

2015 • 2016

FINANCE AND ADMINISTRATION



ANNUAL REPORT AND ASSESSMENT UPDATE 2015-2016 FISCAL YEAR

INTERIM VICE PRESIDENT FOR FINANCE AND ADMINISTRATION
KEVIN R. SEITZ

In Memory of R. Elizabeth “Liz” Praetorius



The 2015-2016 Finance and Administration Annual Report and Assessment Update is dedicated to the memory of Liz Praetorius.

Liz served as the Vice President for Finance and Administration from August 2014 until February 2016. During this time she was responsible for the annual consolidated operating budget of more than \$100 million and a variety of administrative offices such as Accounting, Budget, Internal Control, Payroll and Purchasing, as well as the Faculty Student Association, Human Resources, Student Accounts, and University Services.

Liz's experience of 24 years within the SUNY system, both at the administrative and campus levels, aided her well as she guided Fredonia's dedicated and capable team within the Division of Finance and Administration.

Liz led with good judgment and fairness, generating trust and respect among her colleagues. Her sense of humor was a welcome distraction in difficult times.

Liz passed away suddenly February 4, 2016.

The following poem was composed by Fredonia President Virginia "Ginny" Horvath, and was read by President Horvath at the service for Liz in Fredonia on February 6, 2016.

Just Here, Still Here
For Liz Praetorius

You were just here
showing me samples of bricks
talking architectural design and exterior skins
and options for value engineering.

You were just here
raising your eyebrows, again,
when I suggested the academic calendar could change
as long as we work together on it.

You were just here
taking notes, listening,
saying "OK," saying "NO,"
saying "we'll see about that."

You were just here telling me your ideas
for meal plans and further grants
on sustainable energy, with cost savings
and responsible use of resources.

You were just here
telling me about your cat Jaxon
and his glaring at you for leaving him
when you went back to work.

You were just here
making a joke about the best ways
for me to get things done in Albany,
and offering documents to help.

You were just here
with tears in your eyes
as you told me about a colleague's illness,
your worries about her treatments, her spirit.

You were just here
telling me you felt like you had your life back
after surgery, that you were *overjoyed*—your words!—
to be walking and living without pain.

And now, suddenly, you are not here.
You won't see the buildings you helped design,
the grants others will seek in your place,
the blooms that will soon rise in your yard by the lake.

I want you to walk in and argue with me,
to take my hand and say, "We'll figure this out,"
and start sketching a strategy for this ache,
showing how everything can be solved.

We are left with the sound of your laugh on our hearts,
the memories of your hugs and shrugs,
your jokes, your belligerence, your beaming smile,
your principles, your tenderness, your strength.

We want to tell you—we hope you know—
your voice is in our heads, your ideas in our plans,
your kindness in our words to one another now.
You are here, just here, still here, still.

Ginny Horvath



Vice President for Finance and Administration

January 23, 2017

To: The Campus Community

On behalf of the entire division, I'm pleased to present the 2015-2016 Finance and Administration Annual Report and Assessment Update. The Finance and Administration division is comprised of nine departments, which include 40 distinct operating units and 358 employees. This is the 19th 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 14 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. Secretarial/Clerical
2. Custodial Services
3. Professional Trades
4. FSA Operational Services
5. Professional Staff (FSA and University)

The front cover of the 2015-2016 Annual Report and Assessment Update features the five winners of the 2016 Outstanding Administrative Services Awards. Beginning at the top left and going clockwise are:

Bob Miller—Outstanding Administrative Services Award—Custodial Services

Bob, who is currently a Janitor in various buildings, began at Fredonia in February 2006 with Custodial Services as a Cleaner. Bob resides in Sheridan, NY.

Shannon McKoon—Outstanding Administrative Services Award—Secretarial/Clerical

Shannon has been employed at Fredonia since May 2005 when she began as a Clerk 1. She is currently the Office Assistant 2 in Facilities Services. Shannon is a resident of Dunkirk, NY.

Don Dillenburg—Outstanding Administrative Services Award—Professional Trades

Don began his career at Fredonia in May 2000 as a Cleaner in Custodial Services. He is currently a General Mechanic in Structural Trades. Don resides in Sheridan, NY.

Diane Mekus—Outstanding Administrative Services Award—FSA Operational

Diane is an Assistant Service Worker in Dining Services, and has been employed at Fredonia with the Faculty Student Association (FSA) since October 1985. She resides in Fredonia, NY.

Sue Cortes—Outstanding Administrative Services Award—Professional Staff

Sue, who is the Director of Payroll Services, has been employed at Fredonia since September 1994 when she began as the Human Resources Management System Coordinator. Sue is a resident of Sheridan, NY.

Thank you to everyone in the Finance and Administration division who contributed to the preparation of the 2015-2016 Annual Report and Assessment Update, and congratulations to all of the 2016 Outstanding Administrative Service Award winners. A summary of all the Outstanding Administrative Service Awards winners from the past 14 years is presented on the inside of the back cover of this report. The Finance and Administration division welcomes your comments and suggestions on the presentation and content of this annual report. We look forward to working with everyone throughout the University during the 2016-2017 academic year, and to continually assess and improve our delivery of services to the University.

Sincerely,



Kevin R. Seitz
Interim Vice President for Finance and Administration

State University of New York at Fredonia
Finance and Administration

Annual Report and
Assessment Statement

July 1, 2015 – June 30, 2016

STATE UNIVERSITY OF NEW YORK AT FREDONIA

**Finance and Administration
Annual Report and Assessment Statement**

July 1, 2015 – June 30, 2016

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INTRODUCTION

This 2015-2016 edition of the ***Finance and Administration Annual Report and Assessment Update*** represents the 19th 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.



From left to right: Kevin Seitz, Chuck Notaro, and Becky Nalepa

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

The over-arching goal of the Finance and Administration Division is to support the Fredonia Vision 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 complete Fredonia Vision Statement is included in Appendix B.

The Finance and Administration Division is comprised of nine departments with 358 employees. A brief summary of the responsibilities of the nine 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), and the Office of the New York State Comptroller (OSC).

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 the Controller, which includes the functions of the offices of University Accounting, Purchasing, Student Accounting and Revenue Accounting; the Budget function, and University Payroll 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 also plays a major role in the coordination of the campus sustainability program.

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 five 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; the Facilities Trades Services unit which consists of Electrical, Plumbing, Grounds and Landscaping, and Structural Trades; Office Operations; and the Technical Services unit.

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. Human Resources Office

This department is responsible for all employment and personnel related issues on campus. The department includes: Employee Relations, new employee Orientation, Employee Benefits, Employee Assistance Program (EAP), position classification, SUNY Human Resources system, employee compensation, ethics compliance, workers' compensation and retirement counseling.

8. 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.

9. University Services

This department is responsible for many of the support services provided on campus. The department consists of ten units that include: University Services Office, Automotive and Fleet Services, Central Receiving, Campus Storehouse and Mechanical Storehouse operations, Contract Services, Campus Photocopy services, Campus Mail services, Property Control, University Telecommunication services, and the campus Park and Ride express bus service.

Presented below is a summary of all staffing in the nine departments that comprise the Finance and Administration Division. Staffing in this chart reflects budgeted FTE positions for the fiscal year July 1, 2015 to June 30, 2016. 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
2015-2016 Departmental Staffing by Funding Source

Administrative Office	State	DIFR	IFR	SUCF	FSA	Total
Finance and Administration			4.00			4.00
Environ. Health & Safety & Sustainability	0.63	0.37				1.00
Facilities Planning	.50	1.50		2.00		4.00
Facilities Services	70.00	65.50	6.00			141.50
Faculty Student Association					171.00	171.00
Financial Services	13.75	2.25	5.00			21.00
Human Resources Office	4.50	1.00	1.00			6.50
Internal Control	1.00					1.00
University Services	7.00	1.00				8.00
	97.38	71.62	16.00	2.00	171.00	358.00

Notes:

- a) The FSA employment number includes 74 full-time and 97 part-time employees.
- b) Student Assistants are not included in this Departmental Staffing by Funding Source table.

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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. This division includes nine departments with 358 employees. The nine Administrative Departments included in this 2015-2016 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. Human Resources
8. Internal Control
9. University Services



Kevin Seitz

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, and assures that these services are of the highest quality for Fredonia's students, faculty, and staff and are provided in the most cost effective manner possible.

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

Annual Report

Fiscal year 2015-2016 was a transitional year for the Finance and Administration Division. Kevin Seitz assumed the role of Interim Vice President for Finance and Administration on March 7, 2016 following the unfortunate passing of Liz Praetorius in February 2016.

With the College facing a decline in enrollment, no increase in New York State annual support, and an increasingly competitive environment for New York State capital funding, this year was also an opportunity for review of the division's resources, staffing, services, and goals.

During the 2015-2016 fiscal year, the Vice President's office provided coordination and leadership across the division. The accomplishments and initiatives of each operating area are summarized in the following sections of this report.

Significant Accomplishments

- Prepared and gave multiple presentations regarding the University's financial situation. The presentations included historical information, projections for future fiscal years and suggestions for appropriate actions.
- Coordinated the implementation of \$355,000 in Operations and Maintenance Acceleration Program Grants (OMAP) from the New York Power Authority.
- Lead preparations for Eileen McLoughlin's first visit to Fredonia. Ms. McLoughlin is the Senior Vice Chancellor for Finance and Chief Financial Officer at SUNY. The presentation was designed to familiarize her with the campus, meet Cabinet members and explain the challenges and opportunities we are facing at Fredonia. Mr. Josh Sager, Associate Vice Chancellor for Finance and Business also attended.
- Participated on the University's Strategic Enrollment Management Committee.
- Conducted several meetings with Fredonia leadership and State University Construction Fund representatives designed to revise the campuses Facilities Master Plan.
- Dealt with several highly sensitive employee relation issues.
- Provided settling leadership to a disconcerted division after the sudden death of the former vice president.

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. Tracking measures of output, the use of benchmark data and customer surveys are also part of this discipline. The assessment activities of each department are also summarized in the following sections of the Annual Report. A review of these sections provides a good summary of the division's accomplishments and assessments for 2015-2016.

Associate Vice President for Finance and Administration

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

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 the Controller (Purchasing, University Accounting, Student Accounts), Budget and Payroll. 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 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.



Karen Porpiglia

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 and internship opportunities. 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, is actively engaged in all matters relating to Capital Projects and their administration (both academic and residential), and represents the Finance and Administration Division in the absence of the Vice President.

Specific duties 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 consequence of a revenue shortfall is a dollar-for-dollar reduction in the next year's operating budget, therefore periodic monitoring of actual revenue billed and collected is critical in order to provide timely notification to Cabinet should there be any indication that our revenue target cannot be achieved. Conversely, projected overages require significant monitoring to ensure that budgeted shortfalls are adequately covered. Campus reserve balances must be carefully monitored and managed to effect a financially secure institution.

On an annual basis, ensure the development and timely submission to the System Office of Capital Facilities of the campus 10-year Residence Hall Capital Plan, including projected residence hall room rental rates and occupancy, a detailed 10-year revenue and expenditure projection demonstrating the campus's ability to cover debt service associated with 15-year and 30-year bonds, as well as revolving loan funds needed to cover planned campus-managed capital projects.

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

- Provided leadership and supervision for the Finance and Administration division upon the unfortunate passing of the Vice President for Finance and Administration in February 2016.
- Assisted the new Interim Vice President for Finance and Administration with his transition to the Fredonia campus.
- In the ongoing effort to address the structural deficit in the college operating budget, the publication date for 2016-2017 Budget Book was pushed back from late spring until late fall to allow for the implementation of the President's *Right Serving Right Sizing (RSRS)* initiative. This initiative is a process intending to engage the university in best ways to improve efficiencies and costs by division as it delivers its mission.
- The Budget Office continued to utilize The Budget Roadmap, a tool developed to identify and track budgetary savings by division towards the \$1.5 million expenditure reduction goal adopted by Cabinet. The savings identified in the Roadmap will be incorporated into the campus Form 1 and the Consolidated Operating Budget Book.
- Actively participated on the Institutional Effectiveness Committee.

- Assisted with the planning and development of the Finance and Administration division reorganization.
- Coordinated and executed the physical relocation of the departments impacted by the Finance and Administration reorganization.
- Coordinated the collective efforts of Information Technology, Human Resources, Purchasing and University Services to compile and prepare the annual campus “Shared Services Initiatives Update” as required by System Administration.
- Collaborated with Student Affairs staff and Finance and Administration colleagues to develop residence hall rates, as well as revenue and expenditure projections based on fluctuating occupancy levels, to establish a threshold for the 2016-2017 DIFR budget.
- Provided service to the community through active membership on the United Way of Northern Chautauqua County Board of Directors.
- Continued to serve as Chairperson of the Chautauqua County State Employees Federated Appeal (SEFA).

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.

Coordinate the collective efforts of the financial team in completing all reporting requirements and responses to/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 Interim Vice President for Finance and Administration and assist him with cabinet level efforts to address the structural deficit in our operating budget.
- Assess the effects of flat state support, unfunded contractual salary increases, TAP-Gap requirements and fluctuating enrollment to provide accurate data in the development of the 2017-2018 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.
- Assist the Vice President for Student Affairs and the Dean of Liberal Arts and Sciences as leadership transitions within the divisions of Student Affairs and Academic Affairs.

Budget Office

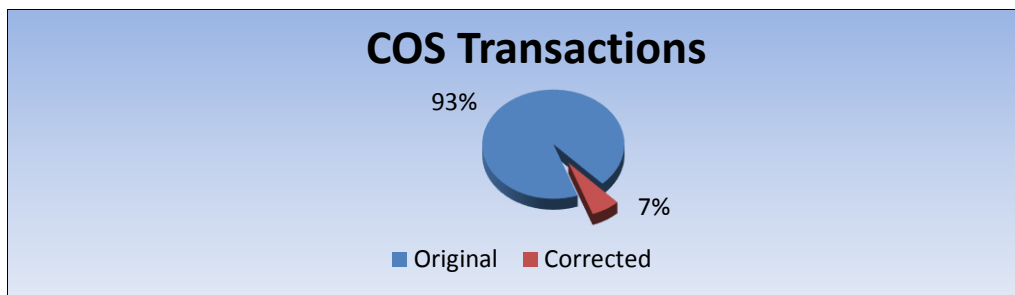
Annual Report

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 I) 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.



From left to right: Rachael Coon and Ann Aldrich

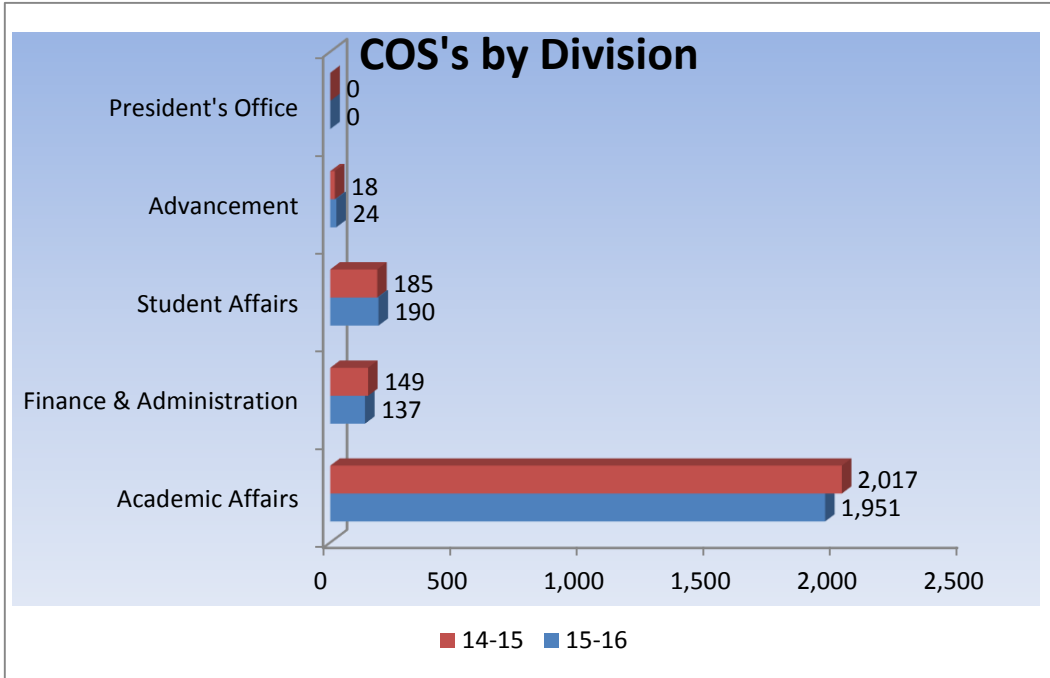
All campus appointments, changes in appointment or terminations (except Faculty Student Association [FSA] and Student Association [SA]) are routed through the Budget Office on an automated Employee Action Form, also known as a “COS” or Change of Status Form. The online COS System provides administration 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 229 inactive COS's

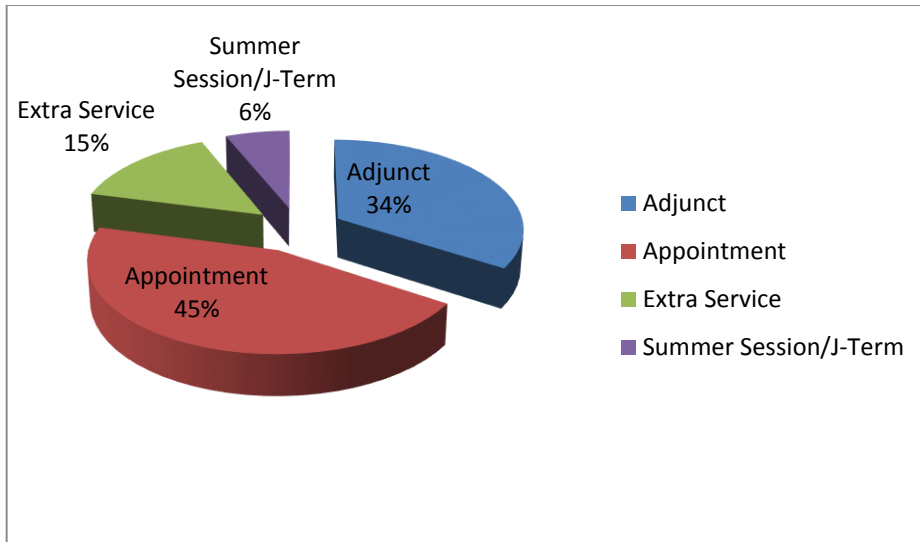
COS's Original/Corrected

Original	2,151
Corrected	151
Total	2,302



Cos's by Division

Division	15 - 16	14 - 15
Academic Affairs	1,951	2,017
Finance & Administration	137	149
Student Affairs	190	185
Advancement	24	18
President's Office	0	0
Total	2,302	2,369



Number of COS's by Type

Adjunct	785
Appointment	1,034
Extra Service	339
Summer Session/J-Term	144
Total	2,302

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 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, directors and deans in Academic Affairs, Student Affairs, Engagement and Economic Development and University Advancement. Quarterly meetings are held among 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 monthly reconciliation of the Petty Cash bank account, and biweekly reconciliation of administrative and graduate assistant payroll. The Budget Office also maintains adjunct budget projections on a monthly basis.

The office is staffed by a Financial Analyst (UUP) and a Budget Director (UUP).

Significant Accomplishments

- Worked in collaboration with administrative directors to develop the upcoming 2016-2017 Consolidated University Operating Budget.
- Submitted Fredonia's FORM 1 spreadsheet detailing department level allocations used to populate the SUNY's SMRT and Business Intelligence (BI) accounting system.
- Processed several analyses, ad-hoc reports, and provided data for various survey and information requests. Highlights included the financial impact of the five-year rational tuition plan, Revenue per Student Credit Hour (SCH) CFRP, UBIT, and SUNY System Administration Course Fee Summary reports.
- Completed Fredonia's 2015-2016 Campus Financial Management Strategies with collaborative efforts of the Associate Vice President for Finance and Administration.
- Continued tracking the history of all lines and FTEs by department.
- Processed over 2,500 COS's, verifying funding and updating SUNY HR, the Payroll Distribution Management System (PDME), the comment section of the local HRMS clock tower database, and various internal spreadsheets.
- The Budget Director served on the SUNY Excels team. The team was charged with completing narratives and data templates as part of the SUNY 2015-2016 Performance Improvement Plan.
- The Budget Director attended a conference on measuring academic program cost. The Budget Director was part of a working group that looked at different metrics to assess and calculate the cost effectiveness of academic programs; the group recommended participating in the Delaware Study.
- The Budget Director worked in collaboration with Academic Affairs and Institutional Research to provide extensive detailed financial information for the Delaware Study. The Delaware Study is a national study of instructional costs and productivity and is utilized for benchmarking purposes.
- Collaborated with COS Users Group to identify and implement enhancements to the COS Employee Action Form. The Budget Office in collaboration with Human Resources provided a complete training session on COS's for Full-Time and Part-Time (Adjunct) Contingent Faculty in the fall.
- The Budget Office served on the COS Inner Circle Group for the COS Rewrite Charter. The Financial Analyst is serving as the product owner.
- The Budget Director served on the Information Technology Advisory Board (ITAB) and participated in the Faculty/Staff Computer Procurement Sub-Committee.
- The Budget Office served on the campus implementation team for ARGOS BI Software.
- The Financial Analyst served as search committee chair for the Accounts Payable Analyst position. The search resulted in a successful hire. The Analyst also served on the search committee to hire a Lead Program Analyst in IT. The analyst also served on the Scholarship Sub-Committee for the SEM Initiative this year.
- Developed a three-year budget forecast.
- Continued use of an interactive "Budget Road Map" to assist Cabinet in budget planning for 2016-2017. The Roadmap was utilized to target a state budget operating reduction of \$1.5 million across divisions as well as identifying other sources of revenue to help fund the structural deficit.

- Worked in conjunction with Vice President for Finance and Administration in preparing a Budget Planning Document to present to key System Administration Finance personnel during spring 2016.
- Worked with Finance and Administration personnel to successfully utilize all of the State budget allocation in order to maximize State funding.

Statistical Data

The Fredonia 2015-2016 Consolidated Operating Budget totaled \$107,063,980 representing a decrease of \$3,830,310 (3.45%) from the 2014-2015 Consolidated Operating Budget. Please refer to the following chart for comparative data for each of the six budget components.

Consolidated Budget Proposal

Components:	2015-2016	2014-2015	Change	Percent
University Operating Budget	\$52,304,100	\$51,778,000	\$526,100	1.02%
DIFR Budget	18,253,100	18,933,750	(680,650)	-3.59%
FSA Budget	18,319,080	18,806,140	(487,060)	-2.59%
IFR Budget	13,000,000	15,000,000	(2,000,000)	-13.33%
SUTRA Budget	4,579,000	5,824,000	(1,245,000)	-21.38%
College Foundation	608,700	552,400	56,300	10.19%
Total	\$107,063,980	\$110,894,290	\$(3,830,310)	-3.45%

The 2015-2016 budget provided funding for approximately 885 FTE employees, including over 1,000 full and part-time employees, and approximately 925 part-time student workers. Please refer to the following chart for comparative data for each of the six budget components.

	2015-2016		2014-2015		Change	
	FTE Employees	Student Employees	FTE Employees	Student Employees	FTE Employees	Student Employees
University Operating	568.83	216.00	566.78	222.00	2.05	-6.00
DIFR Budget	94.97	225.00	95.70	230.00	-.73	-5.00
FSA Budget	177.00	285.00	185.00	330.00	-8.00	-45.00
IFR Budget	37.65	198.00	43.65	202.00	-6.00	-4.00
SUTRA Budget	3.00	0.00	5.80	0.00	-2.80	0.00
College Foundation	4.00	4.00	4.00	4.00	0.00	0.00
Total	885.45	928.00	900.93	988.00	-15.48	-60.00

The student enrollment target was 5,100 FTE, although actual enrollment recorded by Institutional Research was 4,840 FTE.

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.

Assessment Activities

The Consolidated University Operating Budget Book is published every year, typically prior to the spring meeting of the College Council. The 2016-2017 book was put on hold to more accurately reflect budget numbers. It is expected to be electronically published in late fall.

The accuracy of the information in the Budget Book is verified after the passage of the New York State Budget and the issuance of the SUNY Financial Plan. Because the Budget Book will be published after receiving the Financial Plan (FP), numbers presented in the Budget Book will align with the FP amounts.

With the change in demographics and a trend in decreasing enrollment, the University adjusted funded enrollment from 5,100 to 4,600 FTEs for the upcoming 2016-2017 budget cycle.

The Consolidated University Operating Budget Book is a valuable resource document to the financial service units within Finance and Administration. The presentation, with the narratives and pictures, provides the consumer with more than “just the numbers” by linking institutional priorities and divisional goals to the campus budget. The 2016-2017 Budget Book development process did not see any major changes from the prior year. The SUTRA section of the Budget Book will be expanded to incorporate separate sections for Extended Learning and International Education. In prior years, these departments were presented together. The format and focus of the President’s Message will also change to reflect campus initiatives.

Another assessment goal contained in last year’s Annual Report was that the COS team would continue to implement enhancements to the Online COS system as needed to meet the needs of end users. In a collaborative effort, Mike Gerholdt, from Information Technology, in consultation with Finance & Administration, Academic Affairs, and Institutional Research, Planning and Assessment, completed work on a COS upgrade to accurately calculate FTE’s for part-time adjunct instructors based on instructional credit. Another enhancement implemented was class sections were automatically populated on the COS from banner. This was a great timesaving effort. In the past secretaries had to manually select the classes from a drop down menu. The Budget Office in collaboration with Human Resources provided a complete training session on COS’s for Full-Time and Part-Time (Adjunct) Contingent Faculty in fall 2015 to reflect these changes.

A project Charter was created in early 2016 to rewrite the COS in ASP.NET to replace the current COS. The charter was co-sponsored by the Vice President for Finance and Administration and the Provost and Vice President for Academic Affairs. This project will have campus-wide impact and will be used by all departments and divisions on campus. The Budget Office and other key stakeholders were appointed to the Inner Circle Functional Users Group. The Inner Circle Group will provide advisement and management applicable to the COS rewrite. The Financial Analyst

was designated as the Product Owner to act as the liaison between the developers (IT) and the Inner Circle Group.

The first step for the COS rewrite project was to gather user stories to build and rank the product backlog (in other terms: a wish list) for the Information Technology (IT) developers to work with. The Financial Analyst developed a "User Story" Google Form that collected users' wants, needs, wishes, etc. for the COS system. Information was gathered and ranked by the Inner Circle Group. IT will start development of the product by late fall

Collaboration efforts of networking with SUNY System Administration and other campuses continued throughout 2015-2016. The Budget Office has represented Fredonia in attendance at Accounting, Budget, and Bursar (ABB) meetings; sessions on Business Intelligence (BI), SUNY System Administration trainings, and has participated in webinars and conference calls. The Budget Office worked in conjunction with the Vice President for Finance and Administration to prepare and present a Budget Planning Document to key System Administration Finance staff during spring 2016. This document summarized past and future budget actions and included an analysis displaying Fredonia's budget status during the Five-Year Rational Tuition plan.

Enhancements to existing budgetary procedures for the 2015-2016 fiscal year (FY) included an endeavor to decentralize the Finance and Administration budgeting process. Department directors were required to take ownership and accountability of their own department's budgets instead of being centrally monitored by a core group of Finance and Administration staff. Each director was given historical cost data to aid them in filling out a budget template that was developed by the Budget Office. This template contained budget categories for temporary service and Other than Personal Service (OTPS) expenses. The template also subtotaled all the Finance and Administration accounts into a summary page for the entire Finance and Administration Division. Review and final approvals were made by the Vice President for Finance and Administration.

The Budget Office continued use of an interactive "Budget Road Map" to assist Cabinet in budget planning. The Roadmap was utilized to track State budget reductions of \$1.2 million for 2015-2016 across divisions as well as identifying other sources of revenue to help fund the existing structural deficit.

During spring 2016, the Budget Office along with the Vice President for Finance and Administration developed and presented a Fredonia Contingency Planning PowerPoint to cabinet members. The goals of this presentation were to provide financial information, review planning scenarios, establish priorities and develop potential action plans to assist in budget development.

The Budget Office also worked with various personnel on the budgetary impact of departmental re-organizations, staffing changes and other funding requests. Requests included IT, Athletics, Student Health Services, School of Music, University Advancement, the Accounting Office and various Academic Affairs departments.

The Budget Office continued to explore possibilities of using Business Intelligence (BI) for reports. Various analyses were prepared throughout the year utilizing Business Intelligence data from SUNY's OBIEE program. In October of 2016, SUNY's OBIEE program will replace SUNY's SMRT as the main financial reporting tool.

The Budget Office worked in collaboration with the Extended Learning Office and Associate Provost to propose new J-Term and Summer Session Compensation Rates. The Budget Office developed a break-even analysis to determine the appropriate class size for both Undergraduate and Graduate Intersession programs. The proposed rates will be vetted through appropriate personnel before being implemented.

In response to the Delaware Study, the Budget Office developed a new set of department accounts to track expenditures associated with temporary replacements for vacancies. In the past, accounts were only set up at the Dean's level. Much work had to be done to allocate these costs back to departments for the Delaware study.

The Budget Office continued to work extensively with the Provost to realign tenure lines and reallocate resources to various budget accounts. Extensive analysis were prepared detailing extra service payments, stipends, and other salary information to aid the provost in this realignment process.

To be consistent with the institutional priorities of sustainability and being cost effective, the Budget Office continually recycles used office paper by printing on the opposite side. Also, once again this year, the Budget Office published the Budget Book electronically resulting in budgetary savings of approximately \$20,000.

The Financial Analyst continued to perform payroll and procurement card audits that were successfully transitioned from Internal Control into the Budget Office. A total of three payroll audits and 41 procurement audits were performed in 2015-2016.

The Budget Director served on the Information Technology Advisory Board (ITAB).

Assessment Goals

- Complete the 2016-2017 Consolidated University Operating Budget by late fall.
- Continue to implement changes to the Budget Book as warranted.
- Continue to collaborate with IT staff, Human Resources, Payroll and Academic Affairs to work on the development, testing and implementation of the COS rewrite.
- 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.
- Continue to explore possibilities of using SUNY's OBIEE and the campus' ARGOS Business Intelligence for various reporting requirements. The Budget Office will work in conjunction with IT and Finance and Administration staff to ensure the integrity of the financial data in the implementation of ARGOS.
- Develop and maintain a three year budget forecast.
- Work with Cabinet and all divisions to implement any budgetary actions and possible cost saving measures to reduce the structural deficit.

- Provide data analysis as needed to assist divisional Vice Presidents with the implementation of the Right Serving, Right Sizing (RSRS) initiative. This initiative is a process intending to engage the University in best ways to improve efficiencies and costs as we deliver our mission.
- Continue to provide sustainable and cost savings measures to coincide with University institutional priorities.
- Develop a budget overview training module for new chairs.
- Provide ad-hoc analysis to campus constituents in a timely, responsive manner.
- Continue to perform payroll and procurement card audits.
- Continue to adapt and implement possible new budgetary methods envisioned by the Vice President for Finance and Administration.
- Work with other divisional staff to ensure a smooth transition for the Interim, and new Vice President for Finance and Administration.
- The Budget Director will continue to serve on the SUNY Excels team and provide updates to the SUNY Performance Improvement Plan as needed. The Financial Analyst will continue to serve on the Scholarship Sub-Committee for the SEM Initiative.
- The Budget Director will continue to serve on the ITAB Committee.
- The Budget Office will work in conjunction with Academic Affairs and Finance and Administration in the possibility of raising the base pay for all adjunct faculty to \$1000/credit hour. The Budget Office will figure out the financial impact of the proposal.
- The Budget Director will serve on the search committee to hire a new Vice President for Finance and Administration.
- The Financial Analyst will collaborate with the Internal Control Director and Student Association on development of TouchNet stores for Student Association clubs and events. The Analyst will attend a three-day TouchNet training in 2016.

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Payroll Services

Annual Report

The primary responsibility of the Payroll Services Office is to effect 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 and summer session. To effect 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 and FTE percentage, anniversary date, appointment type and increment code for all state and graduate assistant employment. For Student Assistant and College Work Study, the Payroll Office verifies the accuracy of all appointment and new hire paper work, establishes vacant lines for appointment, monitors appropriate rate increases and over-the-max rates, and processes 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.



From left to right: Tammi Dahl; Sue Cortes, and Ruth Phillips

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

- Assists with the completion of employment forms, such as employment eligibility, tax withholding, non-resident alien tax documentation, 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 for completion of 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, a Payroll Examiner 1, and an Office Assistant 2. Student temporary service employees also provide assistance.

Significant Accomplishments

- Provided Student Payroll training to supervisors, secretaries, and resident directors.
- Contributed and participated in New Hire Orientations for new faculty, and residence hall directors.
- Processed 2,300 COS forms for campus payroll transactions for State and graduate assistant employees.
- Produced almost 35,000 biweekly paychecks and direct deposits for State and student employees.
- Continued the testing of the online Time and Attendance System (TAS) developed by SUNY System Administration for the classified employees (CSEA, PEF, NYSPBA). To date, all UUP (non-hourly) faculty and staff and M/C employees in all divisions have been moved to and are using the new system. Implementation involves manually loading each employee's data prior to use of the system, and then direct email contact or (Listserv memo each semester for faculty).
- Converted the accrual balances for classified employees to the new TAS Balance Sheet. This replaces the old TIMA system that is no longer being used or supported by SUNY System Administration.
- Processed the New York State minimum wage increases to all Student Assistant and College Work Study employees from \$8.75 per hour minimum to \$9.00 in December 2015, and again from \$9.00 to \$9.75 per hour in February 2016 per Governor Cuomo's legislation for SUNY, and adjusted others accordingly for the increased rate.
- Payroll continues to be an integral part in meetings and discussions with Budget, Finance and Administration, Human Resources, Academic Affairs, and Information Technology regarding the COS application. Meetings to rewrite the COS application have begun. The Payroll Director continues to maintain the COS by managing user, department, hierarchy, and coding changes for this campus-wide application.
- Coordinated efforts again this year with Financial Aid and Lakeshore Savings Bank to provide one-stop access for student assistants and College Work Study student workers to complete paperwork, pick up work study referrals, and open banking accounts for direct deposit purposes. This is held in the Williams Center on the first two days of the fall semester.
- Attendance by Payroll staff at a training conference in Albany conducted by the Office of the State Comptroller.
- Regular participation of the Payroll Director in quarterly Payroll Users Group web conferences with other SUNY and State agencies in an effort to remain abreast of current and future federal, State, and SUNY policies.
- Successfully hired an Office Assistant 2, SG9. The position was previously an Office Assistant 1 SG6 and this was permitted to be upgraded to a grade 9 to try and ease the turnover of the entry-level title. The position had been vacant for seven of the twelve months of this reporting period.

Statistical Data

As a measure of accuracy in processing payrolls, previous annual reporting provided rankings of all SUNY campuses as well as statewide rankings with other State agencies with regards to late separations and late hires. This data was compiled by the Office of the State Comptroller (OSC),

but due to ongoing staffing and budgetary constraints, OSC has discontinued the production of the mid-year report card. Through the use of other available reporting tools, the Payroll Office is able to individually report that our number of late terminations decreased from 2015 from ten to three. This has 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 decreased from 2015 from 46 to 31. This decrease positively affects the amount of retroactive pay that is required to be submitted through the State Comptroller's Office.

Corrective measures will 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.

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

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.

Assessment Activities

The Payroll Services unit designed and delivered payroll presentations for New Faculty Orientation, and review of the evaluation forms found that the attendees reported positive feedback.

Payroll Services also provided training workshops for student payroll supervisors to reinforce standard policies and procedures, as well as introduce updated forms and the student payroll website. This unit developed and distributed formal evaluation forms, and upon review found positive feedback regarding the usefulness and effectiveness of this training.

Assessment Goals

- Accurately process payrolls for faculty, staff and students.
- Continue to provide training workshops and formalize feedback as to the effectiveness of the material presented.
- Continue to assist with the new hire orientations and review evaluation forms to improve the effectiveness of the orientations.
- Continue participation with the online COS team to implement the COS rewrite to meet the needs of the end users; formalize feedback as to the effectiveness of the changes.
- 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.

- Expand test group for the TAS Classified group (CSEA, PEF, and University Police). Payroll's in-office use of the system has found many inconsistencies and "glitches" with the system and we are very concerned with a roll-out under these circumstances. Test group will be expanded to a small group of secretarial/clerical staff first.
- Continue to implement the COS rewrite of the online COS system as needed 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 process NYS minimum wage hourly rate increases for Student Assistant and College Work Study employees with the next scheduled increase to \$10.75 effective December 31, 2016.

University Controller

Annual Report

The University Controller is responsible for providing leadership, coordination and supervision for the Purchasing, Student Accounting, and University Accounting Offices.

The University Controller prepares and submits the annual campus revenue projections to System Administration. Revenue projections are comprised of tuition, fees and interest, based upon approved enrollment figures provided by the Office of Institutional Research. Initial revenue projections are typically prepared in mid-fall and serve as a starting point for preparation of the upcoming fiscal year campus operating budget. Finalized projections are 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. Reconciliation of projected versus actual revenue is prepared on a monthly basis with variances plus or minus 5% from target requiring written explanation to System Administration Controller's Office.



Judy Langworthy

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.

Campus disbursement projections, forecasted by month, on an annual basis are submitted to System Administration upon request. The System Administration Controller's Office is required to manage the entire SUNY System's spending patterns consistent with the State fiscal year and the State's Financial Plan.

Additional responsibilities include coordination among faculty, department chairs, deans and vice presidents 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 and residence hall-funded scholarships; oversight and direction of year-end fiscal closing procedures; service to the campus through committee work and participation in campus sponsored events.

In the absence of the Vice President for Finance and Administration and the Associate Vice President for Finance and Administration, the University Controller assumed the coordination of the financial reviews with the Academic Affairs division and the Student Affairs division.

Significant Accomplishments

- Worked with the Associate Vice President for Finance and Administration and 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.
- Coordinated the successful passage of several fees related to the School of Music – a new course fee, an accompanist fee, and an increase to the audition fees. Also, an increase to an Art fee was approved. Plus approval was secured for the broad-based fees, in which the overall amount remained steady with some of the individual fees increasing or decreasing.
- Prepared detailed analysis of available funding and projections for new and current campus-based scholarship offerings.
- Attended the year-end SUBOA meeting and participated in ABB conference calls.
- Continue to serve on the SUNY Fredonia Federal Credit Union Board as secretary; serve as treasurer and on the Recruitment Committee for the Chautauqua Leadership Network, and member of the Chautauqua County SEFA Committee.

Assessment Update

Assessment Statement

The University Controller serves as a leader and professional mentor to the Offices of Purchasing, Student Accounts, and University Accounting. Working with each of these offices provides credible and timely procurement procedures and expenditure analysis to the campus, and billing information to the students. The University Controller serves as a resource to peers, deans, directors and department chairs on financial matters.

Assessment Activities

The University Controller coordinated the fiscal year-end closing proceedings, ensuring that all funds were utilized in the most effective manner and that no state appropriations were lapsed. The Controller maintained 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 fiscal year-end.

The 2015-2016 academic year was the sixth full year for the e-Billing and e-Payment processes in the Office of Student Accounts. We continue to evaluate the effect of this methodology on accounts receivable. At June 30th, the fall receivables were lower, \$106,755 for fall 2015 as compared to \$155,232 for fall 2014. However, the spring receivables at June 30th were higher, \$319,235 for spring 2016 as compared to \$213,412 for spring 2015. Increased emphasis to the electronic process, and payment plan options has been provided during the new student summer orientation program. Account receivable balances will continue to be monitored on a monthly basis.

Participation in the campus-based “Fredonia Installment Payment Plan” (FIPP) decreased in 2015-2016 to a total of 860 enrollees from 931 enrollees in 2014-2015 (a 7.6% decrease). Payment plans were stated on the e-Billing and were also given additional emphasis at summer orientation sessions; participation rates will continue to be an area that is closely monitored.

The electronic advance deposit payments for admission decreased 3.6%, whereas the electronic room rental deposits increased by 2.4%.

The mandatory use of Procurement Cards (P-Cards) for purchases under \$1,000 remains in effect. The number of P-Card transactions and the dollar volume decreased in 2015-2016. Transactions were 241 fewer and the dollar volume dropped to \$2.45 million from \$2.75 million in 2014-2015. Similarly, the number of transactions and the dollar volume for purchase orders and confirming requisitions in 2015-2016 decreased. Efforts to further diminish the number of purchase orders and confirming requisitions will continue, as they cost considerably more to process than monthly P-Card payments.

The University Controller continues to update a detailed analysis of current and proposed campus funded scholarships, providing campus personnel with realistic projections leading to informed awarding and budgetary decisions.

All direct reports participated in their SUNY peer groups affording our campus with full representation at Purchasing, Student Services, and Accounting committee meetings. In addition, various staff attended the following: NAEP fall conference, SUNY’s spring Purchasing Association Conference, TouchNet’s COMTEC conference and the year-end State University Business Officers Association (SUBOA) meeting.

Assessment Goals

- Ensure that year-end accounting and purchasing procedures are completed and closed without any lapsing of State funds.
- Continue to evaluate the effects of the TouchNet eBill and Payment Plan modules on account receivable balances, payment plan participation and advance deposit payments.
- Continue to evaluate the implementation of the mandatory threshold for P-Card purchases under \$1,000.
- Monitor cash flow, revenue, over-enrollment and reserves to ensure that all identified measures to fund the current budget shortfall are properly funded; provide accurate projections to be utilized in the preparation of upcoming operating budgets.

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Purchasing

Annual Report

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

Responsibilities include accurately reviewing and processing confirming requisitions; reviewing and processing standard requisitions into purchase orders, change notices, and when necessary, cancellations; furniture purchases; processing of office supply orders with various office supply vendors, ensuring the best pricing available. We input to and obtain vendor information from the State Financial System. In the review of requisitions, we provide expertise relevant to cost effective methods, commodity information and sourcing, negotiations, quoting and re-quoting, and problem solving. We also handle returns of incorrect or damaged goods. All aspects of the State issued procurement card are managed by the purchasing staff including training, cardholder set up, auditing, reconciling, and troubleshooting. Research Foundation transactions are also input and corresponding purchase orders are produced.



Seated: Joan Schnur; in back from left to right: Shari Miller and Donna Howlett

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 (NYSID), New York Preferred Source Program for People Who Are Blind (NYSPSP), Minority Women Business Enterprise (MWBE), and Service Disabled Veteran Owned Businesses (SDVOB). Responsibilities also include ensuring trademark and licensing, and branding procedures are followed; dissemination of information from the Office of General Services (OGS) website for “P” contracts to the appropriate departments; assisting in the formal bidding process with bid openings; and reviewing and negotiating software agreements/contracts under \$50,000.

The Purchasing Office is staffed with a Director, a Purchasing Assistant 2, an Office Assistant 1, and two student assistants totaling 20 hours.

Significant Accomplishments

- 132 procurement card holders with 7,228 transactions, totaling \$2,454,814.
- Presented at the Finance and Administration Training Workshops in August of 2015.
- Added/updated approximately 243 vendors in the Statewide Financial System (SFS) and assisted approximately 35 vendors with information changes.

- Purchasing Department employees attended various conferences and workshops during fiscal year 2015-2016 including the fall 2015 Secretarial/Clerical Conference; the Secretarial/Clerical Mini-Conference; the fall 2015 National Association of Educational Procurement (NAEP) Conference; the spring 2016 SUNY Purchasing Association Conference; weekly WNY Strategic Sourcing Teleconference Meetings; and monthly WNY Shared Services meetings. The Purchasing Department also participated in many MWBE conference calls, SDVOB conference calls, and System Administration webinars.
- 838 purchase orders were created totaling \$5,997,310.
- Total State and Research Foundation transactions processed by the Purchasing Department totaled \$12,273,528.
- Purchasing Department staff have a presence in the Secretarial/Clerical Professional Development Committee, SUNY Fredonia Federal Credit Union Credit Committee, EAP Committee, the Chemical/Biological Safety Committee, Trademarks and Licensing Committee, SUNY/RF Procurement Team, Fredonia Sustainability Committee, Council for Women's Concerns Committee, Building Safety Committee, two campus investment clubs, along with various community groups such as National Night Out Committee, Town Planning Board & Comprehensive Plan Board, and more.
- Assisted in 12 workstations in the Academic Departments being reworked with surplus systems components, saving the campus approximately \$12,000.
- Continue to work with MWBE vendors in working towards the SUNY wide goal of 30%.
- Worked to develop a SDVOB program on campus.
- Implemented a process with University Services in the processing of construction, construction related services, and consulting services.
- Acquired the review, negotiation, and processing of software agreements/contracts under \$50,000.
- Migration of the State issued procurement card reconciliation process from a DOS based system to a web based system.
- Developed all training and reference material for the web based reconciliation process/system for the State issued procurement card that is Fredonia specific.

Statistical Data

- Please refer to the last page of the Purchasing Department section for the Purchasing Volume Report for fiscal year 2015-2016.

Assessment Update

Assessment Statement

The Purchasing Department strives to work with our campus customers and off campus vendors in an efficient manner to maximize a department's budget dollars while staying in compliance with federal, State, SUNY, and campus policies. Our campus customers are everyone that attends or works on this campus, or is an off-campus vendor.

Assessment Activities

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

Training sessions are provided for online requisitioning, and the use and administration of the procurement card to individuals and departments. Upon request, the Purchasing staff is willing to provide departmental training. The Purchasing Department also presents at the annual Finance and Administration training day held in August. Evaluation forms are utilized at these training sessions to assess the necessity and 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. Evaluation forms are also used at procurement card training sessions.

Assessment Goals

- Continue to present purchasing workshops to include procurement cards, Trademarks and Licensing procedures, and other relevant purchasing issues, policies, and practices.
- Continue to work with SUNY System Administration on the Fredonia Citibank VISA Procurement Card program, web procurement, and the implementation of an eProcurement system.
- Continue to decrease small dollar purchases through procurement card education and mandatory use.
- Update the Purchasing Department webpage and manual as necessary.
- Ensure that requisitions are processed in a timely and accurate manner.
- Ensure that Research Foundation purchase orders are processed in a timely and accurate manner.
- Continue to strengthen campus awareness of NYS certified MWBE and SDVOB vendors in an effort to increase their usage.
- Strive to meet SUNY's MWBE goals of 30% for commodities and SDVOB set aside goal of 6%.
- Utilize evaluation forms at all training workshops and incorporate viable suggestions into future sessions.
- Continue to strengthen MWBE relationships and to develop relationships with New York Certified Service Disabled Veteran Owned Businesses.
- Establish state vendors in the Research Foundation of SUNY Supplier File in preparation of the implementation of SciQuest, the eProcurement system.
- Develop training materials for the SciQuest eProcurement process.

2015-2016 Purchasing Volume Report

STATE	2015 - 2016		2015 - 2016		2015 - 2016		2015 - 2016	
	PURCHASE ORDERS		JT's / PREPAY REQUISITIONS		CONFIRMING REQUISITIONS		CITIBANK VISA	
DATE	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT
JUL. 15	124	\$ 762,151.75	31	\$ 25,639.57	69	\$ 275,313.35	551	\$ 225,608.93
AUG. 15	85	\$ 820,228.65	13	\$ 6,910.00	64	\$ 492,772.42	657	\$ 273,314.06
SEP. 15	82	\$ 914,463.28	11	\$ 113,255.00	88	\$ 256,968.52	826	\$ 252,559.30
OCT. 15	71	\$ 692,728.32	2	\$ 19,030.00	83	\$ 209,560.06	684	\$ 225,870.29
NOV. 15	73	\$ 549,918.53	4	\$ 37,455.00	48	\$ 46,713.81	527	\$ 175,434.64
DEC. 15	50	\$ 279,200.75	4	\$ 37,216.50	59	\$ 214,927.34	477	\$ 181,400.39
JAN. 16	50	\$ 236,662.52	5	\$ 1,270.00	50	\$ 37,017.32	677	\$ 236,511.49
FEB. 16	58	\$ 222,875.97	5	\$ 5,753.00	73	\$ 111,801.75	622	\$ 158,548.74
MAR. 16	69	\$ 467,437.93	8	\$ 112,600.00	52	\$ 99,121.30	635	\$ 172,032.94
APR. 16	47	\$ 272,709.46	10	\$ 8,516.50	63	\$ 149,450.15	583	\$ 169,588.69
MAY. 16	53	\$ 298,031.24	12	\$ 21,706.34	50	\$ 91,423.79	484	\$ 162,086.90
JUN. 16	76	\$ 480,902.08	13	\$ 11,172.29	66	\$ 179,878.86	505	\$ 221,857.34
YTD 15 - 16	838	\$ 5,997,310.48	118	\$ 400,524.20	765	\$ 2,164,948.67	7,228	\$ 2,454,813.71
YTD 14 - 15	904	\$ 8,783,942.23	116	\$ 357,091.40	751	\$ 2,310,902.56	7,469	\$ 2,747,473.54
RESEARCH	2015 - 2016		2015 - 2016		TOTAL RESEARCH PURCHASES		TOTAL STATE PURCHASES PO's, REQUISITIONS, VISA	
	PURCHASE ORDERS		OTHER VOUCHERS					
DATE	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT
JUL. 15	5	\$ 11,943.92	178	\$ 62,488.09	183	\$ 74,432.01	775	\$ 1,288,713.60
AUG. 15	4	\$ 6,604.50	131	\$ 8,847.85	135	\$ 15,452.35	819	\$ 1,593,225.13
SEP. 15	5	\$ 2,056.00	117	\$ 127,019.73	122	\$ 129,075.73	1,007	\$ 1,537,246.10
OCT. 15	18	\$ 41,044.24	114	\$ 168,796.38	132	\$ 209,840.62	840	\$ 1,147,188.67
NOV. 15	3	\$ 9,015.00	86	\$ 36,959.49	89	\$ 45,974.49	652	\$ 809,521.98
DEC. 15	2	\$ 38,000.00	201	\$ 68,754.42	203	\$ 106,754.42	590	\$ 712,744.98
JAN. 16	2	\$ 2,537.88	133	\$ 43,214.73	135	\$ 45,752.61	782	\$ 511,461.33
FEB. 16	9	\$ 28,720.00	63	\$ 54,100.02	72	\$ 82,820.02	758	\$ 498,979.46
MAR. 16	5	\$ 125,074.42	112	\$ 91,004.99	117	\$ 216,079.41	764	\$ 851,192.17
APR. 16	0	\$ -	83	\$ 58,277.15	83	\$ 58,277.15	703	\$ 600,264.80
MAY. 16	10	\$ 65,143.36	101	\$ 149,607.82	111	\$ 214,751.18	599	\$ 573,248.27
JUN. 16	5	\$ 12,528.00	90	\$ 44,193.41	95	\$ 56,721.41	660	\$ 893,810.57
YTD 15 - 16	68	\$ 342,667.32	1,409	\$ 913,264.08	1,477	\$ 1,255,931.40	8,949	\$ 11,017,597.06
YTD 14 - 15	60	\$ 158,951.76	1,425	\$ 907,304.44	1,485	\$ 1,066,256.20	9,240	\$ 14,199,409.73
15 - 16 STATE		\$ 11,017,597.06	8,949	15 - 16 TOTAL OF STATE & RESEARCH PURCHASES			10,426	\$ 12,273,528.46
15 - 16 RESEARCH		\$ 1,255,931.40	1,477	14 - 15 TOTAL OF STATE & RESEARCH PURCHASES			10,725	\$ 15,265,665.93

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



From left to right, seated: Lynn Bowers, and Mary Jo Rusch; in back: Rhonda Gominiak, Becky Siragusa, Dana Berry, Elisa Galuppo, Angie Astry and Pat Ippolito,

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 each of the Summer, Spring, and International Student Orientation programs.

Another responsibility of the Student Accounts Office is the timely deposit of funds for all campus accounts — Income Fund Reimbursable (IFR), student and employee vehicle registration, parking violations, and summer athletic and professional camps. Work Study and Student Assistant paycheck distribution, and billing and collecting for employee long distance personal telephone calls also reside in this department.

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, Collection Fund Reconciliation, and Student Revenue Data Submission (SRDS). 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 is staffed with a Director, an Assistant Director, a part-time Revenue Accountant, an Administrative Aide, three full-time Office Assistants, one part-time Office Assistant, and a Secretary.

Significant Accomplishments

- Successfully transmitted the Tax Relief Act file to SUNY in a timely fashion.
- 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.
- Continue to certify TAP in a timely manner and properly certify students utilizing the two different SAP charts, dependent upon when they initially received TAP.
- Successfully implemented and billed electronically for the 2015-2016 tuition increase.
- PEER Transfer/Flywire was implemented in Spring 2013, and the students that have utilized the service have been pleased with the ease of making their payment. Throughout the past year, we received 28 payments through Peer Transfer totaling \$285,276.
- 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. The eRefunds product was updated and can now be run utilizing multiple detail codes, so we are in the process of setting up and testing it for implementation in 2016-17.
- Successfully implemented the acceptance of American Express and Discover as payment options for students and their families both in our office and through TouchNet. Students and their families were pleased with the additions and began using them immediately.
- With the assistance of University Services and Internal Control, we were able to successfully secure a Single Source for TouchNet and didn't have to go through the RFP process. As a result, we now have a five year contract with TouchNet.
- Two members of the Student Accounts staff have been actively serving on a SEM committee and sub-committee throughout the past year.
- With the assistance of University Services, we learned that we are able to utilize the statewide contract with Key Merchant Services for the processing of our credit cards through Elavon. We have successfully transitioned our credit card processing to Elavon with significant savings to the campus for processing fees.
- Served on the PCI Compliance Committee that brought Campus Guard to campus for a three Day PCI Readiness Review and provided training to the campus community. This is an enormous jumpstart toward becoming PCI compliant across campus.
- 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.
- 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 the continued implementation of Direct Loan Program to ensure that loan funds are accurately accounted for in the URAS system.
- Produced the fourteenth annual Fredonia Revenue Accounting/Student Accounts Report, a reference document of the financial data generated from these areas that includes appendices with historical statistical data.
- Continued work on the Banner Procedure Manual for functions of Student Accounts and Revenue Accounting.
- Submitted all Student Revenue Data Submissions (SRDS) in a timely manner for the Net Price Calculator.
- 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.
- Successfully implemented the New York sales tax increase that was effective December 1, 2015. Sales tax increased from 7.5% to 8%. We also notified all campus constituents that charge sales tax to ensure that we were in compliance and collecting the proper amount.

Statistical Data

The Student Accounts Office produced over 16,380 bills for the fall 2015 and spring 2016 semesters, a decrease of 4.63% from last year. All bills were sent electronically. 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.

Fredonia Student Account Bills

	2013-14		2014-15		2015-16	
	# Bills	Billed Amount	# Bills	Billed Amount	# Bills	Billed Amount
Fall						
Registration	4,934	\$31,922,842.51	4,788	\$32,453,262.05	4,515	\$31,656,851.20
Post Registration	2,297	15,986,905.10	2,240	16,646,016.05	2,103	15,893,560.36
Audit #1	1,412	10,496,530.51	1,290	10,301,380.37	1,344	11,036,774.57
Audit #2	1,070	8,361,626.17	1,008	8,347,737.75	1,012	8,595,628.68
Audit #3	423	3,334,748.48	287	2,438,537.68	335	2,876,066.46
Spring						
Registration	4,591	32,063,837.14	4,480	32,498,150.25	4,215	31,630,415.44
Post Registration	1,601	11,969,062.61	1,446	10,848,274.45	1,335	10,502,246.96
Audit #1	950	7,328,999.02	799	6,474,380.45	800	6,570,963.34
Audit #2	732	5,759,766.95	629	5,148,733.97	555	4,710,150.84
Audit #3	351	2,918,977.24	216	1,850,110.49	173	1,504,721.40
Total	18,361		17,183		16,387	

There were 2,529 students subscribing to the Faculty Student Association (FSA) Debit Account for the fall and spring semesters with a billable total of \$1,431,700, representing a 12% decrease in the number of subscribers and a decrease of 11.6% in dollar value.

The Student Accounts Office billed \$612,827 for laboratory and class fees for the 2015-2016 academic year, representing a decrease of 6.7% compared to the prior year.

Direct deposit of refunds directly into bank accounts totaled 1,295 for \$1,908,716, a decrease of 1.4% in number and a decrease of 6.5% in dollar value.

A total of 8,489 credit card web payments were processed for a total of \$13,736,312 during 2015-2016. Since initial implementation in October 2003, \$108,548,355 of credit card payments have been processed via the web payment system. In addition, 2,140 WebCheck transactions were processed in the 2015-2016 year for a total of \$5,453,883. Please refer to the following charts for comparative data.

Web Credit Card Payments

Month	2011-12	2012-13	2013-14	2014-15	2015-16
July	\$336,855.62	\$799,119.49	\$1,010,849.30	\$1,047,871.55	\$893,626.87
August	3,655,853.82	4,148,595.98	4,412,470.97	4,353,586.52	3,961,735.31
September	1,531,174.37	882,803.25	779,592.38	957,634.29	821,536.16
October	772,227.22	764,179.88	794,298.65	819,562.43	881,274.02
November	233,075.37	261,076.28	267,022.87	226,316.75	255,231.75
December	950,943.88	1,018,097.43	1,202,895.94	1,267,261.96	1,219,380.32
January	3,738,368.63	3,708,100.41	4,200,922.80	3,962,225.69	3,660,085.79
February	959,332.71	917,530.24	869,731.28	621,142.69	699,850.69
March	782,486.16	626,753.61	597,701.76	666,232.98	667,503.69
April	416,299.49	391,734.86	399,271.50	372,450.18	506,802.91
May	208,331.45	284,271.19	202,763.88	194,295.37	99,996.33
June	41,934.93	44,139.01	53,846.43	73,037.80	69,288.12
Total	\$13,626,883.65	\$13,846,401.63	\$14,791,367.76	\$14,561,618.21	\$13,736,311.96
Net Increase/Decrease		1.61%	6.82%	-1.55%	-5.67%

Webcheck Payments

Month	2011-12	2012-13	2013-14	2014-15	2014-15
July	\$134,304.12	\$391,329.31	\$342,715.49	\$310,260.35	\$345,603.94
August	1,773,146.40	1,680,246.27	1,841,420.91	1,759,734.29	1,662,334.09
September	590,959.34	523,124.48	417,070.14	403,134.50	425,990.82
October	368,283.07	413,191.79	396,355.74	370,683.40	389,257.48
November	112,270.68	193,285.32	172,432.97	115,553.20	93,424.53
December	373,489.77	520,914.26	415,952.51	342,693.79	379,358.99
January	1,523,281.79	1,559,625.55	1,592,274.08	1,635,073.86	1,363,581.02
February	458,403.45	391,188.39	442,713.44	357,338.79	293,349.93
March	318,081.73	301,261.13	341,589.83	345,443.95	340,440.51
April	160,309.68	218,794.76	180,395.06	165,193.82	114,311.61
May	70,150.83	77,332.87	87,710.60	69,196.14	37,859.30
June	21,299.58	14,740.74	26,915.15	11,231.05	8,370.80
Total	\$5,903,980.44	\$6,285,034.87	\$6,257,545.92	\$5,885,537.14	\$5,453,883.02
Net Increase/Decrease		6.45%	-0.44%	-5.94%	-7.33%

During the 2015-2016 fiscal year, \$99.75 million of collected revenue and \$26.6 million of cash disbursements were accounted for within the University Revenue Accounting System. These figures represent a 3.69% decrease in collections and a 5.36% decrease in cash disbursements from last year. Please refer to the following chart for comparative data.

CASH COLLECTIONS				
	2014-2015	2015-2016	Change	Percent
Tuition	\$34,514,139	\$33,270,096	(\$1,244,043)	-3.60%
College Fee & Student Fees	\$8,619,396	8,429,112	(190,284)	-2.21%
Campus Debit Card	\$1,585,797	1,412,654	(173,143)	-10.92%
Residence Hall Rental	\$17,081,669	16,998,832	(82,836)	-0.48%
Food Service	\$11,824,522	10,970,663	(853,859)	-7.22%
IFR Receipts	\$1,818,595	2,052,554	233,959	12.86%
Disbursements	\$28,123,582	26,616,476	(1,507,106)	-5.36%
Total	\$103,567,700	\$99,750,388	(\$3,817,312)	-3.69%

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.

During the Spring 2016 semester, the Student Accounts Office contacted students to make them aware of their balance due and answer any questions they may have, or offer assistance in directing them to the right place to obtain assistance with getting the balance paid. We plan to continue this process in the future and include some belonging language that we have learned is a key factor in retaining our students.

Our survey numbers decreased by one this year to six completed surveys.

Throughout the past year, SUNY Legal Counsel has not requested any further information regarding the Residency Lawsuit. The payments were made for the lawsuit and the case has been closed.

Since no progress was made on the Collection RFP, University Services and Student Accounts agreed to take on the project again for the region so that we can be in compliance. The regional group has been meeting regularly throughout the Spring with the goal of an RFP going out during Fall 2016.

We were able to successfully secure a single source for our eServices contract and avoid the RFP process. Student Accounts worked closely with University Services and Internal Control resulting in the implementation of a signed five year contract effective in 2016. Since this successful completion, we have been asked by other campuses to assist them in the process as well.

The Parking Database improvements were not completed in 2015-16, but we did make some major strides working on the project with Information Technology (IT). We anticipate that beginning with the Fall 2016 semester, students, faculty and staff will be able to register their vehicles online.

We anticipate that within the next academic year individuals will also be able to see their parking fines online, and then make payment there as well.

Unfortunately due to a SICAS programming change, we are no longer able to report Veteran's benefits on RPAAWRD in Banner. As a result, we had to go back to the previous way of identifying them in Banner, which is less than ideal since they no longer show up on a student's eBill. We are working on a solution to make affected students aware so there is less confusion.

We were not able to complete a video of a student making their deposit payment online during the past year. However, we are in the process of working with Admissions and IT to simplify the deposit payment process and plan to create a video upon completion of this project.

We successfully implemented the ability to accept Discover and American Express. Our students and their families have been very pleased with the addition of the new payment options.

We have continued to train the Assistant Director of Student Accounts and she has been a real asset to our staff. The Office Assistant 2 that we hired has since been promoted to another office on campus, so we currently have a vacancy in our office.

Some of the Student Accounts staff have received training for Argos. We continue to learn the tools available to us and plan to implement it with all staff during the next academic year.

All 2015-2016 URAS biannual reports, as well as the annual report, were submitted to System Administration prior to the due date. 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 new dorm regulations.

All Banner patches and new releases are continually tested to ensure that they work properly when applied in our production database. Student Revenue Data Submissions (SRDS) is consistently monitored with new patches, as well as reporting the submission to System Administration once per year.

Students are being notified more frequently through both email and mail if they have an old un-cashed 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.

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 decreased 5%; charges for all other banking services decreased 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.

	<u>15/16</u>	<u>14/15</u>	<u>Inc/Dec</u>	<u>% Inc/Dec</u>
CASHIERS	50,838.79	44,768.19	6,070.60	14%
INTERNET	313,828.93	339,914.81	(26,085.88)	-8%
INTERNET INCUBATOR	941.11	485.63	455.48	94%
INTERNET MARKETPLACE	9,298.16	8,556.21	741.95	9%
INT MARKETPLACE ADVAN.	4,057.83	3,311.15	746.68	23%
FREDONIA BOX OFFICE	7,348.43	7,531.90	(183.47)	-2%
TOTAL	<u>386,313.25</u>	<u>404,567.89</u>	(18,254.64)	-5%

Bank Invoice Charges Comparison Years 2014-2015 and 2015-2016				
	<u>15/16</u>	<u>14/15</u>	<u>Inc/Dec</u>	<u>% Inc/Dec</u>
July	1,175.65	1,246.55	(70.90)	-6%
August	1,462.29	1,620.70	(158.41)	-10%
September	2,517.36	3,279.96	(762.60)	-23%
October	2,993.01	2,593.40	399.61	15%
November	1,968.79	1,516.02	452.77	30%
December	1,422.17	1,555.22	(133.05)	-9%
January	1,574.82	1,698.86	(124.04)	-7%
February	3,226.76	2,813.70	413.06	15%
March	2,185.70	2,382.11	(196.41)	-8%
April	1,399.04	1,557.54	(158.50)	-10%
May	1,266.11	1,392.77	(126.66)	-9%
June	1,040.16	1,302.09	(261.93)	-20%
TOTAL	<u>22,231.86</u>	<u>22,958.92</u>	(727.06)	-3%

Assessment Goals

- 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.
- Work with IT on the next phase of the Parking Database improvements to include the ability to register and pay online for parking registration and tickets.
- Create videos to post online showing students how to pay a deposit.
- Hire an Office Assistant 2 for the cashier's area.
- Attend TouchNet's COMTEC conference.
- Implement new approved tuition rate for non-resident students that are only enrolled in online courses.
- Utilize and train all staff on the tools available within Argos.
- Work with IT and Admissions to improve the deposit payment process for new students.
- Work with University Services and the Western New York Region to successfully complete the RFP process for a collections contract.
- As a member of the PCI Compliance Committee, work with Campus Guard and IT to assist Student Accounts and the campus community in becoming PCI compliant.
- Work with University Services to secure a banking contract.

- Prepare for the transition of reporting 1098-T information on a billed basis to a payment basis for the 2017 tax year as required by the IRS.
- Continue monitoring the accuracy and timeliness of the URAS reports.
- 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 submitting the Student Revenue Data Submission once per year.
- Continue reconciling our records with the Attorney General's records for accuracy as needed.
- Continue notifying students more frequently for old un-cashed checks.
- Reconcile the Grad Assistantship records for accuracy.
- Send dormitory funds to NYS Tax and Finance biweekly.
- Create a new process for our exchange students so their accounts accurately reflect the waiver they receive for tuition.

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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.



From left to right: Cindy Haase, Sandy Noble and Emily Parsons

The University Accounting Office 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 Verizon long distance telephone calls, Verizon cell phone calls, personal and business photocopying, campus Copy Center service, postage, storehouse inventory and State fleet automobile usage.

On a biweekly basis, the number of State and graduate assistant paychecks are verified and distributed to campus personnel. When processing employee reimbursements, the University Accounting Office is also responsible for updating employee leave status in the Statewide Financial System (SFS).

On a monthly basis, departmental accounting reports are prepared summarizing allocation, revenue, cash balance, and encumbrance and expenditure information for State, Income Fund Reimbursable (IFR), and Dormitory Income Fund Reimbursable (DIFR) accounts. Reviewed in detail by the financial services directors, summary findings and recommendations are documented and then distributed with the reports to the vice presidents, associate vice presidents and deans in Academic Affairs, Student Affairs, University Advancement, and Engagement and Economic Development. A monthly Construction Fund account report is also prepared and reviewed summarizing allocation, encumbrance and expenditure information. State and DIFR utility expenditures are monitored against budget to detect unanticipated dollar swings that might necessitate modifications to the planned allocation of resources.

A substantial amount of time and energy is devoted to processing employee and intercollegiate travel payments. Detailed explanations of State Audit and Control travel regulations, requirements

and stipulations are provided as needed to individual travelers. Intercollegiate Athletic travel arrangements have their own unique rules and regulations and often require extensive coordination with outside agencies to come to satisfactory closure.

University Accounting is responsible for the Copy Center coding and all billing to departmental accounts for campus recharges.

During the first 11 months of the 2015-2016 fiscal year, the University Accounting Office was staffed by the Director and one Administrative Aide. The vacant Office Assistant 2 (formerly titled Clerk 2) position was filled with one probationary appointment, which eventually resulted in revising and filling the position with one professional Accounts Payable Analyst.

Significant Accomplishments

- The University Accounting Office continues to lead the campus through the many challenging procedural changes caused by the implementation of the Office of the State Comptroller's (OSC) Statewide Financial System (SFS) on April 15, 2012.
- Accounting records for the fiscal year were completed and closed per System Administration deadlines without any lapsing State funds.
- The Director of University Accounting conducted campus-wide training sessions for the SMRT Web Application and began implementing and training for SUNY BI (SMRTs replacement), which are both used for reviewing online departmental accounting information.
- 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.
- OSC's elimination of the Central Travel Account on July 31, 2013 has led to a 300.3 percent increase in the use of State Travel and Non-Employee Travel Cards.
- The University Accounting Office continued to inform the campus at a training session with regard to updates on the State travel policy, and the issuance of Non-Employee Travel Cards. The University Accounting Office continually updates their webpage with new procedures and forms, providing departments with easy access to the most current information.

Statistical Data

- Throughout the 2015-2016 fiscal year, 4,778 State vouchers were processed for payment totaling over \$18.8 million, and 19 petty cash checks were issued at a total dollar value of \$38.5 thousand (please refer to the chart below for transaction detail). Compared to last year, these figures represent an 8% decrease in the number of State vouchers processed with a 18% decrease in the dollar value of State voucher payments. In regards to petty cash, the number of vouchers processed decreased by 5% and the dollar value decreased by 9%.

Vouchers Processed for 2015-2016

Month	Quick Pay		Petty Cash		Totals	
	# of Vouchers	\$	# of Checks	\$	# of Transactions	\$
July	370	1,676,322.92	0	-	370	1,676,322.92
August	445	2,274,670.07	0	-	445	2,274,670.07
September	329	2,168,362.95	0	-	329	2,168,362.95
October	371	1,104,054.40	0	-	371	1,104,054.40
November	451	2,039,722.10	5	5,152.00	456	2,044,874.10
December	458	1,754,666.65	2	7,700.00	460	1,762,366.65
January	350	1,528,123.47	1	1,732.00	351	1,529,855.47
February	378	1,146,454.90	3	10,590.00	381	1,157,044.90
March	415	1,994,994.00	6	11,682.14	421	2,006,676.14
April	417	1,060,509.42	1	175.00	418	1,060,684.42
May	443	1,100,367.41	1	1,470.00	444	1,101,837.41
June	351	953,543.43	0	-	351	953,543.43
Total	4,778	18,801,791.72	19	38,501.14	4,797	18,840,292.86
Average	398	1,566,815.98	3	5,500.16	400	1,570,024.41

Vouchers Processed for 2014-2015

Month	Quick Pay		Petty Cash		Totals	
	# of Vouchers	\$	# of Checks	\$	# of Transactions	\$
July	371	3,154,733.04	0	-	371	3,154,733.04
August	359	2,114,115.32	0	-	359	2,114,115.32
September	479	2,334,304.99	0	-	479	2,334,304.99
October	369	2,088,993.25	0	-	369	2,088,993.25
November	362	1,906,612.84	5	4,690.00	367	1,911,302.84
December	416	1,621,331.03	2	8,900.00	418	1,630,231.03
January	402	1,500,452.97	0	-	402	1,500,452.97
February	365	1,439,239.06	2	4,555.00	367	1,443,794.06
March	497	2,012,242.79	7	14,090.00	504	2,026,332.79
April	606	1,952,441.96	1	800.00	607	1,953,241.96
May	526	1,313,277.24	3	9,375.00	529	1,322,652.24
June	445	1,650,825.95	0	-	445	1,650,825.95
Total	5,197	23,088,570.44	20	42,410.00	5,217	23,130,980.44
Average	433	1,924,047.54	3	7,068.33	435	1,927,581.70

University Accounting experienced a 171% increase over last year in the issuance of Travel and Non-Employee Travel (NET) Cards on campus.

Throughout the 2105-2016 fiscal year, Travel and Non-Employee Travel (NET) Card transactions were processed for payments totaling over \$723.7 thousand, which represent a 3% decrease in Travel and Non-Employee Travel (NET) Card usage (please refer to the chart below for transaction detail).

**Citibank Travel Card Usage
2015-2016**

Statement Date	Academic Affairs	Athletics	Engagement	Finance & Administration	International Education	Music	President	Student Affairs	University Advancement	Other Funds			Statement Total
										Research	Foundation	FSA	
7/22/2015	8,503	2,441			4,164		(258)			1,291	257		16,396
8/22/2015	1,804	1,814	167	222	278								4,285
9/22/2015	6,522	2,025	536	222	124		149	145	1,050		350	830	11,954
10/22/2015	6,359	5,243	283		1,677	240	159	7,619		1,408	697	688	24,374
11/22/2015	3,241	1,233		797	948	337	1,029	8,760	1,120				17,466
12/22/2015	6,153	1,744	895		505	191				700			10,188
1/22/2016	6,272	2,207	284		41	283	312	107		36	1,091		10,632
2/22/2016	9,128	352			125		1,676	1,040		681			13,002
3/22/2016	3,442	2,709	2,233		148	256	2,550	3,452	302	400	156		15,647
4/22/2016	3,881	1,137	3,372	262	676	46	905	3,876	1,126	1,204	185		16,669
5/22/2016	10,297	2,344	(359)		648			2,863	355		953		17,101
6/22/2016	6,331	3,639	500	269	1,524		1,087	342	562	312	33		14,598
Usage	71,932	26,888	7,911	1,772	10,858	1,353	7,607	28,205	4,515	6,032	3,721	1,518	172,313

**Citibank Travel Card Usage
2014-2015**

Statement Date	Athletics	Int'l Ed	President	Engagement	Academic Affairs	Student Affairs	University Advancement	Finance & Administration	Music	Other Funds			Statement Total
										Research	Foundation	FSA	
7/22/2014	\$2,889	\$326	\$1,866		\$4,878	(\$344)		\$3,772		\$1,553			\$14,940
8/22/2014	\$1,469		\$615	\$0	\$1,230			\$306			\$899		\$4,519
9/22/2014	\$2,002			\$691	\$4,615	\$710		\$1,419		\$2,883	\$519		\$12,839
10/22/2014	\$6,307	\$2,629	\$1,873	\$749	\$1,634	\$5,850		\$346		\$1,275	\$3,510		\$24,172
11/22/2014	\$2,218	\$1,553	\$1,547	\$98	\$5,551	\$7,718		\$2,726		\$716	\$1,259		\$23,386
12/22/2014	\$4,003	\$369	\$960		\$1,149			\$230		\$1,036			\$7,747
1/22/2015	\$4,066		\$152		\$2,635		\$970						\$7,822
2/22/2015	\$539		\$2,609	\$938	\$2,589		\$1,773						\$8,448
3/22/2015	\$2,907	\$339	\$2,189	\$369	\$6,109	\$0	\$12	\$522			\$308		\$12,754
4/22/2015	\$984	\$1,781	\$396	\$392	\$6,756	\$0		\$192		\$1,392	\$1,475		\$13,367
5/22/2015	\$2,129	\$453	\$96	\$1,912	\$4,402	\$0	\$825		\$1,160	\$405	\$8,112		\$19,494
6/22/2015	\$1,567	\$4,320	\$1,157	\$2,330	\$5,003		\$1,333			\$474	\$699		\$16,883
Usage	\$31,079	\$11,770	\$13,458	\$7,478	\$46,551	\$13,934	\$4,912	\$9,513	\$1,160	\$9,733	\$16,781	\$0	\$166,370

**Citibank Non-Employee Travel (NET) Card Usage
2015-2016**

Statement Date	Academic Affairs	Athletics	Engagement	Finance & Administration	International Education	Music	President	Student Affairs	University Advancement	Other Funds			Statement Total
										Research	Foundation	FSA	
7/6/2015	911	1,750	2,422		22,208	235							27,525
8/6/2015	343	2,094	(190)		13,137						390		15,774
9/6/2015	469	2,645			773						466		4,353
10/6/2015	5,709	28,108	375		3,500						480		38,172
11/6/2015	2,547	39,488			796						388		43,220
12/6/2015	3,520	19,408	763		76,973								100,665
1/6/2016	1,554	16,423			2,322								20,298
2/6/2016	5,827	55,976			104	2,375		2,397					66,679
3/6/2016	7,562	34,675	1,818		16,223	2,989	39	2,458			90		65,853
4/6/2016	17,703	24,541	612		6,096	1,037		9,796			534		60,318
5/6/2016	14,143	23,080	3,225		20,084	161		2,189			5,942	355	69,180
6/6/2016	1,847	13,625	408		23,351	55	(2)	110					39,393
Usage	62,135	261,812	9,433	0	185,565	6,852	37	16,949	0	0	8,291	355	551,430

**Citibank Non-Employee Travel (NET) Card Usage
2014-2015**

Statement Date	Athletics	Int'l Ed	Academic Affairs	President	Engagement	Student Affairs	Finance & Administration	Music	Other Funds				Statement Total
									Research	Foundation	FSA	Student Assoc.	
7/6/2014	\$3,877	\$30,428	\$2,045			\$2,200				\$1,825			\$40,375
8/6/2014	\$3,006	\$22	\$537			\$1,863				\$314	\$368		\$6,109
9/6/2014	\$11,525	\$112	\$1,118	\$874							\$83		\$13,712
10/6/2014	\$20,341	\$10,711	\$1,116							\$175			\$32,342
11/6/2014	\$20,831	\$1,242	\$981		\$450			\$8,293		\$168			\$31,965
12/6/2014	\$32,579	\$818	\$1,866		\$626	(\$4,063)				\$620			\$32,446
1/6/2015	\$27,486	\$56,802	\$3,977					\$259					\$88,524
2/6/2015	\$58,504	\$20,217	\$270										\$78,991
3/6/2015	\$40,437	\$21,213	\$2,048	\$152	\$590	\$910		\$258		\$83			\$65,691
4/6/2015	\$43,243	\$18,062	\$3,120			\$1,918		\$9,089		\$605			\$76,038
5/6/2015	\$37,728	\$42,002	\$7,301		\$1,589					\$639		\$330	\$89,589
6/6/2015	\$8,155	\$16,799	\$855	\$83	\$690	\$83							\$26,664
Usage	\$307,712	\$218,428	\$25,234	\$1,108	\$3,944	\$2,911	\$0	\$17,899	\$0	\$4,428	\$451	\$330	\$582,445

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, long distance telephone and photocopy pin codes, use of the SUNY BI Web accounting application, and paycheck distribution.

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. As with 2014-2015 there were zero duplicate payments in the 2015-2016 fiscal year. There were seven payments issued through the Central Accounting System that resulted in Refunds of Appropriation (as compared to nineteen in 2014-2015). The seven refunds encompassed the following: on Procurement Cards — one for a personal item; one the vendor refunded registration fee; and one vendor refunded returned item; on Purchase Orders — one ad refund; on Standard Vouchers and Prepay Requisitions — two overpayments due to poor invoice layout resulting in an incorrect interpretation of what amount was owed; on Employee Reimbursements — one overpayment made to employee due to an incorrect Travel Voucher submission. As referenced above, refunds of appropriations were processed to restore funding in the appropriate accounts. As a means to reduce the risk of duplicate payments, departments are encouraged to use purchase orders or University procurement cards to obtain goods and services, as opposed to making a personal payment and subsequently filing a confirming requisition to obtain a reimbursement.

Assessment Goals

- Continue to pay vendors in a timely manner to avoid costly interest penalties.
- Continue to closely monitor for duplicate invoice payments.
- Continue to be an integral member of the OSC statewide SFS implementation.
- Continue participation in the SUNY BI, EnergyCap, and Travel and NET Card RFP Taskforces.
- Utilize evaluation forms at training workshops and incorporate viable suggestions into future sessions.
- Continue training workshops to assist departmental personnel in understanding the budget and accounting systems, and the proper completion of related paperwork.
- Continue to add 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).

Environmental Health and Safety and Sustainability

ENVIRONMENTAL HEALTH AND SAFETY AND SUSTAINABILITY

Introduction

The Environmental Health and Safety and Sustainability (EH&S&S) department is responsible for campus-wide safety and compliance with Federal, State, and local environmental and occupational safety regulations. The department is also ultimately responsible for fire safety, compliance issues relating to the State University of New York at Fredonia, and the NYS Uniform Building and Fire Code, and campus sustainability. In addition to compliance issues, EH&S&S is responsible for assessing, designing, and implementing programs that ensure the safety of the college community. 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. EH&S&S is located in Hendrix Hall.



Seated: Sarah Laurie; In back from left to right: Gary Brittain and Lori Johnson

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 and Safety and 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 external environmentally-related government inspections. 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.

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

- Assess, design and implement all environmental, workplace, and fire safety training for the campus community. Oversee campus regulatory compliance. Issue/review permits as required.
- Conduct fire, AED and workplace safety building inspections per requirements. Provide campus community with CPR/AED training.
- Provide guidance and oversight in the proper management and disposal of industrial, hazardous, universal, electronic, biological and radiological wastes generated on campus.
- 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.
- 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 support and guidance for environmental and safety related concerns posed by all members of the university.
- Foster a team approach to working with the varying University departments to ensure chemical security and assist in the management of chemical 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.
- Calculate occupancy and square footage to meet occupancy needs in areas of public assembly on campus.
- Assist with the coordination of Earth Month.
- Oversee and manage the campus FredRide carpooling program.
- Complete Greenhouse Gas Audits for submission to the Carbon Commitment as well as Sustainability Tracking and Rating System (STARS), Executive Order 4 and 18, and NYS Environmental Self-Audit reports.
- Assist with Strategic Plan Implementation.



In fiscal year 2015-2016 Environmental Health and Safety and Sustainability consisted of two full-time employees, one part-time employee, and three student assistants.

Significant Accomplishments

- There were 49 people trained in CPR/AED and First Aid for this 2015-2016 fiscal reporting year. The number of people trained included outside community members, as well as campus employees and students.
- Facilitated the disposal of over 60,000 pounds of hazardous waste including major clean outs of Jewett and Houghton Halls.
- Continued with the annual training of RA's and RD's in fire safety.
- Provided Federal Standard Hazard Communication training (HazCom 2012, adopted in 2012) and Fire Safety training for over 100 FSA employees. Other "shared services" included CPR/AED for EDP, Upward Bound, and FSA.
- Began revisions of the Building Safety Coordinator program in conjunction with University Police.
- Inspected, tagged, and serviced 1,500 fire extinguishers, 855 pull stations, and 108 AED's located throughout campus. Reviewed new buildings to add mandated equipment.
- 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.
- Worked in conjunction with Facilities Services to meet updated compliance standards including Underground Storage Tank regulations requiring obtaining Class A and B Operator Certification, and Cooling Tower regulations.

Statistical Data

* indicates training not conducted annually

Training or Inspection Program	Number of Employees Trained	Number of Employees Trained	Number of Employees Trained
Fiscal Year	2014	2015	2016
Aerial Lift	73*	*	20
Asbestos Awareness	83	124	*
Avian Flu Awareness	34	*	Handouts
Bloodborne Pathogen Training	188	128	122
Building Inspections	49	35	68
Chemical Safety Training–Chemical Hygiene Program	52	*	*
Compressed Air	28	9	0
CPR/AED/First Aid	158	87	49
Electrical Safety	34	1	*
Emergency Response	192	90	11
Ergonomics & Assessments	42	30	0
Fall Protection	60	29	75
Fire Extinguisher Use	131	0	149
Fire Safety	262	228	357
Fork Truck	22	*	2
Fume Hood Testing	*	57	*
Hazardous Waste Management	*	90	75
Hearing Conservation	42	*	*
Heat Stress/Heat Exhaustion Awareness	34	*	Handout
Hotwork Permits	15	21	23
Ladder Safety & Security	29	129	83
Lead Awareness	13	0	26
Lockout/Tagout	27	0	0
Lyme Disease Awareness	34	0	Handout
Machine Guarding	4	28	35
NYS Right-to-Know	*	All campus employees via WeComply	All campus employees via WeComply
Oil SPCC	90	104	101
Power/ Hand Tool	34	28	*
Powered Industrial Vehicle	*	1	0
Personal Protective Equipment	300	39	*
Rabies Awareness	34	0	Handout
Reach Truck	7	1	0
Respiratory Training and Fit Testing	9	7	8
RCRA Online	18	*	11
Safe Lifting	87	41	86
Scaffolding Safety	14	14	*
Slips, Trips and Falls	*	104	15
West Nile Virus Awareness	19	0	Handout
Work Zone /Flagger	40	*	13

Fire Code Violations

INSPECTION YEAR	NUMBER OF VIOLATIONS
2016	205
2015	310
2014	258
2013	208

Hotwork Permits

PERMITS	TOTALS
Hot Work Permits	23

Chemical Waste Disposal

WASTE DISPOSAL	POUNDS
Asbestos Waste	8 pickups
Hazardous Waste	60,200 pounds of hazardous waste
Medical Waste	163 cubic feet
PCB Waste	18,827 pounds
Universal Waste / Batteries / light bulbs	2,448 pounds

Assessment Update

Assessment Statement

The Environmental Health and Safety and 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 that 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

- EH&S&S continues to monitor changes to safety and environmental regulations which impact the campus, and design or update programs and procedures to comply with such revisions.
- Focused efforts of the Sustainability Committee on identifying areas of improvement as it pertains to the Sustainability Tracking And Rating System of AASHE.
- Continued to assess the CPR/AED program using surveys to continually enhance and improve the CPR/AED training program. The American Heart Association is the agency which Fredonia will continue to use to train the campus, and the community.
- Provided in-person education of the function of EH&S&S to several campus stakeholders including FSA and Residence Life.
- Assessed campus-wide regulatory compliance and safety training, and updated workplace compliance training as required. Training included, but was not limited to Fire Safety, Respiratory Fit Testing, Fall Protection, Aerial Lift, Scaffolding, ladder and back safety.
- Continued the maintenance of the free carpooling program on campus. FredRide currently has 264 members registered.
- Handled the annual NY State Fire Inspection and maintained oversight of citations to ensure timely correction of all issues.
- Completed significant lab cleanouts of hazardous waste.
- Updated campus Emergency Eyewash Station and Shower policy. Assisted with the development of an Occupational Health Policy pertaining to campus animal research.

Assessment Goals

- Coordinate and implement training for FSA, Facilities Services, Science and Visual Arts employees.
- Achieve a Silver rating in the 2017 STARS Report.
- Maintain all campus fire safety and AED systems. Review required locations for AEDs.
- Promote campus sustainability through active leadership and routine updates to campus.
- Update the campus Hearing Protection policy.

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 is 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.



Seated: Gretchen Fronczak; in back from left to right; Lori Johnson and Markus Kessler

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 is comprised of 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 full-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 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. A full-time Secretary, with the assistance of one .5 Student Assistant, provides the necessary administrative support required of the department and all associated activities.

Significant Accomplishments

The 2015-2016 Annual Report for the Facilities Planning Department highlights many accomplishments including:

- Completed design of the Admissions Center (bid ready pending funding)
- Completed demolition documents for the Academic Spine Bridge and began design for its replacement.
- Began construction of the Rockefeller Arts Center Third Floor HVAC/Sprinkler Project.
- Completed the Addition to the Rockefeller Arts Center (RAC) and started construction to the existing RAC second floor and Marvel Theater Lobby.
- Completed design and began construction of the McEwen Hall Exterior Rehabilitation Project.
- Completed design and began construction of the Science Center Basement Fit-Out Project.

1. Academic/Administration/Infrastructure Projects

- Studies and Reports:
 - None
- Planning:
 - SUCF Five-Year Capital Plan.
 - Updating SUCF Facilities Master Plan
 - Reprogramming Houghton Hall.
- There were five projects in design or bid-ready for a total of \$35,900,000
- There were five projects in construction for a total of \$42,985,821
- There were two projects completed during this time period for a total of \$2,415,269

Capital Projects in Design or Bid-Ready	Capital Projects in Construction	Capital Projects Completed
Demolition of Academic Spine Bridge Phase I & II	Rockefeller Arts Center Addition	Upgrade Elevators Various Buildings
Houghton Hall Rehabilitation (reprogramming)	Dods Hall Exterior Rehabilitation	AHU & Controls Upgrade Phase I
Dods Hall Upgrade A/C	McEwen Hall Exterior Rehabilitation	
AHU & Controls Upgrade Phase II & III	Rockefeller Arts Center Third Floor HVAC/Sprinklers	
Admissions Center	Science Center Basement Fit-Out	

Academic Major Commissions

- **Rockefeller Arts Center Addition**



The Rockefeller Arts Center, built 42 years ago to accommodate a Department of Visual Arts enrolling 200 students, currently serves more than 400 full-time students, and as well houses the Department of Theatre and Dance requiring practice dance studios for a recently approved BFA in Dance; it also needs computer labs to support growing Graphic Design, Media Arts, and Animation programs. The campus academic master plan identified the development of a comprehensive Dance major as a top priority. While a small Dance program

has recently been approved, development of the comprehensive program requires more dance studio space. This addition would enable the University to provide a complete offering of all professional performing arts programs. An academic addition to the Rockefeller Arts Center will

enable Fredonia to provide a full spectrum of professional performing and visual arts degrees, while improving the quality of the existing academic offerings.

The addition will allow for the redistribution and consolidation of academic departments and increase the utilization of the existing building. This addition will help in providing students and faculty with a stimulating environment as well as providing a facility that could operate year-round, to serve not only the academic calendar but also serve a diverse group of programs, including student summer programs, education workshops, summer camps and local community programs.



The following objectives, developed by Fredonia, include:

- Providing Dance Studios (non-performance spaces); providing Computer Labs to support Media Arts, Illustration and Animation; and Graphic, Costume, and Scenery Design.
- Providing Studios to support Sculpture and Ceramics.
- Providing Rehearsal Rooms to support Theater.
- Providing a connecting link to Mason Hall.
- Providing Faculty Offices.



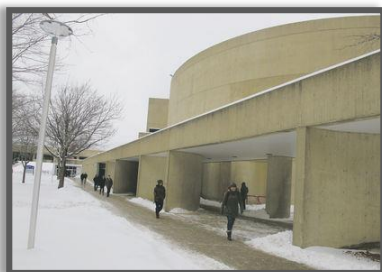
Construction began in May 2014 and has seen significant progress with the completion of the 40,000 square foot addition and 60% of the existing RAC second floor renovations completed; it's anticipated that the building will be fully enclosed in mid-fall 2015.



The project was designed by Deborah Berke & Partners Architects of New York, New York. Campus Construction Management Group of Amherst, New York is providing construction management services. Northland Construction of Syracuse, New York is the General Contractor. The project budget is \$36,000,000 and is scheduled to be completed at the end of the fall 2016 semester.



- **Demolition of Academic Spine Bridge**



An assessment of the Academic Spine Bridge's condition was completed in 2013 with two options identified to renovate or remove sections of the Spine. Since 2013, there had been substantial denigration of the interior materials of the Spine, accelerated by harsh winters that continued to worsen the Bridge's condition. The College continued to address the stabilization and annual maintenance of the Bridge, but understood a long-term solution needed to be implemented.

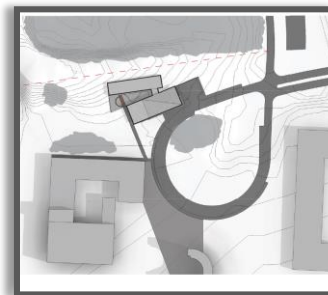
An important factor in determining an appropriate solution was appreciating that the physical footprint of the College has changed since the Spine's creation. As well, although it was the original intent for the Spine to serve as the central pedestrian walkway through campus, this was no longer the case. The main entrance to Reed Library was relocated from the Spine to ground level in 1991 with access from the Spine eliminated. With the completion of the tunnel access between Maytum Hall, the Library and McEwen, and the Spine's closure in winter months, it was no longer used as intended when designed in the 60's.

Given the challenges of the continued annual reductions in capital and critical maintenance funding, the SUNY Construction Fund moved forward with the option to remove failing sections of the Spine. Currently plans are being developed to redesign the entrances to McEwen and the Williams Center, incorporating code requirements and redesigning the pedestrian promenade in a way that both aerially and on foot incorporates IM Pei and Associates concepts to recreate the Spine's aesthetic intent.

This \$1,400,000 project is being designed by Labella Associates from Rochester, New York in two phases. The first phase is the removal of the existing academic spine and the second phase is the construction of a new pedestrian promenade.



- **Admissions Center**



The new Fredonia Admissions Center will provide a representational gateway for students and their families to “meet” Fredonia and experience our unique university environment, with its strong focus on both an educational and diverse culture, in a scenic setting. This new Center will be a one-stop center for all students, both undergraduate and graduate, to easily access all the resources they need to attend, thrive and graduate from Fredonia. One goal for the proposed center is that the new building will dramatically change the campus visit experience for prospective students by presenting a warm and welcoming feeling as a strong first impression to individuals who have never been to Fredonia.

The project was designed by Architectural Resources of Buffalo, New York in association with Perry Dean Rogers Partners Architects of Boston Massachusetts. The overall project budget is \$7,500,000. Currently, the Bidding and Construction Phase is on hold until construction funding is made available.



2. Residence Life Projects

- Studies and Reports:
 - None
- Planning:
 - Residence Hall Capital Plan
- There is one projects in design for a total of \$1,400,000
- There is one project currently in construction for a total of \$2,613,590
- There is one project completed for a total of \$1,208,818

Projects in Design or Bid-Ready	Projects in Construction	Projects Completed
Andrews Complex Window Replacement Phase I – IV (Phase IV – Hendrix Hall)	Andrews Complex Window Replacement Phase I – IV (Phase III – Hemingway Hall)	Andrews Complex Window Replacement Phase I – IV (Phase II – Schulz Hall)
	Kirkland Complex Roof Replacement	

Residence Life Major Commissions

- **Andrews Complex Window Replacement**



The Andrews Complex Window Replacement project will replace all of the original (1970) single-pane windows throughout the Andrews Quad, which includes Igoe, Schulz, Hemingway and Hendrix Halls. Due to the number of windows in the complex and construction budgetary constraints, this project is phased over a four-year schedule. Two phases have been completed – Igoe Hall and Schulz Hall; Phase III Hemingway Hall is currently in the construction phase. The construction phase for Phase IV Hendrix Hall is scheduled for the Fall of 2016. The existing single-pane steel windows are being replaced with aluminum windows. The windows on the first level are finished in a bronze color aluminum frame while

the upper levels are finished in champagne. All the punched window openings will receive precast concrete window sills and where required, new steel lintels and masonry brick will be replaced.

The project was designed by Flynn Battaglia Architects of Buffalo, New York. Construction of Phase I was completed by Window Specialties of Lancaster, New York in August 2014. TGR Construction of Buffalo, New York completed Phase II and is carrying out Phase III which is scheduled to be completed in August 2016. The total project budget for all four buildings is \$6,100,000. Construction of Phase IV will begin in September 2016.



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 work load through both contract administration and project management. The current value of Campus Let contracting functions over the past year is \$4,145,842.
- 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.
- Facilities Planning is currently working with SUCF to establish phasing of construction for the Houghton Hall Rehabilitation project. This is a result of the available funding allocated per year.
- Major Capital Plan design starts for 2015-2016 included the following projects:
 - Academic Spine Bridge
 - AHU and Controls Upgrade Phase II and III
- Major Residential design starts for 2015-2016 included the following projects:
 - Andrews Complex Window Replacement Project Phase IV Hendrix Hall
- Various design/construction activities were progressed and/or completed during the past fiscal year. Close coordination was maintained with the Construction Fund and DASNY, as well as the campus to ensure regulatory requirements were met and that all construction activities have been designed to meet the needs of the campus constituents. Projects progressed and/or completed include:
 - Rockefeller Arts Center Addition and Rehabilitation — Construction.
 - Elevator Upgrades Various Buildings — Completed.
 - Andrews Complex Window Replacement Phase II Schulz Hall — Completed
 - Andrews Complex Window Replacement Phase III Hemingway Hall — Construction.
 - Kirkland Roof Replacement — Construction.
 - McEwen Hall Exterior Rehabilitation — Construction.
 - Dods Hall Exterior Rehabilitation — Construction.
 - Rockefeller Arts Center Third Floor HVAC/Sprinklers — Construction.
 - Science Center Basement Fit-Out — Construction
 - AHU & Controls Upgrade Phase I – Completed
 - Demolition of Academic Spine Bridge Phase I – Bid, Phase II – Design
 - Dods Hall Upgrade A/C - Design
 - Houghton Hall Rehabilitation — Design (Reprogramming).
- Facilities Planning along with Facilities Services, Finance and Administration and the Construction Fund are continuing to refine the 2013-2018 Campus Capital Plan to fit within yearly spending caps and to establish funding requirements for major capital projects. The 2013-2018 Plan is the fourth consecutive multi-year plan which has allowed 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 plan identifies several Special Project Initiatives such as the Houghton Hall Rehabilitation, Thompson Hall, Fenton Hall, Reed Library and Jewett Hall for Academics in lieu of a new Academic building, and the Admission Center Project. This new plan has identified approximately \$118.7 million of critical maintenance projects and adaptation projects, and \$40 million in special initiative projects.

- 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 23 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 2015-2016, Campus Let Design and Construction Projects Report, and related charts illustrating unit support and volume/value increases 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 2015-2016 Annual Report and Assessment Update:

- Completed design and began construction of the Andrews Complex Window Replacement Phase III Hemingway Hall Project.
- Completed design and began construction of the Kirkland Complex Roof Replacement Project.
- Completed design of the Houghton Hall Rehabilitation Phase II and III.
- Completed design and began construction of the Rockefeller Arts Center Third floor HVAC/ Sprinkler Project.
- Completed design and began construction of McEwen Hall Exterior Rehabilitation Project.
- Completed design and began construction of the Dods Hall Exterior Rehabilitation Project.
- Completed schematic and design phases of the Admissions Center Project.
- Began Construction of the Science Center Basement Fit-Out Project.
- Began design of the AHU and Upgrade Controls Phase II (Reed Library North) and Phase III (McEwen Hall) Project.

Assessment Goals

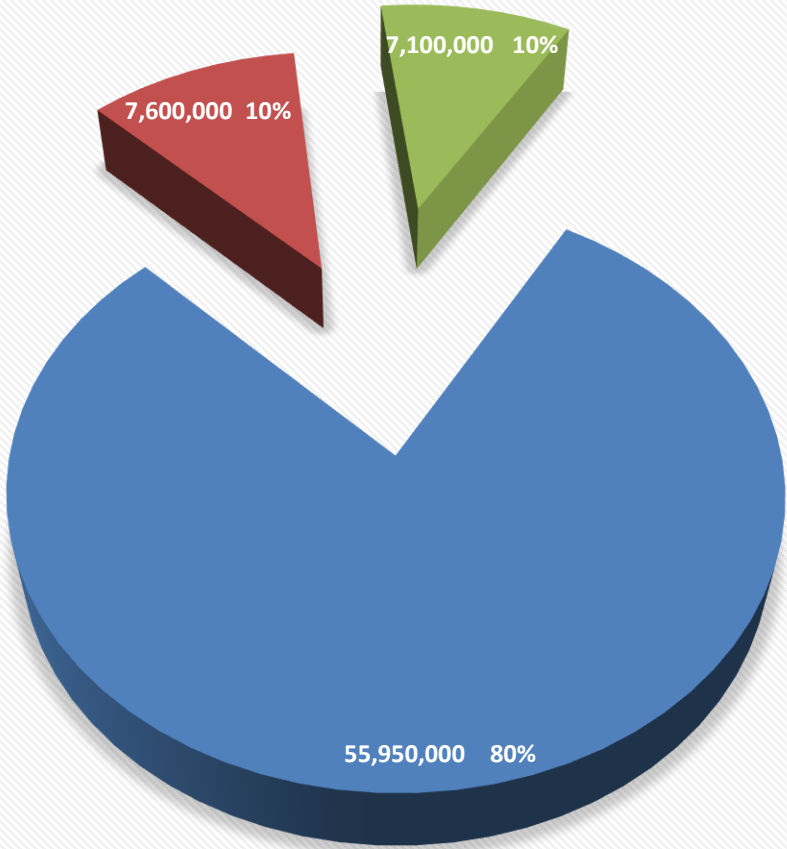
- Work with all entities involved in the implementation of projects identified in the next Five-Year Capital Plan.
- Continue to progress ongoing projects and identify and address those not already identified. Ensure close coordination with those affected by the planning and construction, and maintain 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 and begin construction of the Andrews Complex Window Replacement Phase IV Hendrix Hall Project.
 - Complete design and begin construction of the Dods Hall A/C Upgrade Project.
 - Complete construction of the Rockefeller Arts Center Third floor HVAC/ Sprinkler Project.
 - Complete construction of McEwen Hall Exterior Rehabilitation Project the end of August 2017.
 - Complete construction of the Dods Hall Exterior Rehabilitation Project the end of August 2017.
 - Complete construction of the RAC Addition and Renovation Project.
 - Complete construction of the Science Center Basement Fit-Out Project.
 - Complete construction of the Kirkland Complex Roof Replacement Project.
 - Begin construction of the AHU and Upgrade Controls Phase II (Reed Library North) and Phase III (McEwen Hall) Project.
 - Begin reprogramming Houghton Hall Rehabilitation Project.
 - Begin design of Carbon Monoxide Detection System Project.
 - Begin design of Energy Metering and Conservation Project.
 - If funding becomes available, begin construction of the Admissions Center.
- Continue to provide support to newly identified priorities in an effort to obtain funding toward the continuous advancement of campus facilities and grounds. Continue working towards establishing the next 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.

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Summary of Facilities Planning Capital Projects 2015-2016

Project Description	Estimated Cost	Project Status	Contractor
<u>I. Academic/Administrative Buildings</u>			
Rockefeller Arts Center Addition	36,000,000	Construction	Northland Construction
McEwen Hall Exterior Rehabilitation	4,600,000	Construction	Bell & Spina
Houghton Hall Renovations	TBD	Reprogramming	TBD
Upgrade Elevators Various Buildings	1,400,000	Completed	Concept Construction
Rockefeller Arts Center-3 rd Floor HVAC/Sprinklers	4,100,000	Construction	Northland Construction
Dods Hall Exterior Rehab	1,600,000	Construction	Concept Construction
Science Center Basement Fit-Out	750,000	Construction	Perry Construction
Admissions Center	7,500,000	Bid Ready	Architectural Resources
<i>Subtotal – Academic/Administrative Buildings</i>	\$55,950,000		
<u>II. Residence Hall</u>			
Andrews Complex Window Replacement (Phase 2 Schulz)	6,100,000	Completed	TGR
Andrews Complex Window Replacement (Phase 3 Hemingway)		Construction	TGR
Andrews Complex Window Replacement (Phase 4 Hendrix)		Design/Bid	Flynn Battaglia Architects
Kirkland Complex Roof Replacement	1,500,000	Design	Young & Wright
<i>Subtotal – Residence Halls</i>	\$7,600,000		
<u>III. Other Site/Infrastructure</u>			
Rehabilitation/Upgrade Elevators	3,000,000	Completed	Concept Construction
Replace AHU's Controls Phase 1	1,000,000	Completed	Parise Mechanical
Replace AHU's Controls Phase 2 and 3	1,700,000	Design	Wendel
Demolition of Academic Spine Bridge Phase I and Phase 2	1,400,000	Design	Labella Associates
<i>Subtotal – Other Site/Infrastructure</i>	\$7,100,000		
<i>Total Construction Cost</i>	\$70,650,000		

CAPITAL CONSTRUCTION PROJECTS

Total Program Budget: \$70,650,000



- ACADEMIC ADMINISTRATIVE BUILDINGS -- Consists of new construction and renovations in academic 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

Construction and Design Projects (July 2015 - June 2016)		
Facilities Planning Construction Projects (including Change Orders)		
Project #	Project Title	Cost
05352	Replace Air Handling Units and Controls	\$ 987,000.00
D059GA	Andrews Complex Window Replacement Ph. II - Schulz Hall	\$ 1,199,677.00
D059GA	Andrews Complex Window Replacement Ph. III-Hemingway	\$ 1,247,002.00
D059GA	Andrews Complex Window Replacement Ph. IV-Hendrix	\$ 1,251,748.00
D059GK	Kirkland Complex Roof Replacement	\$ 1,366,111.00
M05434	Mason Hall 1001 Exterior Door	\$ 63,300.00
	TOTAL:	\$ 6,114,838.00

Facilities Planning Design Projects (including Amendments)		
05J00	New Admissions Center	\$ 627,215.80
05J01	Replace AHUs & Controls Phases II & III	\$ 196,150.07
051004	Dods Hall A/C Upgrade	\$ 39,281.00
05344	Dods Hall Exterior Rehabilitation	\$ 126,814.27
05352	Replace AHUs & Controls - Construction Administration	\$ 48,500.00
D059GA	Andrews Complex Window Replacement	\$ 596,716.08
D059GK	Kirkland Complex Roof Replacement	\$ 86,738.04
M05434	Mason Hall 1001 Exterior Door	\$ 10,500.00
	TOTAL:	\$ 1,731,915.26

Facilities Services Construction Projects (including Change Orders)		
D059GL	Kirkland Complex Lighting Rehabilitation - Phase II	\$ 72,965.00
I288ST	Campus Roadway 2016 Asphalt Replacement	\$ 45,140.00
M05424	Natatorium - Replace Hot Water Heaters	\$ 57,540.36
M05425	Univ. Commons HVAC Rehab Ph. II	\$ 56,500.00
M05445	Fenton Hall Exterior Stair & Ramp Reconstruction	\$ 94,400.00
M05446	Quad Site Lighting Improvements	\$ 75,407.02
M05447	Tennis/Basketball Courts Renovations 2015	\$ 142,000.00
M05448	Mason Hall Masonry Restoration	\$ 99,009.00
M05457	Maintenance Building Roof Reconstruction	\$ 64,500.00
M05460	RAC Exterior Lighting Improvements	\$ 48,418.00
M05463	Mason Hall/Varsity Drive Site Lighting	\$ 42,500.00
M05479	University Commons Hot Water Tank Improvement	\$ 24,570.00
M05480	Fenton Hall A/C #2 Rehabilitation	\$ 34,850.00
M05490	Mason Hall Chilled Water Line Improvements	\$ 33,520.00
M05492	Jewett Hall Replace AC-7	\$ 36,500.00
	TOTAL:	\$ 927,819.38

Facilities Planning Construction-Related Service Projects		
05309	Science Center Signage	\$35,505.00
	TOTAL:	\$ 35,505.00
30 Projects Total		
		\$ 8,810,077.64

Facilities Services

- **Capital Projects/Energy Management/HVAC**
 - **Building Automation Systems**
 - **Heating / Refrigeration/Air Conditioning Services**
- **Custodial Services**
- **Facilities Trades Services**
 - **Electrical and Plumbing Services**
 - **Grounds and Landscaping Services**
 - **Structural Trades**
- **Office Operations**
- **Technical Services**

FACILITIES SERVICES

Introduction

The Facilities Services Department's major focus is to provide efficient, quality support services to all departments, academic and non-academic, that are a component of the campus. We plan, create and maintain the campus both inside and outside including an outstanding physical appearance. A dedicated team of maintenance and cleaning staff work to provide clean, safe and well-maintained facilities that support the overall mission of Fredonia.



From left to right: Shannon McKoon, Bob Lawson, Mark Delcamp and Kevin Cloos

The department, under the direction of the Director of Facilities Services, includes 140.5 full-time permanent,

part-time and seasonal positions. Numerous students during the academic year and summer months provide additional support staffing to the department. The department maintains 2,322,878 gross square feet of buildings; 256 acres of land; 24 acres of parking lots with 3,086 parking spaces; over five miles of roadways; over eight miles of sidewalks, and cleans 1,859,525 net square feet of academic and residential building area. The department services and maintains over 10,000 energy management control points; 6,000 fire alarm devices; 5,000 doors; 2,500 clocks; 1,700 motors; 490 street lights; 140 pieces of motorized equipment; 100 licensed vehicles; 74 boilers; 63 hot water heaters; 46 fire hydrants; 32 elevators; 23 emergency generators; 26 outdoor emergency phones, and over 20,000 light fixtures.

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

1. Capital Projects, Energy and HVAC
 - a. Building Automation Systems
 - b. HVAC/R (Heating Services / Refrigeration / Air Conditioning)
 - c. Project Management
2. Custodial Services
 - a. Cleaning and Minor Maintenance
 - b. Moving and Event Setup
 - c. Flooring and Window Treatment Installations
3. Facilities Trades Services
 - a. Electrical and Plumbing Services
 - b. Grounds and Landscaping Services and Athletic Field Management
 - c. Structural Trades (Carpentry / Masonry / Lock Shop / Painting / Roofing)
4. Office Operations
 - a. Work Order Processing and Key Management
 - b. Purchasing and Requisitioning

- c. Personnel Record Management
- 5. Technical Services (*July 1 to December 31*)
 - a. Access Control / CCTV Network (Non Residential)
 - b. Work Order System and Physical Space Inventory Management
 - c. Webpage Development

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 10,000 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 many projects across the campus each year in addition to the day-to-day maintenance and operational activities performed by the department. Project development and oversight have grown significantly over the past several years. Working closely with the campus departments and leadership, many wonderful enhancements to the campus have been completed during the past year. The department is responsible for project design, cost estimating, and coordination of construction for all in-house renovation projects. Working closely with engineers, architects and contractors for work performed on campus, the staff prepares the scope of work, then budgets specifications and design for areas proposed for renovations. Administering many replacement projects including preparation of budget specifications, coordination of bid procurement and oversight of work in progress is also performed. Many Minor Critical Maintenance projects are managed by the Facilities Services Department including obtaining bids and quotes, authorizing purchases and specifying materials, monitoring work in progress, authorizing payment applications and performing a punch list review of work at completion. The department continually works to communicate and coordinate in-house maintenance and renovation projects with faculty, staff and students to ensure project issues are resolved and that projects are completed on schedule.

Significant Accomplishments

- Received three grants totaling over \$350,000 for energy efficiency projects.
- Prepared the project request information for the State University Construction Fund for the 2016-2017 Minor Critical Maintenance program.
- Management of Automotive and Fleet Services was transferred to University Services effective May 9, 2016.
- Management of the academic card access and CCTV camera system was transferred to ResNet in the fall of 2015.
- Completed or started several projects as part of Minor Critical Maintenance program and DIFR Funding including card access upgrades at several buildings, sidewalk replacements, roadway and parking lot improvements, ice rink compressor replacement, several masonry brick and stair improvements, tennis court rehab, HVAC improvements and improvements at the Resident Director apartments.
- Completed several office renovations and classroom projects.
- Completed parking lot, crosswalk, sidewalk and roadway maintenance improvements, paving and striping throughout the entire campus.
- Completed the installation of new interior ADA signage at Schulz Hall.
- Completed painting in the student rooms at all Residence Halls, several classrooms and many office areas on campus.
- Prepared the campus for many events during the fall semester including Open Houses, Family Weekend, Scholars Breakfast and Homecoming.
- Completed new flooring installations at several locations on campus including offices, classrooms, lounges and common areas in the Residence Halls.
- Successfully coordinated the annual community electronic recycling day in April with 1,251 vehicles being unloaded, filling eight semi-trailers.
- Successfully relocated the faculty, staff and labs from Houghton Hall to Jewett Hall, and all staff from the Administrative Office Complex (AOC) to Maytum Hall and Hendrix Hall in late summer 2015; completed the removal of all equipment and furniture from the AOC and prepared the modular office for sale.
- Completed the project to clean out Houghton Hall and prepare the building for the temporary relocation of the faculty, staff and classrooms from Rockefeller Arts Center (RAC) 2nd and 3rd floors.
- Completed the relocation of the faculty, staff and classrooms from RAC 2nd and 3rd floors to Houghton Hall and prepared RAC for the construction project.
- Completed the clean out, equipment removal and demolition work of the former print shop at Gregory Hall.
- Prepared the Residence Halls for all summer camps and again for the return of students.
- Maintained the campus grounds, planting beds and trees.
- Prepared performance programs and evaluations for all staff in Facilities Services.
- Completed many improvements across campus including updating lighting to LED lighting, fire alarm maintenance, plumbing and mechanical improvements, painting of many areas, maintaining the campus grounds, preparing and cleaning the building interiors and exteriors for numerous events across the campus, and ensured the heat, air conditioning, lighting and water were operational each day.

Capital Projects, Energy and HVAC

The **Building Automation System (BAS)** 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 by the operator of the BAS, alarms are transmitted and crews are dispatched to respond. The group continues to find new areas to expand the use of the BAS to control equipment that will help in the reduction of energy consumption, and to add building functions to the BAS to monitor and provide alarms for when they malfunction. Controlling the campus' energy usage is the most significant operation of this group. Currently, there are over 10,000 control and monitoring points throughout the campus.



Tim Bentham

The primary use of the BAS is to control and schedule mechanical equipment functions that provide ventilation and regulate the temperature in campus buildings. In addition, the BAS is used to regulate most outdoor lighting.

Examples of the monitoring include:

- Space temperatures
- Supply air fan speeds
- Fume hood status in Houghton and Jewett Halls
- Outside air temperature (OAT)
- Exterior lighting at:
 - Parking lots
 - Rockefeller Arts Center
 - Symphony Circle
 - Roadways
 - Tennis courts
 - Basketball courts

Should the equipment malfunction, the BAS generates an alarm that is monitored by Facilities Services. Facilities Services responds and assesses the malfunction. The BAS also monitors and generates alarms for other building functions such as:

- High water in electrical manholes
- Water alarms in the basements of Nixon, Houghton, Maytum, and Thompson Halls
- The Steele Hall Ice Rink operation
- The Natatorium pool operations

- Domestic hot water
- Various FSA freezers and coolers
- Air compressors

Significant Accomplishments

- Continued to expand the use of the BAS by installing additional control and monitoring points. This included integrating the fire alarm system with the BAS. Most campus mechanical systems are controlled by the BAS.
- Managed the BAS development for the Rockefeller Addition.
- Built new animated graphics for equipment being controlled by the BAS.
- Worked with the local electric utility company on several energy saving projects and received several rebates for these projects. Most of the projects were lighting projects where lights were replaced with more energy efficient LED lights.
- Capital projects included replacing the air conditioning system in Fenton 2162 and 2164, replacing hot water tanks in Kasling Hall and University Commons, new lighting in the Quad area between Mason Hall and the Library, replacing the sanitary lift station in Schulz Hall, installing a condensate tank and pump in the Williams Center, installing a DX cooling coil in the air-handler that serves Starbucks, and upgrading the lighting in Disney and Eisenhower Halls.

The HVAC/R group 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. The staff maintains the Heating Services office 24/7 during the academic year providing continuous customer service to the campus.



From left to right: Daniel Halas, Randy Grant, Gary Hardy, Kevin Watrous, Larry Pelz, Herb Farner, and George Tucker

Significant Accomplishments

- Performed preventative maintenance on all of the heating boilers throughout the campus.
- Provided after-hour and weekend coverage to the campus.
- Completed monthly testing of the emergency generators throughout the campus.
- Responded to several work orders regarding heating and cooling issues.
- Performed preventative maintenance on all refrigeration equipment on campus including refrigeration equipment at all FSA locations, the Biology department, water coolers throughout campus and air conditioning equipment across the campus.
- Completed the annual maintenance and startup of the equipment at the Ice Rink at Steele Hall.
- Worked closely with the Building Automation Systems to make systems on campus perform more reliably and efficiently.
- Provided temporary air conditioning for summer programs, Resident Director Apartments, and several offices on campus.
- Registered all campus cooling towers and began a new water treatment method for them to comply with new regulations implemented by the New York State Department of Health, to prevent Legionella growth in the cooling towers.
- Herb Farner and Gary Hardy attended schooling and passed the exam for their class 7G pesticide license for adding treatment to the cooling towers.

Custodial Services

The [Custodial Services](#) unit consists of 91.5 FTE positions including the Assistant Director, Head Janitor, Supervising Janitors, Janitors, Cleaners, two SUNY Campus Workers and two seasonal cleaners. Custodial Services is responsible for the routine and construction cleaning of academic/administrative buildings and residence halls, which includes waste removal, collection of recyclable materials, dusting, mopping, waxing, and polishing terrazzo floors, vacuuming, shampooing of carpets, cleaning of public areas and restrooms, lamp replacement, window washing, surplus equipment transfers and snow removal at building entrances which ensures the entrances are safe and well maintained.

The department also provides minor routine maintenance and repair of items such as window blinds, drapes, and furniture and performs many various minor handyman type of repairs. Most notable, the unit is responsible for commencement setup at Steele Hall each year and also provides setup and support for many other special events throughout the Academic year. In addition, Custodial Services is responsible for opening and closing most buildings and provides moving services for the campus.



From left to right: Mark Delcamp and Tim Lillie



1st Shift Custodial – Academic Staff

From left to right, seated: Bob Miller, Darlene Miller, and Lee Szalkowski; 2nd row: Dave Tarnowski, Wayne Seabolt, and Robert Degolier; back row: Matt Walters



1st Shift Custodial – Residence Hall Staff

From left to right, seated: Vic Collura, Art Franklin, Linda Saletta, Linda Nixon, Nancy Castiglia, Susan Michalak, Ramona Padua, Darlene Burchett, Valerie Bertges, and Rose McCune; 2nd row: Maryann Wykstra, Jorge Rosa, Nancy Pawlak, Kathy Stempkowski, Cindy Weaver, Leonard Coniglio, and Kevin McCarthy; 3rd row: Mary Leckliter, Hector Figueroa, Nick Valentine, Liz Kujawa, Tim Clark, Charles Miller, and Sonia Kulian; 4th row: Gladys Lockett, Melissa Buchanan, James Michaels, Steve Peters, Sue Lucas, Rick Mackenzie, and Teri Sysol



2nd Shift Custodial Staff

From left to right, seated: Melissa Mt. Pleasant, Kitty Pencek, Daniel Schrader, Elizabeth Goblirsch, gPhil DeFrancisco, and Jack Anderson.; 2nd row: David Thompson, Bryan Miller, Scott Pagano, Iris Rosa, Barb Barreca, and Susan Smith; back row: Jeff Jakse, Marc Stewart, and Art Franklin



3rd Shift Custodial Staff

From left to right, seated: Sal Lorenzo, Joelle Dgiduch, Nick Polvino, Robert Schwerk., Ellie Irizarry, and Sara Jagoda; 2nd row: Ken Szymczak, Jeff Deering, Anthony Pagano, Carmen Vazquez-Ruiz, Bobby Santiago, and Josh Roman; back row: Donna Poncharik, Lori Martin, Chris Brunecz, and, Debbie Kujawa,

Significant Accomplishments

- Successfully relocated the faculty and staff from Rockefeller Arts Center (RAC) to Houghton Hall, and from Dods Hall to the RAC Addition.
- Continued to serve as a major contributor to the successful maintenance of Fredonia's facilities, including the pro-active repairs based on daily observations, biannual building inspections, and the Annual Residential Custodial Report (ARCR) conducted immediately after commencement.
- Performed moving services for many departments including inter-office furniture moves for academic and residential areas, and larger furniture moves resulting from construction.
- Provided services for the many specialized athletic and educational camps and programs residing on campus; the groups associated with these programs use academic, athletic, and residential areas throughout the year.
- Provided extensive cleaning to buildings that had major construction work occurring during the summer months.
- Replaced window treatments in several areas of the campus.
- Replaced carpet and vinyl floor tile in offices, classrooms, hallways and student rooms.
- Installed new stair treads at Eisenhower Hall; this completes the Kirkland Complex.
- Assisted with the coordination, set up and tear down for many campus events, most notably commencement, the Scholars Breakfast, and the All Campus Party at the Lanford House.
- Worked with Facilities Planning to schedule cleanup efforts for all capital projects such as the Hemingway and Hendrix Hall Window projects, and the RAC addition.
- Evaluated and purchased many new environmentally friendly equipment items for use in the custodial department.
- Continually evaluated and made the necessary staffing changes to positively support the day to day custodial operations.
- Continued working with Residence Life to ensure their cleaning standards are being met daily.
- In conjunction with the Office of Environmental Health and Safety and Sustainability, continued to provide annual training in Right-to-Know and Blood Borne Pathogens, as well as the annual Custodial Safety training.
- Worked closely with Property Control and University Services to provide many equipment transfers of various surplus items.
- Worked with Residence Life to remove old furniture and install new furniture at several Residence Halls, and to also relocate and repurpose furniture into other Residence Halls.
- Collected and recycled approximately 590 used mattresses from the Residence Halls.
- Coordinated and managed the Give and Go Initiative during move-out at the Residence Halls in May; the totals for items collected included: just over 4,363 lbs. of clothing and miscellaneous items, along with 466 lbs. of non-perishable foods. The items are collected for reuse and/or resale by Chautauqua County Rural Ministries in Dunkirk, New York, a nonprofit organization that was developed in the 1950's to meet unmet living needs for the community.

Facilities Trades Services

The **Electrical** group 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.



From left to right: Rodney Hayes, Thomas Deike, Orion Purslow, and Daniel Riewaldt

Significant Accomplishments

- Completed numerous fire alarm upgrades throughout the campus.
- Managed the annual testing of the campus fire alarm system.
- Upgraded many areas on campus to LED lighting:
 - Williams Center Multipurpose Room (MPR); 15,000 watts to 456 watts
 - Exterior campus directory signs
 - Quad site lighting
 - Service Complex roadway lights
 - Reed Library outside study carols to LED puck lights
 - Reed Library class room – installed new LED lighting
 - Reed Library - installed new LED lights at the circulation desk
 - Science Center lighting schedules were modified to reduce usage, shut off perimeter lights and stairwell lights
 - Parking Lots 9A and 9B; 10,350 watts to 3,458 watts
 - Zoar and Pioneer outside lights to LED skeet lights
 - All MR-16 lamps on campus were changed to LED MR-16 lamps (75 lamps)
 - McEwen Hall – installed 36 new LED style lights in the hallways
 - McEwen Hall – changed 1st floor can lights by the café to LED lamps
 - McEwen Hall – changed room 303 to LED lighting
 - University Commons Bookstore – changed existing lights from 2,500 watt halogens to 200 watt LED's
 - Fenton Hall loading dock – changed lights to LED pancake lights
 - Lanford House - Installed new LED outside house lights
 - RAC – Upgraded the Sound Booth area and stair well lighting to LED
- Assisted with the installation of several hydration stations.
- Completed several smart classroom installations.
- Continued to install occupancy sensors throughout campus to control lighting.

- Assisted with the maintenance and inspection of the campus high voltage system.
- Assisted many contractors with electrical needs on campus.
- Installed green lighting at several areas on campus, including the Lanford House for Earth Month 2016.
- Setup lighting and electrical service for the All Campus Party at the Lanford House.
- Installed electrical service for the class of 2016 senior gift.
- Completed the Resident Director Kitchen upgrades at Chautauqua and Nixon Halls.

The **Plumbing** group maintains the potable water, storm and sanitary drainage systems on campus. The staff maintains the emergency eyewash and shower stations, swimming pool, plumbing fixtures, supply fan units, water softeners, fire hydrants, backflow preventers, dishwashers, water purifiers and natural gas lines. In addition to performing many repairs throughout the campus, the staff uses their skill to perform many in-house projects each year.



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

Significant Accomplishments

- Upgraded drinking fountains at several locations; the new fountains provide chilled, filtered water and include bottle filling stations.
- Completed annual testing for the backflow preventers in many campus buildings.
- Managed the annual fire hydrant testing across the campus.
- Managed the annual testing for the fire sprinkler systems, as well as several repairs and upgrades to the system.
- Completed annual preventive maintenance, repairs, and inspections of the plumbing fixtures and sprinkler system in the Town Houses.
- Performed repairs to the gas lines on Campus.
- Assisted with Rockefeller Addition renovations.
- Repaired several outside overhang water leaks in Hemingway, Hendrix, and Kasling Halls.
- Upgraded the storm sewer pumps at Schulz Hall.
- Renovated classroom lab tables in Jewett and Houghton, including new drench hose for Houghton classroom.
- Changed the sink in Igoe developing room at the Igoe Hall photo lab.
- Installed new kitchen sink and pumping station at the basement of Thompson Hall.
- Repaired numerous leaks on main water lines in buildings.
- Replaced sewer lines in several residence halls.

- Managed the addition of a new hot water tank to keep up with demand in University Commons and Starbucks.
- Managed the semi-annual flushing of sanitary sewer lines at the dining hall and Starbucks.
- Addressed many work orders for plugged drains on campus.
- Completed the Resident Director Kitchen upgrades at Chautauqua and Nixon Halls.
- Completed annual preventative maintenance inspections and repairs to the plumbing fixtures in the Residence Halls.

The [Grounds and Landscaping Services](#) group is responsible for maintaining 256 acres of land; 24 acres of parking lots with 3,086 parking spaces; over five miles of roadways and over eight miles of sidewalks. The group includes the Head Grounds Supervisor who oversees the entire operation, Supervisor of Grounds, Senior Athletic Groundswoker and seven trades people consisting of Highway Equipment Operators and Groundswokers, as well as several Student Workers during the summer months.



From left to right: John Cole, Jim Foringer, Brent Kawski, Gerald Polvino, John.Jakubowicz, and Richard Newton,

The staff specializes in aspects of landscaping, forestry, and athletic field maintenance, as well as being CDL qualified highway and construction equipment operators. This group is responsible for the care and maintenance of every square inch of lawn on campus. They prune and maintain the trees and shrubbery, and design, plant, and maintain all of the numerous flower beds. The group is also responsible for around the clock emergency control of storm damage. During the winter months, the maintenance includes snow removal and ice control 24 hours a day. In addition, they maintain all traffic and regulatory signs along the campus roadways and parking lots. They perform special operations, such as excavation, hauling, and traffic control for in-house, electrical, plumbing and concrete work. They perform set up operations for events such as Alumni Weekend and continually look for ways to enhance the campus' appearance. The grounds crew also maintains several athletic fields, including the University Stadium soccer/lacrosse fields; one practice soccer field, baseball and softball fields, outdoor running track, and the cross-country running course. The maintenance includes layout, lining, irrigation and fertilization of the fields. The crew also cleans up debris and litter, and maintains the numerous waste and recycling stations, keeping the campus looking great.

Significant Accomplishments

- Maintained existing planting areas, and continued to increase the ratio of Perennials vs Annuals planted on campus, in an ongoing effort to be more environmentally, and fiscally sustainable.
- Worked to reduce high maintenance landscape areas on campus, such as the Fenton-Flagpole, the Science Center and University Village, to allow for reduced time and cost spent on maintaining areas with budget and staff constraints.
- In-house redesign and re-landscape of the front of the Lanford House, with a more sustainable and maintenance-friendly planting design.
- Worked to designate existing, and create new trails in the Campus Woodlot, for the newly established Philips-Ulrich Community Trail system. Much work went into this project, utilizing both contractual work for building new Boardwalk bridges over low-lying wet areas, and in-house labor and materials for a smooth base for walking and running on.
- Managed several tree issues on campus in order to get ahead of issues that are becoming major in the community. Infestations of Emerald Ash Borer have hit the region hard, and took a toll on campus Ash trees. Several had to be removed for safety reasons, and the rest are being closely monitored. Hemlock Woolly Adelgid, and Calico Scale presented additional challenges that we were forced to face. An Arbor-Jet tree injection system was provided to the campus by generous donors to allow us to control these problems.
- Assisted contractors for numerous projects, including the RAC addition, the Spine demolition, window projects in Hemmingway and Hendrix Halls, and various other small scheduled and emergency projects.
- Continued training and development of staff to provide the highest quality NCAA Division III outdoor athletic venues at our multi-use stadium, baseball and softball fields, track, volleyball courts, tennis and basketball courts, rugby field and the balance of acreage where campus groups, general students and community alike, partake in activities.
- Continued the use of environmentally favorable products such as winter ice melt, weed treatments and fertilizers.
- Continued the use of “Holganix” for use on Athletic Fields and highly visible areas on campus, in an effort to introduce a 100% organic fertilizer and reduce the amount of chemicals used on campus turf.
- Provided tools, and occasionally assisted or guided various campus groups that were performing service projects, whether an invasive weed pull on campus or assisting the elderly community residents with yard clean-up.
- Maintained the miles of roads and sidewalks, and acres of parking lots, through a slightly less-harsh winter than the past two were.
- Provided set up for a growing number of outdoor events, picnics, gardens and community use including Alumni Weekend, Athletic Tournaments and the Senior Picnic.
- Completed parking lot, crosswalk, sidewalk and roadway maintenance, improvements, paving and striping throughout the entire campus.
- Installed new, and updated many street and parking lot signs at various campus locations.
- Worked to maintain a clean, sustainable, and friendly environment for all who use the campus on a daily basis.

The **Structural Trades** unit consists of five groups including Carpentry, Masonry, Roofing, Painting and the Lock Shop. The Structural Trades unit provides repairs in all areas of the campus including the Residence Halls, Academic buildings and several other campus buildings. In addition to performing many repairs throughout the campus, the staff uses their talents to perform many in-house projects each year such as upgrading classrooms, renovating office areas or replacing concrete sidewalks.



From left to right: James Kuras, Joe Siragusa, Pete Cortes, Don Dillenburg and Duane Blakely

Services provided include repairing broken and damaged windows; repairing wall damage; replacing bathroom tile; replacing tile flooring; repairing carpeting; performing needed repairs to furniture and cabinetry; repairing doors, door hardware and window systems; fabricating custom shelving and similar pieces of furniture; routine work requests to hang pictures, signs and bulletin boards; repairs to brick and masonry walls; installation of masonry door frames; repairs to stair nozings, and installing concrete light pole bases.

Expertise in the area of roofing enables the investigation and identification of roof leaks, with many repairs performed in-house. Support and supervision are provided on capital projects for roof repairs, replacements and new installations. Semi-annual inspections are performed on all roofs throughout the campus. The existing conditions are reviewed, roof drain strainers are cleaned, and leaves and debris are removed from the rooftops. This proactive approach helps extend the life cycle of the roofs.

Painting services are provided for many offices, classrooms, student rooms and public areas. The staff paints and refinishes doors and window frames; power washes outside areas; removes graffiti; makes special stenciled signage; refinishes tabletops and chairs, and paints light poles when needed.

The Lock Shop services all campus doors including all hardware, locking mechanisms, door closers and associated parts. Safes, vaults, cabinets and various other items containing locking mechanisms are also serviced. The staff is called upon to open locks when no keys exist or when the locks are inoperable. This group also services and maintains the hardware side of the card access system on campus that integrates with the FREDCard and authorizes or denies building entry. In addition, the Lock Shop assists in the specification and replacement of doors and hardware. Keys are prepared and distributed to Faculty, Staff and Students by the Lock Shop, which maintains detailed records of the key assignments.

Significant Accomplishments

- Continued painting of numerous offices, hallways, classrooms, corridors, doors and frames, and conference rooms in the Academic buildings and Residence Hall student rooms.
- Developed, maintained and prepared lock systems; keys for numerous Faculty, Staff and Student requests; programmed hundreds of users in the card access system.
- Continued to address repairs identified under the Annual Residential Custodial Report (ARCR); this program focuses on maintaining the student living areas within the residence halls.
- Continued to identify and install new room signage in many areas to enable guests, maintenance staff and emergency staff to better locate rooms.
- Completed concrete sidewalk replacements at several locations on campus.
- Completed several office renovations and improvements at the Resident Director apartments.
- Completed several smart classroom improvement projects.
- Installed class of 2016 senior gift.
- Completed the Resident Director Kitchen upgrades at Chautauqua and Nixon Halls.

Office Operations

The [Office](#) is the customer service center for the Facilities Services Department. This unit was staffed with two Office Assistant positions through January 2016, and is currently staffed with one. In addition, student workers provide valuable assistance with the day-to-day tasks. The staff is responsible for maintaining the following information and services for the Facilities Services Department:

- Receiving and distributing trouble or emergency calls from campus constituents to applicable personnel in trades.
- Requisitioning for supplies, projects and monthly payment of all blanket purchase orders by procurement card.
- Processing key requests for faculty, staff and students.
- Maintaining records for:
 - Work Order System (PM's, building inspections and corrective maintenance)
 - Department budget
 - In-house and minor rehab/repair projects
 - Asbestos Abatement
- Maintaining the department's personnel records for:
 - Change of Status transactions (COS)
 - Performance Evaluations
 - CDL Compliance
 - Asbestos Handling License
 - Accident Reports

Significant Accomplishments

- Processed purchases with the online Web Procurement System.
- Increased the usage of the Citibank Visa Procurement Card.
- Prepared the Facilities Services staff meeting minutes.
- Processed COS forms for all Facilities Services transactions.
- Prepared the overtime summary report on the web-based overtime database.
- Monitored and issued probationary reports for both permanent and temporary employees.
- Monitored and issued yearly evaluation reports for permanent employees.
- Trained and supervised student assistants in office procedures.
- Maintained the student key database.
- Maintained the database and records for pest control needs.
- Processed 10,910 work orders.
- Processed 172 online requisitions and 69 paper requisitions.
- Assigned, processed and tracked many projects including in-house; Minor Critical Maintenance; Capital Construction Projects; and Residence Hall (DIFR) projects.
- Processed 21 departmental staff travel arrangements for meetings, trainings and certifications.
- Processed 109 student key requests.
- Reconciled purchases on blanket purchases to local vendors on a monthly basis.
- Processed 298 pest control problems.
- Processed 1,413 transactions using the Citibank Visa procurement card for a total amount of \$920,267.50.
- Managed the Marketplace uStore for 26 student key deposits and refunds.

Technical Services

The Facilities [Technical Services](#) unit (*July 1 to December 31*) supports the computing and technology needs for the entire Facilities Services Department by providing staff support, network support, personal computer support, computer upgrades, software updates and installations, and the planning and ongoing review of the systems in place. Support is provided for the department's two-way radio system, department webpage, academic and the administrative card access control, and CCTV network. This unit also serves as the Physical Space Inventory Coordinator which includes maintaining the physical space inventory (PSI) information database as required by SUNY System Administration. The campus PSI drawings are updated and maintained by this unit. The Computerized Maintenance Management Software (CMMS) Maintimizer work order system is also managed by Facilities Technical Services. Upon the retirement of Michael Jackino, the management of the computers, card access control and CCTV network were transferred to ITS and Resnet. Other duties were added to the existing job duties of the Director and Office Assistant 2 within Facilities Services.



Mike Jackino

Significant Accomplishments

- Processed PSI update sheets sent to the State University Construction Fund (SUCF) System Administration.
- Created the BCI and PSI information for various renovation projects.
- Maintained the Facilities Service portable two-way radio inventory.
- Completed several upgrades to the department computers as per campus requirements.
- Processed requests for access cards granting building access to contractors, and to consultants. (*until November 2015*)
- Managed the operation of CCTV cameras across the campus. (*until November 2015*)
- Processed and managed the card access reservations for the guest room in LoGrasso Hall. (*until November 2015*)

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 requests for qualifications (RFQ) for consultant design services have been completed for many new projects.

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 2015-2016	No. Closed 2014-2015	No. Closed 2013-2014	No. Closed 2012-2013	No. Closed 2011-2012	No. Closed 2010-2011	No. Closed 2009-2010	No. Closed 2008-2009	No. Closed 2007-2008
Structural	1,830	1,734	1,868	2,074	2,035	2,337	2,648	2,539	2,774
Electrical	1,515	1,354	1,631	1,845	1,685	1,852	1,232	1,353	1,387
HVAC/R	1,642	1,374	1,403	1,310	819	823	532	457	484
Building Automation	68	40	33	8	6	2	1	6	2
Lock Shop	1,491	1,295	1,381	1,595	1,385	1,430	1,355	1,414	1,379
Plumbing	1,628	1,429	1,267	1,606	1,445	1,615	1,529	1,817	1,743
Grounds and Landscaping	343	207	200	297	342	185	182	266	365
Asbestos	45	47	55	44	56	81	108	109	172
Custodial	1,430	1,416	786	487	715	758	644	795	803
Total:	9,992	9,331	8,624	9,266	8,488	9,083	8,531	8,756	9,109

Assessment Update

Assessment Statement

The Facilities Services department maintains an effective working relationship with the campus community to assist in providing an environment that enhances the overall campus experience, while responding promptly and professionally to meet the demands of the campus by continually evaluating performance and striving to meet the expectations for a safe and healthy work environment. The department provides outstanding customer service to the campus community with continued evaluation of performances, services and equipment used by the department, and regularly reviews the needs and concerns of our customers to provide the highest quality service, which encourages staff to lead by example, take pride in their work and commit to the department mission by providing excellent customer service to the campus community.

Assessment Activities

- It is standard procedure to observe, review, inspect and monitor staff work while in progress and when completed to ensure the proper use of materials and equipment, workmanship, that regulations and codes are followed, schedules are met, and that the work is performed according to plan.
- Training, instruction and assistance is provided to ensure assignments are completed accurately and efficiently.
- Completed work orders to ensure work is completed timely and that staff is working efficiently.
- Overwhelmingly, comments from faculty, staff, students and visitors express great appreciation and support of the work performed on campus by the Facilities Services Department. The comments are often unsolicited. These comments are expressed at the All Campus Meeting and throughout the year by the campus. Additionally, customer service surveys state:
 - Response time to work request was acceptable
 - Service staff was introducing themselves
 - Service representatives were explaining the process
 - The work was completed promptly once started
 - The work is being completed in a professional manner

Assessment Goals

- Continue Incentive Program Safety Awards for proper chemical labeling, correct bulb storage and no chocked doors.
- Review appropriate procedures to perform all custodial operations in the most effective, efficient and economical manner.
- Evaluate and modify standards for the quality and quantity of work produced where needed.
- Evaluate cleaning methods and work performance standards to ensure a more effective and efficient cleaning program.
- Evaluate new products and procedures for cleaning.
- Evaluate work performance against the established cleaning procedures and periodically monitor operations of the staff.

- Provide training, instruction and assistance to ensure assignments are completed accurately and efficiently.
- Periodically inspect buildings and assigned areas for compliance with cleaning programs and standards.
- Continue daily and biannual building inspections each semester.
- Continue to train staff in the proper and efficient operation of the equipment, methods and procedures of the department to ensure assignments are completed accurately and efficiently.
- Continually observe, review, inspect and monitor staff work while in progress and when completed, to ensure the proper use of materials and equipment, and workmanship. Ensure schedules are met and that the work is performed according to plan.
- Review completed work orders to ensure work is completed timely and staff is working efficiently.

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 10-year agreement between the FSA and the State University of New York at Fredonia was amended to include an extension for an additional period through June 30, 2018. 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 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.

The Executive Office staff consists of five full-time management employees, four full-time CSEA employees, and two part-time CSEA employees.



FSA Executive Office and Administrative Offices Staff

From left to right, front row: Lucas Catalano, Terri Helwig, Mary Zielinski, Tami Johnson, Sarah D'Amaro, and John Lampert; back row: Bill Michalski, Matt Snyder, Mike Lewis, Michelle Kowalski, Darin Schulz, Eric Johnson, and Deb Slate

Significant Accomplishments

- Provided \$1,126,116 in support to the Campus in 2015-2016 with \$674,116 in Programs and \$450,000 in Space and Utility support.
- Continued to manage for right sized operations in an environment of decreased enrollment after the early retirement incentive offered in May 2015.

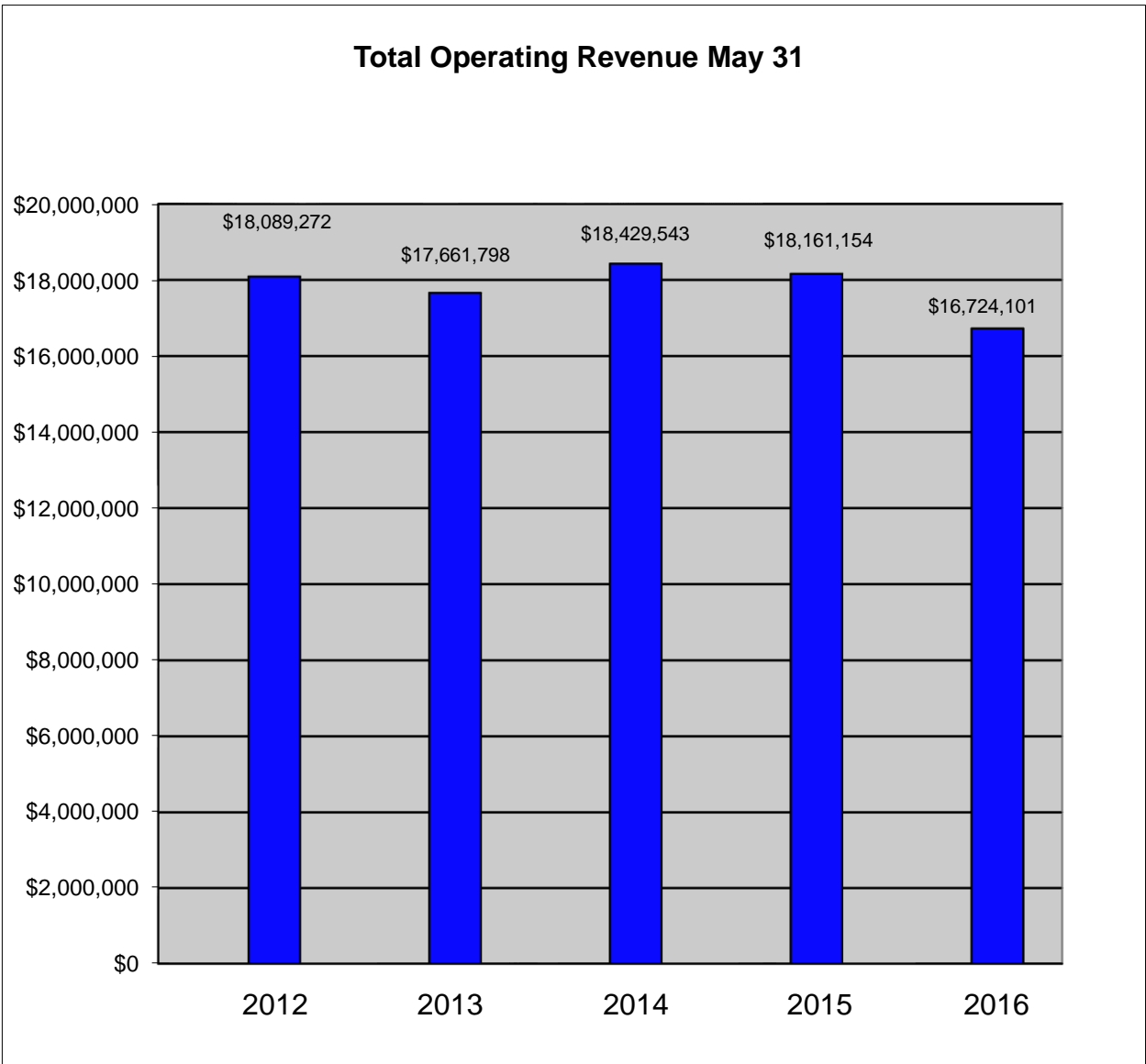
- Developed the 2016-2017 operating budget based on \$16,773,295 in revenue and will return net revenue under expenditures of \$63,431 or - .38%.
- Budgeted a total of \$1,074,215 of support to the Campus for 2016-2017 with \$622,215 in Program allocations and \$450,000 in Space and Utility charge support which includes a \$300,000 special assessment for SUNY budget reductions.

Statistical Data

- Revenue from operations totaled \$16,724,101 representing a 7.9% decrease from the previous year.
- Operating expenses totaled \$16,497,258 which is a 6.5% decrease from the previous year.
- Program expenditures, serving 49 campus groups and organizations, totaled \$674,116.
- While providing the high level of support, net results from operating and non-operating activities yielded an increase in Net Assets of \$358,665.

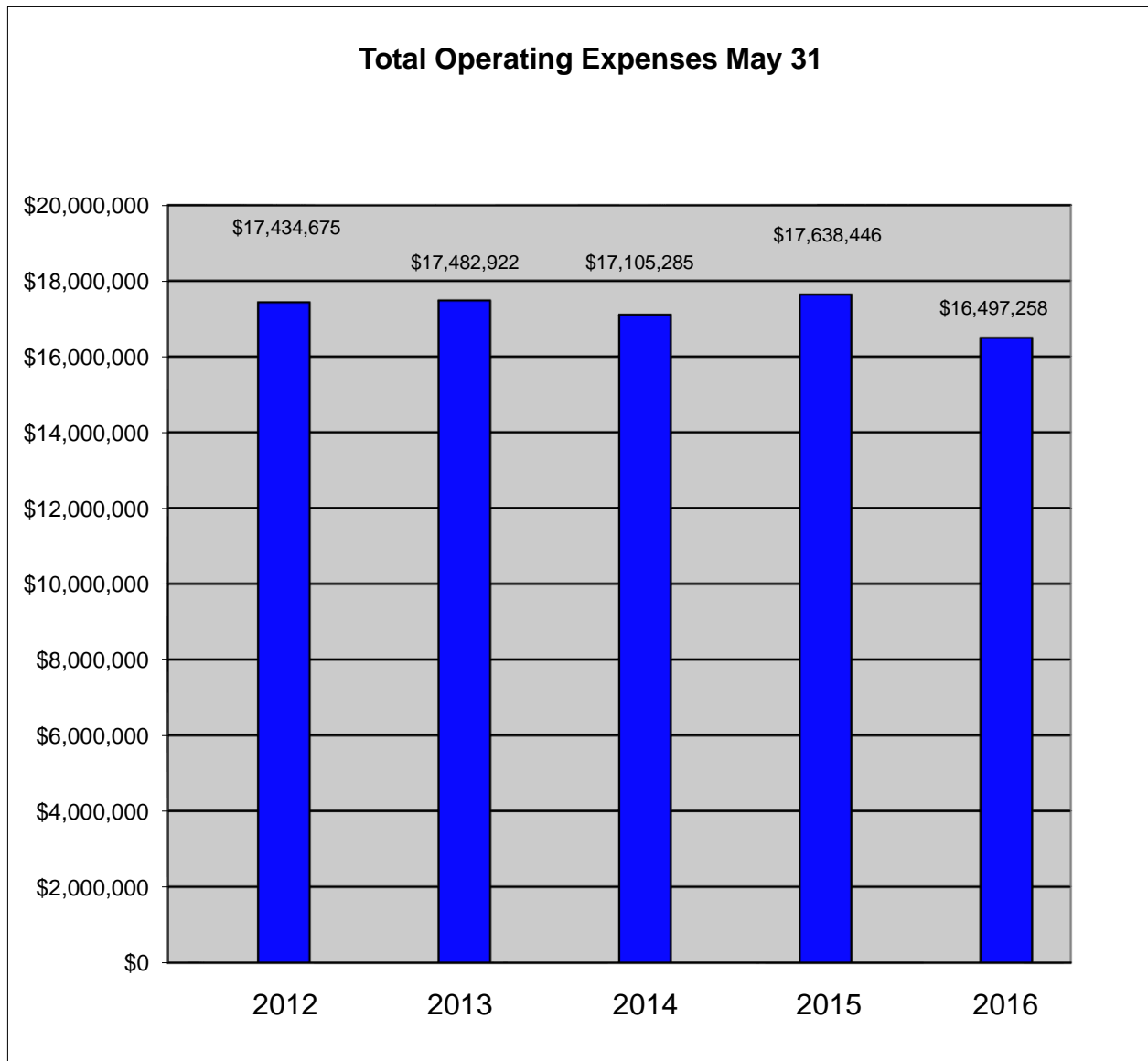
FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK
AT FREDONIA

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



FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK
AT FREDONIA

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 and the auditor's internal control recommendations were implemented where appropriate. 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 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.
- Improve operational efficiency by analyzing labor utilization in services provided.

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, Satellite Convenience Store and a Starbucks Coffee 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

From left to right, front row: Kim Fancher, Katie Brown, Tina Reilly, and Laura Lynden; back row: Jessica Wegrzynowski, Yvonne Wright, Jeff McMinn, Marcie Sievert, and Sharon Hogg

The Bookstore's greatest challenges are with the textbook pre-pack program, as well as the emerging online textbook orders. This is the eleventh year the Bookstore has offered residence hall survival kits. The kit is customized each year to include several of the most popular items requested when students move into a new residence hall.

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 The Cuyahoga Group. Retail Operations handles a majority of the service calls and other customer service issues with vending.

The Bookstore, Convenience Store, and Starbucks Coffee staff currently consists of seven full-time management employees, six full-time CSEA employees, 16 part-time CSEA employees, and thirty part-time student employees.

Significant Accomplishments

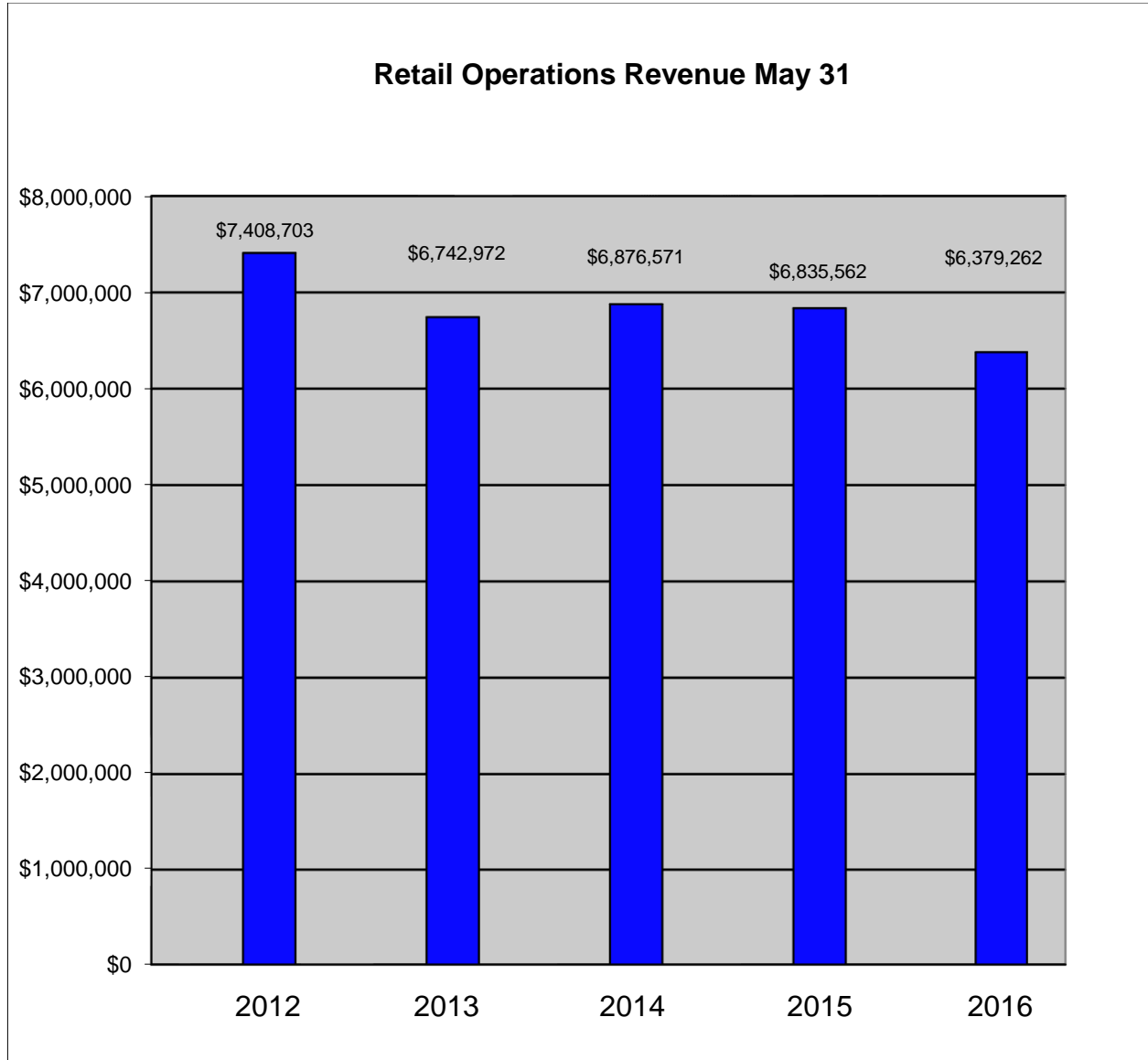
- Enhanced textbook rental program.
- Increased product line for giftware, electronics, clothing, and school supplies.
- Ensured that all vendors of imprinted merchandise complied with the University Trademarks and Licensing Program.
- Revised the product mix of the Dorm Survival Kit.
- Increased sustainability 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.
- To allow students to shop and compare textbook prices, Verba Software was implemented to the www.fredoniabookstore.com website in order to reduce loss of market share.
- Increased product mix from local vendors.
- Replace incandescent lighting with more efficient LED bulbs.
- Began offering book rentals online through an e-commerce site along with campus debit plan, FRED Funds, and Fredonia gift cards accepted as tender.
- Implemented Dell computer demos and sales.
- Enhanced Starbucks lunch program with increased menu items following Starbucks mandated ingredient guidelines.

Statistical Data

- Revenues for the 2015-2016 fiscal year were \$6,379,262 compared to \$6,835,562 in 2014-2015, a decrease of 6.68%.
- Debit Accounts decreased by 184 participants to 1,350 in fall 2015, from 1,534 in fall 2014.
- Fall of 2015 Textbook Pre-packs totaled 486; a decrease of 14.1%.
- Net Revenues increased 3.0%.
- Operating expenses decreased \$546,735, or 8.5%.

FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK
AT FREDONIA

The following chart represents total FSA operating revenue by year for each of the past five years, and includes the Convenience Store, FREDExpress, Starbucks, and the University Bookstore:



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 varied amount 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 textbook and 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, 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 revise as needed in order to increase annual retention rates.
- Maintain 100% 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 develop a campus wide marketing program.
- 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.
- Refine product mix for the FredExpress convenience store in Thompson Hall.
- Look for new and interesting social media marketing opportunities.
- Explore and increase product mix from local vendors.
- Expand the *Fredibles* line of frozen convenience food.
- Evaluate the vending agreement.
- Implement **e-book textbook program.**
- Remodel Starbucks.
- Remodel campus Convenience Store.

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 14 full-time management employees, 9 full-time CSEA employees, 68 part-time CSEA employees, and 186 part-time student employees.



Cranston Marche Staff

From left to right, front row: Susan Maggio, Brenda Butler, Ashley Mann, and Donn Smeragliuolo; back row: Felicia Nowak, Cindy Korzeniewski, Paula Santangelo, Mike Neuhaus, Roberta Loomis, and Brian Tadt



Centre Pointe & El Diablo Azul Staff

From left to right, front row: Nakita Stewart, Janine Miller, Peter Fedrick, Rita Zambotti, Sandi Buckley, Cheryl McCoy, and Tracy Raczka; back row: Benjamin Tadt, Louise Erb, Sharon Domst, Betty Warden, Cindy Holcomb, and Rick Kirchenwitz



Tim Hortons Staff

From left to right: Tyler Bayles, Dawn Pawlak, Stephanie Westbrook, Dzhula Muchaeva, Alexis Dwyer, Karly Monroe, and Jamie O'Brien



Café McEwen

From left to right: Mackenzie Peake, and Sean Edelman



Café Fenton

From left to right: Katherine Catalanello, and Lynette Neallard



Café T-Rex
Leah Moretta



Café Mason
From left to right: Richelle Stewart, and Danielle Singer



Catering Office

*From left to right, seated: Dean Messina, Linda Kurgan Monaco, and Katie Thies;
In back: Ed Koning, and Mark Kinney*

Significant Accomplishments

- FSA Dining Services is planning the following fall events: an environmental and international food evening featuring a new Pho Noodle Bowl being offered at Centre Pointe and Dr. Sam Mason's TedX presentation in the Horizon room on October 6th, a "Walking Dead" fall season premier special event at Centre Pointe on October 23rd, and the 3rd FREDChef competition slated for November 16th.
- Revamped Cranston Marche's service mode to include a Made-to-Order Panini and an expanded sandwich selection area.
- Established the second FREDChef competition on campus, pairing three teams of three students competing to be the best team of student chefs on campus.
- Tim Hortons Café & Bakeshop continues to exceed expectations and is extremely popular as a dining location.
- El Diablo Azul Mexican Grill remains a popular dining location.
- At the beginning of the fall semester employee orientation meeting, FSA trained all dining services employees in SERVESAFE. Fredonia is the first university in the state to provide this certification training to all employees.
- Cranston Marche menu diversification has continued to reflect customer preferences, including international items, such as a daily offering of sticky rice with an array of popular sauces and accoutrements, and cycle offerings of shawarma and carne asada.

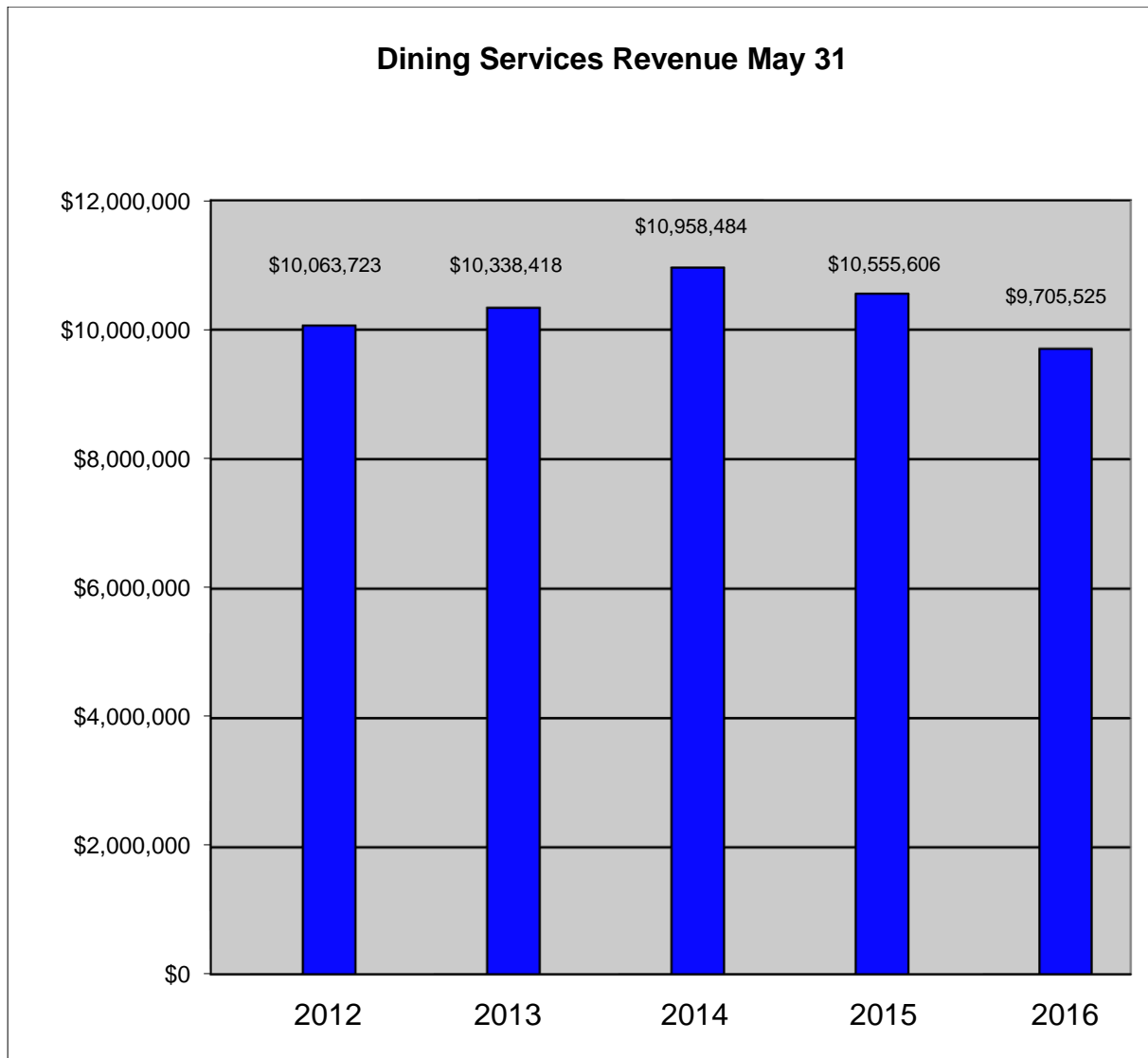
Demand for catering services by the campus continues. External customer events have increased to include weddings, family reunions and corporate client outings.

Statistical Data

- Self-operated Dining Services revenue for the 2015-2016 fiscal year was \$9,705,525 compared to \$10,555,606 in 2014-2015, a decrease of 8.1%.
- Meal plan enrollment decreased by 316 participants to 3,104 in fall 2015, from 3,420 in fall 2014; a 9.2% decrease for the fall 2015 semester.
- Net Revenues decreased 6.5%.
- Operating expenses increased by \$1,067,820 or 10.4%.
- In conjunction with our primary food vendor, Maplevale Farms, local food purchases exceed 15%.

FACULTY STUDENT ASSOCIATION OF THE STATE OF NEW YORK
AT FREDONIA

The following chart represents total FSA Dining Services operating revenue by year for each of the past five years, and includes Catering, Cranston Marche, Centre Pointe, EI Diablo Azul, FSA Cafés and Concessions, and Tim Hortons:



Assessment Update

Assessment Statement

Ongoing customer preference is for more Points based dining, and grab and go selections. Heightened focus on Cafés, Tim Hortons, Centre Pointe and El Diablo Azul.

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 assure 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 relative to dining services and its 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

Maintain current positive fiscal trend through operational efficiencies, in the face of declining enrollment.

Work with the FSA Board and Food Service Committee to refine operations and springboard new initiatives and operations, including the new Science Center Café.

Explore methods to improve customer service in Tim Hortons, the Cafés, and Centre Pointe.

Assess possibility of expanding Made-to-Order features in Cranston Marche.

The Sustainability Committee membership provided insight into the bottled water issue and local purchasing initiatives.

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.

- Launch new Science Center Café, evaluate unique menu selections, and adjust to operational changes impacting other Cafés. Creatively meet the challenge of increased volume in Tim Hortons and all Cafés through staff training and necessary enhancements in the infrastructure.
- Continue to fine tune Café menus for freshness and popularity.
- Evaluate stations in Centre Pointe, revamping less popular options and adding new menu choices.
- Maintain menu integrity and portion control in El Diablo Azul to accurately reflect retail counterparts.
- Add special features to Cranston Marche to maintain customer base, such as International menus every Tuesday.
- Maintain current positive catering operations through efficient operations and adding more outside catering to increase revenue.
- Plan short and long-term operational response to the anticipated enrollment decline trend and increased popularity of points.
- Market all units to increase customer awareness via various media.
- Consider alternative management organizational model.
- Develop Operations Manuals for all units.
- Develop training program for all management staff, regular employees, and students.
- Evaluate menu items, recipes, and product specifications to effectively control anticipated significant increases in cost of goods.
- Implement the Dining Services Sustainability Program which includes pre-consumer and post-consumer waste reduction programs, and increased local purchases.
- 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 two full-time management employees. The HR department is responsible for the staffing of management, CSEA, and student employees. Responsibilities include interpretation of contract, employee handbooks, and policies and procedures. Also performs payroll functions and administers pension, health insurance, and dental plans for Management, CSEA and Student employees, as well as Worker's Compensation and NYS Disability.

The FSA Corporation consists of 74 full-time management and CSEA employees, 97 part-time CSEA employees, and 225 student employees.

Significant Accomplishments

- Coordinated Annual Employee Orientation meeting.
- Trained all employees on the "Right-to-Know" law, fire extinguisher use, and workplace safety.
- Trained all employees on Diversity, Equity, and Inclusion
- Implemented Food Handling and Knife Safety training to all student employees
- Maintained Wage Theft Prevention Act Compliance.
- Maintained "Lose 10" Wellness Program with quarterly weigh-ins.
- Held Annual Student Recognition Banquet.
- Recognized Employee of the Semester and Years of Service.
- Implemented "Above and Beyond" Awards
- Completed orientation for all new CSEA and management employees.
- Conducted safety audits in each work location.
- Provided monthly safety, wellness, and management training material.
- Followed eight grievance procedures.
- Provided information on Smoking Cessation to all employees.
- Created Facebook Page for FSA employees to provide information as well as recognition.
- Completion of ACA Forms 1095 and 1094

Statistical Data

- 140 FSA employees attended Annual Orientation Meeting.
- Hired 13 new employees.

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 regularly 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.
- Prepare review of monthly unemployment experience rating to ensure compliance.
- Assure Department of Labor Compliance by posting information for the Wage Theft Prevention Act.
- 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.
- Schedule individual employee meetings 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.
- Continue to work with health insurance broker to provide updated information on Wellness and Smoking Cessation programs.
- Meet with each employee annually to increase employee awareness of individual benefits including, retirement, SRA, health insurances and EAP programs.
- Develop training program to ensure all new employees are properly trained in all areas.
- Remain up to date on current procedures and retirement options, and work with TIAA-CREF representative to provide individual counseling to employees.
- 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.
- Brainstorm ideas to build morale.
- Monitor FLSA changes to ensure compliance.
- Prepare for contract negotiations.

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 three full-time management employees.

Significant Accomplishments

- Implemented online food ordering solution, Tapingo.
- Implemented new Point-to-Point encrypted credit card readers at all cash registers.

Statistical Data

- 5,092 add-on online deposits totaling \$397,887.44 through the MyFREDCard.com site.
- 789 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 develop and implement new mobile apps and technologies that will directly benefit customer interaction with FSA.

- Move server infrastructure to campus virtual server environment, helping to reduce cost and provide improved hardware redundancy.
- Develop FSA mobile apps.
- Streamline processes and information where needed/requested.
- Enhance resiliency/redundancy for mission critical systems.

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.

Significant Accomplishments

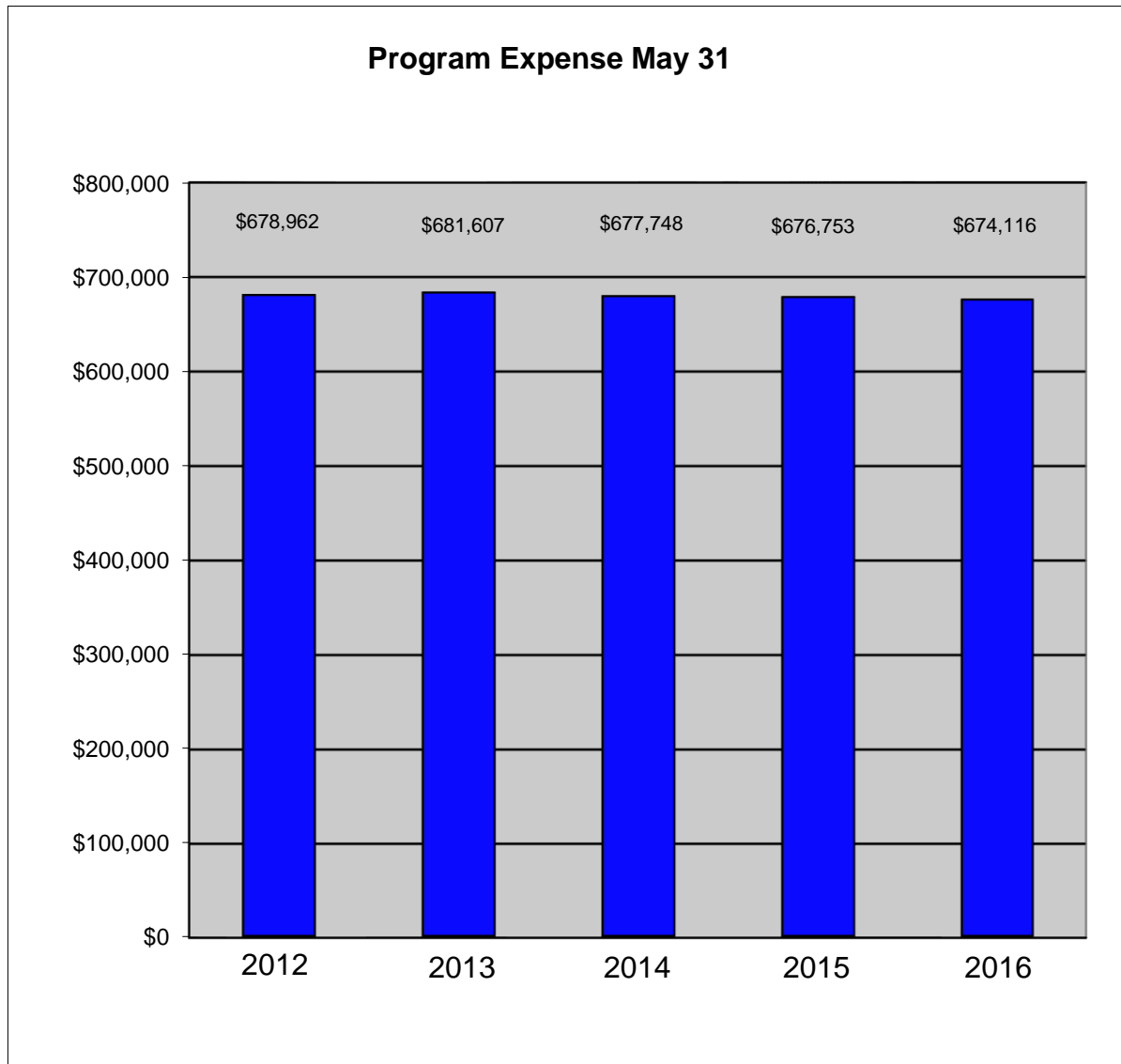
- Coordinated the planning and implementation of all marketing for the 2015-2016 Academic year, which included special events in both Dining Services and Retail Operations.
- Continued to expand social media marketing efforts, adding Instagram.
- Presented the FSA/Finance and Administration Services Orientation DVD at the 2015 New Student Summer Orientation sessions.
- Coordinated all 2015 summer conferences, which included: Visitors from Ying Wa High School, NY Archives Conference, NY Council for Humanites, The Quartet Program, two NYSSSA (New York State Summer School for the Arts) programs, the School of Choral Studies, the School of Visual Arts, the Rotary Youth Leadership Academy (RYLA), and both the EDP JEWEL and Upward Bound Summer Programs.
- Continued involvement as emeritus of Chautauqua Leadership Network (CLN).

Statistical Data

- Fourteen residential summer programs on campus.
- Ten summer day programs on campus.
- Four residential experiential training programs at the College Lodge.
- Twelve day experiential training programs at the College Lodge.
- One hundred and one licensed vendors.

FACULTY STUDENT ASSOCIATION OF THE STATE UNIVERSITY OF NEW YORK
AT FREDONIA

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



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.

Assessment Activities

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

Regular monitoring of licensing procedures has helped to promote the production and sale of Fredonia merchandise, both on and off campus. The 2015-2016 fiscal year represented another good year for Fredonia's royalties.

Encouraged open communication with all faculty and staff via the Special Events Committee to ensure that our campus guests, attending a variety of summer conferences, had an enjoyable stay and their programs were successful. We continue to meet and exceed expectations as a campus.

Assessment Goals

- Continue to market all FSA operations.
- Continue to promote the College Lodge as a wedding venue, for the Experiential Training Program, and the property as a whole through expanded efforts with the Chautauqua County Visitors Bureau (CCVB).
- 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 seminars, sessions and workshops at the regional meeting and the annual conference.
- Continue to foster relationships with faculty and staff via the Special Events Committee and other campus constituents to ensure successful campus experience for our conference groups.
- 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 meetings held once a semester 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 for them at Fredonia.
- Continue to host student interns through the Career Development Office, and provide an experiential learning environment for students across all majors.
- Remain an active member of the Chautauqua Leadership Network (CLN) by serving on committees and 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, 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. Support Services performed the general contracting duties for the Starbucks renovation.

The Support Services group continued with five full-time management employees, 17 full-time CSEA employees, 11 part-time CSEA employees and nine student employees.



Support Services/Commissary Staff

From left to right, front row: Fred Tripp, Linda Willoughby, Tammy Winder, Mary Zielinski, and Linda Johnson; back row: Jared Farnham, Ron Wasik, Craig Moore, Jeff Keddie, Kimberly Collins, David Lewis, Rob Graham, Christine Sipp, Julie DePasquale, and Tracey Simmons

Significant Accomplishments

- Completed more than 685 work orders.
- Cleaned and maintained all FSA operated facilities.

- Provided Experiential Training for 664 participants in 2015-2016, which reflected a significant increase from the previous year. Continued to expand operations of Central Prep by adding new items in our cafes, FREDEExpress, and the Convenience Store, including healthy choice snacks and sandwiches.
- Developed new recipes for Brioche rolls to serve with our gourmet hamburgers in Centre Pointe
- Produced a new formula for cannoli filling to serve cannoli in the FSA cafes.
- Evaluated all purchased products from our supplies to decrease the cost of producing bakeshop goods.
- 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 are currently about 30% of the cost they were before the solar panels.
- The College Lodge successfully hosted five weddings.
- Continuing to rework the Cleaning department schedule.

Statistical Data

- Revenues from Support Services for 2015-2016 totaled \$571,714 compared to \$596,878 in 2014-2015, which is a decrease of 4.2%.
- Operating expenses decreased 3.5%.

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.

- Implement a management plan at the College Lodge that takes into account the biological survey currently being conducted and the concerns of the campus community.
- Continue to market FSA's Experiential Training Program at the College Lodge.
- 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 into the Convenience Store, FREDEExpress, and the Cranston Marche.

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Human Resources

HUMAN RESOURCES

Introduction

As a staff function, no departments report directly to Human Resources (HR). Yet, based on the numerous employee-centric functions performed, HR has ongoing and detailed interactions with, and provides guidance and advice to all campus employees. Whether supporting recruitment, hiring, onboarding, orientation and employee training efforts, communicating benefit-related information, updating the HR information system, generating reports and notices, vetting grievances, processing personnel and payroll transactions—including those for Research Foundation (RF) staff, managing FMLA and Workers' Compensation (WC) cases, interpreting contract or policy language, collaborating on policy creation, or advising senior Management on a course of action, HR's work impacts *all* employees at Fredonia.



From left to right, seated: Leah Betts, Sue Murphy, and Shannon Fisher; back row: Caldi Proper, Mike Daley, and Jen Costa

Mission Statement

The core mission of HR is closely aligned with the university's vision. The HR department seeks to support Fredonia's efforts to produce students who are "Skilled, Connected, Creative and Responsible." Human Resources strives to attract and retain the best-qualified applicants by constantly promoting Fredonia as an "Employer of Choice." Specifically, HRs' Mission Statement is:

"As a strategic partner with University Leadership, Human Resources is committed to providing exceptional and evolving, innovative service in the recruitment, retention and continuous development of a diverse workforce. Our efforts are directed by common values of trust, respect, and promotion of a positive work environment designed to support excellence in teaching, scholarship, research and administration."

Once that best-qualified individual is identified, it is important that HR as an initial and primary campus contact, facilitates the employee's seamless and efficient transition to campus. To that end, orientation commences the newly hired employee's "on-boarding." Through this process and productive interaction thereafter, HR endeavors to provide relevant information to staff, thus allowing them to focus on instruction, student support services, administrative activities and the performance of their discrete yet collaborative duties thereby supporting Fredonia's mission.

HR is committed to a continuous review of its activities to ensure they promote efficiencies and best practices. By strategically partnering with senior Management and union and governance leadership, HR provides timely and timely advice, and works to proactively and creatively to solve problems. Additionally, as a department, HR, through intentional actions seeks to promote service excellence and champion positive and productive employee relations on campus. HR also works to ensure that all activities are performed in full compliance with governing Federal, State and SUNY statutes, thus insulating the University from external liability.

Annual Report

HR is responsible for the following functions: position classification and compensation; mandatory policy creation and implementation, compliance training, Faculty, M/C, Professional and Classified recruitment and employment—including tasks related to advertising positions externally and on the HR web; benefits administration and consultations regarding three health insurance plans; three retirement programs; three vision and dental plans and numerous other employee benefits (e.g.: tuition reimbursement, flex-spending accounts, disability and life insurance, etc.); new faculty and staff orientation; employee relations including contract administration, grievances processing and, as appropriate disciplinary action; interpretation of six collective bargaining agreements; advisement of faculty, staff, administrators and supervisors regarding Civil Service law, the SUNY Trustees' *Policies* and other relevant State and Federal laws; Immigration; Change of Status (COS) processing; personnel and payroll transaction processing, data base management and report preparation; pre-retirement education programs for faculty and staff; administering attendance and leave policies for faculty and staff; staff development programs; employee evaluations—both probationary and annual; ethics compliance; production of the campus on-line phone directory—in partnership with Information and Technology Services (ITS); administration of the Family Medical and Leave Act (FMLA) WC case management; renewal process for staff moving toward permanent or continuing appointment; and monitoring the preparation of Performance Programs and Evaluations for all Fredonia employees; processing of all HR functions for the RF to include: payroll, classification and compensation, benefits, worker's comp, disability, leaves of absence, performance programs and evaluations, salary plan administration, recruitment, and employee relations.

The HR Office is staffed by the Director of HR, an Associate Director, a Coordinator of Classified/RF Benefits & Immigration, an Employee Benefits Coordinator, an Office Assistant 3, an Office Assistant 1 and a part-time Employee Assistance Program (EAP) Coordinator.

Significant Accomplishments

- Continued to improve communication between HR and the campus community. HR utilized its updated, streamlined website, Listservs, and campus mailing to update employees on such issues as: vacancy announcements, retirement planning, retirement educational seminars, updates to various insurance programs, Civil Service exam information, etc.
- In concert with Academic Affairs and UUP local leadership, conducted “Open Sessions” to discuss the Handbook on Appointments, Re-appointments and Promotions (HARP).
- Developed and introduced one new FREDtraining module to campus. Achieved 81% completion rate for assigned FREDtraining compliance modules.
- Partnered with the Office of Diversity, Equity, and Inclusion to update the Faculty and Professional Staff Search Guidelines.
- Administered a campus-based Retirement Incentive program.
- Partnered with the Office of Diversity, Equity and Inclusion to respond to (and achieve favorable resolution) to two Equal Employment Opportunity Commission (EEOC) complaints.
- In concert with the Valic, hosted a two-part benefit-related program on Retirement Planning.
- Utilized Interview Exchange to conduct 139 searches and trained approximately 250 search committee users.

- Coordinated twelve employee benefit consultation days with TIAA-CREF, two days with Valic, two days with MetLife, and two days with the New York State Deferred Compensation Plan. Additionally, each vendor gave one group presentation in the spring and fall semesters affording University staff direct vendor contact and expertise.
- Revised Reporting Services reports to assist university Administration in managing such HR issues as: salary administration, renewal notification, reclassification, Ethics compliance and employee renewals.
- Produced the 2015-2016 campus Phone Directory in partnership with ITS.
- Provided Community Service via active participation on the following committees: SUNY WNY Regional Consortium, SUNY HR Executive Committee Rewards and Recognition Committee, Campus Diversity, Equity, and Inclusion Committee, Chautauqua Leadership Network, EAP Committee, SUNY Fredonia Federal Credit Union Board, Council for Women's Concerns, Senate Planning & Budget Committee, Campus and Community Children's Center Board of Directors, Student Affairs Judicial Board, Veterans Recognition Committee, Professional Development Advisory Board, Professional Development Associates Program, Commencement volunteers, and State Employees Federated Appeal (SEFA) /United Way Committee.
- Maintained positive and professional relations with campus union leadership.
- Achieved 100% compliance with NYS Ethics reporting regulations.
- Partnered with the Office of Diversity, Equity, and Inclusion and the Student Counseling Center to host the second annual Partners-In-Purple event to raise awareness and support for the prevention of Domestic Violence.
- Introduced formalized Performance Evaluation/Program and salary administration programming for campus-based RF staff.

Statistical Data

- Distributed, received and processed SEFA pledge forms that resulted in the campus raising \$48,567.
- Assigned 7,792 FREDtraining compliance modules.
- Conducted two Retirement Incentive (RI) "Open Sessions." Met with seven employees to further discuss the RI. Four employees accepted the RI.
- 40 employees attended a two-part seminar hosted by Valic regarding retirement planning.
- Received and filed Performance Evaluations for Classified, Professional and M/C staff.
- Received and filed Performance Programs for Professional and M/C staff.
- Opened or continued to manage 61 Workers' Compensation cases.
- Processed 550 COS forms-includes Extra Service and Summer Session.
- Completed 114 pre-employment screens.
- Processed 40 promotions.
- Prepared and posted 139 Fredonia vacancy notices (Classified, Professional and teaching positions) ensuring compliance with appropriate provisions of negotiated Agreements.
- EAP programming for this cycle included: Yoga, Group Fitness, Healthy Eating, Monthly Path to Wellness, Wellness for the Holidays, Smoothie Day and EAP Healthy Kick-Off to Summer.
- Conducted salary analysis for four UUP-represented positions.

- Reclassified a CSEA-represented position.
- Established an MC line.
- Processed 35 Tax Deferred Annuities enrollments and changes.
- Conducted orientation program for newly-hired colleagues.
- Conducted/created 31 classified employee searches or job announcements.
- Created and distributed 127 bid sheets for internal, classified lateral transfers and promotions.
- Created, distributed and coded 4,800 canvass letters for competitive, classified searches.
- Provided benefit consultations for new hires, retirees and those considering retirement.
- Processed 830 Honorarium requests.
- Ten employees, their dependents and departments were assisted in dealing with Immigration issues.
- 180 employment verifications were conducted for such things as mortgage verification, UUP's Tuition Assistant Program, the Tuition Waiver Program, issuance of ID cards, etc.
- Processed numerous requests for HR-related data reports.
- The past review cycle witnessed the following Employee Relations actions:
 - Eight step-1 grievances were filed by CSEA-represented staff. All were responded to and subsequently appealed to the second step where the university's position was upheld.
 - Four counseling sessions were conducted involving UUP-represented staff.
 - A Letter of Reprimand was issued to a UUP-represented employee and the matter resolved at the campus level.
 - Three grievances were filed by NYSPPA-represented staff. Fredonia's position was upheld at Step-1 in all these cases. The Union has moved said grievances to step-2.
 - HR provided consultation, written findings and guidance on two Research Foundation Employee Relations matters.
 - An "Unsatisfactory" Performance Evaluation notice was issued to a CSEA-represented employee. The issue was heard at Arbitration and Fredonia's position was upheld.
 - Responded to five Improper Practices filed by CSEA. All are at the pre-conference settlement stage.
 - Responded to three Out-of-Title grievances filed by CSEA. One was resolved at the local level and two are pending with SUNY Employee Relations.
 - A NYSPPA-represented staff had a case pending at Arbitration. The union withdrew the matter prior to the Arbitration being conducted.

Assessment Update

Assessment Goals

- Successfully distribute and train colleagues on revised search procedure processes.
- Maintain positive relations with all campus unions.

- Successfully introduce “new-hire on-boarding” via completion of most pre-hire paperwork through Interview Exchange.
- Successfully represent Fredonia at PERB involving three pending cases.
- In concert with UUP and Academic Affairs, complete the Faculty Handbook.
- Successfully cross-train HR staff in various competencies.
- Provide leadership to the COS rewrite initiative.
- Support the introduction of first-line supervisory training to Facilities Services staff.
- Produce on-line benefit orientation for full-time UUP-represented professionals.
- Continue to assume a more comprehensive HR-related role regarding Research Foundation operations focusing on training staff on newly implemented policies and protocols.
- Assist in the development of department Faculty and Professional staff Handbooks.
- Continue to utilize FREDtraining compliance training modules, striving for compliance of 100%.
- Continue to provide timely and accurate benefit advice and problem resolution for university staff.
- Produce in partnership with ITS, 2016-2017 on-line campus Phone Directory.
- Conduct, in partnership with the Council for Women’s Concerns and TIAA, a Financial Literacy Series for female colleagues.
- Provide leadership to both the SUNY HR Committee and the WNY HR Directors Consortium and support campus initiatives via participation in various committees.
- Enhance Reporting Services to the campus.

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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 the State University of New York at 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.



Amy Beers

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 distribution of paychecks for the purpose of reviewing employment and payroll procedures, periodic review of authorized cash handling/cash collection sites, periodic review of procurement card activity, issuance of periodic Internal Control *Fast Facts*, bank verification of Fredonia accounts, and analysis of revenue and expenditures within various IFR accounts. The Director of Internal Control is the TouchNet Marketplace Chief Administrator, the campus FOIL Officer, the campus Enterprise Risk Manager, the campus Child Protection Policy Point Person (CPPPP) and the campus Records Management Officer (RMO). In addition, all new IFR custodians are trained on the proper handling of funds and the biweekly Student Association payroll is reviewed and monitored.

Annual required reporting to the 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 letter from the President to all employees of the campus.

In addition, the Director of Internal Control is responsible for security administration of the Office of the State Comptroller (OSC), SUNY, NYS Department of Civil Service, Statewide Financial System, TouchNet Marketplace, NYSTRS and the Research Foundation online computer systems. The Director of Internal Control chairs the campus-wide Internal Control Committee and the campus-wide Trademarks and Licensing Committee. The Director is also the co-chair of the campus-wide Information Security Committee, the E-Discovery Response Team and the campus-wide Policy Advisory Group, in addition to being an active member of various other campus-wide committees, including but not limited to the Council for Women’s Concerns, PCI Task Force Working Group, FPAC and Building Safety Coordinators. The Director of Internal Control is an active member of the SUNY Records Management Officers Shared Services Group.

Significant Accomplishments

- Conducted Internal Control Committee meetings.
- Maintained the Internal Control Program structure and followed the established timeline for major events.
- Commenced one scheduled Internal Control review.

- Distributed Internal Control brochures related to paychecks and the general Internal Control environment.
- Successfully submitted responses to multiple FOIL requests.
- Reviewed cash handling procedures in multiple departments.
- Maintained a fully functioning Internal Control Program.
- Maintained and expanded the TouchNet Marketplace by successfully developing over 166 uStores and two uPay sites to date, totaling over 43,000 transactions and \$6.2 million in transacted funds.
- Continued assisting SUNY Legal Counsel in the completion of a SUNY-wide e-discovery RFP.
- Chaired the Internal Control Committee, chaired the Trademarks and Licensing Committee; co-chaired the Policy Advisory Group; assisted in training the campus in the requirements of the Child Protection Policy; currently serving as the Child Protection Policy Point Person (CPPPP).
- Became the campus Enterprise Risk Manager (ERM).

Statistical Data

Marketplace Web Credit Card Payments

Month	2010 -11	2011-12	2012-13	2013-14	2014-15	2015-16	% Increase/Decrease from Prior Year
July	\$14,298.34	\$38,924.29	\$48,274.46	\$26,477.99	\$52,476.02	\$24,283.44	-54%
August	5,815.00	20,211.94	20,760.43	112,939.71	70,377.19	63,021.95	-10%
September	16,698.64	17,699.09	230,384.75	42,303.29	43,846.60	49,576.17	13%
October	154,350.00	113,504.98	96,595.33	89,187.97	38,111.59	78,073.10	105%
November	9,934.64	145,925.14	160,676.16	184,706.92	149,826.70	141,019.21	-6%
December	19,547.34	17,253.47	65,269.17	102,248.65	45,948.24	41,734.89	-9%
January	147,979.99	162,676.76	135,192.15	54,775.80	55,320.51	54,862.62	-1%
February	35,490.81	96,429.62	71,320.58	99,856.61	83,057.31	43,695.10	-47%
March	64,909.13	98,529.67	155,344.18	88,923.86	108,693.41	66,627.21	-39%
April	92,913.11	145,616.98	141,787.67	96,408.07	109,175.95	98,103.99	-10%
May	73,218.62	86,500.62	124,989.71	102,269.28	46,335.25	75,671.85	63%
June	60,174.71	55,193.91	64,412.87	69,210.07	39,868.26	52,128.47	31%
TOTAL	\$695,330.33	\$998,466.47	\$1,315,007.46	\$1,069,308.22	\$843,037.03	\$807,631.47	
Net Change	139.96%	43.60%	31.70%	-18.68%	-21.16%	-4.20%	

Marketplace Webcheck (ACH) Payments

Month	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	% Increase/Decrease from Prior Year
July	\$332.00	\$494.00	\$460.00	\$985.70	\$155.70	\$361.48	132%
August	367.00	524.00	533.00	5,177.43	1,949.60	2,487.00	28%
September	335.00	453.00	563.00	123.81	1,141.50	447.10	822%
October	424.00	373.00	481.00	4,581.30	1,667.90	870.70	-48%
November	395.00	394.00	378.00	9,656.35	9,484.85	10,268.90	8%
December	361.00	447.00	532.00	5,544.35	553.33	2,178.74	294%
January	492.00	570.00	477.00	4,336.71	5,369.10	3,002.70	-44%
February	448.00	596.00	495.00	11,957.84	6,242.70	343.30	-95%
March	411.00	405.00	351.00	3,520.90	7,825.70	7,073.70	-10%
April	755.00	847.00	708.00	11,175.70	22,448.10	11,398.10	-49%
May	706.00	701.00	992.00	7,513.48	4,311.55	5,984.51	39%
June	669.00	623.00	672.00	2,905.20	2,037.02	4,240.70	108%
TOTAL	\$5,695.00	\$6,427.00	\$6,642.00	\$67,478.77	\$63,187.05	\$49,244.28	
Net Change	61.10%	12.85%	3.35%	915.94%	-6.36%	-22.07%	

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 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. 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 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 as noted above. Recommendations

were issued where weaknesses were detected 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 our goals and objectives. All review findings and recommendations were also included in the Internal Control progress report prepared, and submitted as required, to System Administration as well as the Internal Control Summary that accompanied the Internal Control Certification signed by the President. The OSC Accounts Payable Advisory # 28 which required evaluation of the adequacy of controls over the payment process in Purchasing and Accounts Payable for travel and non-travel expenditures was also completed.

Assessment Goals

- Increase awareness of our Internal Control Program.
- Conduct program reviews as required by System Administration.
- Oversee random reviews of procurement 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.
- Continue to administer campus-wide training on Internal Control via WeComply.
- Attend applicable conferences, trainings and seminars.
- Present at conferences, trainings and seminars.
- 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
 - AIT
 - RAC
 - 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
- Alumni Affairs
- Research Foundation
- EDP
- Student Association
- Fredonia Technology Incubator
- Youngerman Center
- Psychology Department
- Sociology Department
- School of Business

University Services

- **Automotive and Fleet Services**
- **Campus Photocopy Services**
- **Central Receiving**
- **Central and Mechanical Storehouses**
- **Contract Services**
- **Mail Services**
- **Park and Ride**
- **Property Control**
- **Telecommunications**

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, asset tracking, telecommunications, the receiving of parcels and the campus-wide delivery of supplies. The divisions under the University Services Department include the following offices:

- Automotive and Fleet Services
- Campus Photocopy Services
- Central Receiving
- Central Storehouse
- Contract Services
- Mail Services
- Mechanical Storehouse
- Park & Ride
- Property Control
- Telecommunications



From left to right: Terry Tzitzis and Jody Myers

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.

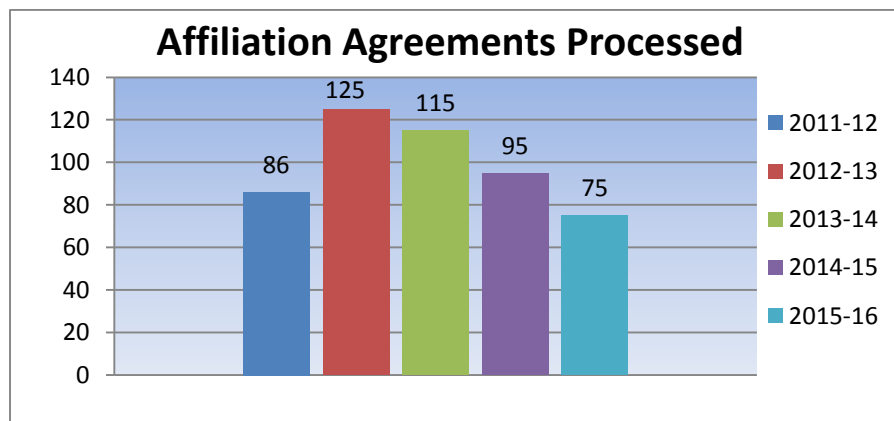
Equally important, University Services has gained from these very students that we are teaching. As a community of learners, we must respect both individual and cultural differences, reminds us that we too have learned so much from our students.

Annual Report

The Director of University Services is responsible for the supervision of the various departments stated previously. The Director University Services, along with the new position of Director of Contract Services, are 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 reviews 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, and coordinated the relocation of the offices of Property Control, Mail Services, Telecommunications, and University Services to Maytum Hall.

Significant Accomplishments

- Prepared and issued bids and contracts for assorted campus-wide services.
- Reviewed and approved 75 affiliation agreements for the campus.
- Equipment bids/Purchase Orders for new RAC addition.
- Processed software/miscellaneous agreements.
- Involvement with the Campus and Community Electronic Recycling Day.
- Involved in the SUNY initiative of Shared Services.
- Participated in Administrative workshops for campus departments.
- Member of the Board of Directors of the SUNY Purchasing Association.
- Was awarded the "2016 Joanne Fazioli SUNY Procurement Award".
- Serve as President of the Upstate New York Region of the National Association of Educational Procurement.
- Attended the National Association of Educational Procurement (NAEP) national conference and was awarded the National Distinguished Service Award.
- Attended 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 and Chair of the Credit Committee.
- Member of the Sustainability 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.
- Completion of combining Central and Mechanical storehouses.

Assessment Goals

- Continue working with the Western NY Shared Services group for cost reductions on services and products.
- Campus representative for the implementation of SciQuest procurement initiative undertaken by the Western NY campuses on behalf of SUNY.

Automotive and Fleet Services

Annual Report

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 100 licensed vehicles and 140 unlicensed pieces of motorized equipment including lawn mowers, tractors, backhoes, man-lifts and the Zamboni. This unit is responsible for all repairs, maintenance, painting and annual inspections. 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 floor cleaning equipment. They repair the campus emergency generators located in many of the buildings on campus and respond to fleet vehicle accidents and equipment malfunctions. The unit maintains the gasoline fueling system which provides fuel, using a special key identification system, to all campus vehicles and equipment including the Faculty Student Association (FSA) vehicles. In addition, the unit cleans, fuels, and prepares all fleet vehicle and athletic vehicle requests used by campus personnel. The unit is responsible for the scheduling of all fleet vehicles for faculty and staff use. There are sixteen fleet vehicles and six athletic vehicles which are scheduled out of this office.



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

The department was in transition this year as supervision of Automotive and Fleet Services was transferred from Facilities Services to University Services.

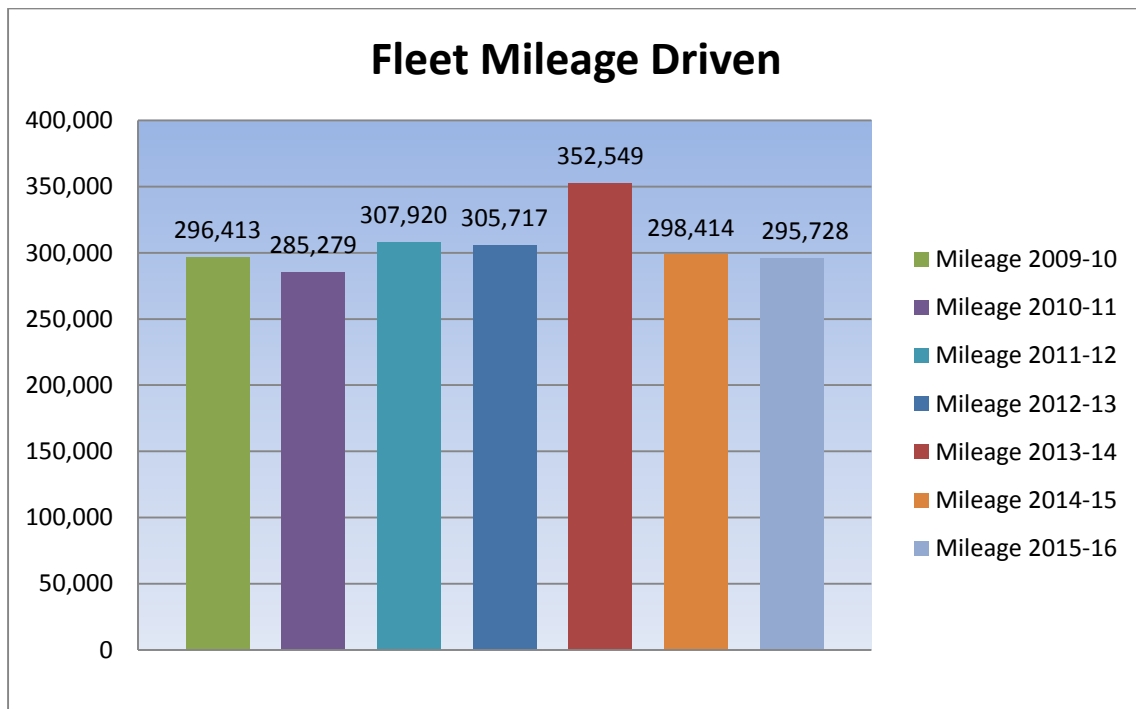
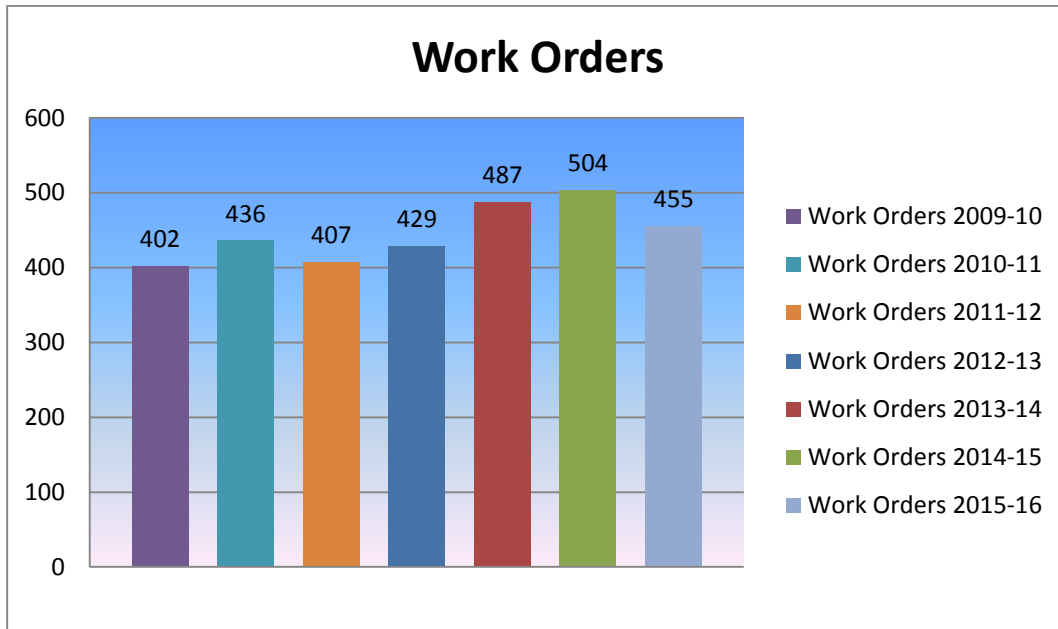
The department is staffed with one Motor Equipment Maintenance Supervisor, one Motor Equipment Mechanic, and one Maintenance Assistant Mechanic.

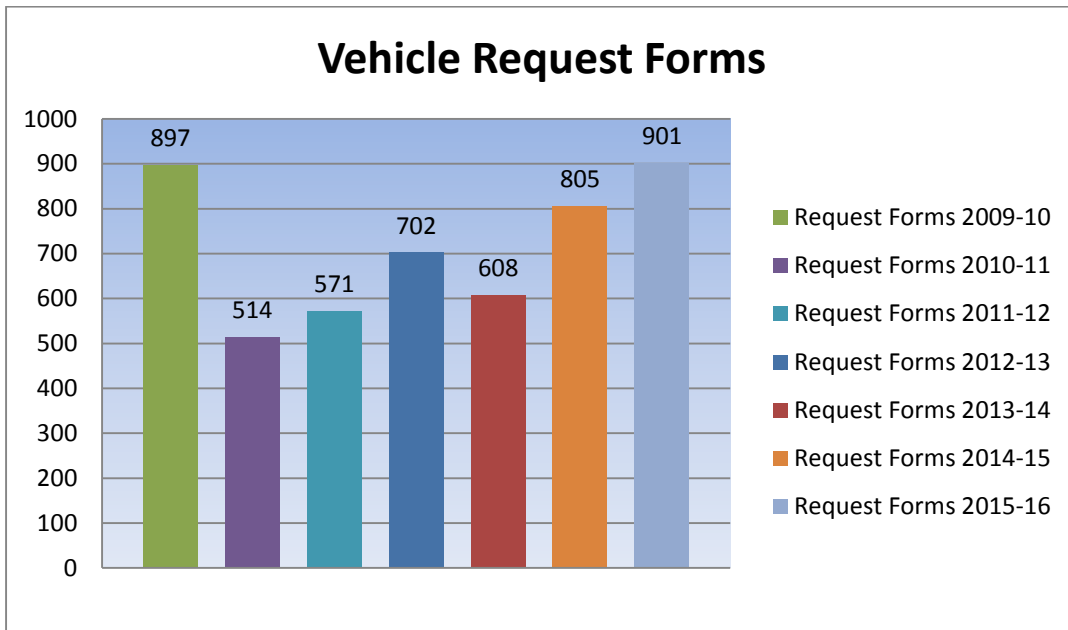
Significant Accomplishments

- Continued to replace various fleet and campus service vehicles as needed.
- Continuing to train staff on new vehicle repair procedures.
- Enhanced the University Vehicle Request procedures to provide for better service to the campus.
- Prepared, cleaned and fueled fleet vehicles for 901 fleet vehicle requests.
- Responded to various maintenance equipment malfunctions and on-campus building repairs.

Statistical Data

- Worked on 455 work and preventive maintenance orders.
- Completed 421 work and preventive maintenance orders.
- Total of 295,728 miles were driven by the fleet vehicles.
- There were 901 fleet vehicle requests.





Assessment Update

Assessment Statement

The Automotive/Fleet Services unit provides consistent quality customer service to ensure all vehicles and equipment are safe and ready for use while evaluating the equipment and supplies for quality and reliable performance.

Assessment Activities

- It is standard procedure to observe, review, inspect and monitor staff work while in progress and when completed, to ensure the proper use of materials, equipment and workmanship.
- Ensure that schedules are met, and that the work is performed accordingly.
- Training, instruction and assistance are provided to ensure assignments are completed accurately and efficiently.
- A total of 421 work orders were completed, with 34 open waiting for parts.

Assessment Goals

- Continue training on new equipment for servicing and repairs.

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, student packets, etc., this unit will excel in fulfilling your copying needs. There is a total of nine 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
- Fenton Hall, Room 155
- Jewett Hall, 2nd Floor
- McEwen Hall, Room 323
- Services Complex, Main Office
- University Police, Gregory Hall
- Campus Life, Williams Center



Carol McKinnis

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. As machines age, we are replacing them with new digital models to stabilize our costs. We have continued with the arrangement made with FSA to sell the student packets at the Bookstore.

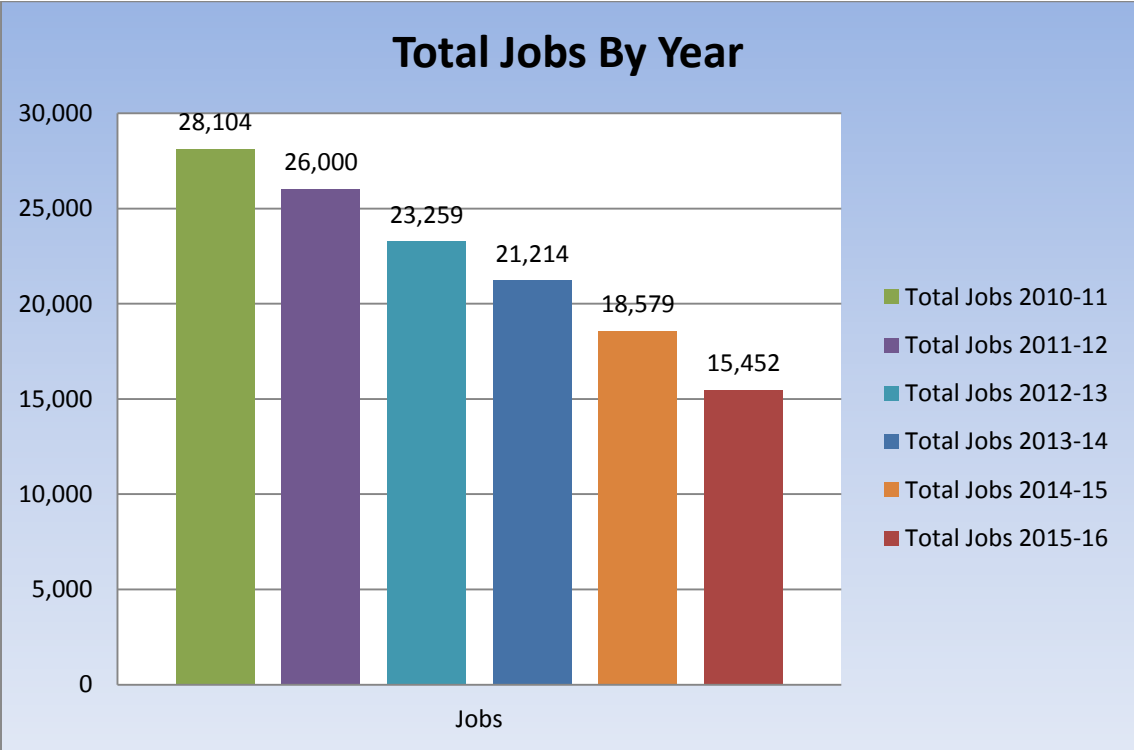
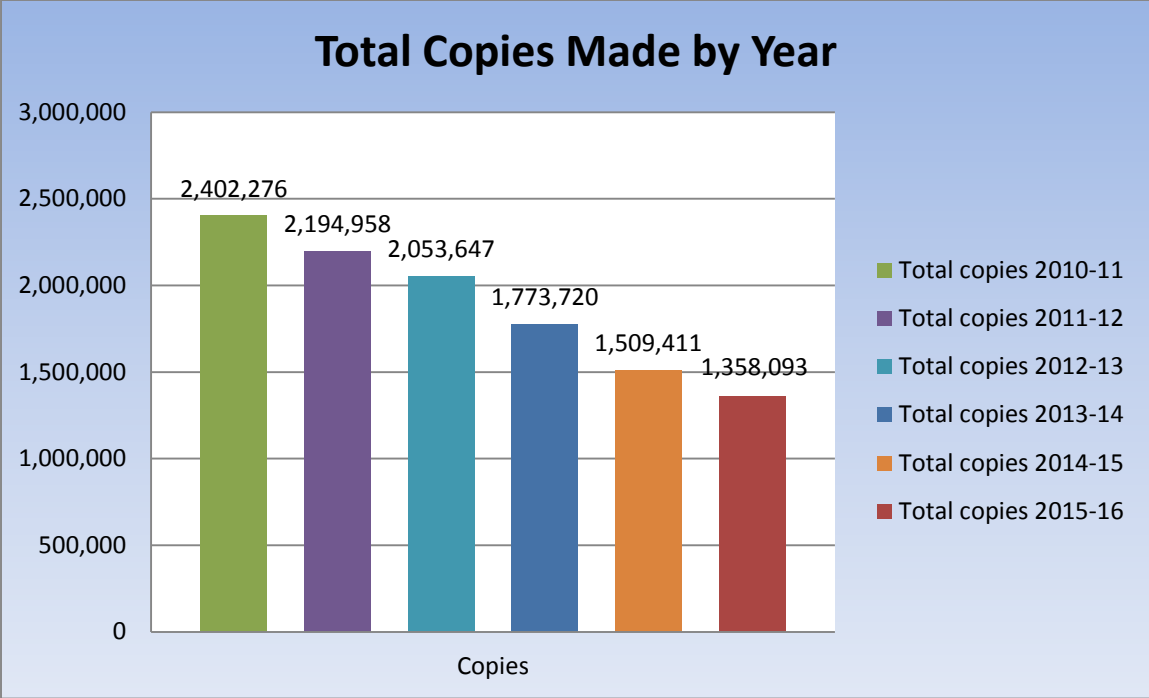
The Campus Photocopy Services Department is staffed by a full-time Office Assistant 1 and three part-time Green Thumb workers.

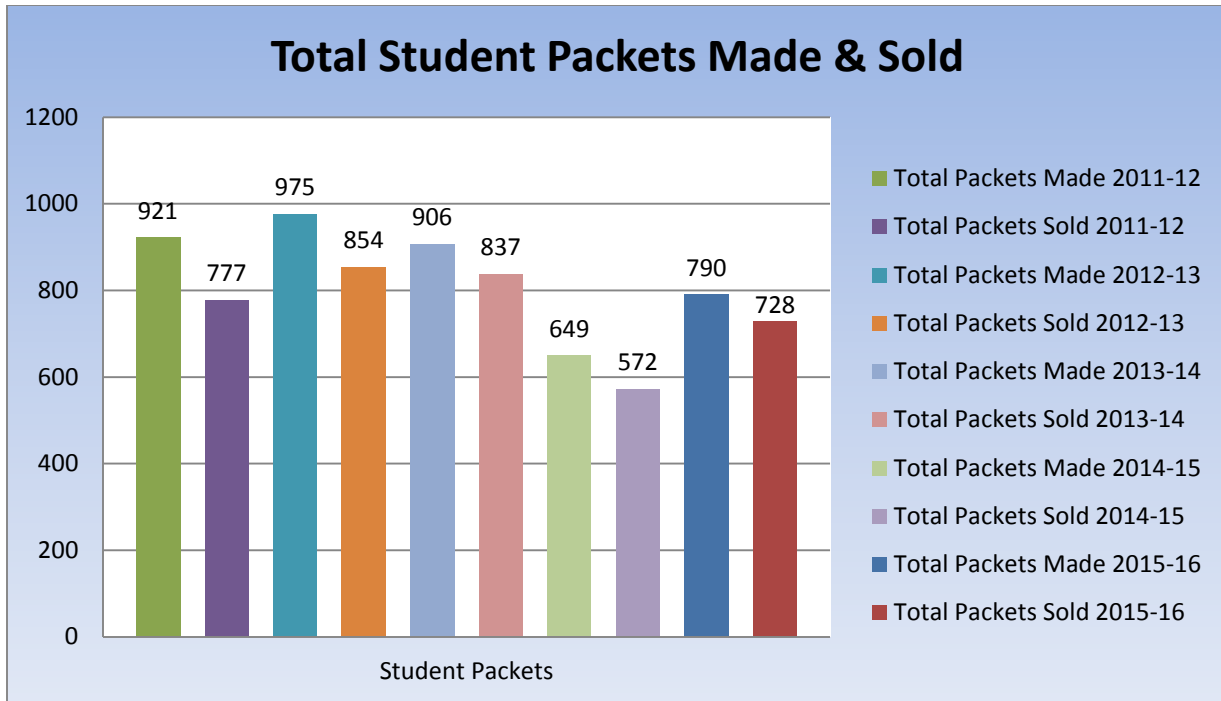
Significant Accomplishments

- Maintained cost to departments at same level as 2014-2015.
- Replaced one campus-wide copier with digital capabilities.

Statistical Data

- Reduction of photocopies made in 2015-2016 of 10%.
- There were 15,452 jobs with 1,358,093 copies made at the centers this year.
- We made 790 student packets, and we sold 728 packets this past year; this represents an increase of 18% in packets made, and an increase of 21% in packets sold.





Assessment Update

Assessment Statement

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

Assessment Activities

- While this department saw a reduction of copies made for the past year, we were still able to keep the price per copy the same for our customers.
- We had an increase in student packets made and sold.

Assessment Goals

- Upgrade Thompson Hall photocopy equipment that is over seven years old to provide un-interrupted service to our customers.
- Reduce the number of photocopies/cost.

Central Receiving

Annual Report

The daily operations of Central 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 new web based receiving module which replaces old legacy 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 a truck and personnel for moving furniture, equipment, and large items when needed. University related off-campus runs are scheduled and made as needed.

Central Receiving is staffed by one Office Assistant 2 (Stores/Mail) and one Office Assistant 1 (Stores/Mail).

Significant Accomplishments

- There were 14,008 packages received.
- There were 12 truckload deliveries received.

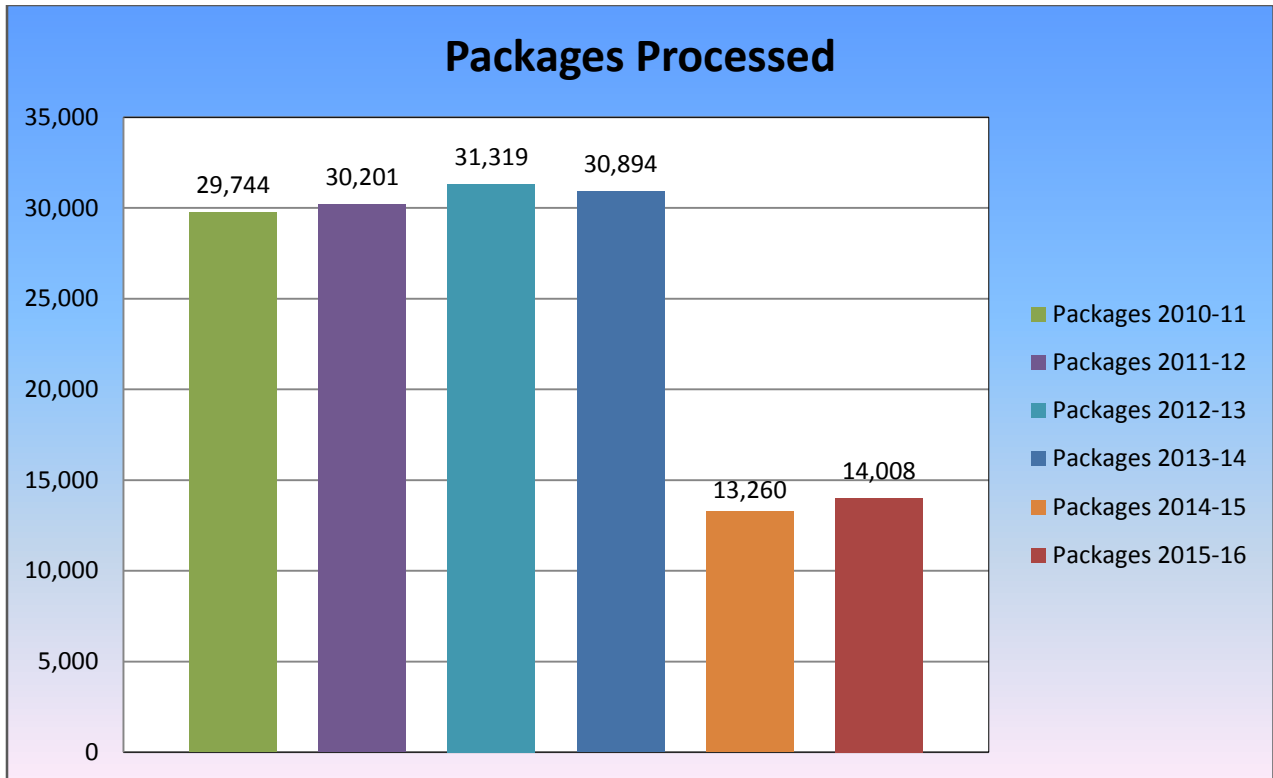
Statistical Data

- | | |
|--|-------|
| • UPS packages received: | 6,781 |
| • Federal Express, Ground, Home packages received: | 2,004 |
| • Miscellaneous deliveries | 2,908 |
| • Common carrier packages received: | 2,315 |
| • Truckload deliveries: | 12** |

** Note: Truckloads numbers are the number of deliveries, not the total packages received by the deliveries.



From left to right: Mason Riggle and Chris Frommer



Assessment Update

Assessment Statement

The Central Receiving unit provides for efficient receiving and delivery of packages for the campus.

Assessment Activities

- Central Receiving is evaluating our receiving/delivery systems to see where efficiencies can be made.

Assessment Goals

- Improve delivery performance.
- Evaluate area for cost reductions.

Central and Mechanical Storehouses

Annual Report

The Central Storehouse consists of custodial and office supplies and is responsible for 323 SKU items with a value of \$187,880.00 at the end of June 2015. The custodial and office supply inventory increased by 16%.

The Mechanical Storehouse is responsible for 2,722 SKU items with a value of \$413,904.00 at the end of June 2015. Items stored are for use by the trades departments (plumbing, electrical, carpentry, etc.) to make necessary repairs to buildings and equipment. This represents an increase in inventory by 35%.

The process of combining both storehouses was completed into one area within the existing space constraints of Central Receiving to afford the efficient distribution of supplies.

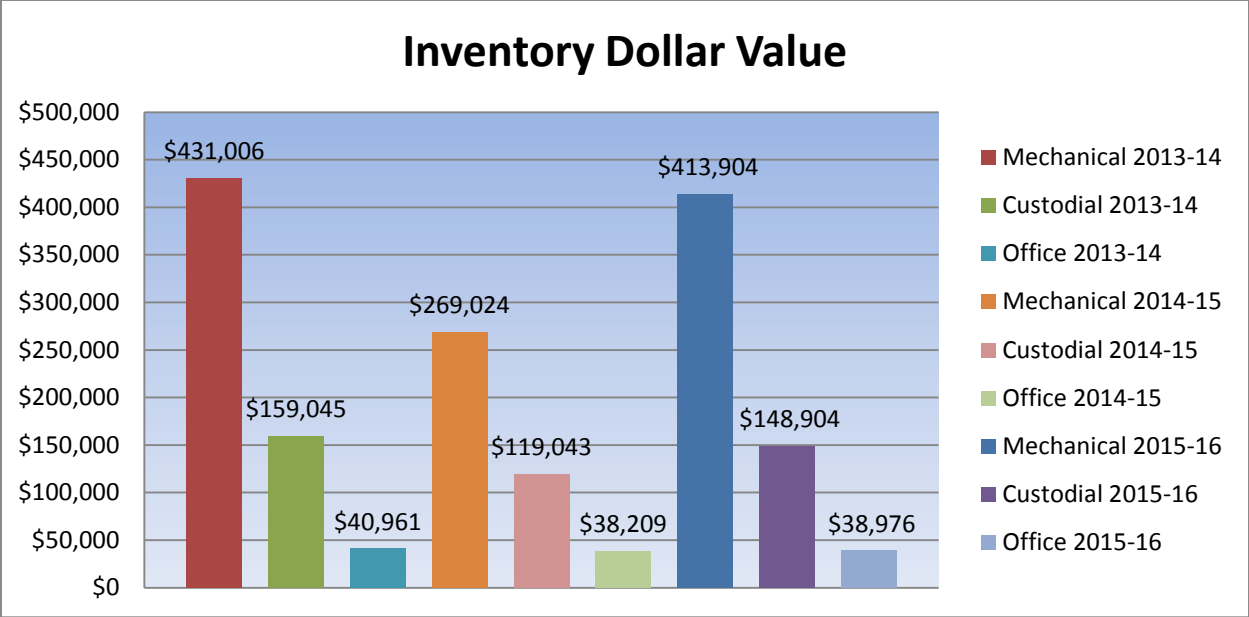
The Central and Mechanical Storehouses are staffed by the Central Receiving personnel.

Significant Accomplishments

- Office supplies inventory items increased by 1% over fiscal year 2014-2015; this brought the inventory to \$38,976.00.
- Custodial supplies inventory items increased by 20% over fiscal year 2014-2015; this brought the inventory to \$148,904.00.
- Mechanical supplies inventory items increased by 35% over fiscal year 2014-2015; this brought the inventory to \$413,904.00.

Statistical Data

- Mechanical supplies inventory: \$413,904.00
- Custodial supplies inventory: \$148,904.00
- Office supplies inventory: \$38,976.00



Assessment Update

Assessment Statement

The Central and Mechanical Storehouse unit provides supplies and repair parts to departments in a cost efficient manner.

Assessment Activities

- This department was able to reduce our inventory of supplies.

Assessment Goals

- Reduce inventories.

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. Managed by one professional position, this office is responsible for the coordination and lawfully compliant administration of contracts at Fredonia. While few contracts 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 contracts 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 the other, and another, and another.



Shannon Moore

Although some contracts 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, DASNY, Construction Fund and MWBE rules and regulations, major responsibilities include:

- Preparation and coordination of specifications, bidding and negotiations.
- Contract execution of major campus procurements and capital construction projects.

- Preparation of College contracts for all commodities and services in accordance with existing rules and regulations.
- 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.
- Compliance oversight of vendor insurance requirements.

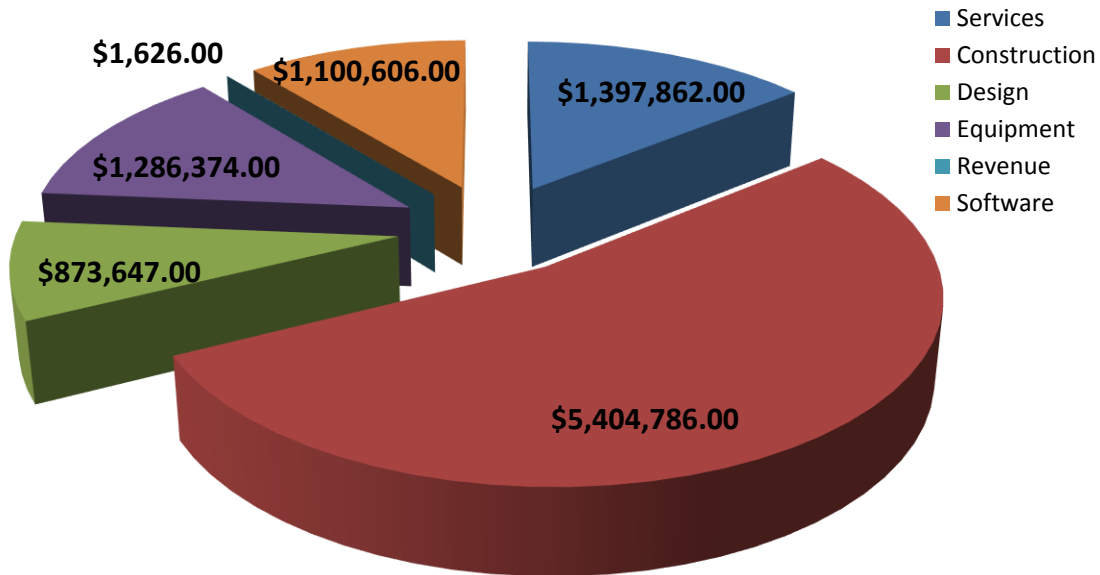
Significant Accomplishments

- Development of database to record and store contracts, terms & conditions, and related activities, currently consisting of over 200 contracts. Developed to track important contract milestones and to assist with a more pro-active approach to renewals, it further offers a means of recording and tracking insurance requirements for various design, construction and service activities throughout campus.
- Succeeded in obtaining NYS Attorney General and Office of the State Comptroller approvals for a single source justification and subsequent five-year contract with a key campus vendor. Contract Services worked with Student Accounts and Internal Control, under the guidance of the former Vice President for Finance and Administration, in the compilation of data to support the justifications. These efforts resulted in Fredonia being the only SUNY campus currently capable of accomplishing both approvals.
- To facilitate best practice, ensure the integrity of uninterrupted services and to realize a cost savings, coordinated with Fredonia IT, SUNY Legal and the Office of General Services to complete a contract with a second ISP provider. As a result, the campus is receiving 33% more bandwidth at half the cost.
- Identified alternate means of providing an essential campus service; worked with Student Accounts, SUNY Legal and SUNY to implement the alternate measures that will result in an approximate \$150,000 annual cost savings.
- Developed and maintained a new website that offers information and guidance on a number of contracting and basic procurement requirements, including guidelines for vendor insurances, MWBE requirements, and documents required to be on record at varying procurement dollar values.
- Worked on process improvements to assist other departments in meeting purchasing and procurement requirements; this was accomplished by developing solicitation tools, documents and forms as well as communicating with the affected staff/departments.
- Coordinated with SUNY Legal and the Department of International Education to complete a number of international recruiter agreements as well as to finalize a standard contract template for use with future agreements.
- Finalizing work with SUNY Legal and the Office of Capital Facilities for approvals on the template document developed by Contract Services; the goal of the template is to assist Facilities departments with a tool to procure design consultant services valued under \$25,000 that will meet SUNY procurement requirements. Upon final approvals, SUNY endeavors to use this document as a system-wide template.

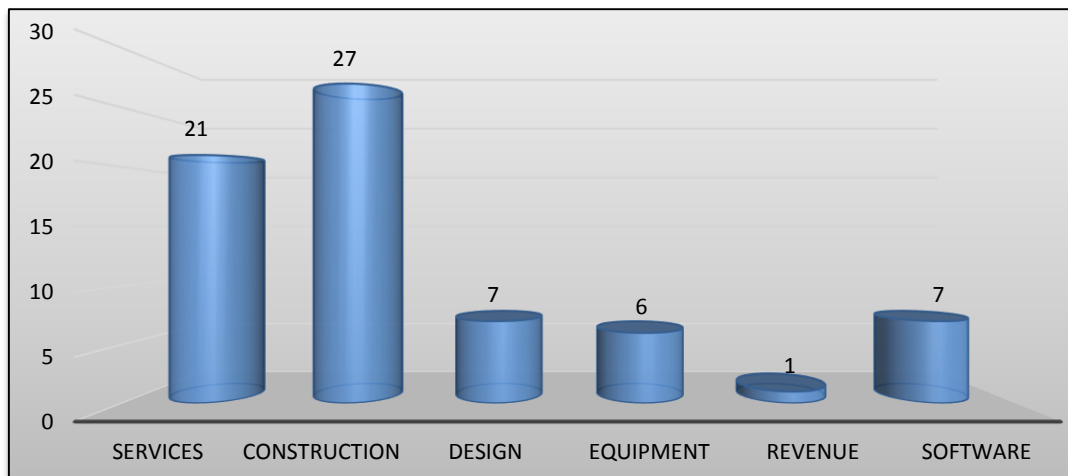
Statistical Data

Coordinated and processed 69 contract activities valued at over \$10 million which involved preparation and issuance of bids and contracts for assorted campus-wide services, to include but not be limited to design, construction, equipment, international recruitment, software, and a variety of other services.

15/16 Distribution of Contracts by Dollar Value



15/16 Distribution of Contracts by Type



Assessment Update

Assessment Statement

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

Assessment Activities

Staffed by one professional position, this department continues to identify ways to maximize efficiencies and streamline the contract approval process.

Assessment Goals

- Continue to educate campus community on the importance of obtaining proper approvals on all contracts 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 coordinate and work closely with all campus Departments, SUNY, SUNY Legal, DASNY, the Office of Capital Facilities, SUCF, the Attorney General, Office of the State Comptroller, Office of General Services, other SUNY campuses, vendors and outside agencies.
- Work with Fredonia IT to automate a contract request system where campus staff can request, submit, and review the status of contracts, solicitations and orders containing terms and conditions.
- 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 by one full-time Office Assistant 1 staff position and eight to ten part-time student assistants. The student staff has the benefit of a valuable learning experience in a fast paced work environment. The students play a vital part in the operations of the mailroom. They are exposed to issues of postal regulations, customer service, and are challenged with time constraints, learning first-hand the importance of multi-tasking and teamwork. Among their duties

are daily mail deliveries, customer service at the window, and the operation of the postage machine and other office equipment. The student staff is a valuable asset to the department.



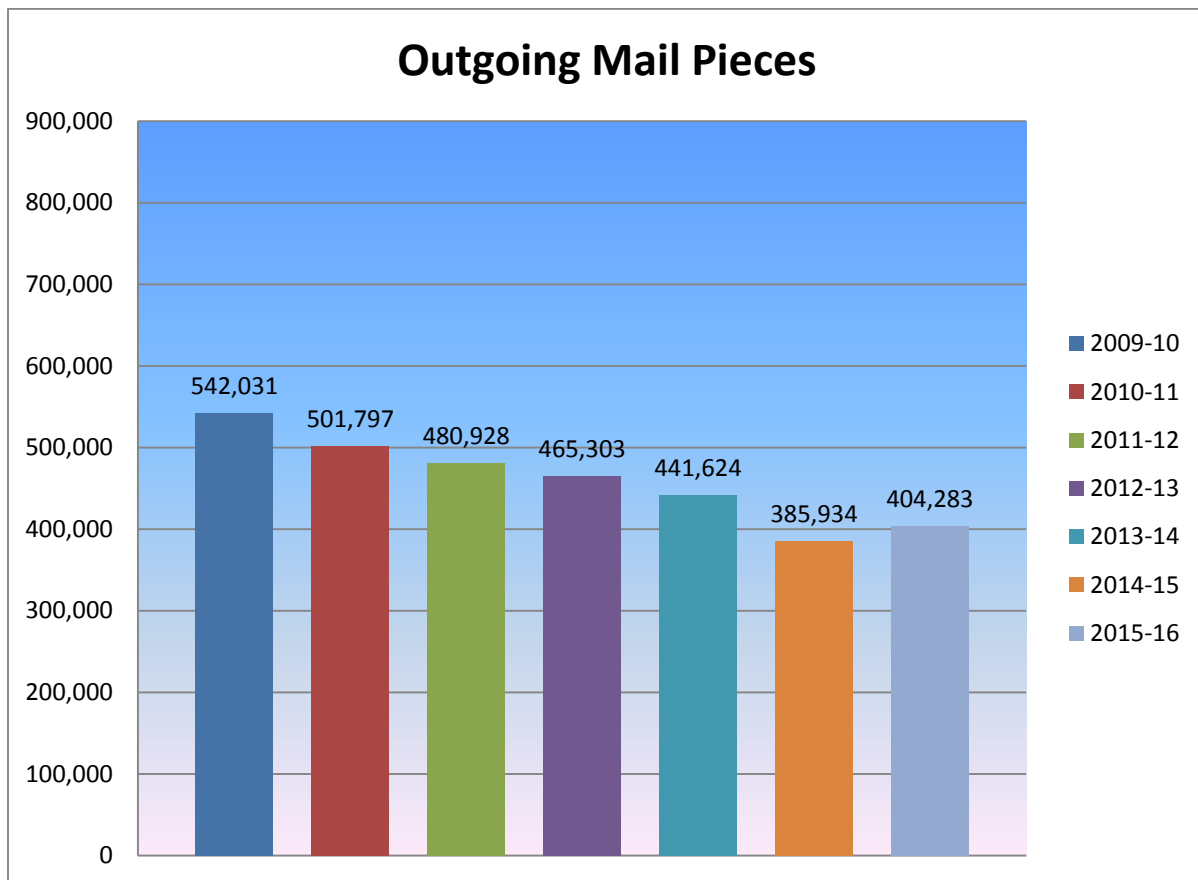
Nicole Raynor

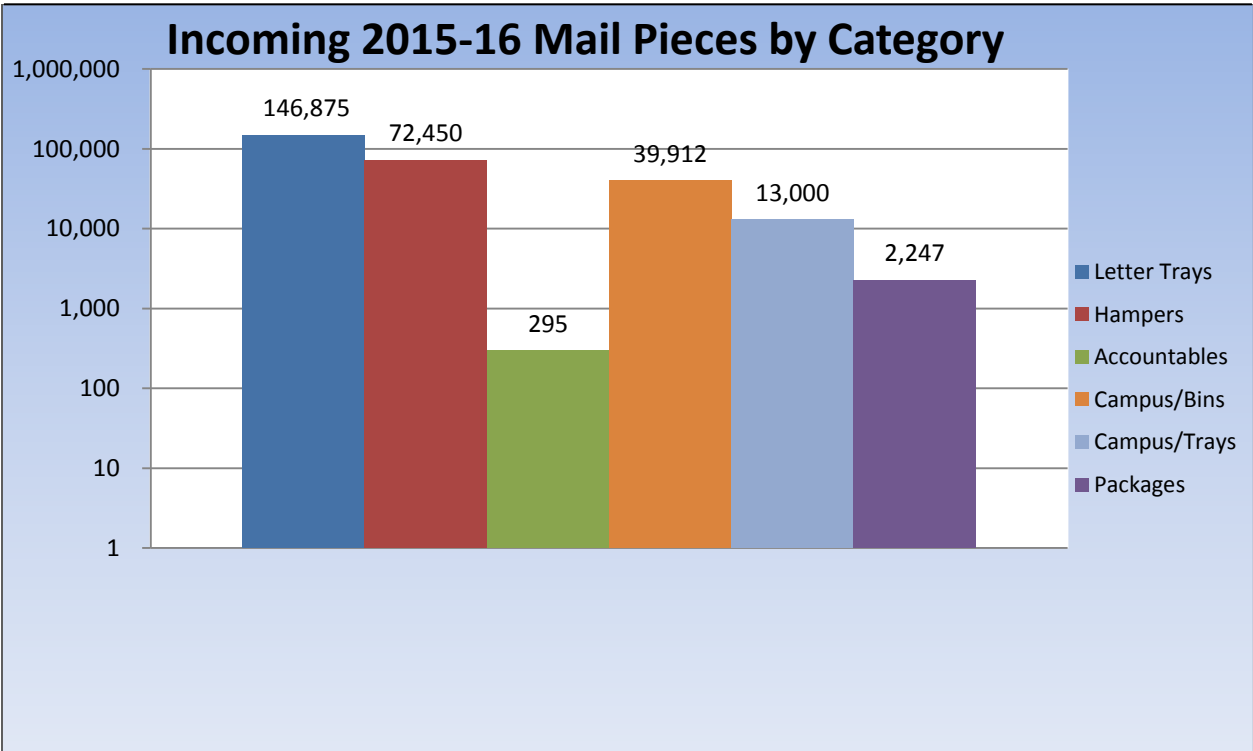
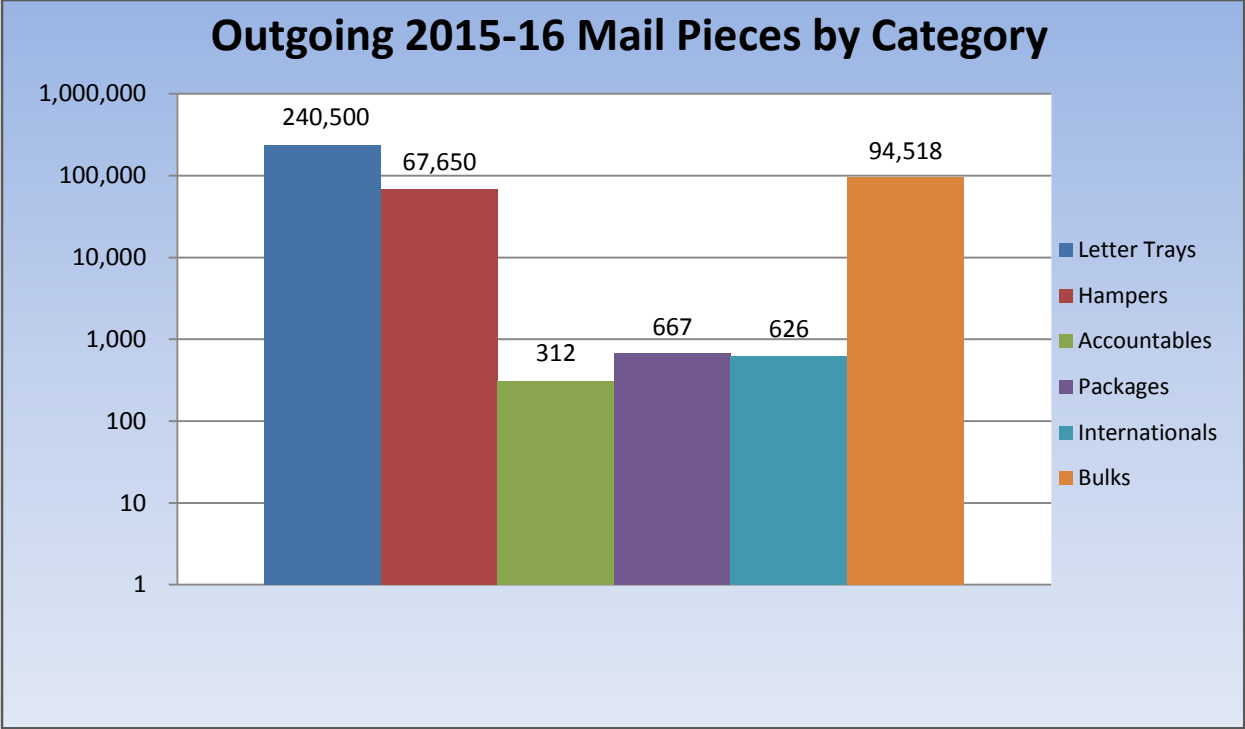
Significant Accomplishments

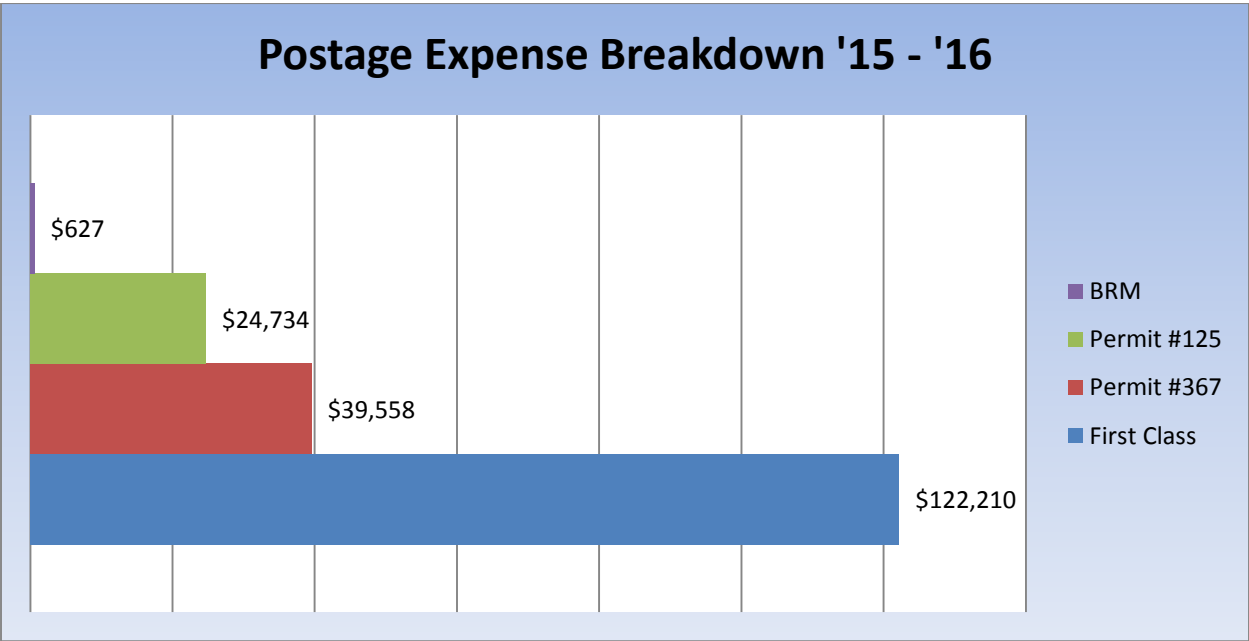
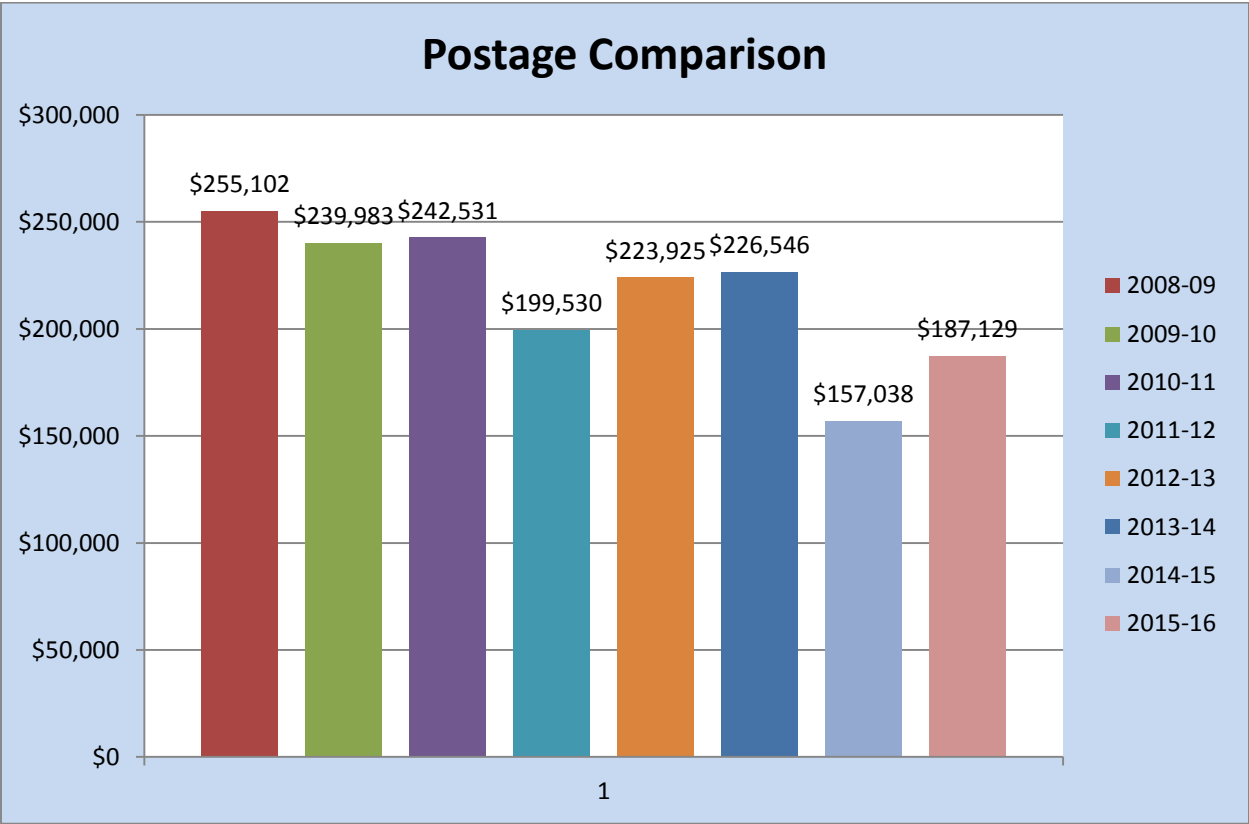
- Deliveries are made to 68 departments and 13 dormitories.
- There were ten student workers for the fall and spring 2015-16 semesters.
- In accordance with Internal Control's Mailroom Security, the annual training session was held in November 2015. The training covered identifying anonymous mail, postal 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.

- In January 2016, USPS increased Priority Mail and Priority Mail Express rates. Priority Mail rates had previously started at \$5.75, now they start at \$6.45. Priority Mail Express Mail went from starting at \$19.99 for a flat-rate envelope to \$22.95.
- In April 2016, USPS decreased the price of regular First-class mail, including letters, post-cards, flats, and packages. International First-class mail, and various mail services (Certified Mail, Return Receipt, etc.) were also decreased.
- There was an increase in the mailings entered through the #125 permit. 2014-2015 was \$11,761.04 and 2015-2016 increased to \$24,733.73.
- There was an increase in the mailings entered through the #367 permit. 2014-2015 was \$16,647.40 and 2015-2016 increased to \$39,557.90.
- In total, the mailroom staff handled about 668,953 pieces of mail this year. On average about 2,687 pieces of mail are handled daily.
- Relocated the mailroom from the Administrative Office Complex (AOC) back to Maytum Hall.

Statistical Data







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

- Overall Postage Expense (2015-2016)
\$187,128.74

Postage Expense – Increase or Decrease (%)

157,037.61	14 – 15		
<u>187,128.74</u>	15 – 16		
30,091.13	increase		
<u>30,091.13</u>			
157,037.61 =		0.1916	
	X	<u>100</u>	
		19.16 =	Increase of 19.16%

- Estimated total outgoing pieces **Totals:**

240,500 (500 pieces per tray)	
67,650 (75 pieces per hamper)	
312 accountables	
677 packages	
626 International	
<u>94,518</u> Bulk Mail	
404,283	404,283

- Estimated total incoming pieces

221,867 letters/flats	
<u>2,247</u> packages	
224,114	224,114

- Total incoming and outgoing pieces

224,114	
<u>404,283</u>	
628,397	628,397

- Estimated Intra-Campus Mail pieces 40,556
 - Total pieces handled per day
 - 40,556 (intra-campus per year)
 - + 628,397 (federal per year)
 - 668,953
- Yearly total 668,953
 Days 249 = 2,687 pieces per day

Statistical Averages

Overall the mailroom processed approximately 404,283 pieces of outgoing mail. This is a combination of approximately 309,765 pieces of first class mail and 94,518 pieces of standard bulk mail. The staff also received, sorted and delivered approximately 224,114 pieces of incoming federal mail and 40,556 pieces of intra-campus mail. In total, the mailroom staff handled about 668,953 pieces of mail this year. On average about 2,687 pieces of mail are handled daily.

Assessment Goals

- Continue to educate campus community on cost saving ideas for mail design and postage.
- Instruct interested departments on the qualifications and advantages of bulk mailings and how to prepare them. In house bulk mailings prepared by the department and/or mail services, even without an IMb, still offer a substantial savings compared to first class rates.
- Strive to improve sorting accuracy and to make departmental deliveries promptly and accurately.
- Continue to 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.

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, fast, friendly and free. There is no need to wait in any of the parking lots for a parking space. Students do not have to be late for classes, and faculty and staff do not have to put off running an errand, or worry about the weather.



From left to right in front: Jim Schwerk, John Schmidt, and Jim Pinkowski; in back: Tim McGraw, Jim Oddo, Tom Taylor and Gil Uhlendorff

The Park and Ride Shuttle Service employs seven part-time drivers, who all offer a pleasant attitude to start or end your day. Each driver offers a safe and courteous ride, and little waiting times between bus runs.

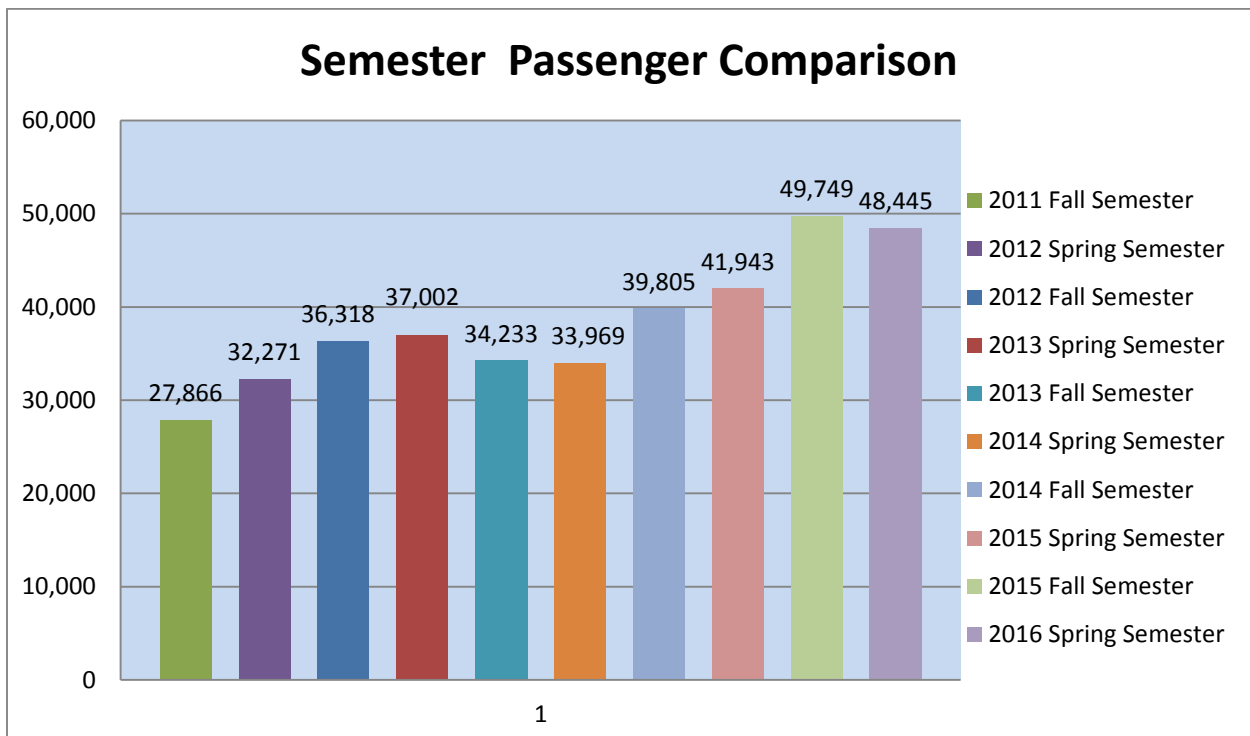
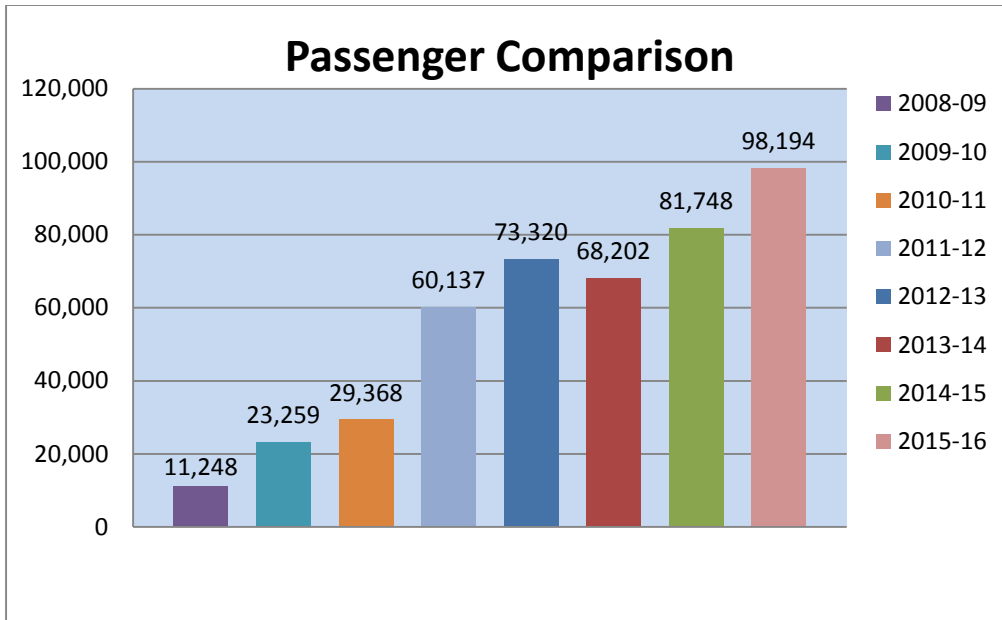
Park and Ride had an increase in ridership this past year and set a new record with 98,194 passengers.

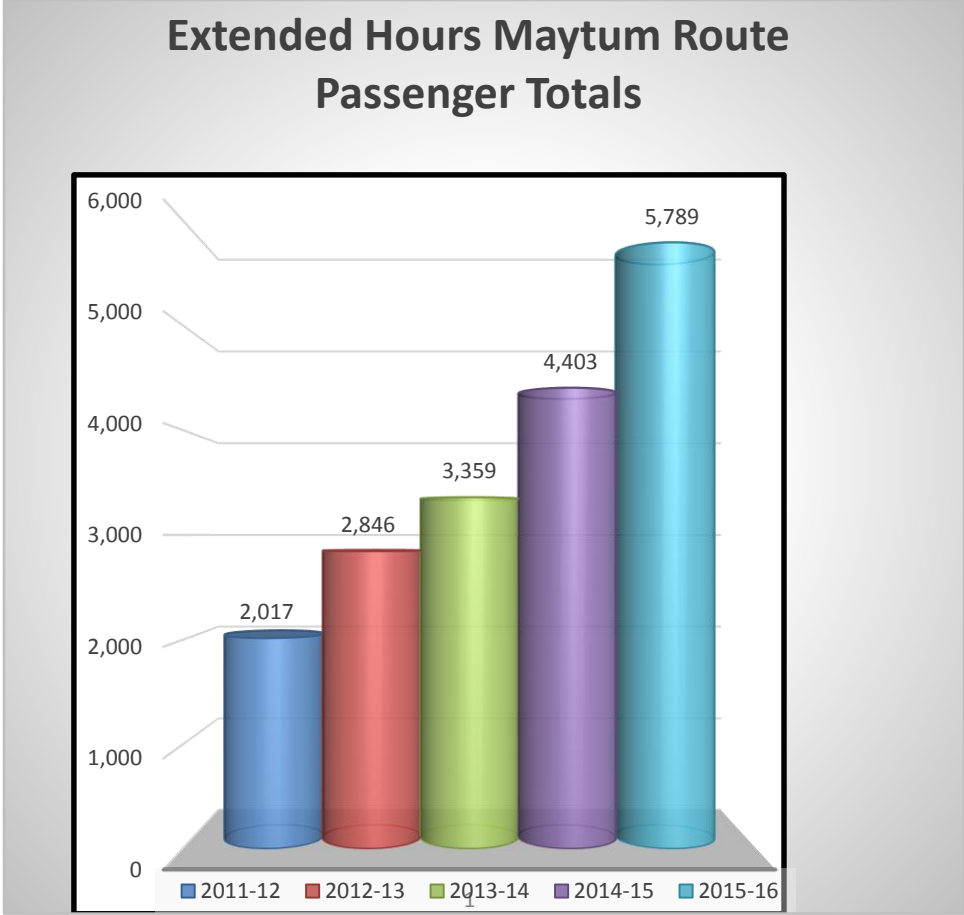
Significant Accomplishments

This was the tenth year that the shuttle service was offered. Over the last 11 years we have transported 483,426 passengers. Every year we receive many compliments from students and staff thanking us for this service. The extended hours on the Maytum Hall route, supporting evening classes, continues to grow in ridership.

Statistical Data

- There were 49,749 passengers serviced for the fall 2015 semester.
- There were 48,445 passengers serviced for the spring 2016 semester.
- A total of 98,194 passengers used the shuttle for 2015-2016.
- A total of 5,789 passengers used the shuttle on the Maytum route from 5:30pm to 7:30pm, an increase of 31% from 2014-15.





Assessment Update

Assessment Statement

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

Assessment Activities

Our passenger count for the Maytum Extended Hours Route had increased again this year, as more students, faculty and staff are using this service.

Assessment Goals

- Increase passenger counts.
- Look into expanding the service for special occasions.
- Replace an aging shuttle bus.

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.



Janet Parsons

The department staff consists of one Office Assistant 3, and one to two students 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

- Campus electronics recycling was held August 10, 2015; October 8, 2015; January 12, 2016 and June 6, 2016 at no cost to the campus. There was a total of 42,825 lbs. of electronic equipment recycled with a generated revenue of \$6,854.76 for the campus.
- Assets: 7,565 items totaling \$25,155,186.90.
- Surplus equipment was transferred to other campuses or to OGS for disposal on eBay.
- Successfully surplused Biology equipment from Jewett Hall to make way for the Physics and Geoscience departments move.
- Presented at the Administrative Workshop on Property Control.
- Updated Property Control website and forms linked to website.

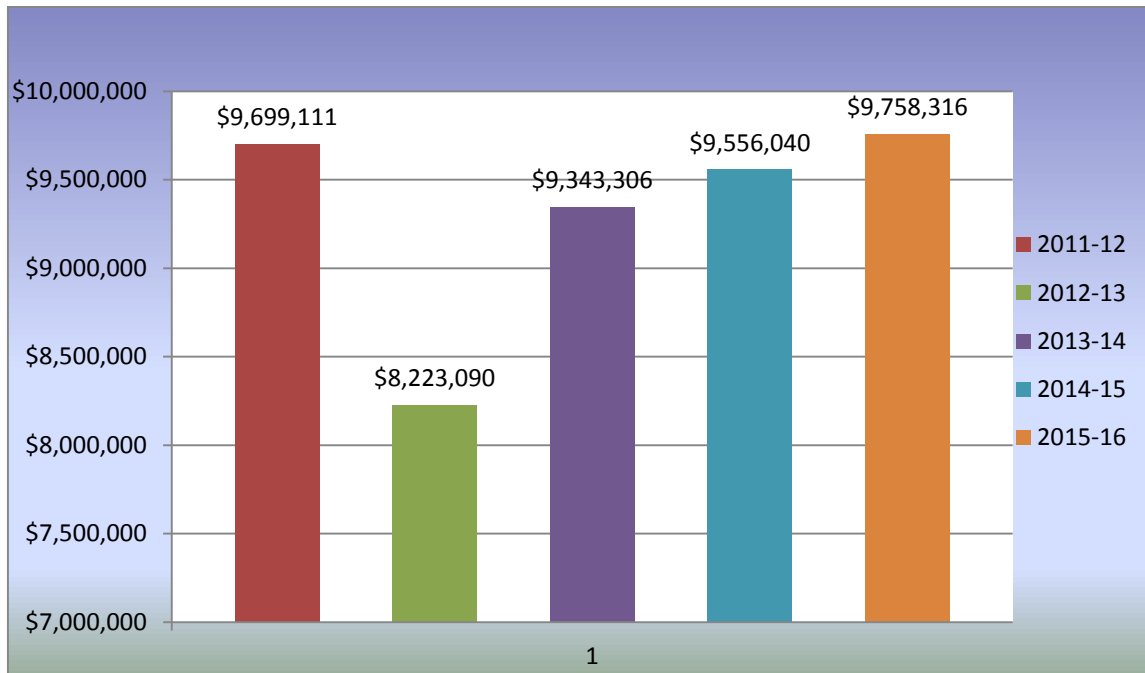
Statistical Data

- 7,565 total assets for an amount of \$25,155,186.90
- 5,583 assets for \$18,174,230.98 located for the 2015-16 physical inventory
- 1,068 assets for \$2,945,281.43 not located for the 2015-16 physical inventory
- 914 assets for \$4,035,674.50 retired from inventory
- 74% of all assets were located

Dollar Value of Assets Over \$5,000.00



Dollar Value of Assets Below \$5,000.00



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

The Property Control Coordinator has been continually updating records, files and reports which were not previously up to date.

Have met with ITS Service Center personnel to try to streamline procedures which will insure correct records for both.

The cleaning out of Houghton Hall is now a priority with many old and outdated pieces of equipment needing to be surplus.

Assessment Goals

- Continual asset inventory and reconciliation.
- Keep records, files and reports updated
- Research a possible better way to conduct summer physical inventory.
- Schedule campus electronic recycling as needed during the year with the first one scheduled for October 13, 2016
- Research barcode reader for asset tags.

Telecommunications

Annual Report

Efforts continue to provide quality telephone service to all faculty, staff and students as growth of the campus community continues. The services provided are new telephone line placement, handling of trouble/repair calls, relocation of existing telephone lines on campus, voicemail problems/pass code, operator service, answering questions on events, transferring calls to faculty and staff, and giving directions to the campus. The decrease in operator assisted calls in this report is due in part to not having student help as a backup when campus staff are unavailable to answer.

The department is staffed by University Services.

Significant Accomplishments

- The college operator answered calls for fiscal year 2015-2016 totaled 3,312 on the University's main information line. This is decrease of 31% from the previous year as the operator is now segregated due to space in Maytum Hall, and we do not have student backup when the operator is doing other duties.
- In addition, the operator also handled calls for the University Services' department lines.
- The department processed 42 work orders consisting of 110 items for new or changed phone service.
- The department processed 155 repair orders.

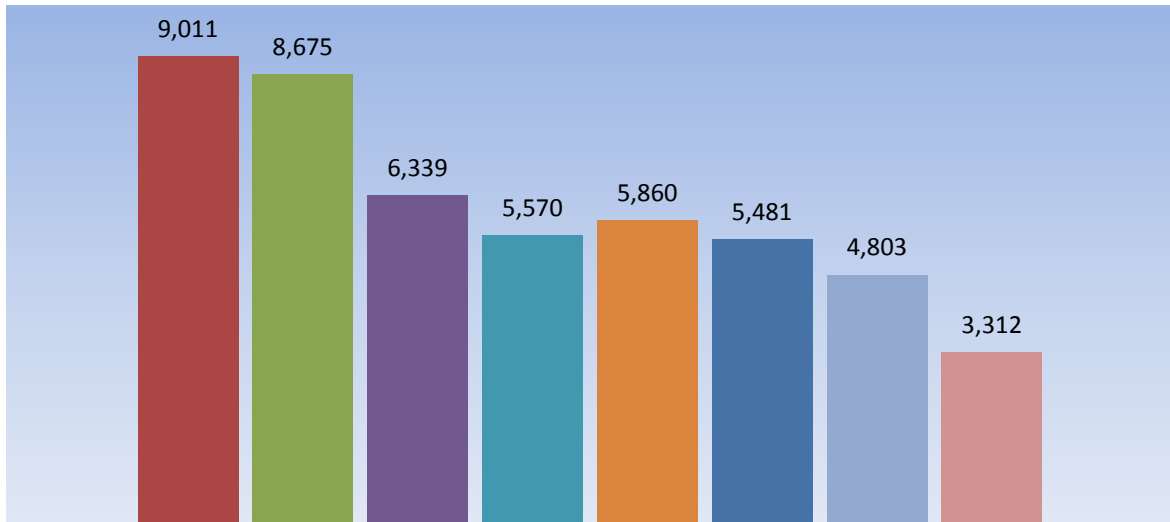
Statistical Data

- Verizon Long distance minutes for 2015-2016:

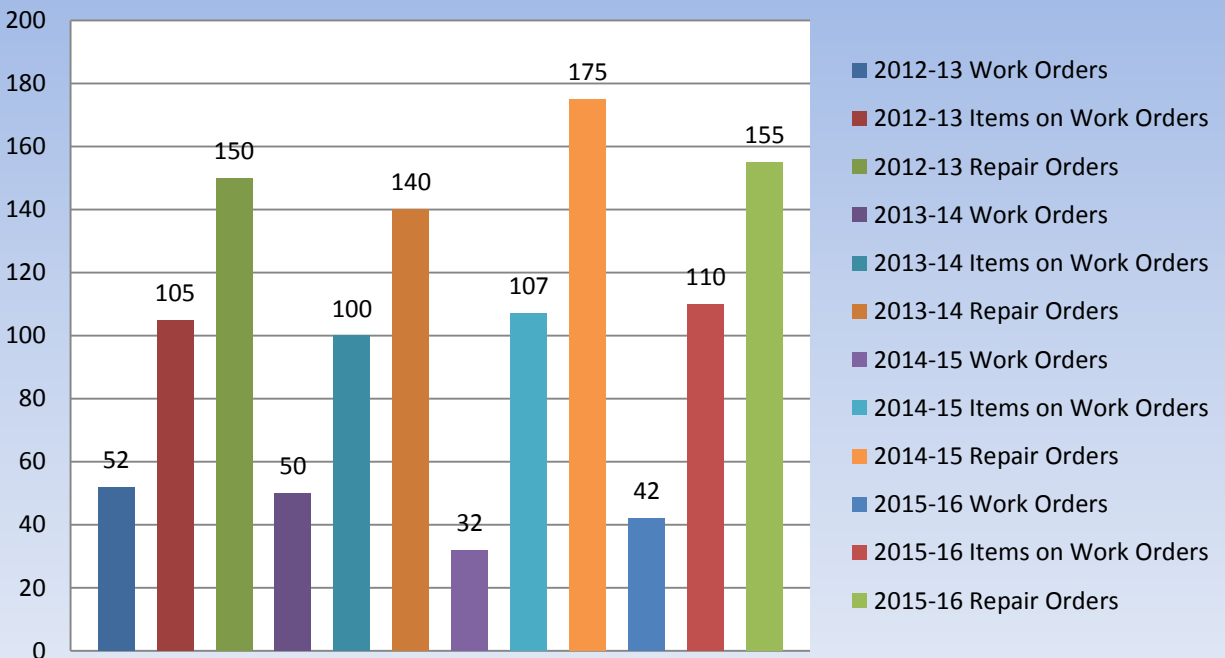
Total long distance minutes - State	135,569
Total long distance minutes - Non State	12,329
Total minutes	147,898

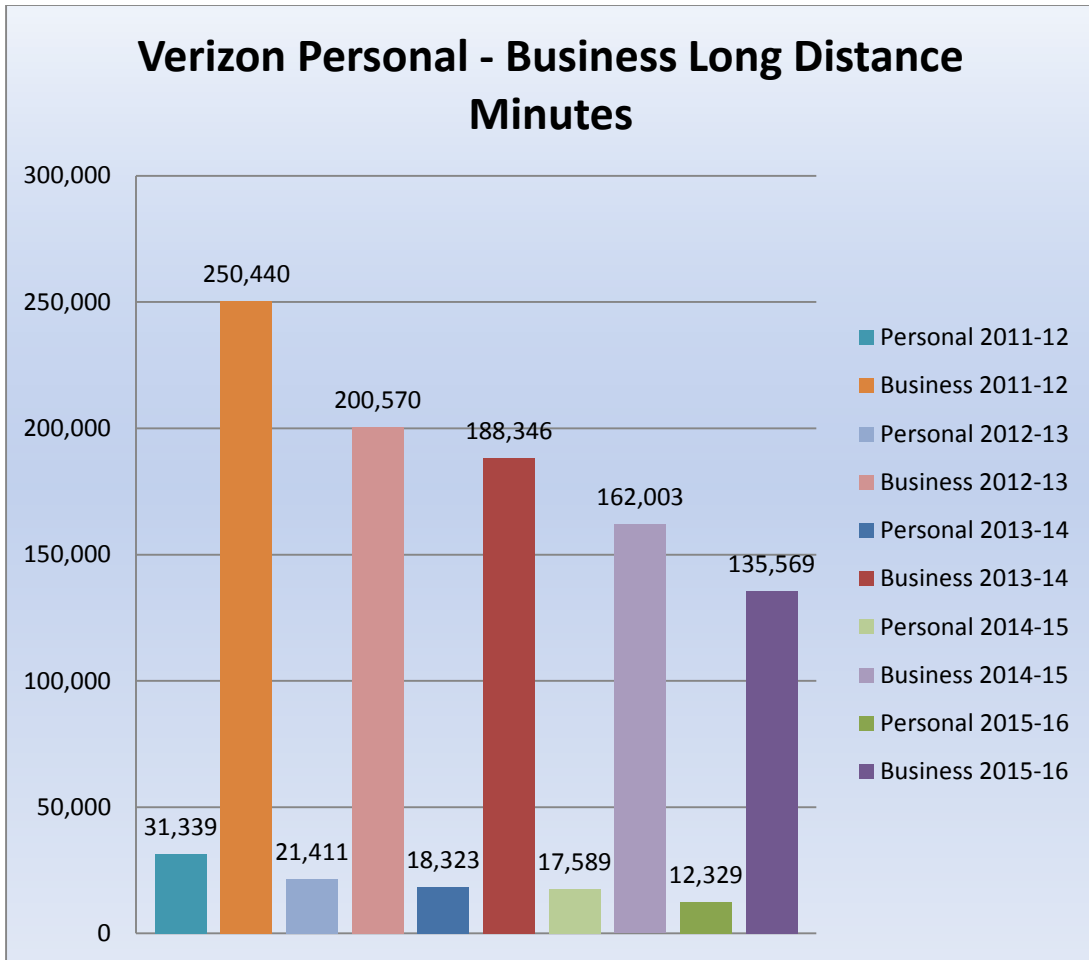
Operator Call Report

2008-09 2009-10 2010-11 2011-12 2012-13 2013-14 2014-2015 2015-16



Telephone Work Orders and Repairs





Assessment Update

Assessment Statement

The Telecommunications unit provides the university with quality telephone service at a reasonable cost.

Assessment Activities

University Services continues to review procedures and look for cost savings opportunities to reduce our telephone expense.

Assessment Goals

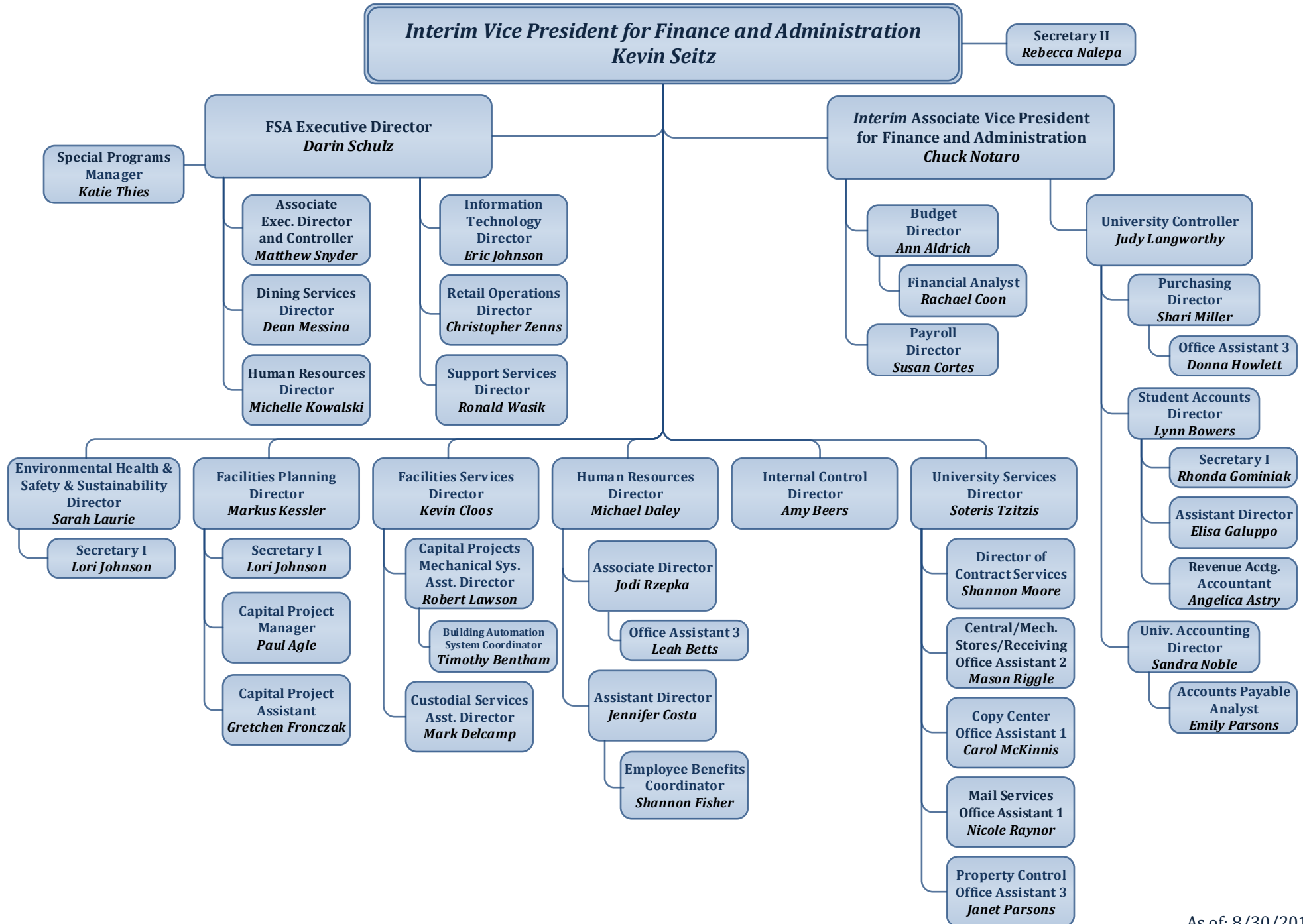
- Continue with cost savings opportunities to reduce telephone expenditures.
- Review the cost to go to VOIP.

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Appendix A

- **Organization Chart**

Finance and Administration



Appendix B

- **Fredonia Vision Statement**

The State University of New York at Fredonia

Vision Statement

Fredonia aspires to be a comprehensive, selective, diverse, residential institution that is above all a community of learners. It aims to provide a challenging, safe, and supportive educational environment in which every participant has the flexibility to develop his or her best talents, attaining the highest standards of excellence in liberal arts and in one or more chosen fields. At the center of our curricula is a broad, integrated General College Program that will increasingly emphasize writing, problem-solving, scientific reasoning, a global perspective, and socio-ethical understanding, while introducing students to arts, humanities, mathematics, and natural and social sciences. All specializations build from this core.

Fredonia's faculty will continue to be dedicated teachers and also practicing scholars and performers/artists whose continuous learning animates their teaching. The University both requires and will foster their research, creativity, and other professional service as members of our learning community.

A broad range of liberal arts and professional programs at the undergraduate level and increasing numbers of programs at the master's level will provide a great variety of academic choices. Academic fields which will continue to attract large numbers of students include:

- professionally accredited programs in the fine and performing arts, including nationally renowned and comprehensive programs in music
- nationally recognized programs in elementary and secondary education and speech pathology
- successful programs in the natural sciences, including a unique undergraduate program in recombinant gene technology
- significant programs in psychology and in social sciences with applied and international orientations
- distinctive programs in English, centered on American and world literature, and in communication
- professional programs in business, accounting, and computer science, with a focus on applications of information technology

These academic strengths will increasingly be enhanced by writing across the curriculum, a variety of interdisciplinary programs, the appropriate use of new technologies, and an emphasis on international and multicultural studies.

Our commitment to high standards for our students and to individual learning and development will continue to find expression in a college-wide emphasis on student-centered teaching and advising. The resulting close relationships among students, faculty, and staff will be augmented by ever easier access to faculty outside of class, by an emphasis on joint student/faculty research, and by opportunities for internships and independent studies in all programs. Our Honors Program, which provides unusual intellectual challenges in specially designed courses, will grow in scope. Hallmarks of the University will continue to be genuine collaborative education and exceptional graduation rates.

In a setting of well-maintained buildings and grounds, co-curricular activities and sports will continue to develop leadership and unite participants in the pursuit of shared interests.

Fredonia's professional staff will continue its strong contribution to student development and learning outside of class.

As a community of learners, we must respect both individual and cultural differences. We will strengthen understanding of and respect for others through general education requirements, multicultural courses, academic programs, student activities, and opportunities for study abroad.

Our service to our region will include an increasing range of volunteer services and greater support for the region's economic and educational development. Fredonia also aspires to bring our distinguished cultural programming to wider audiences in our area.

Fredonia believes in its students' ability to excel. They will leave us prepared to think and communicate critically and creatively, to see themselves as self-respecting men and women responsible for the consequences of their choices, engaged with their communities, able to work together with diverse people, and ready to face unpredictable challenges in a rapidly changing world.

Approved by Faculty Council

ACKNOWLEDGEMENTS

CONTRIBUTORS

Finance and Administration

Liz Praetorius, *Vice President for Finance and Administration August 2014 – February 2016*
Kevin R. Seitz, *Interim Vice President for Finance and Administration*
Rebecca Nalepa, *Secretary 2*

Associate Vice President for Finance and Administration

Karen R. Porpiglia, *Associate Vice President for Finance and Administration (Retired July 2016)*
Chuck Notaro, *Interim Associate Vice President for Finance and Administration*
Judy L. Langworthy, *University Controller*
Ann Aldrich, *Director of Budget*
Sue Cortes, *Director of Payroll Services*
Shari Miller, *Director of Purchasing*
Lynn Bowers, *Director of Student Accounts*
Sandy Noble, *Director of University Accounting*

Environmental Health and Safety and Sustainability

Sarah Laurie, *Director of Environmental Health and Safety and Sustainability*
Gary Brittain, *Fire Safety Coordinator*
Lori Johnson, *Secretary 1*

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Gretchen Fronczak, *Capital Project Assistant*
Lori Johnson, *Secretary 1*

Facilities Services

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Mark Delcamp, *Assistant Director of Facilities Services – Custodial Services*
Michael Jackino, *Assistant Director of Facilities Services – Technical Services (Retired Dec. 2015)*
Robert Lawson, *Assistant Director of Facilities Services – Capital Projects and Energy*
Shannon McKoon, *Office Assistant 2*
Orion Purslow, *Electrical Supervisor*
Steve Siragusa, *Plumbing Supervisor (Retired October 2015)*
Steve Peterson, *Plumbing Supervisor*
Rich Newton, *Head Grounds Supervisor*
Ray Bogue, *Structural Trades Supervisor (Retired March 2016)*

Faculty Student Association

Darin R. A. Schulz, *Executive Director of FSA*
Matthew Snyder, *Associate Executive Director of FSA and Controller*
Terri Helwig, *Human Resources Manager/Executive Assistant*
Michelle Kowalski, *Director of Human Resources*
Eric Johnson, *Director of Information Technology*
Dean Messina, *Director of Dining Services*
Ronald Wasik, *Director of Support Services*
Katie Thies, *Special Programs Manager*
Christopher Zenns, *Director of Retail Operations*

Human Resources

Michael Daley, *Director of Human Resources*
Jodi Rzepka, *Associate Director of Human Resources*
Jennifer Costa, *Assistant Director of Human Resources/Coordinator of Employee Benefits*
Shannon Fisher, *Coordinator of Employee Benefits*
Leah Betts, *Secretary 1*
Caldwell Proper, *Office Assistant 1*
Susan Murphy, *EAP Coordinator*

Internal Control

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Marketing and Communications

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Erin Ehman, *Graphic Designer*
Lori Deemer, *Graphic Designer*

University Services

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Shannon Moore, *Director of Contract Services*
Jody Myers, *Office Assistant 2*
Janet Parsons, *Office Assistant 3*
Mason Riggle, *Office Assistant 2*
Nicole Raynor, *Office Assistant 1*
Carol McKinnis, *Office Assistant 1*
John P. Schmidt, *Motor Equipment Maintenance Supervisor 1*

ADMINISTRATIVE AWARD WINNERS

2016

Shannon McKoon – Secretarial/Clerical
Sue Cortes – Professional
Don Dillenburg – Trades
Bob Miller – Custodial
Diane Mekus – FSA

2014

Debbie Desmond – Secretarial/Clerical
Matt Snyder – Professional
Herb Farner – Trades
Susanne Valentine – Custodial
Christine Sipp – FSA

2012

Cindy Haase – Secretarial/Clerical
Lynn Bowers – Professional
Larry Pelz – Trades
Gladys Lockett – Custodial
Ron Mirek – FSA

2010

Becky Krzyzanowicz – Secretarial/Clerical
Judy Langworthy – Professional
Joe Fabritius – Trades
Randy Goodemote – Custodial
Terri Helwig – FSA

2008

Denise Aschmann – Secretarial/Clerical
Markus Kessler – Professional
Joel Polito – Trades
Darlene Miller – Custodial
Marcia Mackowiak – FSA

2006

Donna Howlett – Secretarial/Clerical
Laurie Ensign – Professional
Timothy McGraw – Trades
Daniel Pleszewski – Custodial
Lynne Montague – FSA

2004

Mary Jo Rusch – Secretarial/Clerical
Jodi Rzepka – Professional
Paul Agle – Trades
Mary Abers – Custodial
Cheryl Smith – FSA

2015

Janet Parsons – Secretarial/Clerical
Fred Tripp – Professional
John P. Schmidt – Trades
Iris Rosa – Custodial
Sharon Hogg – FSA

2013

Lori Johnson – Secretarial/Clerical
Lisa Marrano – Professional
James Kuras – Trades
Jorge Rosa – Custodial
Millie Stanton – FSA

2011

Robyn Reger – Secretarial/Clerical
Bill Michalski – Professional
Paul Siebert – Trades
Sue Smith – Custodial
Pat Wilde – FSA

2009

Lois Valentine – Secretarial/Clerical
Karen Porpiglia – Professional
Steve Siragusa – Trades
Lee Szalkowski – Custodial
John Skubis – FSA

2007

Dana Berry – Secretarial/Clerical
Mike Jackino – Professional
Brent Kawski – Trades
Mary Leckliter – Custodial
Judy Van Vlack – FSA

2005

Karen Begier – Secretarial/Clerical
Lynda Pleszewski – Professional
Daniel Chapman – Trades
Vincenzo Chillemi – Custodial
Linda Willoughby – FSA

2003

Diane Snyder – Secretarial/Clerical
Chuck Notaro – Professional
Darlene Burchett – Trades
Dave Renckens – Custodial
Betty Berkshire – FSA