

2024-2025 FINANCE AND ADMINISTRATION



ANNUAL REPORT AND ASSESSMENT UPDATE 2024-2025 FISCAL YEAR

**VICE PRESIDENT FOR FINANCE AND ADMINISTRATION
WAYNE LYNCH**



Vice President for Finance and Administration

The Finance and Administration division is comprised of 7 departments, which include 37 distinct operating units and 265 employees. This is the 28th year that this report has been issued. The purpose of the report is to provide an annual update to the campus on the operation of each of these units within the division, and to report on the various assessment activities that each unit has undertaken.

The strength of Fredonia and the Finance and Administration division continues to be the hard-working, dedicated employees that perform a wide range of services throughout the campus. For the past 23 years, the Finance and Administration division has recognized individuals from within the division who have demonstrated a solid team effort in their everyday actions, an outstanding Fredonia service attitude, creativity and resourcefulness in improving services, and a positive attitude in working with students, faculty, and staff. The Outstanding Administrative Services Awards annually recognize outstanding performance within Finance and Administration. Awards are presented in the following five areas:

1. Administrative Support
2. Custodial Services
3. Professional Trades
4. FSA Operational Services
5. Professional Staff (FSA and University)

The front cover of the 2024-2025 Annual Report and Assessment Update features the five winners of the 2025 Outstanding Administrative Services Awards. Beginning at the top left and going clockwise are:

John Cole—Outstanding Administrative Services Award—Professional Trades

John, from the Professional Trades, is a Facility Operations Assistant 2 in the Grounds Landscaping Department. He began his career at Fredonia in September 2009. John is a resident of Fredonia.

Wendy Decker—Outstanding Administrative Services Award—Administrative Support

Wendy, from Administrative Support, is an Administrative Assistant in the Student Accounts Department. She began her career at Fredonia in February 2019. Wendy is a resident of Portland.

Terri Sutherland—Outstanding Administrative Services Award—Professional Staff

Terri, a member of the Professional Staff and Faculty Student Association (FSA) Director of Human Resources. She began her career at FSA in January 2003. Terri is a resident of Dunkirk.

Rita Zambotti—Outstanding Administrative Services Award—FSA Operational

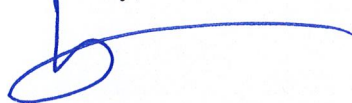
Rita, of the Faculty Student Association (FSA), is an Assistant Service Worker at Willy C's. She began her career at FSA in January 2004. Rita is a resident of Dunkirk.

Mary Ann Wykstra— Outstanding Administrative Services Award—Custodial Services

Mary Ann, from Custodial Services and a Janitor, began her career at Fredonia in January 2010. Mary Ann is a resident of Cassadaga.

A summary of the Outstanding Administrative Service Awards winners from the past 14 years is presented on the inside of the back cover of this report.

Sincerely,



Wayne Lynch

State University of New York at Fredonia
Finance and Administration

Annual Report and
Assessment Statement

July 1, 2024 – June 30, 2025

STATE UNIVERSITY OF NEW YORK AT FREDONIA

**Finance and Administration
Annual Report and Assessment Statement
July 1, 2024 – June 30, 2025
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INTRODUCTION

This 2024-2025 edition of the ***Finance and Administration Annual Report and Assessment Update*** represents the 28th year that this report has been presented. This report is intended to provide an overview of the finance and administrative services provided to the State University of New York at Fredonia campus, and an update of the status of assessment activity undertaken by each unit within the Finance and Administration Division.

Finance and Administration employees serve as stewards of Fredonia's financial and physical resources while providing quality customer service and support to students, faculty, staff and campus visitors.



From left to right: Rhonda Gominiak, Wayne Lynch and Judy Langworthy

The over-arching goal of the Finance and Administration Division is to support the Fredonia Mission Statement by:

- *Assuring strong financial management practice and services*
- *Providing a safe and supportive educational environment*
- *Providing outstanding service to all customers of the Fredonia campus*
- *Assuring well-maintained buildings and grounds*
- *Supporting the region's economic and educational development*

A copy of the Fredonia Mission Statement is included in Appendix B.

The Finance and Administration Division is comprised of seven departments with 210 Full-time Equivalent (FTE) positions.

A brief summary of the responsibilities of the eight departments included within the Finance and Administration Division is presented below.

1. Vice President for Finance and Administration

This department includes the Office of the Vice President for Finance and Administration. Responsibilities of this office include the overall supervision and coordination of various financial and administrative departments within the division. This office also interfaces with the other divisions on the Fredonia campus, SUNY System Administration, and other New York State agencies including the SUNY Construction Fund (SUCF), the Dormitory Authority State of New York (DASNY), the Office of the New York State Comptroller (OSC), and SUNY Research Foundation.

2. Associate Vice President for Finance and Administration (Financial Services)

This department is responsible for all financial operations on campus. The unit consists of the offices of University Accounting, Student Accounting and Revenue Accounting, the Budget function, University Payroll Services and University Services.

3. Environmental Health and Safety and Sustainability

This department is responsible for all environmental and safety training as well as compliance oversight. The Environmental Health and Safety and Sustainability Office serves as campus liaison with all environmental and safety regulatory organizations. This office is also responsible for Emergency Planning and Preparedness.

4. Facilities Planning

This department is responsible for all major capital facilities project development, coordination, and oversight. The Facilities Planning Office serves as a liaison with the SUNY Construction Fund and the Dormitory Authority State of New York.

5. Facilities Services

This department is responsible for all campus maintenance functions and many smaller sized construction projects. The department is comprised of four units which include: the Capital Projects, Energy and HVAC unit which consists of Building Automation Systems, HVAC/R (Heating Services / Refrigeration / Air Conditioning) and Project Management; the Custodial Services unit and Grounds and Landscaping; the Facilities Trades Services unit which consists of Electrical, Plumbing, and Structural Trades; and Office Operations.

6. Faculty Student Association (FSA)

The Faculty Student Association is responsible for providing auxiliary services to the University. This department consists of seven units that include: Faculty Student Association Corporate operations, Food Service operations, Bookstore operations, Human Resource services, Support Services operations, Information Technology services, and Special Events, Marketing and Licensing services.

7. Internal Control

This department is responsible for campus compliance with New York State and SUNY Internal Control and E-Discovery programs. This office also provides campus-wide training on internal controls, conducts internal controls reviews, coordinates Freedom of Information responses, and provides leadership and coordination of the campus TouchNet Marketplace.

Presented below is a summary of all staffing in the eight departments that comprise the Finance and Administration Division. Staffing in this chart reflects budgeted FTE positions for the fiscal year July 1, 2024 to June 30, 2025. Individual department narratives which follow in this report may reflect actual filled positions and temporary employees, as opposed to the budgeted personal service FTE positions reflected in this chart.

FREDONIA
Finance and Administration Division
2023-2024 Departmental Staffing by Funding Source

Administrative Office	State	DIFR	IFR	SUCF	FSA	Total
Finance and Administration	3.00					3.00
Environ. Health & Safety & Sustainability	1.02	0.42				1.44
Facilities Planning	0.80	0.20		1.80		2.80
Facilities Services	80.70	44.40				125.10
Faculty Student Association					110.00	110.00
Financial Services	15.20					15.20
Internal Control	1.00					1.00
University Services	5.40	0.40				5.80
	107.12	45.42	0.00	1.80	110.00	264.34

Notes:

- a) The FSA employment number includes 55 full-time and 55 part-time employees.
- b) Student Assistants are not included in this Departmental Staffing by Funding Source table.

Finance and Administration

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

Introduction

The Vice President for Finance and Administration serves as the Chief Financial Officer on campus and supervises the Finance and Administration Division. The seven Administrative Departments included in this 2024-2025 Annual Report are:

1. Vice President for Finance and Administration
2. Associate Vice President for Finance and Administration
3. Environmental Health and Safety and Sustainability
4. Facilities Planning
5. Facilities Services
6. Faculty Student Association
7. Internal Control



Wayne Lynch

Mission Statement

The Vice President for Finance and Administration works collaboratively with the campus community to ensure the fiscal stability and integrity of the campus. The Vice President provides leadership and coordinates the administrative, financial, auxiliary, capital and facility services, ensuring that these services are of the highest quality for Fredonia's students, faculty, and staff.

Finance and Administration employees serve as stewards of Fredonia's financial and physical resources while providing quality customer service to both internal constituents (Staff and Faculty) and external constituents (Students and the Community).

Annual Report

The University and Higher Education as a whole has and continues to face declining enrollment, increased expenses and embedded historical structures that when combined with each other have created a financial shortfall both short term and long term. The Finance and Administration Division is responsible with ensuring the University can meet its mission of providing high quality education in concert with limited or diminished financial resources to support the structural components of the institution.

Significant Accomplishments:

- Provided a comprehensive and transparent overview of the University's financial position through in-person presentations and shared documentation.
- Continued to reduce Finance and Administration expenses to align with declining enrollment, including reorganizing the unit to lower payroll costs and reduce staff headcount (FTEs).
- Implemented a disciplined and comprehensive budgeting philosophy and development process.
- Facilities Planning along with Facilities Services, Finance and Administration and the Construction Fund are continuously refining the Campuses Five-Year Capital Plan to align with current enrollment trends, program array and infrastructure needs. This allows for our campus to maintain support and ensure we invest precious capital dollars in a strategic manner.
- FSA has expanded support to Students with items such as Gluten free offerings and a Music instrument purchase program.
- In concert and with support from the Planning and Budget Committee a Program Health Model was created and deployed.
- Developed a Budget Model to project expense and revenues with alignment to the approved Fiscal Stability Plan from SUNY.
- Advanced new Budget and Accounting initiatives.

Assessment remains an important process throughout the Finance and Administration Division. The completion and publishing of this Annual Report reflects the division's culture of customer service and assessment.

Associate Vice President for Finance and Administration

- **Budget Office**
- **Payroll Services**
- **Purchasing**
- **Student Accounts**
- **University Accounting**
- **University Services**

ASSOCIATE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

Introduction

The financial services offices, under the leadership of the Associate Vice President for Finance and Administration (AVPF&A), are responsible for all campus financial operations. This unit includes the offices of Budget, Payroll Services, Purchasing, Student Accounts, University Accounting, and University Services. Together these areas provide the data, service and reporting necessary to:

- Provide valid and credible budget and revenue information to allow for effective planning and development of academic programs and student services.
- Direct all state funded payroll efforts to ensure that every employee is paid accurately and timely.
- Monitor the source and method of collection utilized for all revenue to ensure compliance with State and SUNY accounting policies.
- Expedite the purchase of supplies and equipment for campus constituents and provide review of contracts ensuring compliance with State guidelines.
- Ensure prompt payment of all expenses incurred by the University and its employees in conducting University related business.
- Monitor expenditures to ensure compliance with State and SUNY regulations and ensure spending is kept within budget.
- Prepare timely and accurate tuition, fee, housing and food service billing for every registered student to maximize collections and minimize year-end receivable balances.



Judy Langworthy

These areas work with fellow staff and SUNY colleagues to coordinate and streamline procedures, and test and develop new technologies in order to maximize limited resources and increase operating efficiency. Each of these areas strives to provide a supportive environment to faculty so as not to burden them in their performance of routine administrative functions, allowing them to focus their energies on the teaching and learning process.

The offices under the Associate Vice President for Finance and Administration most directly affect the education of students through employment. Students are provided hands-on working experience that benefits them when they enter the job market upon completion of their formal education.

Mission Statement

The departments encompassed by the office of the Associate Vice President for Finance and Administration strive to provide accurate and timely financial data to both our internal constituents (faculty, staff and students) as well as our external constituents (System Administration, Office of the State Comptroller [OSC], University Audit, SUNY Construction Fund [SUCF], the Dormitory Authority of the State of New York [DASNY], and other related state agencies). It is our intention that the University's mission of teaching and learning proceed unencumbered by our administrative responsibilities.

Annual Report

The Associate Vice President for Finance and Administration is responsible for providing leadership and supervision for all campus financial operations, acting as an advisor and resource to managers and supervisors within the division as well as colleagues throughout the campus. This position serves as a liaison with SUNY System Administration financial offices and representing the Finance and Administration Division in the absence of the Vice President.

Specific duties of the Associate Vice President include oversight for the preparation and submission of the annual campus revenue target, which after System Office approval, becomes the basis for preparation of the campus operating budget. The campus revenue projections are comprised of tuition, college fee, and interest, based upon enrollment figures approved by Cabinet. Initial revenue projections are typically prepared in mid-fall with finalized projections submitted in the spring; updates to approved plans are required at the end of the third week (the official census date) of both the fall and spring semesters.

In addition to the revenue target, the campus has an obligation to meet our Fringe Benefit Target, which is calculated by the System Office based upon a three-year rolling average of past collections. Fringes are earned on personal service expenditures in the IFR, SUTRA and DIFR funds. Quarterly reports of actual earnings are monitored along with projections based on budgeted expenditures to ensure that we are on target and/or prepared to cover any shortages through other funds. Fringe benefit collections are managed on the System level to cover the cost of all benefits afforded to every campus employee.

Additional responsibilities include coordination among faculty, department chairs, deans, vice presidents, and the President in the preparation and submission for approval of new course fees as well as requests for fee increases; various analyses related to the Income Fund Reimbursable accounts (IFR), the Dormitory Income Fund Reimbursable accounts (DIFR) and the State University Tuition Reimbursable accounts (SUTRA); analysis of revenue requirements for State funded scholarships; oversight of year-end fiscal closing procedures; service to the campus through committee work and participation in campus sponsored events.

The AVPF&A leads divisional efforts to comply with finance-related requirements of the State and the System Administration Office, and works with Cabinet members and the budget office staff to address the campus financial position, providing account analysis, cash management, financial reporting, and strategic vision and forecasting.

Significant Accomplishments

- Worked with the Offices of Budget, University Accounting, and Purchasing to assure that all records were completed and closed per System Administration deadlines without any lapsing of State funds.
- Throughout year-end proceedings, all budgeted allocations were closely monitored; when and where appropriate, expenditures were transferred to alternate funds in order to optimize every budgeted dollar and provide roll-over funds to cover anticipated new-year shortfall.

- Approval was secured for the 2024-2025 broad-based fees, in which the overall amount increased \$30 per semester due to an increase in the athletic fee, the technology fee, and the student activity fee.
- Prepared detailed analysis of available funding and projections for new and current campus-based scholarship offerings.
- Participated in conference calls with System Administration personnel, as well as calls with SUBOA and ABB counterparts.
- Active on several campus committees, including the Faculty Student Association (FSA), State Employees Federated Appeal (SEFA) Committee, Jewett Hall Rehab Committee, Institutional Effectiveness Committee, Scholarship Affordability Committee, Jaggaer Improvement Committee, and Commencement Committee, as well as continuing to serve on the SUNY Fredonia Federal Credit Union Board as secretary.
- Participated in virtual meetings with the SUNY Jaggaer Team, SUNY campuses, and Fredonia personnel as we continue to improve the eProcurement software on our campus.
- Worked with campus constituents and Cabinet to update the a plan to erode our strategic deficit over five years.

Assessment Update

Assessment Statement

The Associate Vice President for Finance and Administration serves as a resource to the Vice President of the division as well as peers, deans, directors and department chairs on financial matters, administrative policies and capital construction projects. This unit provides credible and timely budget, revenue, financial analyses, and capital construction information to allow for effective planning and development of academic programs and student services.

Assessment Activities

Actively monitor listserv communications, conference calls and webinars provided by the State University Business Officers Association (SUBOA), the Accounting/Budget/Bursar Group, System Administration and the Office of the State Comptroller in order to stay up-to-date on financial, construction, Executive Orders and administrative directives, and provide relevant and timely feedback to the Vice President and relevant constituents.

Work closely with the Budget Office on the fiscal year-end closing proceedings, ensuring that all funds are utilized in the most effective manner and that no state appropriations lapse. Maintain close working relationships with the vice presidents, associate vice presidents, deans and directors providing instruction, guidance and analyses which is, in part, responsible for the sound financial condition of their respective accounts at year-end.

On a monthly basis, update a detailed analysis of current and proposed campus funded scholarships, providing campus personnel with realistic projections leading to informed awarding and budgetary decisions.

Coordinate the collective efforts of the financial team in completing all reporting requirements and implementation of System and State mandates.

Conduct regular individual department head meetings to share information and guide the efforts of the team in accomplishing our goal of service excellence to the campus community.

Assessment Goals

- Provide clear and concise financial data to the Vice President for Finance and Administration and assist them with cabinet level efforts to address the structural deficit in our operating budget.
- Work with the Budget Office, the Enrollment Office, Cabinet, and System Administration to achieve an approved structural deficit plan with Fredonia in the black by the end of fiscal year 2028-2029.
- Assess the effects of flat state support, unfunded contractual salary increases, TAP-Gap requirements, Excelsior scholarship program, and fluctuating enrollment to provide accurate data in the development of the operating budget.
- Coordinate the efforts of the financial units in responding to requests, implementing external mandates and the timely completion of reporting requirements received from the System Office, the State Comptroller, University Audit and the Construction Fund.
- Ensure that year-end accounting and purchasing procedures are completed and closed without any lapsing of State funds.
- Assist departments and divisions with concerns regarding the campus Expenditure/Reimbursement Guidelines.
- Ensure timely submission of broad-based fee and course fee requests to System Office.

Budget Office

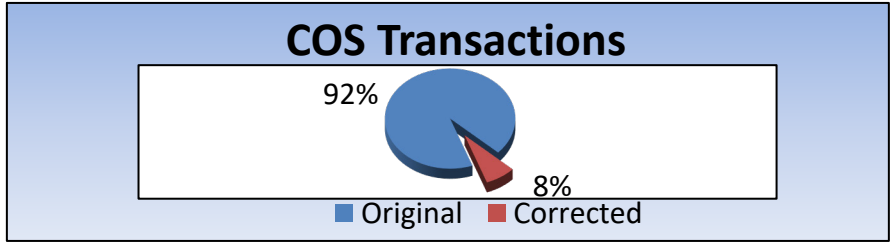
Annual Report

Upon passage of the annual New York State budget, the Budget Office is responsible for calculating the appropriate allocation to be distributed to the President and each Vice President based on Cabinet decisions that support the mission and goals of the University. The Budget Office is also responsible for calculating salary needs and apprising each division of the allocation amount necessary to support current staffing. An executive summary of allocations (Form 1) is submitted to SUNY System Administration and is provided to Cabinet along with supporting detailed salary information, with individual departmental allocations distributed to department heads. The Budget Office continually advises faculty and staff concerning budget and payroll matters, implements the effects of various budget/payroll decisions and inputs requested allocation transfers between expense objects within departments as well as allocation transfers between departments.



Front left to right: Brook Christopher, Rachael Coon, Trent Lutes, Don Macbrien and Brendan Plaister

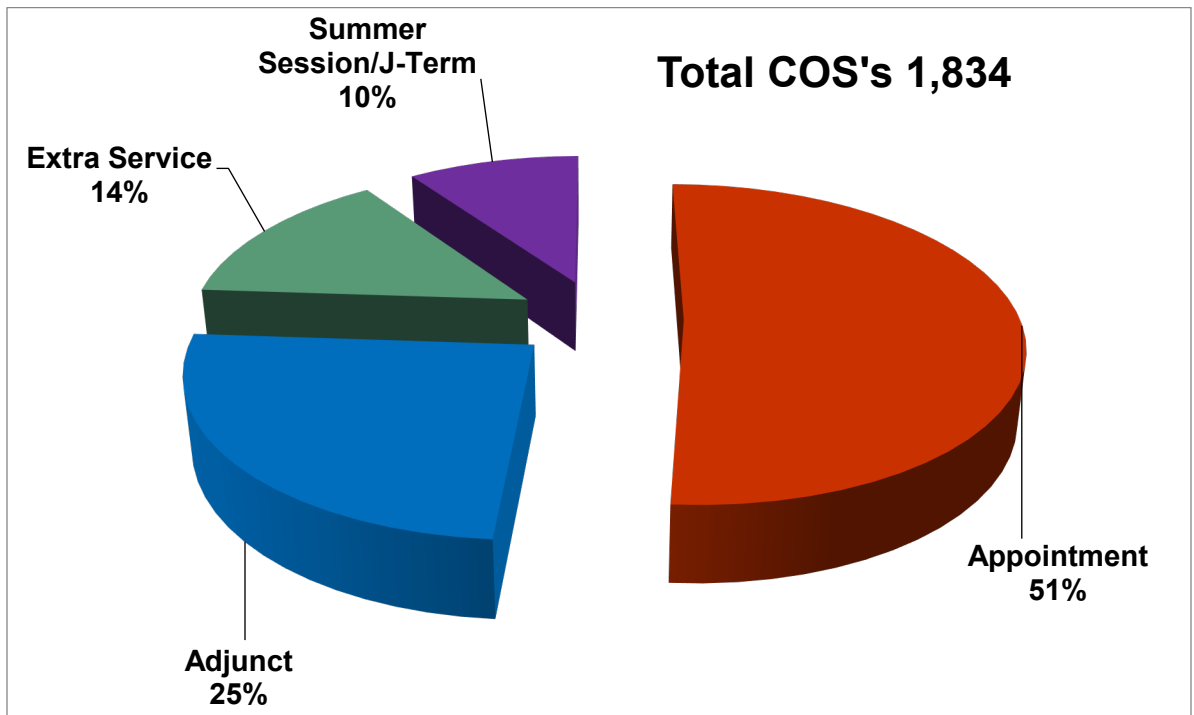
All campus appointments, changes in appointment or terminations (except Faculty Student Association [FSA] and Student Association [SA]) are routed through the Budget Office on an automated Employee Action Form, also known as a “COS” or Change of Status Form. The online COS System provides administration with a system of checks and balances as well as the supporting documentation to back up personnel and payroll transactions. Past and present COS’s are conveniently available for viewing at any time by staff with the appropriate security access. Currently there are over 100 online COS users from more than 50 departments. Please refer to the following charts for processing statistics.



**Totals do not include 148 inactive COS's*

COS's Original/Corrected

Original	1,711
Corrected	123
Total	1,834



Number of COS's by Type

Adjunct	457
Appointment	938
Extra Service	261
Summer Session/J-Term	178
Total	1,834

In addition to verifying fund availability for all payroll transactions, the Budget Office is responsible for identifying an employee line number from the Schedule of Positions, supplying title codes, calculating appropriate Full-time Equivalent (FTE) level (if other than full-time), and checking appropriateness of salary for grade level. New lines must be established through the classification process while reclassification is required for any existing line where there is a discrepancy between current position record and intended employee status. Appropriate information is transmitted to SUNY System Administration.

Other responsibilities of the Budget Office include analysis of revenue and expenditures within various Income Fund Reimbursable (IFR) accounts. On a monthly basis, these analyses along with financial reports detailing summary findings of budget variances are distributed to the vice presidents, associate vice presidents & provosts, directors and deans in Academic Affairs, Student Affairs, President's Office, Enrollment and Management Services, and University Advancement. Monthly meetings are held with Administration Finance personnel to discuss the reports of all divisions. Prearranged meetings are held with divisional personnel to review reports and address areas of fiscal concern.

The Budget Office is also responsible for biweekly reconciliation of administrative and graduate assistant payroll. The Budget Office maintains adjunct budget projections on a monthly basis.

During the 2024-2025 Fiscal Year the office was combined with the Accounting office. The combined offices are staffed by a Director, an Assistant Director, two Financial Analysts, and an Office Assistant 2 (Calculations).

Significant Accomplishments:

- Worked in conjunction with the Finance and Administration personnel to identify any budgetary actions and possible cost saving measures or revenue opportunities for the university.
- Worked with Divisional Leadership to identify permanent budgetary reductions across campus.
- Garnered and tracked savings from implementing hiring delays and position freezes.
- Submitted Fredonia's Form 1 spreadsheet detailing department level allocations used to populate the SUNY's Business Intelligence (BI) and accounting system. Incorporated all budgetary changes and reductions.
- Completed the Residence Hall Capital Plan and the DIFR Financial Plan. In doing so, collaborated with Student Affairs, and Finance and Administration personnel to realign resources and implement different options in order to cut down on borrowed funds.
- Completed the annual DIFR Budget. Worked very closely with the Residence Hall Director, Information Technology (IT) & other directors to ensure budget figures were at appropriate levels.
- Processed several analyses, ad-hoc reports, and provided data for various survey and information requests. Highlights included completion of CFRP and the UBIT.
- Completed Fredonia's 2023-2024 Campus Financial Management Strategies (FMS) Documents. These documents included operating budgets and cash management by fund along with a campus narrative detailing the campus' strategic plans for sustainability. Also completed the new NASH Survey requested by System Administration.
- Continued tracking the history of all lines and funded FTEs by department.

- Processed 1,982 (1834 active plus 148 inactive) COS's, verifying funding and updating SUNY HR and various internal spreadsheets.
- Developed and maintained various budget forecasts with the Cabinet's budget assumptions and plans for enrollment.
- Worked with Finance and Administration personnel to successfully utilize all of the State budget allocation in order to maximize State funding.
- Kept track and insured all monies were spent and accounted for accurately for special grants secured during the year such as the Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth (PRODiG,) and Ed Leadership grants as well as special funding arrangements for UUP & College Foundation reimbursements for various salary buyout proposals.
- The Budget Office submitted the remaining FEMA documentation related to pool testing costs incurred during the COVID-19 pandemic.
- Worked in conjunction with the President's Cabinet and SUNY System administration to come up with a Deficit Reduction Plan (DRP) to successfully and systematically reduce the institutional budget shortfall over a five-year period.
- The Budget Office tracked all new monies awarded to SUNY Fredonia. These included all ongoing initiatives for specific activates totaling \$720,400 as well as one-time monies provided for the Accelerate, Complete, and Engage(ACE) program totaling \$960,000.
- The Budget Office implemented a new budgeting process to populate account allocations across all State Funds – Revenue Offset, IFR, DIFR and SUTRA.

Statistical Data

The Fredonia 2024-2025 Consolidated Operating Budget totaled \$90,025,635, representing an increase of \$619,347 (.69%) from the 2023-2024 Consolidated Operating Budget. Please refer to the following chart for comparative data for each of the six budget components.

Components	2024-2025	2023-2024	Change	Percent
University Operating Budget	\$ 57,497,804	\$ 56,942,103	\$ 555,701	0.98%
DIFR Budget	13,258,559	13,505,231	(246,672)	-1.83%
FSA Budget	11,800,522	11,639,454	161,068	1.38%
IFR Budget	5,350,000	5,275,000	75,000	1.42%
SUTRA Budget	1,350,000	1,310,000	40,000	3.05%
College Foundation	768,750	734,500	34,250	4.66%
TOTAL	\$ 90,025,635	\$ 89,406,287	\$ 619,347	0.69%

The 2024-2025 budget provided funding for approximately 682 FTE employees. Please refer to the following chart for comparative FTE data for each of the six budget components.

Budget	2024-2025	2023-2024	Change
	Total FTE	Total FTE	Total FTE
University Operating Budget	491.07	523.11	(32.04)
DIFR Budget	65.62	65.46	0.16
FSA Budget	110.00	110.00	0.00
IFR Budget	8.61	8.61	0.00
SUTRA Budget	3.00	3.00	0.00
College Foundation	4.00	4.00	0.00
TOTAL	682.30	714.18	(31.88)

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes part time and full-time employees.

The budget results for 2024-2025 proved to be more favorable than anticipated due to significant spending constraints that were put in place throughout the year. Although the results were more favorable, the campus did end up with an unfunded budget shortfall of over \$6.9M.

Fredonia's 2024-2025 Budget by Fund

	University Operating	DIFR	IFR	SUTRA	Total Combined
Total Revenues	34,522,984	3,429,324	9,481,492	1,195,186	48,628,986
PSR	41,815,048	3,993,974	578,410	228,500	46,615,932
TS	3,747,418	349,700	688,365	492,500	5,277,983
OTPS	7,261,638	3,656,826	4,083,225	629,000	15,630,689
Total Expenses	52,824,104	8,000,500	5,350,000	1,350,000	67,524,604
Surplus/(Deficit)	(18,301,120)	(4,571,176)	4,131,492	(154,814)	(18,895,618)

Fredonia's 2024-2025 Actuals by Fund

	University Operating	DIFR	IFR	SUTRA	Total Combined
Total Revenues	31,560,571	6,296,492	11,504,551	974,062	50,335,676
PSR	37,124,641	3,005,812	505,079	218,728	40,854,260
TS	3,500,543	328,323	799,021	453,817	5,081,704
OTPS	5,521,223	1,804,042	3,712,712	298,752	11,336,729
Total Expenses	46,146,407	5,138,177	5,016,812	971,297	57,272,693
Surplus/Deficit	(14,585,836)	1,158,315	6,487,739	2,765	(6,937,017)

Fredonia's 2024-2025 Combined Results

	Total Budget	Total Actuals	Difference
Total Revenues	48,628,986	50,335,676	1,706,690
PSR	46,615,932	40,854,260	(5,761,672)
TS	5,277,983	5,081,704	(196,279)
OTPS	15,630,689	11,336,729	(4,293,960)
Total Expenses	67,524,604	57,272,693	(10,251,911)
Surplus/Deficit	(18,895,618)	(6,937,017)	11,958,601

Assessment Update

Assessment Statement

The Budget Office provides accurate budget allocations and periodic reallocations for all funds; ensures that every budgeted dollar that is not eligible to roll over to the succeeding fiscal year is spent prior to the current fiscal year end; and provides excellent customer service to all constituencies. The Budget Office serves as a resource for all budgetary questions, reports and analysis.

Assessment Activities

The University increased its enrollment to 3,135 (headcount) for the 2024-2025 budget cycle from the previous year budget enrollment of 3,000. Actual Fall 24 enrollment came in at 3,201.

Collaboration efforts of networking with SUNY System Administration and other campuses continued throughout 2024-2025. The Budget Office has represented Fredonia in attendance at Accounting, Budget, and Bursar (ABB) meetings; sessions on Business Intelligence (BI), and SUNY System Administration trainings via zoom webinars and conference calls.

The Budget Office successfully submitted the 2024-2025 Form 1 and related Campus management Strategies to SUNY System. The Budget Office was able to successfully field numerous questions from System Administration in review of its submission.

The Office worked closely with the Residence Life Director, Information Technology (IT), Facility Planning & other directors to ensure DIFR budget figures were at appropriate levels.

The Director offered assistance in writing a second Middle States supplemental report for the Commission on Higher Education regarding inquires of Fredonia's financial health.

The Budget Office continued to include updates on the budget status throughout the year to various constituents including Planning and Budget, College Council and Cabinet.

The Budget Director worked in conjunction with the President's Cabinet and SUNY System administration to provide updates to the Financial Stability Plan and attended numerous zoom meetings regarding the Plan.

The Budget Office continued to monitor an outstanding FEMA claim submitted for COVID related pooled testing costs totaling \$1,640,115.

The Budget Office coordinated year-end closing processes and successfully utilized all available state allocation. The Budget Office did a series of 11 Financial Plan moves throughout year as well as moving expenditures to utilize lapsed IFR appropriation.

The Budget Office continued to oversee cash accounts and identified available cash sources for funding budget shortfall accounts throughout 2024-2025 as well as reconcile the cash needed to support the state allotted allocation for the year.

The Budget Office successfully verified the Discretionary Salary Pool and helped oversee the Discretionary Salary Increase awards process.

The Budget Office continued to be a support for all areas in regards to running several information reports on Business Intelligence (BI), establishing new accounts and implementing new account structures for divisional reorganizations.

Assessment Goals

- Complete a condensed version of the 2025-2026 Consolidated University Operating Budget.
- Successfully complete the 2025-2026 Form 1 and related Campus Financial Management Strategies Summaries. The Budget Office will act as a liaison with SUNY System Administration regarding the financial condition, including cash balances of Fredonia.
- Continue to enhance the Budget Office website to incorporate campus wide budgetary documents to keep the campus community informed of budget actions and results. This is to meet the campus' expectation of budget transparency.
- Maintain a three year to five-year budget forecast.
- Work with the President and Cabinet members to identify any budgetary actions and possible cost saving measures or revenue opportunities for the University. Work collaboratively to utilize this system as a potential alternative or augmentation to the current COS system.
- Continue to collaborate with SUNY System Administration and various SUNY campuses to identify and implement "Best Practices" for fiscal operations.
- Continue to evaluate and enhance any existing budgetary procedures or spreadsheets in order to provide information in a more effective and time saving manner.
- Provide ad-hoc analysis to campus constituents in a timely, responsive manner.
- Assist as needed on the Middles States commission on Higher Education Supplemental Report on Fredonia's financial health.
- Work in conjunction with the new Vice President for Finance and Administration in preparing the budget outlook and cash reserves, as well as other financial documents as needed for the University.
- The Budget Office will continue to work in conjunction with Young and Wright Architects, Residence Hall & Facilities staff to present feasible funding options for any proposed Residence Hall Capital plan projects.
- Work in conjunction with Finance and Administration personnel in year-end closing procedures.
- Oversee Cash Reserves and Budget shortfall accounts.
- Verify & freeze the Discretionary Salary Increase (DSI) Pool, verify salaries, develop divisional DSI Salary Pools.
- Work in conjunction with Human Resources and Payroll staff to determine new adjunct rates of pay outlined in the new UUP Contract.
- Work in conjunction with the President's Cabinet and SUNY System administration to provide updates to the Financial Stability Plan.
- The Budget Office will continue to monitor the FEMA submission related to pool testing costs incurred during the COVID-19 pandemic.
- The Budget office will continue to track all new monies awarded to SUNY Fredonia. These include all ongoing initiatives for specific activates totaling \$720,400 as well as one-time monies provided for the Accelerate, Complete, and Engage (ACE) program totaling \$960,000, as well as other grant and Fredonia College Foundation funded initiatives.
- The Budget Office will work with Finance and Administration personnel to streamline the new campus budget process. This will include revisions to the timeline as well as information provided and the structure of requests to campus.

Payroll Services

Annual Report

The primary responsibility of the Payroll Services Office is to affect accurate and timely payment of salaries and wages to all faculty, staff and students who are paid from State Purpose Funds, Income Fund Reimbursable Funds (IFR), Dormitory Income Fund Reimbursable Funds (DIFR), State University Tuition Reimbursable Funds (SUTRA) or College Work Study Funds. Salaries and wages also include miscellaneous items such as overtime, inconvenience and holiday pay, lump sum payments and compensation for extra service, winter session (J-term), and summer session. To affect these payments on the regular State Payroll, Payroll Services is responsible for checking accuracy of information on the Change of Status (COS) form such as salary, pay basis, position title, FTE percentage, and appointment type for all state and graduate assistant employment. For Student Assistant and College Work Study, the Payroll Office is responsible for all appointment and new hire paper work, verifying accuracy and entry, establishing vacant lines for appointment, monitoring appropriate rate increases and over-the-max rates, and processing retirement enrollment for student employees. The role of the Payroll Office actually begins prior to hire, continues in a variety of ways throughout employment and often continues even after separation from payroll due to resignation, retirement, graduation, etc. The Payroll Office functions require interpretation of contract language, time and attendance rules, payroll bulletins, and federal, State and SUNY policies.



*Seated: Kathy Holland; in back from left to right:
Sue Cortes and Tammi Moloney*

In addition to the biweekly preparation of four payrolls, the Payroll Office provides the following services for employees:

- Assists with the completion of payroll related employment forms, such as tax withholding, payroll deduction and direct deposit.
- Completes employment verification requests for unemployment insurance and loan requests.
- Offers assistance regarding payroll procedures and schedules.
- Prepares College Work Study reconciliation which is used by Financial Aid to complete the Fiscal Operations Report and Application (FISAP).
- Administers Time and Attendance rules, procedures, and attendance records for all faculty, professional, Management/Confidential, and classified employees.

The Payroll Office is staffed with a Director, a Payroll Examiner 2 and an Office Assistant 2. Student temporary service and work study also provide assistance.

Accomplishments

- Produced biweekly payrolls for State and Graduate Assistant payees totaling \$46,944,755. This resulted in 1,777 paychecks and 18,074 direct deposit advices. There were also 5237 miscellaneous payment entries (Overtime, overtime meals, inconvenience pay, pre-shift, holiday pay, hourly time entries).
- Produced biweekly payrolls for Student Assistant and College Work Study payees totaling \$1,296,064. This resulted in 177 paychecks and 6809 direct deposit advices. For both student payrolls, we also complete the pieces of line item set-up, new hire paperwork completion, personal data gathering and entry, and transaction entry. For the State and Graduate Assistants, these functions are performed by Human Resources with information rolling to our payroll system.
- The significant change for the Student Assistant and College Work Study timesheets was the conversion of them from blue and yellow paper timesheets to the electronic TAS time record system. This involved coordination of the appropriate pay period for each group that was rolled out during the summer and Fall 2024. Training sessions were held, new processes to set up the reporting hierarchy for correct workflow now have to be completed, and tons of follow-up and assistance for supervisors and students had to happen and continues. Tammi Moloney, Payroll Examiner 2 spearheaded and handled the huge conversion project from start to finish.
- Contributed payroll and time and attendance information for New Hire Orientations for new faculty.
- Processed 1,982 COS forms for campus payroll transactions for State and graduate assistant employees. This involves verification and supply of appropriate title, effective dates, salary, pay basis and position edits needed as a result of changes. All campus appointments, terminations, and changes in status are routed through Payroll Services for State and Grad Assistant employees.
- Processed the New York State minimum wage increases to all Student Assistant and College Work Study employees.
- Continued maintenance of the COS system by managing user, department, hierarchy, and coding changes for this campus-wide application.
- For time and attendance purposes, the number of FMLA cases and the need for greater monitoring of leaves approved from Human Resources, requires a great deal of tracking and follow-up time. Payroll continues to monitor for COS completion, transaction entry into SUNY HR, and accurate time record completion. Payroll also provides verification the employee has met the required number of worked hours for eligibility. Continued administering all time and attendance policies for all faculty and staff, including the monitoring of timely submission of records. In this reporting year, 86 FMLA cases were tracked.
- Set and communicated the pay periods to be used for Summer Session, J-term, Fall and Spring Adjuncts, Graduate Assistants, and Student Teacher Supervisors
- Calculated and wrote up the necessary salary increase rows needed for the UUP employees for whom we have to manually enter the across-the-board increases. This involves finding / tracking who will need to be handled this way and making sure they are processed in the appropriate pay period. Responded to inquiries from OSC on any of our submissions, as well as anything their automatic programming did for full-time employees.
- Modified the new employee personal data collection form for Student Assistant and College Work Study students in order to capture new requirements needed as directed by SUNY System Administration

- Audited the Management Confidential 2024 Bonus Lump Payment (first half of the \$3,000 total), as well as the retroactive 2024 3% salary increase and 2024 1% retroactive discretionary increases as prepared by Human Resources and the President's office, to ensure they were paid correctly
- Audited the UUP Bonus Lump Payment (first half of the \$3,000 total split between July 2024 and July 2025) to ensure the rows were loaded and paid correctly
- Audited and answered questions from OSC on calculations and eligibility on what Human Resources submitted for the UUP Services award payment (12-year award payment)
- Calculated ITS reorganization percentage increases and extra service amounts as they were going through, since the UUP across-the-board increases were happening at the same time, in order to give accurate final salaries after both increases happened.
- Audited current employee reports to ensure Adjuncts not returning for Spring semester were removed from payroll on time, as well as all Adjuncts and part-time employees whose appointments ended at the end of the Spring semester. This is done each and every semester to ensure no one stays on payroll in error, causing an overpayment.
- Processed 178 J-term and Summer Session COS forms, calculated their payment amounts and any updated amounts due to load changes, audited the entries by HR to the system, audited the payment reports.
- Continued the promotion of the Direct Deposit program to our Student Assistant and College Work Study employees, especially with OSC mailing paper checks directly to the home address. Continued to aid with sign-up resulting in student assistant and work study direct deposit enrollment at 97% for Fall 2024 / Spring 2025.
- Continued the promotion of the Employee Retirement System to our student employees, in particular those anticipating further state service employment. This allows registration into the current retirement tier with service credit that will not need to be "bought back" at a later time in state employment. In this reporting year, approximately 68 student employees were registered into the Employee Retirement System (ERS) for Fall 2024 and Spring 2025.
- Worked with the Assistant Director of Residence Life to coordinate the pay periods in which to pay the Resident Assistant stipends and coordinate their appointment paperwork so that they could all be paid timely and accurately.
- Continued auditing and tracking of all Extra Service payments to ensure full-time employees are under the 20% of salary maximum rule. Ensured payments were entered and paid correctly to the COS extra service form.
- After working with ITS in 2023 to set up scanning inactive student employment files to On-Base in order to digitize these records from the 9th floor, significant progress has been made as time has allowed. Inactive records through the letter "S" have been digitized. This is the equivalent of 9 full 5-drawer file cabinets, which are now emptied. This is an ongoing project and when complete, we will move to our active files.

Statistical Data

As a measure of accuracy in processing payrolls, our office previously had access to OSC reports on late terminations and late hires. Unfortunately, these reports are no longer available to show statistical improvement or decline in our numbers. We used this information to show the significant impact on the resulting overpayment that a late separation creates, and the actions necessary for our office to recoup the overpayment. The number of late hires also creates additional workload for manual entries of retro pay, not to mention the detrimental impact on the employee hired late due to a late COS. It is a constant goal to see this reduced with each reporting year. Late hires result from a delay in a campus department submitting a COS in a timely manner, or a new employee not completing their new hire paperwork in time for appointment in the appropriate effective dated payroll period. This affects the amount of retroactive pay that is required to be calculated and submitted to the State Comptroller's Office manually by the Payroll Office.

Corrective measures continue to be taken to ensure departments are aware of, and adhere to the COS submission deadlines for timely processing of appointments, separations, and salary changes. COS forms received late directly affect the performance measures of separations, appointments, and overpayments. The Payroll Director regularly communicates the Fredonia COS deadline schedule to all departments and COS initiators to ensure timely submission of COS forms in order to have on-time hires and separations for our employees. Reminders to individual COS users continues to be increasingly necessary to move forms along in order to try to pay our employees on time.

Early payroll deadlines are also communicated to student employee supervisors, and to key areas for timesheet submissions (Facilities Services and University Police), for timesheets which may contain overtime for payment.

A new method of capturing statistical data on late hires and late terminations will need to be found. This can't be tracked manually, unfortunately, due to our deadlines and priority for meeting those in order to pay people correctly.

Assessment Update

Assessment Statement

The Payroll Services unit provides accurate and timely payment of salaries and wages to all faculty, staff and students, and provides excellent customer service to all constituencies. Additionally, we administer all time and attendance functions, rules, and monitoring.

Assessment Activities

The Payroll Services unit designed and delivered payroll and time and attendance information for New Faculty Orientation, with reported positive feedback.

Communication of COS deadlines to campus departments in order to avoid late appointments, late terms, etc.... which create overpayment or late payment situations and affect our SUNY report card results on these items.

Assess the number of new direct deposit records to monitor our efforts to push the Direct Deposit program, and the subsequent marketing and use of the Self Service tools available.

Assessment Goals

- Accurately process payrolls for faculty, staff and students.
- Continue assisting our state and student employees via our accessibility and willingness to help, being available to stop in with a form, with a question, etc., without the need for an appointment. Also continue our customer service by trying to seek answers for them when they aren't being assisted by others.
- Continue to provide training information and formalize feedback as to the effectiveness of the material presented and available.
- Continue to provide payroll and time and attendance information for new hire orientations and review feedback to improve the effectiveness of the orientations.
- Continue to assist each new student hire with their new hire paperwork (tax forms, I-9, retirement, and direct deposit); then process those payroll items as well.
- Strive to improve upon our late hires and post deadline submissions rankings by continuing to provide COS users with forthcoming processing deadlines. Extra reminders prior to larger payrolls at the beginning of each semester are provided to all COS users, and as we monitor and see stalled COS forms in the workflow.
- Continue the COS administrative duties to meet the needs of the end users and comply with System Administration modifications. Work in collaboration with IT staff to implement recommendations.
- Continue to promote the Direct Deposit program and increase our student and state enrollment in direct deposit.
- Continue the promotion of the ERS Retirement system to our students upon hire.
- Continue the proactive handling of student payroll processes by reaching out to the students and their supervisors when they are missing pieces of their new hire paperwork, with the goal of more timely appointments to payroll. Often their supervisors give their students inaccurate information on what they need to do, what documents they need, etc.
- Continue additional audit measures for greater checks and balances for Direct Deposit, tax withholding, and paycheck deduction entries.
- Increase and continue fraud prevention measures and awareness of payroll staff as new schemes and attempts at fraudulent requests are increasing for campus payroll offices.
- Continue the promotion of the self-service features of the SUNY HR portal and the NYS Payroll online option for W-2 reprints, Direct Deposit stub printing opt-out, W-2 printing opt-out, tax changes, etc.
- Remain abreast of continually changing federal, State and SUNY policies to ensure continued compliance with applicable rules and regulations.
- Continue to find ways to streamline processes and procedures, especially given the reduced staffing. We have also evaluated processes to find ways to do less printing and production of paper documents, and will continue to improve on this.

Purchasing

Annual Report

The Purchasing Department is committed to providing efficient, timely, and courteous service to all our campus customers. We have a knowledgeable team familiar with campus, SUNY, State and Federal rules, regulations, policies and procedures.

Responsibilities within the Purchasing department include, but are not limited to the following:

- Reviewing and processing standard requisitions into Purchase Orders in the campus' e-procurement system, FREDmart. Includes change notices, as needed, and cancelations in FMS and FREDmart, as necessary.
 - In the review of requisitions, we provide expertise relevant to contract applicability, cost effectiveness, commodity information and sourcing, negotiations, quoting and re-quoting, and problem solving.
- Reviewing confirming paper requisitions for payment in FMS and reviewing Payment Requests in FredMart.
- Assisting with furniture purchases.
- Reviewing office supply orders with various office supply vendors in FREDmart to ensure the best pricing is available for all procurements.
- Inputting new vendor information into the State Financial System (SFS) and FredMart.
- Managing all aspects of the state issued JP Morgan Chase procurement cards, including training, cardholder setup, monthly reconciliation, opening of p-card for allowable purchases, and troubleshooting.
- Ensuring that the following procedures are followed as they relate to the procurement process: Trademark and licensing, as well as branding; Software and Contract Services; and Information Technology (IT).
- Dissemination of information from the Office of General Services (OGS) website for "P" contracts and SUNY-Wide contracts to the appropriate departments.
- Assisting in the formal bidding process, as needed.

Procurements are vetted and generally made in following order:

1. from [Preferred Sources](#) when they meet form, function and utility;
2. through [OGS Centralized Commodity Contracts](#) or [Consortia/Group Purchasing Organizations \(GPOs\) Contracts](#);
3. through [University-wide Contracts](#);
4. by [Discretionary Buying](#) in open market - with documentation of reasonableness of price;



Gretchen Fronczak and Alicia Klepfer

5. And via Competitive Procurements:
 - o Invitations for Bid (IFB) - awarded to the lowest price;
 - o Requests for Proposal (RFP) - awarded to the best value; or
 - o Request for Qualifications (RFQ) - awarded to the most qualified

The Purchasing staff advises departments of procedures for the use of preferred sources, such as the Department of Correctional Services (CORCRAFT), New York State Industries for the Disabled (NY-SID), and New York Preferred Source Program for People Who Are Blind (NYSPSP), as well as NYS certified Minority & Women Owned Business Enterprises (MWBE) and Service Disabled Veteran Owned Businesses (SDVOB).

The Purchasing Office consists of a Director, an Office Assistant 3 (OA3), and a Student Assistant.

Significant Accomplishments

- There were over 2,400 requisitions reviewed and approved in FREDmart during FY 24-25, with Purchase Orders and Payment Requests totaling \$8,820,033.61.
- There are approximately 65 procurement card holders on campus with over 1,700 transactions during FY 24-25, totaling \$421,485.84.
- Added and/or updated numerous vendors in the Statewide Financial System (SFS) and guided multiple vendors on how to make vendor information changes in SFS.
- Purchasing Department employees attended various conferences and workshops during the fiscal year 2024-25. The Purchasing Department also participated in System Administration webinars and the weekly e-procurement system, Jaggaer Teams calls.
- Purchasing Dept. staff presented at the annual Finance and Administration Training Day.

Statistical Data

Date	Purchase Orders & Payment Requests in FredMart		Change Notices	Computer JTs/Voiced Requisitions		Paper Requisitions not in FredMart		VISA		Total State Purchases
	No.	Amount		No.	Amount	No.	Amount	No.	Amount	
July 2024	243	\$ 1,176,245.73	59	0	\$ -	1	\$ 106.10	127	\$ 48,686.37	\$ 1,225,038.20
Aug 2024	229	\$ 1,527,796.05	31	0	\$ -	1	\$ 288.86	173	\$ 38,827.37	\$ 1,566,912.28
Sept 2024	253	\$ 1,791,896.92	10	0	\$ -	4	\$ 562.35	297	\$ 55,740.35	\$ 1,848,199.62
Oct 2024	213	\$ 681,225.21	8	0	\$ -	8	\$ 1,566.75	191	\$ 50,084.96	\$ 732,876.92
Nov 2024	168	\$ 502,639.16	10	0	\$ -	6	\$ 1,530.53	112	\$ 32,225.35	\$ 536,395.04
Dec 2024	164	\$ 395,154.89	4	0	\$ -	2	\$ 146.43	96	\$ 30,109.77	\$ 425,411.09
Jan 2025	222	\$ 619,565.27	9	0	\$ -	3	\$ 463.77	174	\$ 37,072.61	\$ 657,101.65
Feb 2025	205	\$ 400,863.59	7	0	\$ -	9	\$ 1,738.41	190	\$ 44,004.67	\$ 446,606.67
March 2025	155	\$ 615,562.87	15	0	\$ -	5	\$ 1,907.47	156	\$ 34,214.60	\$ 651,684.94
April 2025	213	\$ 391,124.73	21	0	\$ -	3	\$ 412.53	89	\$ 17,141.40	\$ 408,678.66
May 2025	267	\$ 476,963.21	11	0	\$ -	3	\$ 2,069.00	74	\$ 22,386.24	\$ 501,418.45
June 2025	74	\$ 240,995.98	16	0	\$ -	1	\$ 209.93	35	\$ 10,992.15	\$ 252,198.06
Total	2406	\$ 8,820,033.61	201	0	\$ -	46	\$ 11,002.13	1714	\$ 421,485.84	\$ 9,252,521.58

Assessment Update

Assessment Statement

The Purchasing Department strives to work with our campus employees and off-campus vendors in an efficient and timely manner in order to execute Purchase Orders for the goods and services being procured on campus. We strive to provide quality customer service, while adhering to all applicable Campus, SUNY, State, and Federal policies and procedures, and identifying opportunities for cost reduction and process improvements.

Assessment Activities

The Purchasing Department maintains close working relationships with campus departments, vendors, and SUNY System Administration in order to provide instruction, guidance, and analysis of online requisitioning, vendor selection, procurement cards, and office supply procurement.

Training sessions are provided to campus employees for the campus' e-procurement application, FREDmart, and for the use and reconciliation procedure of the procurement card. Upon request, the Purchasing staff is willing to provide individualized departmental training. The Purchasing Department also presents at the annual Finance and Administration training day. Evaluation forms are utilized at these training sessions to assess the presentation style, as well as to obtain suggestions for improvements and possible future topics. As a result of this feedback, the Purchasing Office can target areas needing more emphasis at future presentations.

In addition, periodic reviews are conducted within the Purchasing Department to assess progress and identify areas for improvement.

Assessment Goals

- Ensure that all requisitions that are submitted through FREDmart follow all required procurement guidelines and are processed in a timely and accurate manner.
- Continue working with SUNY System Administration on the campus' JP Morgan Chase VISA Procurement Card program and web procurement.
- Update the Purchasing Department website and Purchasing Manual to ensure that all information is relevant and up to date.
- Provide Project Sunlight Training to all appropriate staff members and adopt an internal compliance plan for Project Sunlight reporting.
- Increase awareness of and associated compliance with NYS Green Purchasing mandates.
- Ensure that NYS certified Minority- and Women-Owned Business Enterprises (MWBEs) and Service Disabled Veteran Owned Businesses (SDVOBs) are given the opportunity to provide our campus with commodities and services at competitive prices. Continue strengthening and growing new relationships with NYS certified MWBE & SDVOB vendors.
- Continue to exert good faith efforts in order to fulfill the mandated statewide procurement goals of 30% MWBE and 6% SDVOB participation within state funded procurements.
- Continue presenting purchasing workshops to campus clients as time allows.

Student Accounts

Annual Report

The Student Accounts office is committed to providing efficient, courteous service to the campus community with a friendly staff knowledgeable on federal, State, SUNY and campus regulations and policies. Responsibilities include accurately billing and collecting tuition and fee revenue for every registered student, distributing Federal, State and private financial aid funds to individual student accounts, and appropriately refunding excess aid directly to the student or back into the financial aid program. In addition, Student Accounts disseminates information to the families of our students relevant to the Tax Relief Act of 1997 for the Lifetime Learning and American Opportunity Income Tax Credit, and provides information sessions at Student Orientation Programs.

Another responsibility of the Student Accounts Office is the timely deposit of funds for all campus accounts - Income Fund Reimbursable (IFR), in person employee vehicle registration, parking violations billing, and summer athletic and professional camps.

The Student Accounts Office must accurately account for every dollar billed, collected and refunded within the Fredonia University community. The Uniform Revenue Accounting System (URAS), established and monitored by the System Administration University Controller's Office, provides the basis for our campus financial accounting. Revenue distributions and transfers are prepared and transmitted to SUNY System Administration biweekly. Biannual reporting requirements to System Administration include the submission of a Trial Balance, Reconciliation of Fund Balance, Aged Student Accounts Receivable, Reconciliation of Collections, and Collection Fund Reconciliation. Monthly reconciliation of the URAS financial data is prepared to ensure accurate reporting. A reconciliation of Revenue Related to Student Registration is prepared for each academic semester and submitted annually. A reconciliation of the State Depository and State Controlled Disbursement bank accounts is prepared on a monthly basis and an annual Sole Custody Report for State bank accounts is submitted directly to the Office of the State Comptroller.

The Student Accounts Office was staffed with a Director, an Assistant Director, a part-time Revenue Accountant, an Administrative Aide, a full-time Office Assistant 2, and a full-time Administrative Assistant 1.



From left to right: Julie O'Connor, Angie Astry, Wendy Decker, Jennifer Panfil and Lynn Bowers

Significant Accomplishments

- The Student Accounts Office successfully submitted the 1098-T on time, and they were mailed to students prior to the January 31st IRS deadline. The file was also submitted to ECSI in time that the forms could be printed and mailed prior to the increased postage rate taking effect to save us money.
- Veterans Affairs and Post 911 benefit recipients continued to receive their funds in a timely fashion, and we ensured that no duplicative benefits were received by these students.
- Continued to certify TAP in a timely manner and properly certify students utilizing the two different SAP charts, dependent upon when they initially received TAP or if they are an EDP student.
- Throughout the past year, we received 26 international payments through Flywire totaling \$247,116. Additionally, we received 20 Flywire 529 payments totaling \$121,609. International students that have utilized the service have been pleased with the ease of making their international payment.
- As new TouchNet releases update the software system, we keep the office staff abreast of the changes that occur and the new features that are available for usage.
- Throughout the past year, we have worked very closely with IT, the Registrar's Office, Financial Aid, and Academic Advising to continue the administration of Excelsior. We continue to be a part of the evaluation team for Excelsior appeals, and then process approved appeals through HESC. Unfortunately, these take time to process, and follow up is needed to ensure the student receives the award again.
- All URAS reporting deadlines were met and requirements were satisfied per SUNY System Office review.
- Tested and implemented all relevant patches for the Banner Finance module.
- Reconciled all Grad Assist waivers funding and expenditures so Grad Assistants receive timely waivers, and it comes from the correct accounts.
- Assisted with the continued implementation of TouchNet Marketplace stores, assuring that the financial data being fed into Banner for IFR accounts from the new stores is properly accounted.
- Assisted with reconciling the Direct Loan Program funds to ensure that loan funds are accurately accounted for in the URAS system.
- Continued work on the Banner Procedure Manual for functions of Student Accounts and Revenue Accounting.
- Submitted all monthly Sales Tax returns in a timely manner.
- Continued updating existing Excel spreadsheets that Revenue Accounting uses on a daily, biweekly, monthly, biannually, and yearly basis to increase operations and efficiencies.

Statistical Data

The Student Accounts Office produced over 11,034 bills for the Fall 2024 and Spring 2025 semesters, a decrease of 1.7% from last year. As you can see from the chart below, we continued with the additional bill for the Excelsior students that were not eligible for their Excelsior award at the end of the Spring 2025 semester; these bills were generated both electronically and via paper. The final bills for the Fall and Spring semesters are prepared manually, and no bills are generated for J-Term or Summer sessions; therefore, no statistical data is available. Please refer to the following chart for statistical billing data of all electronic bills.

Fredonia Student Account Bills						
	2022-23		2023-24		2024-25	
	# Bills	Billed Amount	# Bills	Billed Amount	# Bills	Billed Amount
Fall						
Registration	3,412	\$26,200,328.03	3,150	\$22,859,657.05	3,095	22,922,646.20
Post Registration	1,541	11,760,615.39	1,453	12,288,358.17	1,579	12,908,703.74
Audit #1	938	800,838.58	905	8,241,967.29	909	8,626,275.08
Audit #2	682	6,094,471.88	585	5,444,541.48	551	5,484,367.88
Audit #3	222	2,040,861.71	211	1,954,837.80	187	1,940,640.25
Spring						
Registration	3,034	24,487,801.98	2,814	22,934,208.70	2,804	23,612,540.98
Post Registration	1,007	8,464,001.30	905	7,716,424.23	860	7,602,347.72
Audit #1	607	5,386,294.87	582	5,197,202.97	515	4,878,056.93
Audit #2	463	4,198,751.96	431	3,925,246.77	382	3,708,160.10
Audit #3	165	1,491,155.01	148	1,223,187.28	136	1,264,845.22
Excelsior	57	631,836.12	45	491,210.69	16	168,935.70
Total	12,128		11,229		11,034	

There were 620 students subscribing to the Faculty Student Association (FSA) Debit Account for the Fall and Spring semesters with a billable total of \$260,200, representing a 1.67% decrease in the number of subscribers and a decrease of 3.1% in dollar value. This reduction is a result of having fewer students on campus during the 2024-25 academic year.

The Student Accounts Office billed \$433,565.96 for laboratory and class fees for the 2024-2025 academic year, representing a decrease of .60% compared to the prior year.

Direct deposit of refunds directly into bank accounts totaled 3,320 for 5,212,957 a decrease of 4.60% in number and a decrease in 3.67% in dollar value.

A total of 5,682 credit card web payments were processed for a total of \$11,101,091.69 during 2024-2025. In addition, 1,485 WebCheck transactions were processed in the 2024-2025 year for a total of \$4,304,551.97. Please refer to the following charts for comparative data.

Web Credit Card Payments

Month	2020-21	2021-22	2022-23	2023-24	2024-25
July	\$48,663.52	\$799,443.42	\$794,052.65	\$797,801.12	\$795,547.24
August	3,542,106.67	3,135,002.74	3,137,284.51	2,988,945.62	2,776,184.70
September	703,050.27	729,690.02	740,951.39	754,083.36	810,389.19
October	578,272.61	757,384.08	780,723.51	705,649.28	725,774.44
November	350,970.20	325,741.33	265,177.39	279,030.05	200,938.57
December	237,003.92	257,325.51	191,524.16	161,670.55	260,670.01
January	2,961,739.59	3,392,807.67	3,492,626.45	3,427,023.37	3,325,844.29
February	745,509.20	562,239.83	728,153.75	584,328.41	590,594.43
March	607,217.74	618,780.29	612,012.80	569,268.18	641,587.99
April	433,600.86	261,923.82	209,790.12	260,378.65	279,815.06
May	413,185.72	490,360.22	481,424.89	513,305.60	575,493.63
June	209,186.07	124,924.07	145,057.24	156,484.18	118,252.14
Total	\$10,830,506.37	\$11,455,623.00	\$11,578,778.86	\$11,197,968.37	\$11,101,091.69
Net Increase/Decrease		5.77%	1.08%	-3.29%	-0.87%

Webcheck Payments

Month	2020-21	2021-22	2022-23	2023-24	2024-25
July	\$12,178.50	\$376,096.14	\$312,566.64	\$364,168.98	\$298,950.62
August	1,246,735.20	1,389,443.65	1,451,710.13	1,281,778.56	1,182,962.61
September	292,708.85	270,863.84	284,873.00	229,968.96	310,386.90
October	252,399.02	244,764.00	278,948.89	228,882.52	264,420.49
November	64,275.94	119,387.03	97,134.73	72,129.49	108,363.43
December	45,459.83	87,689.05	75,828.59	61,730.35	81,204.36
January	1,248,545.46	1,524,570.65	1,354,863.43	1,371,368.51	1,418,058.14
February	208,937.83	253,064.06	199,289.01	180,143.09	213,190.13

March	212,646.11	254,846.08	218,536.01	211,027.73	193,127.75
April	86,641.68	113,398.62	116,118.49	100,127.73	91,380.68
May	96,689.45	130,675.19	112,701.42	147,321.08	122,605.98
June	61,444.88	38,582.25	27,379.13	25,863.28	19,900.88
Total	\$3,828,662.75	\$4,803,380.56	\$4,529,949.47	\$4,274,510.28	\$4,304,551.97
Net Increase/Decrease		25.46%	-5.69%	-5.64%	0.70%

During the 2024-2025 fiscal year, \$73.28 million of collected revenue and \$18.6 million of cash disbursements were accounted for within the University Revenue Accounting System. These figures represent a 0.13% increase in collections and a 1.85% decrease in cash disbursements from last year. Please refer to the following chart for comparative data.

CASH COLLECTIONS				
	2023-2024	2024-2025	Change	Percent
Tuition	\$24,688,513	\$24,538,723	-\$149,790	-0.61%
College Fee & Student Fees	\$5,935,743	5,965,430	29,686	0.50%
Campus Debit Card	\$366,827	284,552	(82,275)	-22.43%
Residence Hall Rental	\$12,589,399	13,173,666	584,267	4.64%
Food Service	\$8,728,148	9,081,875	353,728	4.05%
IFR Receipts	\$1,931,001	1,640,973	(290,029)	-15.02%
Disbursements	\$18,947,927	18,597,924	(350,003)	-1.85%
Total	\$73,187,559	\$73,283,143	\$95,584	0.13%
Laboratory & Class Fees	436,200	433,566	(2,634)	-0.60%
Direct Deposits \$	5,357,626	5,212,957	(144,669)	-2.70%
Direct Deposits #	3,480	3,320	(160)	-4.60%

Assessment Update

Assessment Statement

The Office of Student Accounts provides efficient, courteous service to the campus community with a friendly staff that is knowledgeable on federal, State, SUNY and campus regulations and policies.

Revenue Accounting strives to submit accurate URAS biannual and annual reports on a timely basis, and transmit revenue distributions on a biweekly basis. There is an ongoing effort to implement automated procedures as they become available, as well as test and implement all new relevant upgrades and patches to increase efficiency in Banner and reduce data entry errors. Diligence is taken in efforts to reconcile bank statements each month, as well as to monitor the monthly statement of charges for bank services.

Assessment Activities

Attempting to remain abreast of continually changing federal, State and SUNY policies, office staff maintained regular attendance at the SUNY Bursar meetings, TouchNet LIVE and other TouchNet presentations, the Banner User Group meetings, and Higher Education Services Corporation training sessions. This office conducted staff meetings to share information and keep all staff up-to-date.

The Student Accounts Office continues to assess holds and notify students in advance of registration for the upcoming semester. Unfortunately, due to staffing reductions, we are no longer able to reach out to students with balances due individually as we used to in an attempt to assist and reduce our accounts receivable.

We continue to work with the campus as a whole to maintain PCI compliance and are active members of the PCI Compliance Committee. Our Self-Assessment questionnaires were submitted during the spring to Elavon.

1098-T forms were successfully sent to students prior to the January 31st deadline and ECSI submitted information to the IRS in a timely manner on our behalf. We continue to bill after January 1st of the new year for the Spring semester because it simplifies the 1098-T's for our students and their families.

We have worked closely with IT, the Registrar's Office, Academic Advising, and Financial Aid throughout the past year to administer Excelsior at Fredonia. Our group continues to meet on a weekly basis to continue our planning and preparation for notifying students of their ineligibility or potential ineligibility, as well as making sure that we are getting all students paid as soon as possible. This past summer we decertified all students that did not meet their 30 credit hour requirement after the Spring semester and billed those students. Students that were taking credit hours at Fredonia during the Summer Session were kept as pending until after their summer courses were completed and we could either certify or decertify. We continue to process and monitor appeals that are approved since there is usually a lag in processing to get the funds back on the student's account.

Working with International Education, we assess charges and bill any students enrolled in their ESL Program. For each of these students, International Education tells us how much to assess in ESL Tuition, and we calculate how much needs to be assessed in the College Fee and Student Services and Programs Fees. The assessment of the ESL Tuition and Fees is manual and if the student isn't registered for credit bearing courses, an additional eBill must be generated for that population.

Although the Destination to a Dream (D2D) agreement with Jamestown Community College (JCC) has ended, we continue to check in with JCC's Business Office periodically to see if they have received any more payments from delinquent students. We didn't have the opportunity to pull the accounts back yet, but have discussed this with JCC.

The Jewett Hall Rehab Committee is moving forward and during the past year there were meetings with the architects and campus meetings to determine office locations and what is needed inside each office. The Student Accounts Office will be located in a suite with the Financial Aid Office, but will remain separate and secure our cash operations.

Unfortunately, we are still waiting on guidance from the Governor's Office and HESC on how to certify and receive funds for the NYS Vaccination Scholarship. HESC did request information from each of the campuses with students and we promptly provided the information on our student. At a recent conference, HESC said they will be administering the Vaccination Scholarships and are working on programming. They hope to have payments during Fall 2025 for the 2022-23 year.

Successfully assessed International Health Insurance on international student's bills each semester. International Education provides a file of students to charge that we assess on their account and bill monthly.

We have successfully transitioned parking to University Police. University Police now issues parking permits to all students, emeritus and faculty/staff that complete their registration online. Additionally, they enter parking tickets into the database, mark tickets paid, administer holds for parking fines and maintain all physical parking forms and tickets. Student Accounts continues to take payments for employees that wish to register their vehicle in person and anyone that pays parking fines in person. We also bill faculty/staff and students for parking fines monthly.

Admissions continues to work on setting up Slate for applications. They plan to start with the graduate population and we will then investigate the ability to accept deposits through Slate and TouchNet.

All 2024-2025 URAS biannual reports, as well as the annual report, were submitted to System Administration prior to the due date using the new URAS web application. Fredonia's designated campus analyst reviewed each report and issued unqualified acceptance letters for all reports as well as the annual report. This is one of the factors contributing to the good reputation that the campus has within System Administration operations, which has permitted us to submit reports biannually instead of quarterly as we had done in previous years.

Revenue distributions were remitted biweekly on time to System Administration throughout the entire fiscal year and all monthly revenue targets were met. Campus departmental accounts were credited with their revenue collections on a timely basis. Dorm revenue collected was submitted to Key Bank per the dorm regulations.

Monitored the M&T Bank monthly bank statement and M&T Bank, American Express and Elavon merchant charges for accuracy.

Reconciled the M&T Bank monthly bank statement to assure bank records and campus records agree and make necessary adjustments as necessary.

All Banner patches and new releases are continually tested to ensure that they work properly when applied in our production database.

Students are being notified more frequently through both email and mail if they have an old uncashed check, and funds are being sent to the Office of the State Comptroller (OSC) and to lenders more frequently as well.

Our records are being reconciled with the Attorney General's records for accuracy as needed.

Graduate Assistantship records are also being reconciled for accuracy throughout the year.

Dormitory funds continue to be sent to NYS Tax and Finance biweekly.

The continued development of TouchNet Marketplace stores for the online collection of a wide variety of payments continues to lead to a drastic increase in the dollar value of electronic receipts. Anticipating an increase in the cost of our banking services, a method for tracking and analyzing monthly credit card merchant charges was previously initiated. Compared to the previous year, merchant charges increased 5%; charges for all other banking services increased 3% (please refer to the following chart). This information is critical in securing sufficient funding from System Administration to adequately cover our banking services. All bank statements are also reconciled on a monthly basis to assure the bank records agree with the campus records.

Send dormitory funds to NYS Tax and Finance biweekly as well as monitor KeyBank and BNY statements for accuracy.

M&T Bank Invoice Charges Comparison Years 2023-2024 and 2024-2025				
	24/25	23/24	Inc/Dec	Percentage Inc/Dec
July	2,964.53	2,701.41	263.12	10%
August	3,218.22	3,394.14	(175.92)	-5%
September	5,160.23	3,910.22	1,250.01	32%
October	3,987.06	4,112.73	(125.67)	-3%
November	3,424.00	3,086.75	337.25	11%
December	2,715.81	2,789.32	(73.51)	-3%
January	3,527.13	3,666.94	(139.81)	-4%
February	3,921.85	4,035.65	(113.80)	-3%
March	5,123.47	4,765.40	358.07	8%
April	3,371.26	3,347.59	23.67	1%
May	2,756.13	3,418.45	(662.32)	-19%
June	2,613.00	2,367.21	245.79	10%
TOTAL	<u>42,782.69</u>	<u>41,595.81</u>	1,186.88	3%

Merchant Charges	24/25	23/24	Inc/Dec	Percentage Inc/Dec
Elavon/Key Mer- chant	224,629.03	211,343.35	13,285.68	6%
Amex	21,304.16	23,002.49	(1,698.33)	-7%
TOTAL	<u>245,933.19</u>	<u>234,345.84</u>	11,587.35	5%

Assessment Goal

- Remain abreast of continually changing federal, State and SUNY policies to ensure continued compliance with applicable rules and regulations.
- Continually seek to improve our business practices so as to maintain or reduce our current level of student account receivables.
- As a member of the PCI Compliance Committee, continue working with Campus Guard and IT to assist Student Accounts and the campus community in remaining PCI compliant. Submit Self-Assessment Questionnaires for the campus merchant ID's with Elavon.
- Continue to work with IT, the Registrar's Office, Academic Advising and Financial Aid on Excelsior. Continue to fine-tune our process to certify/decertify student and then bill the decertified students in a timely manner.
- Work with International Education to assess charges and bill any students that are enrolled in the ESL Program.
- Continue to track Destination to a Dream students with a balance due with Jamestown Community College. For those students that are still delinquent, we need to pull the accounts back from JCC's collection agency, bill them and send them on to our collection agency.
- Issue 1098-T's in a timely manner.
- Serve as member of the Jewett Hall Rehab Committee as we plan for the future move.
- Work with Financial Aid and HESC to determine how to process and receive funds for students that received the NYS Vaccination Scholarship.
- Work with IT, TouchNet, Slate technical staff and Admissions to determine the feasibility of processing admissions deposits and graduate application fees through Slate.
- Transition the Student Accounts portion Self Student Banner to 9.
- Bill the new MBA program students accurately with the appropriate tuition rate.
- Send monthly parking fine bills to students, faculty and staff.
- Work with University Services and SUNY Legal to secure a contract with Flywire.
- In collaboration with University at Buffalo and University Services, complete an RFP and secure a contract with a collection agency to assist with collection efforts prior to sending to the Attorney General Office.
- Continue monitoring the accuracy and timeliness of the URAS reports as well as sending them through the URAS web application.
- Continue monitoring the accuracy and timeliness of the biweekly revenue distributions.
- Continue monitoring the monthly statement of bank and merchant charges for accuracy.
- Continue reconciling the bank statement on a monthly basis to assure bank records and campus records agree.
- Continue testing all Banner Finance and related Banner Student Modules.
- Continue reconciling our records with the Attorney General's records for accuracy as needed.
- Continue notifying students more frequently for old uncashed checks. Also ensure students being sent to collections don't have uncashed checks.
- Reconcile the Grad Assistantship records for accuracy.
- Send dormitory funds to NYS Tax and Finance biweekly.

University Accounting

Annual Report

All expenditures (other than payroll) incurred by every department on campus are processed for payment by the University Accounting Office and duly accounted for under the State Payment System. These expenses include, but are not limited to, purchases of office supplies and equipment, construction materials, library acquisitions, utilities, travel expenses and reimbursements, honorariums, personal expenses for moving/relocation, and critic teacher stipends. Emphasis is placed on timely payments to vendors to avoid costly interest penalties, and to employees to foster quality working relationships. Billing errors and/or discrepancies are investigated promptly as incurred.

The University Accounting Office administers Business Intelligence and also updates the SUNY-wide EnergyCap software program with Fredonia's monthly utility information which is used for analysis and reporting.

Monthly recharge accounting data is analyzed, tallied and summarized by account code, and input into the Central Accounting system to accurately recharge every department for the dollar value of services consumed. Recharge services include campus Copy Center service, postage, campus printing service, storehouse inventory and State fleet automobile usage.

The University Accounting Office is responsible for updating employee leave status in the Statewide Financial System (SFS). Additionally, the University Accounting Office is responsible for tracking all OTPS expenditures.

During the 2024-2025 fiscal year, the University Accounting Office was combined with the Budget Office. The combined offices are staffed by the Director, an Assistant Director, two Financial Analysts and an Office Assistant 2 (calculations).



Front left to right: Brook Christopher, Rachael Coon, Trent Lutes, Don Macbrien and Brendan Plaister

Significant Accomplishments

- Accounting records for the fiscal year were completed and closed per System Administration deadlines without any lapsing State funds.
- The Office of the State Comptroller (OSC) continued granting our campus University Accounting Office the ability to delete inaccurate and/or suspended vouchers.
- OSC continued to consider Fredonia as a “low risk” status, which permits the Quick Pay expenditure level to \$999,999.99.
- The University Accounting Office continually updates their webpage with new procedures and forms, providing departments with easy access to the most current information.
- All travel forms and policies were updated to be in PDF format and the travel page was refreshed to be more user friendly.
The Assistant Director completed several travel trainings for the campus community.

Statistical Data

- Throughout the 2024-2025 fiscal year 5,266 State vouchers were processed for payment of around \$16.3 million. Compared to last year, these figures represent a .7% decrease in the number of State vouchers processed with a 4% decrease in the dollar value of State voucher payments.
- Accounts Payable processed 716 Honorariums and approved 43 Direct Pay Requisitions.

Throughout the 2024-2025 fiscal year Travel and Non-Employee Travel (NET) Card transactions continued at an expected rate, with Travel Card expenditures at \$59,821 and NET Card expenditures at \$424,208. This represents a 16% increase in total Travel and NET Card expenditures from 2023-2024.

Assessment Update

Assessment Statement

The University Accounting Office strives to maximize customer satisfaction. Our customers include the vendors from whom the campus community purchases goods and services, as well as the faculty and staff that we service on a daily basis for travel reimbursement and use of the SUNY BI Web accounting application.

Assessment Activities

The University Accounting Office strives to pay our vendors in a timely fashion. Every effort is made to avoid costly interest penalties by processing payments to vendors within 30 days of receiving the merchandise or invoice, whichever is later. If necessary the staff will contact the vendor for shipping information or a copy of the invoice, or the department for verification of receipt of goods or services.

The Central Accounting System, used when inputting voucher payment information, is equipped with edits to aid in the detection of duplicate invoices. Duplicate invoice warnings are immediately researched and resolved. There were no duplicate payments in 2024-2025. There were no Refund of Appropriations.

Assessment Goals

- Continue paying vendors in a timely manner to avoid costly interest penalties.
- Continue monitoring for duplicate invoice payments.
- Continue implementing enhancements in the SUNY Jaggaer eProcurement software.
- Continue participation in the SUNY BI and Jaggaer Taskforces.
- Continue training workshops to assist departmental personnel in understanding the budget and accounting systems, and the proper completion of related paperwork.
- Continue adding procedures, forms, training packets, newsletter, and training presentations to the webpage, allowing departments easy access to the most current information.
- Scrutinize the current travel procedure for possible improvements and reduction in paper consumption associated with travel.
- Maintain or improve our rating for timeliness of payments as per the OSC performance report (provided OSC makes the report available again).

University Services

- **Campus Photocopy Services**
- **Contract Services**
- **Mail Services**
- **Park and Ride**
- **Property Control**

UNIVERSITY SERVICES

Introduction

Under the management of its Director, the University Services Department provides general support services to the campus community. These services include, but are not limited to, contract procurement and asset tracking. The divisions under the University Services Department included the following offices:

- Campus Photocopy Services
- Contract Services
- Mail Services
- Park & Ride
- Property Control



From left to right: Jody Myers and Terry Tzitzis

Mission Statement

University Services has a mission to provide the necessary support services to implement appropriate programs and services which enhances Fredonia's mission of "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". University Services ensures that all State and SUNY regulations, guidelines and procedures are followed. Each of the areas under University Services strives to achieve the best services possible to faculty and staff to augment their performance and focus on the teaching and learning processes for our students.

In Fredonia's Vision Statement, states "Fredonia prepares graduate students to be engaged and informed citizens of the region and world, through discipline-specific coursework, interdisciplinary collaboration, experiential research and creative activity. The university establishes opportunities for graduate students to connect their academic work and professional aspirations in meaningful ways by networking with faculty, professionals, alumni and peers. The faculty and professional staff help our graduate students strive to meet their highest goals by challenging them to research, write, publish, innovate and teach, becoming lifelong contributors to their communities"; this clearly shows the direct relationship that all of the departments under University Services have between a student's education and the practical experience they gain in a business office. Through Work Study, Student Assistant and Internship programs, University Services proudly provides many students the opportunity to apply the classroom knowledge they have learned at Fredonia in a real business environment.

Equally important, University Services has gained from these very students that we are teaching. As a community of learners, we must respect both individual and cultural differences, reminding us that we too have learned so much from our students.

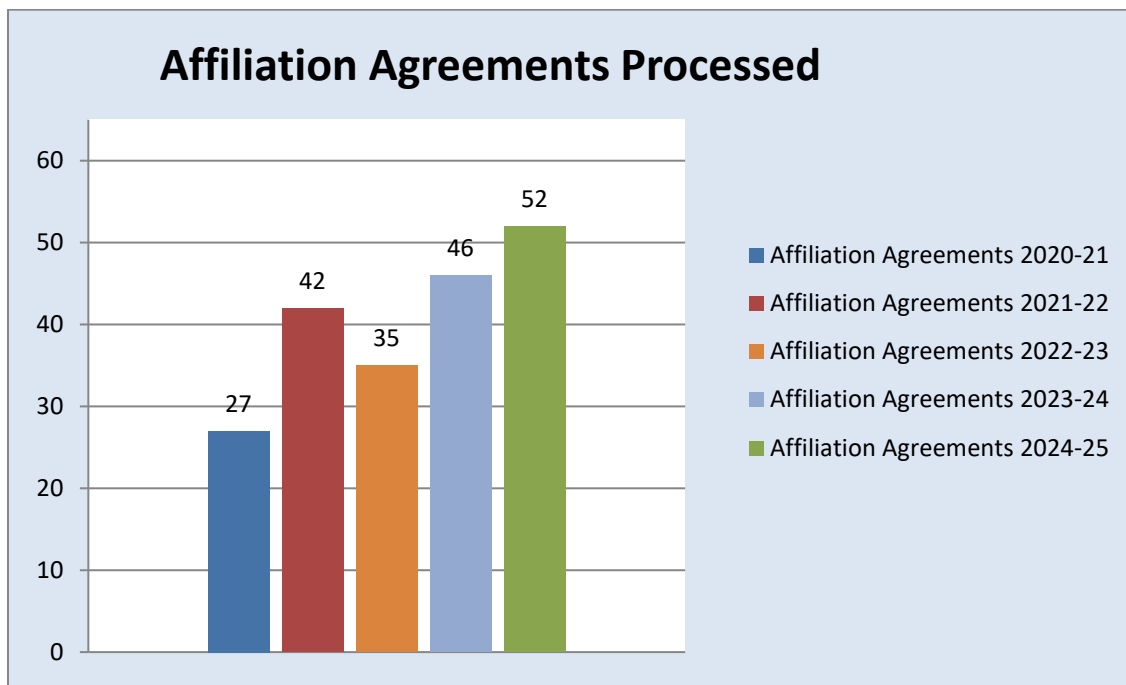
Annual Report

The Director of University Services is responsible for the supervision of the various departments stated previously. The Director University Services is responsible for the advertising, review, approval, implementation, and renewals of many of the University's contracts and services rendered to the campus community. University Services also issues all revocable permits, insurance issues and affiliation agreements of the University. University Services works closely with SUNY System Administration on new policies and State regulations that were issued and signed into law. University Services helps develop and implement new cost saving procedures.

During this past year Jody Myers had retired and no replacement was authorized. This had caused a hardship where there was a lapsed in having the necessary paperwork that was requested by departments, necessary to support student initiatives.

Significant Accomplishments

- Prepared and issued bids and contracts for assorted campus-wide services.
- Reviewed and approved 52 affiliation agreements for the campus.
- Miscellaneous bids for services.
- Processed numerous software/miscellaneous agreements.
- Involved in the SUNY initiative of Shared Services.
- Member of the Board of Directors of the SUNY Purchasing Association.
- Served on the Board of Directors as Treasurer for the Upstate New York region of the National Association of Educational Procurement (NAEP).
- Attended the Spring SUNY Purchasing Association Conference, and the Fall Upstate New York NAEP/ SUNY Purchasing Association Conference.
- President of the Board of Directors of the SUNY Fredonia Federal Credit Union.
- Member of the Commencement Committee.



Assessment Update

Assessment Statement

The University Services department serves as a resource to all departments on the ever-changing New York State regulations and SUNY policies. The Director of University Services attended all SUNY and campus training sessions held to be able to support the campus in complying with the regulations and policies.

Assessment Activities

- Maintained working relationships with all departments, providing guidance on the changes in policies and procurement rules and regulations.
- Continued working relationships with the Office of State Comptroller (OSC), Attorney General, SUNY System Administration and the SUNY Counsel Office.
- Served on the Western NY Shared Services for cost reductions committee.

Assessment Goals

- Continue working with the Western NY Shared Services group for cost reductions on services and products.

Campus Photocopy Services

Annual Report

The Campus Photocopy Services mission is to provide the absolute best value in copying. Our highly creative in-house team is prepared to complete your job. Whether you have a simple black and white copy job, binding job, etc., this unit will excel in fulfilling your copying needs. There is a total of two photocopy centers situated across campus to meet the needs of our faculty and staff. Their locations are:

- Thompson Hall, Room E357
Main Manned Center
- Thompson Hall, Room W251



Nicole Raynor

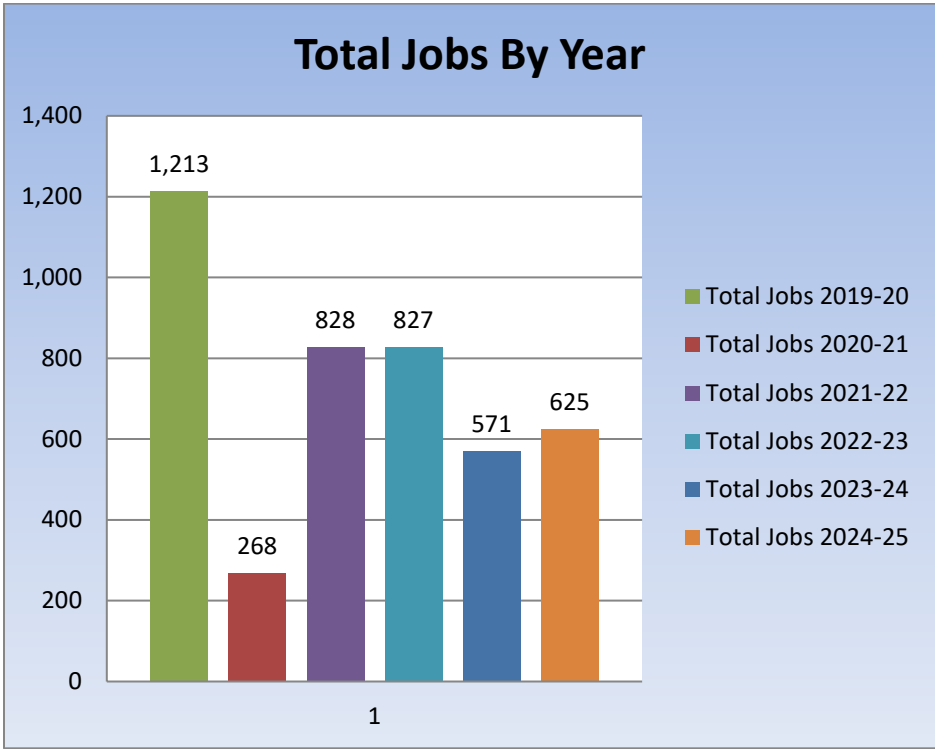
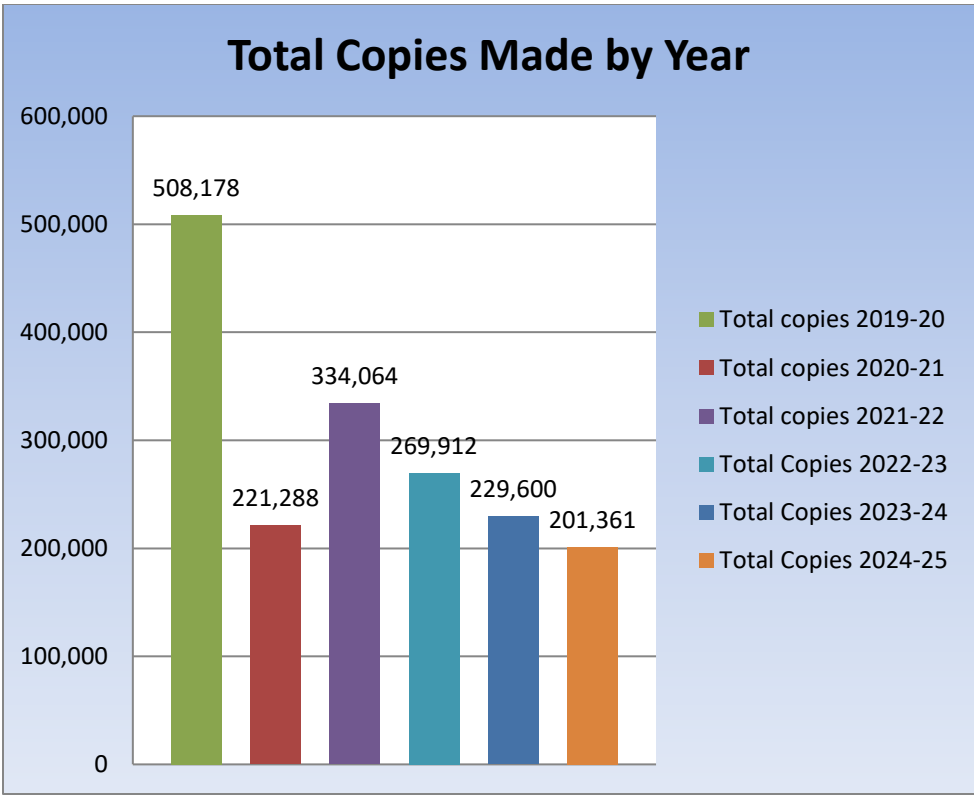
The costs at all centers are tracked to evaluate usage and possible future cost savings. This department was able to maintain the current pricing structure to campus departments at the same cost as in previous years, even though some supply costs have risen. Due to the bookstore changing to Akademos platform for course materials, we were told they would no longer sell packets made in the copy center. At the end of the spring semester the copy center is slated to be closed as it was turned over to ITS in March for the print initiative.

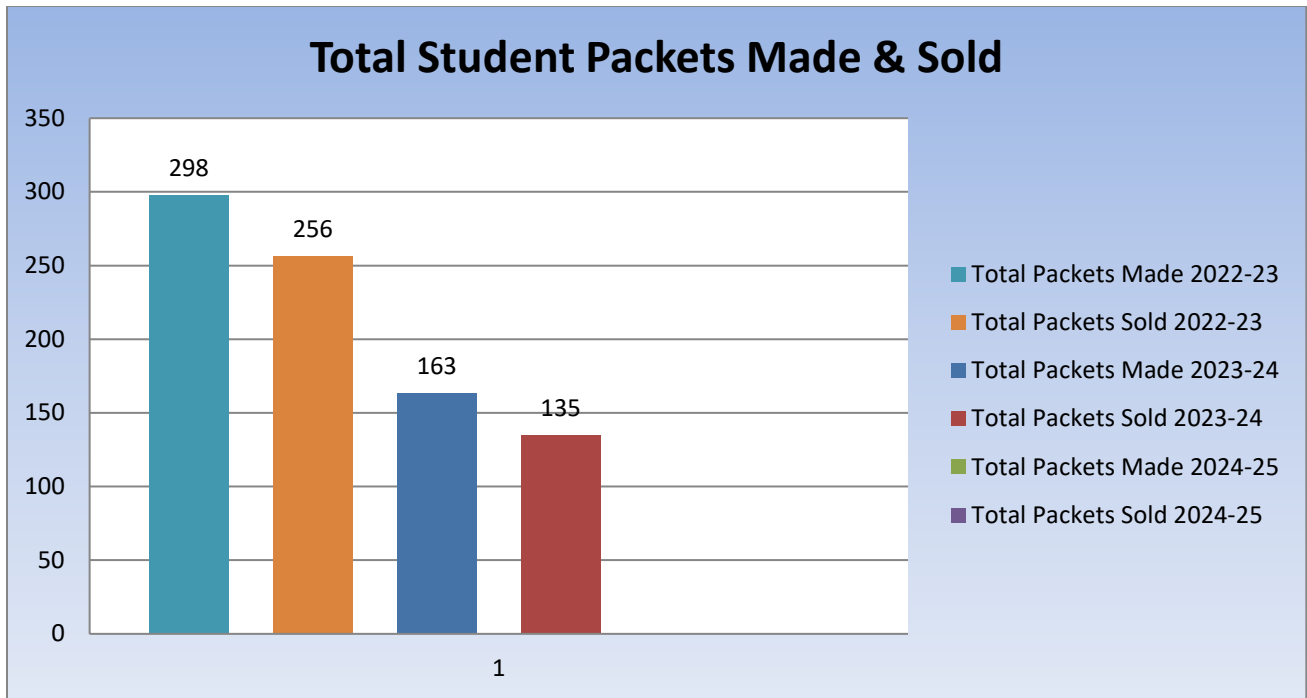
Significant Accomplishments

- Maintained cost to departments at the same level as 2023-2024.
- We continued to combine the supervision of the Copy Center and Mailroom in an effort to maintain low pricing of copies to faculty and staff, while also cutting costs to campus operations.

Statistical Data

- There was a decrease of 14% in photocopies made in 2024-2025 compared to the 2023-2024 year in the Thompson Hall manned center.
- There were 625 jobs with 201,361 copies made at the Thompson Hall copy center in the last year.
- There were no student packets made this past year. Due to the bookstore changing to Akademos platform for course materials, we were told they would no longer sell packets made in the copy center.





Assessment Update

Assessment Statement

The Campus Photocopy Services unit provides the most economical photocopying services to departments.

Assessment Activities

- While this department saw an decrease of copies made for the past year, we were still able to keep the price per copy the same for our customers.

Assessment Goals

- Since it was decided to close the copy center, there are no goals for the upcoming fiscal year.

Contract Services

Annual Report

The Department of Contract Services was conceived out of the desire to maximize resources and efficiencies in the review and approval of campus contracts in support of and under the direction of the Director of University Services. The office was responsible for the coordination and lawfully compliant administration of various agreements at Fredonia. While few agreements can be reviewed and approved within a 24-hour turnaround time, these are the exception; in these cases, documents only consist of minor or no language issues. Typical agreements can take from one week to over one year to realize full approval by all parties, depending on the size, the complexity, the flexibility of the vendor and other issues. Additionally, working with foreign and out-of-state vendors creates unique barriers to negotiating Fredonia's position and imposing governing laws. Because of the variety and uniqueness of each contract, this department handles multiple priorities at a time where the administration of one overlaps numerous others.



Janet Mayer

Although some agreements may take an arduous amount of time, which may be of considerable inconvenience to a department, campus staff should be aware of the risks associated with attempting to “push” a purchase through in order to “speed up” the process. By bypassing the approval process and purchasing off of the P-card, by completing click-through agreements downloaded from the internet, or by signing a name to accept a proposal, staff are accepting personal liability and responsibility for that transaction. Fredonia maintains a list of authorized signatures with the Office of the State Comptroller of staff who are authorized to enter into agreements on behalf of Fredonia. Signatures or acceptances by personnel not on that list constitute an invalid agreement with Fredonia. All risks are, therefore, assumed by the unauthorized signer/acceptor. Quite often, the level of risk is not associated to the dollar value of the expenditure. There are many cases where “freebies” and zero dollar value transactions pose considerable risk to the campus and in many cases, additional documentation to complete the procurement record is required. By circumventing the appropriate approval process, staff is circumventing SUNY procurement guidelines which leaves the campus vulnerable to risk and to auditing implications. The Department of Contract Services is working toward full compliance with SUNY requirements and governing laws.

Utilizing a detailed working knowledge of SUNY, New York State, Legal, Purchasing and Procurement, and M/WBE rules and regulations, major responsibilities include:

- Assistance to related departments with workflow process and improvement in order to maintain compliance with governing procurement rules and regulations.
- Education to the campus community on proper protocol for entering into contracts with outside vendors.
- University lead on MWBE compliance and goal requirements as they pertain to procurement opportunities.

Significant Accomplishments

- Total contract workload is comparative to last fiscal year, however, the majority of contracts this year involved software and services for approvals including boilerplate contracts, while service and software involves unique review and negotiations, sometimes involving the review of multiple documents for one item.
- Held two training sessions for faculty and staff, to educate and assist the campus community with regard to all issues surrounding contracting and procurement on contract procedures.

Statistical Data

Managed agreements for an array of campus-wide services, to include but not be limited to software, and a variety of other services.

Assessment Update

Assessment Statement

The Contract Services Department coordinates and administers the lawfully compliant management of agreements for Fredonia.

Assessment Activities

Staffed by one professional position, this department continued to learn and identify ways to maximize efficiencies and streamline the agreement approval process.

Assessment Goals

- Continue to educate campus community on the importance of obtaining proper approvals on all agreements, and in the acceptance of terms and conditions.
- Continue to educate and assist the campus community with regard to all issues surrounding contracting and procurement, including insurance and procurement record requirements.
- Continue to manage and administer lawfully compliant contracts, agreements and terms and conditions in support of university operations.

Mail Services

Annual Report

Mail Services provides a reliable and efficient mail delivery service to the Fredonia campus community. Departmental duties include the receipt and distribution of incoming mail from the United States Postal Service along with the distribution of intra-campus mail to the administrative and academic departments. Mail Services also collects and processes outgoing mail (including bulk mailings for the departments), providing most services that are available through the local Post Office. In addition to satisfying the faculty and staff mailing needs, the mailroom staff delivers intra-campus mail to the students living in the dormitories, and delivers packages left by Central Receiving.

Mail Services is staffed with one half-time Office Assistant 2 (Mail and Stores) and seven part-time student assistants. The Office Assistant 2 is responsible for the overall operations of the mailroom, student supervision, and departmental recharges. All staff is required to be familiar with United States Postal Regulations and University mailing guidelines. The student staff has the benefit of a valuable learning experience in a fast paced work environment. Among their duties are daily mail deliveries, customer service, and the operation of the postage machine and other office equipment. The student staff is a valuable asset to the department.



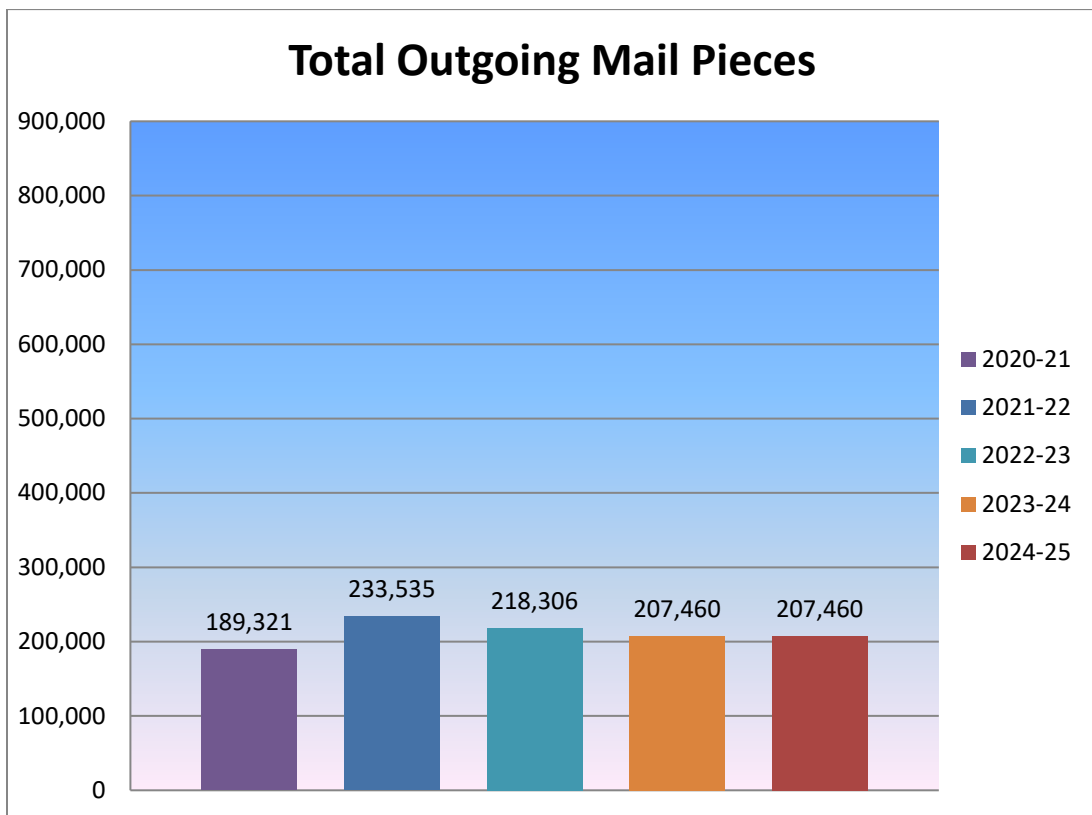
Nicole Raynor

Significant Accomplishments

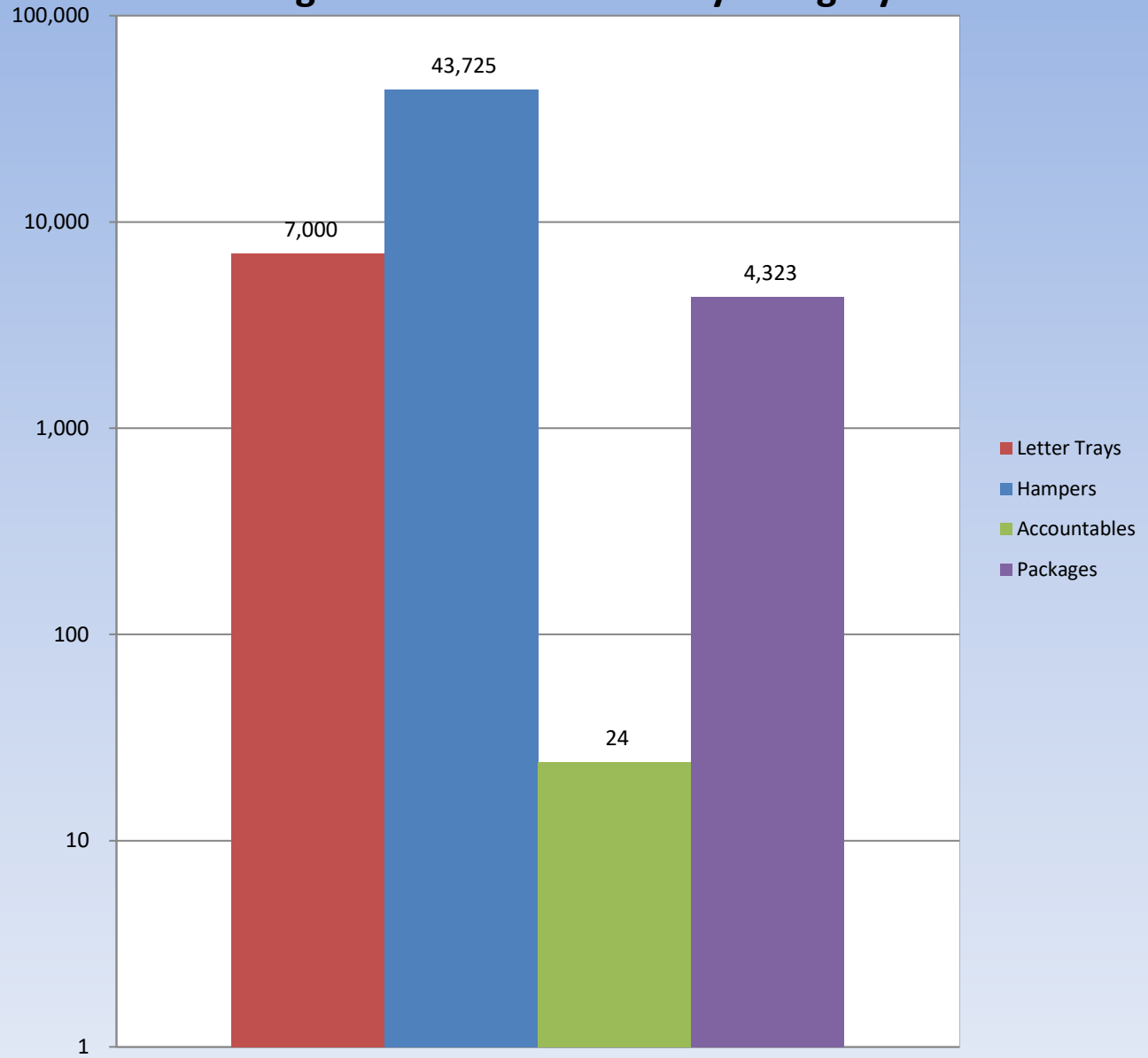
- Deliveries are made to 59 departments and 10 dormitories. 17 departments located in Maytum Hall pick up their own mail from their mailboxes. Delivery routes were altered to accommodate departments moving to different buildings.
- In accordance with Internal Control's Mailroom Security, the annual training session was held. The training covered identifying anonymous mail, postal policies and procedures and an Emergency Response Drill review. A video seminar on mailroom safety produced by the NYS Division of Homeland Security and Emergency Services was shown. The training serves as a refresher for returning staff and informs new employees of the importance of observing potential hazards. In addition to the safety and security topics, many other mailroom rules, regulations and procedures were discussed with an emphasis on sorting mail to the correct department. All Mail Services employees, (state staff and students) are required to attend.
- USPS increased postage rates multiple times throughout the year, which resulted in increased costs for all classes of mail and special services. Priority Mail rates had previously started at \$9.85, and now they start at \$10.45 for a flat-rate envelope. Priority Mail Express Mail had previously started at \$30.45, and now they start at \$32.00 for a flat-rate envelope.

- Postage totaled \$72,813.05 for the fiscal year 2024-2025. This is a decrease of 32.23% from 2023-2024.
- There was a decrease in the mailings entered through the #367 permit. 2023-2024 was \$38,150.11 and 2024-2025 decreased to \$9,702.92.
- There was a decrease in the mailings entered through the #125 permit. 2023-2024 was \$6,078.40 and 2024-2025 decreased to \$6,063.51.
- There was an increase in BRM and Short Pay usage. 2023-2024 was \$419.97 and 2024-2025 increased to \$471.70.

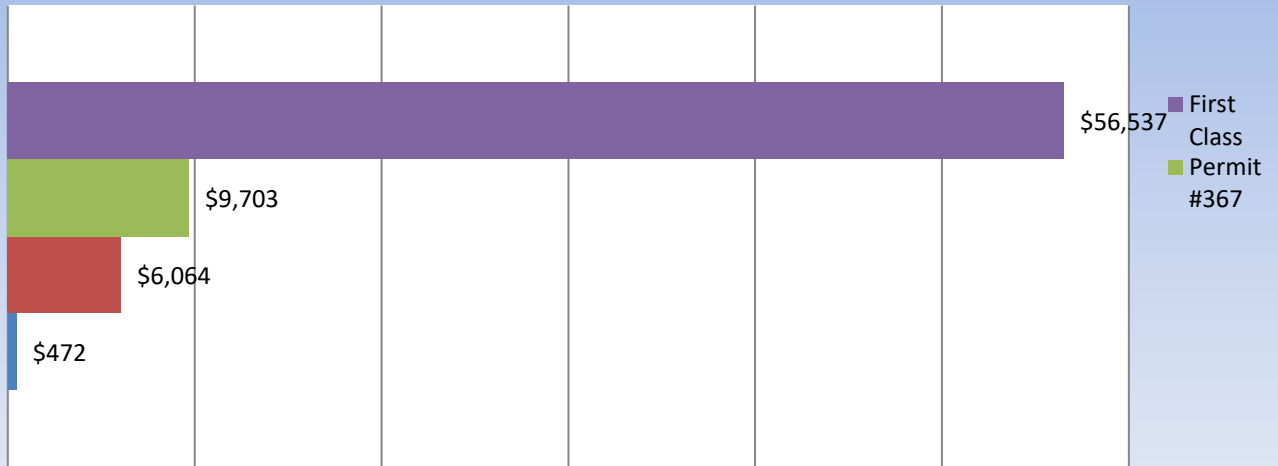
Statistical Data



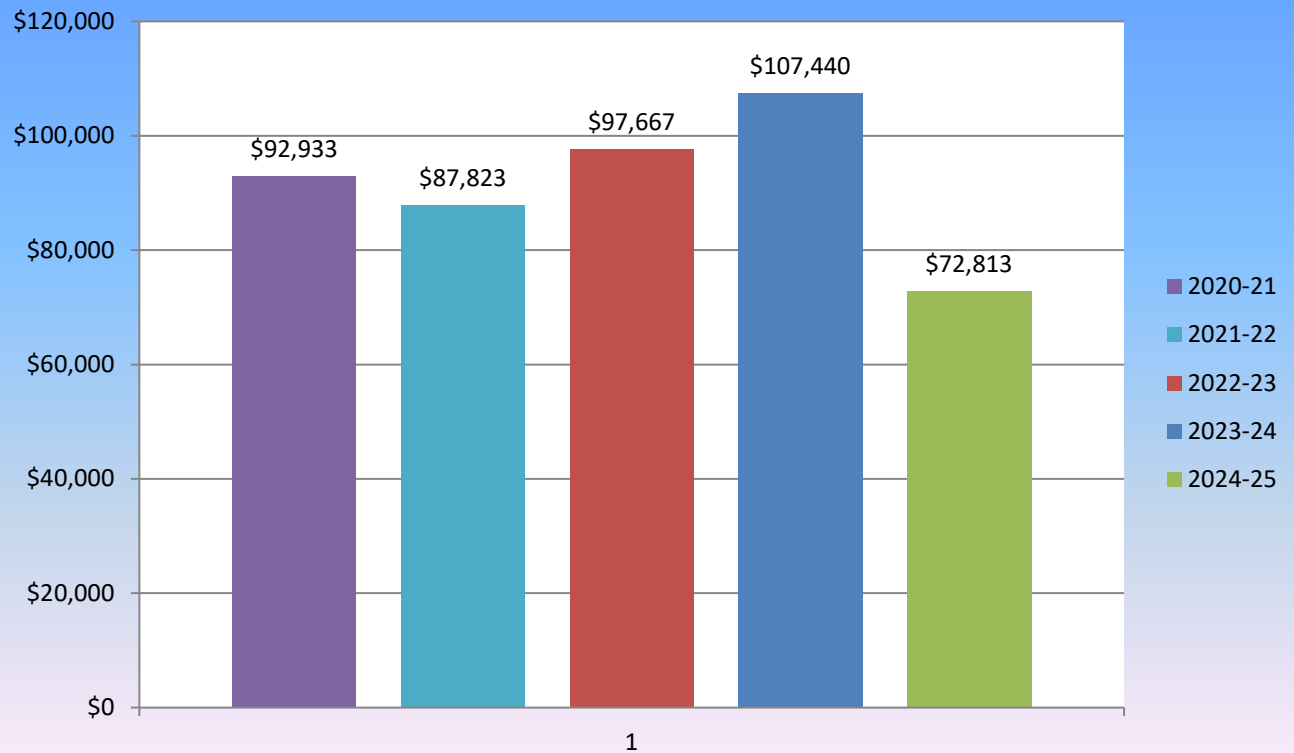
Incoming 2024-25 Mail Pieces by Category



Postage Expense Breakdown 2024-25



Postage Comparison



Assessment Update

Assessment Statement

The Mail Services unit provides departments with up-to-date postal regulations to ensure rapid cost effective mail delivery.

Assessment Activities

Postage totaled \$72,813.05 for the fiscal year 2024-2025. This is an decrease of 32.23% from 2023-2024. The breakdown is as follows:

First Class		\$56,537.24
BRM/Short pay		\$471.70
Standard Mail 3 rd Class:		
Fredonia #125	\$6,063.51	
Buffalo #367	\$9,702.92	
Pre-Canceled #25	37.68	
		\$15,804.11
	Total	\$72,813.05

Statistical Averages

Overall, the mailroom processed approximately 185,787 pieces of outgoing mail. This is a combination of approximately 178,972 pieces of first-class mail and 6,815 pieces of standard permit mail. The staff also received, sorted and delivered approximately 55,072 pieces of incoming federal mail and 27,525 pieces of inter-campus mail. In total, the mailroom staff handled about 268,384 pieces of mail this year. On average, about 1,078 pieces of mail are handled daily.

Assessment Goals

- Educate campus community on cost saving ideas for mail design and postage.
- Continue to prepare in-house bulk mailings for departments.
- Strive to improve sorting accuracy and to make departmental deliveries promptly and accurately.
- Keep website updated to include correct mail addressing for students, parents and departments. Also add more information on preparing cost effective mail and bulk mailings.
- Offer security and safety training to new student help as needed throughout the year.

Park and Ride

Annual Report

For students, faculty, staff, and guests to the University, Park and Ride has offered a fast, courteous bus shuttle service from the Park and Ride Lot between the Services Complex and the University Village Townhouses, to academic and administrative buildings on campus. Park and Ride is reliable, friendly and free. There was no need to wait in any of the parking lots for a parking space. Students did not have to be late for classes, and faculty and staff did not have to put off running an errand, or worry about the weather.



The Park and Ride Shuttle Service employed three part-time drivers, who all offered a pleasant attitude to start or end your day. Each driver offered a safe and courteous ride.

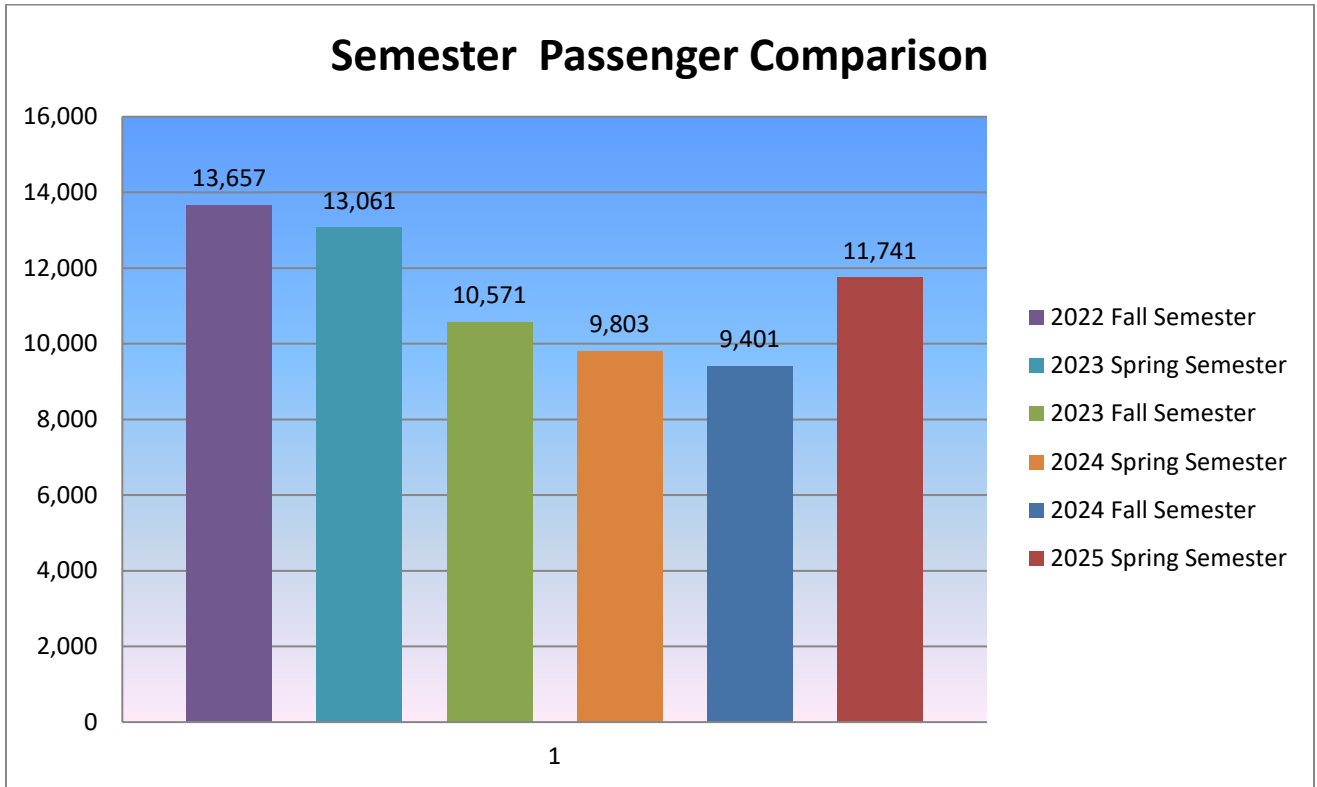
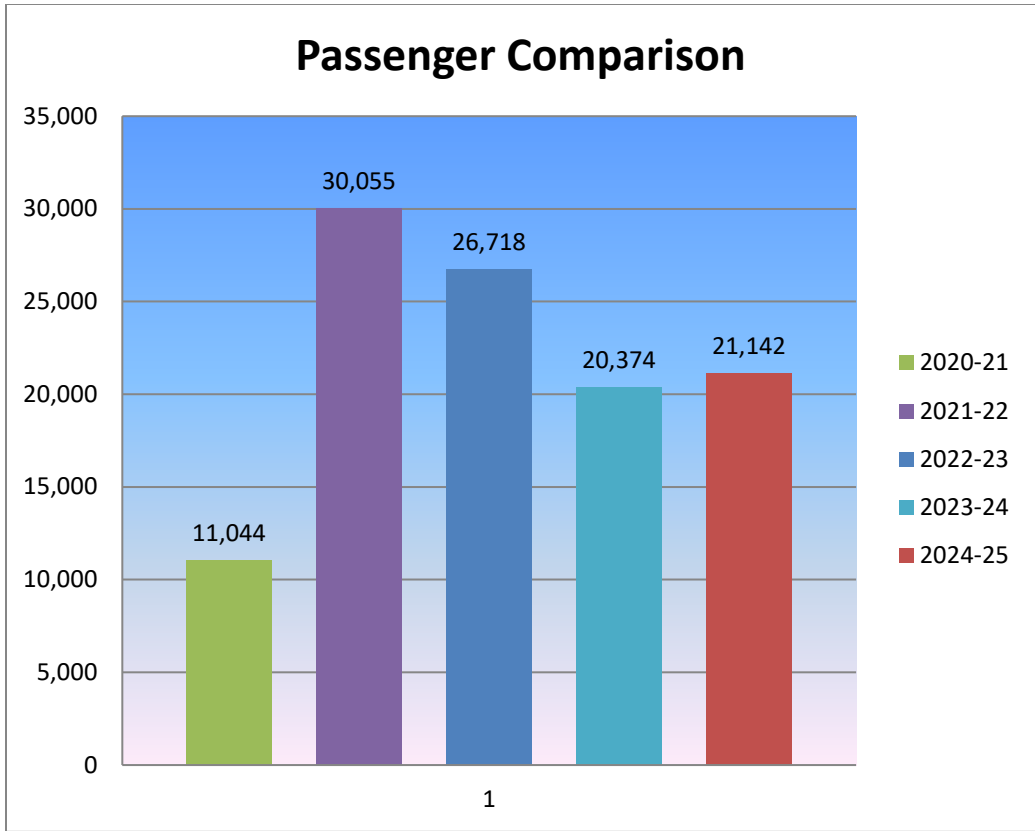
Park and Ride had an increase in ridership this past year with 21,142 passengers.

Significant Accomplishments

This was the 19th year that the shuttle service was offered. Over the last 19 years we have transported 836,185 passengers. Every year we receive many compliments from students and staff thanking us for this service.

Statistical Data

- There were 9,401 passengers serviced for the fall 2024 semester.
- There were 11,741 passengers serviced for the spring 2025 semester.
- A total of 21,142 passengers used the shuttle for 2024-2025.



Assessment Update

Assessment Statement

The Park and Ride Shuttle Service unit provides friendly, free shuttle service for faculty, staff and students.

Assessment Activities

The passenger count shows the reduction usage due to the reduced student enrollment.

Assessment Goals

- Continuation of this service to students, faculty and staff.

Property Control

Annual Report

The Property Control Department is responsible for the administrative policies and procedures of both the State University and The Research Foundation for the complete record and physical inventory of all assets of the University. Property Control is also responsible for the reporting of all missing assets to the appropriate agencies. This includes all assets that are purchased with State, IFR, The Research Foundation and College Foundation funds (all funds).

Property Control oversees the ownership tagging of equipment, usually but not limited to purchases and donations; monitors the movement of state-owned equipment both on and off campus; initiates the surplus process to make usable items available to other State agencies when these items are no longer of use at Fredonia; facilitates the removal and proper disposal of assets that are no longer useful; conducts a yearly physical inventory and reconciliation.



Nicole Raynor

The department staff consists of one Office Assistant 3, and one student with good working knowledge of Microsoft Access and Excel. During the months of May through August, student help is recruited for the physical inventory process.

Significant Accomplishments

- Assets: as of July 1, 2025, were 7,769 items totaling \$23,789,770.59.
- New platform (GovDeals) is now being used by the state to list surplus equipment. No equipment has been listed by Fredonia since it began in March 2023.
- Monitored information and forms on Property Control web site to ensure it is up to date.
- Kept the Temporary Loan of Equipment requests information updated and accurate.
- Annual physical inventory of equipment was conducted for 2023-2024.
- Updated Property Control Policies and Procedures.

Statistical Data

- 7,769 total assets on inventory for an amount of \$23,789,770.59.

Assessment Update

Assessment Statement

The Property Control department provides accurate inventory of the University's assets, the proper reporting of new assets, and the disposal of retired assets.

Assessment Activities

Nicole was recently promoted to Property Control and will additionally oversee Mail Services and Campus Photocopy Services. She is in the process of learning all related systems and will present a comprehensive update in the 2025–2026 Annual Report.

Assessment Goals

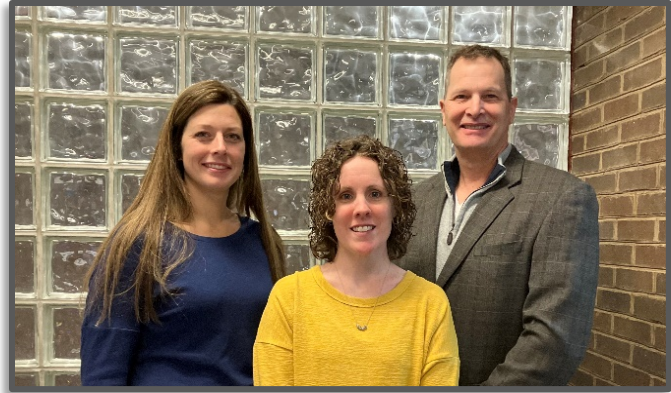
- Continual asset inventory and reconciliation.
- Keep records, files and reports updated.
- Schedule campus electronic recycling as needed throughout the year.
- Research barcode reader for asset tags to possibly streamline the inventory process.
- Review and update Property Control Procedures Manual.
- Review and update Research Foundation Procedures.

Environmental Health and Safety and Sustainability

ENVIRONMENTAL HEALTH AND SAFETY AND SUSTAINABILITY

Introduction

The Environmental Health & Safety & Sustainability (EH&S&S) department is responsible for campus-wide compliance with Federal, State, and local environmental and occupational safety regulations. The department is also ultimately responsible for fire safety, the NYS Uniform Building and Fire Code, campus environmental sustainability, and emergency planning and preparedness. In addition to compliance issues, EH&S&S is responsible for assessing, designing, and implementing programs that ensure the safety of the university community.



Left to right: Alicia Schneider, Sarah Laurie and Charles Holder

EH&S&S provides guidance, training and support to all divisions on an as needed basis while striving to increase the regulatory awareness of all who live and work on campus. EH&S&S also provides guidance to the campus community on issues of environmental, business, and social sustainability as well as emergency preparedness including developing response plans and providing training to campus groups and departments. EH&S&S is located in Hendrix Hall.

Mission Statement

The mission of the EH&S&S department is to partner with the university campus community in an effort to inform, educate, and provide up-to-date compliance information to provide a safe, compliant and supportive environment in which to foster the learning process. The EH&S&S department integrates sustainability into individual aspects of campus life by improving transportation, increasing environmental awareness and utilizing the campus as a learning/living environment to achieve sustainability. EH&S&S endeavors to provide a secure, viable campus in which members of the college community can explore education and foster safe work practices while sharing in the university experience.

Annual Report

Environmental Health & Safety & Sustainability's responsibilities include ensuring that all federal, state and local regulations with regards to the Environmental Protection Agency (EPA), the Department of Environmental Conservation (DEC), the Department of Labor (DOL) and the Occupational Safety and Health Administration (OSHA) are being met, and thus request and provide internal inspections, employee training and preparation of the campus for inspections by external regulatory agencies. Additionally, the department assists campus administrators, employees, and students to develop sustainable programs that educate the campus community on environmental and social issues, provide a sustainable environment for education, and encourage continued fiscal stability. EH&S&S also drafts campus-wide plans for responding to emergencies.

Specific services provided by the Environmental Health & Safety & Sustainability Department include:

- Assess, design and implement all environmental, workplace safety, and fire safety training for the campus community. Oversee campus environmental regulatory compliance. Issue/review permits as required.
- Conduct fire, AED and workplace safety building inspections per requirements. Provide campus community with CPR/AED and First Aid training.
- Develop a pro-active working relationship with all departments as it relates to safety and regulatory compliance.
- Foster support and ensure compliance as it relates to working with outside contractors on the Fredonia campus.
- Provide support and guidance for environmental and safety related concerns posed by all members of the University.
- Maintain a campus-wide Safety Data Sheet file (SDS Online) for every hazardous material used or stored on campus. Identify waste streams and assure proper disposal methods.
- Provide guidance and oversight in the proper management and disposal of industrial, hazardous, universal, electronic, biological and radiological wastes generated on campus.
- Foster a team approach to working with the varying University departments to ensure chemical security and assist in the management of chemical emergency response.
- Develop, maintain and implement the campus Emergency Response Plan.
- Oversee training and functionality of the campus Incident Management Team as well as other key campus individuals and departments as they pertain to Emergency Response.
- Provide ergonomic workplace assessments and recommendations as requested.
- Provide guidance and direction as requested in relation to NYS Fire Code.
- Monitor and coordinate pesticide application certifications.
- Provide leadership to the Sustainability Committee.
- Provide leadership to the Campus Safety Committee.
- Calculate occupancy and square footage to meet occupancy needs in areas of public assembly on campus.
- Oversee and manage the campus FredRide carpooling program.



- Complete reports for Executive Order 22, NYS Environmental Self-Audit, DERA, CLERY, Part 2014, Annual Hazardous Waste, Pesticide Applicator, Glyphosate Applications, Cooling Tower Inspection, and other required reports.

In fiscal year 2024-2025 Environmental Health & Safety & Sustainability consisted of one Director who maintains general responsibility for the department, reviews and updates campus safety programs and policies, manages all regulated campus waste streams, files required annual reports, provides strategic direction on environmental sustainability issues for the campus, administers the CPR/AED and First Aid training programs, and acts as the campus Code Compliance Officer. A part-time Fire Systems and Codes Coordinator and dedicated student oversee campus fire safety including monthly and annual inspections of fire systems, annual state fire inspection, fire extinguisher trainings, and AED management. A part-time Emergency Planning Coordinator develops a robust campus Emergency Response Program and oversees employee training on emergency planning and response.

Significant Accomplishments

- Inspected, tagged, and serviced over 1,200 fire extinguishers, 855+ pull stations, and 111 AED's located throughout the campus.
- Reduced campus expenditures by re-evaluating and changing extinguisher types and locations without compromising building/occupant safety.
- Conducted annual State fire inspection. This inspection encompasses the entire campus and its off-site buildings. The inspection normally takes two and a half weeks to complete. There are additional days for re-inspecting the non-compliance areas. EH&S&S also coordinates with responsible campus departments to ensure all non-compliance issues are abated. The 2025 inspection was marked by a significant reduction in overall citations and zero items requiring additional abatement time.
- Chaired and participated in several campus committees including the campus Sustainability Committee, Radiation Safety, Bonfyre planning committee, Campus Safety Committee, and multiple search committees.
- Completed required safety training for key campus constituencies including Hazard Communication/Right-To-Know training for the Faculty Student Association and Fire Safety training for Residence Life Directors and Assistants.
- Assisted with implementation of EO22 initiatives including Food Recycling, ZEV transition plans, and NYS reforestation.
- Prepared an On-site Energy Manager proposal and sent it for bid, successfully passing off this grant-covered position to the respective departments.
- Participated as part of the Demonstration Response Team later renamed the First Amendment Support Team.

Assessment Update

Assessment Statement

The Environmental Health & Safety & Sustainability department provides a pro-active, cooperative environment in which employees are able to work and grow. Additionally, the department designs and implements campus compliance and safe work practices in an effort to continue the quality and high level of standards the Fredonia community has come to expect.

EH&S&S continues to assess campus activities to develop and enhance training, chemical tracking, training databases, and sustainability resources that will allow assessment on a periodic basis.

Assessment Activities

- Completed the development of a Red Cross Babysitting Safety Course and taught our first class in June.
- Prepared an On-site Energy Manager proposal and sent it for bid, successfully passing off this partially grant-covered position to the respective departments.

Assessment Goals

- Restructure the department for increased efficiencies and overall cost savings.
- Complete a full replacement of all campus AED units with new models.
- Conduct the campus' first ever widescale lockdown drill.

Facilities Planning

FACILITIES PLANNING

Introduction

The Office of Facilities Planning is a single department responsible for the identification and administration of capital construction and residential rehabilitation projects on campus. Coordination and support are provided to all departments on campus, while frequent interaction with staffs of the SUNY Construction Fund, NYS Dormitory Authority, Office of Capital Facilities, NYS Department of State Division of Code Enforcement, Office of State Comptroller, outside consultants, and contractors remains a fundamental aspect of the successful completion of these major renovations. This office is also responsible for overseeing the campus Capital Plan and works closely with the Vice President for Finance and Administration and the President in developing capital facilities priorities.



From left to right: Shari Miller, Markus Kessler, and Tim Hoch

Mission Statement

In linking to the College Vision Statement, it is the goal of this department to support this institution's residential and academic programs by providing the campus community with a safe and supportive environment in which to develop their talents, accomplish their goals, and attain the highest standards of excellence possible. We endeavor to provide a setting of well-maintained buildings and grounds in support of this goal, co-curricular activities, and sports that continue to develop leadership and unite participants in pursuit of shared interests.

Annual Report

The Facilities Planning Department is responsible for campus liaison services between the campus and the SUNY Construction Fund, NYS Dormitory Authority, outside consultants and contractors. Bidding and contract administration are conducted, designs reviewed and approved, and construction monitored and managed to ensure regulatory requirements are met on construction activities. This department also administers the Facilities Alteration Guidelines, which requires that all campus construction receive approval at the upper echelon levels and subsequent review by this department, regardless of dollar value. These guidelines ensure sufficient planning and review by all parties prior to construction efforts.

The Facilities Planning Department is also responsible for administering the Fredonia building permit program, which formalizes all project planning and code compliance reviews as well as performing required construction inspections per the NYS Department of State.

This department aggressively pursues the College's mission to provide a "challenging, safe, and supportive educational environment" through its commitment to meet high standards and provide superior quality facilities.

Facilities Planning comprises one full-time Director who maintains overall responsibility and direction for the department. This position is also designated as the campus Code Compliance Manager responsible for building code compliance, issuance of building permits, and all code review issues. A part-time Capital Project Assistant provides administration support of construction/consultant contracts, payment applications, certified payroll, vendor review, MWBE review and project site support. A full-time Capital Project Manager (currently vacant) provides technical knowledge during all phases of a project. Both the Director and Capital Project Manager follow designated projects from the initial to end stages and provide all monitoring, management, and coordination required between these stages.

Significant Accomplishments

The **2024-2025** Annual Report for the Facilities Planning Department highlights many accomplishments including:

- Completed Feasibility Study for re-use of the Fenner House
- Started Architectural Consultant RFQ process for the Chautauqua County Public Forensic Laboratory Feasibility Study
- Completed the construction document phase and Project Labor Agreement Feasibility Study of Jewett Hall Renovation Project
- Completed the design development phase and moved into the construction document phase of Interior Rehab Reed Library Project
- Completed the schematic design phase and started the design phase for Renovate (old) Mason Hall Project
- Completed the schematic design phase and started the design phase for the Replace Mechanical Equipment RAC Project
- Completed construction of the Maytum/Reed McEwen Plaza Rehab Project
- Completed construction of the Maytum Hall Roof Replacement Project
- Completed construction of the Mason Hall Copper Siding Replacement Project

- Completed construction of the Replace Turf Field and Track – Breakout Synthetic Turf Field
- Completed construction of Replace Kirkland Plaza Project
- Completed construction of Replace Emergency Generator (various Buildings) Project
- Started construction of the Turf Field and Track Project
- Started construction of the Landford Rehabilitation Phase II – Exterior Project.

1. Academic/Administration/Infrastructure Projects

- Studies and Reports:
 - Fenner House Feasibility Study
- Planning:
 - SUCF Five-Year Capital Plan
 - Updating SUCF Facilities Master Plan – 10 Year out look
 - 2025 – 2026 Work Plan
- There is one project in the RFQ phase
- There are five projects in the design or bid-ready phase
- There are two projects in the construction phase
- There were seven projects completed during this time-period

Capital Projects in RFQ, Design, Bid-Ready or Planning	Capital Projects in Construction	Capital Projects Completed
Jewett Hall Renovation (bid phase)	Replace Turf Field and Track – Ring Road Location	Maytum/Reed McEwen Plaza Rehab
Interior Rehab Reed Library (design phase)	Landford Rehabilitation Phase II – Exterior Project	Maytum Hall Roof Replacement
Renovate Mason Hall - SOM (design phase)		Mason Hall Copper Siding Replacement
Replace Mechanical Equipment RAC (design phase)		Replace Turf Field and Track – Breakout Synthetic Turf Field
Chautauqua County Public Forensic Laboratory Feasibility Study (RFQ phase)		Kirkland Plaza Rehabilitation
		Replace Emergency Generators
		Fenner House (Feasibility Study)

Academic Major Commissions

- **Jewett Hall**



Student support services at Fredonia are currently located in eight buildings across the campus. As a result, students often travel from building to building looking for the right office or department to assist them. Furthermore, physical discontinuity creates challenges for student support services to work collaboratively in support of students. Fredonia's initiative, Building Towards Student Success, will centralize student support services in three adjacent buildings, one of which is Jewett Hall. This will form a student success corridor in the heart of the campus.

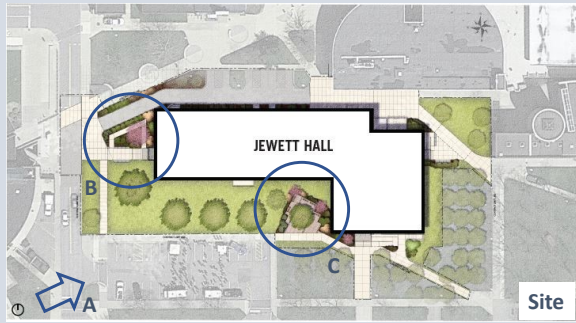
Constructed in 1963, Jewett Hall was the home for Science Education at Fredonia, and included teaching laboratories, faculty offices cold room facilities, a 200-seat Auditorium, and a Planetarium. The building is 65,539 GSF consisting of one and two-story sections above grade, and one story partially below grade which covers the entire footprint. The project will be a partial gut renovation of the building, leaving the Planetarium and Auditorium in place; both spaces are to be rehabilitated.

The building will receive a new façade. Development of the new facades brought some reduction in the window coverage, particularly in the east and west facades (where the existing building has minimal glazing), while the window coverage in the north and south facades was kept roughly the same as it was in the original building. The new window layout allows occupants access to natural light in all the offices and conference spaces that abut the exterior walls, and will allow, through the glazed office fronts, natural light to penetrate the open work areas of the suites.

Newly added exterior canopies are light structures offering protection from the elements while also calling greater attention to the building entries, increasing the sense of welcome that the building projects.

Upon completion of the renovation, the building will house Student Services departmental office suites as well as ancillary common spaces: conference rooms, lounges, multipurpose space and classrooms.





- **Interior Rehab Reed Library**

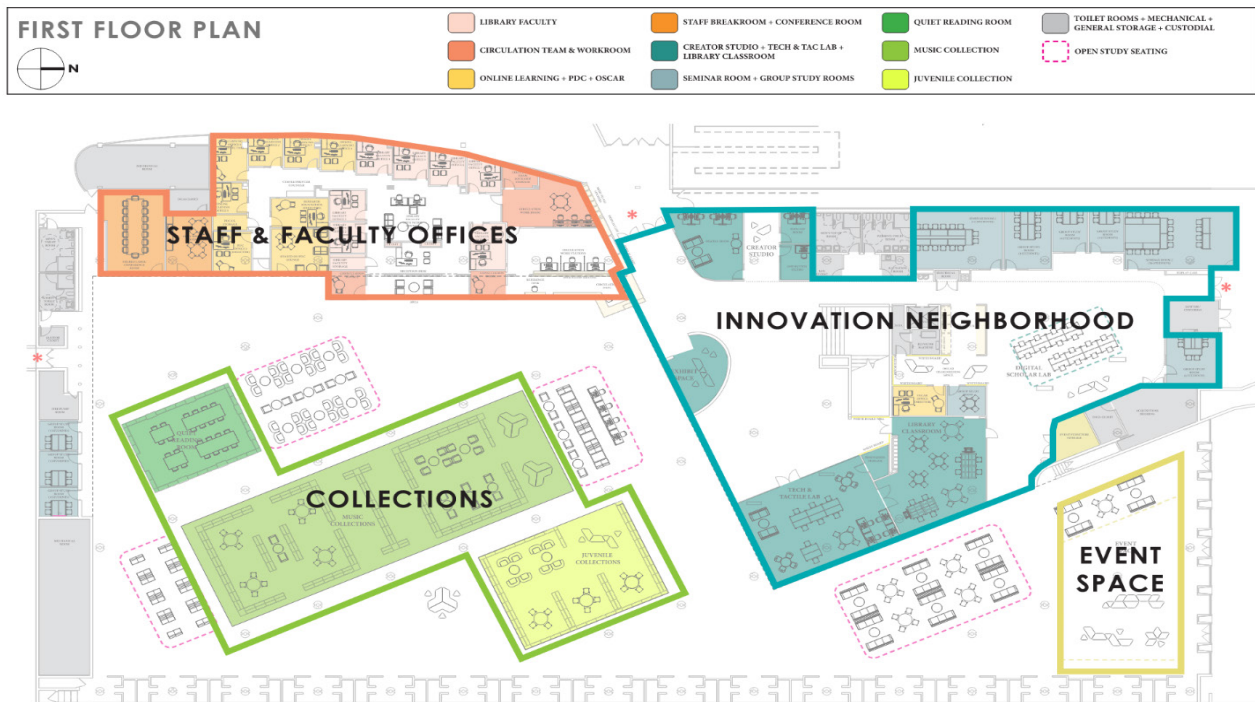


The renovation of Reed Library presents an opportunity for SUNY Fredonia to renew and revitalize one of its most prized assets on campus, to serve the students, faculty, and greater Fredonia communities for decades to come. The modernized building will celebrate the legacy of I.M. Pei’s original design while prioritizing innovation and academic success.

The scope of this project is limited to the interior of the building. Partitions installed in previous renovations will be removed and reconfigured, providing greater transparency, connectivity, and improving wayfinding between student services. This project will introduce a new cooling and ventilation ductwork system, and additional electrical and data ports will be incorporated into the renovation to provide greater flexibility for future furniture arrangements. The renovation will also include upgraded finishes, lighting, and improved accessibility throughout the building. A new elevator will be added to provide circulation to the mezzanine floor from within the building.

In addition, the renovation will also address the Special Collection spaces located in Carnahan Jackson Center. Temperature and humidity control as well as a hybrid fire extinguishing system will be provided for the Special Collection space located on the first through fourth floors of the building.

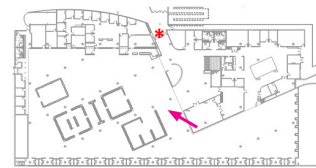
The renovation will provide inspiring spaces and learning environments to foster collaboration and innovation, while enhancing academic support for Fredonia’s students. The renovations will introduce a variety of learning labs, meeting spaces, seminar rooms, classrooms, digital scholar lab, podcast studio, one button studio, and study spaces.



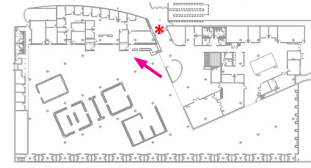
FIRST FLOOR_WEST ENTRY + CIRCULATION DESK



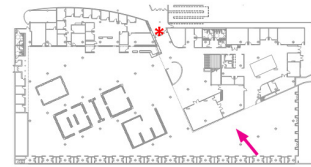
FIRST FLOOR_OPEN STUDY SEATING



FIRST FLOOR_REFERENCE DESK + CONSULTATION ROOMS



FIRST FLOOR_LIBRARY CLASSROOM



- **Renovate Mason Hall – School of Music**



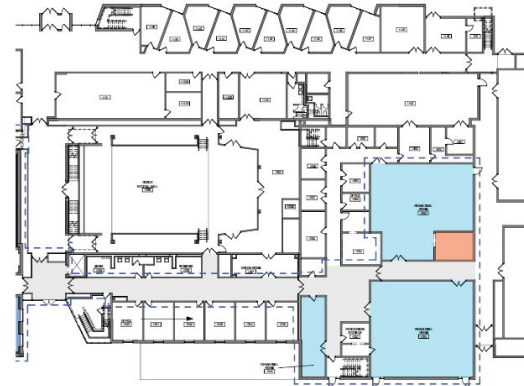
This project is an opportunity to showcase music education and provide inviting teaching spaces that will serve the SUNY Fredonia campus well in the future. The comprehensive renovation of Mason Hall supports the campus' strategic mission to address the necessary building system upgrades and requirements to maintain the School of Music's accreditation. The primary goal of the project is to provide the required temperature and humidity control, acoustic measures for sound insulation between teaching spaces, toilet room upgrades, and interior improvements throughout the project area.

Improving the interior temperature and humidity conditions within Mason Hall while maintaining the historic qualities of the building's exterior are the major concept drivers. Understanding the aesthetic qualities of the original 1941 building and the surrounding historic & iconic nature of Fredonia's campus, led the design team to make the decision to keep the new mechanical systems inside the interior footprint of the building.

In addition to the original 1941 Mason Hall, temperature and humidity requirements will also be required within a few practice spaces in the 1960's annex building of Mason Hall. The room numbers of these spaces are 1046, 1051, and 1053.



2 FIRST FLOOR SOUTH PROGRAM
1" = 20'



3 FIRST FLOOR NORTH PROGRAM
1" = 20'



5 SECOND FLOOR SOUTH PROGRAM
1" = 20'

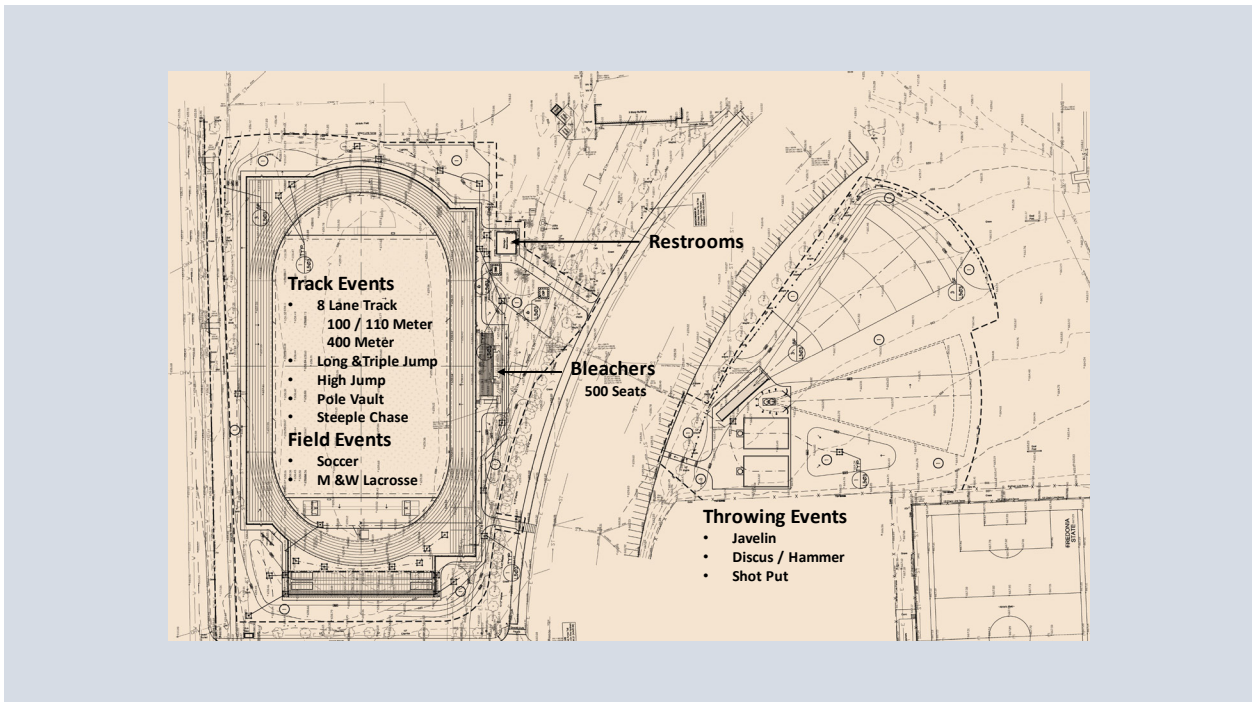
- **Replace Turf Field and Track**



The sport of track and field that encompasses multiple athletic events has evolved into a core component of collegiate athletic programs throughout the country. Careful consideration of several factors is essential to the planning process, including location, infield and multiple-event functions, and selection of surfaces, equipment and lighting. Creating top-notch facilities with this kind of attention to detail is nowhere more important than on college campuses. For athletes, track and field

is all about incremental improvement – better times, farther throws, higher jumps. Improvements to track and field facilities have become important over the years.

It has been many years since the track surface was repaired; it has reached a critical state of disrepair. For Fredonia’s track and field athletes/students to safely train and compete, Fredonia needs to address the deteriorating conditions with a full replacement, including the substrate. The track also lacks proper turning radiuses, which can result in straining joints and ligaments in both training and competition. The infield is the original grass turf installed in the early 1970’s. For field events, the condition of the grass pitch is problematic, with issues such as un-level grade and standing water making the field unusable. Other issues are the costs related to maintaining a natural turf field that is currently used by intercollegiate teams, intermural, and club teams as well as the community. Because of the need for athletics to have more field sport training and game day, playing facilities the campus is looking at installing a multisport synthetic turf field within the inside perimeter of the running track.





2. Residence Life Projects

- Studies and Reports:
 - None
- Planning:
 - On going Residence Hall Capital Plan
- There is no project in the RFQ Phase
- There are no projects currently in the design phase
- There are no projects currently in the construction phase
- There are no projects completed during this time-period

Projects in RFQ, Design, Bid-Ready	Projects in Construction	Projects Completed
None	None	None

Residence Life Major Commissions - None

3. Additional Significant Accomplishments

- For years, Facilities Planning has supported construction and design solicitations and contracting activities for Campus Let projects. This exceptionally lengthy process is daunted by numerous laws and regulations governed by numerous State and federal agencies. Staffed with the knowledge and expertise to administer this program at the campus level, our campus receives additional funding to accommodate a construction and design workload through both contract administration and project management. The current value of Campus Let contracting functions over the past year is \$7,500,000.
 - Facilities Planning continues working with SUCF to establish yearly projects to fit within an established spending cap for both SUCF lead projects and Campus Let projects.
 - There were 3 new Major Capital Plan Projects the have completed various phases of the design process through 2024-2025:
 - Interior Rehab Reed Library
 - Renovate Mason Hall – School of Music
 - Replace Mechanical Equipment RAC
 - There were no Major Residential design starts for 2024-2025.
 - Various design/construction activities were progressed and/or completed during the past fiscal year. Close coordination was maintained with the Construction Fund and the campus to ensure regulatory requirements were met and that all construction activities have been designed to meet the needs of the campus constituents. Major Projects progressed and/or completed include:

- Maytum/Reed/McEwen Plaza Rehabilitation – Completed
 - Maytum Hall Roof Replacement – Completed
 - Kirkland Plaza Rehabilitation – Completed
 - Fenner House Feasibility Study - Completed
 - Replace Turf Field and Track – Breakout Synthetic Turf Field – Completed
 - Replace Turf Field and Track – in Construction
 - Lanford Rehabilitation Phase II – Exterior – In Construction
- Facilities Planning along with Facilities Services, Finance and Administration and the Construction Fund are in the process of continuing to refine the Campus Five-Year Capital Plan to fit within yearly spending caps and to establish funding requirements for major capital projects. The Capital Plan is a multi-year plan which allows the University to identify and propose programs to address the ongoing critical maintenance priorities of the campus. The objective of the Capital Plan is to protect, preserve, modify and maintain the campus' environment, facilities and supporting infrastructure. In addition, the Five-Year Capital Plan identifies several Special Project Initiatives such as the Jewett Hall Rehabilitation, Interior Reed Library Rehab and Rehab Mason Hall (1940 building) . This new plan has identified approximately \$160,628,200 million of critical maintenance projects and adaptation projects for the next 5 years.
 - Facilities Planning continues to refine its requirements for building permits, tent structure permits, certificate of compliance and inspections during construction. During this fiscal year Facilities Planning issued 3 building permits, and 4 tent permits.

Statistical Data

A Summary of Current Capital Construction Projects is included which provides a breakdown of projects by Academic/Administrative Buildings, Residential Rehabilitation, and Other Site/Infrastructure. An accompanying chart illustrating the percentage of each category to the overall capital construction cost is included as well. Also provided is statistical data of contracting activities during this past fiscal year of 2024-2025, Campus Let Design and Construction Projects Report, and related charts illustrating unit support and volume/value for campus-administered contracting activities.

Assessment Update

Assessment Statement

Facilities Planning will address planning issues revolving around the Five-Year Capital Plan, Master Planning, and campus operational procedures. This department will also progress design/construction activities and monitor regulatory compliance to ensure functional and safe facilities and grounds, as well as work with campus authorities in their efforts to attain appropriate funding, support critical construction priorities, and identify measures to track sources of funding currently unavailable.

Assessment Activities

Facilities Planning completed or began the following activities per its goals of the 2024-2025 Annual Report and Assessment Update:

- Completed construction of Maytum/Reed/McEwen Plaza Rehabilitation
- Completed construction of Maytum Hall Roof Replacement
- Completed construction of Kirkland Plaza Rehabilitation
- Completed construction of Mason Hall Copper Siding Replacement
- Completed construction of Replace Emergency Generators
- Completed construction of Replace Turf Field and Track – Breakout Synthetic Turf Field
- Completed Fenner House Feasibility Study
- Started Construction of Replace Turf Field and Track
- Started construction of Lanford Rehabilitation Phase II – Exterior
- Continued design of Replace Turf Field and Track
- Continued design of Renovate Mason Hall – SOM
- Continued design of Replace Mechanical Equipment RAC
- Continued design of Interior Rehab Reed Library
- Completed the construction document phase and Project Labor Agreement Feasibility Study of Jewett Hall Renovation Project and has moved into bid phase

Assessment Goals

- Work with all entities involved in the implementation of projects identified in the Five-Year Capital Plan.
- Continue to progress ongoing projects and identify and address those not already identified. Ensure close coordination with those affected by the planning and construction and maintain close working relationships with the Construction Fund and Dormitory Authority in the implementation of campus construction. Continue to provide coordination among all relevant parties and monitor construction for compliance with contract and regulatory requirements. Projects already identified for advancement include:
 - Complete design phase of the following projects:
 - Interior Rehabilitation Reed Library – Learning Commons Project
 - AHU & Controls Upgrade Phase VI RAC Project
 - Rehab Mason Hall (1940 building)
 - Compete construction phase of the following projects:
 - Landford Rehabilitation Phase II – Exterior Project
 - Replace Turf Field and Track
 - Start construction phase of the following projects:
 - Jewett Hall Rehabilitation Project
- Continue to provide support to newly identified priorities to obtain funding toward the continuous advancement of campus facilities and grounds. Continue appraising the Five-Year Capital Plan as well as establishing projects per the Campus Master Plan.
- Continue working with the Office of the State Comptroller, State University Construction Fund and DASNY to identify expectations and clarify standard measures for processing the procurement of consultant and construction contracts.
- Facilities Planning has taken on Minor Critical Maintenance (MCM) administrative responsibilities and will work with Facilities Services to develop and establish MCM projects to facilitate the delivery of projects that reduce critical maintenance backlog and maintain a state of good repair for Fredonia’s facilities. The following will be established:

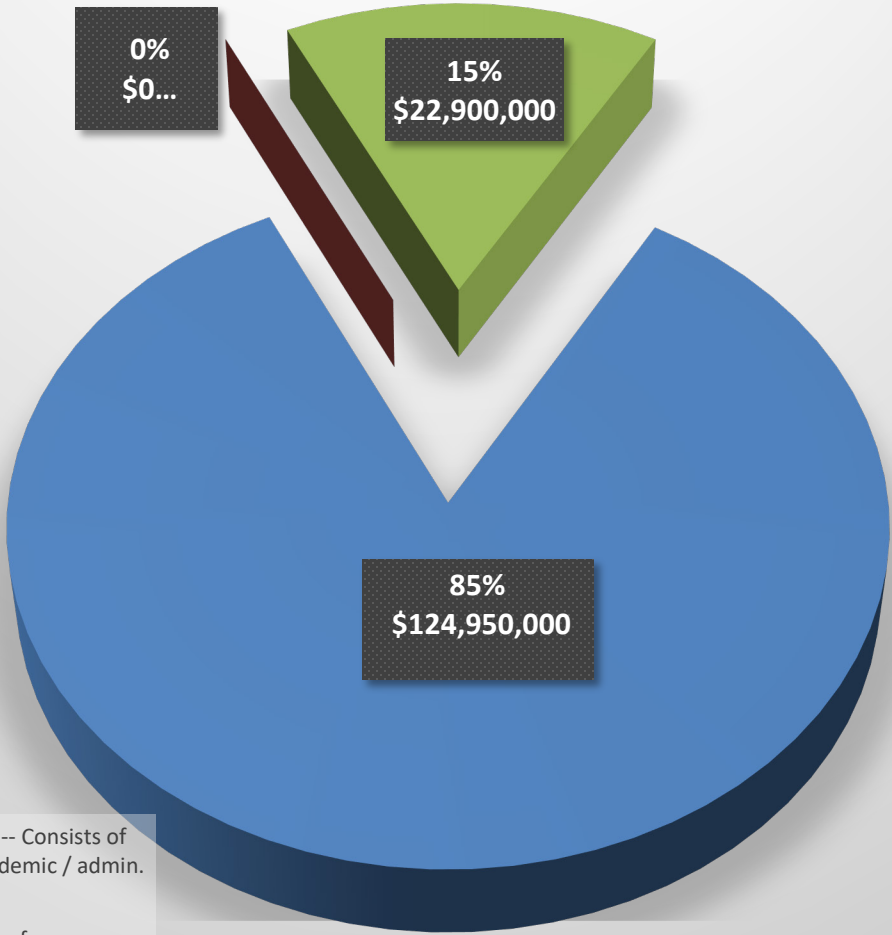
- Develop an MCM program that will establish internal controls and approval process for projects and expenditures pursuant to MCM procedures.
- These controls and processes will be designed to ensure that MCM projects are administered in accordance with the State University Construction Fund's Campus Administered Project Procedures.

FREDONIA
Summary of Facilities Planning Capital Projects 2023-2024

Project Description	Estimated Overall Budget	Project Status	Contractor
<u>I. Academic/Administrative Buildings</u>			
Maytum Hall Roof Replacement	2,100,000	Completed	Jamestown Roofing & Progressive
Mason Hall Copper Siding Replacement	2,500,000	Completed	Rodriguez Construction
Landford Rehabilitation Phase II – Exterior	1,600,000	Construction	Rodriguez Construction
Jewett Hall Renovation	49,200,000	Bid Ready	Mitchell Giurgola Architects
Renovate Mason Hall - SOM	32,300,000	Design	Architectural Resources
Interior Rehab Reed Library	18,250,000	Design	Architectural Resources
Replace Mechanical Equipment RAC	19,000,000	Design	M/E Engineering
Subtotal – Academic/Administrative Buildings	\$124,950,000		
<u>II. Residence Hall</u>			
None			
Subtotal – Residence Halls	\$0		
<u>III. Other Site/Infrastructure</u>			
Maytum/Reed/McEwen Plaza Rehabilitation	5,800,000	Completed	Surety
Kirkland Plaza Rehabilitation	3,800,000	Completed	St. George
Replace Turf Field and Track (Breakout Synthetic Field and Turf Field & Track Projects)	13,300,000	Completed / Construction	Lakeside Construction / pHZ Architects
Replace Emergency Generators	3,300,000	Completed	Frey Electric
Subtotal – Other Site/Infrastructure	\$22,900,000		
Total: Design / Construction / Equipment Budget	\$147,850,000		

CAPITAL CONSTRUCTION PROJECTS

Total Program Budget: \$147,850,000



- ACADEMIC ADMINISTRATIVE BUILDINGS -- Consists of new construction and renovations in academic / admin. buildings
- RESIDENTIAL REHABILITATION -- Consists of new construction and renovations in residential halls
- OTHER SITE/INFRASTRUCTURE IMPROVEMENTS -- Consists of other miscellaneous construction and/or renovation projects

FACILITIES PLANNING
Construction and Design Projects
July 2023 - June 2024

Facilities Planning Construction Projects (including Change Orders)		
Project #	Project Title	Cost
051037	Rehab Lanford Phase II - Exterior	\$ 1,600,000.00
051038	Replace Kirkland Plaza	\$ 2,351,821.00
051040	Maytum Hall Upper Roof Restoration Coating	\$ 335,750.00
051040	Maytum Hall Lower Roof Replacement	\$ 402,965.00
	TOTAL:	\$ 4,690,536.00

Facilities Planning Design Projects (including Amendments)		
051053	Fenner House Feasibility Study	\$ 159,748.00
	TOTAL:	\$ 159,748.00

Minor Critical Maintenance (Procurements made through Facilities Planning, Projects Managed by Fac. Services)		
051054	MCM 24-25	\$ 750,000.00
051096	MCM 25-26	\$ 850,000.00
	GRAND TOTAL	\$ 6,450,284.00

Facilities Services

- **Automotive Garage**
- **Building Automation Systems (EMS)**
- **Central Stores**
- **Custodial Services**
- **Electrical Services**
- **Grounds and Landscaping**
- **Heating & Cooling Services**
- **Office Operations**
- **Plumbing Services**
- **Structural Trades**

FACILITIES SERVICES

Introduction

The Facilities Services Department is dedicated to providing efficient, high-quality support to all academic, administrative, and resident areas of the campus. Our team maintains and operates both the interior and exterior environments of Fredonia's sprawling campus, ensuring that the university's physical spaces reflect excellence and care. A committed group of trades, custodial, and support staff work each day to provide clean, safe, and well-maintained facilities that uphold and advance Fredonia's mission.



*From left to right, front row: Shannon McKoon, Camryn Collins;
2nd row: Mark Delcamp and Tim Bentham*

The department, under the direction of the Director of Facilities Services, includes 109 full-time permanent, and part-time positions (including vacancies). The department maintains 2,331,461 gross square feet of buildings; 249 acres of land; 24 acres of parking lots with 3,190 parking spaces; over five miles of roadways; and over eight miles of sidewalks. The department services and maintains more than 12,000 energy management control points; 6,000 fire alarm devices; 5,000 doors; 2,500 clocks; 1,700 motors; 571 pumps; 490 street lights; 438 fan coil units; 277 air handlers; 189 drinking fountains; 100 boilers; 100 backflow devices, 99 hot water heaters; 46 fire hydrants; 37 elevators and lifts; 23 emergency generators; 26 outdoor emergency phones, and over 20,000 light fixtures.

The department is comprised of several units all working toward the department and University missions:

1. Automotive Garage
2. Building Automation Systems (EMS)
3. Central & Mechanical Stores/Receiving
4. Custodial Services
5. Electrical Services
6. Grounds & Landscaping
7. Heating & Cooling Services
8. Office Operations
9. Plumbing Services
10. Structural Trades

Mission Statement

Our purpose in the Facilities Services Department is to support the academic mission of the campus by providing quality customer service, well maintained facilities and a safe, clean environment that enhances the appearance and condition of the campus for the campus community, visitors and guests while encouraging teamwork; encouraging staff to take pride in themselves, the organization and services provided by setting high quality standards and accountability which provides acknowledgement and recognition to the staff, which is our most valuable resource.

Annual Report

The Facilities Services Department continues to identify maintenance repairs and improvements across the campus in all buildings as part of the biannual building inspections and routine review of the existing conditions. The department continues to strengthen the commitment to the campus, students, campus mission and sustainability efforts developed across the campus.

The Facilities Services Department utilizes an electronic work order system to manage over 6,700 work orders generated each year. The requests submitted each year to the department for work range from general repairs, to routine requests to hang pictures. The annual preventative maintenance work and work orders generated internally by the staff within the department are categorized by the types shown below. The category of the work order created defines the required response time for the staff within the department.

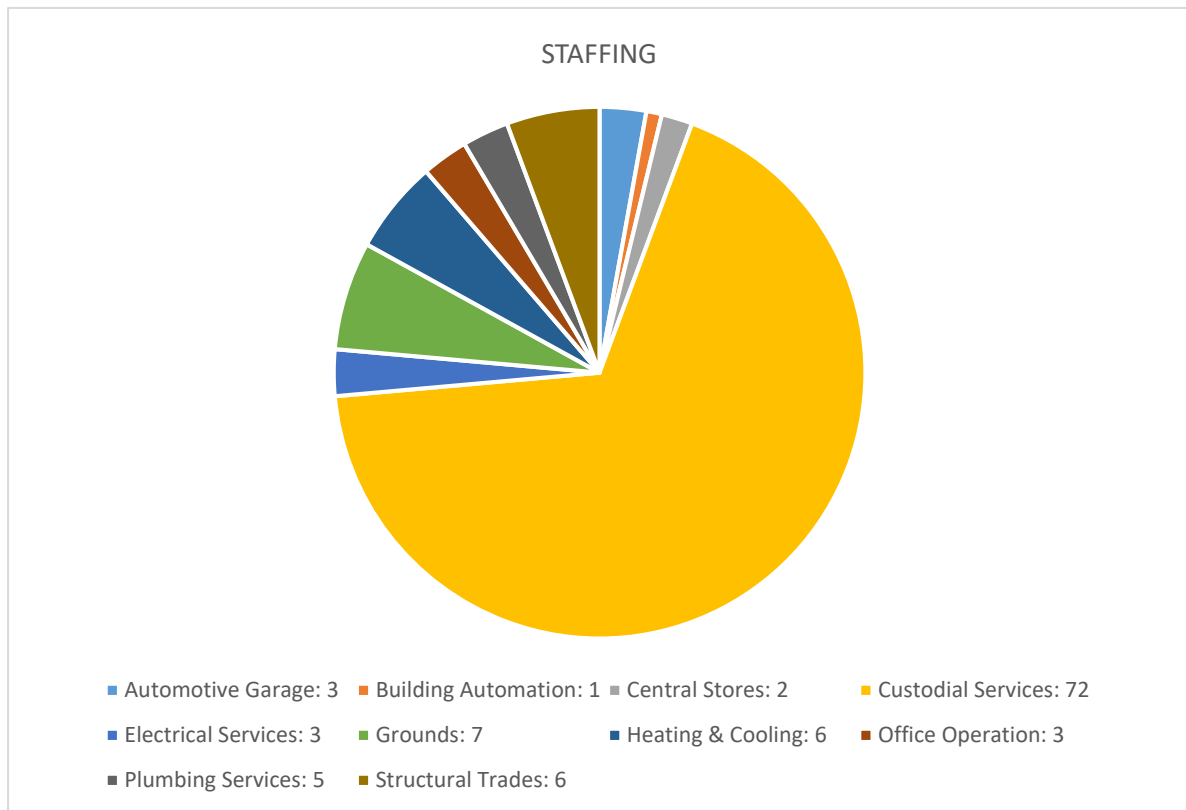
Category	Description	Allotted Time
Emergency Maintenance	Same day response required (graffiti, personal safety, security)	2 days
Trouble Calls	Requests from faculty, staff and students	7 days
Corrective Maintenance	Inspections; furniture repairs; sign installations; Work orders generated by the Facilities Services staff	30 days
Preventative Maintenance	Pre-planned work orders	30 days
Non-Maintenance	Event setups, moving, hanging pictures, issuing keys	30 days
Projects	In-house and capital projects	Varies

The work order category response times are based on the expected number of days that someone requesting work should expect for the work to be completed. Often there are conditions that will alter the completion time, as in work requested for a specific time period such as when classes are not in session, or if parts must be ordered to complete a repair.

The Facilities Services Department manages numerous projects across campus each year, in addition to the day-to-day maintenance and operational activities that support the university. Working closely with campus departments and leadership, the department has completed many campus enhancements over the past year. Facilities Services is responsible for administering replacement and renovation projects, including developing project scopes and budgets, preparing specifications, coordinating procurement, and overseeing work in progress. The department also manages Minor Critical Maintenance projects, which involve obtaining bids and quotes, authorizing purchases and materials, monitoring progress, reviewing payment applications, and conducting final punch list inspections. Throughout all projects, the department works to communicate and coordinate with faculty, staff, and students to ensure timely completion and effective resolution of any project issues.

Staff Department Division Breakdown

**As of October 13, 2025, includes approved vacancies*



Department Significant Accomplishments

- Completed over 6,700 work orders, ensuring the continued operation and maintenance of campus facilities.
- Prepared comprehensive project request documentation for the State University Construction Fund (SUCF) 2024–2025 Minor Critical Maintenance Program totaling \$750,000.
- Responded to multiple severe winter storms, including one with record-breaking snowfall, ensuring campus safety and accessibility.
- Reduced campus electric and natural gas energy usage by 1.2% and 9% respectively compared to 2023–2024 through targeted conservation efforts and operational adjustments.
- Welcomed Automotive Garage and Central Stores divisions into the Facilities Services organization, improving coordination and efficiency.
- Supported thousands of summer campus guests through facility preparation and maintenance for residence hall camp and admissions programs.
- Provided key logistical and facilities support for SUCF capital projects, including the Track and Field Complex, Jewett Hall renovation and various campus generator replacements.
- Successfully completed the annual campus fire and safety inspection ahead of schedule, reflecting the department’s strong attention to safety and compliance.

The **Automotive and Fleet Services** unit is responsible for maintaining the campus fleet of vehicles and motorized equipment. The staff provides mechanical support to over 50 licensed vehicles and 140 unlicensed pieces of motorized equipment including lawn mowers, tractors, backhoes, man-lifts and the Zambonis.



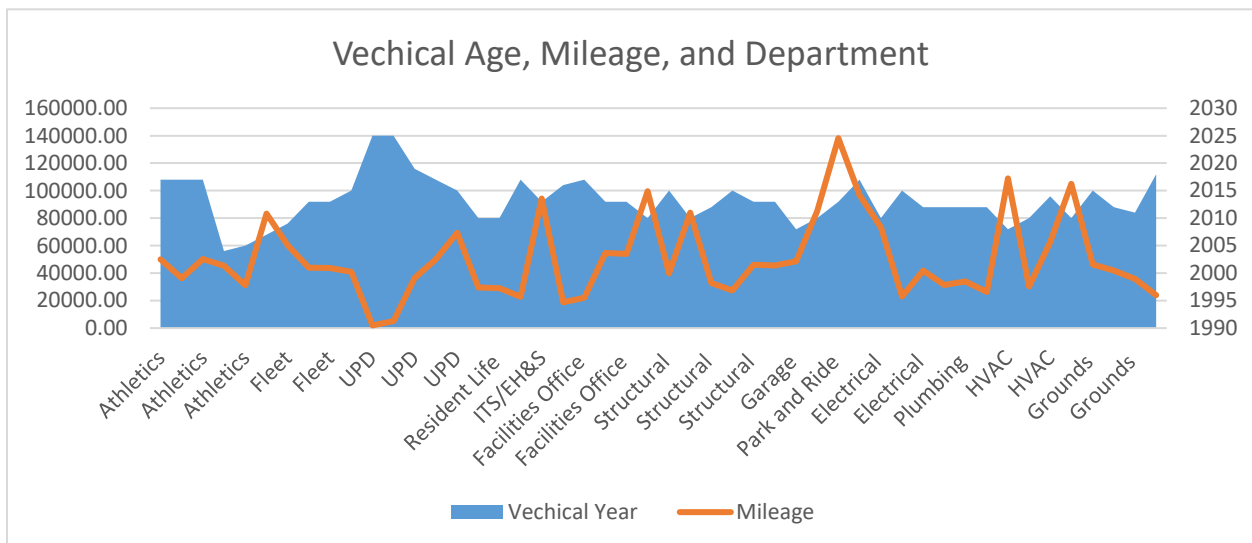
From left to right: Jay Jacques, John Schmidt, and Steve Gromala Jr.

This unit is responsible for all repairs, maintenance, painting and annual inspections of the campus motorized equipment. The staff is N.Y.S. certified to perform annual vehicle inspections. In addition to maintaining the campus fleet, the staff repairs damaged snow blowers and numerous other equipment. They repair and respond to fleet vehicle accidents and equipment malfunctions. The unit maintains the gasoline fueling system which provides fuel, using a special code identification system, to all campus vehicles and equipment including the Faculty Student Association (FSA) and University Police vehicles. In addition, the unit cleans, fuels, and prepares all fleet vehicles and athletic vehicles used by campus personnel.

The department came under Facilities Services leadership in the fall of 2024 and are a welcome addition to our team!

Significant Accomplishments

- Successfully maintained and kept the university's aging fleet operational, extending the service life of critical vehicles and equipment through skilled repair work and resourceful maintenance practices.
- Completed 340 work order requests.
- Prepared and participated in the training of facilities department staff in safe and best practices of operating motor vehicles and equipment.



The **Building Automation System (BAS)** unit controls, monitors and regulates the campus HVAC systems by providing alarm conditions (high water in basements or temperature ranges within buildings, equipment, etc.) and controls the operation of exterior lighting. The BAS also monitors area conditions. When these conditions exceed parameters established within the BAS, alarms are transmitted and crews are dispatched to respond. Controlling the campus' energy usage is the most significant operation of this group. Currently, there are over 12,000 control and monitoring points throughout the campus.

This work directly impacts the daily experience of students, faculty, and staff across campus. By maintaining comfortable temperatures, proper ventilation, and reliable lighting, a safe and conducive environment for learning, and campus life exists. This behind-the-scenes expertise ensures classrooms, labs, athletic spaces, recreation space, administration offices and residence halls remain functional, efficient, and welcoming year-round.



Randy Grant and Tim Bentham

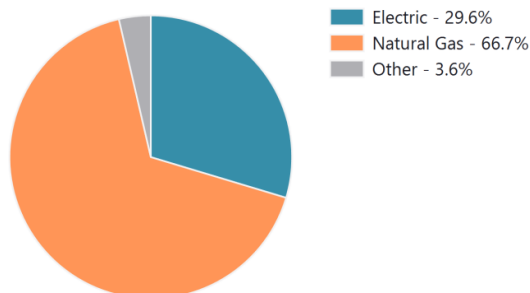
Examples of the monitoring and scheduling include:

- Space temperatures
- Heating Hot Water/Boiler Systems
- Chilled Water/DX Air conditioning Systems
- Air Handling/VAV Systems
- Air Handling Fan Speeds
- Hot Water/Chilled Water Pump Speeds
- Fume hood Controls in Science Center
- High water alarms in electrical manholes and basements
- The Steele Hall Ice Rink operation
- The Natatorium pool operations
- Domestic hot water
- Various FSA freezers and coolers
- Air compressors
- Exterior lighting

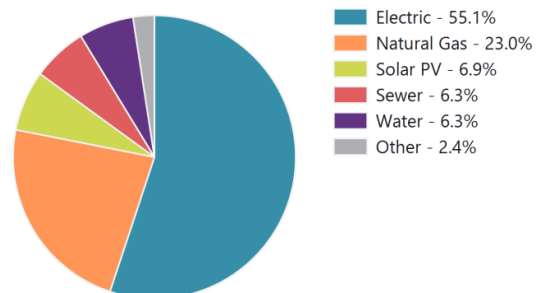
Significant Accomplishments

- Expanded the use of the BAS by installing additional controls and monitoring points.
- Coordinated with Facilities Planning, SUNY Construction Fund, Engineers and Contractors for several projects on campus.
- Built new and modified existing animated graphics for equipment controlled by the BAS.
- Managed and distributed contractor access for Facilities Services and Facilities Planning.
- Reduced campus electric and natural gas energy usage by 1.2% and 9% respectively compared to 2023–2024

Energy Use Percentage



Cost Percentage



The daily operations of [Central & Mechanical Stores/Receiving](#) consist of receiving packages from both on campus and common carrier deliveries, opening, counting, and receiving items to purchase orders. Upon receipt of incoming packages, the packages are opened and checked against open purchase orders, and then signed off on the web based receiving module software. All paperwork is then sent to Accounts Payable to match with invoices and payment in accordance with State procedures. Central Receiving also supplies the campus with truck and personnel for moving furniture, equipment, and large items when needed. University related off campus runs are scheduled and made as needed.



Chris Frommer

Central Stores plays a vital role in ensuring the smooth operation of university business functions, academic programs, and facility projects. Their efficiency and reliability support every department on campus—helping faculty, staff, and students receive the materials and equipment they need to keep Fredonia running.

The department came under Facilities Services leadership in the fall of 2024 and are a welcome addition to our team!

Significant Accomplishments

- Successfully received and processed **5,342 packages**
- Enhanced organization and accountability within the Central Stores warehouse through attention to detail and process improvement.
- Delivered materials and maintained inventory for multiple departments across campus, ensuring timely and accurate distribution.
- Managed structured inventory controls that improved efficiency, reduced waste, and strengthened financial stewardship.
- Maintained consistent service standards while meeting the needs of a wide range of campus operations.

Statistical Data

- | | |
|-------------------------------------|-------|
| • UPS packages received: | 2,022 |
| • Federal Ground: | 2,233 |
| • Fed Express: | 261 |
| • Miscellaneous deliveries packages | 827 |

The **Custodial Services** unit is responsible for the routine cleaning and upkeep of academic and administrative buildings, as well as residence halls. Their work includes waste removal, recycling collection, dusting, mopping, waxing and polishing terrazzo floors, vacuuming, carpet shampooing, cleaning public areas and restrooms, lamp replacement, window washing, surplus equipment transfers, and snow removal of building perimeters to ensure safe and well-maintained access to building entrances.

The team also performs minor maintenance and repairs on items such as window blinds, drapes, and furniture, as well as other general handyman tasks across campus. Most notably, the unit manages the setup for Commencement at Steele Hall each year and provides logistical support for numerous special events throughout the academic year. In addition, Custodial Services is responsible for opening and closing most campus buildings and coordinating moving services.

Custodial Services plays a critical role in supporting the health, safety, and overall experience of the campus community. Their consistent dedication ensures that learning and living spaces remain clean, welcoming, and functional, fostering an environment where students, faculty, and staff can take pride in their surroundings and focus on their academic and professional pursuits.



1st Shift Custodial

From left to right, front row: Julie Echiverria, Jackie Hill, Silverio Burgos, Darlene Miller, Trisha Stoll; 2nd row: Josh Roman, Cathy Walters, Kyle Baumgartner, Elizabeth Meadows, Melanie Mazur, Robert Rivera, Bob Jank, Elizabeth Goblirsch; back row: Tim Clark, Deb Kujawa, Scott Pagano, Bryan Miller, Lee Szalkowski, Mark Stewart, Wayne Seabolt, Jeff Jakse, Candy Nolan, Richelle Steward and Art Franklin



2nd Shift Custodial

From left to right: Matt Smith, Amanda Ippolito, Derek Case, Hailey Rivera, Erin Ransom, Donna Poncharik, Tony Pagano, Robert Bajdas, Seth Sexton and Michael McNaughton

Significant Accomplishments

- Continued to serve as a major contributor to the successful maintenance of Fredonia's facilities, including the proactive repairs based on daily observations, biannual building inspections, and the updated version of the Annual Residential Custodial Report (ARCR) conducted immediately after commencement.
- Performed moving services for many departments including inter-office furniture moves for academics and residential furniture removal as many old items are being replaced.
- Provided extensive cleaning of buildings during the summer months to prepare for summer camps, to include areas that had major construction work occurring during the summer months and break periods.
- Executed the relocation of Deans and other professional staff within Maytum Hall and across campus.
- Assisted with the coordination, setup and teardown for many campus events, notably commencement, move-in weekend, Relay for Life, Open House and Big Blue Day.
- Continually evaluated and made the necessary staffing changes to support the day-to-day custodial operations.
- Changed out 288+ cases of lightbulbs across campus.
- Worked closely with Property Control and University Services and provided various equipment transfers of surplus items.
- Worked with Rural Ministries for collecting donations from the residence halls as part of student move out.

The [Electrical Services](#) unit is responsible for maintaining the campus-wide electrical systems. The staff maintains the interior and exterior lighting and electrical distribution systems within and between all buildings, emergency phones, electric motors and controllers, fire alarm systems and elevator electronics. In addition to performing many repairs throughout the campus, the staff uses their skill to perform many in-house projects each year.

The team also plays a critical role in ensuring campus safety and reliability. They have a critical role when the campus experiences power outages, fire alarm activations, and electrical emergencies, often working after hours or in challenging conditions to keep systems running smoothly. Their deep institutional knowledge and proactive maintenance help prevent disruptions, reduce costs, and support the university's academic and residential operations. Their commitment to excellence and teamwork makes them an essential part of keeping Fredonia safe, functional, and welcoming for all who study, work, and visit here.



*From left to right: Stephen Romanik, Daniel Riewaldt
Rodney Hayes and Thomas Deike*

Examples of Electrical systems for inspection and service include:

- Electric service and feeder loads
- Generator service and testing
- Automatic transfer switching
- Lighting control systems
- Elevator power supply
- Fire alarm power supply
- Electrical panel and circuit maintenance
- Transformer maintenance
- Campus power outages and restoration

Significant Accomplishments

- Addressed lighting concern from the campus safety walks in various locations.
- Managed the annual testing of the campus fire alarm system.
- Assisted contractors and SUCF with electrical needs across campus and for capital work.
- Worked with Bison Elevator on minor repairs to various elevators on campus.
- Assisted ITS on data infrastructure across campus.
- Made emergency repairs and responded to several outdoor lighting issues and damages.

The [Grounds and Landscaping Services](#) unit is responsible for maintaining all outdoor spaces on campus, including lawns, roadways, walkways, and numerous athletic fields. The team prunes and cares for trees and shrubs, plants and maintains flower beds, and mows lawns throughout the summer months. During the winter, they provide around-the-clock snow removal and ice control to ensure safe access across campus. In addition, the team maintains traffic and regulatory signs across campus roadways and parking lots, manages exterior trash collection, pest control, lawn fertilization, and leaf removal in the fall. They also provide setup and parking support for campus events such as Homecoming Weekend and Commencement.

The Grounds and Landscaping team are essential for the appearance and accessibility of Fredonia's campus. Their work has a direct impact on students, faculty, staff, and visitors' first impression of campus and how they experience the university's outdoor spaces. From maintaining lawns, walkways, and athletic fields to managing seasonal plantings and snow removal, the team's efforts are vital to keeping the campus safe, functional, and welcoming throughout the year.

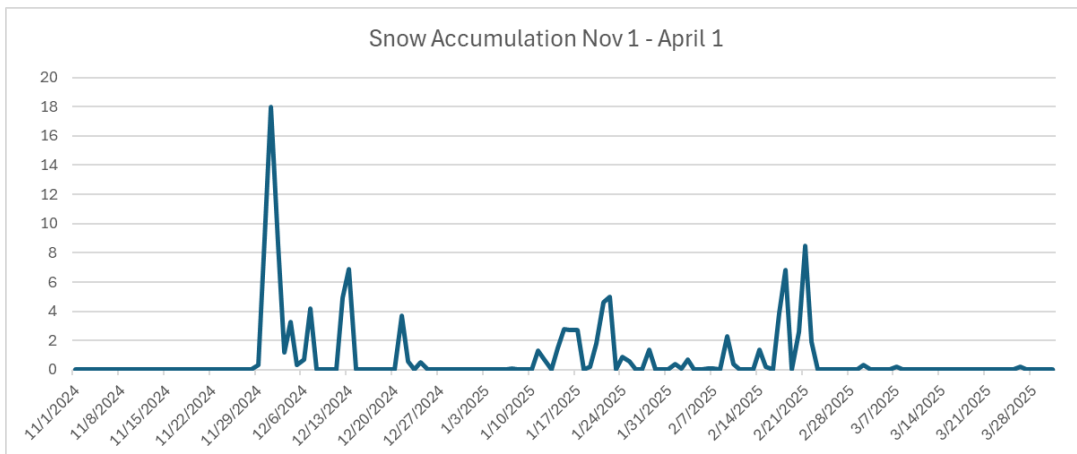


Front row from left to right: Rich Newton, John Cole, John Jakobowicz, Gerald Polvino, Jim Foringer and Phil DiFrancisco; back row: Robert Schwerk and Cameron Hayes

Significant Accomplishments

- Responded to several significant snow storms over the 24-25 winter season.
- Used environmentally sustainable winter ice melt, weed treatments and fertilizers.
- Continued use of “Horganix” organic fertilizer usage on Athletic Fields and highly visible areas on campus, to reduce the amount of chemicals used on campus turf.
- Provided tools, occasionally assisted or guided various campus groups that were performing service projects (example: invasive weed pull in wooded area on campus)
- Installed new and updated street and parking lot signs at various campus locations.
- Worked on trimming of trees and removal of several dead trees, and assisted contractors with their work in removing and clean-up of several large dead trees around campus.

The 24-25 winter season saw 118.5” of snow in Fredonia, NY across 43 days with precipitation.



The **Heating and Cooling Services** unit is highly trained and responsible for the maintenance and operation of the heating systems, refrigeration, air conditioning and exhaust systems throughout the campus. Preventative maintenance is performed on all satellite boiler equipment, emergency generators and building components. They provide complete maintenance on the campus heating systems, its distribution system, exhaust fans, controllers, metal ductwork distribution systems, campus ice machines, walk in coolers and freezers, and laboratory fume hoods. Chiller equipment and cooling tower water treatment is maintained by this group. In addition to performing many repairs throughout the campus, the staff uses their skill to perform many in-house projects each year.



HVAC 1st shift: Matt Hill, Casey Ackendorf, Herb Farmer and George Tucker

This important team has a vital role in maintaining the comfort, safety, and functionality of the campus environment. Their work directly impacts students, faculty, and staff by ensuring that campus physical spaces remain functional year-round. Reliable heating, cooling, and ventilation systems not only enhance comfort but also protect sensitive research equipment, preserve campus infrastructure, and contribute to overall energy efficiency. Through their technical expertise and dedication, the HVAC/R team helps create a stable and welcoming environment that supports learning, discovery, and daily campus life.



HVAC 2nd Shift: Dan Halas and Matt Hill

Significant Accomplishments

- Completed monthly testing of the emergency generators throughout the campus.
- Performed preventative maintenance on all refrigeration equipment on campus including refrigeration FSA equipment, Biology department, water coolers and air conditioning.
- Worked closely with the BAS ensuring campus systems perform reliably and efficiently.
- Provided temporary air conditioning for summer programs.
- Continually monitored all campus cooling towers and water treatment to comply with regulations implemented by the New York State Department of Health, to prevent Legionella growth in the cooling towers.
- Worked with NYSDOL to inspect multiple boilers on campus.
- Managed inspections and repairs to several emergency generators.

The [Office Operations](#) serves as the central hub of communication and coordination for the Facilities Services Department. This area provides essential administrative and customer service support that ensures the entire department functions smoothly and efficiently. The office operations is a critical aspect of the facilities services department.

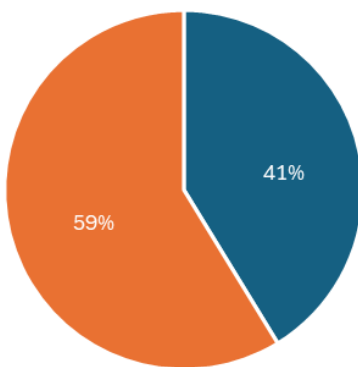
Acting as the first point of contact for the campus community, the office manages incoming service requests, work orders, maintains departmental records, and coordinates information between campus departments and Facilities staff. This team also supports budget tracking, procurement documentation, payroll reporting, and compliance with university and state procedures, all of which are critical to the department’s ability to deliver timely, high-quality service.

Behind every repair, renovation, or operational response, the Office Operations staff ensure that the right people, information, and resources are in place. Their organization and attention to detail ensure transparency and responsiveness to the campus community. These contributions are foundational to the department’s success. Their professionalism, problem-solving skills, and dedication to customer service keep Facilities Services running seamlessly and play a vital role in maintaining a safe, functional, and welcoming environment for students, faculty, and staff.

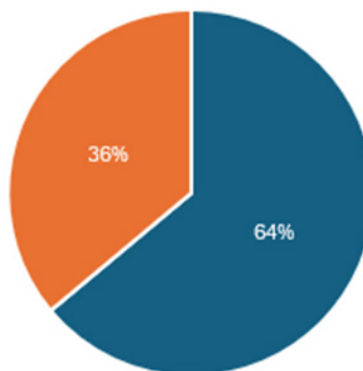
Significant Accomplishments

- Administered over 6,700 work orders, ensuring accurate documentation, and efficient communication once work is completed across campus.
- Coordinated and entered over 247 requisitions in FREDmart, supporting timely procurement of materials, supplies and vendor services which are all essential to the department and campus operations.
- Processed student key requests, fleet vehicle sign out, and department fuel recharges for the campus community.
- Supports trade supervisors with monitoring and balancing monthly blanket purchase orders, maintaining fiscal accuracy.
- Coordinated responses for pest control requests across campus.
- Dispatched all service calls for service across move in weekend.

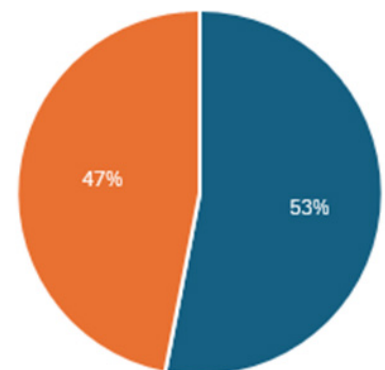
Plumbing Work Orders



Structural Work Orders



Lockshop Work Orders



■ Academic ■ Resident Hall

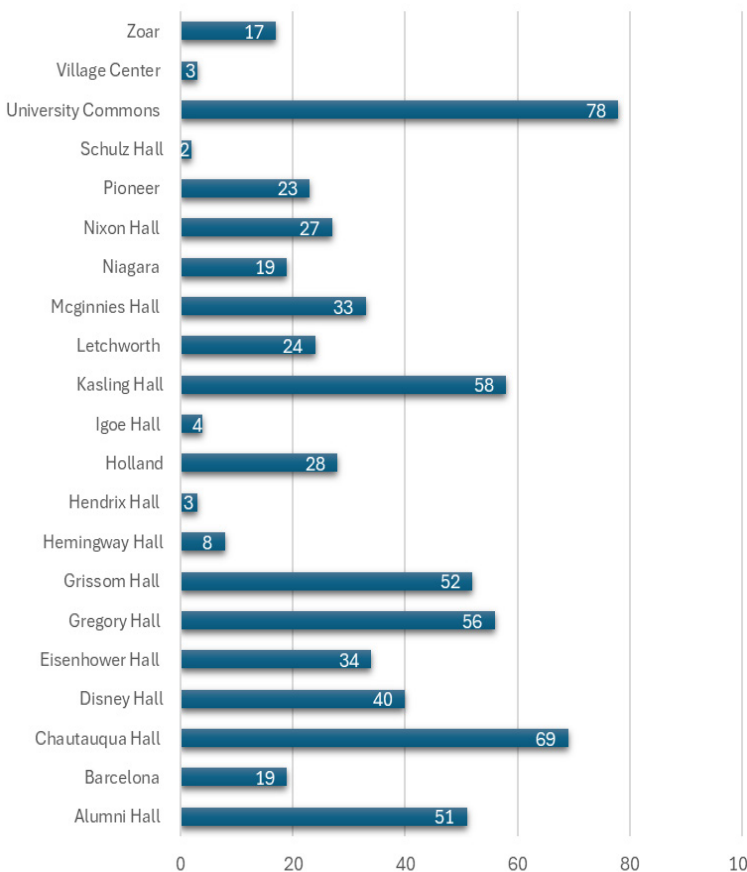
The **Plumbing Services** unit maintains the campus's potable water, storm, and sanitary drainage systems. The staff also services emergency eyewash and shower stations, swimming pools, plumbing fixtures, supply fan units, water softeners, fire hydrants, backflow preventers, dishwashers, water purifiers, and natural gas lines. In addition to performing numerous repairs across campus, the team applies its expertise to complete many in-house projects each year, ensuring the reliability and efficiency of critical infrastructure.

Their work is critical in sustaining the health, safety, and comfort of the campus community. From providing clean water in residence halls and laboratories to maintaining emergency systems and ensuring fire protection readiness, the plumbing team's contributions are essential to daily operations on campus. Their attention to detail and commitment create a dependable environment where students, faculty, and staff can live, learn, and work with confidence.



From left to right: Jeff Peterson, Steve Kosierb, and Jim O'Connor

Resident Plumbing WO by Buildings



Significant Accomplishments

- Responded to and completed over 1,100 plumbing service requests.
- Supported SUCF in major capital projects by providing plumbing design input ensuring long term reliability and performance.
- Assisted with many emergency response efforts, including flood mitigation and servicing of sewer, domestic and heating and cooling water lines.
- Completed the scheduled maintenance of the lap and dive pools and made numerous repairs.
- Completed annual preventative maintenance for all buildings including drinking fountains, sump pumps, domestic hot water heater and building fixtures.
- Is responsible for the maintenance and service of over 100 boilers, 46 fire hydrant, 100 backflow devices, 99 hot water heaters, and 189 drinking fountains.
- Also responsible for the proper function of the hundreds of toilets, sinks, and showers across campus.

The **Structural Trades** unit is responsible for maintaining the overall building condition across campus. Their work includes general carpentry, throughout all university facilities. The team provides repairs and upgrades in every area of campus, including residence halls, academic buildings, and administrative and support spaces. In addition the staff uses their skills to complete numerous in-house projects each year—such as renovating offices, and constructing new spaces to support student services.

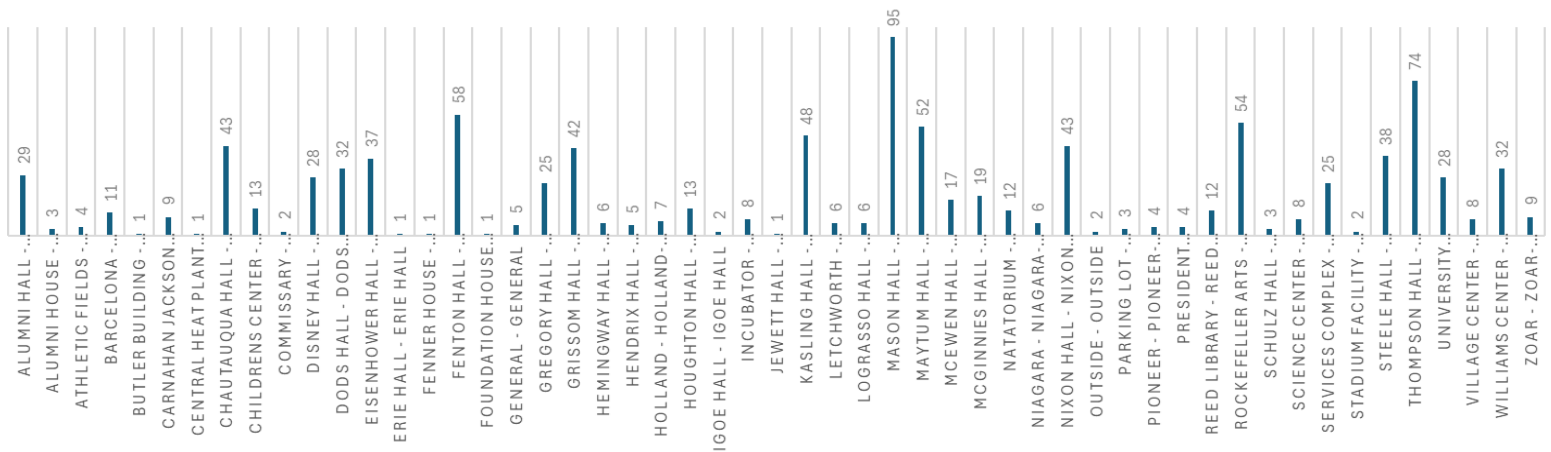


From left to right: Michael Cope, Luis DeJesus, Kevin Malkowski, Nicholas Polvino, Andrew Cross, Richard MacKenzie, Craig Sutton and James Kuras

Services provided by this unit include repairing or replacing damaged windows, fixing wall damage, installing and replacing bathroom and floor tile, performing flooring installations, repairing doors and hardware, and painting. The team also installs artwork, signage, and bulletin boards; fabricates custom shelving and furniture; and performs repairs to brick and masonry walls, stairs, roofs, and concrete structures. Additionally, the Lock Shop services all campus doors and related hardware, locking mechanisms, door closers, and safes, ensuring the security and functionality.

The work of the Structural Trades unit is essential to the comfort, safety, and daily experience of the entire Fredonia community. Their craftsmanship and attention to detail preserve the integrity and appearance of campus buildings, ensuring that classrooms, offices, and living spaces remain safe, welcoming, and functional.

TOTAL STRUCTURAL WORK ORDERS BY BUILDING



Significant Accomplishments

- Maintained and prepared all lock systems.
- Address repairs identified under the Annual Residential Custodial Report; this program focuses on maintaining the student living areas within the Residence Halls.
- Inspect, maintain and repair nearly 1 million square feet of roof.
- Coordinate window and door repairs and replacement across campus.

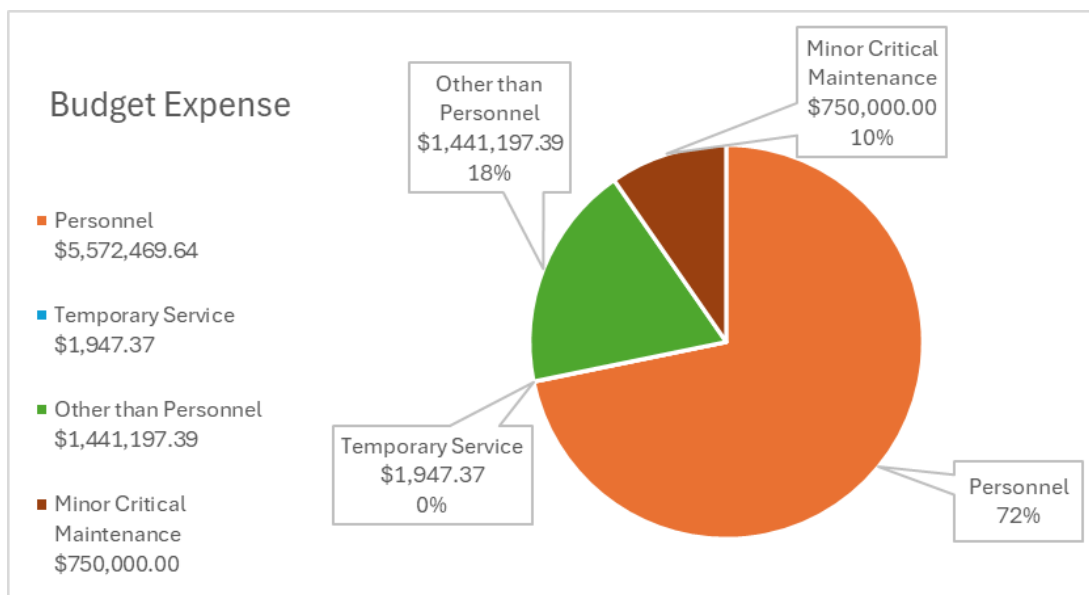
Statistical Data

During the past year, the department completed projects that involved all the units within the department. The Facilities Services Department embraces the practice of using environmentally sound building materials and techniques. Working closely with the staff within the Facilities Services Department, each unit provides valuable participation with each project. This team approach strengthens the commitment to ensure the health and safety of the campus community, and that the preservation of the facilities is a top priority. Projects are completed in Academic, Administrative and Residence Hall buildings across the campus. Additionally, many projects have been identified, scope of work created, and budgets prepared for future work on campus.

Work orders were completed throughout the campus in all buildings during the past year. The following chart shows the total number of work orders completed during the past year compared to previous years.

Trade	No. Closed 2024-2025	No. Closed 2023-2024	No. Closed 2022-2023	No. Closed 2021-2022	No. Closed 2021-2020	No. Closed 2019-2020	No. Closed 2018-2019	No. Closed 2017-2018	No. Closed 2017-2016	No. Closed 2016-2015	No. Closed 2015-2014	No. Closed 2013-2014
Structural	998	1667	985	915	1008	1349	1742	1448	1562	1830	1734	1868
Electrical	858	1550	942	893	850	966	1268	1314	1227	1515	1354	1631
HVAC/R	638	885	829	966	1067	1308	1795	1678	1667	1642	1374	1403
Building Auto.	98	94	92	106	126	38	17	44	96	68	40	33
Lock Shop	673	709	733	679	680	827	1207	1139	1112	1491	1295	1381
Plumbing	1110	1203	1267	1283	1187	1363	1960	1907	1622	1628	1429	1267
Grounds	237	201	246	225	341	285	384	442	436	343	207	200
Automotive	223	-	-	-	-	-	-	-	-	-	-	-
Custodial	1312	1325	1310	1161	993	1142	1569	1470	1361	1430	1416	786
Totals:	6147	7634	6404	6228	6252	7278	9942	9442	9083	9947	8849	8569

Financials



Assessment Update

Assessment Statement

Facilities Services maintains strong working relationships across the campus community by providing responsive, professional and high-quality service that supports a safe, healthy, and well-maintained environment. The department continually evaluates its performance, service delivery and use of resources to meet the evolving needs of the university. Staff are encouraged to lead by example, take pride in their work and uphold the department's mission of exceptional customer service and operational excellence.

Assessment Activities

- Regularly observe, review, inspect and monitor work in progress and upon completion to verify proper materials, workmanship, adherence to codes and standards, and that the work is performed according to plan.
- Provide on-the-job training, instruction and assistance to ensure all tasks are completed accurately, safely, and efficiently.
- Review completed work orders to assess timeliness, productivity and quality of service has been delivered.
- Collect and analyze feedback from students, faculty, staff, and visitors, both solicited and unsolicited.

Assessment Goals

- Implement a data-driven approach to evaluate work order trends, staffing level needs and resource allocation improving transparency and decision making.
- Review and refine standard operating procedures to ensure all custodial, trade and maintenance operations are performed in the most effective, efficient and economically responsible manner.
- Assess and improve cleaning methods and work performance standard to maintain an effective and efficient custodial program that supports a healthy learning, living and working environment.
- Advance department efforts in energy conservation, waste reduction, and sustainable practices to support SUNY and institutional climate goals.
- Evaluate work performance across all units within Facilities Services, against the established procedures and periodically monitor operations of the staff, ensuring consistency and accountability.
- Provide ongoing training, instruction, and mentoring to ensure staff have the knowledge and tools needed to complete assignments accurately, safely, and efficiently.
- Conduct routine biannual building inspections verifying compliance with standards put in place and identifying opportunities for improvement.
- Enhance equipment maintenance programs to minimize equipment downtime and extend the life of a equipment and building infrastructure.
- Promote a culture of customer service and pride in work, encouraging staff to take ownership of outcomes and represent Facilities Services as partners in the campus mission.

Faculty Student Association

- **Executive Offices**
- **Bookstore/Retail Operations**
- **Dining Services**
- **Human Resources**
- **Information Technology**
- **Special Events, Marketing, Licensing**
- **Support Services**

FACULTY STUDENT ASSOCIATION

Introduction

The Fredonia Faculty Student Association, incorporated in 1951, (hereinafter referred to as FSA) is a private corporation governed by the Not-for-Profit Corporation Law of the State of New York. The by-laws of the corporation detail the purpose, meeting requirements, Board of Director responsibilities and specifications for corporation assets and funds.

An Auxiliary Services Corporation exists within most of the SUNY campuses. Each corporation individually holds a contract with their respective campus. The current 5-year agreement between the FSA and the State University of New York at Fredonia expires June 30, 2028. A new 5-year agreement is in process. The contract specifies individual campus activities and services of the corporation. This contract includes physical space and equipment documentation, as well as corporation indemnification of SUNY and the State of New York. In addition, budget requirements and matters of financial reporting are specified. The agreement guidelines include areas of organization, specifying Board composition, and structure. Auxiliary services are listed in each agreement with the opportunity for additional services added through an agreement amendment process. Provisions for audit review, funded reserves, and corporate equity guidelines are also specified in the agreement.

Mission Statement

The focus of the auxiliary services provided by the FSA is best described in the corporate mission statement which is as follows:

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

The Faculty Student Association focuses on serving the needs of a diverse university community, including a significant on campus residential student population. We accept the challenge that it is our responsibility to provide the proper environment to facilitate and enhance the learning experience.

Along with the mission statement, the Faculty Student Association strives to provide program funds to Fredonia. The program support has steadily increased over the years and the FSA has worked to maintain that in a period of declining enrollment. This has been primarily accomplished through a strong capitalization program resulting in new and/or renovated facilities offering contemporary and revitalized services. FSA strives to identify the needs of the entire campus community, while focusing on operating efficiency and appropriate staffing.

Executive Offices

Annual Report

The Executive Offices for the Faculty Student Association include the Executive Director and Controller. The services performed include accounting, cash control, ID card production, along with student meal plan and FREDCard services, and all general administrative functions for all FSA operations and activities including Human Resources and Information Technology Services.

The Executive Office staff consists of eight full-time management employees and three full-time CSEA employees.



FSA Executive Office and Administrative Offices Staff

From left to right, front row: Matt Snyder, Dean Messina, Eric Johnson, and back row: Lucas Catalano, Courtney Lintz, Darin Schulz, Sarah D'Amato and Michelle Kowalski

Significant Accomplishments

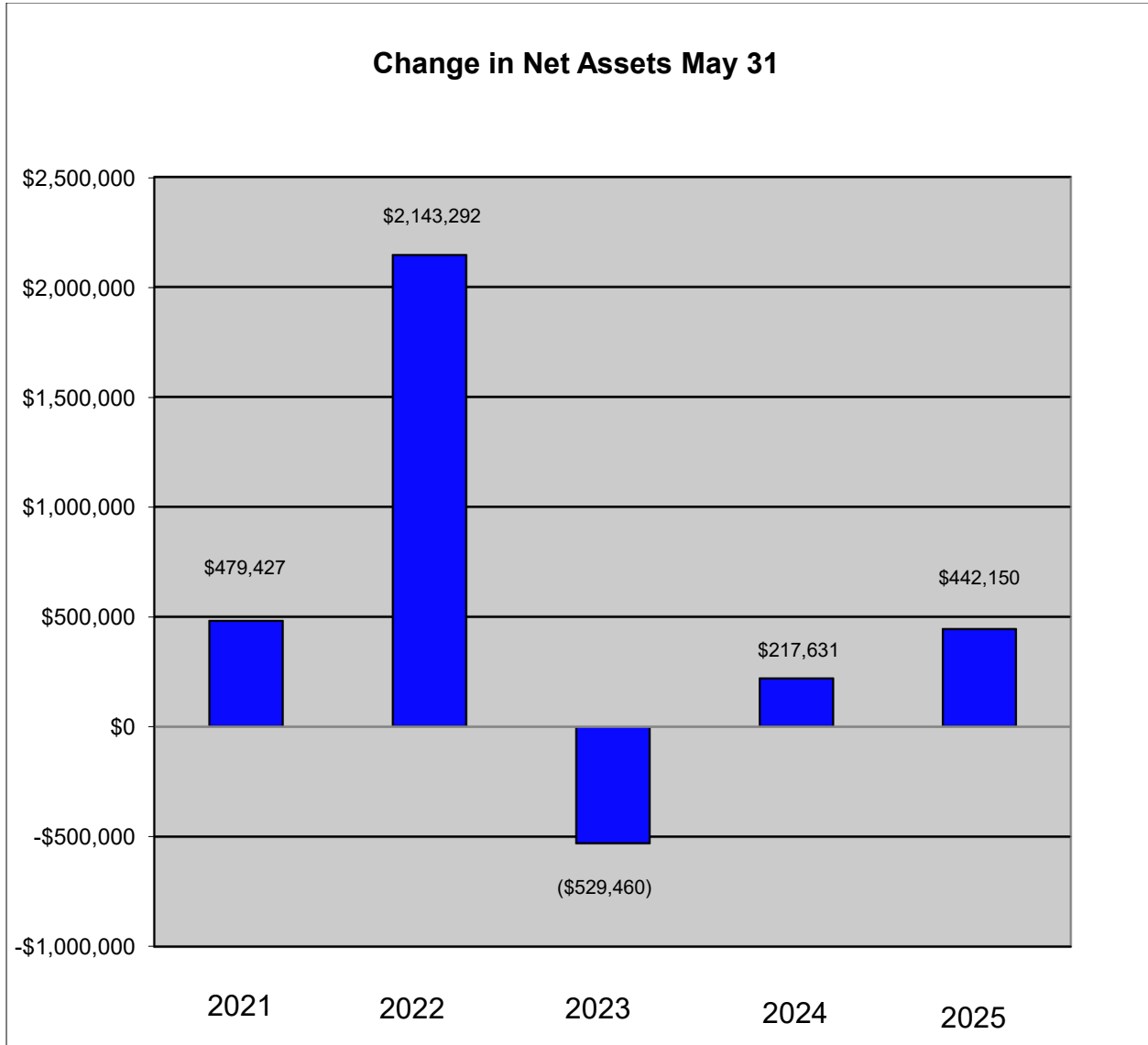
- Provided \$351,406 in support to the Campus in 2024-2025 with \$226,406 in Programs and \$125,000 in Space and Utility support.
- Continued to manage for right sized operations in a fluctuating enrollment environment.
- Developed the 2025-2026 operating budget based on \$12,348,960 in revenue and will return net expenditures in excess of revenue of \$489,753 or negative 4.0%.
- Budgeted a total of \$360,000 of support to the Campus for 2025-2026 with \$235,000 in Program allocations and \$125,000 in Space and Utility charge support.
- Net Assets increased \$442,150 in 2024-2025 while the budgeted 2024-2025 loss was \$766,055. \$1,208,205 better than budget.
- With a larger freshmen class in 2024-2025 and greater utilization of meal plans, meal plan revenue was \$481,003 greater than budget. With NYSSSA returning and the NASA Globe conference, special function revenue was \$235,929 greater than budget.
- 2024-2025 Wages & Benefits were \$242,004 under budget. Managed the filling of open shifts tightly to control labor costs and eliminated one management position.

Statistical Data

- Revenue from operations totaled \$12,036,734 representing a 5.7% increase from the previous year.
- Operating expenses totaled \$12,086,456 which is a 3.9% increase from the previous year.
- Program expenditures, serving 45 campus groups and organizations, totaled \$226,406.

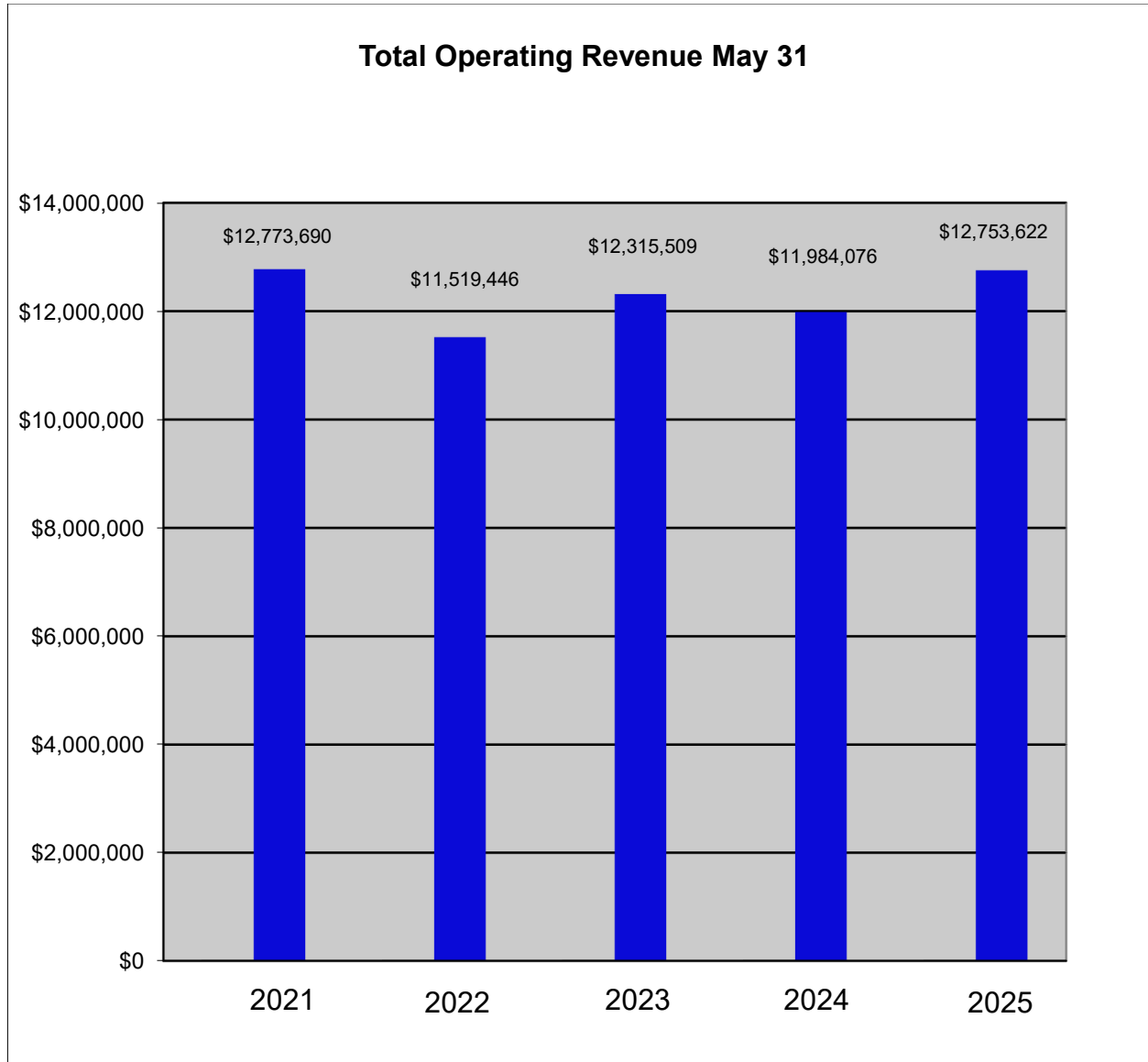
FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT
FREDONIA, NEW YORK, INC.

The following chart represents the change in Net Assets
by year for each of the past five years. The equivalent of profit or loss for the year.
2021 has a Payroll Protection Loan. 2022 has a Payroll Protection Loan,
Employee Retention Credits, and land sale.



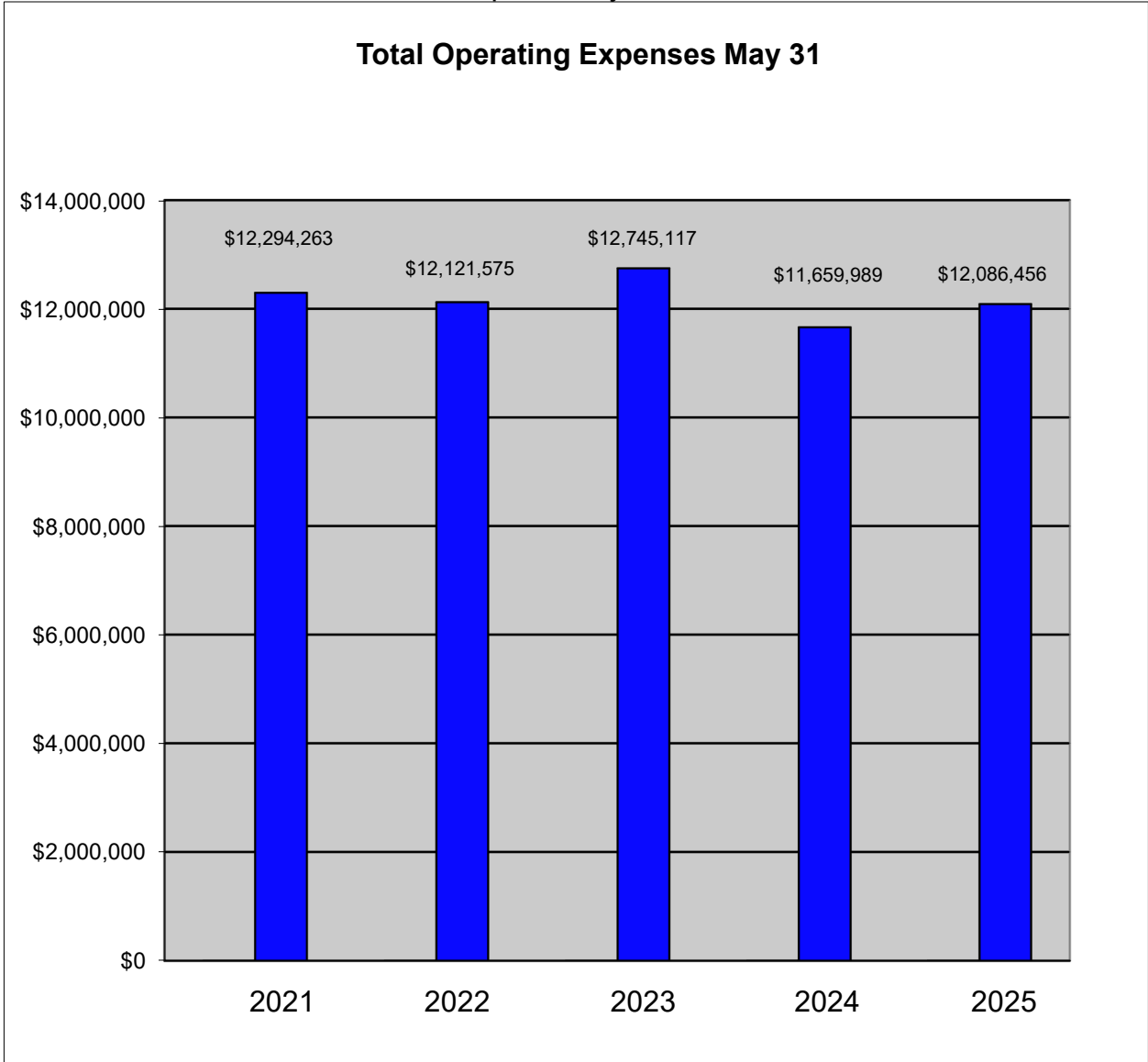
FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT
FREDONIA, NEW YORK, INC.

The following chart represents total FSA operating revenue by year for each of the
past five years:



FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT
FREDONIA, NEW YORK, INC.

The following chart represents total FSA operating expenses by year for each of the
past five years:



Assessment Update

Assessment Statement

The annual independent audit resulted in an unqualified audit opinion. FSA's internal control structure is appropriate based on the auditor's evaluation. Therefore, no management letter with comments highlighting deficiencies and recommended improvement actions was issued. The annual budget was reviewed in depth with the Audit/Budget Committee of the FSA Board prior to unanimous Board approval.

The above accomplishments reflect the efforts of the FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of the FSA.

Assessment Activities

The services performed by the Executive Office include accounting, cash control, ID card production, along with student meal plan and FREDCard services, and all general administrative functions for all of FSA's operations and activities.

Assessment Goals

- Continue to innovate and look for opportunities to improve services.
- Continue to assess internal controls to enhance the financial integrity of the organization and maintain regulatory compliance.
- Enhance corporate marketing to educate the consumer and grow revenue.
- Continue to evaluate the appropriate level of services to effectively provide services to the campus while maintaining fiscal responsibility.
- Continue to work with SUNY to obtain and maintain compliance with SUNY and New York State initiatives and regulations.

Bookstore/Retail Operations

Annual Report

The University Bookstore offers a variety of merchandise for the campus community including textbooks, course materials, study aids, and gifts. Located on the first floor of the University Commons, FSA offers a multi-operation Bookstore, Convenience Store, and Starbucks that enables us to meet the requirements of Fredonia's dynamic residential population. The facility is designed to be a flexible retail outlet that adapts to Fredonia's changing needs.



Bookstore/Retail Operations Staff

Sharon Hogg, Louisa Grupa, Katie Brown, Yvonne Wright, Jennifer Rivera, Faith Rivera

The Bookstore's greatest challenges are with the decline in textbook adoptions and sales, online textbook orders, open educational resources (OER), and the decline in the textbook pre-pack program.

The Bookstore operates a full-service Starbucks that accepts all methods of tender associated with the Bookstore, as well as Starbucks proprietary gift cards and campus meal plans. Starbucks also offers a line of associated giftware.

Retail Operations also oversees vending machine operations throughout campus that are sub-contracted to Continental (formerly The Cuyahoga Group). Retail Operations handles a majority of the service calls and other customer service issues with vending.



Starbucks Staff

Michelle Abate, Evelyn Thompson, Faith Rivera and Marie Sedota

The Bookstore, Convenience Store, and Starbucks Coffee staff currently consists of six full-time management employees, four full-time CSEA employees, eight part-time CSEA employees, and twenty-eight part-time student employees.

Significant Accomplishments

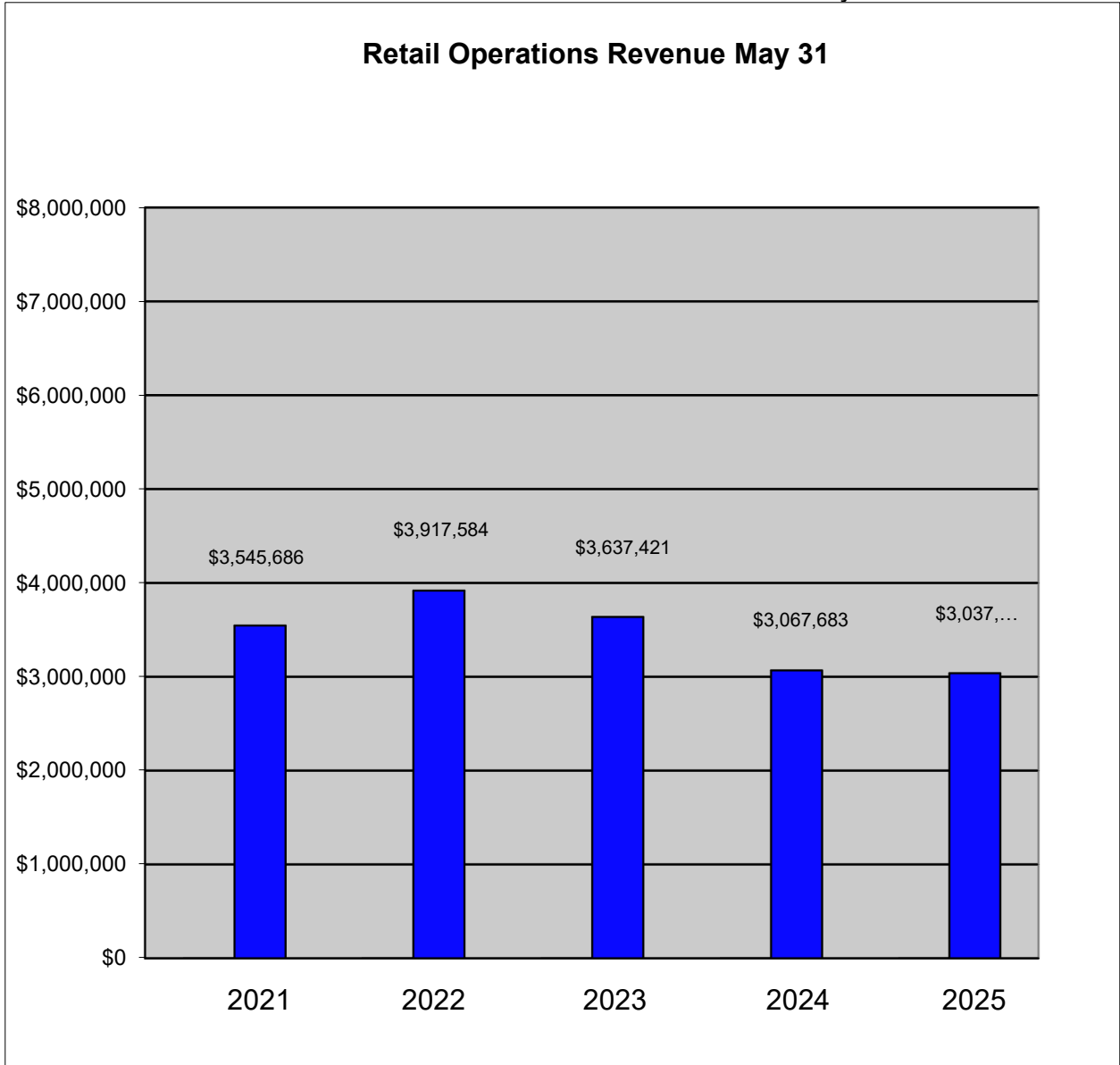
- Increased product line for giftware, electronics, clothing, and school supplies.
- Ensured that all vendors of imprinted merchandise complied with the University Trademarks and Licensing Program.
- Increased sustainability efforts throughout the Bookstore, Starbucks and the Convenience Store to include recycling of all consumables as well as stocking environmentally friendly products when possible.
- Maintained mandates outlined in the Federal Higher Education Opportunity Act.
- Increased product mix from local vendors.
- Refined student package service.
- Enhanced student laptop purchasing program.
- Refine vending machine placement and product mix.
- Increase marketing and social media presence.
- Switched to Akademos for contracted textbook fulfillment as of May 31, 2023.
- Refine clothing department focusing on new artwork.

Statistical Data

- Revenues for the 2024-2025 fiscal year were \$3,037,865 compared to \$3,067,443 in 2022-2023, a decrease of 1.0%.
- FREDFund Accounts decreased by 73 participants to 321 in fall 2024, from 394 in fall 2023.
- Net Revenues decreased \$6,059 or 0.4%.
- Operating expenses decreased \$59,0001 or 3.2%.

FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT
FREDONIA, NEW YORK, INC.

The following chart represents total FSA operating revenue by year for each of the past five years which includes Convenience Store, Starbucks, and the University Bookstore. FREDExpress and Tim Hortons up to May 2024. Textbook sales subcontracted in fiscal year 2024



Assessment Update

Assessment Statement

The above accomplishments reflect the efforts of the FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

Assessment Activities

Monthly accounting reports are reviewed and assessed in depth for all matters relating to the cost of goods and labor.

The Bookstore stocks a variety of textbooks, study aids, course supplies, and miscellaneous merchandise to help enable the general college population to acquire the materials needed to attain the highest standards of excellence in education. It is the Bookstore's goal to provide these goods and services in a convenient manner using the widest variety of product lines possible. A standing FSA Board Bookstore Committee reviews all relevant matters.

The Bookstore has strived to maintain adequate stock on all required course supplies in order to meet the above assessment activities. Providing needed materials is essential to enable students to achieve their personal and intellectual growth.

The retail operations will continue to evolve the product lines and the services that are offered focusing on healthy alternatives. The Convenience Store will be taking a more active role in promoting healthy choices with an increased variety of fresh fruits, healthy entrees, vegan and organic selections. Online presence will continue to be enhanced at www.fredoniabookstore.com. This site not only offers textbooks and general merchandise, but allows the store to comply with the federal Higher Education Opportunity Act.

Assessment Goals

The assessment goal of the Bookstore is to identify the appropriate product mix to meet customer demands.

- Assess space utilization of store and warehouse.
- Assess product selection to reflect the needs of the Fredonia campus.
- Evaluate student employee training procedures for the store and Starbucks and revise as needed in order to increase annual retention rates.
- Maintain compliance with the college-licensing program.
- Maintain compliance with the Higher Education Opportunity Act.
- Decrease lead-time between ordering and receiving of imprinted merchandise.
- Enhance Fredonia imprinted merchandise with increased selection. Work with vendors to decrease minimum orders allowing for less investment in inventory.
- Continue to search for environmentally friendly general merchandise options for the Bookstore.
- Enhance online shopping presence and marketing efforts offering new and innovative products to the Fredonia students, faculty, staff and alumni.
- Explore and increase product mix from local vendors.
- Refine campus shipping and delivery program for students.
- Evaluate replacement bookstore POS system.
- Increase marketing and social media presence.
- Plan for new Starbucks 10-year agreement.
- Utilize tools to enhance social media and marketing presence.
- Plan and implement pop-up store for special events.
- Educate campus on various equitable access programs for course materials.

Dining Services

Annual Report

FSA Dining Services is dedicated to enhancing the quality of life for the University community. Reflecting the Fredonia Vision Statement and the FSA Auxiliary Corporate Mission Statement, Dining Services strives to provide quality food and exemplary service for a diverse community, while maintaining the financial integrity of the division.

Focus on customer service and flexible meal plans allows customers to concentrate on their academic endeavors. A variety of menu selections and dining options reflects the individual needs of a diverse campus population. The continued success and growth of Dining Services requires a vision that combines an efficient and effective operational strategy with a clear understanding of the needs of our customers and employees, combined with strategic marketing of our goods and services.

The Dining Services staff consists of eight full-time management employees, eleven full-time CSEA employees, thirty-seven part-time CSEA employees, and 135 part-time student employees.



Cranston Marche Staff

From left to right, front row: Janine Miller, Brooke Carlson, Dolores Maurer; back row: Jason Domenico, Zach Panek, Roberta Loomis, Marcie Sievert, Colleen Borgstrom, Jill Phillips, Jeanette Guziec and James O'Brien



Willy C's Staff

From left to right, front row: Felicia Nowak, Cheryl McCoy, Rita Zamotti; back row: DJ Wilson, Jo Ward, Amber Spinuzza, Lynette Neallard and Leslie DeWof



Café McEwen

From left to right: Karen Fisk and Andrea Velez



Café Mason

From left to right: Heike Magdowski Hawker and Kacie Weaver

Significant Accomplishments

- FSA Dining Services planned the following events for fall 2024: we featured our annual Welcome Back Hot Dog Tent, "Paint Cranston Pink" for National Breast Cancer Awareness in October, Harvest Celebration (Thanksgiving) in November, Customer Appreciation Cupcake Tree in December (UC Lobby) and A Celebration of Holidays in December in Cranston Marche.
- For spring 2025, FSA Dining Services organized the following events: A perennial favorite, our Valentine's Dessert Day on February 14th, MLB Opening Day March 27th, and our annual "Paint Cranston Purple Day" National Cancer Awareness April 23rd and 24th.
- Cranston Marche remained in step with evolving college food trends while faithfully serving its beloved "Burger Wednesday" and "Cheesy Friday" weekly menu specials.
- Willy C's food court offers a diverse array of college favorite cuisines, convenient seating options, and a vibrant atmosphere for an enjoyable dining experience.
- Catering services excel in delivering exceptional food quality, impeccable presentation, and outstanding customer service.
- Campus cafes provide a welcoming environment, quick service, and a variety of fresh and affordable food and beverage options for students, faculty and staff.

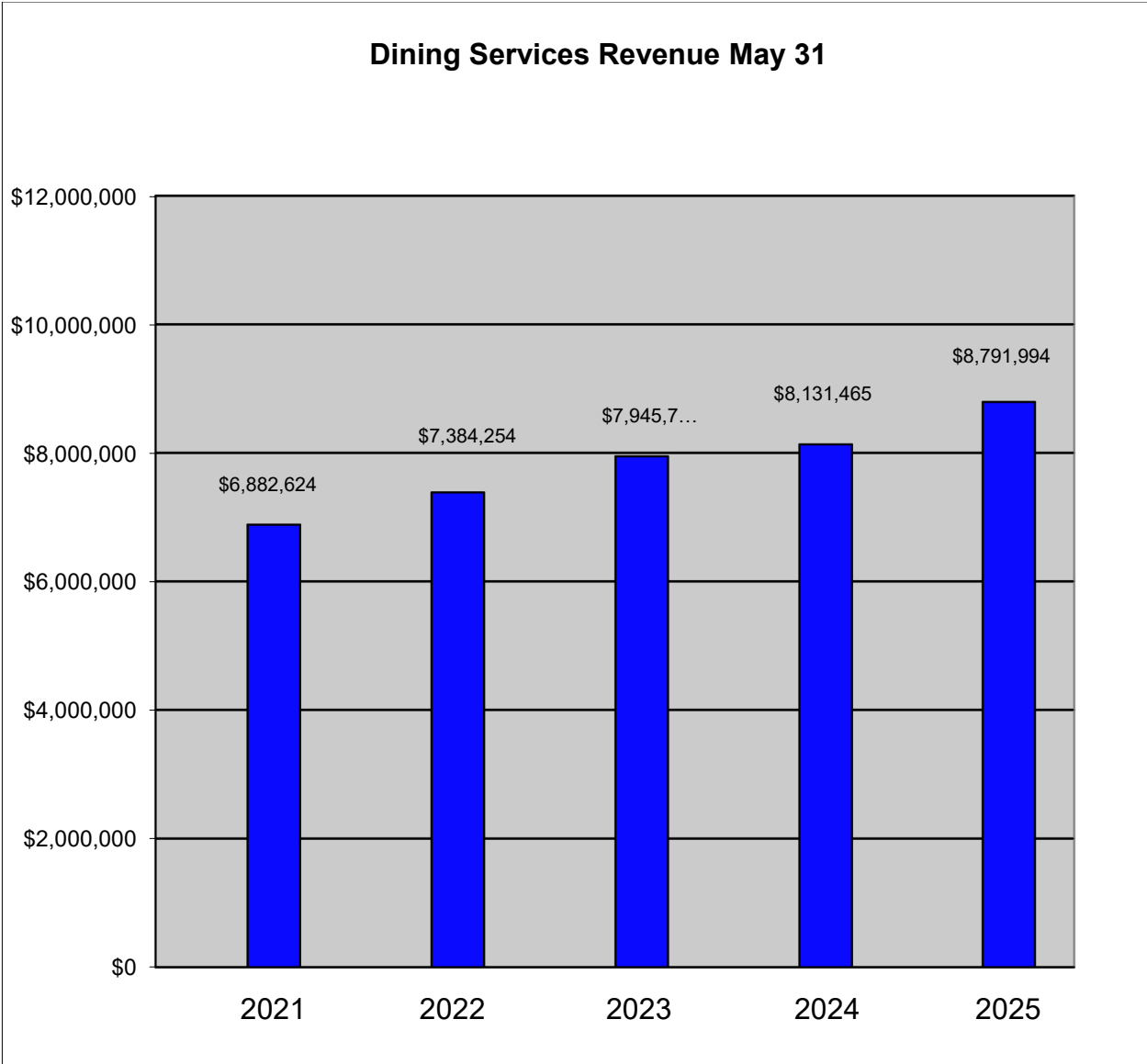
- FSA Dining Services continues to offer Team Building Cooking Classes in for athletic teams, student groups and summer groups that provide participants with essential life skills while encouraging collaboration, communication, and time management as they create delicious, nutritious meals. Utilizing the old Tim Horton's Kitchen space.

Statistical Data

- Self-operated Dining Services revenue for the 2024-2025 fiscal year was \$8,791,994 compared to \$8,131,465 in 2024-2025, an increase of 8.1%.
- Meal plan enrollment decreased by 61 participants to 1,604 in fall 2024, from 1,665 in fall 2023. A 3.7% decrease.
- Net Revenues increased \$469,503 or 7.5%.
- Operating expenses increased by \$239,131 or 5.5%.

FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT
FREDONIA, NEW YORK, INC.

The following chart represents total FSA Dining Services operating revenue by year for each of the past five years which include Catering, Willy C's, Cranston Marche, and FSA Cafes & Concessions. Blue Devil Grill up to May 2022.



Assessment Update

Assessment Statement

Management is directed to constantly monitor food and service quality, unit cleanliness, and employee productivity.

Regular inspections are conducted by the Chautauqua County Health Department to ensure compliance with all areas of Dining Services, as it applies to the New York State Sanitary Code.

Customer comment cards and emails are reviewed, assessed, and answered in an effort to evaluate all consumer-based observations and requests as they reflect our recognition of the varied needs of our diverse clientele. All management staff is encouraged to engage customers on a daily basis for input, including daily interaction with student customers who are also staff members.

Various unit staff meetings are scheduled on a regular basis to examine and evaluate all issues related to dining services and their customers.

Planning initiatives are routinely reviewed for immediate and long-term performance.

The above accomplishments reflect the efforts of the FSA Dining Services to support the academic mission of the University by providing excellent goods and services to our customers, while maintaining the financial integrity of FSA.

Assessment Activities

Based upon routine customer and employee input, many dining service suggestions were implemented, improving customer satisfaction.

Evaluated and fine-tuned all menus to provide a variety of choices for the diverse campus clientele, including healthy options.

Assessment Goals

The assessment goals for Dining Services focus on maximizing customer satisfaction while stressing efficiency and achieving budgetary goals.

- Evaluate how to best serve students seeking gluten-friendly food preparation.
- Creatively meet the challenge of increased volume in all Cafés through staff training and necessary enhancements in the infrastructure.
- Continue to fine tune Café menus for freshness and popularity.
- Maintain menu integrity and portion control in Blue Devil Grill to accurately reflect retail counterparts.
- Maintain current positive catering operations through efficient operations and add more outside catering to increase revenue.
- Market all units to increase customer awareness via various media.
- Continue prompt and thorough responses to comment cards and emails.
- Develop more sophisticated food and labor cost monitoring and control tools.

Human Resources

Annual Report

The Human Resources (HR) staff currently consists of one full-time management employee (considered part of the Executive Office). The HR department is responsible for the staffing of management, CSEA, and student employees. Responsibilities include interpretation of the contract, employee handbooks, policies and procedures and federal and state law. Also performs payroll functions and administers retirement plans, health insurance, and dental plans for Management, CSEA and Student employees, as well as Worker's Compensation, NYS Disability, NYS Sick Leave, NYS Paid Family Leave, ADA and FMLA.

The FSA Corporation consists of fifty-seven full-time management and CSEA employees, forty-nine part-time CSEA employees, and 153 student employees.

Significant Accomplishments

- Provided training to all employees on PCI Compliance, Sexual Harassment, and Diversity, Equality, and Inclusion.
- Maintained Wage Theft Prevention Act Compliance.
- Recognition of Students of the Month and Student Leaders.
- Recognized years of service, birthdays, anniversaries and perfect attendance.
- Enacted a new Employee Recognition Program.
- Completed orientation for all new CSEA, student and management employees.
- Monitored DOL Unemployment Claims.
- Maintained Facebook Page for FSA employees to provide information as well as recognition.
- Completion of ACA Forms 1095 and 1094.
- OSHA and EEOC reporting.
- Provided individual training/orientation sessions for all new student employees.
- Certification obtained in Society of Human Resources Management as a Certified Professional in Human Resources.
- Combined two payroll companies into one.
- Started Electronic timesheets and time off requests for Management Employees
- Posted employment policies on Paylocity website.
- Provided Fredonia email addresses to all CSEA employees to be able to expand communication.
- Revamped the Manager Health Insurance Retirement Program.
- Started work on offering Independent Health in addition to Highmark as health insurance options.
- Had first HR Intern to work Fall and Spring semester.
- Re-registered all employees in payroll system with new employee ID numbers.
- Trained all students on sexual harassment and right to know training.
- Negotiated 4-year contract with CSEA.

Statistical Data

- Hired multiple new employees.
- Studied CSEA Schedule and made edits to make schedules more appealing for new hires.

Assessment Update

Assessment Statement

The above accomplishments reflect the efforts of the FSA Human Resources to support the academic mission of the University by providing personnel to deliver the goods and services to support the needs of our customers in the most efficient and cost-effective manner.

Assessment Activities

- Meet with management staff to review employee policies and procedures outlined in employment handbooks and the union contract.
- Meet with Worker's Compensation insurance representatives to provide a safe work environment.
- Perform ongoing inspections of work locations regarding the proper labeling for new materials including input to the Material Safety Data book.
- Review of monthly unemployment experience rating to ensure compliance.
- Assure Department of Labor Compliance by posting information for the Wage Theft Prevention Act as well as all other Federal and State required postings.
- Perform NYS New Hire Reporting with health insurance eligibility requirements.
- Ensure proper payment of wages and deductions for all employees.
- Maintain confidentiality of all employee personal information and data.
- Submit monthly payroll data to the US DOL Bureau of Labor Statistics.
- Ensure pension contributions are properly submitted.
- EEOC and OSHA reporting.
- Provide information for employees to speak/meet with TIAA representative.

Assessment Goals

- The assessment goal of Human Resources is to become a resource base for all FSA operations to increase efficiency.
- Meet with all new employees to review Employment Handbook, Contract, Safety Manual, and job descriptions.
- Meet with each employee annually to increase employee awareness of individual benefits including retirement, SRA, health insurances and EAP programs.
- Remain up to date on current procedures and retirement options,
- Review examinations for all CSEA positions that require testing.
- Research educational opportunities for Management Staff.
- Provide continued training and protective equipment to decrease work related injuries such as cuts, burns, trips and falls.
- Continue to collaborate with other SUNY HR Professionals.
- Monitor Fair Labor Standards Act (FLSA) changes to ensure compliance.
- Provided assistance to employees who will be receiving new SUNY Fredonia email addresses.
- Provide support to management staff navigating leaves of absence from work, as well as maintaining consistency with all employees.
- Assist management staff through disciplinary processes with employees.
- Review benefit structure for vacation and sick accruals, and retirement benefits
- Integrate scheduling software so that students can switch shifts via phone app.
- Integrate learning management software to ensure employees remain complainant on training requirements.
- Use new recruitment and onboarding software to expedite hiring process.

Information Technology

Annual Report

Information Technology (IT) strives to support and further develop the use of technology within FSA for organization and campus-wide utilization. During this process, we continue to evaluate current processes to increase efficiency and productivity. With endless possibilities, Information Technology is always excited at the opportunity to advance the use of technology throughout FSA and the campus.

The Information Technology staff currently consists of two full-time management employees (considered part of the Executive Office).

Significant Accomplishments

- Upgrade Symphony POS Workstation Software.
- Replaced expiring credit card readers with new PCI P2PE compliant credit card readers.
- Initiated Windows 11 upgrade project.

Statistical Data

- 2622 add-on online deposits totaling \$102,741.87 through the MyFREDCard.com/CBORD GET sites.
- 491 Help Desk tickets submitted.

Assessment Update

Assessment Statement

The above accomplishments reflect the efforts of the FSA to support the academic mission of the University by providing the technology required to support the needs of our customers in the most cost-effective manner.

Assessment Activities

The IT Committee, comprised of the FSA Executive Director, Associate Executive Director of FSA and Controller, Director of Retail Operations, Director of Information Technology, and FSA IT staff, continues to review the technology needs of FSA, addressing issues as they arise and plan for hardware/software expansion and upgrades. The IT Committee has placed a system of checks and balances related to the IT Unit, sharing with its members the details needed to fully understand the issues at hand in order to make thoughtful decisions.

Assessment Goals

The assessment goal of Information Technology for next year is to improve technology that directly enhances services offered to students.

- Improve formal documentation of standard operating procedures.
- Work with business units to help facilitate improved data flow and consistency.
- Streamline processes and information where needed/requested.

Special Events, Marketing, Licensing

Annual Report

This department is focused on the image of FSA, its operations and overseeing all areas of marketing, public relations, conferences, and licensing. It is the department's responsibility to maintain a clear understanding of the programs, policies and procedures within FSA and the campus community.

This department is staffed with one full-time management employee and one full-time CSEA employee.



Special Events

Katie Thies, Kim Fancher and Jeff Walter

Significant Accomplishments

- Coordinated the planning and implementation of all marketing for the 2024-20225 Academic year special events and promotions within dining and retail operations.
- Presented to Parents, at the summer 2024 FREDReady sessions hosted by new student and transition programs.
- Welcomed the NYSSSA (New York State Summer School for the Arts) program back to campus. They returned with the School of Visual Arts, Theater Arts and Media Arts.
- Continued involvement as emeritus of Chautauqua Leadership Network (CLN).
- Assisted with the planning of the homecoming student activities for Friday evening and the campus Spring event: the Big Blue Bash April 26, 2025, by organizing food trucks and working with vendors for product and merchandise giveaways. Both events were well received by the campus community.

Statistical Data

- For summer 2024, we hosted 14 in person summer residential programs on campus which included welcoming the NYSSSA program back to Fredonia, bringing students faculty and staff with the Visual Arts, Media Arts and Theater Arts programs. Also highlighting the summer, we welcomed 2 tours with American Music Abroad for rehearsals leading up to their overseas tour, and the NASA GLOBE program with guests from numerous countries.
- Non-residential programs included the Special Olympics, graduations, 3 local dance studio performances, 3 FREDReady days and a STEAM program through Liberty Partnerships.
- 9 total events held at the College Lodge that included the student portion of the NASA GLOBE program, meetings, weddings, a baby shower, campus department retreats, and overnights.
- 59 Licensed Vendors.

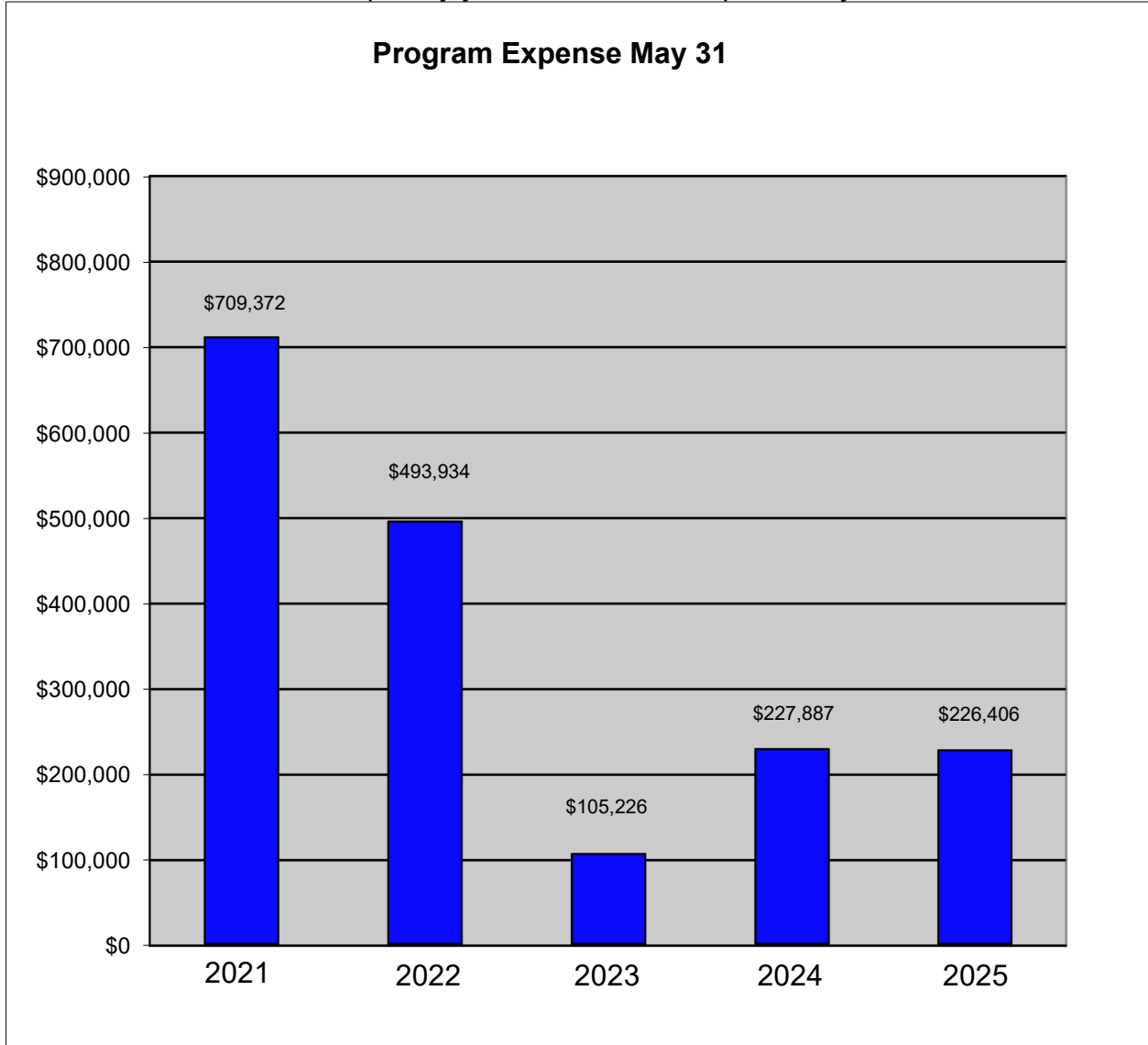
Assessment Update

Assessment Statement

The above-mentioned accomplishments reflect the efforts of FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

FACULTY STUDENT ASSOCIATION OF STATE UNIVERSITY COLLEGE AT
FREDONIA, NEW YORK, INC.

The following chart represents total FSA Programs supporting 45 to 50 activities annually on campus by year for each of the past five years:



Assessment Activities

Worked closely with unit management to promote and encourage participation in Dining Services and Retail Operations promotions and special events.

Regular monitoring of licensing procedures has helped to promote the production and sale of Fredonia merchandise, both on and off campus. During the 2023-2024 fiscal year we saw a decrease in Fredonia's royalties due in part to enrollment still being low. The Campus Trademarks and Licensing committee continues to work to find best practices with the continuity and use of our brand.

Encouraged open communication with all faculty and staff via the Special Events Committee to ensure all campus departments have the information necessary regarding the status of summer programming during the summer.

Assessment Goals

- Continue to market all FSA operations.
- Continue to promote the College Lodge for summer events such as weddings and retreats. Remain active with the Chautauqua County Visitors Bureau (CCVB) promoting the Lodge as a location for outdoor activities as well.
- Continue to provide and strengthen the conference coordination needs of the campus community and outside clients through membership in the Association of Collegiate Conference and Events Directors – International (ACCED-I) by attending a variety of seminars, sessions and workshops offered at regional educational forums, virtually and the annual conference.
- Continue to foster relationships with faculty and staff and other campus constituents to ensure a successful campus experience for our conference groups and summer programs.
- Continue to monitor, provide training, and approve the numerous needs of Trademarks and Licensing by licensed and non-licensed vendors, our students, and the campus community.
- Develop creative advertising to inform the entire campus community about the many services available throughout our campus and continue to collaborate with other members of the State Auxiliary Services Association (SASA) Marketing group, both at in person meetings, zoom calls, and via email.
- Assist other FSA management with the continual need to inform students of any changes, additions, and deletion of policies and procedures regarding the services we provide.
- Continue hosting student interns through the Career Development Office, to provide an experiential learning environment for students across all majors.
- Remain an active member of the Chautauqua Leadership Network (CLN) by providing support for the growth of other Fredonia members in the CLN network.

Support Services

Annual Report

Support Services adapted to the major changes in operations brought on by the ever-changing desires of the students. Additional products and services, the varied delivery schedules to maintain fresher product, and increased demand stretched our resources. Demand in the cafes and food service increased the food production in Central Prep. New menu items and higher demand of sandwiches for grab-and-go were very popular.

The Support Services group continued with two full-time management employees, thirteen full-time CSEA employees, seven part-time CSEA employees and four student employees.



Support Services/Commissary Staff

Sarah Hill, Steve Lowman, Ashley Mann, Donn Smeragliuolo, Linda Willoughby, David Lewis, Linda Johnson, Daulton Remington, Yvonne Stein, Mike Matos, Tracey Simmons and Chris Sipp

Significant Accomplishments

- Completed more than 500 work orders.
- Cleaned and maintained all FSA operated facilities.
- Continued to expand operations of Central Prep by adding new items in our cafes, and the Convenience Store, including healthy choice snacks and sandwiches, and the production of salads for Willy C's to present a consistent product to our customers.
- Continued to evaluate all purchased products from our suppliers to decrease the cost of producing bakeshop goods and menu items.
- The Lodge solar panels continue to produce power to reduce the cost of electricity at the Lodge. Their success has resulted in the Lodge getting off demand pricing, and the electric bills could be close to eliminated based on our current usage and production.
- Continued to fine tune the cleaning department schedule.
- Successfully transitioned into a management role because of an employee retirement.
- Partnered with a local Boy Scout troop on additional Eagle Scout projects that will improve the trail system with a second informational map kiosk and blazing of trails.

Statistical Data

- Revenues from Support Services for 2024-2025 totaled \$215,441 compared to \$195,727 in 2023-2024, which is an increase of 10.1%.
- Operating expenses for 2024-2025 totaled \$249,279 compared to \$209,307 in 2023-2024, which is an increase of 19.1%.

Assessment Update

Assessment Statement

The previously mentioned accomplishments reflect the efforts of FSA to support the academic mission of the University by providing excellent goods and services to support the needs of our customers, while maintaining the financial integrity of FSA.

Assessment Activities

The Support Services unit coordinates formal inspections by the Chautauqua County Health Department, New York State Fire Inspectors, New York State Department of Labor, New York State Department of Environmental Conservation, and Fredonia's Environmental Health and Safety and Sustainability Department, to assure compliance in all necessary areas.

Assessment Goals

Support Services will continue to anticipate and react in a positive and timely manner to the challenges of the University.

- Continue to market the Lodge property for weddings and receptions.
- Update menu choices to meet the ever-changing demands of our customers and maintain product freshness.
- React in a timely manner to meet our customers' expectations.
- Assist in the renovation of our buildings and equipment to meet the changing demands of our customers.
- Expand additional fresh baked items and menu items into the Convenience Store, Willy C's, and the Cranston Marche.
- Provide Concessions to certain SUNY Fredonia sporting events in our Break Away and Time Out Cafes.
- Come up with additional vegan and gluten-free options for Cranston Marche and the Cafes as the demand for these items increases. This includes adding new items to the recently added Gluten Friendly station at Cranston Marche.

Internal Control

INTERNAL CONTROL

Introduction

The Internal Control Department comprises the plan of organization and all of the coordinate methods adopted within the University to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies. Although the Internal Control Department currently consists only of the Director of Internal Control, the objectives of internal controls are the responsibility of all campus employees.

Mission Statement

The mission of Fredonia's Internal Control Program is to ensure compliance with the New York State Internal Control Program and to ensure campus operating practices and procedures are sufficient to minimize the possibility of operational failure, theft, fraud, compromised data, or other actions inconsistent with policy and/or in violation of law. Fredonia's Internal Control Program is designed to review, critique, and provide improvement opportunities to strengthen the University's existing systems and procedures.



Angie Astry

Annual Report

The internal control function originated with the inception of the "New York State Governmental Accountability, Audit and Internal Control Act, Chapter 814 of the Laws of 1987." It is designed to ensure that this University meets its mission, promotes performance leading to effective accomplishment of objectives and goals, safeguards assets, checks the accuracy and reliability of financial and other key data, promotes operational efficiency and economy, and encourages adherence to applicable laws, regulations and prescribed managerial policies, guidelines and procedures. Internal controls are defined as operating practices, reporting relationships, and procedures that individual departments and the University as a whole have adopted to achieve goals and objectives and to avoid the loss or misuse of assets. When followed, internal controls reduce the likelihood that errors or irregularities will occur that could prevent the successful achievement of such goals and objectives.

Specific activities under the direction of the Director of Internal Control include performance and evaluation of vulnerability assessments for Fredonia-identified high risk areas, internal control reviews of SUNY-specified high risk areas, investigations into situations warranting internal control review/audit, periodic paycheck audits for the purpose of reviewing employment and payroll procedures, periodic review of authorized cash handling/cash collection sites, and periodic review of procurement card and travel card activity. The Director of Internal Control is the campus Enterprise Risk Manager (ERM), the Privacy Compliance Officer, and the campus Records Management Officer (RMO). In addition, all new IFR custodians are trained on the proper handling of funds. The Director of Internal Control is responsible for the development of, and proper dissemination of, Finance and Administration-specific policies and assists with the development and dissemination of policies that are the result of relevant committee work.

Annual required reporting to the SUNY Office of the University Controller includes the preparation of the Internal Control Program Status Report, the Internal Control Certification signed by the President in response to Division of Budget (DOB) Policy B-350, the Office of the State Comptroller (OSC) Accounts Payable Advisory #28, and the annual Internal Control Program letter from the President to all employees of the campus.

In addition, the Director of Internal Control chairs the campus-wide Internal Control Committee. The Director is also the chair of the E-Discovery Response Team in addition to being an active member on various other campus-wide committees, including but not limited to the Judicial Affairs Committee and other task forces as assigned throughout the year. The Director of Internal Control is an active member of the SUNY Records Management Officers Shared Services Group.

Significant Accomplishments

- Maintained a fully functioning Internal Control Program and followed the established timeline for major events.
- Reviewed cash handling procedures and sent a campus-wide email to disseminate this information.
- Over saw the maintenance of the Touchnet Marketplace which is completed by Jen Panfil who successfully managed the uStores and seven uPay sites. She built seven new stores and updated 31 stores in Marketplace since taking it over at the beginning of 2025.
- Currently acting as the campus Enterprise Risk Manager (ERM).

Statistical Data

MARKETPLACE TENDER SUMMARY REPORT JULY 1, 2024 – JUNE 30, 2025							
	Credit Card	Signature Debit	ACH	Cash	PayPath	Bank Wires	Total
Amount	532,751.18	313,628.45	50,890.12	0.00	0.00	0.00	897,269.75
Count	3,957	4,494	172	0	0	0	8,623
% Amount	59.38%	34.96%	5.66%	0.00%	0.00%	0.00%	
Credit Card							
Card Type	<u>Credit Card</u>		<u>Signature Debit</u>		Credit Card Merchant Total		
	Count	Amount	Count	Amount			
Visa	2,045	295,195.60	2,977	216,725.43			511,921.03
MasterCard	1,238	192,707.65	1,515	96,778.02			289,485.67
Discover	421	26,290.18	2	125.00			26,415.18
AmEx	253	18,557.75	0	0.00			18,557.75
Total	3,957	532,751.18	4,494	313,628.45			846,379.63
ACH							
	Standard Entry Class	Count	Amount				
	WEB	172	\$50,890.12				

Assessment Update

Assessment Statement

The Internal Control Department ensures the ability of the University to pursue its mission and effectively accomplish its goals and objectives by safeguarding its assets, verifying the accuracy and reliability of financial and other key data, and encouraging adherence to applicable laws, regulations, standards and prescribed managerial policies and practices.

Assessment Activities

In recognition of the requirements and recommendations provided by a variety of agencies (e.g. COSO — The Committee of Sponsoring Organization of the Treadway Commission, New York State, New York State Division of Budget, the Office of the State Comptroller, and SUNY) for Fredonia's Internal Control Program, we have maintained and built upon the formalized schedule previously set forth.

This has been accomplished through the development of, and follow through on, comprehensive lists to identify individual components for each of the Internal Control Program's priorities as well as projected timelines for several years into the future for these priorities. The Schedule of Internal Control Activities used as our guiding document has also undergone revision to better communicate the status of various scheduled and unscheduled assignments to the Internal Control committee and ultimately the Department of Budget and the campus President. In addition to responding to the requirements for structure and documentation of the Internal Control Program, this schedule also serves to emphasize the continuity of this Program by immediately providing for establishment of a projected timeframe for follow-up.

Throughout the past fiscal year, mandatory internal control reviews of pre-determined high-risk areas, paycheck audits, and other activities were conducted or commenced as noted above. Recommendations were issued where weaknesses were identified and/or improvement opportunities noted. Timelines for implementation of recommendations were established with individual departments along with projected timeframes for follow-up by Internal Control. Implementation of these recommendations reduces the likelihood that errors or irregularities will occur that could prevent the successful achievement of campus goals and objectives. All review findings and recommendations were also included in the Internal Control Summary that accompanied the Internal Control Certification signed by the President. The OSC Accounts Payable Advisory # 28 was completed, which required certification of the adequacy of controls over the payment process in Purchasing and Accounts Payable, certification of the controls over campus voucher authorizers and regular voucher payments, controls over travel related payments, System access controls, and review of SUNY BI reporting.

Assessment Goals

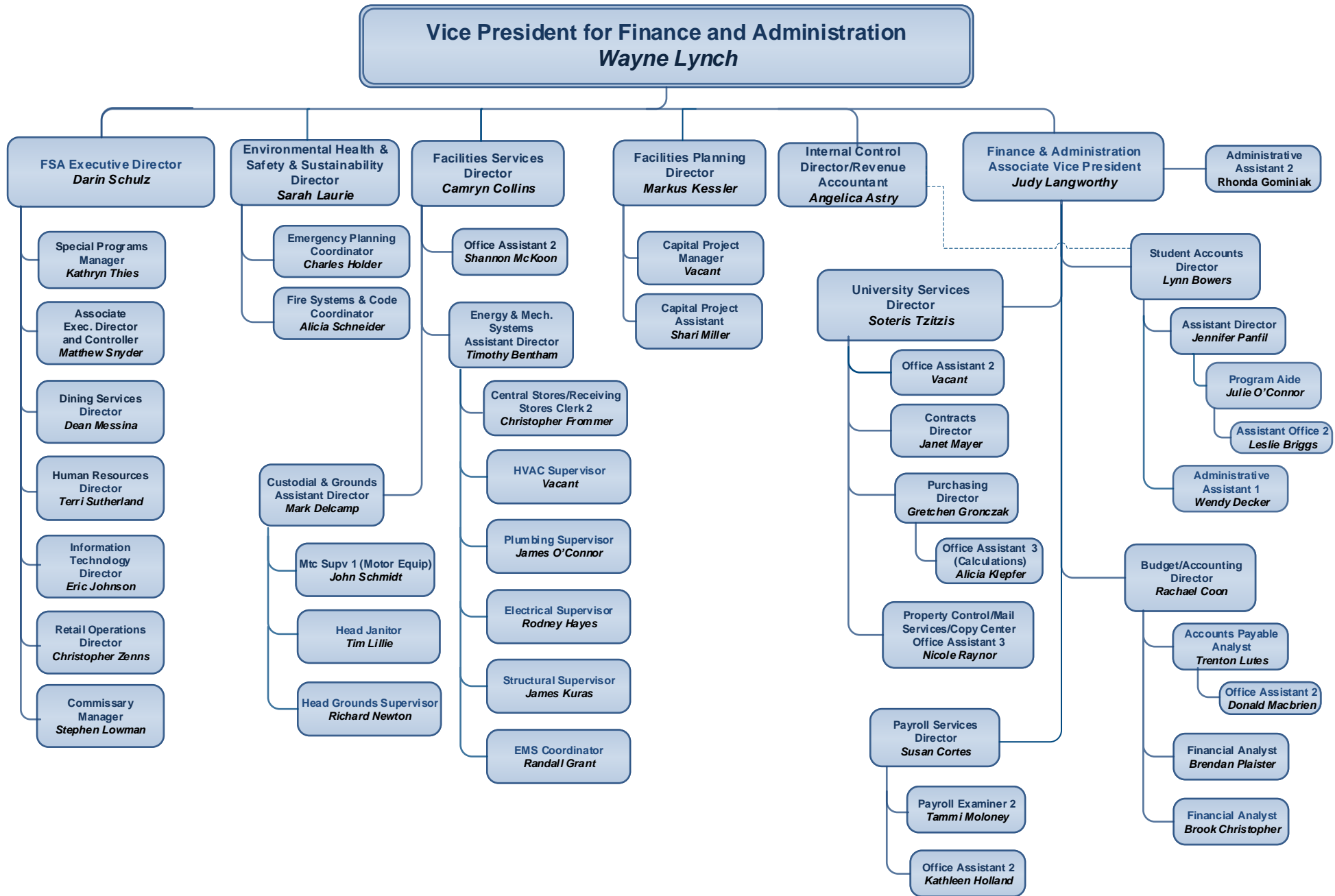
- Increase awareness of our Internal Control Program.
- Conduct program reviews as required by System Administration.
- Oversee random reviews of Procurement Card, NET Card and Travel Card activity.
- Oversee paycheck audits at various locations across campus.
- Provide training for new IFR custodians on the proper handling of receipts; provide "refresher" information to established IFR custodians.
- Provide timely responses to situations warranting internal control review.
- Develop and administer campus-wide training on Internal Control via KnowB4.
- Attend applicable conferences, trainings, seminars and meetings.
- Continue to develop TouchNet Marketplace uStores and uPay sites in which campus departments will have the ability to sell approved products and services online. Identified locations of applicability include, but are not limited to, the following:
 - School of Music
 - Lifelong Learning and Special Programs
 - Reed Library
 - Theatre & Dance
 - Career Development Office
 - Student Health Center
 - Campus Life
 - University Police

- Finance and Administration
- School of Education
- Facilities Services
- Facilities Planning
- Faculty Student Association
- English Department
- Student Accounts
- Intercollegiate Athletics
- Registrar
- International Education Center
- Graduate Studies
- Communication Disorders & Sciences
- Admissions
- Computer Science Department
- Field Experiences
- History Department
- Accounting Office
- Professional Development Center
- Environmental Health and Safety and Sustainability
- College Foundation
- President's Office
- Residence Life
- Human Resources
- Research Foundation
- EOP
- Student Association
- Fredonia Technology Incubator
- Youngerman Center
- Psychology Department
- Sociology Department
- School of Business
- Ticketing Office
- ENACTUS and other student groups
- Visual Arts and New Media
- International Student Services
- Science Center
- Campus Committees

Appendix A

- **Organization Chart**

Finance and Administration



Appendix B

- **Fredonia Mission Statement**

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.

ACKNOWLEDGEMENTS

CONTRIBUTORS

Associate Vice President for Finance and Administration

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Gretchen Fronczak, *Director of Purchasing*
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Alicia Klepfer, *Office Assistant 2*
Janet Mayer, *Director of Contracts*
Nicole Raynor, *Office Assistant 3*
Soteris Tzitzis, *Director of University Services*

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Alicia Schneider, *Fire Systems and Code Coordinator*

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Shari Miller, *Facilities Contracts Administrator*

Facilities Services

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Mark Delcamp, *Assistant Director of Facilities Custodial Services, Grounds and Landscaping*
Shannon McKoon, *Office Assistant 2*

Faculty Student Association

Darin R. A. Schulz, *Executive Director of FSA*
Matthew Snyder, *Associate Executive Director of FSA and Controller*
Terri Sutherland, *Human Resources Director*
Eric Johnson, *Director of Information Technology*
Stephen Lowman, *Commissary Manager*
Dean Messina, *Director of Dining Services*
Katie Thies, *Special Programs Manager*
Christopher Zenns, *Director of Retail Operations*

Internal Control

Angelica Astry, *Director of Internal Control and Revenue Accounting*

Marketing and Communications

Lori Deemer, *Graphic Designer*

ADMINISTRATIVE AWARD WINNERS

2025

Wendy Decker – Administrative Support
Terri Sutherland – Professional
John Cole – Trades
Mary Ann Wykstra – Custodial
Rita Zambotti – FSA

2023

Tammi Moloney – Administrative Support
Donn Smeragliuolo – Professional
Jim O'Connor – Trades
David Racker – Custodial
Karie Pencek – FSA

2021

Joan Schnur – Administrative Support
Katie Brown – Professional
Steve Gromala – Trades
Elizabeth Goblirsch – Custodial
Jeannette Guziec – FSA

2019

Leah Betts – Administrative Support
Sarah Laurie – Professional
Natalio Matias – Trades
Sara Jagoda – Custodial
Cheryl McCoy – FSA

2017

Becky Siragusa – Administrative Support
Ann Aldrich – Professional
Nelson White – Trades
Nick Valentine – Custodial
David Lewis – FSA

2015

Janet Parsons – Administrative Support
Fred Tripp – Professional
John P. Schmidt – Trades
Iris Rosa – Custodial
Sharon Hogg – FSA

2013

Lori Johnson – Administrative Support
Lisa Marrano – Professional
James Kuras – Trades
Jorge Rosa – Custodial
Millie Stanton – FSA

2024

Katie Bixby – Administrative Support
Gretchen Fronczak – Professional
Daniel Halas – Trades
Jeffrey Deering – Custodial
Roberta Loomis – FSA

2022

Alicia Klepfer – Administrative Support
Charles Holder – Professional
Gary Hardy – Trades
Erin Ransom – Custodial
Robert Graham – FSA

2020

Nikki Raynor – Administrative Support
Sandy Noble – Professional
Randy Grant – Trades
Hector Figueroa – Custodial
Cindy Korzeniewski – FSA

2018

Jody Myers – Administrative Support
Jen Costa – Professional
Rodney Hayes – Trades
Linda Nixon – Custodial
Linda Kurgan Monaco – FSA

2016

Shannon McKoon – Administrative Support
Sue Cortes – Professional
Don Dillenwburg – Trades
Bob Miller – Custodial
Diane Mekus – FSA

2014

Debbie Desmond – Administrative Support
Matt Snyder – Professional
Herb Farner – Trades
Susanne Valentine – Custodial
Christine Sipp – FSA

2012

Cindy Haase – Administrative Support
Lynn Bowers – Professional
Larry Pelz – Trades
Gladys Lockett – Custodial
Ron Mirek – FSA