>	<b>901,325</b>	<b>94,780</b>	<b>9,180</b>	<b>2,005,285</b>
<b>VP FINANCE and ADMINISTRATION TOTAL</b>			<b>134.23</b>	<b>7,826,450</b>	<b>177,670</b>	<b>996,045</b>	<b>9,000,165</b>



Interim Chief Information Officer Benjamin Hartung.

### Chief Information Officer

#### Overview

Information services are utilized in every aspect of Fredonia’s environment. The initial “visit” to Fredonia most likely occurs through the campus home page at [www.fredonia.edu](http://www.fredonia.edu), or via social media. The Information Technology Services (ITS) department provides the following baseline services for the campus community:

- ITS Service Center Support
- Network Design, Support, and Development
- Enterprise Reporting Services and Development
- Enterprise Information and Physical Security Systems Support
- Enterprise Information and Physical Security Program Management
- Enterprise Infrastructure Design, Support, and Development
- Enterprise Data Services and Production Support
- IT Project and Portfolio Management

#### Highlights

Fredonia has been progressive and responsive with offering technologies that continue to be sustainable, secure, and stable for the campus community. Numerous critical technologies were implemented in order to effectively respond to the COVID-19 pandemic over the course of many months.

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 continued to enhance its Internet connection speeds and supporting infrastructure to provide faster downloads, higher quality video streaming and a more responsive overall experience.
- Fredonia upgraded or installed 178 network switches in approximately 47 buildings across campus.
- Fredonia upgraded or installed 525 wireless access points in all academic/administrative buildings. There were also 1,025 wireless access points replaced in the residence halls. The wireless access points (WAPs) are distributed through academic, administrative, and residential spaces delivering high-speed, secure wireless communications throughout campus.
- ITS continued to expand the number of security cameras and card access doors, elevating the security envelope throughout campus.
- ITS successfully deployed Cylance, a next-gen endpoint protection solution, to all university-owned desktops and laptops improving the overall security of the environment.
- ITS expanded the number of computer labs and smart classrooms to aid in fostering a better overall teaching and learning experience.
- The area continued the multi-year project of replacing Fredonia’s aging Centex telephone system with a new Cisco VoIP unified communication system.
- ITS successfully deployed the Zoom video conferencing solution to all students, faculty, and staff. The critical solution provided a secure, stable, and flexible solution to conduct virtual meetings and online instruction.
- ITS implemented a robust Microsoft and Macintosh virtual lab environment providing students and faculty critical access to computing resources needed for online instruction.
- ITS developed and implemented a “Wellness Check” for Employees and Students in response to a mandate from SUNY to facilitate local tracking and reporting requirements



due to the COVID-19 pandemic.

- The area deployed the new ProWatch Building Online Security System (BOSS) which greatly enhanced the physical security for university buildings and provided an easier web-accessible interface for Building Access Coordinator to manage their assigned electronic card access control doors.
- For the first time in the university’s history, ITS successfully led the campus to Payment Card Data Security Standards compliance (PCI DSS) needed for secure credit card payments.
- ITS implemented Fredonia’s first ever eSports Lounge and provided students with state-of-the-art gaming workstations in a secure environment.

Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services’ 2020-2021 operating budget include:

- Continue to participate in SUNY-wide shared or centralized service opportunities to reduce delivery and administrative costs.
- Develop and implement the university’s first student one-for-one laptop program, which will provide all students with a state-of-art laptop that is fully supported by the campus.
- Replace Fredonia’s existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Participate in the SUNY Managed Print Initiative to reduce the overall cost associated with printing on state-owned devices.
- Upgrade “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.
- Continue to support the university with leveraging state of the art technologies to enhance online instruction and telecommuting capabilities.
- 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 at the lowest possible cost.
- Participate in the SUNY Strategic Identity Initiative (SSII) by improving the business continuity and disaster recovery capabilities of Fredonia’s authentication systems.
- Migrate the university’s Ellucian Banner Student Information System environment to the Information Technology Exchange Center (ITEC) to enhance security, disaster recovery, and business continuity capabilities.
- As mandated by SUNY, develop and begin implementing the university’s first Electronic and Information Technology (EIT) Program.
- Upgrade the university’s virtual replicated network storage infrastructure to ensure the campus’s critical data stores are always available.

Operating Budget

The 2020-2021 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 2019- 2020 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.
- 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 2019-20, the Office of Admissions was seeing an increase in visits to campus prior to the shutdown due to Covid-19. Within one week of campus shutting down, the Office of Admissions transitioned all in-person programming to virtual and online programming, hosting over 250 programs throughout the spring and early summer.
- Jump Start orientation program was conducted virtually for the first time, 93 percent of incoming students have completed the “Tools for Learning Lesson in FREDReady 2020” mini-course.
- Online Financial Literacy presentation by Financial Aid has been completed by 78 percent of the incoming students.
- EDP has moved its Summer Jewel Summer Program online with the same learning objectives and academic components.



Planning Assumptions

Planning assumptions used in the development of the 2020-2021 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 2020-2021 Enrollment and Student Services’ state budget totals \$5,206,130 and represents approximately 9.6 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 2020-2021 Operating Budget  
SUMMARY**

**Enrollment and Student Services**

2019-2020 Original Base Budget	\$ 7,279,502
2020-2021 Budget Adjustments	
Contractual and Other Salary Increases	55,855
IFR Buyout Plan	370,616
Increase in University Police Percentage from DIFR	263,832
Two University Police Security Specialists	73,212
Half Year Previously Grant Funded Position	25,300
Commencement Expenses to Institutional	(4,700)
Reduce Police Overtime Due to Specialist Hires	(50,000)
Balance of Contract /Remaining Payments Reversal	(59,230)
Transfer Police Retro Increases to Institutional Area	(480,637)
Scholarship Expense to Institutional	(2,119,441)
Net Divisional Expenditure Reductions	(148,179)
Sub-Total 2020-2021 Budget Adjustments	<u>(2,073,372)</u>
<b>2020-2021 Budget Base</b>	<b><u>\$ 5,206,130</u></b>

FREDONIA 2020-2021 Operating Budget Detail ENROLLMENT & STUDENT SERVICES							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
ENROLLMENT & STUDENT SERVICES	860501-01	VP STUDENT AFFAIRS	2.00	240,400		350	240,750
VICE PRESIDENT	860501-02	STUDENT SERVICES GRAD. ASSTS.			14,400	20,000	34,400
	860501-04	V.P. STUDENT AFFAIRS RECRUITMENT				3,000	3,000
	860702-03	DSI AWARD-ESS	0.00	24,500			24,500
<b>ENRL&amp;STUDENT SVCS VP</b>			<b>2.00</b>	<b>264,900</b>	<b>14,400</b>	<b>23,350</b>	<b>302,650</b>
ATHLETICS & RECREATION	630045	ATHLETICS	9.13	546,600		13,200	559,800
	860382-01	RECREATIONAL FACILITIES STATE BUYOUT	0.50	30,400	6,830		37,230
	861220	ATHLETICS	10.44	547,000	0		547,000
<b>ATHLETICS &amp; RECREATION Total</b>			<b>20.07</b>	<b>1,124,000</b>	<b>6,830</b>	<b>13,200</b>	<b>1,144,030</b>
ADMISSIONS	860510-01	ADMISSIONS OTPS	13.00	800,200	8,500	85,900	894,600
	860510-02	PUBLICATIONS - ADMISSIONS				35,000	35,000
	860510-03	TRAVEL - ADMISSIONS	0.00	2,500		66,900	69,400
<b>ADMISSIONS Total</b>			<b>13.00</b>	<b>802,700</b>	<b>8,500</b>	<b>187,800</b>	<b>999,000</b>
EDUCATION DEVEL PROGRAM	860525-01	EDUCATIONAL DEV PROGRAM	2.00	130,700	2,000	8,000	140,700
	861555-02	GRADUATE OPPORTUNITY PROGRAM				6,000	6,000
<b>EDUCATION DEVEL PROGRAM Total</b>			<b>2.00</b>	<b>130,700</b>	<b>2,000</b>	<b>14,000</b>	<b>146,700</b>
FINANCIAL AID	860530	FINANCIAL AID	5.00	320,900		24,900	345,800
<b>FINANCIAL AID Total</b>			<b>5.00</b>	<b>320,900</b>		<b>24,900</b>	<b>345,800</b>
FIRST YEAR & TRANSITION	860520-01	FIRST YEAR & TRANSITION PROGRAM	2.00	162,400	10,000	5,000	177,400
<b>FIRST YEAR &amp; TRANSITION Total</b>			<b>2.00</b>	<b>804,200</b>	<b>10,000</b>	<b>5,000</b>	<b>819,200</b>
STUDENT WELNS & SUPPORT SVCS	860564-01	HEALTH CENTER STATE BUYOUT	5.00	345,000			345,000
<b>STUDENT WELNS &amp; SUPPORT SVCS Total</b>			<b>5.00</b>	<b>345,000</b>			<b>345,000</b>
UNIVERSITY POLICE	860657	UNIVERSITY POLICE	14.05	1,175,400		33,300	1,208,700
<b>UNIVERSITY POLICE Total</b>			<b>14.05</b>	<b>1,175,400</b>		<b>33,300</b>	<b>1,208,700</b>
CAMPUS LIFE	860570	CAMPUS CENTER	4.00	242,150		12,200	254,350
<b>CAMPUS LIFE Total</b>			<b>4.00</b>	<b>242,150</b>		<b>12,200</b>	<b>254,350</b>
MULTICULTURAL SUPPORT SVCS	860542	MULTICULTURAL AFFAIRS	4.00	275,600	750	6,150	282,500
<b>MULTICULTURAL SUPPORT SVCS Total</b>			<b>4.00</b>	<b>275,600</b>	<b>750</b>	<b>6,150</b>	<b>282,500</b>
<b>ENROLLMENT &amp; STUDENT SERVICES DIVISION TOTAL</b>			<b>71.12</b>	<b>4,843,750</b>	<b>42,480</b>	<b>319,900</b>	<b>5,206,130</b>





## University Advancement

### Overview

Beginning early 2019-20, a reorganization took place. Betty Catania Gossett was appointed to oversee the University Advancement Division (formerly the Division of Advancement, Engagement, and Economic Development), as Interim Vice President and continue in her role as Executive Director of the Fredonia College Foundation.

The division works with alumni, donors, current students, employers, and community partners to secure financial resources and foster relationships that support the university's mission of preparing students to become skilled, connected, creative, and responsible global citizens and professionals. University Advancement promotes student success through financial support, fosters career readiness skills and creates networking opportunities with alumni. Working collaboratively, the division supports and expands programs across the Fredonia campus. Its efforts create a sense of a broader community that extends far beyond the physical boundaries of the Fredonia campus. Within the division the Fredonia College Foundation oversees university fundraising efforts. The division also includes the office of Alumni Affairs, the Career Development Office (CDO), Marketing and Communications, and the SUNY Western New York Native American Consortium,

### Highlights (reflective of 2019-2020 University Advancement Division)

- 2019 year-end receipts recorded by the Fredonia College Foundation totaled \$2,999,629.
- The Nurturing Innovation Campaign for Fredonia has raised over \$23,650,000 toward the \$20 million goal (ending date 12/2020). Focus continues to be on major and planned giving fundraising to maximize resources and exceed the campaign goal.

- 2019 Scholarship and Program Support to the university from unrestricted and endowed funds was \$3,222,404.
- The market value of the endowment the third quarter of 2020 was \$39,689,532.
- \$172,000 of the foundation's 2019 unrestricted annual budget was designated for student financial aid, scholarships and program grants.
- Endowments increased in number, totaling 539, compared to 520 the previous calendar year.
- Outstanding Planned Gifts increased by \$1,111,000 as compared to the third quarter of 2019.
- The annual Scholars Breakfast welcomed almost 1,000 benefactors, students and families to campus.
- FREDlanthropy Day was dedicated to the Fredonia Student Emergency Relief Fund, ultimately raising over \$190,000 dollars to support students experiencing hardships related to remote learning.
- Alumni giving increased from 5.93 percent to 6.19 percent (first quarter comparison).
- The First Destination Graduate Survey, administered by the CDO, indicated that 92 percent of recent graduates of the Class of 2019 are either employed and/or enrolled in additional education.
- The CDO reported 3,595 individual contacts with students and alumni.
- The 10<sup>th</sup> annual Job and Internship Expo attracted 85 employers, 140 recruiters, and 28 alumni representing their respective organizations.
- More than 14,100 jobs were posted, an increase of 2,500 over the previous year, with more than 1,400 new employers requesting job posting access during the year.
- Fredonia students completed 457 credit-bearing internships working with 230 employers. It translates into students completing over 56,550 hours working in credit-bearing internship experiences and faculty awarding 1,093 academic credits.



Interim Vice President  
for University  
Advancement  
Betty Catania  
Gossett, '76.



- Marketing and Communications publicly launched a new internal campus homepage and a new product for digital flipbooks for web and email.
- A digital Commencement video was produced for the Class of 2020.
- Migrated from Drupal 7 to Drupal 8.
- Almost 100 stories were written in the spring 2020 semester and more than 150 designs requests were completed for campus clients (digital design, brochures, posters and postcards).
- Significant growth on social media platforms (Instagram: 6,537 followers, a 17 percent increase; Facebook: 17,169 followers; 7 percent year-to-year increase; Twitter: 6,525 followers; 3 percent increase year-to-year with 395,000 impressions).
- Prominent alumni events during the previous year included a very successful Homecoming Weekend, golf tournament, a warm and welcoming fifty-year reunion and participation in several regional reunions.
- Alumni gatherings were held in Colorado, North Carolina, Bellevue, Wash., and southern California.
- The successful alumni Writers at Work

Series, created to provide enriched student learning, welcomed alumni and engaged hundreds of students, faculty and community participants.

- The Fredonia Alumni Association's Brick Walkway Alumni Scholarship program has sold over 400 bricks. Bricks continue to be installed near the Williams Center.

### Planning Assumptions

Planning assumptions used in the development of the 2020-2021 operating budget for the University Advancement division, includes the following:

- Continue to integrate units within the newly-formed division to ensure successful support of mission progress toward goals.
- University financial support (state support) of the division will likely decrease.
- The University Advancement Division will develop and enhance strong sustainable public-private partnerships that benefit the university and the community.
- The Nurturing Innovation campaign would exceed the goal.
- The need to increase the pool of reachable alumni and potential donors to the university will be a priority.
- Additional scholarship dollars will be needed to support the university's recruitment and retention efforts.
- The Native American Consortium will seek funds to support additional campus visits by Native American students.
- Funding for the Native American Consortium will be threatened.
- The division will seek external funding for its initiatives, and explore the development of new opportunities to increase resources in support of the university.
- 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.

- Sustainability of Alumni Affairs revenue will be a priority.
- All departments will continue to build an infrastructure of solid data and assessment methods.
- The CDO will focus on alumni as a cohort that drives recruiting activity.
- A 12-month digital advertising calendar will need to be developed for Admissions efforts.
- Social media marketing will continue grow and response will continue to increase.
- Alumni participation will increase.

- Enhanced use of technology will be critical to the division’s ability to engage constituents.

Operating Budget

The total 2020-2021 University Advancement Division operating budget is \$1,825,615. 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.

<b>FREDONIA</b>	
<b>Proposed 2020-2021 Operating Budget</b>	
<b>SUMMARY</b>	
<b>University Advancement</b>	
2019-2020 Original Base Budget	\$ 1,866,195
2020-2021 Budget Adjustments	
Contractual and Other Salary Increases	8,744
Career Development Position Upgrade	5,676
Net Divisional Expenditure Reductions	(55,000)
Sub-Total 2020-2021 Budget Adjustments	<u>(40,580)</u>
<b>2020-2021 Budget Base</b>	<b><u><u>\$ 1,825,615</u></u></b>



**FREDONIA**  
**2020-2021 Operating Budget Detail**  
**UNIVERSITY ADVANCEMENT**

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP UNIVERSITY ADVANCEMENT	860330-01	ENGAGEMENT & ECONOMIC DVLPMT	2.00	208,200		15,315	223,515
	860330-02	COMMUNITY ENGAGEMENT				300	300
	860702-04	DSI AWARD-AEED	0.00	12,200			12,200
<b>VP UNIVERSITY ADVANCEMENT Total</b>			<b>2.00</b>	<b>220,400</b>		<b>15,615</b>	<b>236,015</b>
ALUMNI	860808-01	ALUMNI	1.00	90,100		18,000	108,100
<b>ALUMNI Total</b>			<b>1.00</b>	<b>90,100</b>		<b>18,000</b>	<b>108,100</b>
CAREER DEVELOPMENT	860540-01	CAREER DEVELOPMENT	4.50	314,100	7,200	17,400	338,700
<b>CAREER DEVELOPMENT Total</b>			<b>4.50</b>	<b>314,100</b>	<b>7,200</b>	<b>17,400</b>	<b>338,700</b>
COLLEGE FOUNDATION	860856-01	COLLEGE FOUNDATION	1.00	85,100			85,100
<b>COLLEGE FOUNDATION Total</b>			<b>1.00</b>	<b>85,100</b>			<b>85,100</b>
DEVELOPMENT	860855-01	ADVANCEMENT	5.00	453,300		23,500	476,800
<b>DEVELOPMENT Total</b>			<b>5.00</b>	<b>453,300</b>		<b>23,500</b>	<b>476,800</b>
MARKETING & COMMUNICATIONS	860854	PUBLICATIONS	4.00	261,100		15,250	276,350
	860855-05	MEDIA RELATIONS	4.00	289,300		15,250	304,550
<b>MARKETING &amp; COMMUNICATIONS Total</b>			<b>8.00</b>	<b>550,400</b>		<b>30,500</b>	<b>580,900</b>
<b>UNIVERSITY ADVANCEMENT DIVISION TOTAL</b>			<b>21.50</b>	<b>1,713,400</b>	<b>7,200</b>	<b>105,015</b>	<b>1,825,615</b>





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:

- Vacation payouts and promotional rank increases will continue to be budgeted in the Institutional/ Utilities section of the budget book.
- Scholarship expenditures were moved to the Institutional/Utilities section of the budget from the Enrollment and Student Services division.

Planning Assumptions

Planning assumptions used in the development of the 2020-2021 Institutional/Utilities budget include:

- Includes estimated back pay due to University Police upon contract settlements.
- Includes an increase of \$55,200 for contractual Other Than Personal Services (OTPS) increases.

Operating Budget

The 2020-2021 Institutional/Utilities budget totals \$5,889,978 – an increase of \$105,838 from the 2018-2019 fiscal year.





# FREDONIA Proposed 2020-2021 Operating Budget SUMMARY

## Utilities/Other

2019-2020 Original Base Budget		\$ 5,889,978
2020-2021 Budget Adjustments		
Contractual and Other Salary Increases*	258,898	
Scholarship Expense from ESS	2,059,000	
Transfer Police Retro Contract Increases from ES	480,637	
Tap Gap Scholarship Adjustments	89,722	
Recharge, SUNY Assesments & OTPS Increases	55,200	
Commencement Expenses from ESS	4,700	
Net Divisional Expenditure Reductions	-	
Sub-Total 2020-2021 Budget Adjustments		<u>2,948,157</u>
<b>2020-2021 Budget Base</b>		<b><u><u>\$ 8,838,135</u></u></b>

\*Includes Estimates for Retro Police Settlement





**FREDONIA**  
**2020-2021 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	
	860582	COMMENCEMENT				4,700	4,700	
	860801-38	EMPLOYEE TUITION WAIVERS				9,400	9,400	
	860801-40	VIRTRU				7,700	7,700	
	860850	MEMBERSHIP				70,900	70,900	
	861515	SUNY TUITION CREDIT PROCESSING				2,300,800	2,300,800	
	980041	SALARY PROVISIONAL	0.00	700,000			700,000	
	980055	PSR ADJUSTMENTS	0.00	139,475			139,475	
	980755	PSR ADJUSTMENTS	0.00	50,000		26,300	76,300	
<b>General Institutional Total</b>			<b>0.00</b>	<b>889,475</b>		<b>2,469,800</b>	<b>3,359,275</b>	
State Utilities	840671-18	ISO GROUP ELECTRICAL				837,000	837,000	
	860670-01	ELECTRICITY - CAMPUS				229,100	229,100	
	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	
<b>State Utilities Total</b>						<b>1,820,285</b>	<b>1,820,285</b>	
Recharges	840826-18	SYRACUSE HSC TRAINING CENTER	0.00	6,500			6,500	
	840841-18	ITEC RECHARGE FREDONIA	0.00	134,900			134,900	
	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				30,000	30,000	
	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				10,400	10,400	
	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	
	860801-42	FIELD DEVICE SUP-CARD&CAMERA				7,500	7,500	
	860815-01	CENTRAL DUPLICATING (PHOTOCOPY)	0.50	21,325		3,500	24,825	
	860845-01	POSTAGE	0.30	12,700		30,000	42,700	
	860865-01	STOREHOUSE	1.60	68,850		17,500	86,350	
	860875-01	TELEPHONE				339,000	339,000	
	860875-02	COLLEGE SERVICES TEMP SERVICE			52,000		52,000	
	860875-03	TELEPHONE/INTERNET - INCUBATOR			0	12,000	12,000	
	860875-05	INTERNET SERVICES-CAMPUS			0	150,000	150,000	
	<b>Recharges Total</b>			<b>2.40</b>	<b>244,275</b>	<b>52,000</b>	<b>1,121,900</b>	<b>1,418,175</b>
	University Wide Accounts	840724-18	FACULTY SENATE RECHARGE	0.00	1,900		2,600	4,500
		840805-18	SYSTEM ADMINISTRATION RECHARGES				79,600	79,600
840833-18		U-WIDE SICAS CENTER-ONEONTA	0.00	97,300			97,300	
<b>University Wide Accounts Total</b>			<b>0.00</b>	<b>99,200</b>		<b>82,200</b>	<b>181,400</b>	







OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

# RESIDENCE LIFE OPERATING BUDGET





FREDONIA  
Residence Life  
2020-2021 Dormitory Income Fund  
Reimbursable (DIFR) Budget

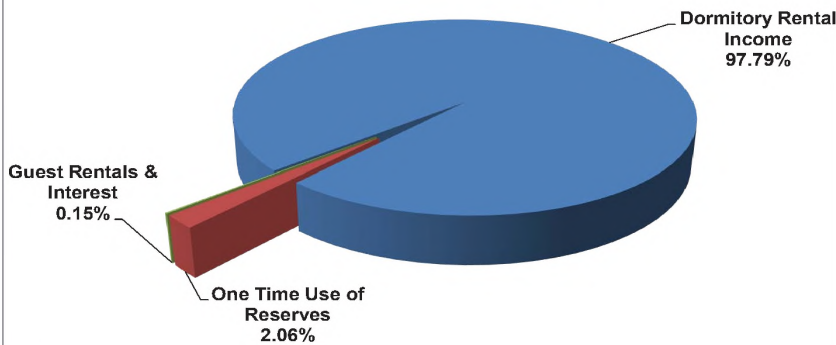
Overview

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 designed bed capacity for all complexes is 2,910; however many of these rooms have been utilized as single room occupancy to meet the needs of the student body. 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 2,100 (Fall 2019) residence hall students.

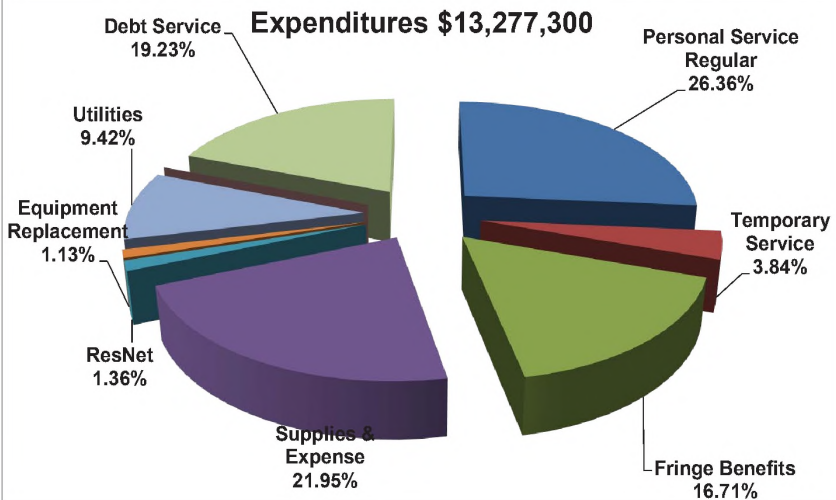
The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2020-2021 Residence Life budget of approximately \$13.2 million funds and 69.21 Full-Time Equivalent (FTE) positions. The budget has been prepared in accordance with the flexibility 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 2020-2021 rates and capital projects was conducted on Dec. 5, 2019.

FREDONIA  
Proposed 2020-2021 Budget  
Dormitory Income Fund Reimbursable (DIFR)  
Sources and Uses of Funds

Revenue Sources \$13,277,300



Expenditures \$13,277,300





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.



Move In Crew.

Highlights for 2019-2020

- Townhouse occupancy is at the highest since 2014.
- Enhanced media/marketing outreach for the residence life student processes.
- Created a visually appealing move-in guide with all pertinent information that is

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>Dormitory Income Fund Reimbursable (DIFR)</b>			
<b>Comparison of 2020-2021 Residence Life Budget to 2019-2020 Budget</b>			
	<b>2020-2021</b>	<b>2019-2020</b>	<b>Change</b>
<b>Revenue Sources:</b>			
Dormitory Rental Income	\$ 14,763,375	\$ 17,934,550	\$ (3,171,175)
One Time Use of Reserves	\$ 273,081		\$ 273,081
Guest Rentals & Interest	20,000	295,000	(275,000)
Less: Spring 2020 Refunds and Credits	(1,779,156)		(1,779,156)
<b>Total</b>	<b>\$ 13,277,300</b>	<b>\$ 18,229,550</b>	<b>\$ (4,952,250)</b>
<b>Expenditures:</b>			
Personal Service Regular	\$ 3,500,400	\$ 3,893,900	\$ (393,500)
Temporary Service	510,200	483,900	26,300
Fringe Benefits	2,218,700	2,521,895	(303,195)
Supplies & Expense	2,914,900	2,688,300	226,600
ResNet	180,500	180,500	-
Equipment Replacement	150,000	200,000	(50,000)
Utilities	1,250,000	1,350,000	(100,000)
Surplus		1,475,055	(1,475,055)
Debt Service	2,552,600	5,436,000	(2,883,400)
<b>Total</b>	<b>\$ 13,277,300</b>	<b>\$ 18,229,550</b>	<b>\$ (4,952,250)</b>



Move In Crew.

“branded” and useful.

- RA selection process increased candidates for the position to 80 for 25 open positions.
- 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 2020-2021.
- Enhanced Honors program offerings in Hemingway Hall.
- Established a Fredonia Working Group to begin the implementation of the Housing Master Plan for Fredonia.
- Opened the new e-Sports lounge in Schulz Hall.

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
- e-Sports Lounge, Schulz Hall
  - 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
- e-Sports Lounge

The Residence Life information technology 2020-2021 Capital Budget was approximately \$300,000. The area installed new or replaced existing access points in all



residence halls that were unable to support current software code. Also added were access points in individual rooms, mostly in the Andrews and Kirkland complexes. Overall, 1,025 wireless access points were replaced or added in the Residence Halls.

Core routing was supplemented as well to increase link speeds from the switches in the residence halls to the core routers.

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 2020-2021 Residence Life budget include the following:

**FREDONIA  
Proposed 2020-2021 Budget  
Dormitory Income Fund Reimbursable (DIFR)**

**FTE Summary**

	<b>2020-2021 Non-Inst. FTE</b>	<b>2019-2020 Non-Inst. FTE</b>	<b>Change</b>
M&O Adm. & Mgmt.	0.80	1.05	-0.25
Custodial	41.25	41.30	-0.05
Facilities Planning	0.25	0.30	-0.05
Bldgs. - Struct Maint.	2.55	3.60	-1.05
Bldgs. - Systems (Electrical)	0.80	1.60	-0.80
Bldgs. - Systems (Plumbing)	2.40	2.60	-0.20
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	3.30	3.60	-0.30
Postage	0.20	0.20	0.00
Security & Safety	1.95	3.80	-1.85
EHS&S	0.46	0.46	0.00
Storehouse	0.40	0.40	0.00
<b>Total Residence Life</b>	<b>69.21</b>	<b>73.76</b>	<b>-4.55</b>



Residence Life Director  
Kathy Forster.

- Residence hall room rates for a standard double room will increase by \$50 annually from \$7,600 to \$7,650.
- 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 2020-2021 Residence Life operating budget.

### Operating Budget

The 2020-2021 Residence Life operating budget totals \$13.2 million and funds a total of 69.21 FTE positions. It includes the director’s office, administrative staff including the ResNet staff, cleaning staff of 41.25, maintenance staff of 11.5, a portion 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](http://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 completed for Summer 2020 included the Alumni Hall Roof replacement, various interior improvements and network upgrades throughout the residence halls.

The 2020-2021 budget amounts for the proposed capital projects are as follows:

• Gregory Hall Masonry Repair	110,000
• Residence Hall Quality of Life Projects	200,000
• Network Upgrades	<u>300,000</u>
<b>TOTAL</b>	<b><u>\$610,000</u></b>

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 2020-2021 Budget**  
**Dormitory Income Fund Reimbursable (DIFR)**  
**DIFR Revenue Projection**

RATE STRUCTURE:	2019-20	2020-21	Percentage	Annual
	Rates	Proposed	Change	Rate
Doubles	\$3,800	<b>\$3,825</b>	0.66%	\$7,650
Singles	4,200	<b>4,225</b>	0.60%	8,450
Kitchen Suites - Double	3,950	<b>4,025</b>	1.90%	8,050
Kitchen Suites - Singles	4,350	<b>4,425</b>	1.72%	8,850
Univ. Commons Singles	4,400	<b>4,425</b>	0.57%	8,850
Univ. Commons Doubles	4,000	<b>4,025</b>	0.63%	8,050
Townhouse	4,500	<b>4,625</b>	2.78%	9,250

**FALL SEMESTER ANALYSIS:**

	Occupancy		Revenue		
	Budgeted Fall 2019	Projected Fall 2020	Budgeted Fall 2019	Projected Fall 2020	Revenue Change
Doubles	1,650	<b>1,047</b>	\$6,270,000	\$4,004,775	(\$2,265,225)
Singles	300	<b>445</b>	\$1,260,000	\$1,880,125	620,125
Kitchen Suites - Double	100	<b>90</b>	\$395,000	\$362,250	(32,750)
Kitchen Suites - Singles	15	<b>15</b>	\$65,250	\$66,375	1,125
Univ. Commons Singles	57	<b>55</b>	\$250,800	\$243,375	(7,425)
Univ. Commons Doubles	54	<b>54</b>	\$216,000	\$217,350	1,350
Townhouse	170	<b>194</b>	\$765,000	\$897,250	132,250
Fall Totals	2,346	<b>1,900</b>	\$9,222,050	<b>\$7,671,500</b>	(\$1,550,550)
Percent Change		<b>-19.01%</b>			<b>-16.81%</b>

**SPRING SEMESTER ANALYSIS:**

	Occupancy		Revenue		
	Budgeted Spring 2020	Projected Spring 2021	Budgeted Spring 2020	Projected Spring 2021	Revenue Change
Doubles	1,550	<b>950</b>	\$5,890,000	<b>\$3,633,750</b>	(\$2,256,250)
Singles	295	<b>400</b>	1,239,000	<b>1,690,000</b>	451,000
Kitchen Suites - Double	90	<b>90</b>	355,500	<b>362,250</b>	6,750
Kitchen Suites - Singles	10	<b>15</b>	43,500	<b>66,375</b>	22,875
Univ. Commons Singles	55	<b>60</b>	242,000	<b>265,500</b>	23,500
Univ. Commons Doubles	50	<b>60</b>	200,000	<b>241,500</b>	41,500
Townhouse	165	<b>180</b>	742,500	<b>832,500</b>	90,000
Spring Totals	2,215	<b>1,755</b>	\$8,712,500	<b>\$7,091,875</b>	(\$1,620,625)
Percent Change		<b>-20.77%</b>			<b>-18.60%</b>

**COMPARISON OF DIFR REVENUE :**

	2019-2020	2020-2021	Change
Projected Dorm Revenue	\$17,934,550	<b>\$14,763,375</b>	(\$3,171,175)
Projected Guest Rental	295,000	<b>20,000</b>	(275,000)
Less: Spring 2020 Refunds and Credits		<b>(1,779,156)</b>	(1,779,156)
Total Revenues	\$18,229,550	<b>\$13,004,219</b>	(\$5,225,331)
Reserve Need	433,050	<b>273,081</b>	(159,969)
Total Sources	\$18,662,600	<b>\$13,277,300</b>	(5,385,300)



**FREDONIA  
STATE**

YOUR UNIFORM. 25 REP YOUR TEAM.

**Under Armour**  
**SMIDICH**  
MADE IN CHINA

6



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

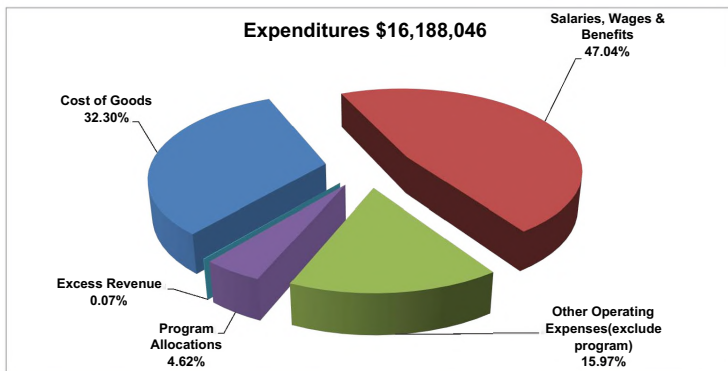
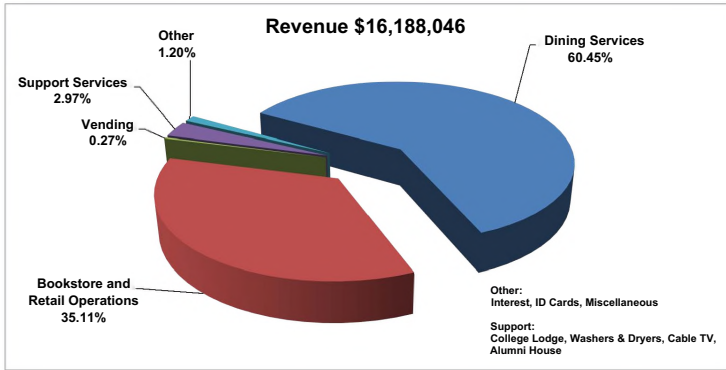
OPERATING BUDGET

# FACULTY STUDENT ASSOCIATION OPERATING BUDGET





Sources and Uses of Funds  
2020-2021



otherwise provided by the State of New York. Central to this effort is the ability to recognize the variety and dynamic nature of the population involved, in an attempt to maximize customer satisfaction while maintaining the financial integrity of the corporation.

SUNY 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 71 full-time, 86 part-time and approximately 241 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



Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2020-2021 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, Dr. Judy Langworthy, Seth Meyer, Kelsey Lieb and Anna Gagliano.

### 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 down 5.9 percent for Fall 2019 and was down 3.9 percent in Spring 2020, compared to the corresponding previous semesters. The Fall 2019 meal plan counts were less than FSA meal plan budget assumptions by 6.2 percent for Fall 2019 and 5.0 percent for Spring 2020.
- Commenced operation of the Meals on Wheels program for the Dunkirk-Fredonia area.
- Textbook sales declined 8.3 percent in 2018-2019 and an additional 9.6 percent for Fall 2019.
- Support and assessments to the campus in the 2019-2020 budget totaled \$1,347,405:
  - ◊ \$668,405 for restricted programs.
  - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
  - ◊ \$142,000 in unrestricted programs supporting 42 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 2020-2021 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,199,400:
  - ◊ \$588,250 in restricted program expenditures.
  - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
  - ◊ \$129,150 in unrestricted program funds.
  - ◊ \$2,000 for groundskeeping.
  - ◊ \$450,000 in space and utility charge assessments.
- Meal plan enrollment is based on the assumption that the Fall 2020 incoming first-year class will be 1,289 and total fall undergraduate enrollment of 4,110. Fall 2019 undergraduate enrollment was 4,226. 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 a decrease of 212 meal plans over 2019-2020 actual and 601 under the 2019-2020 budget.



## 2020-2021 Faculty Student Association Operating Budget

- The residential meal plan prices have been increased by \$150 with \$50 in additional points. The commuter plans have been increased by \$50.
- 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.
- Sprout café in Fenton will be closed and vegan items will be offered at Mason, McEwen, C-store and FREDEExpress.
- FREDEExpress will have reduced hours.
- Blue Devil Grill hours will continue the same as Spring 2020.
- Total budgeted labor hours decreased

### Budget Summary

	2020-2021 Budget	2019-2020 Budget	Difference Increase (Decrease)
<b><u>Dining Services (Schedule A)</u></b>			
Total Revenues	\$ 9,775,219	\$ 10,190,694	\$ (415,475)
Cost of Goods Sold	2,445,152	2,598,359	(153,207)
Total Operating Expenses	4,961,653	5,228,937	(267,283)
Other Revenues	13,000	13,000	-
Allocation of Administrative Expenses	1,125,449	1,099,795	25,654
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>1,255,965</u></b>	<b><u>1,276,604</u></b>	<b><u>(20,639)</u></b>
<b><u>Retail Operations (Schedule B)</u></b>			
Total Revenues	5,676,085	6,326,597	(650,512)
Cost of Goods Sold	2,782,856	3,122,827	(339,971)
Total Operating Expenses	2,605,420	2,687,242	(81,822)
Other Revenues	7,000	7,000	-
Allocation of Administrative Expenses	622,168	651,055	(28,887)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>(327,359)</u></b>	<b><u>(127,527)</u></b>	<b><u>(199,832)</u></b>
<b><u>Vending (Schedule C)</u></b>			
Total Revenues	42,967	37,238	5,729
Cost of Goods Sold	-	-	-
Total Operating Expenses	32,013	31,673	340
Other Revenues	-	-	-
Allocation of Administrative Expenses	8,256	7,335	921
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>2,699</u></b>	<b><u>(1,769)</u></b>	<b><u>4,468</u></b>
<b><u>Support Services (Schedule D)</u></b>			
Total Revenues	479,625	491,975	(12,350)
Cost of Goods Sold	-	-	-
Total Operating Expenses	381,719	443,764	(62,046)
Other Revenues	400	800	(400)
Allocation of Administrative Expenses	67,586	65,467	2,119
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>30,720</u></b>	<b><u>(16,456)</u></b>	<b><u>47,177</u></b>
<b>Total Revenue from Operations</b>	<b>15,994,296</b>	<b>17,067,304</b>	<b>(1,073,009)</b>
<b>Total Cost of goods and Operating Expenses</b>	<b><u>15,032,271</u></b>	<b><u>15,936,453</u></b>	<b><u>(904,182)</u></b>
<b>Excess Revenues from Operations</b>	<b>962,025</b>	<b>1,130,851</b>	<b>(168,826)</b>
<b>Miscellaneous Revenues (Schedule F)</b>	<b>193,750</b>	<b>169,500</b>	<b>24,250</b>
<b>Unallocated Administrative Office Expenses (Schedule F-1)</b>	<b><u>1,143,757</u></b>	<b><u>1,267,534</u></b>	<b><u>(123,777)</u></b>
<b>Net Excess of Revenues Over/(Under) Expenses</b>	<b><u>\$ 12,018</u></b>	<b><u>\$ 32,817</u></b>	<b><u>\$ (20,799)</u></b>



4.3 percent. Four positions will not be replaced and there will be three layoffs. Total budgeted wage and benefit dollars decreased by \$133,677 or 1.7 percent from the 2019-2020 budget.

- The \$183,055 capital budget includes new point of sale (POS) equipment for the bookstore and updated ID card production equipment as well basic replacement of items at the end of their useful lives.

## Operating Budget

The 2020-2021 FSA budget has \$15,994,296 in sources of revenue. It represents a \$1,073,009 or a 6.3 percent decrease from the 2019-2020 budget of \$17,236,804. The uses of funds consist of \$5,228,007 in cost of goods sold, \$7,616,163 in wages and benefits and \$3,331,858 of operating expenses. The budget is projected to generate revenue in excess of expenditures of \$12,018 or .07 percent.

## FREDONIA Faculty Student Association Dining Services

### Overview

The Faculty Student Association Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Willy C's Food Court and The Blue Devil Grill), three FSA cafés (Mason Hall, McEwen Hall, and TeaRex in the Science Center), two concession units (Breakaway at University Stadium and Timeout in Steele Hall), and catering. The bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. The Dining Services division also prepares the food for the Dunkirk-Fredonia Meals on Wheels program. Dining Services employs 38 full-time employees, 64 part-time and



approximately 172 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 Marché's Chef Creations and Made to Order choices make it a perennial favorite.
- The Willy C's food court was completely remodeled with kiosk ordering and new furnishings.
- The Blue Devil Grill offers fresh items with robust flavors with a rotation of Mexican, Italian and Mediterranean options.
- Mason, McEwen and TeaRex cafés provide high quality food and beverage choices with convenient access in classroom buildings. Plant-based food options will be available in Mason and McEwen.

### Planning Assumptions

Planning assumptions used to develop the 2020-2021 budget include:

- Total meal plans of 4,975 for the year are 601 lower than the 5,576 in the 2019-2020 budget.



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

- Residential meal plan prices have been increased by \$100.
- Sprout café in Fenton will be closed due to low sales volume and a decrease in undergraduate students.
- Operating hours will remain the same as 2019-2020 for all other Dining Services locations.
- Labor hours have decreased 4.8 percent.
- The 2020-2021 food cost percentage assumption is 25.03 percent; 25.5 percent was used for 2019-2020. The food cost percentage leaves minimal allowance for changes in the agricultural markets, weather conditions and inflation.

### Operating Budget

The 2020-2021 Dining Services budget of \$9,775,219 is \$415,475 or a 4.1 percent decrease from the \$10,203,694 for 2019-2020. The revenue consists of \$8,079,219 in contact meal plans plus special function and cash sale revenue. Total contract meal plan revenue is budgeted for \$10,979,785 (includes \$80,000 for additional points added) with \$2,900,566 of that reported in the Retail Operations budget. Total operating expenses of \$4,961,653 have decreased by \$267,283 or 5.1 percent from 2019-2020. The budget is projected to generate excess revenue over expenditures of \$1,255,965 or 12.9 percent.





Faculty Student Association Associate Executive Director and Controller  
Matthew Snyder.

**Dining Services Budget - Schedule A**

<u>Revenues</u>	<u>2020-2021 Budget</u>	<u>2019-2020 Budget</u>
Contract Meals	\$7,690,419 a	\$ 8,068,723
Meal Plan Administrative Fee	\$388,800 b	427,375
Special Functions	\$1,196,000 c	1,194,596
Cash & Other Sales	\$500,000	500,000
<b>Total Revenue</b>	<b>9,775,219</b>	<b>10,190,694</b>
<u>Cost of Goods Sold</u>		
Beginning Inventory	100,000	100,000
Purchases	\$2,445,152	2,598,359
Less: Ending Inventory	100,000	100,000
<b>Cost of Goods Sold</b>	<b>2,445,152 d</b>	<b>2,598,359</b>
<b>Gross Profit on Sales</b>	<b>7,330,067</b>	<b>7,592,336</b>
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	3,937,069 c, e	4,037,927
Supplies and Materials	253,900 c	280,127
Depreciation		
Corporate owned	142,102	323,115
Leasehold Improvements	222,329	66,561
RA Support	13,400 f	13,400
Other Operating Expenses	392,854	507,807
<b>Total Operating Expenses</b>	<b>4,961,653</b>	<b>5,228,937</b>
<b>Excess of Revenues over Expenses</b>	<b>2,368,414</b>	<b>2,363,399</b>
<u>Other Revenues</u>	<b>13,000</b>	<b>13,000</b>
<u>Allocation of Administrative Expenses</u>	1,125,449	1,099,795
<b>Excess of Revenues Over Expenses</b>	<b>\$ 1,255,965</b>	<b>\$ 1,276,604</b>

Notes:

- a Fall 2020 freshmen enrollment is forecasted to be the same as fall 2019. 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 \$2,846,438 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 revenue.
- d Weighted average food cost percentage of 25.03% for 2020-2021 and 25.5% 2019-2020.
- e Work force reductions plus increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.
- f RA support is based on 67 RA's and consists of \$200.00 per RA each year towards a meal plan.





**Dining Services Budget  
Schedule A - Addendum 1**

	<b>2020-2021 Budget</b>		<b>2019-2020 Budget</b>
<b><u>Supplies and Materials</u></b>			
China/Glass/Silverware/Trays	\$ 4,000		\$ 5,000
Cleaning Supplies	26,000		20,000
Linen	5,000		10,000
Miscellaneous Food Service Supplies	50,000		76,000
Office Supplies	1,400		1,400
Paper Supplies & Sustainable wares	160,000	a	155,727
Printing and Marketing	-		3,000
Uniforms	7,500		9,000
<b>Total Supplies and Materials</b>	<b><u>253,900</u></b>		<b><u>280,127</u></b>
<b><u>Other Operating Expenses</u></b>			
Advertising	-		1,000
Bad Debts	20,000	b	125,000
Computer Services & Systems Maintenance	13,310	c	15,863
Dues and Subscriptions	800	d	1,000
Education and Training	4,000		4,000
Equipment Rental	3,000		3,000
Gas and Oil	6,000		6,000
Licenses and Permits	1,000	e	1,000
Professional Services	-		2,000
Refuse Removal	17,547		15,747
Repairs and Maintenance	40,000		44,000
Telephone	12,000		12,000
Travel	5,000		7,000
Utilities and Space Assessment	270,197		270,197
<b>Total Other Operating Expenses</b>	<b><u>392,854</u></b>		<b><u>507,807</u></b>
<b><u>Other Revenues</u></b>			
Linen Revenue	9,000		9,000
Miscellaneous Revenue	4,000		4,000
<b>Total Other Revenues</b>	<b><u>\$ 13,000</u></b>		<b><u>\$ 13,000</u></b>

**Notes**

- a Includes items for Dunkirk-Fredonia Meals on Wheels contract.
- b Higher accounts receivable and required allowance for bad debts in 2019-2020.
- c Cbord Symphony and Odyssey annual maintenance fees.
- d Member of NACUFS (National Association of College and University Food Service).
- e Liquor license is a two year renewal in September of odd # year for catering.





**Dining Services Budget**  
**Schedule A - Addendum 2**

**A. Dining Services Operations Program Description**

**Self Operated: (List)**

Cranston Marche  
 Williams Center Food Court and The Blue Devil Grill  
 C-Store and FREDEXpress (Retail Operations)  
 Starbucks Coffee (Retail Operations)  
 Tim Hortons (Retail Operations)

**Café and Concession Operations:**

McEwen Hall  
 Mason Hall  
 TeaRex Café  
 Steele Hall  
 University Stadium

**B. Contract Meal Plan Information**

- (1) Is a Contract Meal Plan \_\_\_ Optional \_\_\_ X \_\_\_ 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)
- (4) Plan #6 is only available to juniors and seniors.
- (5) Plan #5 has a \$400 administrative fee applied, so available points are \$2,175.
- (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:

Plan #	Meal Plan	Current Cost Per Semester	Budgeted Cost Per Semester	\$ Increase	% Increase	Feed-a-Friend Meals
1	17 Meals + \$325 points	\$2,615	\$2,765	\$150	5.74%	5
2	14 Meals + \$325 points	\$2,475	\$2,625	\$150	6.06%	5
3	10 Meals + \$325 points	\$2,330	\$2,480	\$150	6.44%	5
4	7 Meals + \$600 points	\$2,300	\$2,450	\$150	6.52%	5
5	Max Flex All Points	\$2,425	\$2,575	\$150	6.19%	5
6	7 Meals + \$300 points	\$2,050	\$2,200	\$150	7.32%	5
7	Commuter points	\$875	\$925	\$50	5.71%	0
8	Commuter points	\$650	\$700	\$50	7.69%	0

Plan #	Meal Plan	Budgeted Cost Per Semester	Estimated Fall 2020	Estimated Spring 2021	Revenue
1	17 Meals + \$325 points	\$2,765	1,102	690	\$ 4,954,880
2	14 Meals + \$325 points	\$2,625	211	253	\$ 1,218,000
3	10 Meals + \$325 points	\$2,480	87	99	\$ 461,280
4	7 Meals + \$600 points	\$2,450	95	126	\$ 541,450
5	Max Flex All Points	\$2,575	455	517	\$ 2,502,900
6	7 Meals + \$300 points	\$2,200	42	45	\$ 191,400
7	Commuter points	\$925	358	321	\$ 628,075
8	Commuter points	\$700	275	299	\$ 401,800
	<b>Total</b>		<b>2,625</b>	<b>2,350</b>	<b>\$10,899,785</b>

**Points, Debit Account and FREDFunds prices in Cranston Marche**

Breakfast	\$8.25
Lunch	9.00
Dinner	10.50
<b>Total</b>	<b>\$27.75</b>

Increases of \$.25

**Cash prices including tax in Cranston Marche**

Breakfast	\$9.80
Lunch	12.00
Dinner	14.50
<b>Total</b>	<b>\$36.30</b>

Increases of \$.25

**Meal equivalency allowance at Starbucks, and Tim Hortons**

\$5.50

**Meal equivalency allowance at Cafes, Concessions, Food Court, and The Blue Devil Grill**

\$7.50



FREDONIA  
Faculty Student Association  
Retail Operations

Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDExpress, 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. FREDExpress 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 17 full-time, 21 part-time and approximately 69 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 Vital Source, competitive textbook pricing software, that continues to aid in maintaining market share. The site can be found at [www.fredoniabookstore.com](http://www.fredoniabookstore.com).
- 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 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 exceeds 40,000.

Planning Assumptions

Planning assumptions used to develop the 2020-2021 budget include:

- Operating hours will be reduced in FREDExpress and one part time position eliminated.
- Operating hours at all other locations will be the same as 2019-2020.
- With the reduction in textbook and overall sales, one full time clerical position was not re-filled in 2019-2020 and a second full-time clerical position was eliminated from the 2020-2021 budget.
- Textbook and other bookstore sales are projected to decrease another 5 percent from the projected 2019-2020 actual amount.
- FSA continues to utilize FRED Debit, pre-packs, web orders, and Vital Source for competitive textbook pricing when a customer shops at [www.fredoniabookstore.com](http://www.fredoniabookstore.com).
- Labor hours decreased 4.9 percent from the



2019-2020 budget.

Operating Budget

The 2020-2021 Retail Operations budget of \$5,676,085 represents a \$650,512 or 10.3 percent decrease from the 2019-2020 budget of \$6,333,597. It includes \$2,900,566 of

contract meals used in the Convenience Store, FREDEExpress, Starbucks and Tim Hortons. Total operating expenses of \$2,605,420 decreased by \$81,822 or 3.0 percent from 2019-2020. The budget is projected to generate excess expenditures over revenue of \$327,359 or a further decline of \$199,832.

<b>Retail Operations Budget - Schedule B</b>		
<b>(Bookstore, Convenience Store, FREDEExpress, Starbucks, and Tim Hortons)</b>		
	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
<b><u>Revenues</u></b>		
Books and other Sales	\$ 2,775,518	\$ 3,044,700
Contract Meals	2,900,566 <sup>a</sup>	3,281,897
<b>Total Revenue</b>	<b>5,676,085</b>	<b>6,326,597</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	700,000	700,000
Purchases	2,782,856	3,122,827
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	2,782,856 <sup>b</sup>	3,122,827
<b>Gross Profit on Sales</b>	<b>2,893,229</b>	<b>3,203,770</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	1,945,813 <sup>c</sup>	1,971,717
Depreciation Corporate owned	72,568	89,279
Leasehold Improvements	136,342	136,342
Other Operating Expenses	450,696	489,905
<b>Total Operating Expenses</b>	<b>2,605,420</b>	<b>2,687,242</b>
<b>Excess of Revenues over Expenses</b>	<b>287,809</b>	<b>516,528</b>
<b><u>Other Revenues</u></b>	<b>7,000</b>	<b>7,000</b>
<b><u>Allocation of Administrative Expenses</u></b>	<b>622,168</b>	<b>651,055</b>
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ (327,359)</u></b>	<b><u>\$ (127,527)</u></b>
<b>Notes:</b>		
a Meal plan use in Convenience Store, FREDEExpress, Starbucks and Tim Hortons.		
b Weighted average cost of goods percentage of 49.09% for 2020-2021 and 49.3% for 2019-2020.		
c Work force reductions plus increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.		



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

	<b><u>2020-2021</u></b>		<b><u>2019-2020</u></b>
	<b><u>Budget</u></b>		<b><u>Budget</u></b>
<b><u>Other Operating Expenses</u></b>			
Advertising	\$ 7,500		\$ 16,300
Bad Debts	12,000		20,000
Computer Services and Systems Maintenance	37,308		41,242
Dues and Subscriptions	6,600	a	6,850
Internet	732		732
Licenses & Permits	6,650	b	6,400
Office Supplies	1,500		1,700
Paper Supplies and Miscellaneous	26,000		38,550
Postage	4,000		4,000
Refuse Removal	11,333		11,333
Repairs and Maintenance	12,000		10,000
Royalties	215,366		223,120
Telephone	8,580		8,050
Travel	6,000		6,000
Utilities and Space Use Assessment	93,927		93,927
Uniforms & Laundry	1,200		1,700
<b>Total Other Operating Expenses</b>	<b><u>450,696</u></b>		<b><u>489,905</u></b>
 <b><u>Other Revenues</u></b>			
Commissions and Miscellaneous	7,000	c	7,000
<b>Total Other Revenues</b>	<b><u>\$ 7,000</u></b>		<b><u>\$ 7,000</u></b>

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 FREExpress 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

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##### 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 nearby Brocton. 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 provides over 80 channels in High Definition (HD) to the residence halls. It includes the addition of five SHOWTIME channels.
- New DirecTV service in the Willy C's food court includes sports channels.
- Many Vending machines have been replaced with more modern equipment with enhanced product selection.
- Credit card readers have been installed

on more vending machines allowing for increased purchasing options.

##### Planning Assumptions

Planning assumptions used to develop the 2020-2021 budget include:

- Increase in vending sales as a result of better product display and credit card readers.
- Operations at the lodge will be closed during the winter months in order to reduce operating costs. The Lodge Manager will be employed on campus in Dining Services.
- College use of the Alumni House and the College Lodge will continue to decline as resources available for catering are reduced.

##### Operating Budget

The 2020-2021 Vending and Other Support Services revenue of \$522,592 represents a \$6,621 or 1.3 percent decrease from the 2019-2020 budget of \$529,213. Total operating expenses of \$413,781 decreased \$61,706 or 13.0 percent from the 2019-2020 budget. The budgets are projected to generate revenue in excess of expenditures of \$33,419 which is an improvement of \$51,644 from the 2019-2020 budget that had expenditures in excess of revenue of \$18,226.





2020-2021 Faculty Student Association Operating Budget

<b>Vending Budget-Schedule C</b>		
	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
<b>Revenues</b>		
Commissions	\$ 42,967 a	\$ 37,238
<b>Total Revenue</b>	<b>42,967</b>	<b>37,238</b>
<b>Cost of Goods Sold</b>		
Beginning Inventory	-	-
Purchases	-	-
Less: Ending Inventory	-	-
<b>Cost of Goods Sold</b>	<b>-</b>	<b>-</b>
<b>Gross Profit on Sales</b>	<b>42,967</b>	<b>37,238</b>
<b>Operating Expenses</b>		
Wage and Employee Benefit Allocation	16,494	16,101
Computer Services & Systems Maintenance	2,926	2,979
Utilities and Space Use Assessment	12,593	12,593
<b>Total Operating Expenses</b>	<b>32,013</b>	<b>31,673</b>
<b>Excess of Revenues Over Expenses</b>	<b>10,955</b>	<b>5,566</b>
<b>Allocation of Administrative Expenses</b>	<b>8,256</b>	<b>7,335</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 2,699</b>	<b>\$ (1,769)</b>
<b>Supplemental Information:</b>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<b>Notes:</b>		
a Net commission received. Increase due to credit card readers.		

<b>Other Services Budget : Washers and Dryers-Schedule D-2</b>		
	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
<b>Revenues</b>		
Washer and Dryer Income	\$ 220,000	\$ 220,000
<b>Total Revenue</b>	<b>220,000</b>	<b>220,000</b>
<b>Operating Expenses</b>		
Wage and Employee Benefit Allocation	7,998	12,017
Contracted Service	66,778 a	66,778
Depreciation - Leasehold Improvements	2,887	2,887
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	43,224	43,224
<b>Total Operating Expenses</b>	<b>121,887</b>	<b>125,906</b>
<b>Excess of Revenues Over Expenses</b>	<b>98,113</b>	<b>94,094</b>
<b>Other Revenues</b>	<b>400</b>	<b>800</b>
<b>Allocation of Administrative Expenses</b>	<b>21,447</b>	<b>19,869</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 77,066</b>	<b>\$ 75,025</b>
<b>Supplemental Information:</b>		
Contractor's Name: ASI/Mac-Gray Campus Laundry Solutions, Baltimore, MD		
<b>Notes:</b>		
a 10 year agreement effective July 1, 2014 with new machines. Annual increases begin July 1, 2020.		



**Other Services Budget: College Lodge-Schedule D-1**

<u>Revenues</u>	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
Lodge Rentals	\$ 22,900	\$ 27,000
Catering	\$ 3,000	5,000
Gas Lease	100	600
Experiential Training Program	8,000	8,000
<b>Total Revenue</b>	<b>34,000</b>	<b>40,600</b>
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits - Direct and Allocated	60,959 a, b	108,656
Contracted Services	-	1,000
Depreciation	11,540	12,139
Dues and Subscriptions	-	300
Electric	1,500	2,000
Gas & Oil	1,000	1,900
Internet	3,000	3,000
Licenses and Permits	400	400
Marketing	-	1,000
Miscellaneous Supplies	2,500	2,600
Refuse Removal	1,164	1,164
Repairs & Maintenance	5,000	7,000
Telephone	1,000	1,080
Travel, Mileage and Education	500	500
<b>Total Operating Expenses</b>	<b>88,563</b>	<b>142,739</b>
<b>Excess of Revenues Over Expenses</b>	<b>(54,563)</b>	<b>(102,139)</b>
<b>Allocation of Administrative Expenses</b>	21,298	21,760
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ (75,861)</u></b>	<b><u>\$ (123,899)</u></b>

**Notes:**

- a Work force reductions plus increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.
- b Lodge will be closed for the winter months. Manager re-assigned to Dining Services.





**Other Services Budget: Alumni House-Schedule D-3**

<u>Revenues</u>	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
Alumni Rental	\$ 25,625	a \$ 25,375
Catering Commission	500	1,000
Other Rentals	7,500	13,000
<b>Total Revenue</b>	<b>33,625</b>	<b>39,375</b>
 <u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	21,432	24,974
Depreciation	5,077	4,527
Electric	3,800	3,800
Maintenance and Repairs	2,000	4,000
Miscellaneous Supplies	100	500
Natural Gas	2,000	2,000
Refuse Removal	1,284	1,284
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	500	500
Water & Sewer	400	400
<b>Total Operating Expenses</b>	<b>38,593</b>	<b>43,985</b>
Excess of Revenues Over Expenses	<b>(4,968)</b>	<b>(4,610)</b>
 <u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	<b>7,129</b>	<b>7,503</b>
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ (12,097)</u></b>	<b><u>\$ (12,113)</u></b>

**Notes:**

**Other Services Budget: Cable TV Service-Schedule D-4**

<u>Revenues</u>	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
Cable TV Service	\$ 192,000	\$ 192,000
<b>Total Revenue</b>	<b>192,000</b>	<b>192,000</b>
 <u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	11,979	11,635
Depreciation	17,740	17,740
Printing & Supplies	1,000	2,000
Programming and Signal	101,641 <sup>a</sup>	99,443
Travel	-	-
Utilities and Space Use Assessment	316	316
<b>Total Operating Expenses</b>	<b>132,676</b>	<b>131,134</b>
Excess of Revenues Over Expenses	<b>59,324</b>	<b>60,866</b>
 <u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	<b>17,712</b>	<b>16,335</b>
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ 41,612</u></b>	<b><u>\$ 44,531</u></b>

**Notes:**

<sup>a</sup> New contract June 1, 2018 and contractor for DirecTV signal. College programming package increases each January.



2020-2021 Faculty Student Association Operating Budget



**Campus Program Support-Schedule E**

<u>Programs</u>	Supporting schedule to Administrative Schedule F-1	2020-2021 <u>Budget</u>	2019-2020 <u>Budget</u>
<b><u>Unrestricted</u></b>			
Academic Advising - Student Success Initiative		\$ 500	\$ 550
Academic Advising - Transfer Mentorship Program		1,000	1,000
Admissions - Multicultural Weekend		3,500	3,500
Campus Life - Commencement Activities		3,000	5,400
Campus Life - Leadership Development Program		-	1,200
Campus Life - Rising Leaders Academy		500	-
Career Development - Internship Development Program		1,500	1,800
Career Development - Recruitment Program		500	500
Career Development - Spotlight Series		-	2,200
Community Service Fair & Volunteer Award Ceremony		975	-
Conducting Symposium		300	-
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 Enrichment for International Music Students		-	1,200
DeStress for Success		425	425
EDP Cultural Connections Project		5,000	5,000
Financial Aid Office Emergency Grant Fund		3 5,000	38,675
First Year Residential Experience (FYRE)		750	750
Fostering Entrepreneures & Innovation - Mini Maker Faire		-	500
Fred Wellness Fair & Fresh Check Day		1,000	-
Fredonia Dance Ensemble - Guest Artist Residency		-	1,500
Freedonia Marxonia		250	250
Greek Life Leadership Conference		800	-
Intercultural Enrichment/Programming		3 8,000	38,000
International Buddy Program		1,000	1,000
International Scholarship Dinner Fundraiser		1,500	1,500
Learning Center		2,000	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
New Graduate Student Events & Prospective Student Visits		850	-
Professional Development Seminar		2,000	-
Recruitment, Retention and Community Building Events		1,000	-
Residence Life - Buffalo News Kids Day		200	200
Residence Life - Craft Room Programming		700	700
Residence Life - Giving Tree		500	-
Residence Life - Move in Crew		1,000	1,000
Residence Life - Student Development Connections		1,000	1,000
Reverse Pitch Challenge		1,000	-
Senior Class Picnic		4,500	4,500
Student Association - Fiscal Agent Non-profit Startup		-	4,350
Student Athlete Leadership Seminar		-	2,000
Student Parents in Education (SPIE)		1,500	1,500
Student Research & Creativity Exposition		3,800	3,800
SUNY Fredonia Middle School Honor Band		250	-
Tau Sigma National Honor Society		500	500
Theatre & Dance - Visiting Artists		2,000	2,000
Veteran Affairs Outreach		700	-
Veterans Day Campus Talk		-	2,250
Veteran's Remembrance Ceremony		700	700
WHOA - Annual Casino Night		1,500	1,500
WHOA - Oscar Party		-	1,000
Writers at work: Alumni Writers in Residence Series		1,200	1,200
Sub-total		<b>129,150</b>	<b>142,000</b>
<b><u>Restricted</u></b>			
FSA Fredonia Scholarship Award Endowment Fund		3 0,000	30,000
President's Fund		2 0,000	20,000
Restricted Institutional Programming		5 33,250	668,405
Restricted Administrative Programming		3 5,000	35,000
Total Program Expenditures		<b><u>\$ 747,400</u></b>	<b><u>\$ 895,405</u></b>



**Administrative Office Expenses-Schedule F-1**

	<b>2020-2021</b>		<b>2019-2020</b>
	<b><u>Budget</u></b>		<b><u>Budget</u></b>
<b><u>Administrative Office Expenses</u></b>			
Salaries, Wages and Employee Benefits	\$ 1,614,420	a	\$ 1,566,814
Advertising	6,000		6,000
Armored car service	3,000		3,000
Auditing	19,000		19,000
Bad Debts	5,000		3,000
Campus Program Support	747,400	b	895,405
Computer Services & Systems Maintenance	53,691		61,562
Depreciation - Corporate owned	50,991		67,903
Depreciation - Leasehold	32,471		31,954
Dues & Subscriptions	3,200	c	3,805
Employee Education and Training	8,000		8,000
Employee Recognition	8,000		8,000
Insurance	141,800		142,500
Legal	20,000		20,000
Office and ID card Supplies	45,000		45,000
Postage	3,500		3,500
Printing	13,000		13,000
Professional Services	90,000		90,000
Repairs and Maintenance (Equipment)	10,000		10,000
Service Charges and Bank Fees	43,000		43,000
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
<b>Total Administrative Office Expenses</b>	<b><u>2,967,216</u></b>		<b><u>3,091,186</u></b>
<b><u>Administrative Expenses Allocated to:</u></b>			
Food Service	1,125,449		1,099,795
Campus Store	622,168		651,055
Vending	8,256		7,335
D-Summary-Support Services	67,586		65,467
<b>Total Allocated Administrative Expenses</b>	<b><u>1,823,459</u></b>	d	<b><u>1,823,652</u></b>
<b>Unallocated Administrative Office Expense</b>	<b><u>\$ 1,143,757</u></b>		<b><u>\$ 1,267,534</u></b>

**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 Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.



**Miscellaneous Revenue-Schedule F**

<u>Miscellaneous Revenues</u>	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>
Net Interest Income	\$ 136,500 a	\$ 114,500
Miscellaneous Income	47,250 b	45,000
ID Card Income	10,000	10,000
<b>Total Miscellaneous Revenues</b>	<b><u>\$ 193,750</u></b>	<b><u>\$ 169,500</u></b>

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
- Student Association Fiscal Agent
- Ancillary ESL Program fees





**Capital Purchases Budget-Schedule I**

<u>Unit</u>	<u>Item</u>	<u>2020-2021 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>			
	Furniture - bar height chairs	\$ 5,000	10
	Paint (carry from 2018-2019)	\$ 10,000	5
<u>Bookstore/C-Store</u>			
	POS system hardware replacement	43,700	5
	Ingenico credit card terminals	7,355	3
<u>Administration</u>			
	IT		
	Computers	15,000	5
	ID card production conversion	30,000	5
	Network switches	22,000	5
	General		
	Contingency	50,000	5
	<b>Total Capital Budget</b>	<b>\$ 183,055</b>	



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OVERVIEW

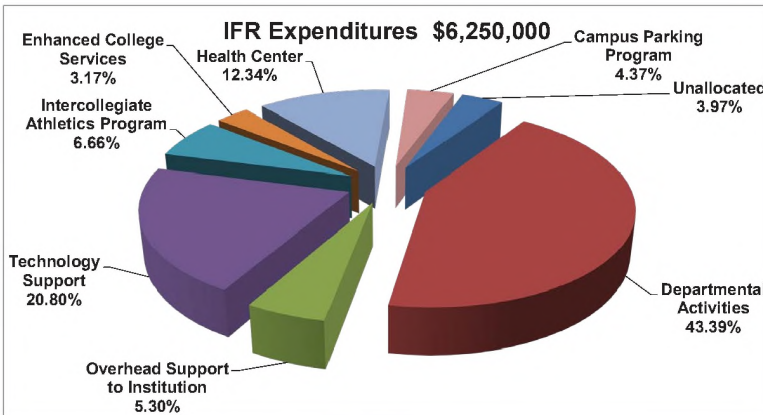
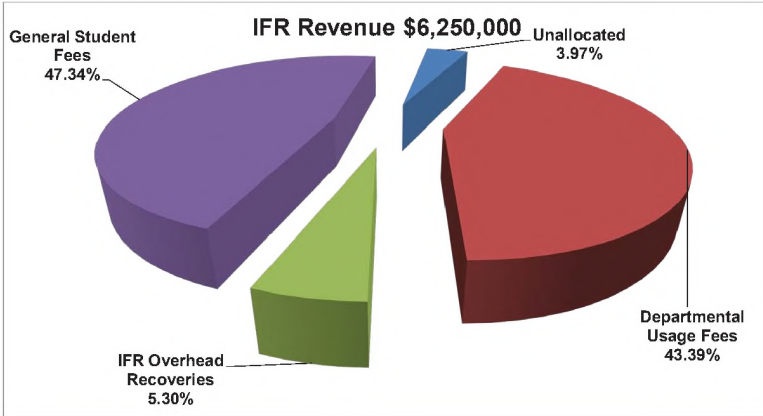
HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

# INCOME FUND REIMBURSABLE





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

FREDONIA  
2020-2021 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 2020-2021 is anticipated to be 62.39 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 2020-2021 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 Student Services and Program Charge fee decreased from \$798.50 per semester from fall 2019 to \$711 for fall 2020. The decrease was largely due to a reduced athletic fee as well as no charges to students for Fitness Center, Natatorium or Box Office services due to the COVID 19 pandemic.
- The Student Services and Program Charge Fees Revenue was calculated at 4,075 FTE's for this publication based on information for Fall 2020.
- The fringe benefit rate assessed on IFR personal service expenses will decrease to 62.39 percent from 63.86 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 2020-2021 IFR operating budget will decrease to \$6,250,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 10.61 FTE positions.

<b>FREDONIA Proposed 2020-2021 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type</b>			
Area of Expense	2020-2021 Proposed Allocation	2019-2020 Allocation	Change
Personal ServiceRegular	\$ 537,100	\$ 916,000	\$ (378,900)
Temporary Service	676,850	765,723	(88,873)
Other than Personal Service	<u>5,036,050</u>	<u>6,443,277</u>	<u>(1,407,227)</u>
<b>TOTAL</b>	<b><u>\$ 6,250,000</u></b>	<b><u>\$ 8,125,000</u></b>	<b><u>\$(1,875,000)</u></b>





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 2020-2021 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 2020-2021 Budget  
Income Fund Reimbursable (IFR)**

**Campus Total FTE Distribution by Area**

Division/Area	2020-2021		2019-2020		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
<b>President</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>Academic Affairs</b>	0.00	0.00	0.00	1.00	0.00	-1.00
<b>Administration</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>University Advancement</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>Enrollment &amp; Student Services</b>	0.00	10.61	0.00	15.11	0.00	-4.50
<b>Utilities/Other</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>10.61</b>	<b>0.00</b>	<b>16.11</b>	<b>0.00</b>	<b>-5.50</b>



**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 decrease from \$798.50 per semester to \$711.00 a decrease of \$87.50. The fee is comprised of the following six groups:

**Student Activity Fee** – The proposed 2020-2021 budget will increase to \$114.50 from \$113.50. This was supported by the Student Association.

**Intercollegiate Athletic Fee** – The proposed 2020-2021 budget contains a significant decrease. The fee will be cut in half from the previous year’s \$181.00 to \$90.50 for 2020-2021. This was supported by the campus Intercollegiate Athletic Board and the reduction was necessary due to COVID 19 restrictions.

**Student Health Services Fee** – The proposed 2020-2021 budget contains a \$5.00 increase from 2019-2020. The fee will be at \$185.00. This fee was approved by the campus Student Health Advisory Committee.

**Student Technology Fee** – The proposed 2020-2021 budget contains an increase from the previous year. The rate will be increased by \$15.50 per semester to equal a semester charge of \$227.00. 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 2020-2021 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 2020-2021 budget will decrease \$25.00 from the 2019-2020 fee of \$64. The fee is \$39.00. This fee 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. For 2020-2021 there is no charges for the Blue Devil Fitness Center, the Natatorium or Box Office due to COVID 19 restrictions.

	2020-2021	2019-2020	
<b>Student Services and Program Charge</b>	<b>Rates</b>	<b>Rates</b>	<b>Change</b>
Student Activity Fee	\$114.50	\$113.50	\$1.00
Intercollegiate Athletic Fee	90.50	181.00	-90.50
Student Health Services Fee	185.00	180.00	5.00
Student Technology Fee	227.00	211.50	15.50
Transportation Services Fee	55.00	55.00	0.00
Enhanced College Services Fee	39.00	57.50	-18.50
<b>TOTAL</b>	<b>\$711.00</b>	<b>\$798.50</b>	<b>-\$87.50</b>



The 2020-2021 Student Services and Program Charge of \$711 per semester will generate \$5,410,713 in revenue detailed in the chart below:

**FREDONIA**

**PROJECTED 2020-21 STUDENT SERVICES AND PROGRAM CHARGE REVENUE**

Based on 4075 FTE Enrollment Mix as of Fall 2020

**Projected Academic Year 2020-21**

	Full-Time Rate	Part-time Rate	Fall 2020 Revenue	Spring 2021 Revenue	Total 2020-21 Revenue
Student Activity Fee	\$ 114.50	\$ 9.50	\$ 452,551.46	\$ 406,908.88	\$ 859,460.34
Health Center Fee	185.00	15.45	731,381.59	657,607.26	1,388,988.85
Athletic Fee	90.50	7.55	357,769.32	321,681.99	679,451.31
Technology Fee	227.00	18.95	897,411.08	806,890.14	1,704,301.21
Transportation Services	55.00	4.60	217,450.18	195,515.35	412,965.53
Enhanced College Services	39.00	3.20	154,078.39	138,542.20	292,620.59
Subtotal	<u>\$ 711.00</u>	<u>\$ 59.25</u>	<u>\$ 2,810,642.02</u>	<u>\$ 2,527,145.81</u>	<u>\$ 5,337,787.83</u>

**Actual Summer Session 2020 and Estimated J Term 2021**

	Full-Time Rate	Part-time Rate	Summer Revenue 2020	Estimated J-Term 2021
Student Activity Fee	\$ -	\$ -	\$ -	\$ -
Health Center Fee	0.00	15.00	44,460.00	11,340.30
Athletic Fee	0.00	0.00	0.00	0.00
Technology Fee	0.00	17.65	52,314.60	13,909.30
Transportation Services	0.00	0.00	0.00	0.00
Enhanced College Services	0.00	1.95	5,779.80	1,431.30
Subtotal	<u>\$ -</u>	<u>\$ 34.60</u>	<u>\$ 102,554.40</u>	<u>\$ 26,680.90</u>

**2020-21 FISCAL YEAR INCLUDING SUMMER SESSION 2020 & J-TERM 2021**

	Fall and Spring Revenue	Summer 2020 Revenue	Estimated J-Term 2021	Total 2020-21 Revenue	Total 2020-21 Revenue Disbursed @ 98.97%
Student Activity Fee	\$ 859,460.34	\$ -	\$ -	\$ 859,460.34	\$ 850,607.90
Health Center Fee	1,388,988.85	44,460.00	11,340.30	1,444,789.15	\$ 1,429,907.82
Athletic Fee	679,451.31	0.00	0.00	679,451.31	\$ 672,452.96
Technology Fee	1,704,301.21	52,314.60	13,909.30	1,770,525.11	\$ 1,752,288.70
Transportation Services	412,965.53	0.00	0.00	412,965.53	\$ 408,711.99
Enhanced College Services	292,620.59	5,779.80	1,431.30	299,831.69	\$ 296,743.42
Subtotal	<u>\$ 5,337,787.83</u>	<u>\$ 102,554.40</u>	<u>\$ 26,680.90</u>	<u>\$ 5,467,023.13</u>	<u>\$ 5,410,712.79</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 2020 President's Awards for Excellence recipients were:

- Erin Mrocza, Director of New Student and Transition Programs
- Dr. Katherine Levy, Professor of Music Education
- Dr. Ann Siegle Drege, Associate Professor and English Adolescence program coordinator in the English department



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 2020-2021 operating budget allocation for the President's Office amounts to \$49,000.

<b>FREDONIA Proposed 2020-2021 Budget Income Fund Reimbursable (IFR) President's Office</b>			
<b>Area of Expense</b>	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	49,000	56,400	(7,400)
<b>TOTAL</b>	<b>\$ 49,000</b>	<b>\$ 56,400</b>	<b>\$ (7,400)</b>



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 2020-2021 fiscal year.
- Fees will continue to be waived for non-music majors taking music classes.
- The Box Office Fee will not be charged to students for the 2020-2021 fiscal year.

Operating Budget

Academic Affairs has over 150 IFR accounts and subaccounts with an allocation of \$1,447,420-a decrease of \$62,529 from 2019-2020.

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Academic Affairs</b>			
<b>Area of Expense</b>	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ 39,000	\$ (39,000)
Temporary Service	176,350	169,350	7,000
Other than Personal Service	1,271,070	1,301,599	(30,529)
<b>TOTAL</b>	<b>\$ 1,447,420</b>	<b>\$ 1,509,949</b>	<b>\$ (62,529)</b>



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 2020-2021 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 continues to offer reduced hours of operation to increase budget efficiencies.
- The Technology Fee increased to \$227.00 per semester.

Highlights

The Campus Park and Ride bus annually provided service to over 36,384 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 2020-2021 allocation of \$3,209,180 a decrease of \$4,075,424 from 2019-2020. 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:

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Finance and Administration</b>			
<b>Area of Expense</b>	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular \$	-	\$ -	\$ -
Temporary Service	133,000	135,000	(2,000)
Other than Personal Service	3,076,180	3,940,424	(864,244)
<b>TOTAL</b>	<b>\$ 3,209,180</b>	<b>\$ 4,075,424</b>	<b>\$(866,244)</b>



Interim Chief Information Officer  
Benjamin Hartung

## 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 benefiting 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 and responsive with offering technologies that continue to be sustainable, secure, and stable for the campus community. There were numerous critical technologies implemented in order to effectively respond to the COVID-19 pandemic.

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

### Notable projects include:

- Fredonia continued to enhance its Internet connection speeds and supporting infrastructure to provide faster downloads, higher quality video streaming and a more responsive overall experience.
- Fredonia upgraded or installed 178 network switches in approximately 47 buildings across campus.
- Fredonia upgraded or installed 525 wireless access points in all academic/administrative buildings. There were also 1,025 wireless access points replaced in the Residence Halls. The wireless access points (WAPs) were distributed through academic, administrative, and residential spaces delivering high-speed, secure wireless communications throughout campus.
- ITS continued to expand the number of security cameras and card access doors, elevating the security envelope throughout campus.
- Successfully deployed Cylance, a next-gen endpoint protection solution, to all university-owned desktops and laptops, improving the overall security of the

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Technology Fee</b>			
<b>Area of Expense</b>	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	110,000	114,915	(4,915)
Other than Personal Service	1,580,035	1,325,397	254,638
<b>TOTAL</b>	<b>\$ 1,690,035</b>	<b>\$ 1,440,312</b>	<b>\$ 249,723</b>



- environment.
- Expanded the number of computer labs and smart classrooms to aid in fostering a better overall teaching and learning experience.
- Continued the multi-year project of replacing Fredonia’s aging Centex telephone system with a new Cisco VoIP unified communication system.
- Successfully deployed the Zoom video conferencing solution to all students, faculty and staff. The critical solution provided a secure, stable, and flexible solution to conduct virtual meetings and online instruction.
- Implemented a robust Microsoft and Macintosh virtual lab environment providing students and faculty critical access to computing resources needed for online instruction.
- Developed and implemented a “Wellness Check” for employees and students in response to a mandate from SUNY to facilitate local tracking and reporting requirements due to the COVID-19 pandemic.
- Deployed the new ProWatch Building Online Security System (BOSS) which greatly enhanced the physical security for university buildings and provided an easier web-accessible interface for Building Access Coordinators to manage their assigned electronic card access control doors.
- For the first time in the University’s history, ITS successfully led the campus to Payment Card Data Security Standards Compliance (PCI DSS) needed for secure credit card payments.
- Implemented Fredonia’s first ever eSports Lounge and provided students with state-of the art gaming workstations in a secure environment.

- Develop and implement the university’s first student one-for-one laptop program which will provide all students with a state-of-art laptop that is fully supported by the ITS Service Center.
- Replace Fredonia’s existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Participate in the SUNY Managed Print Initiative to reduce the overall cost associated with printing on state-owned devices.
- Upgrade “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

**Planning Assumptions**

Planning assumptions for future technology initiatives for Information Technology Services’ 2020-2021 operating budget include:

- Continue to participate in SUNY-wide shared or centralized service opportunities to reduce delivery and administrative costs.

<b>FREDONIA</b>		
<b>Proposed 2020-2021 Budget</b>		
<b>Income Fund Reimbursable (IFR)</b>		
<b>Technology Fee</b>		
<b>Revenue:</b>		
Projected Revenue @ 98.97%	\$ 1,752,289	
Projected Carryover	\$ 570,000	
Less: Offset State Expenses	(111,885)	
Less: CISCO Loan Payment	(268,809)	
Less: Admin. Overhead	(87,614)	
Less: Fringe 62.39%	(6,239)	
Less: Maint. Overhead	(157,706)	
Net Revenue		<u>\$ 1,690,035</u>
<b>Expenses:</b>		
Temporary Service Regular	\$ 10,000	
Temporary Service - Students	\$ 100,000	
Supplies & Expenses	<u>1,580,035</u>	
Total Expenses		<u>\$ 1,690,035</u>





begin implementing the university's first Electronic and Information Technology (EIT) Program.

- Upgrade the university virtual and replicated network storage infrastructure to ensure the campus's critical data stores are always available.

### Operating Budget

The 2020-2021 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure.

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.
- Continue to support the University with improving state-of-the-art technologies that enhance the online instruction and telecommuting environment.
- 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 at lowest possible cost.
- Participate in the SUNY Strategic Identity Initiative (SSII) by improving the business continuity and disaster recovery capabilities of Fredonia's authentication systems.
- Migrate the university's Ellucian Banner Student Information System environment to the Information Technology Exchange Center (ITEC) to enhance security, disaster recovery, and business continuity capabilities.
- As mandated by SUNY, develop and





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 decrease to \$90.50 for 2020-2021.
- The Student Health Services Fee will increase to \$185 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 2020-2021 academic year.
- The Fitness Center and Natatorium Fee will not be charged to students in 2020-2021.

Operating Budget

For the 2020-2021 fiscal year, the Enrollment and Student Services’ IFR accounts will receive an allocation of \$1,528,400 a decrease of \$938,827 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.

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Enrollment and Student Services</b>			
<b>Area of Expense</b>	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 537,100	\$ 877,000	\$ (339,900)
Temporary Service	366,500	460,373	(93,873)
Other than Personal Service	624,800	1,129,854	(505,054)
<b>TOTAL</b>	<b>\$ 1,528,400</b>	<b>\$ 2,467,227</b>	<b>\$ (938,827)</b>



Director of Athletics  
Gerald (Jerry) Fisk.

**Intercollegiate Athletic Fee**

**Overview**

The Fredonia State 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 Blue Devils 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 Blue Devils have much to be proud of, both in the classroom and athletic venues. The FREDDYS, formerly known as the Athletic Gala, was held virtually in 2020

in response to the coronavirus pandemic.

**Academic Success**

- Student-athletes continued to graduate at a higher rate than the student body at large. The 2019-20 Student-Athlete Graduation Rate Six Years after Enrollment (the measure the NCAA uses to assess graduation) was 72 percent – 8 percentage points higher than the same non-athlete cohort.
- Cumulative GPA of student-athletes: 3.27 GPA with 17 of 19 teams having a cumulative GPA over 3.0, and 11 of those over 3.3.
- Seven teams: Women’s Volleyball, Men’s and Women’s Cross Country, Men’s and Women’s Track and Field, and Men’s and Women’s Swimming and Diving, all received recognition from their respective national bodies for team academic achievement. The women’s lacrosse team would have been recognized, but its national coaching board abandoned 2020 team academic awards after many schools moved to pass-fail grading due to the pandemic.
- The SUNYAC Commissioner’s Academic Honor Roll included 135 Blue Devils. The Academic Honor Roll encompasses all student-athletes who contributed to an athletic team and have a cumulative GPA of 3.30 through the spring semester.
- Twenty seniors were inducted into the Fredonia State chapter of the Chi Alpha Sigma national honor society. Each inductee had a GPA of 3.40 or higher and was judged by their coach to have made

<b>FREDONIA</b> <b>Proposed 2020-2021 Budget</b> <b>Income Fund Reimbursable (IFR)</b> <b>Intercollegiate Athletics</b>			
<b>Area of Expense</b>	<b>2020-2021 Proposed Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Reimbursement to University	\$ 415,000	\$ 415,000	\$ -
Personal Service	18,930	112,070	(93,140)
Other than Personal Service	107,069	736,489	(629,420)
<b>TOTAL</b>	<b>\$ 540,999</b>	<b>\$ 1,263,559</b>	<b>\$ (722,560)</b>



significant contributions to their team.

- Emily Fish of women's track and field won the SUNYAC Elite 20 Award for Academic Excellence. The Elite 20 Award goes to the championship participant with the highest grade-point average.
- Avril King of women's tennis and Nic Fiore of baseball were recognized as the Fredonia State Scholar Athletes of the Year for having the highest GPA among all qualifying senior student-athletes.

### Athletic Success

While 2018-19 was a banner year for Blue Devil teams 2019-20 was not. Many fall and winter Blue Devil teams contended for postseason berths, but each came up just short. However, there were many individual successes to celebrate.

- Lauren Cullinan, a junior on the women's soccer team, was selected Female Athlete of the Year. Charlie Manley, a senior defenseman on the hockey team, was named Male Athlete of the Year. Cullinan was recognized as
- College Sports Information Directors of America (CoSIDA) Academic All-Region and United Soccer Coaches New York Academic All-Region.
- All-America and All-SUNYAC recognition
  - ◊ Regional All-America
    - Ms. Cullinan, women's soccer, United Soccer Coaches NCAA Division III All-East Region. She is Fredonia State's first player since 2012 to receive all-regional recognition in women's soccer.
  - ◊ All SUNYAC
    - First Team: Anna Chiacchia (women's tennis singles), Ms. Cullinan (women's soccer).
    - Second Team: Sarah Bunk (women's tennis doubles), Kyle Copper (men's swimming and diving), Jacob Haynes (men's hockey), Mikayla Johnson (women's tennis doubles), Charlie Manley (men's hockey) Cassandra Serafin (women's indoor track



and field). Manley was also named SUNYAC Defender of the Year.

- Third Team: Izzy Audette (women's soccer), Cameron Criss (men's swimming and diving), Drew Page (men's swimming and diving), Griffin Dombroske (men's indoor track and field), Will Guagliardo (men's indoor track and field), Toby Onuoha (men's indoor track and field), Mckayla Polowy (women's swimming and diving), Marcus Torres (men's indoor track and field) and Brad Zifra (men's swimming and diving).

### Other Highlights

- On Feb 1, 2020, the 10th Annual National Girls and Women in Sports Day event was held in conjunction with the Fredonia State Women's Basketball game versus Oswego. Over 100 high school student-athletes were involved.
- The 13<sup>th</sup> Annual Pink the Rink game took place on Feb 8, 2020. The Blue Devils tied Potsdam 4-4, but the dollars raised for the American Cancer Society won the night. Fredonia State hockey has raised more than \$99,000 via the Pink the Rink game since its inception.
- Dr. Jeremy Blowers came and spoke with Blue Devil student-athletes as the keynote



speaker for two Student-Athlete Leadership Seminars. Dr. Blowers discussed mental health, working on tools for self-care and how to help others in need.

Planning Assumptions

Planning assumptions used in the development of the 2020-21 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee was originally approved at \$181 per semester but was reduced to \$90.50 as a result of the COVID-19 pandemic.
- 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 2020-21 Intercollegiate Athletic Fee operating budget was forecast

at \$1,331,272. As a result of the COVID-19 pandemic, the athletic fee was reduced to 50 percent for both the fall and spring semesters, and eliminated for the January term. The changes resulted in a budget of \$540,699 after overheads. The fee supports the operating costs of each intercollegiate sport. Operating costs include meals, lodging and transportation; equipment, scouting and recruiting; game administration, and officials and entry fees, as well as reimbursement to the university in support of the 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.

<b>FREDONIA</b>		
<b>Proposed 2020-2021 Budget</b>		
<b>Income Fund Reimbursable (IFR)</b>		
<b>Intercollegiate Athletics</b>		
<b>Revenue:</b>		
Projected Revenue @ 98.97%	\$	672,453
Prior Year Rollover		(25,500)
Less: Admin. Overhead (5%)		(33,623)
Less: Maint. Overhead (9%)		(60,521)
Less: Fringe Benefits (62.39%)		<u>(11,810)</u>
Net Revenue		<u>\$ 540,999</u>
<b>Expenses:</b>		
Reimbursement to University	\$	415,000
Personal Service (Part Time Coaches)		18,930
Supplies & Expenses		<u>107,069</u>
Total Expenses		<u>\$ 540,999</u>



**Student Health Services Fee**

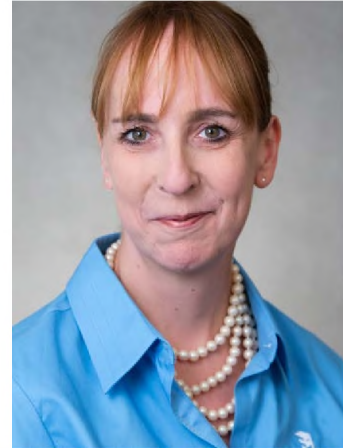
**Overview**

The Department of Student Wellness and Support includes the Student Health Center, Counseling Center (FCC), 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 and 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, one full-time 10-month nurse, one

full-time 12-month nurse and a full-time Office Assistant 2. The Counseling Center operation includes one full-time 10-month clinical director who also serves as a clinician, two full-time 9-month clinicians and one full-time 10-month clinician, an additional 10-month clinician who also provides informal consultations (“Let’s Talk”) at the Intercultural Center on a part-time basis, a 10-month Prevention, Advocacy and Wellness Outreach Coordinator and a full-time secretary. The Counseling Center operates during the academic year. 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.



Executive Director of Student Wellness and Support Tracy Stenger.

**Highlights**

**COUNSELING CENTER**

The Fredonia Counseling Center continues to prioritize accessibility to ensure that the greatest number of students can receive mental health assistance as timely as possible. In the Fall 2019 semester, 12.5 percent of the student population engaged in services. The average wait time for an initial appointment was 3.45 business days with half of first-time visits

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Student Health Fee</b>			
<b>Area of Expense</b>	<b>Proposed 2020-2021 Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular*	\$ 400,416	\$ 708,592	\$ (308,176)
Reimbursement to University	545,200	-	545,200
Temporary Service	14,000	70,500	(56,500)
Other than Personal Service	42,799	85,299	(42,500)
<b>TOTAL</b>	<b>\$ 1,002,415</b>	<b>\$ 864,391</b>	<b>\$ 138,024</b>



being initiated via same-day, walk-in services.

Points of Pride for 2019-2020:

- **Accessibility:** The Fall 2019 semester was marked by a significant increase in demand for services, consistent with national trends. In September, the FCC provided 28 percent more clinical interventions and maintained a 20 percent increase overall, as compared to Fall 2018. The Fredonia Counseling Center (FCC) has used a variety of data driven strategies to predict traffic patterns in an effort to find the right balance of scheduled, versus walk-in appointments. Based on student feedback, after piloting several different strategies, the FCC changed the process for accessing same-day services, allowing students to have more options for choosing the appointment time and preferred provider. The change improved the walk-in appointment experience dramatically for both students and clinical staff. Spring 2020 saw the campus move to distance learning mid-semester due to the COVID-19

pandemic. Subsequently, the FCC shifted to tele-services in an effort to provide continuity of care and continued support for the campus community.

- **Creativity:** The Counseling Center values creativity as a gateway to innovation at both individual and organizational levels. The FCC supports and encourages creative innovation to foster excellence, to enhance inclusiveness, and to provide dynamic services that are relevant to the ever-changing needs of a diverse student population. The “Let’s Talk” program, targeting marginalized populations often under-represented in counseling, continued in an effort to remove barriers often associated with counseling engagement.
- **Skill Development - Staff Professional Development:** The Counseling Center endeavors to provide high quality services. Adhering to the highest professional standards, the FCC staff embrace innovative clinical services, engage in ongoing professional development, and remain current with new developments in research-based clinical practice. During the year, the FCC clinical staff completed over

<b>FREDONIA</b>		
<b>Proposed 2020-2021 Budget</b>		
<b>Income Fund Reimbursable (IFR)</b>		
<b>Student Health Fee</b>		
<b>Revenue:</b>		
Projected Revenue @ 98.97%	\$ 1,429,908	
Rollover from Prior Year	30,000	
Less: Admin. Overhead	71,495	
Less: Maint. Overhead	128,692	
Less: Fringe Benefits (62.39%)	257,306	
Net Revenue		<u>\$ 1,002,415</u>
<b>Expenses:</b>		
Personal Service	\$ 400,416	
Reimbursement to University	545,200	
Temporary Service	14,000	
Supplies & Expenses	42,799	
Total Expenses		<u>\$ 1,002,415</u>



165 hours of self-study and 35.25 hours of in-services, training.

## 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.

Points of Pride for 2019-2020:

- **Care Coordination:** This newer function of PAWS was further developed this year as Care Coordination became an integral part of the Students of Concern Team, providing intervention and follow-up for students who were referred for personal, mental health and academic concerns.
- **Sexual Violence and Title IX training:** PAWS, in collaboration with Title IX and STEPS, 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 reached almost 2,000 students annually.
- **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. In Spring 2020, the program was held virtually. Approximately 1,000 students took part in events during the Fall 2019 semester.
- **Wellness Outreach**
  - ◊ **Self-Care Station:** Located in the LoGrasso Hall, the Self-Care Station provides students with information and free resources on various health and



wellness topics. Approximately 300 students have used self-care services since its launch.

- ◊ **Stall Talk:** Bi-monthly wellness newsletter distributed in campus residence halls.
- ◊ **Well Workshops:** The workshops were designed to meet the needs of residence halls, student organizations, and academic classes seeking wellness-related workshops.

## STUDENT HEALTH CENTER

Prior to the COVID-19 virus, the number of patient encounters at the Student Health Center during 2019-2020 was 20 percent higher than last year for the same time frame. With the move to distance learning and most of the campus moving home in mid-March, the overall census for 2019-2020 was 13 percent lower than last year. Still, the center provided services to over 1,800 unique students during the year.

Points of Pride for 2019-2020:

- **Patient Satisfaction** – During the year, 235 students completed the Student Health Center visit survey with 82 percent of those surveyed being satisfied and 10 percent





being neither satisfied or dissatisfied with their overall visit.

- **Student Retention by Flu Prevention:** The Student Health Center staff strives to keep Fredonia students free from illness. During the Fall 2019 term, the Student Health Center staff, in collaboration with the departments of Campus Life, Athletics, Residence Life and the Henry C. Youngerman Center for Communication Disorders, conducted flu shot clinics across campus, giving 529 shots in total, a 38 percent increase in shots provided in 2018-19.
- **Expanded Laboratory Services:** In addition to the flu shot clinics, the Student Health Center also expanded its laboratory services to include offering point of care influenza testing. During the past academic year, 95 students were tested for influenza, 41 of which were found to be positive for either Influenza A or Influenza B.
- **Sexual Health Clinic:** In the Fall 2019, with the assumption of the FREDAssist Clinic, the Student Health Center introduced a self-standing Sexual Health Clinic, expanding sexual health services from basic sexually transmitted infection (STI) testing to routine and acute GYN visits, complete STI testing and family planning. Over the course of the fall semester, the number of students seen through the new clinic exceeded expectations, more than doubling the number of students seen in the past year in the Student Health Center and almost tripling what was seen in the former

FREDAssist Clinic.

- **Food Pantry:** Established four years ago, the Fredonia Campus Food Pantry has been a main staple for aid for students. Food insecurity is common at colleges and universities across the country, potentially impacting the educational success of many students. With the assistance of two student volunteers, the food pantries in the Williams Center and in the Student Health Center were staffed weekly, handing out thousands of items over the course of two semesters.

### Planning Assumptions

Planning assumptions used in the development of the 2020-2021 Student Health Services Fee operating budget include:

- The Student Health Services Fee increased to \$185 per student, per semester, beginning in Fall 2020.

### Operating Budget

The 2020-21 proposed operating budget for the Student Wellness and Support operation has been increased to \$185 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.



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 remain at \$16,000 for the 2020-2021 year.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2020-2021 fiscal year, the total allocation in the IFR accounts for the University Advancement Division will be \$16,000.



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

<b>FREDONIA Proposed 2020-2021 Budget Income Fund Reimbursable (IFR) University Advancement</b>			
Area of Expense	2020-2021 Proposed Allocation	2019-2020 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	1,000	1,000	-
Other than Personal Service	15,000	15,000	-
<b>TOTAL</b>	<b>\$ 16,000</b>	<b>\$ 16,000</b>	<b>-</b>





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

STATE UNIVERSITY TUITION  
REIMBURSABLE ACCOUNT (SUTRA)  
OPERATING BUDGET





State University of New York at FREDONIA  
2020-2021 State University Tuition Reimbursable Account (SUTRA)

Overview

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

- Summer Sessions and J-Term
- International Programs

The major components of SUTRA on the Fredonia campus include the offices of Extended Learning, and International Education. The various operations within SUTRA operate on the State University of New York (SUNY) concept of self-sufficiency. Expenditures are capped based on available cash balances, which

carry forward to the next fiscal year.

Highlights

- 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.
- The implementation of new study abroad software starting with Summer 2021 applications will streamline the study abroad application process for students and improve record-keeping and communication among the OIE staff.

Planning Assumptions

Planning assumptions used in the development of the 2020-2021 SUTRA operating budget include the following:

- The SUTRA budget will fund 3.00 Full-Time Equivalent (FTE) positions.
- Continued funding of \$100,000 from the Fredonia College Foundation will be utilized for scholarships.

Operating Budget

The total 2020-2021 SUTRA budget is projected at approximately \$1.23 million an increase of about \$100,000 from the 2019-2020 fiscal year. Honors Scholarship funding will remain at \$100,000.



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, University Advancement and the Faculty Student Association (FSA).

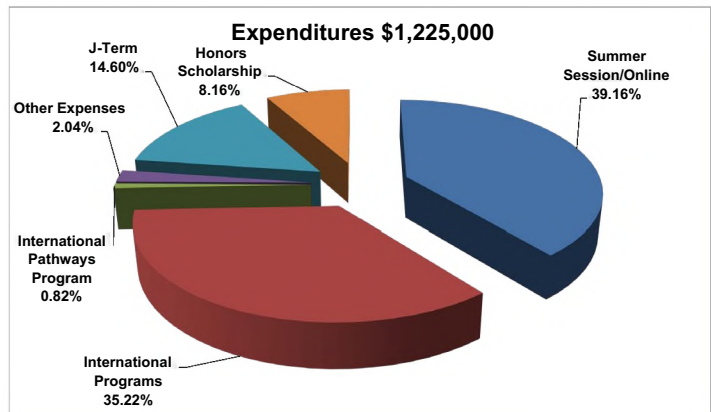
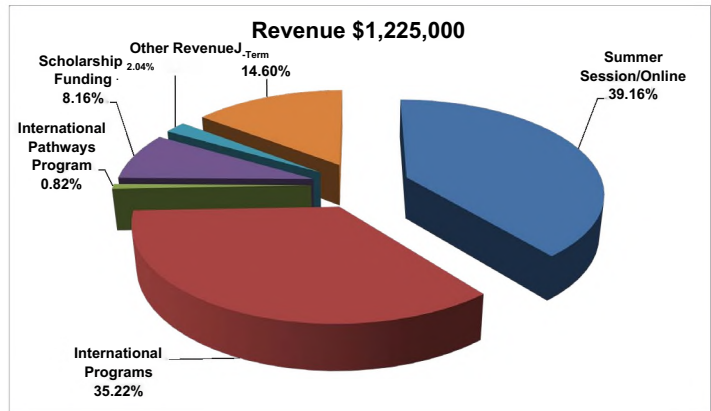
Highlights

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 2019-2020 include:

- Extended Learning continually strives to grow enrollments in Summer and J-Term. It reviews past transfer data and identifies specific courses that Fredonia should offer to meet student demand, and successfully implemented a four-week J-Term in 2020 to encourage more faculty to offer condensed time frame classes. Summer 2019 semester credit hours increased by 0.5 percent and headcount increased by 2.3 percent over Summer 2018. J-Term 2020 semester credit hours increased by 7.6 percent and headcount increased

FREDONIA  
Proposed 2020-2021 Budget  
State University Tuition Reimbursable Account (SUTRA)

Sources and Uses of Funds



get Office 11.6 percent over J-Term 2019.

- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2019 featured 47 online course sections. J-Term 2020 featured 21 online course sections.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses are offered for-credit in local high schools. It was piloted in a local school district during Academic Year 2015-2016, and resumed in Academic Year 2019-2020. The program welcomed 35 students from several high schools to Fredonia when it resumed.
- The office served 77 community members with a mix of noncredit courses, workshops and course auditing options.



Director of  
Extended Learning  
Eric Skowronski.

**Planning Assumptions**

Planning assumptions used in the development of the 2020-2021 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.

- 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 five weeks to encourage more course offerings.
- The Summer Sessions budget will fund 3.00 full-time equivalent (FTE) positions.

**Operating Budget**

Funding in the 2020-2021 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.

<b>FREDONIA</b>			
<b>Proposed 2020-2021 Budget</b>			
<b>State University Tuition Reimbursable Account (SUTRA)</b>			
<b>Object</b>	<b>Proposed 2020-2021 Allocation</b>	<b>2019-2020 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 186,200	\$ 163,000	\$ 23,200
Temporary Service	331,300	302,500	\$ 28,800
Other than Personal Service	707,500	659,500	\$ 48,000
<b>GRAND TOTAL</b>	<b>\$ 1,225,000</b>	<b>\$ 1,125,000</b>	<b>\$ 100,000</b>

<b>FREDONIA</b>	
<b>Proposed 2020-2021 Budget</b>	
<b>State University Tuition Reimbursable Account (SUTRA)</b>	
<b>Revenue Sources and Expenditures</b>	
<b>Revenue Sources:</b>	
Summer Session/Online	\$ 479,700
International Programs	431,500
International Pathways Program	10,000
Scholarship Funding	100,000
Other Revenue	25,000
J-Term	178,800
<b>Total</b>	<b>\$ 1,225,000</b>
<b>Expenditures:</b>	
Summer Session/Online	\$ 479,700
International Programs	\$ 431,500
International Pathways Program	\$ 10,000
Other Expenses	\$ 25,000
J-Term	\$ 178,800
Honors Scholarship	\$ 100,000
<b>Total</b>	<b>\$ 1,225,000</b>



Office of International Education

Overview

Reporting to the Associate Provost for Curriculum, Assessment, and Academic Support, 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 (IPP), 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

- The OIE staff did an outstanding job managing issues related to COVID-19, including the transition of the IPP/ESL programs to required remote formats, the safe return of students studying abroad in spring and working within sudden F-1 student immigration regulations.
- OIE has continued building programs that will help make study abroad more accessible, and has supported virtual international learning opportunities to encourage the engagement with global learning while travel is limited.
- The implementation of new study abroad software starting with Summer 2021 applications will streamline the study abroad application process for students and improve record-keeping and communication among the OIE staff.

Planning Assumptions

Planning assumptions used in the development of the 2020-2021 State University

Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Limitations on international mobility will impact future participation in both incoming ESL learners and outgoing study abroad students.
- To the extent possible, Fredonia’s ESL and International Pathway Program will continue to support additional international student enrollment and Fredonia’s capacity to offer short-term study abroad programs to partners abroad.
- As travel becomes possible, study abroad participation will increase slightly in comparison to past terms in order to serve students whose programs were postponed since Summer 2020.
- Ongoing 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 as they become available.



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

Operating Budget

Funding in the 2020-2021 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 2020-2021 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Campus Total FTE Distribution			
	2020-2021	2019-2020	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	3.00	3.00	0.00
<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>





SUNY  
FREDONIA

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OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

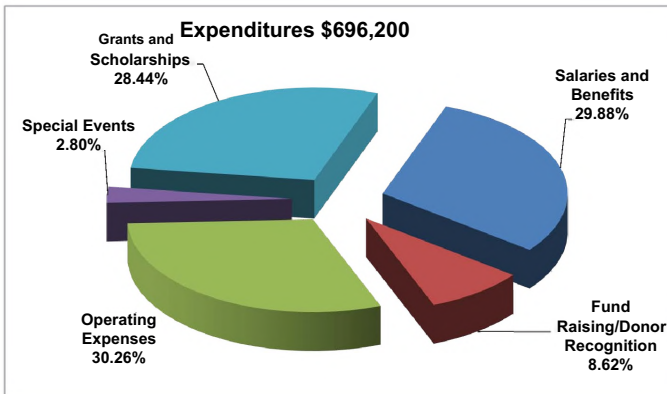
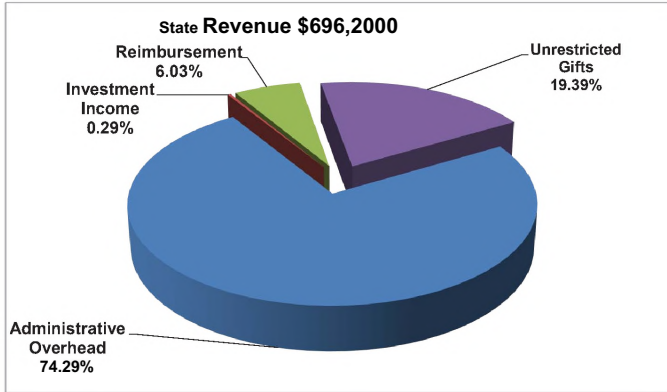
# FREDONIA COLLEGE FOUNDATION OPERATING BUDGET





FREDONIA Proposed 2020-2021 Budget Fredonia College Foundation Budget

Sources and Uses of Funds



The 2020 executive committee includes Joseph Falcone (Chair); Dr. Michael A. Marletta, '73 (Immediate Past Chair); Jeffrey Fancher, '82 (Vice Chair); Rachel Martinez-Finn, '82 (Secretary); and Louann Baghat-Laurito, '88 (Treasurer). The board welcomed new board members Dr. Stephen Kolison Jr., SUNY Fredonia President, Dr. Raffaele Borriello, '77, Joseph Gugino, '91, Kyle Leikam, '10, and Dr. Barbara Mallette. 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 2020-2021 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 31 directors who are trustees for the foundation's total assets of over \$45 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 \$23.5 million raised toward the \$20 million goal (ending date 12/2020).

- During 2019, the foundation received \$2,999,629 in gifts to the university.
- Endowment Market value as of Sept. 30, 2020, was \$39,689,532.
- Online receipts continue to show growth, totaling \$122,154 in 2019.
- The foundation board approved a 4.5 percent spending rate.
- Scholarships and grants from restricted and endowment funds were \$3,222,404 during 2019.
- For 2020, the board of directors approved \$177,600 of unrestricted annual budget for student financial aid and scholarship grants.
- Endowments increased in number, totaling 539 in 2019, compared with 520 in 2018.
- A Fredonia Student Emergency Relief Fund was established by faculty, staff, and alumni to assist students facing hardships. Over \$190,000 was raised in a few short months.
- Outstanding planned gifts increased by \$1,111,000 as compared with those on Sept. 30, 2019.

- 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.

Operating Budget

The 2020 Fredonia College Foundation operating budget totals \$696,200. The unrestricted gift income is expected to decrease from 2019. The Foundation Board approved 30.7 percent of the 2020 operating budget to be allocated for direct university support in the form of scholarships, grants and discretionary spending.

Planning Assumptions

Planning assumptions used in the development of the 2020 Fredonia College Foundation operating budget include the following:

- Interest income will decrease.
- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Administrative/management fees will remain consistent.
- Foundation receipts are expected to decrease in 2020.
- Spending rate will remain at 4.5 percent.

<b>FREDONIA</b>	
<b>2020-2021 Budget</b>	
<b>Fredonia College Foundation Budget</b>	
<b>Revenue Sources and Expenditures</b>	
<b>Revenue Sources:</b>	
Administrative Overhead	\$517,200
Investment Income	2,000
State Reimbursement	42,000
Unrestricted Gifts	<u>135,000</u>
<b>Total</b>	<b><u>\$696,200</u></b>
<b>Expenditures:</b>	
Salaries and Benefits	\$208,000
Fund Raising/Donor Recognition	60,000
Operating Expenses	210,700
Special Events	19,500
Grants and Scholarships	198,000
<b>Total</b>	<b><u>\$696,200</u></b>



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

<b>FREDONIA</b>			
<b>2020-2021 Fredonia College Foundation Budget</b>			
<b>Revenues and Expenses</b>			
	<b>2020-2021 Budget</b>	<b>2019-2020 Budget</b>	<b>Change</b>
<b>Projected Revenue</b>			
Administrative Overhead-Endowed Funds	\$500,000	\$450,000	\$50,000
Administrative Overhead-Restricted Funds	17,200	18,900	(1,700)
Investment Income	2,000	2,000	0
Foundation House	42,000	42,000	0
Unrestricted Gifts	135,000	160,000	(25,000)
<b>TOTAL REVENUE</b>	<b>\$696,200</b>	<b>\$672,900</b>	<b>\$23,300</b>
<b>Projected Expenses</b>			
Accounting Fees-Auditor	7,500	7,400	\$100
Annual Report	6,000	12,000	(6,000)
Board of Directors Expense	7,000	8,000	(1,000)
Brokerage and Bank Fees	11,000	13,000	(2,000)
Capital Campaign	20,000	20,000	0
Donor Event	15,000	0	15,000
Donor Recognition and Cultivation	10,000	10,000	0
Executive Director - VP Expenses	5,000	5,000	0
Franklin Properties	0	0	0
Insurance	6,100	6,000	100
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	10,000	20,000	(10,000)
Membership and Dues	7,500	7,500	0
Miscellaneous	1,000	1,000	0
Office Supplies	4,500	4,500	0
Payroll Processing	4,300	4,200	100
Planned Giving	30,000	30,000	0
Postage	2,200	1,000	1,200
President's Associates Events	0	0	0
Presidents Discretionary Fund	3,000	3,000	0
Printing	5,000	4,500	500
Publications	2,000	2,000	0
Salaries and Benefits	208,000	207,000	1,000
Scholarship Recipient Recognition	19,500	19,000	500
Software and Support	14,500	14,800	(300)
State Fees	1,000	1,000	0
Travel	20,000	20,000	0
Foundation House			
Depreciation	28,000	25,000	3,000
Utilities	5,000	6,500	(1,500)
Repairs and Maintenance	20,000	20,000	0
Custodial Services	12,000	7,000	5,000
Surplus (Deficit) for the year			0
<b>TOTAL EXPENSES</b>	<b>\$485,600</b>	<b>\$479,900</b>	<b>\$5,700</b>
Scholarships	65,000	60,000	5,000
Honors Scholarship	100,000	100,000	0
Grants and Awards	12,600	12,000	600
Discretionary Support	33,000	21,000	12,000
<b>TOTAL EXPENSES AND GRANTS</b>	<b>\$696,200</b>	<b>\$672,900</b>	<b>\$23,300</b>



FREDONIA COLLEGE FOUNDATION  
2020 Board of Directors

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Owner, Falcone Farms  
Silver Creek, NY

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Senior Vice President – Financial Advisor, RBC Wealth Management  
Williamsville, NY

**LOUANN LAURITO-BAHGAT, '88 (Treasurer)**  
Vice President, Bahgat, Laurito-Bahgat, CPAs  
Fredonia, NY

**RACHEL MARTINEZ-FINN, '82 (Secretary)**  
Cleveland Heights, OH

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CH and Annie Li Chair in the Molecular Biology of Diseases  
Department of Chemistry and Department of Molecular and Cell Biology  
University of California, Berkeley, CA

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President  
State University of New York Fredonia  
Fredonia, NY

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Executive Director, Fredonia College Foundation  
Associate Vice President for Advancement, Engagement and Economic  
Development  
State University of New York at Fredonia  
Fredonia, NY

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Associate Professor of Education Leadership, St. Bonaventure University (Ret.)  
Hamburg, NY

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Co-Founder, Highline Software  
New York, NY

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Managing Director, JPMorgan Chase IMA Operations (Ret.)  
Eden, NY

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Indianapolis, IN

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Superintendent East High EPO:  
Center for Urban Education Success  
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Re/Max United Real Estate  
Edgewater, MD

**MICHAEL SCHIAVONE, J.D. '78**  
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**DEBRA HORN STACHURA, '75**  
Owner, Buffalo Advertising  
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New York, NY

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General Manager, Staples  
New York, NY

**SUSAN USZACKI-RAK, '81**  
Business Manager, Double A Vineyards  
Fredonia, NY

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Rocco R. Doino, Ed.D., '52\*  
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Richard A. Gilman, Ph.D.  
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Henry K. Williams, IV, '95  
Nancy L. Yocum, CPA, '90

\*deceased

Alumni Association President  
Dr. Greg Gibbs, '71 and SUNY  
Fredonia President Dr. Stephen  
Kolison.



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





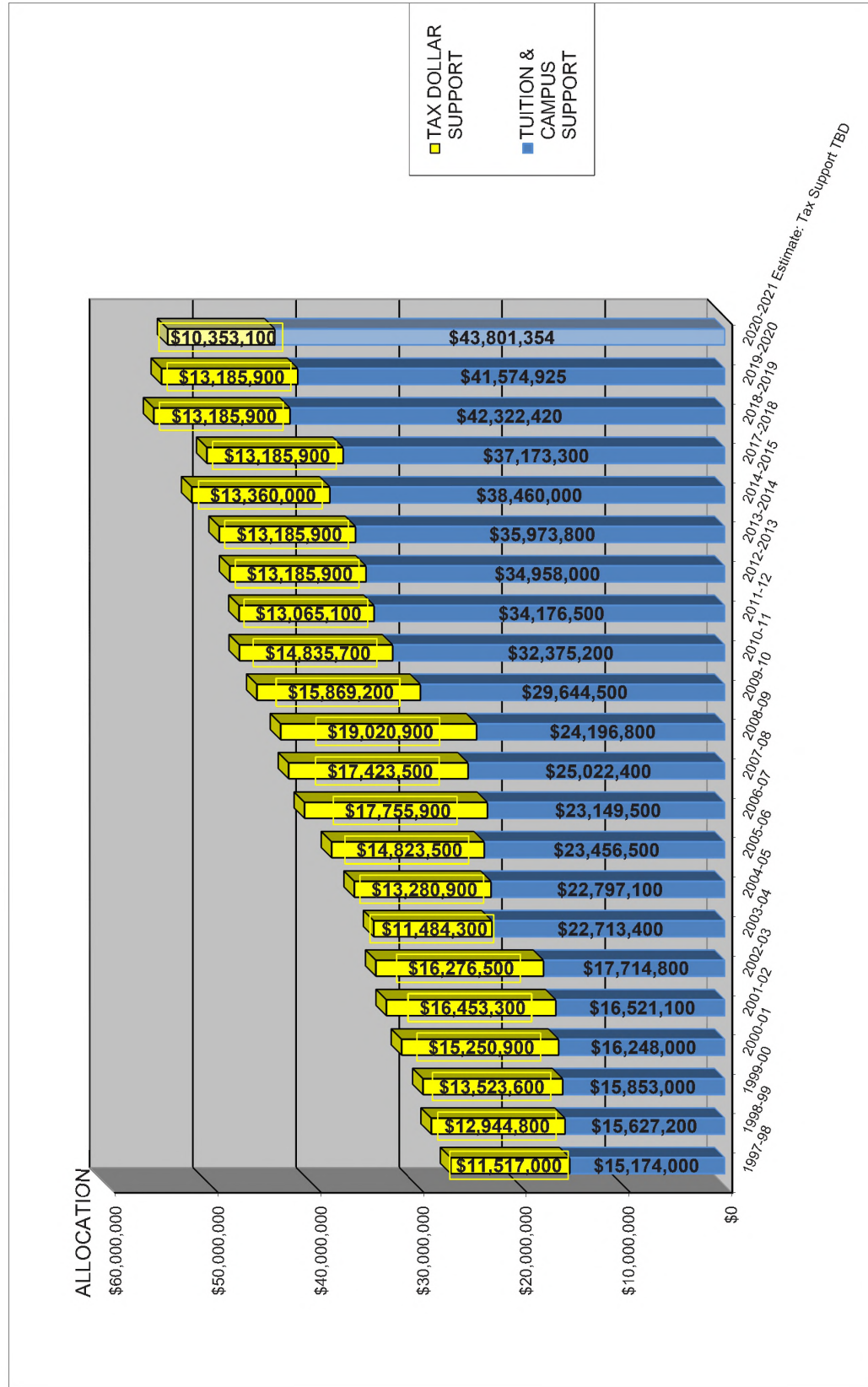


**FREDONIA  
ANALYSIS OF STATE SUPPORT AND CAMPUS REVENUE  
UNIVERSITY OPERATING BUDGET**

<u>2006-07</u>	<u>State Support</u>	<u>%</u>	<u>Campus Revenue</u>	<u>%</u>	<u>Total Budget</u>
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
<b><u>2007-08</u></b>					
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
<b><u>2008-09</u></b>					
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
<b><u>2009-10</u></b>					
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
<b><u>2010-11</u></b>					
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
<b><u>2011-12</u></b>					
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
<b><u>2012-2013</u></b>					
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
<b><u>2013-2014</u></b>					
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
<b><u>2014-2015</u></b>					
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
<b><u>2015-2016</u></b>					
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
<b><u>2016-2017</u></b>					
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
<b><u>2017-2018</u></b>					
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
<b><u>2018-2019</u></b>					
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
<b><u>2019-2020</u></b>					
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 2020-2021 Operating Base Budget**

	President's Office	Academic Affairs	Finance & Administration	Enrollment & Student Services	University Advancement	Utilities/Other Institutional	Total
2019-2020 Final Base Budget - Financial Plan ( FORM One)	\$577,140	\$29,833,875	\$9,314,135	\$7,279,502	\$1,866,195	\$5,889,978	\$54,760,825
IFR Buyout Positions		72,312		368,388			440,700
University Police Percentage Change				137,060			137,060
Contractual Increase Adjustment	1,326	17,334	16,832	13,056	2,311	(38,065)	12,794
Transfer Police Raise Estimates to Institutional				(480,637)		480,637	0
Summer Cuts & CSEA Reorganization		(100,405)	(125,500)				(225,905)
Subtotal 2019-2020 Adjustments	1,326	(10,759)	(108,668)	37,867	2,311	442,572	364,649
2019-2020 Adjusted Base Budget	\$578,455	\$29,823,116	\$9,205,467	\$7,317,369	\$1,868,506	\$6,332,550	\$55,125,474
Projected 2020-2021 Budget Actions							
Add Back One Time DIFR Scholarship Funding				1,039,559			1,039,559
Net Negotiated Salary & Retro Salary Adjustments	4,474	195,756	102,134	42,799	(3,567)	246,963	588,559
Reallocate Position % from Other Funds / FTE Adjust.	0	44,600	101,806	129,000	15,676	0	291,082
New Positions (3 Tenure, 2 Police Security Specialists)		181,000		73,212			254,212
Promotional Rank & Sal. Increases / Bal. of Contract Pays	25,000	103,197		25,300		50,000	203,497
Tuition Credit Scholarship & Adjustments						89,722	89,722
SUNY Wide Agreements & Assessments						16,700	16,700
Institutional OTPS Increases						12,200	12,200
Proposed Reduction to Adjunct Budget for above hires		(40,500)					(40,500)
Police Overtime Reduction for Police Specialist Hires				(50,000)			(50,000)
Reduction in Scholarship Commitments				(100,000)			(100,000)
Reverse Previous Years Balance of Contract Payments		(266,469)	(65,543)	(59,230)			(391,242)
Make DIFR Contribution Scholarship Funding PERM				(1,000,000)			(1,000,000)
Net Divisional Expenditure Reductions	(35,000)	(1,302,931)	(343,699)	(148,179)	(55,000)	0	(1,884,809)
Redistribution of Elsevier savings		(26,300)				26,300	0
Redistribution Of Scholarships				(2,059,000)		2,059,000	0
Redistribution of Commencement Expense				(4,700)		4,700	0
Sub-Total Budget Adjustments	(5,526)	(1,111,647)	(205,302)	(2,111,239)	(42,891)	2,505,585	(971,020)
Sub-Total Budget Adjustments - All Adjustments	(4,200)	(1,122,406)	(313,970)	(2,073,372)	(40,580)	2,948,157	(606,371)
Proposed 2020-2021 Base Budget	\$572,940	\$28,711,469	\$9,000,165	\$5,206,130	\$1,825,615	\$8,838,135	\$54,154,454



**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
<b>1998-99</b>								
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%
<b>1999-00</b>								
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								
<b>2000-01</b>								
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%
<b>2001-02</b>								
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%
<b>2002-03</b>								
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%
<b>2003-04</b>								
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%
<b>2004-05</b>								
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%
<b>2005-06</b>								
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%
<b>2006-07</b>								
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%
<b>2007-08</b>								
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%
<b>2008-09</b>								
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%

\* 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
<b>2009-10</b>									
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%
<b>2010-11</b>									
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%
<b>2011-12</b>									
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			588.25	-17.50
	1%	65%	19%	3%	12%			100%	-3.0%
<b>2012-2013</b>									
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%
<b>2013-2014</b>									
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%
<b>2014-2015</b>									
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%
<b>2015-2016</b>									
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%
<b>2016-2017</b>									
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%
<b>2017-2018*</b>									
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%
<b>2018-2019**</b>									
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%
<b>2019-2020+</b>									
DOLLAR	\$577,140	\$29,833,875	\$9,314,135	\$1,866,195	\$7,279,502	\$0	\$5,889,978	\$54,760,825	\$3,868,125
	1%	54%	17%	3%	13%	0%	11%	100%	7.4%
FTE	4.00	299.88	141.38	21.50	63.61	15.00	2.4	547.77	-16.25
	1%	54%	26%	4%	12%	3%		100%	-2.9%

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 & Communication Also in 2018-2019, a major correction to align expenditures from other funds occurred. Scholarships moved from Institutional to ESS and + in 2019-2020 Depts from Pres. Office moved: to F&A, ITS; to AA ,IR; to UA ,Marketing. Incubator from UA to AA, Copy Center m

**FREDONIA**  
**SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS**  
 Fiscal Years 1998-99 to 2019-20

	President	Academic Affairs & Administration	Finance Administration	University Advancement	Enrollment & Student Services	Advancement, Engagement & Economic Dev	Utilities/Other	Totals
<b>1998-99 Base</b>	\$ 346,700	\$ 17,391,600	\$ 3,807,100	\$ 692,500	\$ 1,696,700	\$ -	\$ 4,586,000	\$ 28,520,600
<b>% of Base</b>	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%	100%
<b>Budget Adjustments</b>								
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
2001-022	28,100	1,927,600	461,900	76,300	137,900		(1,511,900)	1,119,900
2002-03	22,500	497,200	60,800	20,100	85,400		217,200	903,200
2003-043	(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)	-
2008-094	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 <sup>5</sup>	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	115,800		(121,400)	-
2012-136	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 <sup>7</sup>	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)	-
2017-188	2,215,900	(2,215,900)	-	-	-	-	-	-
2018-198	777,425	390,850	1,786,770	(1,485,400)	3,668,650	871,100	(581,825)	5,427,570
2019-2010	(3,210,178)	(1,901,591)	1,666,503	489,755	(179,705)	-	(287,225)	(3,422,441)
2019-21 <sup>11</sup>	-	-	-	-	(2,544,337)	-	2,544,337	-
<b>Adjustments</b>	<b>107,447</b>	<b>7,789,659</b>	<b>6,185,873</b>	<b>(404,745)</b>	<b>3,156,808</b>	<b>1,549,015</b>	<b>(8,620,628)</b>	<b>9,763,429</b>
<b>Growth, Inflationary Increases &amp; Reductions (GI&amp;R)</b>								
1999-00		400,300	80,900	75,000	40,000		(44,000)	552,200
2000-01		224,400	42,000	16,000	67,400		470,900	820,700
2001-02		147,500	35,000		45,000		127,500	355,000
2002-03		95,000					163,000	258,000
2003-04		410,500	(67,600)	50,000	128,200		443,300	964,400
2004-05		25,000	40,000	-	25,000		192,300	282,300
2005-06	600	711,700	19,200	3,000	20,400		1,447,100	2,202,000
2006-07	1,900	579,900	147,900	102,800	71,000		1,721,900	2,625,400
2007-08	3,500	399,200	54,700	33,600	111,200		1,101,400	1,703,600
2008-09		382,600			22,400		(337,900)	67,100
2009-10		(360,000)	(150,000)	(50,000)	(110,000)		72,500	(597,500)
2010-11		(235,000)	(110,000)		(55,000)		1,918,500	1,518,500
2011-12	-	(531,700)	(186,300)	-	(80,600)		829,300	30,700
2012-13	65,000	201,700	-	35,000	50,400		550,200	902,300
2013-14	20,000	176,400	88,300		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)	(1,911,300)	(1,978,450)
2019-20	210,183	932,566	434,302	30,125	674,707	-	393,063	2,674,946
2020-21	(4,200)	(1,122,406)	(313,970)	(40,580)	470,965		403,820	(606,371)
<b>Totals GI&amp;R</b>	<b>\$ 118,793</b>	<b>\$ 3,530,210</b>	<b>\$(992,808)</b>	<b>\$ 191,545</b>	<b>\$ 352,622</b>	<b>\$(202,700)</b>	<b>\$ 12,872,763</b>	<b>\$ 15,870,425</b>
<b>Total Adjustments</b>	<b>\$ 226,240</b>	<b>\$ 11,319,869</b>	<b>\$ 5,193,065</b>	<b>\$(213,200)</b>	<b>\$ 3,509,430</b>	<b>\$ 1,346,315</b>	<b>\$ 4,252,135</b>	<b>\$ 25,633,854</b>
<b>% of Adjustments</b>	<b>0.88%</b>	<b>44.16%</b>	<b>20.26%</b>	<b>-0.83%</b>	<b>13.69%</b>	<b>5.25%</b>	<b>16.59%</b>	<b>100%</b>
<b>Current Base</b>	<b>\$ 572,940</b>	<b>\$ 28,711,469</b>	<b>\$ 9,000,165</b>	<b>\$ 479,300</b>	<b>\$ 5,206,130</b>	<b>\$ 1,346,315</b>	<b>\$ 8,838,135</b>	<b>\$ 54,154,454</b>
<b>Current % of Base</b>	<b>1.06%</b>	<b>53.02%</b>	<b>16.62%</b>	<b>0.89%</b>	<b>9.61%</b>	<b>2.49%</b>	<b>16.32%</b>	<b>100.00%</b>

<sup>1</sup> Transferred Athletics from Academic Affairs to Student Affairs      <sup>4</sup> Transferred Athletic PSR from IFR to State      <sup>7</sup> Transferred CDO from SA to EED & EDP from SA to AA  
<sup>2</sup> No state funding for negotiated salary increases      <sup>5</sup> Printshop closed      <sup>8</sup> Transferred Information Technology from AA to President  
<sup>3</sup> Budget Cuts & Retirement Savings      <sup>6</sup> Institutional Research from A.A. to President      <sup>9</sup> Marketing from A.A. to President      <sup>10</sup> EED merged with EED, Scholarships from Inst. to E&SS  
<sup>11</sup> Marketing; Pres. Office to UA; ITS; Pres to IFR; A.A. to SA; Athletics from IFR to State; IFR to IFR; IFR to IFR; EOP; AA to ESS; Scholarships, University Police Retro Pay, Commencement transferred From ESS to Institutional;





Fredonia  
Consolidated Operating Budgets  
2000-2001 to 2020-2021

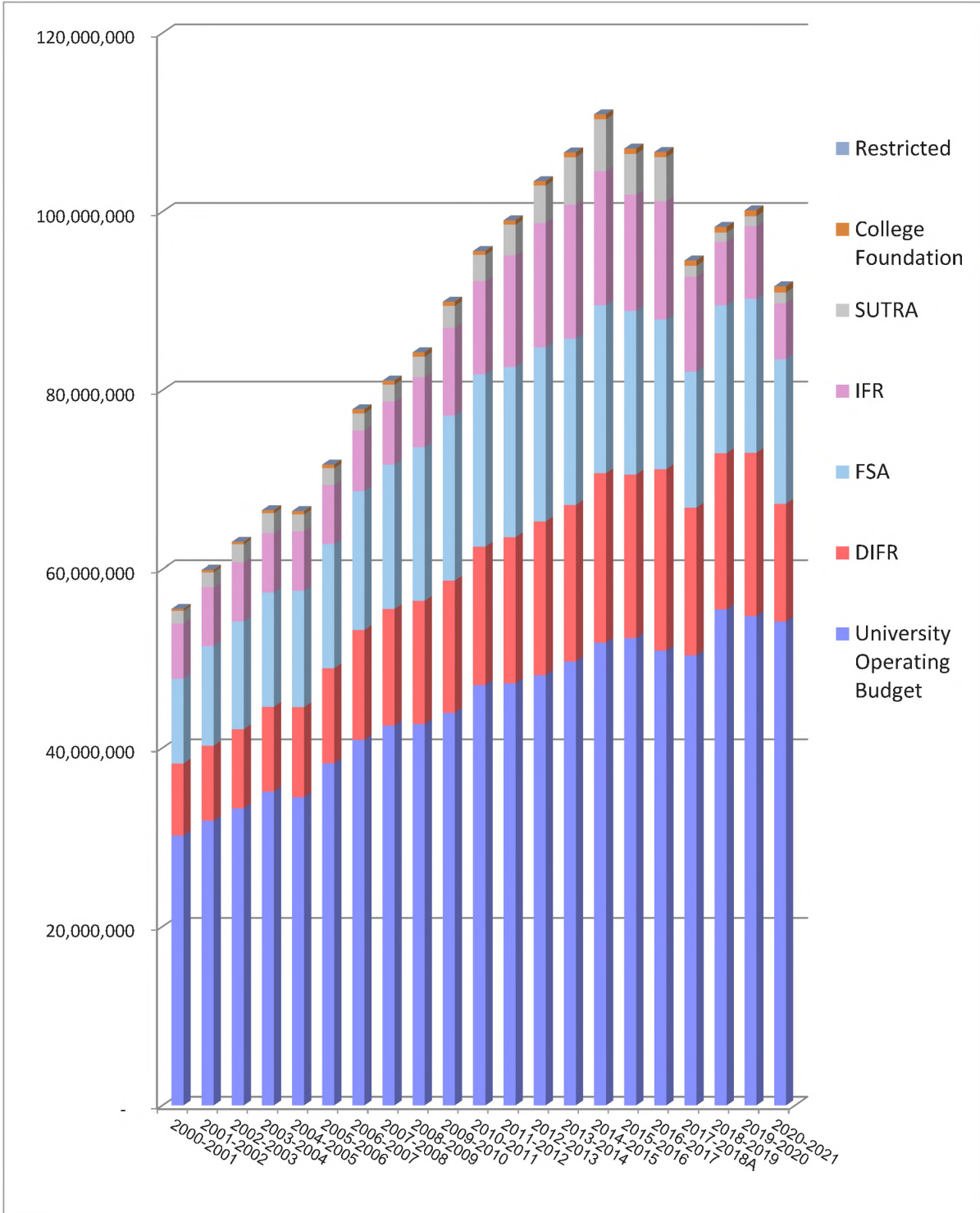
Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation	Restricted	Total	Percent Change
2000-2001	30,197,300	8,058,300	9,480,675	6,200,000	1,400,000	227,000	6,000	55,569,275	5.00%
2001-2002	31,854,500	8,395,000	11,151,000	6,600,000	1,650,000	270,500	6,000	59,927,000	7.84%
2002-2003	33,232,400	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 <sup>^</sup>	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	3.98%
2019-2020	54,760,825	18,229,550	17,236,804	8,125,000	1,125,000	672,900		100,150,079	1.89%
2020-2021	54,154,454	13,127,300	16,188,046	6,250,000	1,225,000	696,200		91,641,000	-8.50%

\* Restricted balances transferred to College Foundation

<sup>^</sup> 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 2000-2001 to 2020-2021







STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1981 - 2021 NYS RESIDENT UNDERGRADUATES												
YEAR	TUITION LOWER DIVISION	COLLEGE 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	
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	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	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	2.1%	
2020-2021	3,535.00	25.00	0.00	0.00	711.00	0.00	0.00	3,825.00	2,625.00	10,721.00 <sup>4</sup>	0.8%	

(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 2020-21 ARE SUBJECT TO CHANGE.

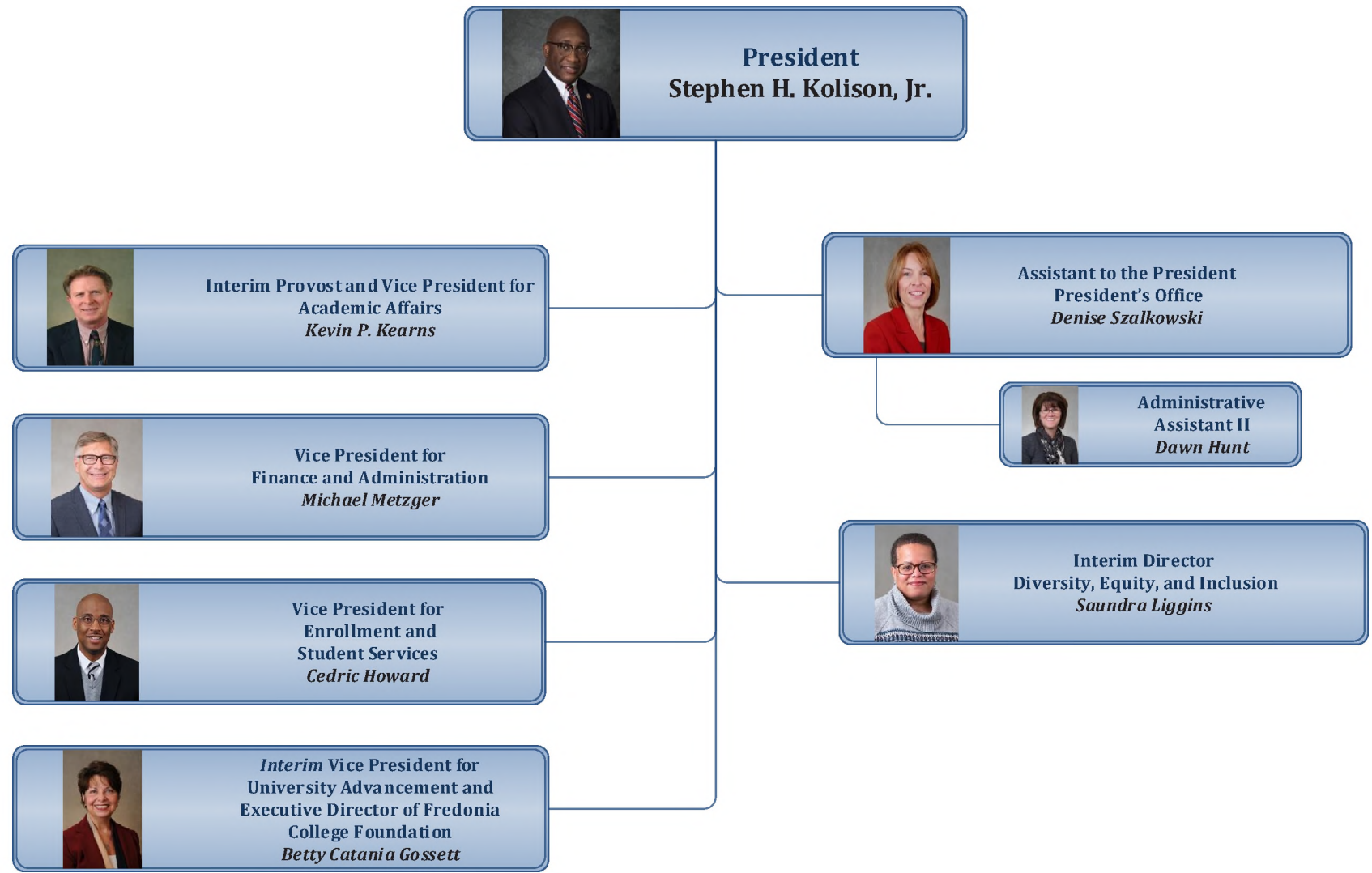
# FREDONIA

## History of Student Services and Program Charge 2007-2008 through 2020-2021 Academic Years

Summary Of Components In Student Services and Program Charge	2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		2012-2013		2013-2014	
	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	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00
Bus Services	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05	155.00	12.90
Health Center Fee	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75	165.00	13.75
Technology Fee	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25	203.00	16.90
Parking Services	48.00	4.00	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80	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	5.50	0.50	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40	29.00	2.40
Intramural Support	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75	9.00	0.75
Natatorium	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40	5.00	0.40	5.00	0.40
Alumni Services	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	17.00	1.50
Orientation Support	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.35	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	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	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$583.25</b>	<b>\$48.60</b>	<b>\$606.50</b>	<b>\$50.55</b>	<b>\$632.00</b>	<b>\$52.78</b>	<b>\$669.00</b>	<b>\$55.75</b>	<b>\$696.50</b>	<b>\$58.00</b>	<b>\$731.50</b>	<b>\$60.90</b>	<b>\$752.50</b>	<b>\$62.70</b>
Summary Of Components In Student Services and Program Charge	2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
	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	\$86.00	\$7.15	\$88.64	\$7.40	\$95.79	\$8.00	\$98.18	\$8.20	\$99.18	\$8.25	\$99.18	\$8.25	\$99.83	\$8.30
Bus Services	12.25	1.00	13.36	1.10	13.71	1.15	14.32	1.20	14.32	1.20	14.32	1.20	14.67	1.20
Athletic Fee	155.00	12.90	159.00	13.25	174.00	14.50	174.00	14.50	174.00	14.50	181.00	15.10	90.50	7.55
Health Center Fee	175.00	14.60	178.50	14.90	178.50	14.90	178.50	14.90	178.50	14.90	180.00	15.00	185.00	15.45
Technology Fee	210.00	17.50	217.00	18.10	211.50	17.65	211.50	17.65	211.50	17.65	211.50	17.65	227.00	18.95
Parking Services	57.50	4.80	57.50	4.80	55.00	4.60	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	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Blue Devil Fitness	29.00	2.40	29.00	2.45	24.00	2.00	24.00	2.00	24.00	2.00	10.00	0.85	0.00	0.00
Intramural Support	9.00	0.75	9.00	0.75	8.50	0.70	7.50	0.60	7.50	0.60	15.00	1.25	15.00	1.25
Natatorium	5.00	0.40	5.00	0.40	4.50	0.35	4.50	0.35	4.50	0.35	4.50	0.35	0.00	0.00
Alumni Services	17.00	1.50	18.00	1.50	17.50	1.45	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	3.50	0.30	2.50	0.20	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	0.00	0.00
Transcripts	5.00	0.40	3.00	0.25	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	0.00	0.00	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	1.00	0.05
<b>Semester Total</b>	<b>\$772.75</b>	<b>\$64.40</b>	<b>\$789.50</b>	<b>\$65.85</b>	<b>\$797.00</b>	<b>\$66.45</b>	<b>\$795.50</b>	<b>\$66.30</b>	<b>\$796.50</b>	<b>\$66.35</b>	<b>\$798.50</b>	<b>\$66.55</b>	<b>\$711.00</b>	<b>\$59.25</b>



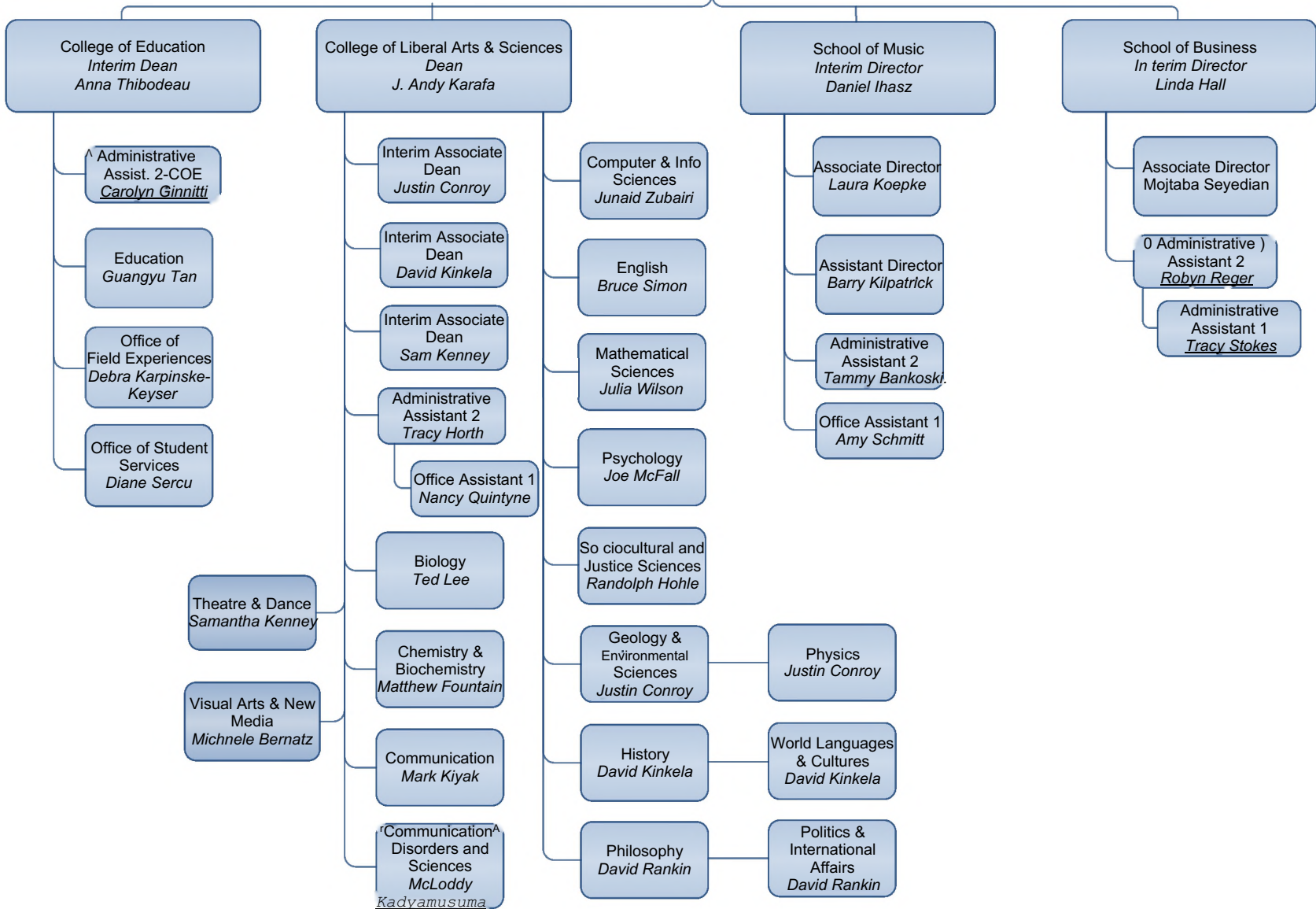
# Fredonia President Cabinet and Direct Reports



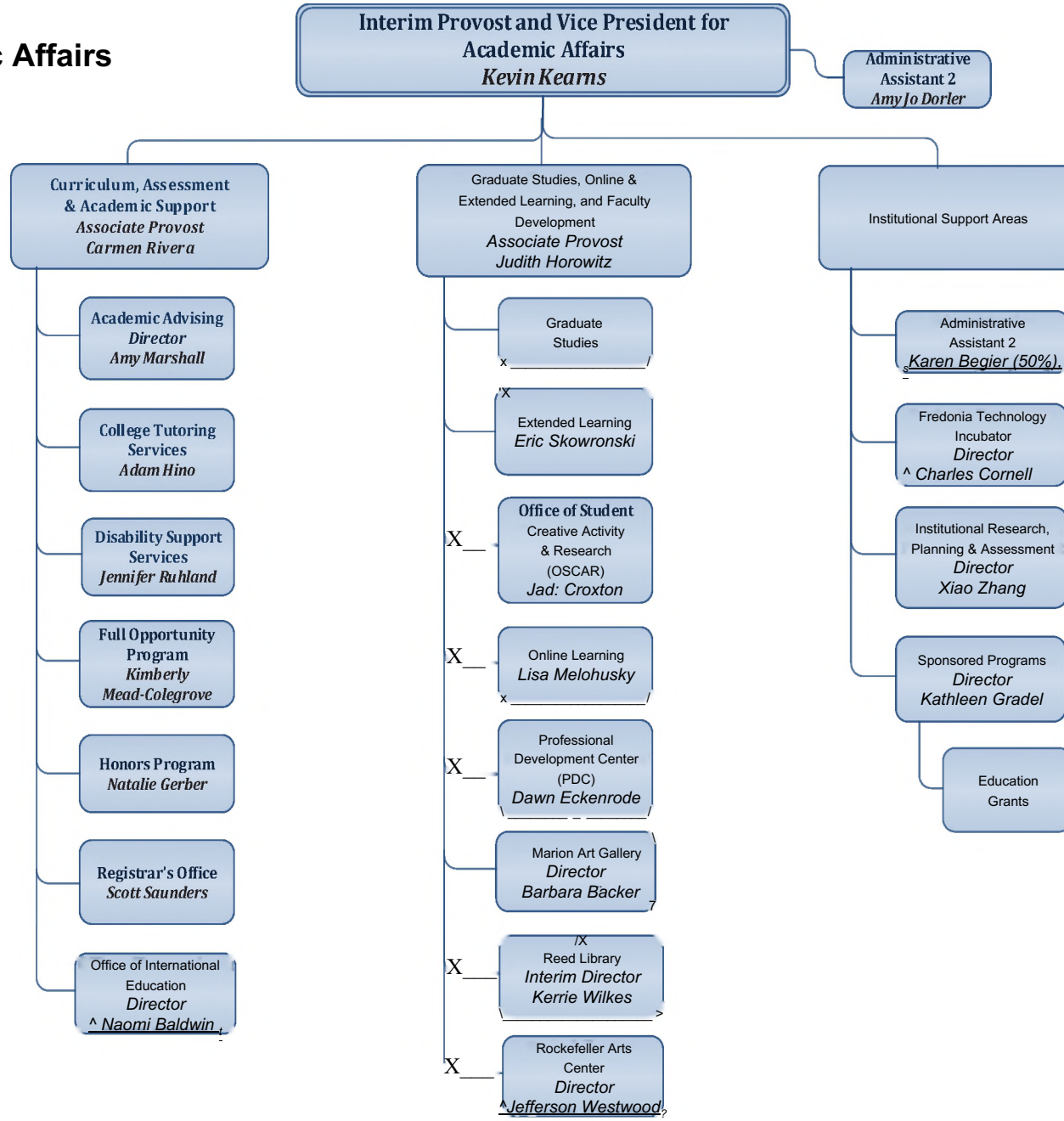
# Academic Affairs

Interim Provost and Vice President for Academic Affairs  
Kevin Kearns

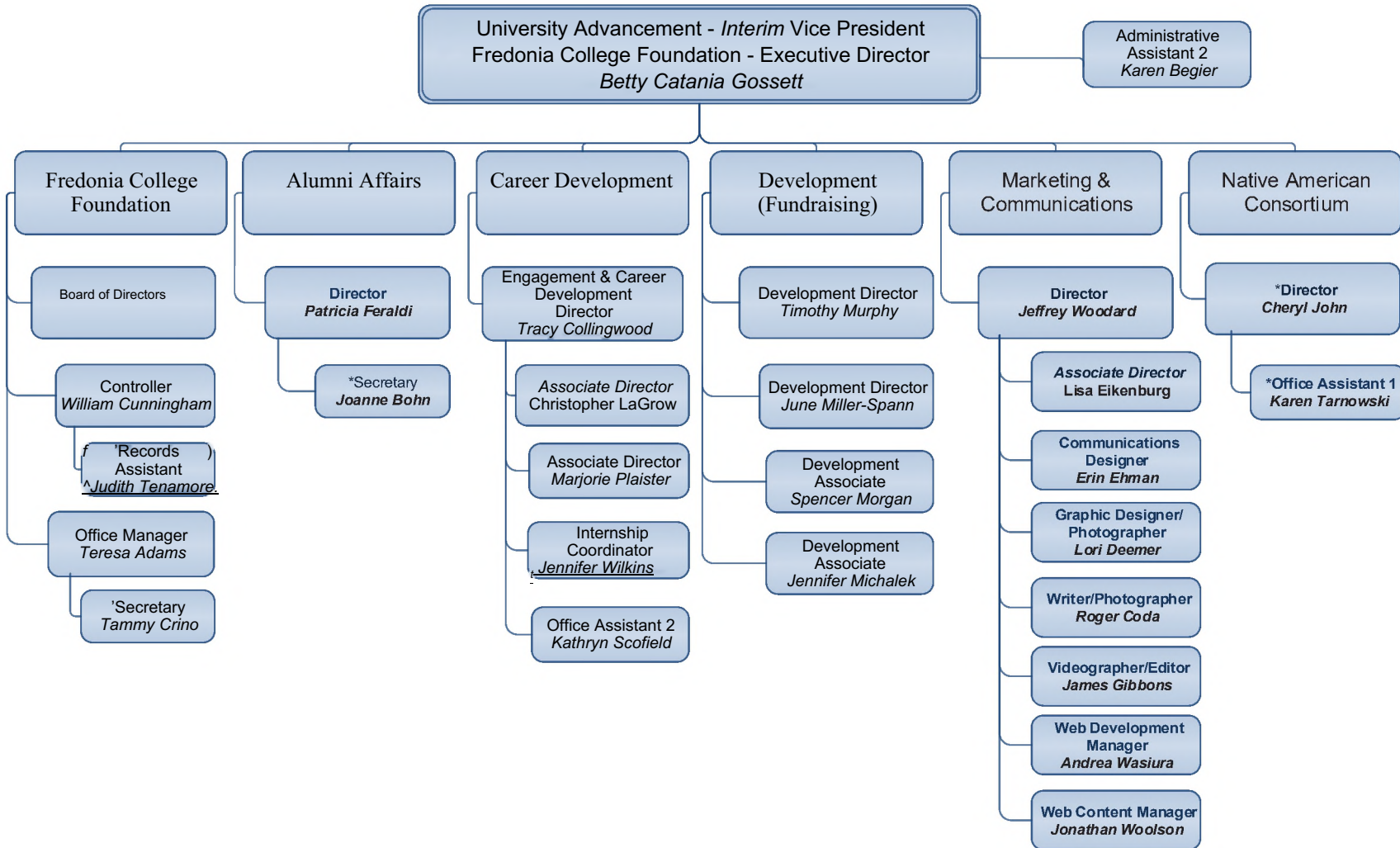
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# Academic Affairs



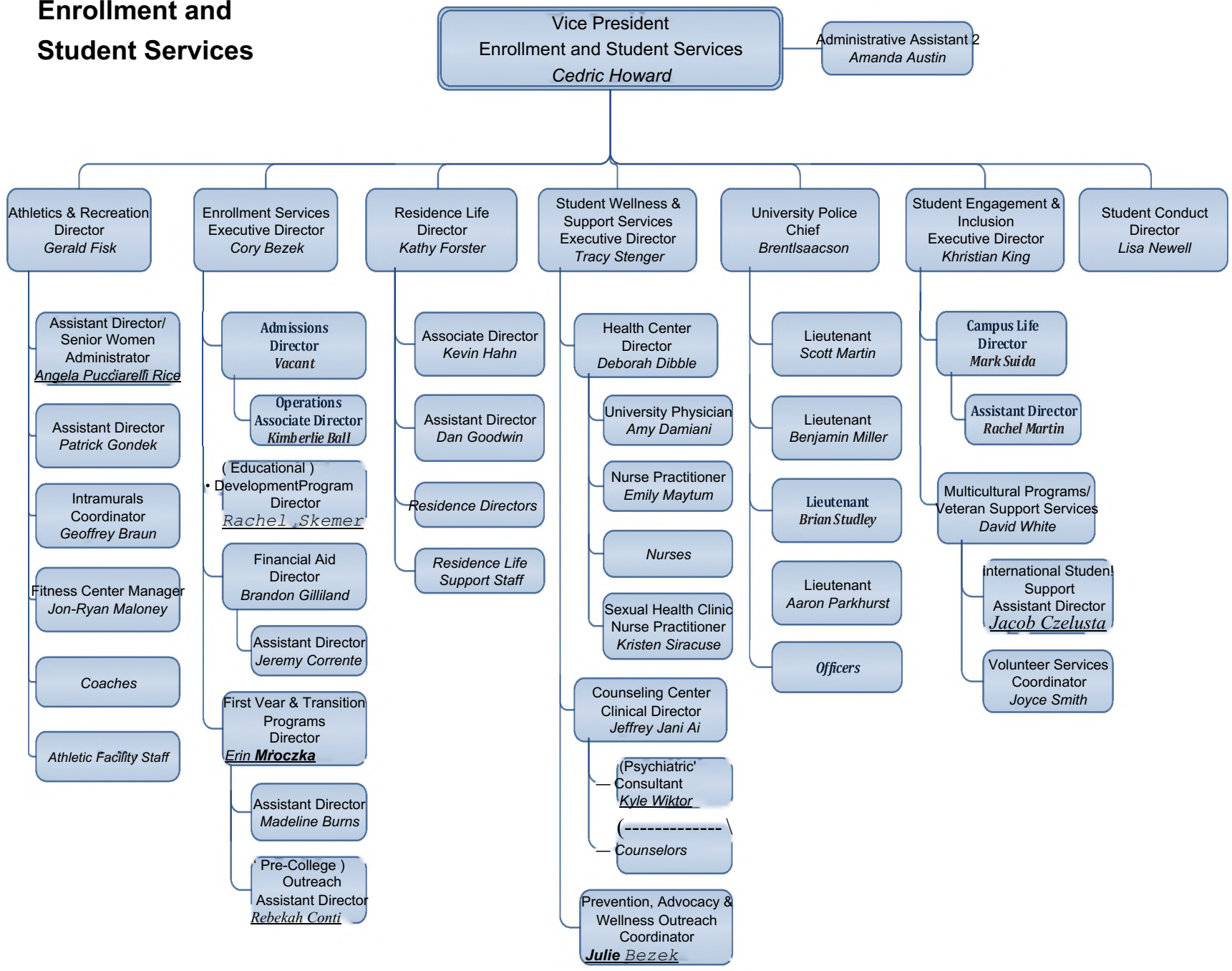
# University Advancement/ Fredonia College Foundation



\*Non State Funded

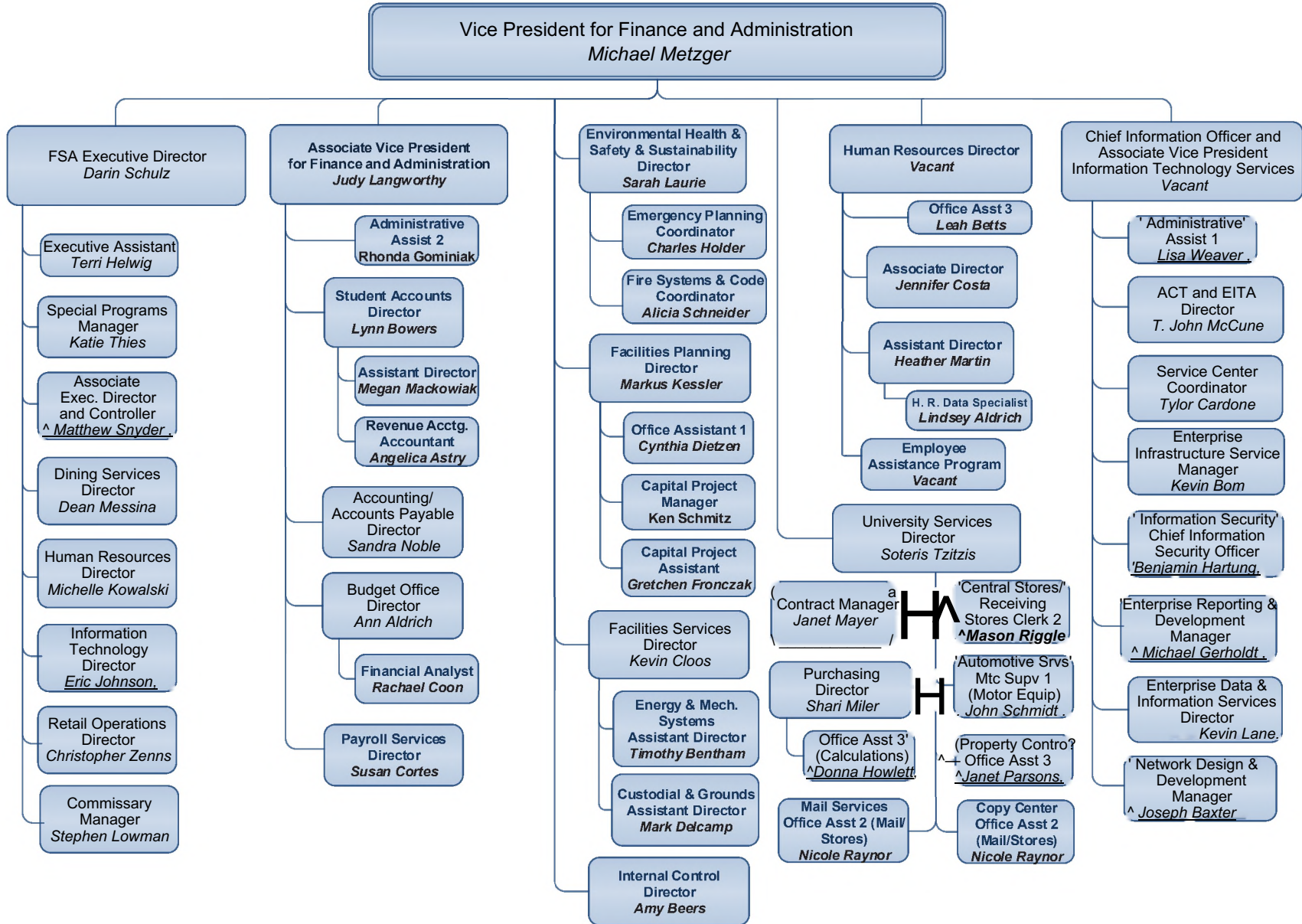


# Enrollment and Student Services





# Finance and Administration





## ACKNOWLEDGEMENTS

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Dawn Hunt, *Administrative Assistant to the President*  
Denise Szalkowski, *Assistant to the President*

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Naomi Baldwin, Ph.D., *Director, International Education*  
Amy Jo Dorler, *Administrative Assistant to Interim Provost and Vice President for Academic Affairs*  
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Kerrie Wilkes, *Interim Director, Library Services*

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Teresa Adams, *Office Manager, College Foundation/ Advancement*

Karen Begier, *Administrative Assistant to Interim Vice President for University Advancement*  
William Cunningham, *Controller, Fredonia College Foundation*  
Roger Coda, *Staff Writer/Photographer, Marketing and Communications – Photo Credits*  
Tammy Crino, *Secretary, Fredonia College Foundation*  
Lori Deemer, *Graphic Designer/Photographer, Marketing and Communications – Photo Credits*  
Erin Ehman, *Communications Designer*  
Lisa Eikenburg, *Associate Director, Marketing and Communications*  
James Gibbons, *Videographer/Editor, Marketing and Communications – Photo Credits*

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Amanda Austin, *Administrative Assistant to Vice President for Enrollment and Student Services*  
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Jerome Reilly, *Sports Information Director*  
Tracy Stenger, *Executive Director- Student Wellness & Support Services*

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

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Rachael Coon, *Financial Analyst, Budget Office*  
Markus Kessler, *Director, Facilities Planning*  
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Rhonda Gominiak, *Administrative Assistant to Vice President for Finance and Administration*

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