

# STATE UNIVERSITY OF NEW YORK AT FREDONIA



**Consolidated Operating Budget 2016-2017**



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# 2016-2017 Fredonia Consolidated Operating Budget



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**FREDONIA**  
STATE UNIVERSITY OF NEW YORK



**PRESIDENT'S MESSAGE**

**MISSION STATEMENT**

**INSTITUTIONAL PRIORITIES**

**SUSTAINABILITY**

**CONSTRUCTION**

**CONSOLIDATED  
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**OVERVIEW**

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**OPERATING BUDGET**

# **CONSOLIDATED OPERATING BUDGET**





# Message from the President



*President Virginia Schaefer Horvath*

Dear Colleagues:

This is the 20<sup>th</sup> consecutive year that the proposed use for campus funds has been reported in a single document. Although the report illustrates most major operating dollars, some campus sources are not reported here: 1) the dollar value of benefit payments associated with salaries because they are held in a SUNY System Administration account; 2) the funds generated by grants and contracts, which vary considerably each year and are usually not known in advance; 3) capital project funds; 4) residence hall capital project funds; 5) Fredonia College Foundation funds; 6) Fredonia Technology Incubator funds; 7) Faculty Student Association funds; and 8) Student Association funds.

Priorities for the coming year are ensuring quality education for all students, continuing to implement the goals of the Power of Fredonia plan, supporting the work of faculty and staff, and aggressively addressing the carry-forward shortfall in state funding through reducing costs and exploring new revenue sources. The state operating budget includes direct institutional expenditures reductions of \$1,468,110, as well as reductions to state expenditures because of utilizing Income Fund Reimbursable (IFR) accounts as a permanent source of funding where appropriate.

There is no tuition increase for this academic year, as the SUNY rational tuition plan ended in 2015-2016.

Planning in the budget is based upon the following assumptions:

- The budget is based on state funding of 4,600 Full Time Equivalent (FTE) students, a reduction from the 5,100 budgeted in 2015-2016. Because the projected enrollment (according to early estimates) is considerably below the budgeted target, adjustments will continue to be made, with constant exploration of ways to reduce costs.

- There will be no layoffs of those in permanent/continuing lines.
- The university will receive no state funding for mandatory contractual salary increases related to collective bargaining.
- Tuition beyond budgeted enrollment reserves, salary savings, and IFR reserves will be used to address the shortfall.
- The university will use \$20,000 of combined summer and J-Term revenues in support of the budget.
- The total Student Services and Program Charge fee will remain flat with the exception of a \$7.50 increase to the Student Activity Fee.
- The six-month delay in filling staff vacancies will be extended to a 12-month delay for the next year, with an anticipated impact of \$350,000 toward shortfall funding. Any exceptions – based on threats to health/safety or significant negative impact on a program – will still require Cabinet approval.

Thank you to the many people in the Finance and Administration division and across campus who labored for numerous hours to compile this valuable resource document and to manage campus resources so effectively.

Sincerely,

Virginia Schaefer Horvath  
President





## Fredonia Mission Statement

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

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

## Institutional Priorities

The 2016-2017 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus because of decreased enrollments from changing demographics, the campus has continued to make progress in key institutional priorities. They include:

1. The Power of Fredonia Strategic Plan
2. The Strategic Enrollment Plan (SEM)
3. *Right Serving, Right Sizing* (RSRS)

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



## The Power of Fredonia

The Power of Fredonia, which was developed in 2011-2012 through a highly collaborative process, offers an exciting direction for Fredonia from 2012-2017. With a central theme of “an integrated learning community for all,” the plan builds on the strength of Fredonia as a community and sets goals in four areas: Fredonia as a Community of Learning, Fredonia as an Engaged Community, Fredonia as a Sustainable Community and Fredonia as a Global Community. The plan offers President Virginia

Horvath and the Fredonia campus a clear blueprint for programs, initiatives and identity in the next five years.

During the 2014-2015 academic year, the Assistant Director for Institutional Research, Planning, and Assessment monitored progress on the four action areas identified by the strategic plan. The Co-Chair of the Strategic Planning Steering Committee shared progress reports with the President, the University Senate Chair, and the members of the university Cabinet and the Campus Initiative Roundtable (CIR). Results of data collection and progress toward goals will continue to be shared with the Cabinet, University Senate and the Institutional Effectiveness Committee throughout the 2015-2016 academic year, along with a narrative report that will include the progress of specific action items including progress on the Baccalaureate Goals, community engagement initiatives, sustainability and Sustainability Tracking and Rating System (STARS) reporting, and comprehensive internationalization. Assessment of the Power of Fredonia is part of the campus comprehensive assessment plan and the data will be used to inform campus planning and resource allocation.

## Strategic Enrollment Plan (SEM)

In September 2015, the State University of New York at Fredonia initiated a year-long process of developing a Strategic Enrollment Management (SEM) Plan. The SEM planning process was initiated, in part, as a response to Fredonia’s current enrollment situation. The university engaged the assistance of the American Association of Collegiate Registrars and Admissions Officers (AACRAO), a non-profit organization that has been providing colleges and universities with guidance on enrollment management since 1910. Stan Henderson and Jay Goff visited campus in September 2015 to evaluate Fredonia’s enrollment situation. Based on their observations and analysis, they provided the campus with a 48-page report with several recommendations for recruitment, retention, marketing and scholarships. Based on their recommendations, the campus estab-



lished an organizational structure to facilitate broad participation in the planning process from all divisions and units across campus. The Strategic Enrollment Management Steering Committee, co-chaired by Provost and Vice President for Academic Affairs Terry Brown and Dr. David Herman, former Vice President for Student Affairs, coordinated the process and oversaw the work of the Recruitment Council, the Retention Council, and the Data Team. The groups worked throughout the year to develop enrollment goals, strategies, and tactics with input from the campus community. To ensure open communication with the campus the teams created a Google site to share important documents, resources, and minutes for the SEM process. Over 200 faculty and staff participated in the development of the goals, strategies, and tactics designed to grow enrollment back to a level necessary to ensure that the institution successfully fulfills its mission. Key enrollment indicators were also identified in order to measure the success of the SEM Plan in the coming years.

Below are the main goals of the Strategic Enrollment Plan:

- **Goal 1:** Develop markets and increase enrollment beyond the traditional-age, residential students in the Western New York region.
- **Goal 2:** Differentiate Fredonia from its competition.
- **Goal 3:** Keep Fredonia financially manageable for students through multiple mechanisms, while maintaining the fiscal viability of the institution.
- **Goal 4:** Engage all faculty and staff, across divisions, units, and departments, in the common goal of helping students succeed
- **Goal 5:** Engage students in the curriculum and co-curriculum by setting high expectations and providing support in keeping with the belief that all students belong

Specific details of the SEM Planning Document, processes and committees, can be found at the following Google site: <https://sites.google.com/a/fredonia.edu/fredonia-strategic-enrollment-planning/>

### ***Right Serving, Right Sizing (RSRS)***

At the beginning of the 2016-2017 academic year, President Horvath initiated *Right Serving, Right Sizing*. It is a process of evaluating programs and services to determine how well needs are met, and how each division could increase efficiency, decrease costs, and explore new revenue streams (including enrollment gains). Each division of the university will engage systematically in examining its array of services and programs and then submit a report outlining plans for new ideas.

The process intends to engage units, divisions, and governance in advising about the best ways to deliver Fredonia's mission by addressing two essential areas:

- **Right Serving:** What is this unit/division intended to do in support of the campus mission? Is it serving the right number of people effectively? What changes would allow it to serve students and the campus better, currently and into the future?
- **Right Sizing:** Is this unit the right size for delivering its mission? What adjustments in staff size and structure could get the unit to the right size?

The outcome of the RSRS process will be to strengthen areas and deliver high quality programs and services by shifting budget allocations and refocusing areas as necessary. The expectation is that the university can begin implementing RSRS ideas by at least the 2017-18 budget year.





*Recycling Day.*

## Sustainability

The campus-wide Sustainability Committee, which was established in March 2007, continues to actively review a full range of sustainability issues on campus. The committee is chaired by Sarah Laurie, Director of Environmental Health and Safety and Sustainability. Membership includes 18 faculty, staff and students from throughout the campus who coordinate and promote sustainable operations and education in the campus community.

During the 2015-2016 academic year the Sustainability Committee met on a regular basis. The committee worked diligently throughout the year to identify areas of improvement for the campus, as well as to institutionalize sustainable operations practices. In addition, the committee focused attention on increasing awareness on campus. More information can be found on the Sustainability web site at: <http://www.fredonia.edu/sustainability>.

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

- Participated in the implementation of the new Fredonia strategic plan and identified key areas that will increase Fredonia’s Sustainability Tracking and Rating System (STARS) Report score.

- Produced a monthly newsletter.
- Worked with key campus constituents to implement an attribute in the University Catalog which denotes sustainability focused and related courses.

Goals of the Sustainability Committee for the 2016-2017 fiscal year include:

- Implement actions in key areas that will contribute to Fredonia earning a Silver rating on the Sustainability Tracking and Rating System (STARS) Report.
- Work to increase sustainability awareness and activism across all divisions of campus.
- Continue to improve upon metrics outlined in the strategic plan.

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

## Construction

The 2016-2017 New York State Executive Budget provided \$200 million in additional funding for critical maintenance, restricted to projects in existing facilities (no funding for new construction). Disbursement targets for the bonded capital program were increased to accommodate the additional appropriation. A 30-Day amendment issued by the Executive converted individual campus allocations to a lump sum to be managed by the Construction Fund with Division of Budget oversight. At the time the Budget Book narrative was written, the State Budget had not been finalized, and both the Assembly and Senate bills maintained individual campus allocations. The Senate bill also added \$275 million for Strategic Initiatives and Hospitals.

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

- Rehab/Upgrade Elevators in Various Buildings (\$3,578,000) – The project consisted of rehab or upgrade elevators in Fenton Hall, Rockefeller Arts Center (RAC), Thompson Hall, Erie Hall, Mason Hall and Maytum Hall.
- Replace Air Handling Units (AHU) and Controls Various Buildings Phase I (\$1,045,500) – Replaced AHU and Controls in for Reed Library South Wing.
- Schultz Hall Window Replacement (\$1,199,677) - The project consisted of replacing all student room, lounge and lobby windows.
- Mason Hall Room 1001 Exterior Door (\$75,000) – provide new exit door and stairs to increase occupancy load for room.
- Kirkland Complex Lighting Rehabilitation, Phase 2 (\$160,000)
- Fenton Hall Exterior Stair and Ramp Reconstruction (\$90,000)
- Tennis Court/Basketball Court Surface Repairs (\$75,000)
- Roadway and Parking Lot Improvements (\$140,000)



*Spine bridge demolition.*

Projects currently under construction or beginning during Summer 2016 include:

- Jewett Hall Replace Air Conditioner (\$40,000)
- Mason Hall Roof Replacement (\$45,000) – The project consists of removal one section of failed roofing system and installation of a new ethylene propylene diene monomer (EPDM) roofing system.
- Mason Hall Chilled Water Improvements (\$35,000) – The project consists of installing new piping in the basement area of Old Mason to provide air conditioning to several practice rooms.
- Residence Hall Interior Painting (\$75,000) – The project consists of painting student rooms, stairwells, bathrooms and hallways in the residence halls.
- Rockefeller Arts Center Exterior Lighting Improvements (\$40,000) – The project consists of replacing the existing exterior lighting with new LED lighting.
- Roadway and Parking Lot Improvements (\$180,000) – The project consists of resurfacing a portion of Ring Road, the entrance driveway to Lot 10 and at the Services Complex, parking lot striping and stamped asphalt crosswalk coating.





### *Rockefeller Arts Center addition.*

- Steele Hall Exterior Masonry Restoration (\$50,000) – The project consists of repointing, replacement of failed caulk joints and replacement of broken bricks on the exterior of Steele Hall.
  - Steele Hall Ice Rink Compressor Replacement (\$30,000) – The project will replace the existing equipment with new equipment to provide cooling for the ice rink.
  - Rockefeller Arts Center Classroom Addition (\$36 million) – The project will allow for the redistribution and consolidation of academic departments and increase the utilization of the existing building.
  - Renovation Surge for Exercise Science (\$700,000) – Associated with the Renovation of Houghton Hall Project - Construction of two classrooms and Exercise Science teaching lab in the lower level of the new Science Center.
  - Rockefeller Arts Center 3<sup>rd</sup> Floor HVAC and Sprinkler (\$2,460,000) – Provide updated HVAC system and the installation of new fire sprinkler system.
  - McEwen Hall Exterior Rehab (\$1,751,000) – Remove the existing windows and replace with new, energy efficient units. Repair all of the cracked and spalled exterior, board formed concrete to match the finish and color of the existing surrounding concrete. Abate all hazardous material associated with the existing windows.
  - Demolition Academic Spine Bridge (\$428,663) Demolition of a 460-foot long by 20-foot wide cast-in-place concrete pedestrian bridge.
  - Dods Hall Exterior Rehab (\$858,842) – The proposed project is to remove the existing windows and entry doors and install new energy window systems, doors and frames.
  - Hemingway Hall Window Replacement (\$1,238,735) – The project consists of replacing all student room, lounge and lobby windows.
  - Hendrix Hall Window Replacement (\$1,251,748) – The project consists of replacing all student room, lounge and lobby windows.
  - Kirkland Complex Roof Replacement (\$1,336,000) – The project consists of removal of the existing 70,000-square-foot roofing system and installation of a new ethylene propylene diene monomer (EPDM) roofing system.
- Projects currently in design, ready to be bid, or bid received for capital construction include:
- Houghton Hall Rehab (\$33 million) – The renovations will provide spaces for Physics, Geology and Environmental Sciences, Computer and Information Sciences and Mathematical Sciences. The rehab will also provide common flexible spaces for all sciences, smart classrooms, and a lecture hall and conference room, as well as the opportunity to create collaborative, open work areas that will help maximize effectiveness, experiences, and creativity for students, faculty and the community.
  - Admissions Center (\$6.1 million) – The new building will house undergraduate and graduate Admissions offices, classrooms, meeting rooms, calling center, campus reception area and several additional program activities.



## FREDONIA Proposed 2016-2017 Consolidated Operating Budget

### Overview

The Fredonia 2016-2017 Consolidated Operating budget totals \$106,678,220, which represents a decrease of \$385,760, (.36 percent) from the 2015-2016 Consolidated Operating budget of \$107,063,980. The University Operating budget reflects a decrease of \$1,411,400 over the 2015-2016 budget. The University Operating budget begins the 2016-2017 fiscal year with a \$6.897 million deficit.

### Planning Assumptions

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

- Budget based on New York State funding of 4,600 Full Time Equivalent (FTE) students.
- The university will receive no funding for mandatory salary increases negotiated through collective bargaining.
- \$20,000 of Summer Session and J-Term revenue will be utilized to offset the shortfall deficit.
- The university will implement expenditure reductions campus wide of \$1,468,110.
- The 12-month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Tuition beyond the budgeted enrollment reserves, salary savings, and IFR reserves will be used to address the \$6,897,000 shortfall.
- There will be no layoffs in permanent/continuing lines



*Reed Library.*

- The Student Services and Program Charge fee will increase by \$7.50 per semester. This increase was assessed to the Student Activity Fee and was supported by the Student Association. Outside of the Student Activity Fee, the overall Student Services and Program Charge remained unchanged from 2015-2016. The \$15 increase in the Intercollegiate Athletic Fee was supported by a \$2.50 decrease in the Transportation Fee, \$5.50 decrease in the Student Technology Fee and a \$7.00 decrease in the Enhanced College Services Fee.

Major sources of income for the 2016-2017 Consolidated University budget include:

- 35.35 percent from university revenues including budget shortfall (36.43 percent in 2015-2016).
- 15.72 percent from the Faculty Student Association (17.11 percent in 2015-2016).
- 18.99 percent from Residence Hall operations (17.05 percent in 2015-2016).
- 12.36 percent from New York State support (12.41 percent in 2015-2016).



# 2016-2017 Fredonia Consolidated Operating Budget

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

- Fredonia Operating budget (47.71 percent).
- Residence Hall (DIFR) operating budget (18.99 percent).
- Faculty Student Association (FSA) budget (15.72 percent).
- Income Fund Reimbursable (IFR) budget (12.42 percent).
- State University Tuition Reimbursable (SUTRA) budget (4.62 percent).
- Fredonia College Foundation budget (0.54 percent).

The budget contains all anticipated funds except for employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. Campus charges for residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$115 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$20,424 to \$20,539 – an increase of .56 percent. A summary of all direct college costs for the 2016-2017 academic year is presented as follows:

Projected Annual Costs	2016-2017	2015-2016	Change	Percent
Tuition (N.Y. State Undergraduate)	\$6,470.00	\$6,470.00	\$0.00	0.00%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	7,600.00	7,600.00	0.00	0.00%
Meal Plan	4,850.00	4,750.00	100.00	2.11%
Student Services and Program Charge	1,594.00	1,579.00	15.00	0.95%
<b>Annual Cost</b>	<b>\$20,539.00</b>	<b>\$20,424.00</b>	<b>\$115.00</b>	<b>0.56%</b>

## Highlights

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

## 2016-2017 Fredonia Operating Budget (\$50.89 million)

### Budget Section B

- Budget based on state funding of 4,600 FTE students.
- Includes \$1,500,000 for increased scholarship commitments, \$371,510 for unfunded bargaining unit salary increases, and \$100,000 in promotional and rank salary increases.
- Incorporated \$1,468,110 of institutional expenditure reductions.
- Removed \$1,770,000 of the NYS Tuition Assistance Credit Scholarships and \$144,800 of SUNY wide recharges and budgeted with existing IFR funds.
- Tuition beyond the budgeted enrollment reserves, salary savings, and IFR reserves will be used to address the \$6,897,000 shortfall.
- Includes an increase in college costs of \$115 (.56 percent) per year for the typical undergraduate student living on campus. A summary of college costs is presented in Appendix 4.1.





## 2016-2017 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$20.26 million)

### Budget Section C

- Includes no room rental increases for 2016-2017 year.
- Provides funding for the following residence hall projects during the 2016-2017 fiscal year:
  - Hemingway Hall - window replacement.
  - Kirkland Complex – roof replacement
  - Various residence halls – network & interior upgrades.

## 2016-2017 Faculty Student Association (FSA) (\$16.77 million)

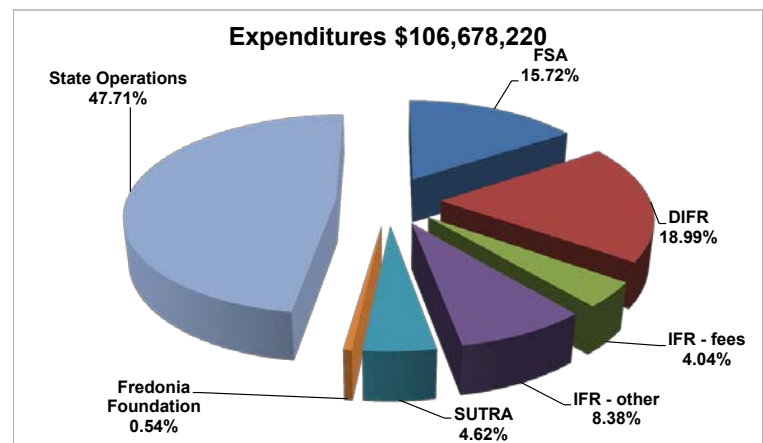
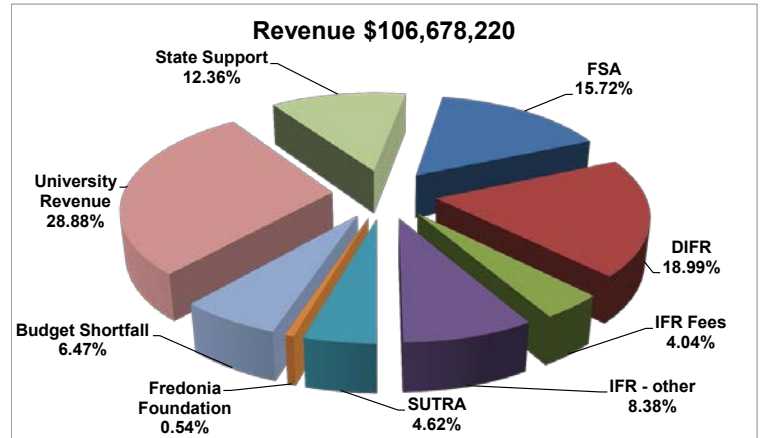
### Budget Section D

- Provides over \$450,000 in support to the university for space and utility charges.
- Contributes \$30,000 in support to the Fredonia College Foundation for the Faculty Student Association Fredonia Scholarship Award.
- Provides \$505,000 in restricted program funds and \$164,515 in unrestricted funds.
- Includes a \$50 increase per semester (2.11 percent) for Meal Plan 2.
- Provides capital budget purchases of \$666,000.

## 2016-2017 Income Fund Reimbursable (IFR) (\$13.25 million)

### Budget Section E

- Includes a total annual increase in student fees of \$15.00. This increase nets out as follows:
  - ◊ No increase for the Student Health Services Fee.
  - ◊ \$11.00 annual decrease for the Student Technology Fee.



- ◊ \$30.00 annual increase for the Inter-collegiate Athletic Fee.
- ◊ \$15.00 annual increase for the Student Activity Fee.
- ◊ \$14.00 annual decrease in the Enhanced College Fee.
- ◊ \$5.00 annual decrease in the Transportation Service Fee

- Provides funding for 35.56 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 58.71 percent from 55.88 percent.



# 2016-2017 Fredonia Consolidated Operating Budget



## 2016-2017 Fredonia College Foundation (\$579,650)

### Budget Section G

- Provides \$167,000 for unrestricted grants, awards, and scholarships.
- Foundation receipts are expected to increase in 2016.
- Board and staff will prepare for a new comprehensive campaign.

## 2016-2017 State University Tuition Reimbursable Account (SUTRA) (\$4.93 million)

### Budget Section F

- Over-enrollment funds will continue to address the budget shortfall for the 2016-2017 fiscal year.
- The SUTRA budget will fund three Full-Time Equivalent (FTE) positions.



# 2016-2017 Fredonia Consolidated Operating Budget



<b>FREDONIA</b>				
<b>2016-2017 Consolidated Operating Budget</b>				
<b>Budget Summary</b>				
	2016-2017 Proposed Allocation	2015-2016 Allocation	Change	Percent Change
University Operating Budget	\$ 50,892,700	\$ 52,304,100	\$ (1,411,400)	-2.70%
DIFR Budget	20,257,150	18,253,100	2,004,050	10.98%
FSA Budget	16,773,295	18,319,080	(1,545,785)	-8.44%
IFR Budget	13,250,000	13,000,000	250,000	1.92%
SUTRA Budget	4,925,425	4,579,000	346,425	7.57%
College Foundation	579,650	608,700	(29,050)	-4.77%
<b>TOTAL</b>	<b>\$ 106,678,220</b>	<b>\$ 107,063,980</b>	<b>\$ (385,760)</b>	<b>-0.36%</b>

<b>FREDONIA</b>									
<b>Proposed 2016-2017 Consolidated Operating Budget</b>									
<b>Campus Total PSR Funded FTE</b>									
	2016-2017			2015-2016			Change		
	Inst. FTE	Non Inst. FTE	Total FTE	Inst. FTE	Non Inst. FTE	Total FTE	Inst. FTE	Non Inst. FTE	Total FTE
University Operating Budget	238.50	325.92	564.42	239.50	328.33	567.83	(1.00)	(2.41)	(3.41)
DIFR Budget	0.00	91.97	91.97	0.00	94.97	94.97	0.00	(3.00)	(3.00)
FSA Budget	0.00	172.00	172.00	0.00	177.00	177.00	0.00	(5.00)	(5.00)
IFR Budget	0.00	35.56	35.56	0.00	37.65	37.65	0.00	(2.09)	(2.09)
SUTRA Budget	0.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00	0.00
College Foundation	0.00	4.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>238.50</b>	<b>632.45</b>	<b>870.95</b>	<b>239.50</b>	<b>644.95</b>	<b>884.45</b>	<b>(1.00)</b>	<b>(12.50)</b>	<b>(13.50)</b>

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes 98 part-time employees and 79 full-time employees. Instructional FTE's do not include full or part time contingent faculty.





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

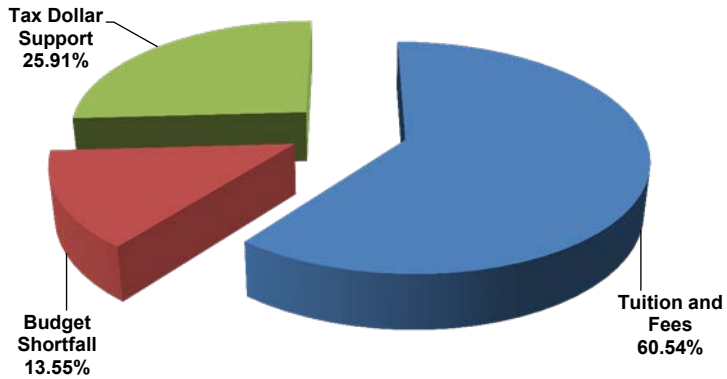
**OPERATING  
BUDGET**



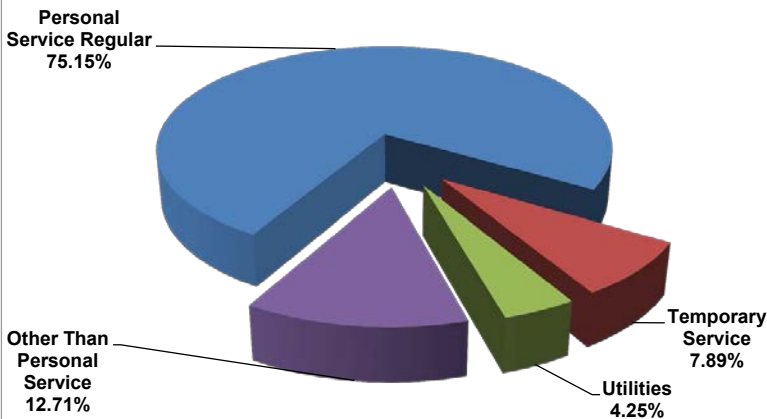


# 2016-2017 Fredonia Operating Budget

**Revenue \$50,892,700**



**Expenditures \$50,892,700**



## FREDONIA 2016-2017 University Operating Budget

### Overview

The proposed 2016-2017 University Operating Budget totals \$50,892,700 a decrease of \$1,411,400 from last year's budget book. This amount includes \$1,500,000 for increased scholarship commitments, \$371,510 for unfunded bargaining unit salary increases, and \$100,000 in promotional and rank salary increases. Along with the above stated increases, the university incorporated \$1,468,110 of institutional expenditure reductions as well as funding

\$1,770,000 of the NYS Tuition Assistance Credit Scholarships and \$144,800 of SUNY wide recharges with existing IFR funds.

The budget includes a decrease of tuition revenue of \$2,105,400 and a decrease in New York State support of \$104,000. A complete description of New York State support and College Revenues used in developing the proposed 2016-2017 budget is presented in the chart, "2016-2017 Budget Projection," which is presented on page B4 of this budget section. The proposed 2016-2017 University Operating Budget includes \$13,185,900 (25.9 percent) in New York State support and \$37,706,800 (74.1 percent) in College Revenue. The budget includes a shortfall of \$6,897,000. A chart showing the campus plan for funding the shortfall is included on page B4 of this section.

### Highlights

The campus continues to be regarded as an outstanding value in higher education. The 2015-2016 year continued to bring much recognition for Fredonia faculty, students, and campus facilities and operations as detailed in the divisional narrative sections of the Budget Book.

### Planning Assumptions

The Planning Assumptions used in developing the 2016-2017 University Operating budget include the following:

- Budget based on New York State funding of 4,600 Full Time Equivalent (FTE) students.
- The university will receive no funding for mandatory salary increases negotiated through collective bargaining.
- \$20,000 of Summer Session and J-Term revenue will be utilized to offset the shortfall deficit.
- The university will implement expenditure reductions campus wide of \$1,468,110.

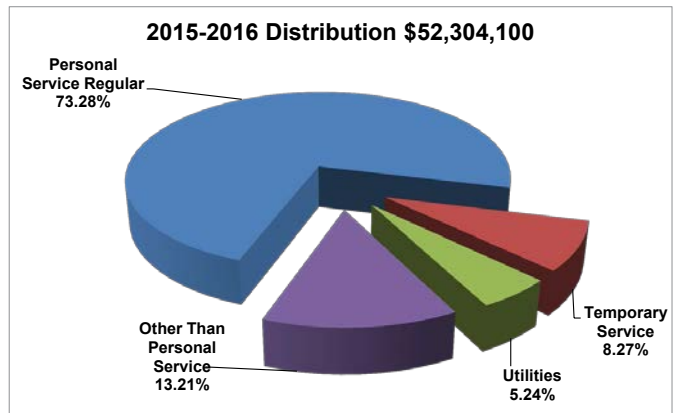
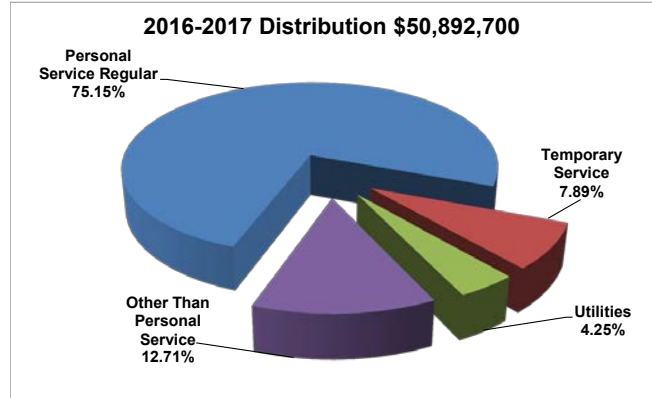




- The 12-month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Tuition beyond the budgeted enrollment reserves, salary savings, and IFR reserves will be used to address the \$6,897,000 shortfall.
- There will be no layoffs in permanent/continuing lines.

A summary of the 2016-2017 University Operating budget follows:

## FREDONIA PROPOSED 2016-2017 OPERATING BUDGET Dollar Distribution by Expenditure Type



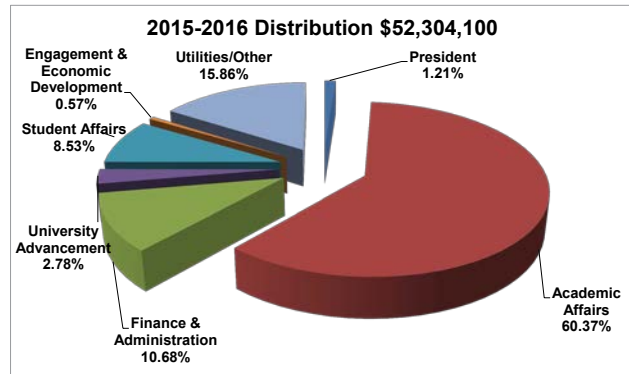
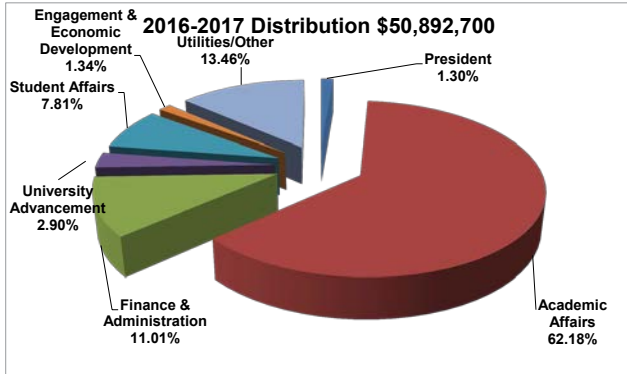
### FREDONIA Proposed 2016-2017 Operating Budget Campus Total Distribution by Expenditure Type

	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Personal Service Regular	\$ 38,246,030	\$ 38,327,800	\$ (81,770)
Temporary Service	4,013,905	4,324,435	(310,530)
Utilities	2,162,385	2,740,100	(577,715)
Other Than Personal Service	6,470,380	6,911,765	(441,385)
<b>TOTAL</b>	<b>\$ 50,892,700</b>	<b>\$ 52,304,100</b>	<b>\$ (1,411,400)</b>



# 2016-2017 Fredonia Operating Budget

## FREDONIA PROPOSED 2016-2017 OPERATING BUDGET Dollar Distribution by Area



FREDONIA Proposed 2016-2017 Operating Budget Campus Total Distribution by Area				
	2016-2017 Proposed Allocation	2015-2016 Allocation	Change	Percent of Total
President	\$ 661,400	\$ 632,500	\$ 28,900	1.30%
Academic Affairs	31,642,990	31,575,600	67,390	62.18%
Finance & Administration	5,602,130	5,585,530	16,600	11.01%
University Advancement	1,476,900	1,454,200	22,700	2.90%
Student Affairs	3,972,800	4,460,000	(487,200)	7.81%
Engagement & Economic Development	684,015	297,300	386,715	1.34%
Utilities/Other	6,852,465	8,298,970	(1,446,505)	13.46%
<b>TOTAL</b>	<b>\$ 50,892,700</b>	<b>\$ 52,304,100</b>	<b>\$ (1,411,400)</b>	<b>100.00%</b>

# 2016-2017 Fredonia Operating Budget



## FREDONIA University Operating Budget 2016-2017 Budget Projection

<b>2015-2016 Budget Book Allocation</b>		<b><u>\$52,304,100</u></b>
<b>I. <u>Projected 2016-2017 Inflationary &amp; State Mandated Increases</u></b>		
2016-2017 Negotiated Salary Increases	371,510	
<i>Total 2016-2017 Inflationary Increases</i>		371,510
<b>II. <u>Permanent Budget Changes</u></b>		
Divisional Expenditure Reductions	(918,110)	
Move Funding of Tuition Credit Scholarship to IFR	(1,770,000)	
Utility Reductions	(550,000)	
\ Move SUNY Wide Recharges to IFR	(144,800)	
Promotional Rank Salary Increases	100,000	
President's Math Science Scholarships	100,000	
Implementation of New Scholarship Rubric	1,400,000	
		(1,782,910)
<i>Total 2016-2017 Permanent Budget Changes</i>		(1,782,910)
<b>Total Changes in 2016-2017 Budget Need</b>		<b><u>(\$1,411,400)</u></b>
<b>Projected 2016-2017 Operating Budget Need</b>		<b><u>\$50,892,700</u></b>
2015-2016 New York State Support (Last Years Budget Book)		\$13,289,900
<b><u>2016-2017 Mandatory Funding Increases/Decreases</u></b>		
Eliminate 2015-2016 One Time Funding For Contractual Increases	(104,000)	
<i>Subtotal 2016-2017 Mandatory Increases/Decreases</i>		(104,000)
<i>Total 2016-2017 Changes in State Support</i>		<u>(\$104,000)</u>
<b>Total 2016-2017 New York State Support</b>		<b><u>\$13,185,900</u></b>
College Revenue (5,100 FTE) (Last Years Budget Book)		\$32,915,200
<b><u>2016-2017 Funding Increases/Decreases</u></b>		
Decreased FTE Revenue Adjustment (4,600 FTE)		(2,105,400)
<i>Total 2016-2017 Adjustments in College Revenue</i>		<u>(\$2,105,400)</u>
<b>Total 2016-2017 College Revenue</b>		<b><u>\$30,809,800</u></b>
<b>Total Budget Support</b>		<b><u>\$43,995,700</u></b>
<b>Projected Budget Shortfall</b>		<b><u>(\$6,897,000)</u></b>
<b>Funding of Projected Budget Shortfall</b>		
<b><u>Campus Support:</u></b>		
Over-Enrollment Tuition Revenue Reserves	3,723,725	
Strategic Investment Reserves	1,203,275	
Salary Savings from Budgeted Vacant Positions	1,000,000	
Scholarship Reserves	600,000	
Delayed Hired Savings	350,000	
Additional Summer Session Revenue (\$5k) & J-Term Revenue (\$15k)	20,000	
		\$ 6,897,000
<b>Total Additional Campus Revenue</b>		<b><u>\$6,897,000</u></b>





# 2016-2017 Fredonia Operating Budget

## FREDONIA Proposed 2016-2017 Operating Budget Campus Total FTE Distribution by Area

	2016-2017		2015-2016		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
<b>President</b>	0.00	5.00	0.00	5.00	0.00	0.00
<b>Academic Affairs</b>	238.50	142.61	239.50	140.01	(1.00)	2.60
<b>Finance &amp; Administration</b>	0.00	96.88	0.00	97.38	0.00	(0.50)
<b>University Advancement</b>	0.00	17.00	0.00	17.00	0.00	0.00
<b>Student Affairs</b>	0.00	57.43	0.00	66.94	0.00	(9.51)
<b>Engagement &amp; Economic Dev.</b>	0.00	7.00	0.00	2.00	0.00	5.00
<b>Utilities/Other</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>238.50</b>	<b>325.92</b>	<b>239.50</b>	<b>328.33</b>	<b>(1.00)</b>	<b>(2.41)</b>

**Academic Affairs**

	FTE	
Reduction of Line in Language Learning & Leadership	(1.00)	
Transfer EOP Department from Student Affairs	2.00	
New Information Technology( IT) Service Center Position (15-16)	1.00	
Voluntary Work Reduction in IT	(0.40)	
Total Academic Affairs FTE Changes		1.60

**Finance & Administration**

Increase Office Assistant Position in Purchasing from .50 to 1.00 FTE	0.50	
Shift Senior Launderer Position to Student Affairs	(1.00)	
Total Finance and Administration FTE Changes		(0.50)

**Student Affairs**

Shift Counselor to 100% EDP Funding	(0.50)	
Move EDP to Academic Affairs	(2.00)	
Shift Senior Launder Position from Administration	1.00	
Reduce Office Assistant - Keyboarding in Admissions	(1.00)	
Reduce 10 Month Sec 1 in Student Affairs	(0.84)	
Shift .25 FTE Volunteer Coordinator to 100% Campus Life Funding	0.25	
Reduce Assist Athletic Director	(1.00)	
Increase Associate Athletic Director	0.08	
Reduce Senior Launder to Part Time	(0.50)	
Transfer Career Development Staff to Engagement and Economic Development	(5.00)	
Total Student Affairs FTE Changes		(9.51)

**Engagement and Economic Development**

Transfer Career Development Staff from Academic Affairs	5.00	5.00
Total FTE changes		(3.41)

## President's Office

### Overview

Dr. Virginia S. Horvath, appointed the 13th University President in July 2012, serves as Fredonia's primary spokesperson to regional, state, national, and international constituencies and is responsible for the overall operation of the university. The President's Office and Lanford House (194 Central Avenue) are important points of welcome for external visitors and the community. The President's responsibilities extend to fundraising; government and system relations; strategic planning; regional and specialized accreditation; coordination of efforts across the five divisions, including academics, facilities, alumni relations, advancement, marketing, communication, student affairs, administration, human relations, engagement, and economic development; approval of campus policies; authorization of budget allocations; and hiring, reappointment, continuing/permanent appointment, and promotion of all faculty and staff. On a weekly basis, she convenes the Cabinet, which consists of the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the Vice President for Student Affairs, the Vice President for Engagement and Economic Development, the Vice President for University Advancement, and – beginning in July 2015 – the Chief Diversity Officer. The President also convenes the President's Networking Session and the Student Cabinet monthly during the academic year, meets regularly with governance and union leaders, and serves on a number of internal and external committees and boards.

The President's Office staff consists of the President and the Assistant to the President, Denise Szalkowski. Student workers and a temporary receptionist also assist on a part-time basis. The office coordinates many community-building and fund-raising events each year, including receptions, meals, and tours at Lanford House, the All-Campus Meetings, the President's Award



for Excellence Luncheon, and events related to external visitors. State and national lobbying efforts are coordinated by the office in cooperation with Dr. Kevin Kearns, liaison for government affairs, and there is full involvement in securing external funding from all sources.

The organizational chart shows two university-wide offices that report to the President: the Office of Institutional Research, Planning, and Assessment and the Office of Diversity, Equity, and Inclusion. These offices, which are independent units with some support and operations funding from the President's Office, reflect the institutional commitments to diversity and inclusion and the reliance on data to inform decision-making processes.

### Highlights

As each of the sections on Fredonia's divisions note, the past year brought recognitions for Fredonia faculty, students, and campus facilities and operations. Most notably, the Council on Accreditation of Educator Preparation (CAEP) awarded full accreditation to all of Fredonia's teacher preparation programs. Fredonia was one of the first programs in the country to be accredited under the new CAEP standards.



# 2016-2017 Fredonia Operating Budget

The budget situation remains challenging, in part due to the enrollment declines at Fredonia, and 2016 was a time of significant leadership change. Two Vice Presidents retired, and, sadly, one passed away suddenly. The University has, however, successfully moved through transitions in each of these areas. Interim Vice Presidents in University Advancement, and Finance and Administration, have provided seamless leadership, and a search was completed for a new Vice President for Student Affairs.

Thanks to the leadership of Provost and Vice President for Academic Affairs Terry Brown, and Dr. David Herman, former Vice President for Student Affairs, several hundred people on campus worked together to develop a Strategic Enrollment Management (SEM) Plan that was approved in Spring 2015. Under the leadership of the Provost and Dr. Cedric Howard, the new Vice President for Student Affairs, the SEM plan is already being implemented, with specific strategies for both recruitment and retention. Progress continues on the last year of implementing the Power of Fredonia plan, and a new strategic planning process will be undertaken in 2016-2107. The revised general education program continued to be developed, and fundraising activity leading to the next campaign remains strong.

The studio complex addition to the Michael C. Rockefeller Arts Center was completed on schedule, with renovation of former spaces expected to be completed for classes in January

2017. A new Learning Management System, OnCourse, was implemented to replace ANGEL, and new programs – including online programs – are being developed.

At the beginning of the 2016-2017 academic year, the President initiated *Right Serving, Right Sizing* – a process of evaluating programs and services to determine how well needs are met, where attention and resources should be directed, and how each division could increase efficiency, decrease costs, and explore revenues (including enrollment gains).

## Planning Assumptions

Planning assumptions used in the development of the President’s Office budget for 2016-2017:

- \$25,000 of funding will continue for the implementation of the Power of Fredonia plan.
- Permanent expenditure reductions for this office will be continued through the use of student and part-time assistance instead of a full-time Keyboard Specialist.

## Operating Budget

The 2016-2017 Operating Budget for the President’s Office and reporting units is \$661,400. An increase of \$28,900 from 2015-2106.







<b>FREDONIA</b>			
<b>Proposed 2016-2017 Operating Budget</b>			
<b>President</b>			
	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
President's Office Personnel	\$ 299,100	\$ 291,000	\$ 8,100
Institutional Studies	\$ 159,900	\$ 158,400	1,500
Affirmative Action	64,900	61,500	3,400
Overtime	100	100	-
<b>Personal Service Regular</b>	<b>\$ 524,000</b>	<b>\$ 511,000</b>	<b>\$ 13,000</b>
<b>Temporary Service</b>	<b>25,500</b>	<b>9,600</b>	<b>15,900</b>
<b>Other Than Personal Service</b>	<b>111,900</b>	<b>111,900</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 661,400</b>	<b>\$ 632,500</b>	<b>\$ 28,900</b>

<b>FREDONIA</b>	
<b>Proposed 2016-2017 Operating Budget</b>	
<b>SUMMARY</b>	
<b>President's Office</b>	
2015-2016 Original Base Budget	\$ 632,500
2015-2016 Campus Adjustments	
2015-2016 Salary Adjustments	43,900
Sub-Total Permanent Adjustments	<u>43,900</u>
2015-2016 Final Base Budget	\$ 676,400
2016-2017 Budget Adjustments	
Divisional Expenditure Reductions	(15,000)
Sub-Total 2016-2017 Budget Adjustments	<u>(15,000)</u>
<b>2016-2017 Base Budget</b>	<b><u>\$ 661,400</u></b>



**Provost and Vice President for Academic Affairs Terry Brown.**

## Division of Academic Affairs

### Overview

The Division of Academic Affairs comprises over 62 percent of Fredonia’s state operating budget. The division includes the College of Education, the College of Liberal Arts and Sciences, the College of Visual and Performing Arts, and the School of Business. In addition, Academic Affairs includes several academic support units, including the Daniel Reed Library, Information Technology Services, and the Office of International Education. The Office of the Provost oversees Graduate Studies, the Professional Development Center, the Office of Student Creative Activity and Research, Sponsored Programs, and Extended and Online Learning, as well as the academic support areas of the Registrar’s Office, the Learning Center, Academic Advising, General Education and the Honors Program.

The Provost’s Council, comprised of direct reports to the Provost, meets biweekly to discuss issues within the division and university. The Chair of the University Senate has been included on the council in order to facilitate communication and shared decision-making. At its annual summer retreat, the Provost’s Council reflects on progress made in the past academic year and sets goals for the upcoming year based on the Power of Fredonia, the institution’s multi-year strategic plan. At its winter retreat in January, the council monitors mid-year progress on annual goals.

In March 2014, Provost Terry Brown presented a plan to academic department chairs for addressing current budget challenges, stating: “Working together in the spirit of shared governance and decision-making, we will fulfill our promise of preserving quality in helping students learn, through coordinated *enrollment management*, *reallocation of resources* according to priorities, and *curricular transformation*.” The three approaches are part of a multi-year strategy to increase revenue and decrease expenditures. While the Division of

Academic Affairs has made significant reductions in expenditures, these have been offset by contractual increases in salaries. As a result, the operating budget has remained steady for three years: 2014-2015, \$31,651,400; 2015-2016, \$31,575,600; 2016-2017, \$31,642,990.

### Highlights

- Through a close collaboration with The Division of Student Affairs, the Division of Academic Affairs has been engaged in a process of strategic enrollment management that integrates curricular, co-curricular, fiscal, space and enrollment planning to achieve optimum enrollment and ensure fiscal sustainability for the institution. With the support of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) consulting, the university completed a comprehensive, broadly inclusive process to develop a Strategic Enrollment Management Plan. The plan has three recruitment and three retention goals and was presented to University Senate in May 2016.
- Fredonia continues to make significant progress in attracting international students and English language learners through its partnership with EC English, a third-party provider of non-credit English language training. Students who are academically well prepared for college but do not yet have proficiency in English now have a formal pathway to matriculation at Fredonia. The EC English program has served over 50 students in its first year and expects to grow substantially. Through its partnership with EC English, Fredonia now has access to over 150 international recruiters around the world.
- The provost and deans have developed clear, consistent expectations for released-time from teaching for administrative duties. Every faculty member who receives release time now receives an appointment letter that specifies duties, the amount of release time, and the duration of the appointment and the source of funding, just as every non-instructional staff member who receives extra service pay has a written agreement for their assumed duties.



- Resources have been aligned with students taught and served. Allocations for contingent faculty will be reduced to align with the decline in Semester Credit Hours (SCH) generated. For example, allocations of adjunct funding have been adjusted to align with SCH.
- Rigorous review of operations and staffing in academic support areas will continue to ensure administrative efficiency and effectiveness. Requests to hire non-instructional staff in Academic Affairs must be accompanied by a detailed position description and explanation for why duties cannot be completed with existing staff. The Daniel Reed Library conducted a rigorous self-study and external review of its operations.
- The institution will conduct a comprehensive review of the current academic program array in order to “right-size” the curriculum, reducing in some areas and developing new programs in other areas.
- In order to increase efficiency and effectiveness of instruction, the provost, the deans, and departments will carefully scrutinize course offerings to optimize the class schedule for the most effective use of resources. With the support of a SUNY Performance Improvement Planning grant, Fredonia has partnered with Ad Astra Information Systems to conduct a rigorous and methodical review of the course schedule to increase efficiency, reduce cost of instruction and increase student “velocity” to completion.
- During Fall 2015, Institutional Research, Planning & Assessment (IRPA) worked with the deans and department chairs to prepare data for submission to the Delaware Study for Instructional Costs and Productivity to allow for internal and external benchmarking. The data from the study has been used to evaluate the cost of instruction in each academic department.
- As enrollments and revenue decline, the Division of Academic Affairs has worked assiduously to reduce expenditures through increased efficiency of academic departments and support units in order to reallocate resources to enhance quality in serving students. Through a rigorous review of operations, the division reduced its personnel expenditures by over \$850,000.
- The decrease of expenditures in some areas has allowed the division to invest through reallocation in preserving and enhancing high quality academic programs. The institution will look to invest in permanent allocation for sabbaticals that demonstrate a high value to the institution. After a careful review of vacant full-time faculty positions, and following an inclusive, data-informed process of review for requests for tenure track faculty, the President’s Cabinet approved seven tenure track searches for 2016-2017. The hiring of faculty is one of the most important investments that an institution makes. Fredonia’s academic program array is dynamic, reflecting the changing demands of students and needs of employers. As some academic programs are discontinued, new programs are launched.

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Operating Budget</b>			
<b>Academic Affairs</b>			
	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
<b>Personal Service Regular</b>	<b>\$ 26,630,950</b>	<b>\$ 26,187,900</b>	<b>443,050</b>
<b>Temporary Service</b>	<b>3,529,040</b>	<b>3,868,950</b>	<b>(339,910)</b>
<b>Other Than Personal Service</b>	<b>1,483,000</b>	<b>1,518,750</b>	<b>(35,750)</b>
<b>TOTAL</b>	<b>\$ 31,642,990</b>	<b>\$ 31,575,600</b>	<b>\$ 67,390</b>





## Planning Assumptions

The Provost’s Council has developed a multi-year plan to help immediately address the institutional budget shortfall. Planning assumptions for 2016-2017 are based on the plan to increase revenue and decrease expenditures through strategic enrollment management, reallocation of resources, and transformation of the curriculum. In order to achieve the goals, the following operating assumptions will be used:

- Working within shared governance, Academic Affairs will review the faculty workload policy and update the University Handbook in order to create a clear definition of full professional obligation in keeping with SUNY Board of Trustees’ policy.
- Fredonia will implement the recruitment and retention strategies in its SEM Plan. The Strategic Enrollment Management Steering Committee, co-chaired by Provost Terry Brown and Vice President for Student Affairs Cedric Howard, coordinates and oversees the process, working closely with the Recruitment Council and Retention Council.
- Academic Affairs will engage in a process of *Right Serving, Right Sizing* in order to improve efficiency and reduce costs as the division delivers its mission. This includes a comprehensive review

of the current academic program array in order to “right-size” the curriculum, reducing in some areas and developing new programs in other areas.

- The Provost will charge an ad hoc committee to review the policies and practices of assigning released-time and stipends to full-time faculty. The campus invests \$550,000 in released-time and stipends.
- Fredonia will implement Ad Astra Platinum Analytics in order to build student-centered course schedules based on courses that students need in order to complete their degrees on time.

## Operating Budget

The 2016-2017 Academic Affairs budget totals \$31,642,990, an increase of \$67,390 from the 2015-2016 budget. The Academic Affairs budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Where flexibility allows – as in the case of discretionary accounts, State University Tuition Reimbursable Accounts (SUTRA) and Indirect Cost accounts – funds will continue to be reinvested in faculty development and student scholarship.

<b>FREDONIA</b>	
<b>Proposed 2016-2017 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Academic Affairs</b>	
2015-2016 Original Base Budget	\$ 31,575,600
2015-2016 Campus Adjustments	
Transfer EOP Office from SA	133,400
Correct Recharge Reporting	(30,500)
Transfer Funding to Engagement & Economic Dev	(14,000)
Transfer of SICA & Honors Sch. to Institutional	(150,500)
2015-2016 Salary Adjustments/Position Changes	663,700
Sub-Total Permanent Adjustments	602,100
2015-2016 Final Base Budget	\$ 32,177,700
2016-2017	
Divisional Expenditure Reductions	(534,710)
Sub-Total 2016-2017 Budget Adjustments	(534,710)
<b>2016-2017 Base Budget</b>	<b>\$ 31,642,990</b>



**Proposed 2016-2017 Operating Budget**

**Academic Affairs**

	<b>2016-2017 Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Computer and Information Sciences	573,400	661,700	(88,300)
Education	109,000	122,400	(13,400)
Education C & I	681,000	725,900	(44,900)
Education LLL	880,900	935,500	(54,600)
Office of Field Experiences	131,700	129,100	2,600
Communication Disorders & Sciences	689,900	682,400	7,500
Learning Center	259,700	253,300	6,400
Speech & Hearing Clinic	75,300	73,400	1,900
Dean, College of Arts & Sciences	237,500	241,000	(3,500)
Interdisciplinary Studies	18,000	18,500	(500)
Theatre & Dance	1,043,300	1,019,700	23,600
Fine Arts Activities	399,700	389,400	10,300
Gallery	56,600	55,000	1,600
Assoc. VP Graduate Studies & Research	43,500	53,500	(10,000)
Dean, Visual & Performing Arts	204,400	197,200	7,200
Visual Arts & New Media	1,003,000	968,000	35,000
Biology	1,060,900	920,900	140,000
Business	1,403,100	1,369,900	33,200
School of Business	209,400	205,500	3,900
Chemistry	630,100	677,400	(47,300)
Economics	478,400	465,800	12,600
Applied Professional Studies	322,700	213,200	109,500
English	1,377,100	1,333,300	43,800
Modern Languages	513,700	500,000	13,700
Geology	457,300	411,900	45,400
History	948,500	917,300	31,200
Mathematical Sciences	825,600	806,300	19,300
Philosophy	391,900	382,900	9,000
Physics	385,900	375,100	10,800
Political Science	455,500	459,100	(3,600)
Psychology	923,100	905,500	17,600
Sociology	370,750	810,800	(440,050)
Criminal Justice (Separated from Soc in 2016)	179,900	0	179,900
Social Work (Separated from Soc in 2016)	236,050	0	236,050
Communications	895,400	866,800	28,600
Music	2,999,100	2,948,800	50,300
Dean, College of Education	202,800	199,800	3,000
Academic Computing	202,500	204,500	(2,000)
Academic Advising	47,400	46,000	1,400
Adjuncts	191,500	229,800	(38,300)
Non Instructional Payments	0	31,400	(31,400)
Assoc. VPAA	166,700	161,600	5,100
Online Learning (New in 2016)	66,300	0	66,300
International Education	156,800	152,300	4,500
Creative Support Services	666,200	583,600	82,600
Library - Personal Service	973,800	962,300	11,500
EOP (Moved from SA in 2016)	123,400	0	123,400
Registrar	387,100	386,700	400
VP Academic Affairs	255,300	217,300	38,000
Academic Support	36,650	47,000	(10,350)
Fredonia Plan	158,900	205,100	(46,200)
Research Administration	220,600	213,900	6,700
Contract & Grant Administration	66,900	65,100	1,800
Computer Services	1,055,000	1,110,500	(55,500)
Data Communications	176,800	169,000	7,800
Honors Program	5,000	5,000	-
SUNY ITEC Recharge(Institutional Exp. in 2016)	0	100,500	(100,500)
<b>Personal Service Regular (PSR) &amp; PSR Stipends</b>	<b>\$ 26,630,950</b>	<b>\$ 26,187,900</b>	<b>\$ 443,050</b>



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

## College of Liberal Arts and Sciences

### Overview

The College of Liberal Arts and Sciences (CLAS), comprised of 15 departments, is in its fourth year of existence and continues to develop. Taking advantage of its central role in the liberal arts and sciences, the college is working on developing a new mission and vision statement that reflects and emphasizes the diversity of its programs within the central theme of a liberal education, while recognizing the importance of and supporting the professional programs within the college. During the past year, the college continued to improve on the innovations in assessment of student learning and program effectiveness. These and other assessments have been incorporated much more precisely into how the college plans to improve, particularly in faculty hiring and program development. As the college is responsible for most of the courses in general education, liberal arts and sciences will play a key role in reshaping the continued implementation of the university’s Baccalaureate Goals and the restructuring of general education. Even during hard economic times, the college has tried to maintain enrollments and has increased enrollment in some areas.

### Highlights

- The Department of Sociology, Anthropology, Social Work, and Criminal Justice was renamed Sociocultural and Justice Sciences.
- The college conducted two successful searches for tenure-track faculty. The following hires were made:
  - ◊ Dr. Jessica Fitzpatrick, Sociocultural and Justice Sciences
  - ◊ Dr. Jesse Norris, Sociocultural and Justice Sciences
- Department of Philosophy faculty member Dr. Neil Feit was promoted to SUNY Distinguished Teaching Professor.

- Department of Politics and International Affairs faculty member Dr. Ivani Vassoler-Froelich was recognized with the President’s Award for Excellence.
- Department of Biology secretary Dawn Hunt and Department of English faculty members Drs. Shannon McRae and Iclal Vanwassenbeeck were recognized with the SUNY Chancellor’s Award for Excellence.
- Three students from the Department of Communication Disorders and Sciences were recognized with the SUNY Chancellor’s Award for Student Excellence.
- Sherri Mason, professor in Chemistry/Biochemistry was named Environmental Protection Agency (EPA) Environmental Champion Award recipient for her studies of high levels of microplastics in Lake Erie and the other Great Lakes.
- English Associate Professor Iclal Vanwesenbeeck and Biology Professor William Brown received Fulbright awards.
- Julianne Foster, a senior Communication major, who achieved high academic success and made significant contributions to the campus and surrounding community, was chosen to receive the 2016 Lanford Presidential Prize, an honor that recognizes a member of the graduating class who has exhibited balanced achievement and exemplified Fredonia’s ideals.
- Distinguished Teaching Professor Clark Zlotchew was inducted into Sigma Delta Pi’s Order of Don Quijote, the National Collegiate Hispanic Honor Society’s highest award.
- Associate Professor Xin Fan and Professor Mary Beth Sievens of the Department of History received a grant from the Northeast Asia Council of the Association for Asian Studies.
- The Department of Computer and Information Sciences hosted a high school competition. The following schools attended: Chautauqua Lake, Dunkirk, Fredonia, Gowanda, Board of Cooperative Educational Services (BOCES) – Hewes Center, and BOCES – Carrier Center.

## Planning Assumptions

Planning assumptions used in the development of the 2016-17 operating budget for the College of Liberal Arts and Sciences include the following:

- The college has been able to restore some of the critically needed positions that have been left vacant. Chairs and deans have analyzed the needs of each department; future vacancies will be filled according to their contributions to maintaining and enhancing the academic mission.
- Equipment that is necessary to the academic mission will be maintained.
- Additional equipment for labs which is essential to providing courses will be purchased when possible.
- The college will continue to monitor class scheduling and pursue efficiency in scheduling.
- The college will continue to monitor the adjunct budget with the goal of continuing to cut costs in this area.



*Pi Day 2016*

## Operating Budget

The 2016-17 operating budget of the College of Liberal Arts and Sciences will remain stable. CLAS will continue to find ways to balance expenditures and maintain excellent teaching. The hope is to be able to fill all critical tenure-track positions and eventually add positions in growth areas.

The college will continue to rely on adjuncts and full-time lecturers to teach a larger percentage of courses than is ideal. Chairs and deans are carefully monitoring to ensure only essential courses are offered. The college continues to work through limited budgets for equipment and travel. The college will continue to attempt to fund faculty travel on a reduced basis. The first goal of all budgeting decisions for the college is to offer the courses necessary for students to graduate.





*Dean of the College of Visual and Performing Arts  
Ralph J. Blasting.*

## College of Visual and Performing Arts

### Overview

The College of Visual and Performing Arts (CVPA) ended its third consecutive year (Fiscal Year 2016) with a balanced budget, indicating continued fiscal responsibility in a complex organization. The School of Music, the Department of Theatre and Dance, the Department of Visual Arts and New Media, Rockefeller Arts Center, and the Marion Art Gallery together serve over 1,000 majors and include 83 full-time faculty and staff. The college’s mission is to be a premiere institution in the training and education of students in the arts, and a cultural center for Western New York.

The budget overview continues to be one of optimism and challenge — perhaps more of the latter. The college’s strengths contribute powerfully to the fiscal stability of the campus as its programs lead in recruitment, retention and reputation. Arts training requires continuing support in personnel, equipment, and facilities to remain competitive. The college needs to maintain or increase state budget allocations and student fees, increase ticket revenue without compromising the academic mission, and work vigorously to secure external funds through donations and grants.

All of the college’s programs except Dance are fully accredited by the Council of Arts Accrediting Associations. Dance accreditation was not possible with our current facilities, but we are preparing our application even as we open the new facilities in Fall 2016, with a site visit from the National Association for Schools of Dance expected the following year.

### Highlights

- Construction of the \$38 million Rockefeller Arts Center Addition and Renovation is nearly complete, with grand opening ceremonies scheduled for Oct. 21, 2016.

- Enrollment and Retention
  - ◊ Enrollments have fallen by 6.1 percent over the past five years, from 1,093 to 1,026 total majors. This is a much smaller decline than seen in the campus overall, as is reflected in the fact that the percentage of the Fredonia student body majoring in CVPA programs has increased to 20 percent.
  - ◊ Student retention rates in CVPA programs range from 81 percent to 87 percent, exceeding the university average of 78 percent.
- Hiring: The CVPA successfully filled six tenure-track positions in 2015-16, including two new positions in Theatre and Dance. It also added a 50 percent staff position in the Costume Shop, in response to the department’s accreditation report.
- The School of Music
  - ◊ Dr. Melvin Unger completed his first year as the new Director of the School of Music.
  - ◊ The school hosted the Shanghai Quartet for a week-long residency and concert.
  - ◊ The school presented the “St. Matthew Passion” in collaboration with the Buffalo Philharmonic Orchestra in two performances: one in Fredonia, one in Buffalo. Both sold nearly to capacity.
  - ◊ First-year recruitment saw a sharp upturn this fall, with 130 deposits in hand as of this writing (up from 105 in Fall 2015).
- The Department of Theatre and Dance
  - ◊ Continued to grow in enrollment, with a 19 percent increase over the past five years.
  - ◊ Successfully completed two tenure-track national searches.
  - ◊ Maintained a high-quality production season in spite of the challenges of construction which restricted use of the theaters and shops.



- The Department of Visual Arts and New Media
  - ◊ Faculty were extremely engaged in scholarly and creative projects integrating art with the sciences and with global and environmental awareness. Projects were carried out in Kathmandu and Iceland, as well as many locations in the U.S. and in Chautauqua County.
  - ◊ The department was required to move from Rockefeller Arts Center to temporary space in Houghton Hall, and managed that move with expertise and commitment, giving students an outstanding experience regardless of location.
  - ◊ Student work continued to be recognized state wide with awarded entries in the SUNY Student Art competition and the SUNY-wide film festival.
- Marion Art Gallery
  - ◊ Hosted seven exhibitions, including the largest showing of works from the Gerald Mead collection ever assembled.
  - ◊ Hosted tours for eight local schools and community groups.
  - ◊ Installed three new sculptures on the campus.
  - ◊ Welcomed over 3,000 visitors to the gallery
- Rockefeller Arts Center
  - ◊ Collaborated with the Cleveland Jazz Orchestra and the Fredonia School of Music for concerts on campus and in Cleveland
  - ◊ Produced concert versions of “Man of La Mancha” and “The Music Man” in collaboration with the Western New York Chamber Orchestra
  - ◊ Welcomed over 39,000 patrons



## Planning Assumptions

In developing the 2016-17 operating budget for the College of Visual and Performing Arts, it is assumed:

- That Strategic Enrollment Management will remain a critical focus as the college carefully manages enrollments in areas at capacity, direct recruiting towards those which can take more students, and focus on retention.
- That the college will continue to rely on student fees to maintain equipment, because of flat or decreasing state appropriations.
- That the college will continue to be accountable for contingent faculty budgets at the college level, posing opportunities for efficient staffing but challenges to absorb state-mandated increases.
- That the addition to and renovation of the Rockefeller Arts Center will pose challenges to our existing staff and budgets as we equip and maintain 30 percent more space.
- That collaborative fundraising will be a critical part of the college’s activities as spaces are named for the Rockefeller Arts Center in the upcoming Fredonia fundraising campaign.
- That the college will continue to rely on ticket revenue and therefore marketing — especially in the Department of Theatre and Dance and Rockefeller Arts Center.



# 2016-2017 Fredonia Operating Budget



The addition to the Rockefeller Arts Center will enhance the university’s reputation as one of the finest arts facilities in the country. The College of Visual and Performing Arts offers the most comprehensive array of degree programs of any institution in the SUNY system. We take our responsibility to the university seriously, and are committed to our practices of directing our energies and resources to the success of our students.

## Operating Budget

The 2016-17 operating budget of the College of Visual and Performing Arts remains stable. As the college contributes to university-wide efforts to increase revenue and decrease expenditures, we will continue to find innovative ways to maintain top-quality teaching, performances and facilities which includes the new 40,000 square foot classroom addition.







## College of Education

### Overview

The College of Education (COE) consists of two departments: Language, Learning and Leadership; and Curriculum and Instruction, and two support offices: the Office of Field Experiences and the Office of Student Services. Dr. Christine Givner serves as Founding Dean of the College of Education and the Chief Certification Officer for all of teacher education on campus (College of Education - Professional Education Unit or COE-PEU). 2015-2016 Academic Year Enrollment in the College of Education includes 346 undergraduate students and 117 graduate students, for a total of 463 students. The College of Education collaborates with the deans and content departments in the College of Liberal Arts and Sciences and in the College of Visual and Performing Arts, in also currently serving 707 Adolescence Education and Music Education undergraduate majors, and 79 graduate students. The COE-PEU is comprised of 29 programs leading to initial and advanced certifications for teachers and other school professionals. As of January 2016, there were 803 distinct candidates enrolled in COE-PEU programs for the 2015-2016 Academic Year, accounting for approximately 17 percent of all undergraduates and 82 percent of all graduates enrolled at the university. The COE Office of Field Experiences was responsible for oversight of more than 427 student teaching placements and more than 398 early field experience placements for the academic year. The COE Office of Student Services had over 1,000 individual student contacts, not including group advisement or admissions orientations, for the academic year. The COE-PEU had 214 students complete the initial certification program and 59 students complete the advanced program for a total of 273 students completing programs in the 2015-2016 academic year.

### Highlights

- Successful completion of the national accreditation review by the Council for the Accreditation of Educator Preparation (CAEP) in Fall 2016.
- Received official word that the State University of New York at Fredonia is the first institution in the state of New York to meet all five of the 2013 CAEP standards and one of the first institutions in the nation to be fully accredited through CAEP, the single specialized accreditor for educator preparation in the United States.
- Continued support of all of the new state required teacher certification assessments including the Teacher Performance Assessment (edTPA), the Academic Literacy Skills Test (ALST), the Educating All Students (EAS), and the new Content Specialty Test (CST) tests for all initial certification candidates.
- Continued implementation of the COE Strategic Enrollment Management Plan to ensure that the college is being proactive, intentional, and persistent in efforts to recruit potential students in high need areas and provide a supportive environment to ensure student retention to graduation.
- Expanded international education/study abroad opportunities for COE-PEU teacher education students:
  - ◊ In January 2016, 24 teacher candidates and four faculty from Fredonia participated in a service-learning project in Belize. The Fredonia students and faculty worked with four schools in Belize for two weeks, providing classroom materials, learning activities and professional development to teachers.
  - ◊ Three Teaching English to Speakers of Other Languages (TESOL) student teachers completed a four-week student teaching practicum in Oaxaca, Mexico, in partnership with University of Puebla (UPAEPE).



*Dean of the College  
of Education  
Christine Givner.*





## 2016-2017 Fredonia Operating Budget



- Continued support for an adequate adjunct budget to ensure coverage for the appropriate number of sections of core education courses and newly implemented courses/programs in the College of Education.
- Maintenance of the current college enrollment targets for Fall 2016.

### Operating Budget

The 2016-2017 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates stable numbers of undergraduates enrolled in the Early Childhood-Childhood Education dual certification program and the Childhood Inclusive Education program, as well as an additional number of graduate students expected to apply to the M.A. in Language and Learning program, the Curriculum and Instruction graduate program, the dual certification graduate program in Literacy, and the Bilingual Advanced Certificate program. The College of Education plans to expand online course offerings during the next academic year with more offerings to practicing educational professionals across the state. The College of Education also plans to intentionally grow its international student population.

- ◇ Successful visit of 12 University of Plymouth, United Kingdom, students to Fredonia in early June 2016.
- ◇ Successful visit of 10 Fredonia students and one faculty tutor to Plymouth, United Kingdom, to participate in a three-week early field practicum in public schools in Plymouth.
- ◇ Six student teachers completed their student teaching at the University of Sunshine Coast in Australia in Spring 2016.
- ◇ Six student teachers from Australia completed their student teaching in Fredonia Central School District in Fall 2016.

### Planning Assumptions

Planning assumptions used in the development of the 2016-2017 operating budget for the College of Education include the following:

- Use of data from Ad Astra and the Delaware Study to inform instructional scheduling decisions.
- Funding for needed faculty positions.
- Continued support for the planning phase of two new program initiatives: Mental Health Counseling program and Sino-Fredonia Early Childhood Partnership.



## School of Business

### Overview

The School of Business (SOB) includes three academic departments: Applied Professional Studies, Business Administration and Economics. Dr. Russell P. Boisjoly serves as Founding Dean of the school. The school serves about 1,000 students with 23 full-time faculty, 16 part-time faculty, and three staff members, while offering seven majors (Accounting, Finance, Management, Marketing, Music Industry, Sport Management and Economics), and four minors (Accounting, Business Administration, Coaching, and Economics) at the undergraduate level.

### Highlights

- The School of Business continues to operate successfully as an autonomous unit.
- The School of Business received deferral in November 2015 for its AACSB accreditation application by the Initial Accreditation Committee of the Association to Advance Collegiate Schools of Business (AACSB). In October 2016 the School of Business will receive a second visit for review of the three standards that were not met according to the Peer Review Team. Satisfactory compliance with the three additional standards will result in AACSB accreditation.
- The School of Business continued to work with the Career Development Office to provide more internship opportunities for all students. The new SOB internship requirement prepares business students for their first career jobs, and also gives them experience in using their classroom knowledge in real business settings. During the past year, 354 School of Business students had internships with various local companies, including Fredonia's Technology Incubator, Chautauqua County Visitors Bureau, City of Dunkirk Finance Office, Dunkirk Economic Development, RAE Foods, Chautauqua County Chamber of Commerce, Cott Beverages and Nestle Purina. Various students also had internships with out-of-state companies such as Disney

Cruise Lines in Lake Buena Vista, Fla., and Calpine Corp. in Houston, Texas.

- In 2016, the School of Business ENACTUS team, under the direction of Dr. Susan McNamara, won its regional competition held in Atlanta and advanced to the quarterfinals where they finished in the Top 32 in the U.S. among the 400 universities with active chapters. Dr Susan McNamara was the recipient of the Sam Walton Award as the top advisor on the United States for an Enactus chapter. Also, the Fredonia chapter was recognized for its excellence in supporting Women Owned Businesses. There were eight students who left the national competition in St. Louis with jobs with Fortune 100 companies including three who were hired to work at Walmart headquarters in Bentonville, Ark.
- The 13 full-time faculty of the Department of Business Administration made 22 scholarly contributions to academic and professional venues. The contributions included serving as reviewers or referees for academic journals, conference proceedings, presentations, book reviews and book chapters. The five full-time faculty of the Department of Economics made nine scholarly contributions to academic and professional venues. The four full-time faculty members of the Applied Professional Studies department made 25 scholarly contributions including six co-authored with students.
- The Music Industry program continues to flourish under the leadership of Armand Petri. The student record label recently raised over \$30,000 for autism research with the re-release of a Goo Goo Dolls hit "Not So Different" performed by John Rzeznik, and Fredonia alumni Mary Ramsey and Cassandra King.

### Alumni and Student Highlights include:

- The School of Business Chartered Financial Analyst (CFA) Challenge Team, under the guidance of Dr. Tai Yi, competed against 12 other universities from Upstate and Western New York. The team finished third and won a Bronze Medal for the excellence of their presentation. The Fredonia



*Dean of the School of Business Russell P. Boisjoly.*



team was the only undergraduate team to finish in the top 10 at the competition.

- Seventeen students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting clients to receive over \$375,000 in tax refunds.
- At a dinner reception, the Business Club presented the 2015 Business Person of the Year Award to Charles St. George of St. George Realty.

## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 budget for the School of Business include the following:

- Continued funding for all existing tenured/tenure-track positions with the addition of one replacement position in Economics and one new position in Music Industry

## Operating Budget

The 2016-2017 budget will allow the School of Business to continue to make progress on strategic goals. Continued funding will allow for the multi-year process for accreditation by AACSB to move forward, as well as expansion of the Music Industry program and establishment of new courses in entrepreneurship. However, state funding cuts have severely limited equipment replacement, faculty travel and research support. All necessary courses to allow students to graduate on time will continue to be offered.



*The student organization, Enactus strives to better the local community through entrepreneurial projects.*





## Associate Provost for Curriculum, Assessment and Academic Support

### Overview

The Office of the Associate Provost for Curriculum, Assessment and Academic Support (APCAAS) supervises several of the academic support units, including the Learning Center, Academic Advising, Educational Development Program, Full Opportunity Program, Honors Program and the Registrar's Office. The units interact with vast numbers of students during any given day of the academic year. The units are 12-month offices with a consistent workflow throughout the academic year. Dr. Lisa Hunter began as the APCAAS in August 2014.

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

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

implementation and maintenance of transfer articulation agreements.

Dr. Hunter serves as the institution's Accreditation Liaison Officer to the Middle States Commission on Higher Education and is chair of the Institutional Effectiveness Committee. The APCAAS also chairs the Student Learning Assessment Committee, and is a member of several other campus committees, ensuring alignment between assessment, planning and institutional effectiveness.

### Highlights

- The Registrar's Office released DegreeWorks to students, department chairs and advisors, and is preparing to add on reporting features as appropriate and available.
- The Registrar's Office transitioned to EMS Academic Scheduler online course scheduling software, allowing greater flexibility and ease of course scheduling for departments.
- The Middle States Commission on Higher Education (MSCHE) Periodic Review Report (PRR) and Higher Education Opportunity Act Compliance documents were submitted on June 1, 2015. The PRR was approved and Fredonia was granted reaccreditation. The next self-study evaluation is scheduled for 2019-2020.
- SUNY and NYSED approved several new academic programs and program revisions in 2015-2016 including a CAS in Professional Writing and a B.S. in Music Industry.
- Fredonia was selected to be one of 44 campuses to participate in the American Association of State Colleges and Universities (AASCU) Re-Inventing the First-Year (RFY) Project. The project is a multi-institutional collaboration to strategically examine the first-year experience for students at Fredonia. The project is supported by AASCU and the Bill and Melinda Gates Foundation.



*Associate Provost  
for Curriculum,  
Assessment and  
Academic Support  
Lisa Hunter.*





## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- No increases in budget allocations.
- Development and implementation of an expanded (3 credit hour) First-Year Seminar for Full Opportunity (FOP) and Educational Development (EDP) students
- Planning and implementation of a new general education program (Fredonia Foundations)
- An increase in FOP student enrollment requires additional support services for students.
- Increases in minimum wage require the university to adjust student services and budgets as necessary to maintain adequate tutoring support in the Learning Center.

## Operating Budget

The 2016-2017 budget will allow the Office of the APCAAS to continue to make progress toward various program goals within the academic support units. The Registrar will continue working with Institutional Research, Planning and Assessment to provide SUNY with the latest changes in Banner-reporting data; the office will also be continue to provide training for newly implemented features and

reporting functions of DegreeWorks (a SUNY system advisement tool), and will continue to provide support and data for EMS Academic Scheduler. The Coordinator of Academic Advising and Liberal Arts will continue to update the web presence for campus advisement, creating a toolkit for advisors that will be user-friendly and mesh well with departmental advisement, and requires ongoing temporary service funding to staff orientation efforts. Additional advisement services support will be needed as the campus continues to encourage students who truly want to explore various degree programs to enroll as Liberal Arts majors. The Learning Center must comply with increases in minimum wage when hiring student tutors. The Disability Support Services (DSS) office and the Full Opportunity Program (within the Learning Center) will continue to see increases in referrals and tutoring services. The Honors Program is thriving and requires continued temporary service funding to support faculty buy-outs from departments. Assessment conversations are focused on efficient and effective methods and tools needed to accurately and appropriately collect assessment information and documents.

A primary concern in the next several years will be the implementation of the recently approved Fredonia Foundations (general education) program. Incentive and financial support for new course development and appropriate assessment software are of primary concern. The general education program has not had a significant allocation in the past several years, but in order for the program to succeed it must have appropriate financial support.





## Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development

### Overview

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

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

**OSP.** The OSP coordinates the development, application and administration of all sponsored programs on campus. During the 2015-2016 year, the office managed 36 sponsored awards totaling approximately \$2.4 million in expenditures and submitted 21 grants totaling \$21,269,243 with Indirect Cost Recovery (IDC) at \$1,450,574. The Indirect Cost Recovery from the awards is used to support campus-wide research, faculty development and other related academic endeavors. In addition to grant development and administration, the office also oversees compliance issues associated with research including human subjects use and protection, animal care and the responsible conduct of research.

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

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

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



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



## Highlights

### The PDC

- Awarded \$18,525 to support faculty and staff development through the Professional Development Award, the PDC Associates Program, Council on International Educational Exchange (CIEE) Faculty Development Seminar Award and the Japan Studies Institute program.
- Hosted Fredonia's eighth Annual Teaching and Learning Conference, campus-wide Professional Development Days, and numerous learning opportunities for faculty and staff throughout the academic year.
- Welcomed a new PDC member. Sandra Lewis joined the PDC in April, bringing with her expertise as an instructional technology trainer.

### OSP

- Reorganization of the office has allowed for an increased level of efficiency in operations as well as a solid level of support for faculty research, scholarship and creative activity on campus during the year.
- The OSP expects to hire a part-time Director in the 2016-2017 fiscal year to provide further support and leadership for faculty seeking extramural funds.
- The OSP (with the assistance of a pre-award consultant) has undergone training in National Science Foundation (NSF), NASA Solicitation and Proposal Integrated Review and Evaluation System (NSPIRES) and eCommons (National Institute of Health) web application delivery systems as well and faculty training.
- The OSP created a two-year Strategic Plan focusing on creativity, collaboration and compliance.
- The OSP has developed two recruiting videos explaining the benefits to faculty and students.

## Graduate Studies

- A dual award degree program in Music Education was approved and a similar science education degree program is in the works. The programs will provide a clear pathway for students in these fields.
- New graduate programs in public relations (PR) and genetic counseling are in the initial planning stages. The PR degree will be an online program.
- The current Music Therapy graduate degree program is being expanded to allow a larger pool of qualified applicants. The expanded program will launch in Fall 2017. Other upcoming programs include a Certificate of Advanced Study (post-baccalaureate) in Information Security (Spring 2017) and a master's degree in Mental Health Counseling (Fall 2018).
- A dedicated graduate recruiter, Paul Starcher, was hired in August 2015. He attended several regional graduate fairs and accompanied faculty members to three conferences that included trade shows. The Strategic Enrollment Management (SEM) committee will propose international recruitment travel to Turkey in the fall of 2016.
- The Graduate Studies office awarded eight Graduate Diversity Fellowships in 2015-2016, allowing the university to recruit diverse graduate students. Fellowships were awarded to those who have overcome challenges in attaining a graduate education. Minorities that have been historically underrepresented in higher education, first generation college students, those raised in a single-parent household and heads of single-parent families are all eligible to apply. Fredonia disbursed \$27,500 in fellowships in 2015-2016.

## Extended Learning

- The Office of Lifelong Learning and Special Programs was renamed Extended Learning to better align with its mission to serve Fredonia and the surrounding community



- Extended Learning made a decision to grow enrollments in Summer and J-Term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer student credit hours increased over Summer 2015 as a result.
- A proposal was submitted to revise the pay scale for faculty teaching in Summer Sessions and J-Term, again with the intent on increasing the offerings during the intersessions.
- A business model was created for Fredonia Summer Youth Camps, and Extended Learning worked with two Fredonia faculty to start two new summer camps – FREDcamp and FREDmed.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses will be offered for-credit in local high schools. The office worked closely with a Fredonia faculty member to conduct a pilot with a local school district during the 2015-2016 academic year.
- The office served 298 community members with a mix of non-credit courses, workshops and course auditing options.

## The Office of Online Learning

- The Office of Online learning offered over 60 workshops engaging more than 200 faculty.
- Building Your Online Course (BYOC) was completed by nine faculty members during two sessions. It prepares faculty to teach online by completing an eight week, fully online course, dedicated to online pedagogy.
- 84 online courses were offered from Summer 2015 through Spring 2016.
- 10 new online courses were developed and offered for the first time from Summer 2015 through Spring 2016.
- With the acquisition of Moodlerooms, OnCourse was developed and presented to the campus as the replacement for ANGEL. The project required the collaboration of Information Technology Services (ITS), the Service Center, and

Online Learning to successfully migrate and prepare courses and faculty.

## Planning Assumptions

- Funding for Professional Development Center programs and activities will continue at current levels.
- The Office of Sponsored Programs will continue funding for all existing positions in the office, as well as for a part-time Director.
- The OSP will strive to increase the number of grants submitted as well as the amount of Indirect Costs (IDCs) collected in the next year.
- The Graduate Studies office will continue funding for online graduate software for admissions, recruitment and communication services.
- The Graduate Studies office will continue maintenance of current graduate academic programs and certificates and exploration of opportunities for growth in interdisciplinary collaborations leading to new certificates and partnerships.
- Online Learning will receive approval to hire an Instructional Designer from the faculty to work on quality assurance of student learning outcomes in online programs.
- Extended Learning will strive to develop more programs that align with the university's mission and support its SEM initiative. It includes, but is not limited to, non-credit continuing education, summer youth camps, and high school outreach.
- Extended Learning will strive to grow intersession enrollments through the university-wide implementation of Ad Astra and Platinum Analytics, enabling it to build schedules that better meet student needs.

## Operating Budget

The OSP, Graduate Studies and Extended Learning will continue at the same level of funding as the previous year. Both the PDC and Online Learning now have permanent funding for their activities.





*Associate Vice President for Information Technology Services and Chief Information Officer  
Stephen Rieks.*

## Associate Vice President for Information Technology Services and Chief Information Officer

### Overview

Information services are utilized in every aspect of the Fredonia environment. The initial “visit” to Fredonia most likely occurs through the campus home page, [www.fredonia.edu](http://www.fredonia.edu), which often leads to an on-campus visit. The virtual infrastructure and support provided and maintained by Information Technology Services (ITS) includes:

- High-speed and widely deployed secure and guest wireless network access
- Access to an extensive portfolio of library resources
- A state-of-the-art Learning Management platform (Moodle rooms a.k.a. Fredonia branded “OnCourse”)
- Numerous social media venues
- Vast academic and administrative applications.
- Over 480 student use computers used for instruction and general-use purposes
- Classrooms equipped with lecture capture and wireless projector capabilities
- Residential technology support programs enhancing a living and learning environment
- Various security and life-safety systems

### Highlights

Fredonia has recently doubled its Internet connection speed, surpassing many peer institutions. It makes for faster downloads, higher quality video streaming and faster online gaming. Furthermore, Fredonia uses many service providers, which greatly reduces the chances of a campus-wide Internet failure.

Behind-the-scenes maintenance, administration, and troubleshooting work provides a “stable, responsive, secure, and accessible computing environment” enjoyed by the

Fredonia campus community. In addition database, network, software, labs and smart classroom upgrades help maintain state-of-the-art facilities. Notable projects include:

- Expanded the campus secure wireless network by adding dozens of new access points.
- Created a fully integrated and expanded ITS Service Center delivering IT support and assistance to the campus community from 7 a.m. – 10 p.m. Monday – Thursday, 7 a.m.-5 p.m. Friday, noon -5 p.m. Saturday, and noon-10 p.m. Sunday.
- Tripled the number of @fredonia.edu email gateways, greatly reducing the chance of a virus or spyware infection delivered via an email attachment.
- Implemented a new Content Management System used to deliver and integrate social media with active elements and various new online mobile accessible templates.
- Expanded upon the Intrusion Prevention System (IPS) to enhance the overall security posture for the institution.
- Implemented a new virtual server environment used to provide academic, administrative, research, and lab services to the campus community. It will allow Fredonia to quickly, easily, and efficiently deliver new capabilities, such as online labs, to the on-campus and distance students.
- Completed various smart classrooms, computer lab, and printing upgrades, focusing primarily in academic buildings and residence halls.
- Implemented a new Digital-Dashboard tool, Argos, used to provide not only 2D reporting capabilities but also new fully interactive analytical capabilities of various isolated, but logically integrated, systems.
- Expanded the campus card access control and security camera systems to enhance the overall physical security posture of the university.
- Implemented a state-of-the-art and innovated IP Address Management (IPAM) solution to efficiently and effectively manage the enterprise network well into the future.



- Implementing a Disaster Recovery (DR) and Business Continuity (BC) datacenter for the university’s critical infrastructure and services.
- Deployed an enterprise vulnerability management solution to conduct on-going vulnerability scans on critical network hosts.

- Expand on the use of vendors’ technologies delivering ‘lifetime’ product warranties as a method of reducing annual hardware maintenance and support costs.
- Leverage multi-year support and maintenance agreements to help counter the ever-increasing annual cost of delivering current versions of academic software.
- Negotiate with vendors and service providers in confirming Fredonia is procuring products and services and the lowest possible cost.

## Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services’ 2016-2017 operating budget include:

- Engineer and construct an extensive online lab environment used to deliver Windows applications found on many Fredonia lab computers directly to the end-user, wherever in the world the end-user is located, on virtually any type of device including smart phone, tablet, MAC, Chromebooks, or a previous generation Windows computer.
- Enhance Disaster Recovery and Business Continuity capabilities for applications and environments delivered to the campus community.

## Operating Budget

The 2016-2017 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure. Capital funding for university network and computing equipment upgrades remains a cornerstone requirement in maintaining and expanding the infrastructure necessary to provide secure and modern IT services throughout the university.



*In keeping with the Fredonia vision, Information Technology Services (ITS) at Fredonia strives to serve the electronic information needs of students, faculty, staff, administration, and all other Fredonia constituents in fulfilling the university’s mission.*



*Interim Vice President for Finance and Administration  
Kevin R. Seitz.*

## Division of Finance and Administration

### Overview

The Finance and Administration division consists of nine departments with over 3560 employees. The organization chart may be viewed in Appendix 5.3. Major offices within the division include:

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

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

- Assuring strong financial management 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.

### Highlights

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

- Vice President for Finance and Administration Elizabeth Praetorius sadly passed away suddenly in February of 2016; however, Kevin Seitz, interim vice president for Finance and Administration, provided seamless leadership to help the division transition during the difficult time. A national search will be conducted during Spring 2017 for a permanent replacement.
- Karen R. Porpiglia, associate vice president for Finance and Administration, retired after 32 years of service to Fredonia. Chuck Notaro is currently serving as Interim Associate Vice President to assist in managing the workload until a permanent Associate Vice President is hired. His role also includes increasing the revenue portion of Fredonia’s budget through various business initiatives.
- Completed demolition of the Academic Spine Bridge and construction continued on the Michael C. Rockefeller Arts Center (RAC) studio complex addition. Ribbon cutting ceremonies for the \$36 million dollar RAC studio complex were held during Fall 2016.
- The design for a new Admissions Center was completed. Currently the bidding and construction phase is put on hold until construction funding is available.
- Continued working with State University Construction Fund (SUCF) to revise the scope for the Houghton Hall Rehabilitation project.
- Continued use of an interactive “Budget Road Map” to track budgetary savings and assist Cabinet in budget planning for Fiscal Year (FY) 2016-17. Budgetary updates and presentations of budget forecasts and projections were made.
- Continued testing the SUNY online Time and Attendance System (TAS) for all classified employees (Civil Service Employees Association (CSEA), Public Employees Federation (PEF), and New York State Police Benevolent Association (NYSPBA)). All United University Professional (UUP)



- (non-hourly) and Management Confidential (M/C) employees, and moved employees away from paper timesheet submissions.
- Migrated the state issued procurement card reconciliation process to a web-based system.
- Campus wide training sessions were conducted on SUNY’s Business Intelligence (BI) Financial Reporting system. This system replaced SUNY’s SMRT application.
- Continued support of campus-wide sustainability initiatives included hosting the annual Community Electronics Recycling Day on April 23, 2016.
- Received three Operations and Maintenance Acceleration Program (OMAP) grants totaling over \$350,000 for energy efficiency projects.
- Finance and Administration continues to maintain a fully functioning Internal Control Program through the leadership of Internal Control Officer.
- Successfully implemented the acceptance of American Express and Discover as payment options for students and their families for the Student Accounts Office as well through TouchNet.
- The Director of University Services was awarded the “2016 Joanne Fazioli SUNY Procurement Award” and was appointed President of the Upstate New York Region of the National Association of Educational Procurement (NAEP).
- Provided bus shuttle services to over 98,000 participants through the university’s Park and Ride shuttle service for 2015-2016. The service transports students, faculty, staff and campus visitors from remote parking areas to the central campus with stops at the Williams Center and Maytum Hall, eliminating the need for additional parking lots and preserving green space.
- The Faculty Student Association (FSA) provided over \$1.1 million in support and assessments to the university.
- In concert with Academic Affairs and UUP local leadership, Human Resources successfully conducted “Open Sessions” to discuss the Handbook on Appointments, Re-appointments and Promotions (HARP).

<b>FREDONIA</b>	
<b>Proposed 2016-2017 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Finance &amp; Administration</b>	
2015-2016 Original Base Budget	\$ 5,585,530
2015-2016 Campus Adjustments	
Correct Recharge Reporting	(10,000)
2015-2016 Salary Adjustments	26,600
Sub-Total Permanent Adjustments	16,600
2015-2016 Final Base Budget	\$ 5,602,130
2016-2017 Budget Adjustments	
Sub-Total 2016-2017 Budget Adjustments	-
<b>2016-2017 Base Budget</b>	<b>\$ 5,602,130</b>





# 2016-2017 Fredonia Operating Budget



*One of the overarching goals of Finance and Administration division is assuring well-maintained buildings and grounds.*

## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 Finance and Administration budget include:

- At the beginning of the 2016-2017 academic year, the President initiated Right Serving, Right Sizing –
- a process of evaluating programs and services to determine how well needs are met, where attention and resources should be directed, and how each division could increase efficiency, decrease costs, and explore

revenues (including enrollment gains). Finance and Administration will be engaged in this process through the fiscal year and implement changes as recommended.

- Whenever possible replacements for open positions will be subject to a 12-month delay before a search can commence.
- There are no planned layoffs of any Finance and Administration employees.

## Operating Budget

The division’s 2016-2017 budget totals \$5,602,130 – an increase of \$16,600 from the 2015-2016 fiscal year. The Finance and Administration budget represents 11.01 percent of the total University Budget. The operating budget will allow the division to continue to provide a high level of service to the campus community for custodial services, maintenance, and various supporting financial and administrative services.





**FREDONIA**  
**Proposed 2016-2017 Operating Budget**  
**Finance & Administration**

	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Employee Assistance Program	\$ 21,400	\$ 20,800	\$ 600
M&O Admin & Management	35,700	35,700	-
Facilities Planning	45,400	44,300	1,100
Custodial	1,540,700	1,537,000	3,700
Technology Incubator	15,500	15,000	500
Bldgs - Structural Maintenance	131,800	171,500	(39,700)
Bldgs - Systems - Electrical	90,100	87,500	2,600
Bldgs - Systems - Plumbing	145,900	150,500	(4,600)
Grounds	263,700	262,000	1,700
Motorized Equip	101,500	99,700	1,800
HVAC/Refrig	250,200	246,200	4,000
Health & Safety	36,300	35,200	1,100
College Services	207,600	203,200	4,400
Budgeting	122,700	119,400	3,300
Accounting	63,800	62,100	1,700
Purchasing	153,800	134,600	19,200
Accounts Payable	23,300	22,600	700
Payroll	163,000	151,600	11,400
Personnel	237,100	237,000	100
Property Control	47,600	46,200	1,400
Internal Audit	63,600	61,900	1,700
Student Billing	295,900	289,100	6,800
Central Duplicating	30,800	29,800	1,000
Mail & Messenger	31,800	30,800	1,000
Central Stores	29,800	28,900	900
Overtime	127,400	127,400	-
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
<b>Personal Service Regular</b>	<b>\$ 4,292,100</b>	<b>\$ 4,265,700</b>	<b>\$ 26,400</b>
<b>Temporary Service</b>	<b>131,765</b>	<b>126,215</b>	<b>5,550</b>
<b>Other Than Personal Service</b>	<b>1,178,265</b>	<b>1,193,615</b>	<b>(15,350)</b>
<b>TOTAL</b>	<b>\$ 5,602,130</b>	<b>\$ 5,585,530</b>	<b>\$ 16,600</b>



## Division of University Advancement

### Overview

The University Advancement division supports, encourages, and promotes the State University of New York at Fredonia's academic mission and vision by securing ongoing financial resources, engagement, support of alumni, and leadership for strategic communication and marketing.

Betty Catania Gossett serves as Interim Vice President for University Advancement. Oversight includes Development (fundraising), Alumni Affairs and Marketing and Communications. The Vice President also serves as the Executive Director of the Fredonia College Foundation, a separate nonprofit corporation (501c3) that accepts contributions to support scholarships and academic programs for the university. The foundation board consists of 32 directors who are trustees for almost 450 endowed funds with a market value of roughly \$30 million. Total spending to support students and academic program activities was \$2,281,989 in 2015.

### Highlights

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

- Total 2015 giving was \$2,714,324, including gifts-in-kind of \$6,511, transferred to the university.
- Annual Fund giving in 2015 was \$679,081.
- There are now 445 endowments in the Fredonia College Foundation compared to 433 in 2014.
- A review of online giving options led to the transfer to Formstack and PayPal. The change has proven to be easier for donors to use, along with providing them with more flexibility. It has also increased reporting options and most importantly significantly increased receipt of online gifts.

- The Scholars Breakfast was a highlight of Family Weekend with over 1,100 scholarship recipients, family members, donors, and faculty and foundation board members in attendance.
- The Distinguished Service Award Gala was held on May 30, 2015. It was a successful event with net proceeds of over \$5,000 going to Keeper of the Dream Scholarship.
- Homecoming Weekend, the annual signature event coordinated by the Department of Alumni Affairs, has grown exponentially in attendance due to increased departmental offerings, athletic contests, cultural events and highlighting of class reunions.
- The alumni Writers at Work series was created to provide enriched student learning. The program was funded by the Carnahan Jackson Humanities Fund and coordinated by the offices of Alumni Affairs, Marketing and Communications, fundraisers, and the Department of English.
- Exciting new initiatives sponsored by the Office of Alumni Affairs include a trip to Ireland in the summer of 2016 and a brick walkway project to raise funds for scholarships.
- Senior challenge gifts have increased considerably with gifts enhancing the landscape of the campus with the construction of a fountain in 2015 and an outdoor stage in 2016.
- Enhancement to the university website and social media vehicles, and greater presence in various media outlets have enabled Fredonia's message to be heard consistently throughout the Western New York region and beyond.
- The web team, in cooperation with Information Technology Services (ITS), is successfully migrating the university's web platform to Drupal, while the university's social media presence continues to grow with staff mentoring students to broaden opportunities and content.



## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 operating budget for the Division of University Advancement includes the following:

- Interest income will grow modestly.
- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Board and staff will prepare for a comprehensive campaign.
- There will be increased attention to alumni engagement with goal of increasing alumni giving rate.
- Additional scholarship dollars will be needed to support the university's recruitment efforts.
- Additional unrestricted funds will be needed to support academic program activities and priority needs of the university.
- With reduced student fees supporting the Office of Alumni Affairs, new fundraising initiatives will need to be considered.
- Continued expansion of social media outreach.
- Review of cost savings opportunities will be necessary.
- Personnel changes will impact operations and provide opportunities.
- The Strategic Enrollment Management Plan will impact planning and focus.

## Operating Budget

The Division of University Advancement's operating budget for 2016-2017 totals \$1,476,900. Budget priorities will continue to be travel-related expenditures to allow Development and Alumni Affairs staff to meet with and engage donors and prospects, and for marketing efforts with emphasis on new student recruitment.

<b>FREDONIA</b>	
<b>Proposed 2016-2017 Operating Budget</b>	
<b>SUMMARY</b>	
<b>University Advancement</b>	
2015-2016 Original Base Budget	\$ 1,454,200
2015-2016 Campus Adjustments	
2015-2016 Salary Adjustments	36,100
Sub-Total Permanent Adjustments	36,100
2015-2016 Final Base Budget	\$ 1,490,300
2016-2017 Budget Adjustments	
Divisional Expenditure Reductions	(13,400)
Sub-Total 2016-2017 Budget Adjustments	(13,400)
<b>2016-2017 Base Budget</b>	<b>\$ 1,476,900</b>

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Operating Budget</b>			
<b>University Advancement</b>			
	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Alumni Relations	\$ 80,300	\$ 78,200	\$ 2,100
Office of Creative Design	229,100	228,400	700
University Information Services	602,100	595,000	7,100
VP University Advancement	327,800	315,000	12,800
<b>Personal Service Regular</b>	<b>\$ 1,239,300</b>	<b>\$ 1,216,600</b>	<b>\$ 22,700</b>
<b>Temporary Service</b>	<b>30,600</b>	<b>34,000</b>	<b>(3,400)</b>
<b>Other Than Personal Service</b>	<b>207,000</b>	<b>203,600</b>	<b>3,400</b>
<b>TOTAL</b>	<b>\$ 1,476,900</b>	<b>\$ 1,454,200</b>	<b>\$ 22,700</b>





*Vice President of Student Affairs  
Cedric B. Howard.*

## Division of Student Affairs

### Overview

The Student Affairs division includes 12 departments: Office of Vice President for Student Affairs, Office of Admissions, Office of Financial Aid, Office of Campus Life, Department of Athletics and Recreation, Center for Multicultural Affairs, Office of Residence Life, Office of First-Year and Transition Programs, University Police Department, Health Center, Judicial Affairs and the Counseling Center. Supervision in this area was provided by Vice President Cedric Howard along with Associate Vice President for Enrollment Services Daniel Tramuta and Associate Vice President for Student Affairs Monica White. The Student Affairs division employs approximately 65 staff, providing services and programs that promote a safe environment and an active and positive campus life for students, supporting their learning and developmental needs. The various departments provide a comprehensive array of services and programs to assist students in the development of skills that contribute to their personal and intellectual development, informed decision making, responsible citizenship, and academic and personal success.

### Highlights

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

- The Fredonia Financial Aid Office continues to be a leader across state campuses, making excellent use of technology in the delivery of its services. During the 2015-16 award year, an all-time high of over \$59 million in federal, state, institutional and private based financial aid was awarded to our financial aid recipients.

- The Financial Aid Office has continued to expand its financial aid funnel delivery, awareness and literacy outreach to parents and prospective students via financial aid seminars and workshops extending to the opposite end of the state. In 2015-16, the Financial Aid Office increased its outreach programs to high school students, parents, and counselors by over 40 percent.
- The Campus Life Office, located in the recently-renovated Williams Center, provides leadership development programs for nearly 200 students each year, including 62 students with a Leadership Studies minor.
- The Volunteer and Community Services Office at Fredonia supports student involvement in local service related activities and programs, and is a proud member of the President’s Higher Education Community Service Honor Roll.
- Contracted enrollment consultants to develop and implement an institution-wide Strategic Enrollment Management (SEM) Plan, based on a thorough assessment of demographics, data, and possible new models for admissions, retention and degree completion.
- The division continues to focus on retention related programs, including orientation, first-year and transition programs.
- In 2015-16 the Office of Admissions hosted eight regional receptions for admitted students throughout New York State with an overall yield of 72 percent. The Accepted Student Reception on campus hosted 455 admitted students and their families which saw a yield of 84 percent. This is 10 percent higher than the previous year.
- Out-of-state enrollment continues to be a focus and for 2015-16 there was an increase in yield from 16 percent to 20 percent. (29 deposits in 2015, and 39 deposits in 2016).
- The office’s increased focus on New York City (NYC) with the hiring of a full-time 10-month NYC recruiter has shown some early success and is currently at 96 deposits. This is a record number of deposits from NYC for Fredonia and is expected to be a growth opportunity in the future. Yield stayed consistent at

16 percent for this population, but we were able to expand the number of acceptance offers to qualified students

- After a nationwide search, Dr. Cedric B. Howard has been named the new Vice President for Student Affairs. The position was previously held by Dr. David Herman who retired in July 2016 after 15 years of service at Fredonia and 47 years in higher education.

## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 operating budget for the Student Affairs division include the following:

- The addition of a full-time temporary 10-month Admissions Counselor, to improve recruitment in the New York City region.
- Increase scholarship dollars and implement a new scholarship model to improve student yield from recruitment activities.
- Analyze admissions travel and marketing expenses and reallocate budgets as necessary.
- Continue to enhance the existing First-Year and Transition programs to improve the student retention rate.

## Operating Budget

The proposed 2016-2017 Student Affairs operating budget totals \$3,972,800 and represents approximately 7.81 percent of the University Operating budget. The budget provides funding for 57.43 full-time equivalent positions. The Student Affairs division works closely with other divisions to raise funds, write grants, co-sponsor programs, and develop and allocate scholarship dollars. Funding for scholarships has increased to the point where Fredonia can compete with other SUNY and regional campuses. The division frequently works with the Student Association and departmental advisory groups on budget and fee-related issues.



*Activities Night is an event hosted by Spectrum where students can come learn about and join clubs. There are over 170 clubs on campus.*



# 2016-2017 Fredonia Operating Budget

<b>FREDONIA</b>	
<b>Proposed 2016-2017 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Student Affairs</b>	
2015-2016 Original Base Budget	\$ 4,460,000
2015-2016 Campus Adjustments	
Transfer of Career Development to EED	(321,300)
Transfer of EOP Office to AA	(133,400)
2015-2016 Salary Adjustments	139,000
Sub-Total Permanent Adjustments	<u>(315,700)</u>
2015-2016 Final Base Budget	\$ 4,144,300
2016-2017 Budget Adjustments	
Divisional Expenditure Reductions	(171,500)
Sub-Total 2016-2017 Budget Adjustments	(171,500)
<b>2016-2017 Base Budget</b>	<b><u>\$ 3,972,800</u></b>

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Operating Budget</b>			
<b>Student Affairs</b>			
	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
VP Student Affairs	\$ 376,100	\$ 396,800	\$ (20,700)
Admissions	747,600	769,900	(22,300)
First-Year Program	69,200	67,300	1,900
Educational Opportunity Program*	-	121,500	(121,500)
Financial Aid	302,800	294,300	8,500
Career Development**	-	294,800	(294,800)
Health & Physical Education	503,000	493,000	10,000
Multicultural Affairs	111,600	135,500	(23,900)
Campus Center	334,600	307,700	26,900
University Police	674,300	677,600	(3,300)
Athletics	367,300	379,300	(12,000)
<b>Personal Service Regular</b>	<b>\$ 3,486,500</b>	<b>\$ 3,937,700</b>	<b>\$ (451,200)</b>
<b>Temporary Service</b>	<b>163,300</b>	<b>178,200</b>	<b>(14,900)</b>
<b>Other Than Personal Service</b>	<b>323,000</b>	<b>344,100</b>	<b>(21,100)</b>
<b>TOTAL</b>	<b><u>\$ 3,972,800</u></b>	<b><u>\$ 4,460,000</u></b>	<b><u>\$ (487,200)</u></b>
* Moved to Academic Affairs	**Moved to Engagement and Economic Development		



## Division of Engagement and Economic Development

### Overview

The Division of Engagement and Economic Development (EED) facilitates and supports university-community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of the region through active community engagement and partnerships with local and regional agencies, governments, businesses and universities. Kevin P. Kearns serves as the Vice President for Engagement and Economic Development. EED partners with the community through the Fredonia Technology Incubator (FTI) in Dunkirk, N.Y., the Office of Career Development, the Western New York Incubator Network, the StartUp NY program, university outreach initiatives and a variety of campus-community partnerships.

### Highlights

- The Career Development Office (CDO) joined the EED division in 2016. Tracy Collingwood is the Director of Engagement and Career Development. The CDO connects students and employers through internships, interviews, resume preparation, career counseling, career fairs, and other services. The office provides resources that help students identify career pathways and plan for graduate school.
- The division hosted a Fredonia Community Engagement Forum to gather information and perceptions that will contribute to strategic planning efforts for campus-community engagement activities. Over 70 faculty, staff and administrators provided input on a variety of important issues including how to develop a sustainable engagement model, methods of assessing the impact of community engagement activities, and integration and alignment of community engagement activities with existing initiatives. The resulting “Fredonia Community Engagement Snap Shot” will contribute to ongoing planning efforts.

- EED is overseeing the Fredonia Applied Learning Council, a university-wide committee that has gathered data and information in support of the draft Fredonia Applied Learning Plan. Tracy Collingwood serves as chair of the council. Sections I-IV of the Fredonia plan have been submitted to the campus community and to SUNY for review. The plan provides an inventory of Fredonia applied learning activities, campus data collection and reporting procedures, and a summary of faculty and student community engagement involvement. The Applied Learning Council will submit final sections of the plan for campus and SUNY review in the spring of 2017.
- The Fredonia ALL IN Challenge was part of a nation-wide effort across college and university campuses designed to promote civic engagement, educate students about the electoral process, provide information and access to voter registration, and encourage high voter turnout among students. The non-partisan effort sponsored debate watch events, supported guest lecturers, and hosted an election results watch night. EED also provided transportation to the voting polls for students, faculty and staff. Nearly 1,000 students participated in the ALL IN Challenge events and approximately 150 students used the Fredonia voting bus for transportation to the polls.
- The FTI continues to host economic development activities as part of its mission as the economic development hub of Northern Chautauqua County. The incubator hosted 169 community events during the academic year which were attended by an estimated 3,500 individuals. The FTI, in collaboration with faculty in the College of Visual and Performing Arts, hosted a successful Arts and Business luncheon series. The series featured distinguished visiting artists who discussed business aspects of their artistic endeavors. A series of educational presentations that focused on business development and entrepreneurship was also successfully launched.
- An FTI Consolidated Funding Application (CFA) Incubator Grant submitted to N.Y.S. was fully funded. The purpose of the grant is to support expanded programming and



*Vice President  
for Engagement  
and Economic  
Development  
Kevin P. Kearns.*





staffing at the incubator. The funding will support expansion of FTI efforts to promote and grow arts and technology businesses, and provide outreach and programming for Hispanic individuals, veterans, and young professionals/ entrepreneurs. The three-year grant provides \$375,000 of support and allowed the hiring of a new secretary at the incubator.

- The Fredonia StartUP NY campus plan focuses on recruitment of businesses in three clusters: agribusiness, technology and the arts, and Lake Erie research and development, and tourism. EED is working closely with local, regional and state government officials and other SUNY universities to maximize the potential of the program to create jobs and help revitalize the regional economy.
- The divisions of Engagement and Economic Development and Academic Affairs are working closely with Jamestown Community College, the county Educational Coalition, and other partners to prepare for the arrival of the Athenex pharmaceutical manufacturing facility in Dunkirk. Active initiatives are underway to ensure the availability of skilled workers for the facility.
- EED coordinated the campus celebration of “Earth Month.” There were over 40 campus presentations by Fredonia faculty, staff and community members. The Sustainability Committee organized a “No Impact Week” at the beginning of the month-long celebration. A highlight of Earth Month was the annual Fredonia Electronics Recycling Day which was co-sponsored by New York State Senator Catharine Young, and Sunking.

## Planning Assumptions

- Continue efforts that establish a greater understanding of Fredonia’s community and economic development activities.
- Invest in actions and initiatives related to implementing the Power of Fredonia plan, particularly those involving community engagement.

- Complete and submit the Fredonia Applied Learning plan after fully vetting drafts of the plan with the community. Utilize the Applied Learning Council to advise EED and the campus on engagement activities including service learning, community engagement and economic development.
- Develop and enhance strong sustainable partnerships that benefit both the university and the community.
- Seek extramural funding for EED initiatives and explore the development of future revenue streams through public-private partnerships.
- Partner with the Division of Academic Affairs, the Career Development Office, and others to foster the growth and development of service learning.
- Support economic development activities and opportunities through the Fredonia Technology Incubator, StartUP NY, the WNY Incubator Network program, and other state and regional programs.

## Operating Budget

The total 2015-2017 Engagement and Economic Development operating budget is \$684,015. The EED budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Organizational and infrastructure improvements that support the assumptions will be a priority for the upcoming academic year.



**FREDONIA**  
**Proposed 2016-2017 Operating Budget**  
**SUMMARY**

**Engagement & Economic Development**

2015-2016 Original Base Budget		\$ 297,300
2015-2016 Campus Adjustments		
Transfer Career Development from SA	321,300	
2015-2016 Salary Adjustments	7,200	
Transfer Funding from AA & Institutional	41,715	
Sub-Total Permanent Adjustments		370,215
2015-2016 Final Base Budget		\$ 667,515
2016-2017 Budget Adjustments		
Divisional Expenditure Reductions	16,500	
Sub-Total 2016-2017 Budget Adjustments		16,500
<b>2016-2017 Base Budget</b>		<b>\$ 684,015</b>

**FREDONIA**  
**Proposed 2016-2017 Operating Budget**  
**Engagement & Economic Development**

	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Engagement & Economic Dev.	\$ 225,000	\$ 217,800	
Career Development*	317,500	-	
<b>Personal Service Regular</b>	<b>\$ 542,500</b>	<b>\$ 217,800</b>	<b>\$ 324,700</b>
<b>Temporary Service</b>	<b>81,700</b>	<b>67,000</b>	<b>14,700</b>
<b>Other Than Personal Service</b>	<b>59,815</b>	<b>12,500</b>	<b>47,315</b>
<b>TOTAL</b>	<b>\$ 684,015</b>	<b>\$ 297,300</b>	<b>\$ 386,715</b>

\*Moved from Student Affairs



## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$371,510.
- Tap Credit Scholarship funding of \$1,770,000, as well as \$144,800 of SUNY recharges were moved to the IFR budget.
- Promotional rank salary increases of \$100,000.
- Increased scholarship funding of \$1,500,000

## Operating Budget

The 2016-2017 Institutional/Utilities budget totals \$6,852,465 – a decrease of \$1,446,505 from the 2015-2016 fiscal years.

## Institutional/Utilities Budget

### Overview

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

### Highlights

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

- Utility savings were realized during 2015-2016, which lead to permanent reductions in the 2016-2017 based budget.
- Monthly monitoring of various institutional recharge accounts allowed for accurate tracking of expenditures by the administrative department.





**FREDONIA**  
**Proposed 2016-2017 Operating Budget**  
**SUMMARY**

**Utilities/Other**

2015-2016 Original Base Budget		\$ 8,298,970
2015-2016 Campus Adjustments		
Transfer Funding to EED	(27,715)	
Transfer SICA & Honors Sch. From AA	150,500	
Correct Institutional Recharge Reporting	40,500	
2015-2016 Salary Adjustments	(916,500)	
Sub-Total Permanent Adjustments	(753,215)	
2015-2016 Final Base Budget		\$ 7,545,755
2016-2017 Budget Adjustments		
Scholarship (Rubric & Math/Science)	1,500,000	
Divisional Expenditure Reductions ( Tap Credit)	(200,000)	
Transfer Partial SUNY Recharges to IFR	(144,800)	
Permanent Reduction To Base Utilities	(550,000)	
Promotional Rank Salary Increases	100,000	
2016-2017 Bargaining Unit Salary Increases	371,510	
Transfer Partial TAP Gap to IFR	(1,770,000)	
Sub-Total 2016-2017 Budget Adjustments	(693,290)	
<b>2016-2017 Base Budget</b>		<b>\$ 6,852,465</b>

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Operating Budget</b>			
<b>Utilities/Other</b>			
	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
<b>Personal Service Regular</b>	\$ 1,530,680	\$ 1,991,100	\$ (460,420)
<b>Temporary Service</b>	52,000	40,470	11,530
<b>Utilities</b>	2,162,385	2,740,100	(577,715)
<b>Other Than Personal Service</b>	3,107,400	3,527,300	(419,900)
<b>TOTAL</b>	<b>\$ 6,852,465</b>	<b>\$ 8,298,970</b>	<b>\$ (1,446,505)</b>







**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

**RESIDENCE LIFE  
OPERATING BUDGET**





# 2016-2017 Fredonia Residence Life Operating Budget



University Commons.

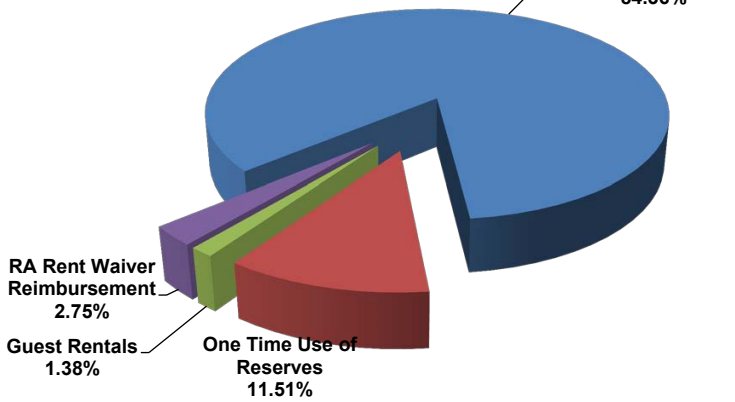
## FREDONIA Residence Life 2016-2017 Dormitory Income Fund Reimbursable (DIFR) Budget

### Overview

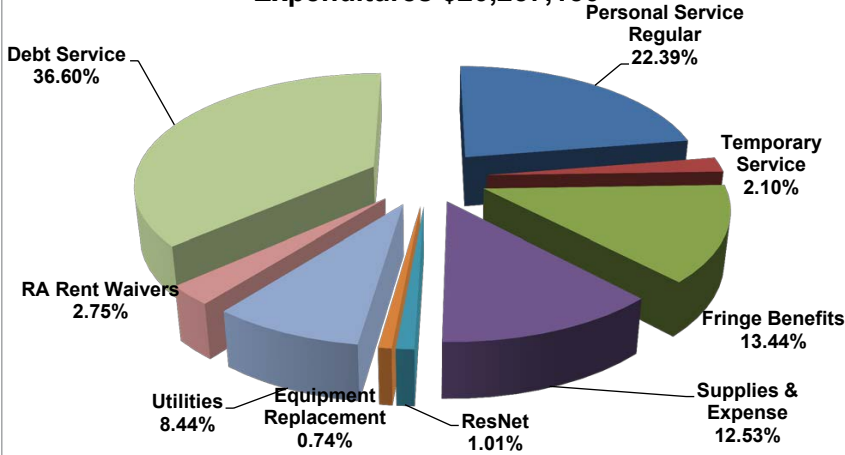
The Residence Life program on the Fredonia campus supervises the operation of 14 residence halls, and a townhouse complex that was completed in the fall of 2014. The total bed capacity for all complexes is 2,910. Director of Residence Life Kathy Forster, Associate Director Kevin Hahn and Assistant Director/Townhouse Coordinator Daniel Goodwin oversee the program, while Mark Mackey serves as Resnet Coordinator. Collectively, they supervise seven full-time Residence Hall Directors, six Graduate Assistant Resident Hall Directors (RDs), 67 Resident Assistants (RAs), and approximately seven to 10 ResNet Technicians and approximately 200 student employees (work-study and student assistants) who provide a quality experience for its 2,289 (Fall 2015) residents.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2016-2017 Residence Life budget of approximately \$20.3 million funds 91.97 Full-Time Equivalent (FTE) positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. The procedures grant campuses greater flexibility in the management of the residence hall operations. SUNY residence halls are totally self-sufficient and supported entirely by revenue generated from operations. Consultation with residence hall students concerning proposed 2016-2017 rates and capital projects was conducted on Dec. 4, 2015.

Revenue Sources \$20,257,150



Expenditures \$20,257,150



### Highlights

The Office of Residence Life strives to provide a comprehensive residence life program as an integral part of the educational program and academic support services of the institu-

# 2016-2017 Fredonia Residence Life Operating Budget



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

## Highlights for 2015-2016

- Continued to expand collaboration with other Student Affairs offices, especially with the First-Year Residential Experience initiatives.
- Developed and implemented First-Year Living Learning Communities to include Leadership and Service House, Global Connections House and Substance Free House.



*A kitchen suite.*

- Developed and implemented a Transformational House to meet the needs of transfer students.

## FREDONIA Proposed 2016-2017 Budget Dormitory Income Fund Reimbursable (DIFR)

### Comparison of 2016-2017 Residence Life Budget to 2015-2016 Budget

	2016-2017	2015-2016	Change
<b>Revenue Sources:</b>			
Dormitory Rental Income	\$ 17,088,850	\$ 16,313,400	\$ 775,450
One Time Use of Reserves*	\$ 2,332,300	\$ 1,069,700	\$ 1,262,600
Guest Rentals	280,000	270,000	10,000
RA Rent Waiver Reimbursement	556,000	600,000	(44,000)
<b>Total</b>	<b>\$ 20,257,150</b>	<b>\$ 18,253,100</b>	<b>\$ 2,004,050</b>

\*One Time Use of Reserves to Offset Reconciliation of 2012-2013 Bond Sale

#### Expenditures:

Personal Service Regular	\$ 4,535,100	\$ 4,509,400	\$ 25,700
Temporary Service	425,750	445,300	(19,550)
Fringe Benefits	2,722,500	2,578,800	143,700
Supplies & Expense	2,539,000	2,545,000	(6,000)
ResNet	205,000	205,000	-
Equipment Replacement	150,000	300,000	(150,000)
Utilities	1,710,000	1,750,000	(40,000)
RA Rent Waivers	556,000	600,000	(44,000)
Debt Service	7,413,800	5,319,600	2,094,200
<b>Total</b>	<b>\$ 20,257,150</b>	<b>\$ 18,253,100</b>	<b>\$ 2,004,050</b>





# 2016-2017 Fredonia Residence Life Operating Budget



*2015-2016 Residence Life Staff.*

- Expanded the department’s collaboration with the Honors Program and sponsorship of the program.
- Enhanced current student recognition committees to include Student of the Month, RA of the Month and Program of the month.
- Worked collaboratively with third party vendors and sponsorship programs to provide accommodations including EC English, Niigata University of Pharmacy and Applied Life Sciences (NUPALS) and Plymouth groups.
- Enhanced the gender inclusive living area for returning students in Schulz Hall.
- Expanded RA training and development to include bi-weekly in-service trainings called RA Soirees for paraprofessional development.
- Completed full kitchen renovation in Alumni, Nixon and McGinnies RD apartments.
- Remodeled Residence Hall Smart Classrooms in Grissom/Kasling halls to be conducive to group work.
- Worked with Academic Affairs to promote opportunities for faculty/staff to be more engaged in Residence Life programming.
- Collaborated with the Educational Development Program (EDP) and the Learning Center to provide satellite tutoring opportunities in the smart classrooms.

- Participated in Strategic Enrollment Management (SEM) planning with focus on retention both at Fredonia as well as in the residence halls.
- Enhanced RA training to include RA-facilitated presentations as well as developed a programming model based around Fredonia’s Baccalaureate Goals (skilled, creative, connected and responsible).

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

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

As part of the Information Technology Services department, the ResNet team provides stable, secure and user friendly services for the students, staff and guests within the residence halls. With an operating budget of approximately \$242,000 per year, the office employs eight student technicians (ResNet Technicians) to provide support for the following services:

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

# 2016-2017 Fredonia Residence Life Operating Budget



- University Owned Computing Hardware Support
- Student Printing Service

The Residence Life information technology 2015-2016 Capital Budget was approximately \$100,000. The funds were used to perform upgrades to the campus physical security, network infrastructure and Residence Life computing environment. The capital projects included the following:

- Upgraded Resident Assistant computer workstations and monitors for all residence halls and townhouses.
- Upgraded the campus security camera and access control systems utilized through the residence halls.
- Augmented the campus wireless system with new wireless access points to increase coverage and improve performance throughout the Kirkland Complex (quads).



- Upgraded the campus IP Address Management (IPAM) systems utilized through the residence halls to provide Ethernet and Wireless Network Service.

*University Village  
Townhouse living  
area.*

## FREDONIA Proposed 2016-2017 Budget Dormitory Income Fund Reimbursable (DIFR)

### FTE Summary

	2016-2017 Non-Inst. FTE	2015-2016 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	39.50	41.50	-2.00
Facilities Planning	0.50	0.50	0.00
Bldgs. - Struct Maint.	5.00	5.00	0.00
Bldgs. - Systems (Electrical)	3.00	3.00	0.00
Bldgs. - Systems (Plumbing)	4.00	4.00	0.00
Motor Equip. Maint.	1.00	1.00	0.00
Administration/Director	13.00	13.00	0.00
ResNet	1.00	2.00	-1.00
Utilities Plant	8.00	8.00	0.00
RH Student Life	1.95	1.95	0.00
Administrative Overhead	5.62	5.62	0.00
Security & Safety	6.40	6.40	0.00
<b>Total Residence Life</b>	<b>91.97</b>	<b>94.97</b>	<b>-3.00</b>



# 2016-2017 Fredonia Residence Life Operating Budget



*Residence Life Director  
Kathy Forster.*

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

## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 Residence Life budget include the following:

- Residence hall room rates for a standard double room will remain the same at \$7,600 annually.
- Residence halls will contribute \$350,000 toward the University Operating budget.
- Residence hall occupancy will remain above 85 percent in the fall and remain above 80 percent in the spring semester.
- Hendrix Hall will be closed to allow for the installation of new windows resulting in a savings of approximately \$173,000.
- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will remain at \$1,050.
- A decrease in utility costs of \$40,000.
- Decrease in temporary service costs of \$19,550.
- An additional allocation of \$2,094,198 for debt service to provide support for ongoing residence hall capital projects.

The financial and operational assumptions above serve as the basis for the development of the 2016-2017 Residence Life Operating Budget.

## Operating Budget

The 2016-2017 Residence Life operating budget totals \$20.3 million and funds a total of 91.97 FTE positions. It includes the director’s office, administrative staff including the ResNet staff, cleaning staff of 39.5, maintenance staff of 24, six members of the University Police staff and one member of the Facilities Planning staff.

Laundry and cable services are paid out of the operating budget. One aspect of the laundry service is an online website that allows students to see or be notified when their laundry is done ([www.laundryview.com](http://www.laundryview.com)). Over 85 television channels are provided to students as well as the availability of HDTV channels and/or digital service.

During Summer 2015 the window replacement for Schulz Hall was completed. Various interior upgrades were done throughout the residence halls as well as fiber optic and access control upgrades.

Some of the projects on tap for Summer 2016 include window replacement for Hemmingway Hall, roof replacement for the Kirkland Complex (quad), various interior improvements, and network upgrades throughout the residence halls.

The 2016-2017 budget amounts for the proposed capital projects are as follows:

• Hemmingway Hall – Window Replacement	\$1,300,000
• Kirkland Complex – Roof Replacement	1,700,000
• Various Interior Upgrades	40,000
• Network Upgrades	<u>100,000</u>
<b>TOTAL</b>	<b><u>\$3,140,000</u></b>

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

# 2016-2017 Fredonia Residence Life Operating Budget



## FREDONIA Proposed 2016-2017 Budget Dormitory Income Fund Reimbursable (DIFR)

### DIFR Revenue Projection

RATE STRUCTURE:	2015-16	2016-17	Percentage	Annual
	Proposed	Proposed	Change	Rate
Doubles	\$3,800	<b>\$3,800</b>	0.00%	\$7,600
Kitchen Suites	4,000	<b>4,000</b>	0.00%	8,000
Singles - Fall Semester	4,400	<b>4,400</b>	0.00%	8,800
University Commons Singles	4,450	<b>4,450</b>	0.00%	8,900
University Commons Doubles	4,050	<b>4,050</b>	0.00%	8,100
Townhouse	4,500	<b>4,500</b>	0.00%	9,000
Senior Singles - Igoe	4,000	<b>4,000</b>	0.00%	8,000
RA Waivers	4,400	<b>4,400</b>	0.00%	8,800

### FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2015	Projected Fall 2016	Budgeted Fall 2015	Projected Fall 2016	
Doubles	1,700	<b>1,695</b>	\$6,460,000	<b>\$6,441,000</b>	(\$19,000)
Kitchen Suites	140	<b>140</b>	560,000	<b>560,000</b>	0
Singles - Fall Rate	70	<b>80</b>	308,000	<b>352,000</b>	44,000
University Commons Singles	52	<b>57</b>	231,400	<b>253,650</b>	22,250
University Commons Doubles	56	<b>54</b>	226,800	<b>218,700</b>	(8,100)
Townhouse	147	<b>165</b>	661,500	<b>742,500</b>	81,000
Senior Singles - Igoe	0	<b>15</b>	0	<b>60,000</b>	60,000
Fall Totals	2,165	<b>2,206</b>	\$8,447,700	<b>\$8,627,850</b>	\$180,150
Percent Change		<u>1.89%</u>			<u>2.13%</u>

### SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2016	Projected Spring 2017	Budgeted Spring 2016	Projected Spring 2017	
Doubles	1,600	<b>1,680</b>	\$6,080,000	<b>\$6,384,000</b>	\$304,000
Kitchen Suites	130	<b>132</b>	520,000	<b>528,000</b>	8,000
Singles - Spring Rate	50	<b>75</b>	220,000	<b>330,000</b>	110,000
University Commons Singles	47	<b>54</b>	209,150	<b>240,300</b>	31,150
University Commons Doubles	51	<b>54</b>	206,550	<b>218,700</b>	12,150
Townhouse	140	<b>160</b>	630,000	<b>720,000</b>	90,000
Senior Singles - Igoe	0	<b>10</b>	0	<b>40,000</b>	40,000
Spring Totals	2,018	<b>2,165</b>	\$7,865,700	<b>\$8,461,000</b>	\$595,300
Percent Change		<u>7.28%</u>			<u>7.57%</u>

### COMPARISON OF DIFR REVENUE :

	2015-2016	2016-2017	Change
Projected Dorm Revenue	\$16,313,400	<b>\$17,088,850</b>	\$775,450
Projected Guest Rental	270,000	<b>280,000</b>	10,000
RA Waivers	600,000	<b>556,000</b>	(44,000)
Total Revenues	\$17,183,400	<b>\$17,924,850</b>	\$741,450
Reserve Need	1,069,700	<b>1,069,700</b>	0
Total Sources	\$18,253,100	<b>18,994,550</b>	741,450





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

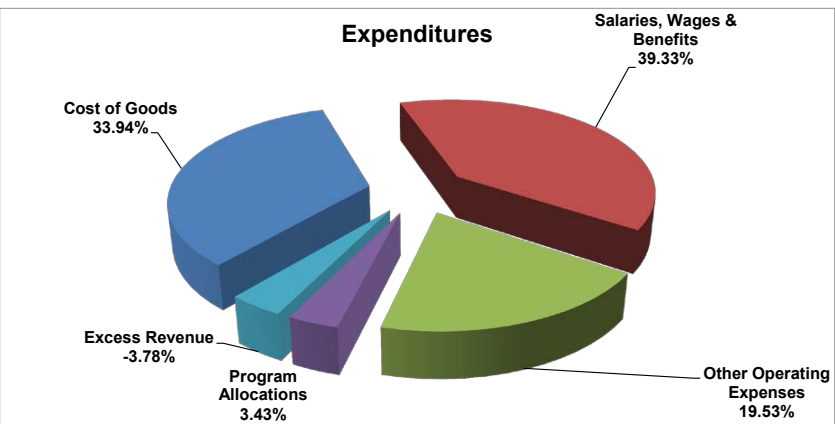
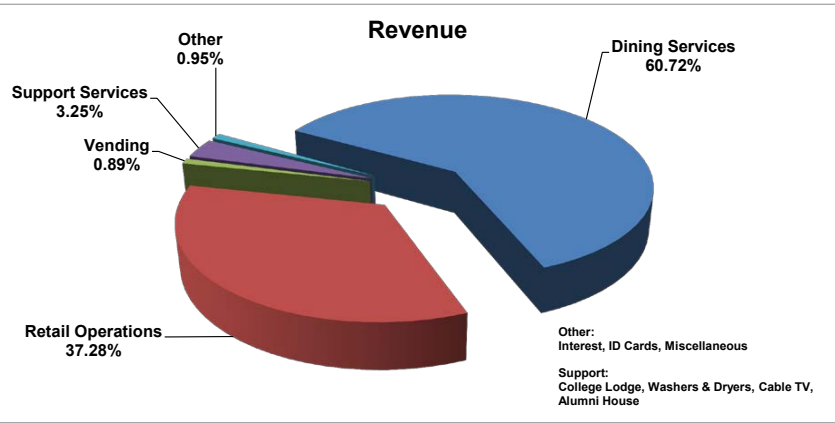
**OPERATING BUDGET**

**FACULTY STUDENT ASSOCIATION  
OPERATING BUDGET**





# 2016-2017 Faculty Student Association Operating Budget



*The University Bookstore offers a wide variety of products and services.*

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

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

The agreement guidelines include areas of organization, which specify board composition and structure. Specific services are listed in each agreement with the opportunity for additional services added through an agreement amendment process. Provisions for audit review, funded reserves, and corporate equity guidelines are also specified in the agreement guidelines.

## FREDONIA Faculty Student Association

### Overview

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

The mission of the Faculty Student Association is to identify and provide appropriate goods and services that may not be





The FSA budget includes Dining Services, Bookstore, Vending, Washer and Dryer, Cable TV, College Lodge, Alumni House, FREDCard and administrative operations. FSA employs 74 full-time, 98 part-time and approximately 240 student employees.

Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2016-2017 budget in conjunction with other FSA management. The proposed budget was then presented for consultation to the Budget Committee of the FSA Board of Directors. Members of the committee included the following FSA Board Members: Judy Langworthy, Liz Praetorius (In Memoriam), Kathleen Sacco, Jason Burgos, Mary Kay Taylor and Mark Monsecur.

## Highlights and Facts

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

- Undergraduate head count was down 7.2 percent for Fall 2015 and was down 6.3 percent in Spring 2016, compared to the corresponding previous semesters. Meal plan enrollment for 2015-2016 was projected to be down 3.0 percent. Actual Fall 2015 meal plan counts were down 9.4 percent and Spring 2016 plan counts were down 8.7 percent.
- The EC English program successfully commenced and is providing positive results to the campus.
- Support and assessments to the campus in the 2015-2016 budget totaled \$1,131,515:
  - ◊ \$505,000 for restricted programs.
  - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
  - ◊ \$164,515 in restricted programs supporting 51 different campus-based programs in residence halls, Campus Life, academic and student service departments.



*Patio outside Tim Hortons.*

- ◊ \$2,000 for groundskeeping.
- ◊ \$450,000 for space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions is \$300,000.

## Planning Assumptions

Planning assumptions used to develop the 2016-2017 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,076,515, a \$55,000 decrease from 2015-2016:
  - ◊ \$450,000 in restricted program expenditures.
  - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
  - ◊ \$144,515 in unrestricted program funds.
  - ◊ \$2,000 for groundskeeping.
  - ◊ \$450,000 in space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions will be \$300,000.
- Meal plan enrollment is projected to decline another 5.0 percent for 2016-2017. Meal plan utilization by plan is based on the previous corresponding semester totals less a declining enrollment trend assumption by semester.





# 2016-2017 Faculty Student Association Operating Budget

<b>Budget Summary</b>			
	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>	<b>Difference Increase (Decrease)</b>
<b><u>Dining Services (Schedule A)</u></b>			
Total Revenues	\$ 10,173,720	\$ 10,557,892	\$ (384,172)
Cost of Goods Sold	2,731,707	2,959,517	(227,811)
Total Operating Expenses	5,628,841	5,991,682	(362,842)
Other Revenues	11,500	11,500	-
Allocation of Administrative Expenses	1,037,432	1,017,966	19,466
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>787,241</u></b>	<b><u>600,226</u></b>	<b><u>187,015</u></b>
<b><u>Retail Operations (Schedule B)</u></b>			
Total Revenues	5,712,000	6,808,263	(1,096,263)
Cost of Goods Sold	3,316,320	3,961,865	(645,545)
Total Operating Expenses	1,855,591	1,909,939	(54,348)
Other Revenues	22,000	22,000	-
Allocation of Administrative Expenses	576,200	651,109	(74,909)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>(14,111)</u></b>	<b><u>307,350</u></b>	<b><u>(321,461)</u></b>
<b><u>Vending (Schedule C)</u></b>			
Total Revenues	149,400	220,000	(70,600)
Cost of Goods Sold	109,809	162,800	(52,991)
Total Operating Expenses	29,082	28,791	291
Other Revenues	-	-	-
Allocation of Administrative Expenses	9,084	10,596	(1,512)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>1,425</u></b>	<b><u>17,813</u></b>	<b><u>(16,388)</u></b>
<b><u>Support Services (Schedule D)</u></b>			
Total Revenues	544,125	536,875	7,250
Cost of Goods Sold	-	-	-
Total Operating Expenses	495,808	520,088	(24,279)
Other Revenues	800	800	-
Allocation of Administrative Expenses	76,127	77,527	(1,400)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>(27,010)</u></b>	<b><u>(59,940)</u></b>	<b><u>32,929</u></b>
<b>Total Revenue from Operations</b>	<b>16,613,545</b>	<b>18,157,330</b>	<b>(1,543,785)</b>
<b>Total Cost of goods and Operating Expenses</b>	<b>15,866,000</b>	<b>17,291,881</b>	<b>(1,425,880)</b>
<b>Excess Revenues from Operations</b>	<b>747,545</b>	<b>865,449</b>	<b>(117,905)</b>
<b>Miscellaneous Revenues (Schedule F)</b>	<b>159,750</b>	<b>161,750</b>	<b>(2,000)</b>
<b>Unallocated Administrative Office Expenses (Schedule F-1)</b>	<b>970,726</b>	<b>1,036,510</b>	<b>(65,784)</b>
<b>Net Excess of Revenues Over/(Under) Expenses</b>	<b>\$ (63,431)</b>	<b>\$ (9,310)</b>	<b>\$ (54,121)</b>



- Hours of operation were analyzed and some locations will have the closing times curtailed on specific days of the week in order to adjust for enrollment.
- The residential meal plan structures have been changed. Plans with meals and points will have more meals and less points, and a two-tier meal allowance implemented. A new lower cost plan has been added for upper class students. An administrative fee has been instituted on the Max Flex all points plan. The changes were made after thorough review of meal plan offerings at peer SUNY universities.
- Labor for each location was thoroughly reviewed and modifications were made to reduce costs.
- The new SUNY minimum wage has been utilized, Civil Service Employees Association (CSEA) contractual increases, and cost of living wage adjustments for management have been included.
- Total budgeted labor hours decreased 8.3 percent. Total budgeted wage and benefit dollars decreased \$211,000 or 2.9 percent from the 2015-2016 budget.
- The \$666,000 capital budget includes the required 10-year anniversary renovation of Starbucks and the remaining balance for replacement of items at the end of their useful lives.
- Catering prices will be held the same as the prior two years.

## Operating Budget

The 2016-2017 FSA budget has \$16,773,295 in sources of revenue. It represents a \$1,545,785 or 8.4 percent decrease from the 2015-2016 budget of \$18,319,080. The uses of funds consist of \$6,157,836 in cost of goods sold, \$7,135,735 in wages and benefits, \$3,543,157 of operating expenses. The budget is projected to generate expenditures in excess of revenue of \$63,431 or a negative .4 percent.



*TeaRex Café.*

## FREDONIA Faculty Student Association

### Dining Services Overview

The Faculty Student Association Dining Services division operates one all-you-can-eat dining center (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and El Diablo Azul), Tim Hortons Café & Bakeshop, four FSA Cafés (Fenton Hall, Mason Hall, McEwen Hall and TeaRex in the Science Center), two concession units (Breakaway at University Stadium and Timeout in Steele Hall), and catering. Our bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 44 full-time employees, 80 part-time and approximately 190 student employees.

### Highlights

- Engagement with students and continual menu adjustments are made to reflect customer preferences. Recent examples are various international items, rice cookers, an array of popular sauces and spices, etc.



# 2016-2017 Faculty Student Association Operating Budget



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

- Cranston Marché’s Chef Creations and Made to Order choices make it a perennial favorite.
- Centre Pointe continues to offer fast food staples.
- El Diablo Azul Mexican Grill offers fresh items with robust flavors.
- The Fenton, Mason, McEwen and Science Center cafés provide high quality food and beverage choices with convenient access in classroom buildings.
- Tim Hortons Café & Bakeshop remains a popular dining location.
- Demand for catering services by the campus continues as FSA seeks to attract external customers.
- In conjunction with the FSA primary food vendor, Maplevale Farms, local food purchases exceed 15 percent.
- Meal plan structures have been changed to increase the number of meals and decrease the amount of points. Prices have been held the same as 2015-2016 for residential plans with the exception of the Max Flex all points plan. A two-tiered meal allowance has been instituted. The changes were made after thorough review of meal plan offerings at our peer SUNY universities.
- Residential meal plan price increases range from 2.0 percent to 2.7 percent.
- Meal allowances at Centre Pointe, concessions, and FSA Cafés have increased to \$7.00, while the meal allowance at Starbucks and Tim Hortons has decreased to \$5.50.

## Operating Budget

The 2016-2017 Dining Services budget of \$10,185,220 consists of \$8,139,595 in contact meal plans plus special function and cash sale revenue. It represents a \$384,172 or a 3.6 percent decrease from the 2015-2016 budget of \$10,569,392. Total contract meal plan revenue is budgeted for \$10,767,220 (includes \$140,000 for additional points added) with \$2,210,000 reported in the Retail Operations budget. Total operating expenses of \$5,628,841 have decreased by \$362,842 or 6.0 percent from 2015-2016. The budget is projected to generate excess revenue over expenditures of \$787,241 or 7.7 percent.

## Planning Assumptions

Planning assumptions used to develop the 2016-2017 budget include:

- The decline in enrollment over the past several years has placed significant pressure on revenue and operating results. Hours of operation have been decreased in the Centre Pointe Food Court and Tim Hortons in order to reduce labor costs. Closing the locations at the slower end of the day is intended to minimize the impact on services for students.
- A 10.4 percent decrease in meal plans from 6,305 to 5,649 based on continual challenges with recruitment and retention with a shrinking western New York population.
- Labor budgets have been reviewed and adjusted to control and reduce costs. Labor hours have been reduced 7.4 percent.
- Agricultural markets and weather conditions are always a threat to drive up food costs above typical inflation rates. However, the food cost assumption of 28 percent has been used for both years.



## Dining Services Budget - Schedule A

	<b>2016-2017</b>	<b>2015-2016</b>
<b><u>Revenues</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Contract Meals	\$ 8,139,595	a,b \$ 8,925,642
Meal Plan Administrative Fee	\$417,625	c -
Special Functions	900,000	900,000
Cash & Other Sales	\$716,500	732,250
<b>Total Revenue</b>	<b>10,173,720</b>	<b>10,557,892</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	100,000	100,000
Purchases	\$2,731,707	2,959,517
Less: Ending Inventory	100,000	100,000
Cost of Goods Sold	2,731,707	d 2,959,517
<b>Gross Profit on Sales</b>	<b>7,442,013</b>	<b>7,598,374</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	4,277,403	4,485,975
Supplies and Materials	310,000	354,000
Depreciation	146,386	201,197
Corporate owned		
Leasehold Improvements	372,441	374,100
RA Support	12,600	e 13,600
Other Operating Expenses	510,011	562,810
<b>Total Operating Expenses</b>	<b>5,628,841</b>	<b>5,991,682</b>
<b>Excess of Revenues over Expenses</b>	<b>1,813,173</b>	<b>1,606,692</b>
<b><u>Other Revenues</u></b>	<b>11,500</b>	<b>11,500</b>
<b><u>Allocation of Administrative Expenses</u></b>	1,037,432	1,017,966
<b>Excess of Revenues Over Expenses</b>	<b>\$ 787,241</b>	<b>\$ 600,226</b>

**Notes:**

- a Total meal Plan count projections are based on the prior corresponding semesters with planning assumptions reflected. The amount excludes \$2,210,000 in meal plan sales in the C-store, FREDExpress, and Starbucks. That amount is reflected in the Retail Operations revenue.
- b Includes ESL program - ESL students are conditionally admitted to SUNY Fredonia, will have the option of residing in on-campus housing, and have access to student services.
- c Administrative fee deducted from Max Flex All Points plan
- d Food cost percentage of 28%. Not applied to Admin Fee Revenue, thus effective rate of 26.9%
- e RA support is based on 63 RA's and consists of \$200.00 per RA each year towards a meal plan.



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





# 2016-2017 Faculty Student Association Operating Budget

## Dining Services Budget Schedule A - Addendum 1

	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>
<b><u>Supplies and Materials</u></b>		
China/Glass/Silverware/Trays	\$ 5,000	\$ 3,000
Cleaning Supplies	40,000	45,000
Linen	2,000	2,000
Miscellaneous Food Service Supplies	48,000	30,000
Office Supplies	1,000	2,000
Paper Supplies & Sustainable wares	200,000	245,000
Printing and Marketing	-	2,000
Uniforms	14,000	25,000
<b>Total Supplies and Materials</b>	<b><u>310,000</u></b>	<b><u>354,000</u></b>
<b><u>Other Operating Expenses</u></b>		
Advertising	1,000	5,000
Bad Debts and Sales Tax	20,000	20,000
Computer Services & Systems Maintenance	13,329	13,293
Dues and Subscriptions	1,000	1,000
Education and Training	2,000	2,000
Equipment Rental	3,000	3,000
Gas and Oil	5,000	7,000
Licenses and Permits	3,000	1,000
Professional Services	2,000	2,000
Refuse Removal	27,924	28,760
Repairs and Maintenance	42,000	57,000
Royalties	93,500	127,500
Telephone	12,000	11,000
Travel	5,000	5,000
Utilities and Space Assessment	279,258	279,258
<b>Total Other Operating Expenses</b>	<b><u>510,011</u></b>	<b><u>562,810</u></b>
<b><u>Other Revenues</u></b>		
Linen Revenue	8,500	8,500
Miscellaneous Revenue	3,000	3,000
<b>Total Other Revenues</b>	<b><u>\$ 11,500</u></b>	<b><u>\$ 11,500</u></b>

Notes

a Member of NACUFS (National Association of College and University Food Service).



# 2016-2017 Faculty Student Association Operating Budget



## Dining Services Budget Schedule A - Addendum 2

### A. Dining Services Operations Program Description

#### Self Operated: (List)

Cranston Marche  
Centre Pointe and El Diablo Azul  
C-Store and FREDEXpress (Bookstore)  
Starbucks Coffee (Bookstore)  
Tim Hortons

#### Café and Concession Operations:

Fenton Hall  
Mason Hall  
McEwen Hall  
Science Center  
Steele Hall  
University Stadium

### B. Contract Meal Plan Information

- (1) Is a Contract Meal Plan \_\_\_Optional\_\_\_X\_\_\_Mandatory  
Campus residents except seniors, Disney and Eisenhower Hall kitchen suite residents.
- (2) If "Mandatory", is there a minimum plan required \_\_\_YES\_\_\_.
- (3) If yes, which plan? First semester resident freshmen required to maintain plan 1 .
- (4) Plan #6 is only available to juniors and seniors.
- (5) Plan #5 has a \$325 administrative fee applied, so available points are \$2,050.
- (6) Meals and points accepted in Cafes, Centre Pointe, Concessions, Cranston Marche, Starbucks Coffee, and Tim Hortons.
- (7) Points only accepted at C-Store and FREDEXpress.
- (8) Meal Plans see below:

<u>Plan #</u>	<u>Meal Plan</u>	<u>Current Cost Per Semester</u>	<u>Budgeted Cost Per Semester</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Feed-a- Friend Meals</u>
1	17 Meals + \$225 points	\$2,515	\$2,565	\$50	1.99%	5
2	14 Meals + \$225 points	\$2,375	\$2,425	\$50	2.11%	5
3	10 Meals + \$225 points	\$2,230	\$2,280	\$50	2.24%	5
4	7 Meals + \$500 points	\$2,200	\$2,250	\$50	2.27%	5
5	Max Flex All Points	\$2,325	\$2,375	\$50	2.15%	5
6	7 Meals + \$200 points	\$0	\$2,000	NA	NA	5
7	Commuter points	\$825	\$850	\$25	3.03%	0
8	Commuter points	\$600	\$625	\$25	4.17%	0

<u>Plan #</u>	<u>Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated Fall 2016</u>	<u>Estimated Spring 2017</u>	<u>Revenue</u>
1	17 Meals + \$225 points	\$2,565	947	477	\$ 3,652,560
2	14 Meals + \$225 points	\$2,425	68	55	\$ 298,275
3	10 Meals + \$225 points	\$2,280	57	75	\$ 300,960
4	7 Meals + \$500 points	\$2,250	211	336	\$ 1,230,750
5	Max Flex All Points	\$2,375	577	708	\$ 3,051,875
6	7 Meals + \$200 points	\$2,000	200	200	\$ 800,000
7	Commuter points	\$850	486	432	\$ 780,300
8	Commuter points	\$625	412	408	\$ 512,500
Total			<b>2,958</b>	<b>2,691</b>	<b>\$10,627,220</b>

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

Breakfast	\$7.25
Lunch	8.00
Dinner	9.50
<b>Total</b>	<b>\$24.75</b>

*Increases of \$.25*

#### Cash prices including tax in Cranston Marche

Breakfast	\$8.80
Lunch	11.00
Dinner	13.50
<b>Total</b>	<b>\$33.30</b>

*Increases of \$.25*

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

**\$5.50**

#### Meal equivalency allowance at Cafes, Centre Pointe, Concessions, and El Diablo Azul

**\$7.00**



Starbucks Coffee.

## FREDONIA Faculty Student Association

### Retail Operations Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDEXpress, and Starbucks Coffee. The Bookstore offers academic supplies, apparel, computers, electronics, giftware, textbooks, trade books and various miscellaneous items. The Bookstore also offers a full service e-commerce site that includes all textbook titles as well as the most popular selections of imprinted giftware and clothing. The Convenience Store offers a full assortment of food and health and beauty items with several products from local suppliers. FREDEXpress is a full service snack shop that includes a Tim Hortons coffee kiosk. The Starbucks Coffee is owned and operated by FSA under a license agreement with Starbucks Coffee Company. The Bookstore area employs 13 full-time, 15 part-time, and approximately 49 student employees.



### Highlights

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

- Textbook rentals continue to grow.
- Implementing the use of VERBA, competitive textbook pricing software, continues to aid in maintaining market share. The site can be found at [www.fredoniabookstore.com](http://www.fredoniabookstore.com).
- Adding the ability for students to use the Fredonia Debit Account as a tender on the e-commerce website has helped web orders grow dramatically.
- Continually seek out new product lines and suppliers for Convenience Store, giftware and clothing.

### Planning Assumptions

Planning assumptions used to develop the 2016-2017 budget include:

- The decline in enrollment over the past several years has placed significant pressure on revenue and operating results. Hours of operation have been decreased in the Convenience Store and Starbucks in order to reduce labor costs. Closing the locations at the slower end of the day is intended to minimize the impact on services for students.
- Staffing adjustments have been made to the Retail Operations area have resulted in a 16.6 percent decrease in labor hours.
- The textbook market continues to change significantly and the annual impact is always an uncertainty. The convenience features implemented by FSA are all intended to mitigate erosion of textbook sales.
- Continue to utilize VERBA for competitive textbook pricing when a customer shops at [www.fredoniabookstore.com](http://www.fredoniabookstore.com).
- The 10-year renovation of Starbucks that includes a complete replacement of millwork, flooring and furniture is expected to cost approximately \$375,000.

# 2016-2017 Faculty Student Association Operating Budget



## Operating Budget

The 2016-2017 Retail Operations budget of \$5,734,000 represents a \$1,096,263 or a 16.1 percent decrease from the 2015-2016 budget of \$6,830,263. It includes \$2,210,000 of

contract meals used in the Convenience Store, FREDEExpress and Starbucks. Total operating expenses of \$1,855,591 decreased by \$54,348 or 2.9 percent from 2015-2016. The budget is projected to generate excess expenditures over revenue of \$14,111 or a negative .3 percent.

<b>Retail Operations Budget - Schedule B</b>		
<b>(Bookstore, Convenience Store, FREDEExpress and Starbucks)</b>		
	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>
<b><u>Revenues</u></b>		
Books and other Sales	\$ 3,502,000	\$ 3,652,000
Contract Meals	2,210,000 <sup>a</sup>	3,156,263
<b>Total Revenue</b>	<b>5,712,000</b>	<b>6,808,263</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	700,000	700,000
Purchases	3,316,320	3,961,865
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	3,316,320 <sup>b</sup>	3,961,865
<b>Gross Profit on Sales</b>	<b>2,395,680</b>	<b>2,846,398</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	1,290,787	1,292,096
Depreciation Corporate owned	117,936	110,728
Leasehold Improvements	121,414	124,052
Other Operating Expenses	325,453	383,063
<b>Total Operating Expenses</b>	<b>1,855,591</b>	<b>1,909,939</b>
<b>Excess of Revenues over Expenses</b>	<b>540,089</b>	<b>936,459</b>
<b><u>Other Revenues</u></b>	<b>22,000</b>	<b>22,000</b>
<b><u>Allocation of Administrative Expenses</u></b>	<b>576,200</b>	<b>651,109</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ (14,111)</b>	<b>\$ 307,350</b>
<b>Notes:</b>		
a	Meal plan use in Convenience Store, FREDEExpress and Starbucks.	
b	Weighted average cost of goods percentage of 58.1% for '16-'17 and 58.2% for '15-'16.	





# 2016-2017 Faculty Student Association Operating Budget

## Retail Operations Budget Schedule B-Addendum 1

	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>
<b><u>Other Operating Expenses</u></b>		
Advertising	\$ 13,400	\$ 20,650
Bad Debts	10,000	10,000
Computer Services and Systems Maintenance	31,542	31,769
Dues and Subscriptions	2,700 a	2,000
Licenses & Permits	1,000	950
Office Supplies	1,900	2,000
Paper Supplies and Miscellaneous	55,000	76,875
Postage	2,900	4,000
Printing	-	-
Refuse Removal	3,744	3,852
Repairs and Maintenance	8,200	13,500
Royalties	97,400	115,400
Telephone	6,700	6,200
Travel	6,000	10,000
Utilities and Space Use Assessment	84,867	84,867
Uniforms & Laundry	100	1,000
<b>Total Other Operating Expenses</b>	<b><u>325,453</u></b>	<b><u>383,063</u></b>
<b><u>Other Revenues</u></b>		
Commissions and Miscellaneous	22,000 b	22,000
<b>Total Other Revenues</b>	<b><u>\$ 22,000</u></b>	<b><u>\$ 22,000</u></b>

Notes:

- a Member of College Stores of America, NACS (National Association of College Stores), NACS (National Association of College Stores) , NACS (National Association of Convenience Stores), and New England Buying Consortium.
- b Commissions and miscellaneous revenue consists of book buy commissions, check cashing, fax, miscellaneous, and stamps.



## FREDONIA Faculty Student Association

### Vending and Other Support Services Overview

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

### Highlights

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

- LaundryView allows for the monitoring of machines via a computer or text message by residents. LaundryView also monitors water usage and maintenance needs of machines.
- The College Lodge continues to offer a workforce experiential training program.
- The new solar array at the lodge is providing Green power.
- Many initiatives have been undertaken to get the lodge off very costly demand electricity pricing.
- The gas lease and two natural gas wells at the lodge supply valuable gas to the main lodge for heating purposes.
- Energy efficient lights and water conserving shower heads, faucets, and toilets were installed at the lodge.
- The Cable TV system was upgraded to a digital system that includes 18 high definition channels with the addition of the Disney Channel.
- A few weddings each year at the College Lodge provide services for a niche market and provide much needed catering related revenue.



*Located in Brocton, N.Y., the College Lodge is a certified experimental training facility and conference center. The lodge offers a variety of workforce development, employee training, and other services for businesses and organizations.*

### Planning Assumptions

Planning assumptions used to develop the 2016-2017 budget include:

- Declining enrollment continues to pressure vending sales.
- The solar array and electricity conservation will get the lodge off demand pricing.
- Royalties from the gas wells will provide minor revenue, but valuable internal use of gas for the lodge.
- The lodge will be available for weddings and other large events.
- No changes are expected with Cable TV.

### Operating Budget

The 2016-2017 Vending and Other Support Services revenue of \$693,525 represents a \$63,350 or 8.4 percent decrease from the 2015-2016 budget of \$756,875. Total operating expenses of \$524,890 decreased \$23,988 or 4.4 percent from the 2015-2016 budget. The budgets are projected to generate expenditures in excess of revenue of \$25,586, which is a \$16,541 or 39.3 percent decrease from the 2015-2016 budget.



# 2016-2017 Faculty Student Association Operating Budget

<b>Vending Budget-Schedule C</b>		
	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>
<b><u>Revenues</u></b>		
Commissions	\$ 149,400	\$ 220,000
<b>Total Revenue</b>	<b>149,400</b>	<b>220,000</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	-	-
Purchases	109,809	162,800
Less: Ending Inventory	-	-
Cost of Goods Sold	<u>109,809</u>	<u>162,800</u>
<b>Gross Profit on Sales</b>	<b>39,591</b> a	<b>57,200</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	13,788	13,514
Computer Services & Systems Maintenance	2,701	2,684
Utilities and Space Use Assessment	12,593	12,593
<b>Total Operating Expenses</b>	<b>29,082</b>	<b>28,791</b>
<b>Excess of Revenues Over Expenses</b>	<b>10,509</b>	<b>28,409</b>
<b><u>Allocation of Administrative Expenses</u></b>		
<b>Excess of Revenues Over Expenses</b>	<b>9,084</b>	<b>10,596</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 1,425</b>	<b>\$ 17,813</b>
<b><u>Supplemental Information:</u></b>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<b>Notes:</b>		
a	Net commission received.	

<b>Other Services Budget : Washers and Dryers-Schedule D-2</b>		
	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>
<b><u>Revenues</u></b>		
Washer and Dryer Income	\$ 220,000	\$ 215,000
<b>Total Revenue</b>	<b>220,000</b>	<b>215,000</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	13,137	12,824
Contracted Service	72,937	72,937
Depreciation - Leasehold Improvements	5,607	5,607
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	43,224	43,224
<b>Total Operating Expenses</b>	<b>135,905</b>	<b>135,592</b>
<b>Excess of Revenues Over Expenses</b>	<b>84,095</b>	<b>79,408</b>
<b><u>Other Revenues</u></b>		
<b>Excess of Revenues Over Expenses</b>	<b>800</b>	<b>800</b>
<b><u>Allocation of Administrative Expenses</u></b>		
<b>Excess of Revenues Over Expenses</b>	<b>22,693</b>	<b>21,035</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 62,202</b>	<b>\$ 59,173</b>
<b><u>Supplemental Information:</u></b>		
Contractor's Name: ASI/Mac-Gray Campus Laundry Solutions, Baltimore, MD		
<b>Notes:</b>		
a	New 10 year agreement effective July 1, 2014 with all new machines.	



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

	<b>2016-2017</b>	<b>2015-2016</b>
<b><u>Revenues</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Lodge Rentals	\$ 27,000	\$ 28,000
Catering	\$ 8,000	6,000
College Lodge Services	23,000	24,000
Gas Lease	1,000	2,000
Experiential Training Program	7,000	9,000
<b>Total Revenue</b>	<b>66,000</b>	<b>69,000</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	97,763	96,065
Contracted Services	1,000	1,000
Depreciation	15,291	18,601
Dues and Subscriptions	300	300
Electric	1,200 a	4,500
Gas & Oil	1,000	1,500
Licenses and Permits	300	500
Marketing	1,000	1,000
Miscellaneous Supplies	5,000	5,000
Office Supplies	100	50
Refuse Removal	780	803
Repairs & Maintenance	10,000 b	22,000
Telephone and Cable	1,500	1,500
Travel, Mileage and Education	500	2,000
<b>Total Operating Expenses</b>	<b>135,734</b>	<b>154,820</b>
<b>Excess of Revenues Over Expenses</b>	<b>(69,734)</b>	<b>(85,820)</b>
<b><u>Allocation of Administrative Expenses</u></b>	21,808	26,751
<b>Excess of Revenues Over Expenses</b>	<b>\$ (91,542)</b>	<b>\$ (112,571)</b>

**Notes:**

- a Reduction due to solar panels and off demand pricing.
- b Multiple repair projects. Prior year had extra.







## 2016-2017 Faculty Student Association Operating Budget

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

<u>Revenues</u>	<u>2016-2017 Budget</u>	<u>2015-2016 Budget</u>
Alumni Rental	\$ 24,625 <sup>a</sup>	\$ 24,375
Catering Commission	2,500	2,500
Other Rentals	11,000	11,000
<b>Total Revenue</b>	<b>38,125</b>	<b>37,875</b>
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	24,884	25,793
Depreciation	18,826	19,281
Maintenance and Repairs	4,000	8,500
Miscellaneous Supplies	1,000	1,000
Refuse Removal	312	321
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	1,200	1,500
Utilities	7,000	7,000
<b>Total Operating Expenses</b>	<b>59,222</b>	<b>65,395</b>
Excess of Revenues Over Expenses	<b>(21,097)</b>	<b>(27,520)</b>
 <u>Allocation of Administrative Expenses</u>		
	8,933	8,706
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ (30,030)</u></b>	<b><u>\$ (36,226)</u></b>

Notes:

a Lease agreement with Alumni Association has a mid-year increase.

### Other Services Budget : Cable TV-Schedule D-4

<u>Revenues</u>	<u>2016-2017 Budget</u>	<u>2015-2016 Budget</u>
Cable TV Service	\$ 220,000	\$ 215,000
<b>Total Revenue</b>	<b>220,000</b>	<b>215,000</b>
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	15,716	15,016
Depreciation	9,048	9,112
Printing & Supplies	2,000	2,000
Programming and Signal	137,869	135,837
Travel	-	2,000
Utilities and Space Use Assessment	316	316
<b>Total Operating Expenses</b>	<b>164,948</b>	<b>164,281</b>
<b>Excess of Revenues Over Expenses</b>	<b>55,052</b>	<b>50,719</b>
 <u>Allocation of Administrative Expenses</u>		
	22,693	21,035
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ 32,359</u></b>	<b><u>\$ 29,684</u></b>

# 2016-2017 Faculty Student Association Operating Budget



<b>Campus Program Support-Schedule E</b>			
<b>Programs</b>	Supporting schedule to Administrative Schedule F-1	<b>2016-2017</b>	<b>2015-2016</b>
<b><u>Unrestricted</u></b>		<b><u>Budget</u></b>	<b><u>Budget</u></b>
Administration - Relay for Life		\$ -	\$ 250
Campus Life - Commencement Activities		5,600	6,500
Campus Life - Leadership Development Program		1,500	2,000
Campus Life - New Student Orientation		750	1,500
Career Development - Internship Development Program		2,000	2,000
Career Development - Professional Development Seminar		2,400	2,200
Career Development - Spotlight Series		2,000	2,200
Citizen Science for the Childhood Classroom		290	-
College of Education - Professional Advancement Center for Education (PACE)		2,000	2,000
Convocation Committee - Support for Convocation Activities		2,000	2,000
Council for Women's Concerns - Marion Sonnenfeld Scholarship Awards Presentation		600	800
Counseling Center - Alcohol/Drug Education (ADEPT)		2,750	2,750
Crowned Rubies(formerly Sisters Supporting Sisters Retention Retreat)		1,500	1,500
Cultural Enrichment for international Music Students		1,200	-
Department of World Languages and Cultures- Learning Communities		-	1,200
DeStress for Success		425	350
EDP Cultural Connections Project		5,000	5,000
English Department - The Well Lit Café		500	-
Financial Aid Office Emergency Grant Fund		35,000	35,000
First Year Residential Experience (FYRE)		750	-
First Year Success Programming		1,100	1,100
Facing Diversity and Adversity in Sports: Challenging Gender, Racial, Health and Military Experienc		-	1,000
Fredonia Dance Ensemble - Guest Artist Residency		1,500	1,500
Graduate Literacy Program - Roundtable Receptions		-	750
Graduate Studies - reseach, events, homecoming, and year-end recognition ceremony		500	-
International Buddy Program		1,000	1,000
International Education Center - Slush Rush		400	400
International Scholarship Dinner Fundraiser		1,500	-
Learning Center		2,100	2,100
Learning Center - Full Opportunity Program (FOP)		200	200
Liberal Arts Brown Bag Lecture Series		1,000	-
Marion Art Gallery - Albert Paley: Humanizing the Material		-	800
Multicultural Enrichment/Programming		35,000	35,000
National Girls and Women in Sports Day		800	800
Office of Diversity, Equity and Inclusion - Campus Community Inclusive Initiatives		1,000	1,000
Professional Development Center - Annual Teaching and Learning Conference		800	800
Remote Sensing and Ground Truthing		-	265
Residence Life - Buffalo News Kids Day		250	250
Residence Life - Craft Room Programming		700	700
Residence Life - Move in Crew		1,000	1,000
Residence Life - Student Development Committee		1,500	1,500
School of Music - String Experience		500	-
Senior Class Picnic		4,000	4,200
Student Affairs - Emergency Assistance Fund		1,000	1,000
Student Association - SUNY Student Assembly Conferences		4,200	4,000
Student Parents in Education (SPIE)		2,500	4,500
Student Research & Creativity Exposition		4,000	4,000
SUNY Fredonia Honors Program		1,500	1,200
Theatre & Dance - Visiting Artists		2,000	2,000
Transfer Connections		1,500	1,000
Up 'Til Dawn - St. Jude		500	500
Veterans Day Writing Working Shop and Keynote by Phil Kay		-	1,000
Veteran's Remembrance Ceremony		700	700
Western New York Chamber Orchestra - World Premier Operatic Production		-	1,000
WHOA - Annual Casino Night		2,000	2,000
Writers at work: Alumni Writers in Residence Series		1,200	-
<b>Sub-total</b>		<b>142,215</b>	<b>144,515</b>
<b><u>Restricted</u></b>			
FSA Fredonia Scholarship Award Endowment Fund		30,000	30,000
President's Fund		20,000	20,000
Restricted Institutional Programming		375,000	375,000
Restricted Administrative Programming		55,000	110,000
<b>Total Program Expenditures</b>		<b>\$ 622,215</b>	<b>\$ 679,515</b>



# 2016-2017 Faculty Student Association Operating Budget

## Administrative Office Expenses-Schedule F-1

	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>
<b><u>Administrative Office Expenses</u></b>		
Salaries, Wages and Employee Benefits	\$ 1,402,256	\$ 1,405,368
Advertising	6,000	7,000
Armored car service	5,100	4,700
Auditing	17,200	16,800
Bad Debts	6,000	8,000
Campus Program Support	622,215	a 679,515
Computer Services & Systems Maintenance	53,746	49,795
Depreciation - Corporate owned	80,039	97,868
Depreciation - Leasehold	38,920	39,669
Dues & Subscriptions	3,600	b 4,200
Employee Education and Training	6,750	6,750
Employee Recognition	8,000	8,000
Insurance	137,000	149,500
Legal	20,000	c 40,000
Office and ID card Supplies	70,000	70,000
Postage	5,000	8,500
Printing	14,000	14,000
Professional Services	72,000	72,800
Repairs and Maintenance (Equipment)	5,500	5,500
Service Charges and Bank Fees	45,000	45,000
Tax Return Filing Fees	1,000	1,000
Telephone	12,500	12,500
Travel, Mileage	8,000	17,500
Utilities and Space Use Assessment	29,743	29,743
<b>Total Administrative Office Expenses</b>	<b>2,669,569</b>	<b>2,793,708</b>
<b><u>Administrative Expenses Allocated to:</u></b>		
Food Service	1,037,432	1,017,966
Campus Store	576,200	651,109
Vending	9,084	10,596
D-Summary-Support Services	76,127	77,527
Total Allocated Administrative Expenses	1,698,843	d 1,757,198
<b>Unallocated Administrative Office Expense</b>	<b>\$ 970,726</b>	<b>\$ 1,036,510</b>

**Notes:**

- a Program Support details on Schedule E.
- b Member of ACAP (Association of College Administration Professionals), ACCED-I (Association of Collegiate Conference and Events Directors International), ICLA (International Collegiate Licensing Association), NACAS (National Association of College Auxiliary Services, NRA (National Restaurant Association), SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- c Prior year included legal and arbitration fees for CSEA arbitration filings.
- d Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.



## Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2016-2017 Budget</u>		<u>2015-2016 Budget</u>
Net Interest Income	\$ 110,000	a	\$ 110,000
Miscellaneous Income	39,750	b	39,750
ID Card Income	10,000		12,000
<b>Total Miscellaneous Revenues</b>	<b><u>\$ 159,750</u></b>		<b><u>\$ 161,750</u></b>

Notes:

- a Combined total earnings on excess working capital, equipment replacement reserve, and health care trust.
- b Miscellaneous income consists of :
  - Gain or Loss on sale of equipment
  - Service charges from advances, returned checks & accounts receivable.
  - Commissions from beverage vendor
  - Coin-operated copier income
  - Fax machine income
  - Ancillary ESL Program fees







# 2016-2017 Faculty Student Association Operating Budget

## Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2016-2017 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>			
	Digital menu board	\$ 1,500	5
	Presentation audio equipment	4,000	5
	Sanitation guards	4,000	5
	Refrigeration unit	3,000	5
	High speed panini grill	8,000	5
	Electric for Alto Shaam oven	3,000	10
	Chairs	25,000	10
<u>Centre Pointe</u>			
	Vitamix Blenders (2)	4,000	5
	Dish machine	30,000	5
	Oil filtration system	8,000	5
	Soft seating - carryover from 2015-2016 budget	10,000	5
<u>Cafes</u>			
<u>Catering</u>			
<u>Commissary</u>			
	Refrigeration/Freezer upgrades	20,000	5
	Commercial dryer - carryover from 2015-2016 budget	10,500	7
<u>Tim Hortons</u>			
<u>Bookstore/C-Store</u>			
	Flooring - carryover from 2015-2016 budget	20,000	5
<u>Starbucks</u>			
	Renovation	375,000	7
<u>Cable TV</u>			
<u>College Lodge</u>			
	Heating system - carryover from 2015-2016 budget	25,000	5
<u>Alumni House</u>			
	Heating system - carryover from 2015-2016 budget	15,000	5
<u>Administration</u>			
	IT		
	Computers	10,000	5
	Servers (3)	20,000	5
	Network equipment	20,000	5
	General		
	Contingency	50,000	5
	Total Capital Budget	<u>\$ 666,000</u>	





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

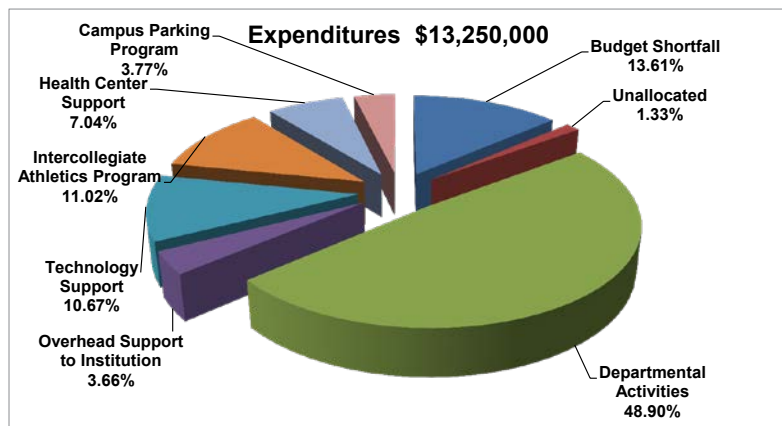
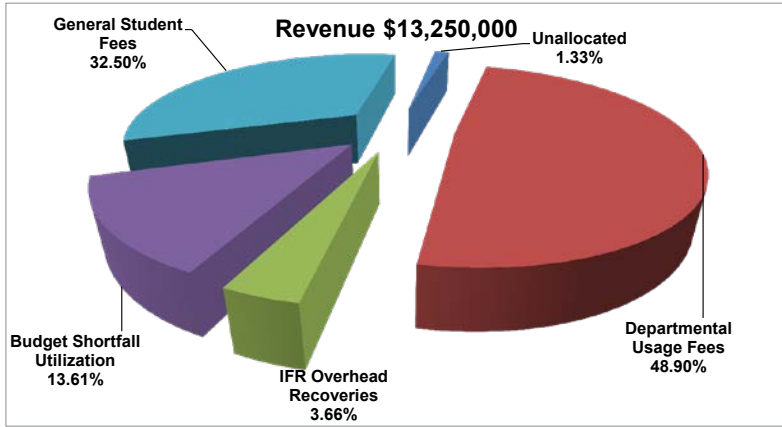
**OPERATING BUDGET**

**INCOME FUND  
REIMBURSABLE**





# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



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

## FREDONIA 2016-2017 Budget Income Fund Reimbursable (IFR)

### Overview

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

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

IFR accounts are assessed an overhead rate of 14 percent on every dollar deposited. This rate was established July 1, 2000, and will continue at the same level for the 2106-2017 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2016-2017 is anticipated to be 58.71 percent.





## Highlights

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

## Planning Assumptions

Planning assumptions used in developing the various IFR operating budgets for the 2016-2017 fiscal year include the following:

- The Budget Shortfall allocation account will be utilized to accommodate the use of IFR Reserve funds to address the shortage in the University Operating budget.
- The total Student Services and Program Charge will increase by \$7.50 to \$797.00 per semester. This includes \$109.50 per semester for the Student Activity Fee.
- The NYS Tuition Assistance Scholarship of \$1,770,000 will be funded by IFR funds instead of the State Operating Budget for 2016-2017.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 58.71 percent from 55.88 percent.
- The campus overhead assessment will remain at 14 percent.
- All campus IFR accounts will operate in accordance with SUNY's policy of self sufficiency.



*Over 300 Fredonia Volunteers participated in the Buffalo News Kids Day to benefit Women and Children's Hospital of Buffalo.*

## Operating Budget

The 2016-2017 IFR operating budget will increase to \$13,250,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 35.56 FTE positions.

The 2016-2017 IFR operating budget was prepared based on SUNY's general guidelines and IFR principles. Allocations are based on prior activity, projected activity where changes are anticipated, and available cash balances. The final IFR allocation assigned to the campus will be determined by the New York State budget and SUNY allocations.

FREDONIA Proposed 2016-2017 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type			
Area of Expense	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Personal Service Regular	\$ 2,104,300	\$ 2,383,000	\$ (278,700)
Temporary Service	860,427	1,119,300	(258,873)
Other than Personal Service	10,285,273	9,497,700	787,573
<b>TOTAL</b>	<b>\$ 13,250,000</b>	<b>\$ 13,000,000</b>	<b>\$ 250,000</b>



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



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

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

**FREDONIA**  
**Proposed 2016-2017 Budget**  
**Income Fund Reimbursable (IFR)**

**Campus Total FTE Distribution by Area**

Division/Area	2016-2017		2015-2016		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst FTE	Non-Inst. FTE
President	0.00	0.00	0.00	0.00	0.00	0.00
Academic Affairs	0.00	1.00	0.00	1.00	0.00	0.00
Administration	0.00	16.00	0.00	16.00	0.00	0.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Student Affairs	0.00	18.56	0.00	20.65	0.00	-2.09
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>35.56</b>	<b>0.00</b>	<b>37.65</b>	<b>0.00</b>	<b>-2.09</b>



**Student Services and Program Charge**

The Student Services and Program Charge is a major component of the campus IFR account activity. This is a general fee that provides SUNY Fredonia students access to college services without additional user fees at each location. The Student Services and Program Charge will increase from \$789.50 per semester to \$797.00, an increase of \$7.50. The fee is comprised of the following six groups:

**Student Activity Fee** – The proposed 2016-2017 budget contains an increase of \$7.50 from \$102.00 to \$109.50. This increase was supported by the Student Association.

**Intercollegiate Athletic Fee** – The proposed 2016-2017 budget contains an increase of \$15 from \$159 to \$174. This increase was supported by the campus Intercollegiate Athletic Board.

**Student Health Services Fee** – The proposed 2016-2017 budget contains no increase from 2015-2016. The fee will remain at \$178.50. This fee was approved by the campus Student Health Advisory Committee.

**Student Technology Fee** – The proposed 2016-2017 budget contains a decrease of \$5.50 from \$217.00 to \$211.50. This decrease was supported by the Information Technology Advisory Board (ITAB).



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

**Transportation Services Fee** – The proposed 2016-2017 budget contains a decrease of \$2.50 from \$57.50 to \$55.00. This decrease was supported by the campus Parking Committee.

**Enhanced College Services Fee** – The proposed 2016-2017 budget will decrease to \$68.50. This category includes: alumni services, college transcripts, Blue Devil Fitness Center, Intramural Program support, natatorium lifeguard support, College Lodge services, Ticket Office services, Summer Orientation support and student engagement support.

	2016-2017	2015-2016	
<b>Student Services and Program Charge</b>	Rates	Rates	Change
Student Activity Fee	\$109.50	\$102.00	\$7.50
Intercollegiate Athletic Fee	174.00	159.00	15.00
Student Health Services Fee	178.50	178.50	0.00
Student Technology Fee	211.50	217.00	-5.50
Transportation Services Fee	55.00	57.50	-2.50
Enhanced College Services Fee	68.50	75.50	-7.00
<b>TOTAL</b>	<b>\$797.00</b>	<b>\$789.50</b>	<b>\$7.50</b>



## 2016-2017 Fredonia Income Fund Reimbursable (IFR)

The 2016-2017 Student Services and Program Charge of \$797.00 per semester will generate \$7,233,788 in revenue detailed in the chart below:

### FREDONIA

#### PROJECTED 2016-17 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 4600 FTE Enrollment Mix as of 07/25/2016

#### Projected Academic Year 2016-17

	Full-Time Rate	Part-time Rate	Fall 2016 Revenue	Spring 2017 Revenue	Total 2016-17 Revenue
Student Activity Fee	\$ 109.50	\$ 9.15	\$ 503,905.28	\$ 469,176.45	\$ 973,081.73
Health Center Fee	178.50	14.90	821,411.65	764,801.20	1,586,212.85
Athletic Fee	174.00	14.50	800,668.25	745,488.50	1,546,156.75
Technology Fee	211.50	17.65	973,262.53	906,186.95	1,879,449.48
Transportation Services	55.00	4.60	253,109.10	235,664.80	488,773.90
Enhanced College Services	68.50	5.65	315,120.53	293,405.95	608,526.48
Subtotal	<u>\$ 797.00</u>	<u>\$ 66.45</u>	<u>\$ 3,667,477.34</u>	<u>\$ 3,414,723.85</u>	<u>\$ 7,082,201.19</u>

#### Projected Summer Session 2016

	Full-Time Rate	Part-time Rate	Summer 2016 Revenue
Student Activity Fee	\$ 102.00	\$ 8.50	\$ 19,567.00
Health Center Fee	178.50	14.90	34,299.80
Athletic Fee	159.00	13.25	30,501.50
Technology Fee	217.00	18.10	41,666.20
Transportation Services	57.50	4.80	11,049.60
Enhanced College Services	75.50	6.30	14,502.60
Subtotal	<u>\$ 789.50</u>	<u>\$ 65.85</u>	<u>\$ 151,586.70</u>

#### 2016-17 FISCAL YEAR (INCLUDING SUMMER SESSION 2016)

	Fall and Spring Revenue	Summer 2016 Revenue	Total 2016-17 Revenue
Student Activity Fee	\$ 973,081.73	\$ 19,567.00	\$ 992,648.73
Health Center Fee	\$ 1,586,212.85	\$ 34,299.80	1,620,512.65
Athletic Fee	\$ 1,546,156.75	\$ 30,501.50	1,576,658.25
Technology Fee	\$ 1,879,449.48	\$ 41,666.20	1,921,115.68
Transportation Services	\$ 488,773.90	\$ 11,049.60	499,823.50
Enhanced College Services	\$ 608,526.48	\$ 14,502.60	623,029.08
Subtotal	<u>\$ 7,082,201.19</u>	<u>\$ 151,586.70</u>	<u>\$ 7,233,787.89</u>





**President’s Office  
Budget Statement**

**Overview**

The President’s Office IFR accounts include the campus Income Fund Reimbursable Buyout account, the Institutional Equipment account and the President’s Award for Excellence account.

**Highlights**

The President’s Award for Excellence and Service Recognition IFR account allows staff to register and pay a nominal amount for the annual awards luncheon. The 2016 President’s Awards for Excellence recipients were:

- Dr. Ivani Vassoler-Froelich, Associate Professor, Politics and International Affairs (President’s Award for Excellence in Teaching and Learning)
- Eric Hadley, Operations Manager/ Technical Director, Rockefeller Arts Center (President’s Award for Excellence in University Service)
- Michael Kozlowski, Senior Launderer, Athletics and Recreation (President’s Award for Excellence in University Service)
- Dr. Susan McNamara, Assistant Professor, Business Administration (College Council Award for Community Engagement)



*President Virginia Schaefer Horvath.*

**Planning Assumptions**

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

**Operating Budget**

The 2016-2017 operating budget allocation for the President’s IFR Buyout account will increase to \$176,300. The majority of this increase is due to housing funds for Strategic Enrollment Management (SEM) initiatives.

<b>FREDONIA Proposed 2016-2017 Budget Income Fund Reimbursable (IFR)</b>			
<b>President</b>			
<b>Area of Expense</b>	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	176,300	69,500	106,800
<b>TOTAL</b>	<b>\$ 176,300</b>	<b>\$ 69,500</b>	<b>\$ 106,800</b>



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



*The School of Music's Comprehensive Music Fee is one of many Division of Academic Affairs Income Fund Reimbursable accounts.*

## Academic Affairs Budget Statement

### Overview

Academic Affairs operates over 200 IFR accounts and subaccounts. The major fee included within Academic Affairs is the Student Technology Fee. Other major fee accounts include the School of Music, and accounts for non-credit courses, use of campus recreational facilities, performing arts and the Ticket Office.

### Highlights

These accounts support a broad range of academic operations. The Student Technology Fee provides a full range of services to the campus, from support for computer labs to software acquisitions. Several School of Music events, and Department of Theatre and Dance performances, are held each year with the Ticket Office collecting the ticket fees.

### Planning Assumptions

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

- The Student Technology Fee will decrease by \$5.50 per semester to \$211.50 per semester in the 2016-2017 fiscal year.
- The School of Music comprehensive music fee will remain at \$250 for the 2016-2017 fiscal year.
- Will provide funding for one Full Time Equivalents (FTE's).

### Operating Budget

Academic Affairs has over 200 IFR accounts and subaccounts with an allocation of \$3,260,950—a decrease of \$526,950 from 2015-2016. The major IFR account within Academic Affairs is the Student Technology Fee account with an allocation of \$1,358,850.

FREDONIA Proposed 2016-2017 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Personal Service Regular	\$ 82,700	\$ 60,200	\$ 22,500
Temporary Service	293,300	353,400	(60,100)
Other than Personal Service	2,884,950	3,374,300	(489,350)
<b>TOTAL</b>	<b>\$ 3,260,950</b>	<b>\$ 3,787,900</b>	<b>\$ (526,950)</b>



## Student Technology Fee

### Overview

A significant portion of funding for institutional technology investments is supported by the Student Technology Fee, a component of the campus Student Services and Program Charge. The Student Technology Fee budget is managed by Associate Vice President for Information Technology/Chief Information Officer, based on university goals and objectives developed by ITS, the Information Technology Advisory Board (ITAB) and the President's Cabinet.

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

### Highlights

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

- Fredonia has recently doubled its Internet connection speed, surpassing many peer institutions. It makes for faster downloads, higher quality video streaming, and faster online gaming. Furthermore, Fredonia uses many service providers, which greatly reduces the chances of a campus-wide Internet failure.
- Expanded the wireless network by adding dozens of new access points, all but eliminating coverage issues and delivering increased bandwidth per student.
- Created a fully-integrated and expanded Information Technology Services (ITS) Service Center delivering IT support and assistance to the campus community from 7 a.m. – 10 p.m. Monday – Thursday, 7 a.m.-5 p.m. Friday, noon-5 p.m. Saturday, and noon-10 p.m. Sunday.

- Tripled the number of @fredonia.edu email gateways, greatly reducing the chance of a virus or spyware infection delivered via an email attachment.
- Implemented a new Content Management System used to deliver and integrate social media with active elements and various new online mobile accessible templates.
- Expanded upon the Intrusion Detection System so as to enhance the overall security posture for the institution.
- Implemented a new virtual server environment used to provide academic, administrative, research and lab services to the campus community. This will allow Fredonia to quickly, easily, and efficiently deliver new capabilities, such as online labs, to the on-campus and distance student.
- Completed various smart classroom, computer lab, and printing upgrades, focusing primarily in academic buildings and residence halls.



*Associate Vice President for Information Technology Services and Chief Information Officer  
Stephen J. Rieks*

### Planning Assumptions

Plans and Planning assumptions for future technology initiatives for Information Technology Services' 2016-2017 operating budget include:

- Engineer and construct an extensive online lab environment used to deliver Windows applications found on many Fredonia lab computer directly to the end-user, wherever in the world the end-user is located, on virtually any type of device including smart phone, tablet, MAC, Chromebooks, or a previous generation Windows computer.
- Enhance Disaster Recovery and Business Continuity capabilities for applications and environments delivered to the campus community.
- Expand on the use of vendor's technologies delivering 'lifetime' product warranties as a method of reducing annual hardware maintenance and support costs.
- Leverage multi-year support and maintenance agreements as to help counter the



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)

ever-increasing cost of delivering current versions of academic software.

- Negotiate with vendors and service providers in confirming Fredonia is procuring products and services with the lowest possible cost.

expenses such as Internet bandwidth, expansion and upkeep of the wireless network, computer lab consumables, computer lab upgrades, software licensing, smart classroom equipment upgrades, student employee salaries and network appliance maintenance expense. All renovations and upgrades are carefully planned within those allocations. A portion of the fee will again cover administrative overhead.

## Operating Budget

The 2016-2017 Student Technology Fee will generate \$1,921,116 in revenue. The majority of technology expenditures covered by the Student Technology Fee are continuing

<b>FREDONIA</b> <b>Proposed 2016-2017 Budget</b> <b>Income Fund Reimbursable (IFR)</b> <b>Technology Fee as of 07/25/2016</b>			
<b>Revenue:</b>			
Gross Projected Revenue	\$	1,921,116	
Rollover from Prior Year			
Less: Reserve for Shortfall		230,000	
Less: Admin. Overhead		96,056	
Less: Maint. Overhead		172,900	
Less: Fringe Benefits		8,983	
Net Revenue			<u>\$ 1,413,177</u>
<b>Expenses:</b>			
Personal Service	\$	-	
Temporary Service Regular	\$	15,300	
Temporary Service - Students	\$	80,000	
Supplies & Expenses		1,317,877	
Total Expenses			<u>\$ 1,413,177</u>

<b>FREDONIA</b> <b>Proposed 2016-2017 Budget</b> <b>Income Fund Reimbursable (IFR)</b> <b>Technology Fee</b>			
Area of Expense	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Personal Service Regular	\$ -	\$ 49,600	\$ (49,600)
Temporary Service	95,300	109,200	(13,900)
Other than Personal Service	1,263,550	1,442,684	(179,134)
<b>TOTAL</b>	<u>\$ 1,358,850</u>	<u>\$ 1,601,484</u>	<u>\$ (242,634)</u>





**Finance and Administration  
Budget Statement**

**Overview**

Major IFR accounts within Finance and Administration include Parking, Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), Campus Recharges and Budget Shortfall accounts.

**Highlights**

The Campus Park and Ride bus annually provides service to over 70,000 riders. It is offered to students, faculty, staff, and guests of the university. The Campus Park and Ride bus expanded its services to include special events outside of normal operating hours. The Fredonia Installment Payment Plan (FIPP) allows families to pay their semester bill in two, three or four installments. The Campus Recharge accounts managed by Administration provide a mechanism to charge-back campus departments for various centralized services like postage and paper, office supplies, and use of the state fleet vehicles.

**Planning Assumptions**

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

- The Transportation Fee will decrease by \$2.50 to \$55 per semester for the 2016-2017 fiscal year.
- The Fredonia Installment Payment Plan (FIPP) will continue to be offered to students at \$25 or \$35 per semester, depending on their payment preferences.
- Includes funding for three Operations and Maintenance Acceleration Program (OMAP) Grants.
- The Budget Shortfall allocation account will continue to be utilized in order to address the shortage in the University Operating budget.



**Operating Budget**

The Finance and Administrative IFR accounts and subaccounts will have a 2016-2017 allocation of \$6,812,392 an increase of \$1,150,592 from 2015-2016. Contingent upon available cash balances, the extra allocation in the undistributed account may be moved to any area on campus during the year to cover unanticipated increases in IFR budget needs. Other major accounts within this area include Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), and the Campus Recharge accounts.

*The Campus Park and Ride bus provides fast, friendly shuttle service for faculty, staff and students.*

<b>FREDONIA Proposed 2016-2017 Budget Income Fund Reimbursable (IFR) Finance and Administration</b>			
Area of Expense	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Personal Service Regular	\$ 1,015,600	\$ 1,162,100	\$ (146,500)
Temporary Service	169,500	400,500	(231,000)
Other than Personal Service	5,627,292	4,099,200	1,528,092
<b>TOTAL</b>	<b>\$ 6,812,392</b>	<b>\$ 5,661,800</b>	<b>\$ 1,150,592</b>



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



*The University Advancement division supports, encourages, and promotes Fredonia's academic mission and vision by interacting with alumni, faculty, staff, emeriti and retirees, friends, businesses, foundations and the greater community.*

## University Advancement Budget Statement

### Overview

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

### Highlights

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

### Planning Assumptions

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

- The IFR allocation will decrease by \$2,500 from the 2015-2016 year.
- All IFR accounts will be operated on a self-sustaining basis.

### Operating Budget

For the 2016-2017 fiscal year, the total allocation in the IFR accounts for University Advancement will decrease to \$3,000.

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>University Advancement</b>			
<b>Area of Expense</b>	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	500	(500)
Other than Personal Service	3,000	5,000	(2,000)
<b>Total</b>	<b>\$ 3,000</b>	<b>\$ 5,500</b>	<b>\$ (2,500)</b>



**Student Affairs  
Budget Statement**

**Overview**

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



*Pink the Rink.*

**Highlights**

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

**Planning Assumptions**

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

- The Intercollegiate Athletic Fee will increase \$15 per semester to \$174 for 2016-2017.
- The Student Health Services Fee will remain at \$178.50 per semester.
- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.

<b>FREDONIA Proposed 2016-2017 Budget Income Fund Reimbursable (IFR) Student Affairs</b>			
<b>Area of Expense</b>	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 1,006,000	\$ 1,160,700	\$ (154,700)
Temporary Service	382,127	354,900	27,227
Other than Personal Service	1,556,731	1,922,200	(365,469)
<b>TOTAL</b>	<b>\$ 2,944,858</b>	<b>\$ 3,437,800</b>	<b>\$ (492,942)</b>





## 2016-2017 Fredonia Income Fund Reimbursable (IFR)



### Operating Budget

For the 2016-2017 fiscal year, the Student Affairs' IFR accounts will receive an allocation of \$2,944,858—a decrease of \$492,942 from last year. A partial reason for this reduction is due to the decrease in enrollment in recent years and shrinkage in revenue from the student service related fees.

*The Veterans Affairs office strives to assist active duty service members, veterans and dependents with the transition from military to academic life.*

- The Escort van will continue to provide service to students at the same level as during the 2015-2016 academic year.
- The Fitness Center Fee will decrease \$5 per semester to \$24.

*Blue Devils Fitness Center.*







**Intercollegiate Athletic Fee**

**Overview**

The Fredonia Intercollegiate Athletics program competes in 19 intercollegiate athletic NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC). It includes competition in eight men’s sports and 11 women’s sports. The athletics program is directed by long-time Director of Athletics Gregory Prechtl. Over the past several seasons, Fredonia teams have excelled in women’s basketball and lacrosse, swimming and diving, and volleyball. Fredonia has a storied history of successful competition on athletic fields, courts and rinks of New York State. Funding for the Fredonia athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay.



*Women's Soccer.*

**Highlights**

The Fredonia Blue Devils have received a number of individual and team honors over the past year. The Devils’ most important accomplishment, however, may be “Student-Athlete Graduation Rate 6 Years after Enrollment” which was 79 percent – 14 percentage points higher than their non-athlete cohort.

Some of the highlights include:

**Team Honors:**

- The women’s swimming and diving team was designated a “Scholar All-American Team” by the College Swimming Coaches Association of America (CSCAA) for its outstanding team academic performance.

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Intercollegiate Athletics</b>			
<b>Area of Expense</b>	<b>2016-2017 Proposed Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Reimbursement to University	\$ 389,800	\$ 441,800	\$ (52,000)
Personal Service	168,500	154,400	14,100
Other than Personal Service	902,100	910,735	(8,635)
<b>TOTAL</b>	<b>\$ 1,460,400</b>	<b>\$ 1,506,935</b>	<b>\$ (46,535)</b>



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



*Long-time Director of Athletics, Gregory Prechtl.*

- The women’s basketball team set a new school record for wins with 19 this season.
- The men’s cross country team placed second at SUNYAC Championships.
- The men’s and women’s cross country teams placed 11<sup>th</sup> (out of 41 and 37 teams respectively) at the Atlantic Regional meet.
- The volleyball team went 22-12 and advanced to the quarterfinal round of the SUNYAC tournament.
- The men’s and women’s cross country teams were cited as NCAA Division III All-Academic teams by the United States Track Field/Cross Country Coaches Association. The men had a cumulative Grade Point Average (GPA) of 3.24 while the women earned an impressive 3.41 team GPA.
- The men’s swim team finished third at the 2015 SUNYAC swimming and diving championships at the Bert Flickinger Aquatic Center in Buffalo. It was the team’s second best finish in nearly two decades.
- Twenty-seven seniors were inducted into the New York Chapter of Chi Alpha Sigma Honor Society. Inductees must have maintained a 3.4 or better GPA throughout their junior and senior years.
- Coach Tom Wilson was named SUNYAC Men’s Cross Country Coach of the Year.
- Divers Arron Carlson and Meghan Bartlett were recognized as the top divers in the conference when they received Male and Female “Diver of the Meet” designations at the SUNYAC championships in Buffalo.
- Megan Bartlett was honored as SUNYAC Diver of the Year for the 2015-16 season.
- Six athletes were named to All-Region Teams. Lindsey Forness (softball), Jessica DiChristopher (volleyball), and Kyle Collins, Collin Mulcahy, Brittany Feldman and Laura Morrison of the indoor track team were also honored.
- Collin Mulcahy and Kyle Collins finished 8<sup>th</sup> and 9<sup>th</sup> out of 288 runners while Laura Morrison placed 10<sup>th</sup> out of 266 at the Atlantic Regional meet in Castile, N.Y.
- Fredonia Athlete of the Year recipients were juniors Meghan Bartlett and junior Arron Carlson of the swimming and diving team.

### Individual Athlete Honors:

- Eight different athletes were named to All-America teams in their respective sports. Megan Bartlett, Arron Carlson, Melissa Cussins, Jessica DiChristopher, Brittany Feldman, Katie Kleine, Collin Mulcahy and Rafael Santiago all earned All-American honors.
- Jenna Einink was named SUNYAC Rookie of the Year in women’s basketball.
- Collin Mulcahy, Laura Morrison and Lauren Kotas received All-Academic honors by the United States Track & Field and Cross Country Coaches Association. The three earned a GPA of 3.30 or higher and finished in the top 25 percent participants at the NCAA regional meet.

Student-athletes also participated in the following community service programs: serving as sponsors of several Community Blood Bank blood drives, participating in the “Out of Darkness Walk,” holding a “Pink the Rink” ice hockey fundraiser for cancer research, working on a Habitat for Humanity home, collecting money for the purchase of toys at the holidays for the children of families in need, gathering aluminum can tabs for the Ronald McDonald House fund and participating in events with Special Olympians.

### Planning Assumptions

Planning assumptions used in the development of the 2016-2017 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will increase to \$174 per semester.
- Fredonia will compete in the same sports.
- The Intercollegiate Athletics budget will reimburse the university for \$389,800 in support of the wages of the coaching staff.



- The Intercollegiate Athletic Fee will distribute \$130,000 to the University to assist in its operating expenditures.

## Operating Budget

The proposed 2016-17 Intercollegiate Athletic Fee operating budget is \$1,576,658.

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

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



*Men's Hockey.*

<b>FREDONIA</b>		
<b>Proposed 2016-2017 Budget</b>		
<b>Income Fund Reimbursable (IFR)</b>		
<b>Intercollegiate Athletics as of 07/25/2016</b>		
<b>Revenue:</b>		
Projected Revenue	\$ 1,576,658	
Prior Year Rollover	0	
Additional Revenue Need	13,742	
Less: Reserve for Shortfall	130,000	
Net Revenue		\$ 1,460,400
<b>Expenses:</b>		
Reimbursement to University	\$ 389,800	
Personal Service	168,500	
Supplies & Expenses	902,100	
Total Expenses		\$ 1,460,400



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



Health Center.

the Health Center, Dr. Tracy Stenger serves as Director of the Counseling Center and Dr. Amy Damiani serves as University Physician as a vendor for the university.

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

The Health Center employs two 10-month nurse practitioners, one serving as the administrative director; one part-time physician, one full-time 10 month nurse, one full-time academic year nurse and a full-time clerk. The center has a part-time per diem nurse to cover eight weeks in the summer. Also, several student work study/van drivers are employed to assist with clerical work and in transporting students to local medical appointments using the Health Center van service.

The Counseling Center operation includes one full-time 10-month director, who also serves as a counselor; three full-time 10-month counselors, one part-time counselor, a Violence

## Student Health Services Fee

### Overview

The Student Health and Wellness Services offices are composed of Health services and Counseling services, both located in LoGrasso Hall. Associate Vice President for Student Affairs Monica White supervises these units while Deborah Dibble serves as Director of

<b>FREDONIA</b>	
<b>Proposed 2016-2017 Budget</b>	
<b>Income Fund Reimbursable (IFR)</b>	
<b>Student Health Fee as of 07/25/2016</b>	
<b>Revenue:</b>	
Projected Revenue	\$ 1,620,513
Rollover from Prior Year	(117,750)
Student Association Revenue	
Additional Revenue Need	194,263
Less: Reserve for Operating	250,000
Less: Admin. Overhead	81,026
Less: Fringe Benefits	432,600
Net Revenue	<u>\$ 933,400</u>
<b>Expenses:</b>	
Personal Service	\$ 726,900
Temporary Service	20,000
Supplies & Expenses	186,500
Total Expenses	<u>\$ 933,400</u>





and Substance Abuse Prevention Coordinator, a part-time consulting psychiatrist provider and a full-time secretary. The Counseling Center operates during the academic year. The consulting psychiatrist provider sees students eight hours a week to address medication needs. The staff provides crisis services 24 hours a day during the academic year.

## Highlights

The Student Health Advisory Committee (S.H.A.C.) met periodically this past year to discuss the steady decrease in enrollment and ways to continue to promote an atmosphere of healthy living for Fredonia students. It again administered the Health and Wellness survey and captured many health and wellness issues that will be addressed in the coming year including; substance abuse, sexual violence, Sexually Transmitted Infections (STIs), body image and mental health. The Health Center has addressed concerns of positive outreach in the campus community with more media, posters, give-a-ways and tabling. Through health and counseling education programs such as the Fred Well, the Health and Wellness Internship program, Stress Management workshops, the “Health Matters” electronic newsletter, a self-care center, flu shot clinics, and Fredonia C.A.R.E.S. seminars, students get a first-hand introduction to

managing their own health care and mental health needs before they leave Fredonia.

## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 Student Health Services Fee operating budget include:

- The Student Health Services Fee will remain at the 2015-2016 level.
- The Student Health Services Fee will distribute \$250,000 to the University to assist in its operating expenditures.

## Operating Budget

The 2016-2017 proposed operating budget for the Student Health and Wellness Services operation is \$1,620,513 as of – a decrease of \$173,984 from the prior year. The funds are generated from the Student Health Services Fee, which was established by the SUNY Board of Trustees (April 1991) and is included in the campus Student Services and Program Charge. The fee will allow Student Health and Wellness Services to continue to provide services in a workable flow in the midst of the implemented state budget proposal.



*Associate  
Vice President  
for Student Affairs  
Monica White.*

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Student Health Fee</b>			
<b>Area of Expense</b>	<b>Proposed 2016-2017 Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 726,900	\$ 884,600	\$ (157,700)
Temporary Service	20,000	25,000	(5,000)
Other than Personal Service	186,500	137,500	49,000
<b>TOTAL</b>	<b>\$ 933,400</b>	<b>\$ 1,047,100</b>	<b>\$ (113,700)</b>



# 2016-2017 Fredonia Income Fund Reimbursable (IFR)



*Vice President for Engagement and Economic Development  
Kevin Kearns.*

## Engagement and Economic Development Budget Statement

### Overview

The Engagement and Economic Development Division manages two IFR accounts. The accounts in this division are the IFR Buyout account and the Incubator Operations account.

### Highlights

The IFR accounts maintained by the Division of Engagement and Economic Development (EED) are utilized to facilitate and support university - community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of our region. Such collaborations include

active community engagement and partnerships with local and regional organizations, governments, businesses, and universities.

### Planning Assumptions

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

- The IFR allocation will be \$52,500 for the 2016-2017 year.
- All IFR accounts will be operated on a self-sustaining basis.

### Operating Budget

For the 2016-2017 fiscal year the total allocation in the IFR accounts for the Engagement and Economic Development Division will be \$52,500.

FREDONIA Proposed 2016-2017 Budget Income Fund Reimbursable (IFR) Engagement & Economic Development			
Area of Expense	2016-2017 Proposed Allocation	2015-2016 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	15,500	10,000	5,500
Other than Personal Service	37,000	27,500	9,500
<b>TOTAL</b>	<b>\$ 52,500</b>	<b>\$ 37,500</b>	<b>\$ 15,000</b>



*Fredonia  
Technology  
Incubator.*





INTERNATIONAL STUDENT SERVICES  
[fredonia.edu/internationaleducation/iss/](http://fredonia.edu/internationaleducation/iss/)

# GLOBAL CONNECTIONS

  
**FREDONIA**  
UNIVERSITY OF NEW YORK



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

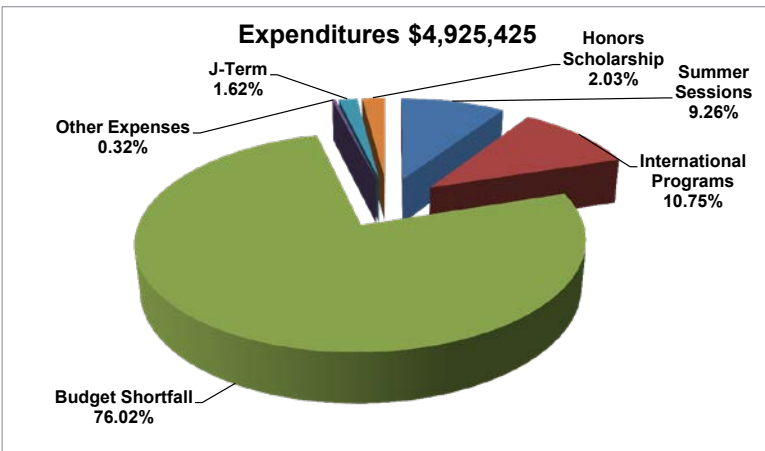
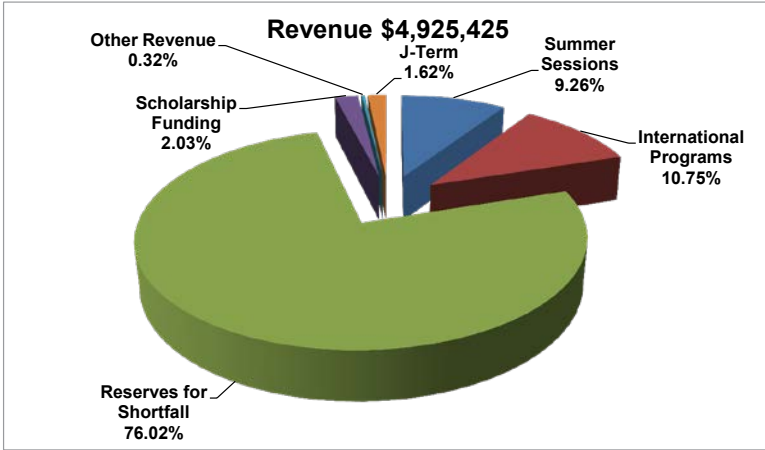
**STATE UNIVERSITY TUITION  
REIMBURSABLE ACCOUNT (SUTRA)  
OPERATING BUDGET**







# 2016 - 2017 Fredonia SUTRA Operating Budget



## State University of New York at FREDONIA 2016-2017 State University Tuition Reimbursable Account (SUTRA)

### Overview

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

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

The major components of SUTRA on the Fredonia campus include the offices of Extended Learning, and International Education. The various operations within SUTRA operate on the State University of

New York (SUNY) concept of self-sufficiency. Expenditures are capped based on available cash balances, which carry forward to the next fiscal year.

### Highlights

- Lifelong Learning and Special Programs was renamed Extended Learning to better align with its mission to serve Fredonia and the surrounding community.
- Since 2014, students' studying abroad on SUNY/Fredonia programs has increased by 40%.
- Over-Enrollment Reserves utilization was less than anticipated for 2015-2016. This enabled the campus to rollover the majority of these funds into the following fiscal year.

### Planning Assumptions

Planning assumptions used in the development of the 2016-2017 SUTRA operating budget include the following:

- The SUTRA budget will fund 3.00 Full-Time Equivalent (FTE) positions.
- Continued funding of \$100,000 from the Fredonia College Foundation will be utilized for scholarships.
- Over-enrollment reserves will be utilized to help address the state operating budget shortfall.
- Summer Session revenue of \$5,000 and J-Term revenue of \$15,000 will be utilized to help address the state operating budget shortfall.

### Operating Budget

The total 2016-2017 SUTRA budget is projected at \$4.9 million, a slight increase of approximately \$300,000 from the 2015-2016 fiscal year. The 2016-2017 SUTRA budget includes over-enrollment spending of \$3.7million to assist with the anticipated state operating budget shortfall. With the exception of part of the Honors Scholarship, funding for scholarships was transferred to the state operating budget.



## Director of Extended Learning

### Overview

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

### Highlights

Extended Learning reports to the Associate Provost for Academic Affairs. The unit has greatly increased its visibility on campus, making more people aware of its various offerings. It continues to revamp its approach to managing Summer Sessions and J-Term, particularly through enhanced marketing and student-focused scheduling. Some highlights for AY 2015-2016 include:

- Lifelong Learning and Special Programs was renamed Extended Learning to better align with its mission to serve Fredonia and the surrounding community
- Extended Learning made a decision to grow enrollments in Summer and J-Term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer student credit hours increased for Summer 2016 as a result.
- A proposal was submitted to revise the pay scale for faculty teaching in Summer Sessions and J-Term, again with the intent on increasing the offerings during the intersessions.

- A business model was created for Fredonia Summer Youth Camps, and Extended Learning worked with two Fredonia faculty to start two new summer camps: FREDcamp and FREDmed.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses will be offered for-credit in local high schools. The office worked closely with a Fredonia faculty member to conduct a pilot with a local school district during AY 2015-2016.
- The office served 298 community members with a mix of noncredit courses, workshops, and course auditing options.



*Director of  
Extended Learning  
Eric Skowronski.*

<b>FREDONIA</b>		
<b>Proposed 2016-2017 Budget</b>		
<b>State University Tuition Reimbursable Account (SUTRA)</b>		
<b>Revenue Sources and Expenditures</b>		
<b>Revenue Sources:</b>		
Summer Sessions	\$	456,200
International Programs		529,500
Reserves for Shortfall		3,743,725
Scholarship Funding		100,000
Other Revenue		16,000
J-Term		80,000
<b>Total</b>		<b><u>\$ 4,925,425</u></b>
<b>Expenditures:</b>		
Summer Sessions	\$	456,200
International Programs	\$	529,500
Budget Shortfall	\$	3,743,725
Other Expenses	\$	16,000
J-Term	\$	80,000
Honors Scholarship	\$	100,000
<b>Total</b>		<b><u>\$ 4,925,425</u></b>



# 2016 - 2017 Fredonia SUTRA Operating Budget



- Extended Learning will strive to grow intersession enrollments through the college-wide implementation of Ad Astra and Platinum Analytics, enabling it to build schedules that better meet student needs.
- The Summer Session budget will fund 3.00 Full-Time Equivalent (FTE) positions.

## Operating Budget

Funding in the 2016-2017 SUTRA budget will help to position Extended Learning for growth, by enabling it to expand its product offerings, engage in new marketing activities and produce greater revenue for the university.

## Planning Assumptions

Planning assumptions used in the development of the 2016-2017 SUTRA operating budget include the following:

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

<b>FREDONIA</b>			
<b>Proposed 2016-2017 Budget</b>			
<b>State University Tuition Reimbursable Account (SUTRA)</b>			
<b>Object</b>	<b>Proposed 2016-2017 Allocation</b>	<b>2015-2016 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 179,700	\$ 178,500	\$ 1,200
Temporary Service	250,000	271,500	\$ (21,500)
Budget Shortfall Funding	3,743,725	2,579,000	\$ 1,164,725
Other than Personal Service	752,000	1,550,000	\$ (798,000)
<b>GRAND TOTAL</b>	<b>\$ 4,925,425</b>	<b>\$ 4,579,000</b>	<b>\$ 346,425</b>



## Office of International Education

### Overview

Reporting to the Provost and Vice President for Academic Affairs, Dr. Naomi Baldwin serves as the director of the Office of International Education Center (OIE) located in LoGrasso Hall. The Office of International Education is responsible for facilitating partnerships between Fredonia and institutions abroad, developing and coordinating international exchange and study abroad programs, and assisting faculty in the development of short term international courses. She and her staff also work collaboratively with others to ensure institutional compliance with Student and Exchange Visitor Information System (SEVIS) immigration regulations, maintain international student records, provide assistance to the Office of Admissions for international student recruitment and assist with services to international students attending Fredonia. Additionally, Dr. Baldwin and her staff serve on the Global and International Engagement Council (GIEC), which leads the implementation of the comprehensive internationalization strategies.

### Highlights

- Since 2014, students studying abroad on SUNY/Fredonia programs has increased by 40%.
- In 2015-2016, Fredonia was host for the first time to a group of 24 students from Mexico, who studied intensive English at the EC English center. The students were sponsored by the Proyecta 100,000 scholarship program for Mexican students and professionals
- In addition to the new faculty-led program in Iceland, two new exchange partners were added: Kadir Has University in Istanbul, Turkey, and Eastern Mediterranean University in Famagusta, Cyprus. These new exchange partners offer a full semester or year experience abroad at the same or lower cost as attending Fredonia while adding new locations to Fredonia's study abroad options.

- The OIE also sponsored its largest Slush Rush 5k run yet, with over 200 registrants that helped support the Xylia Peterson scholarship fund.

### Planning Assumptions

Planning assumptions used in the development of the 2016-2017 SUTRA operating budget include the following:

- Fredonia's partnership with EC English will continue to support additional international student enrollment and Fredonia's capacity to offer short-term study abroad programs for university partners.
- Outreach efforts from Study Abroad Ambassadors, study abroad fairs, improved faculty advisement resources, and faculty-led COIL initiatives will continue to encourage students to take advantage of study abroad opportunities.
- Recruitment efforts will continue to attract international students.



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

### Operating Budget

Funding in the 2016-2017 SUTRA budget will assist the Office of International Education in developing new study abroad options for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.

## FREDONIA

### Proposed 2016-2017 Budget

#### State University Tuition Reimbursable Account (SUTRA)

#### Campus Total FTE Distribution

	2016-2017	2015-2016	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
<b>Academic Affairs</b>	3.00	3.00	0.00
<b>TOTAL</b>	3.00	3.00	0.00





COACH DA  
HOLL  
CLASS

1982  
THE WILLIAMS  
FAMILY

JEN  
DAN  
JULY

BENNETT SOBEL  
CLASS OF 1982  
FASTING HEALS

RUSS CECALA  
CLASS OF 1986  
EDUCATOR

DR. THOMAS  
PRIESTER  
CLASS OF

DR. A HARVEY  
CLASS OF 2004  
DR. KIMBERLY

JENNIFER E.  
KRAMER  
CLASS OF 2007

JULIANA KOTAS  
WOMEN'S LAX  
CLASS OF 2016

RACHEL SLOWEY  
PRESIDENT '03  
& DANCE TEAM!

FREDONIA  
GOLDEN GIRLS  
2009

ERNIE LINEK  
CHEMISTRY '75  
ATTORNEY '82

MIKE PATRICK  
CLASS OF 1982

R. SHARI  
PREUND  
& BIRDS

BETH  
SCIC  
OF 1986

ATHY  
DOD'S  
CY

LEER ANTES DE ABRIR

TIÁ DE POR VIDA

GWARAN



**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

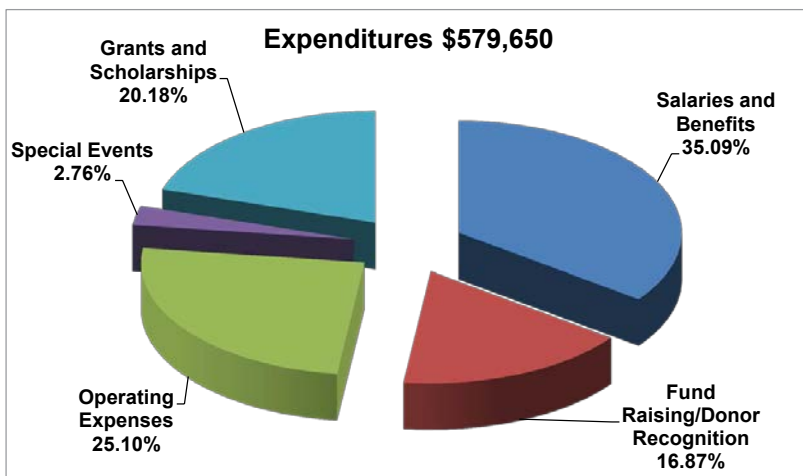
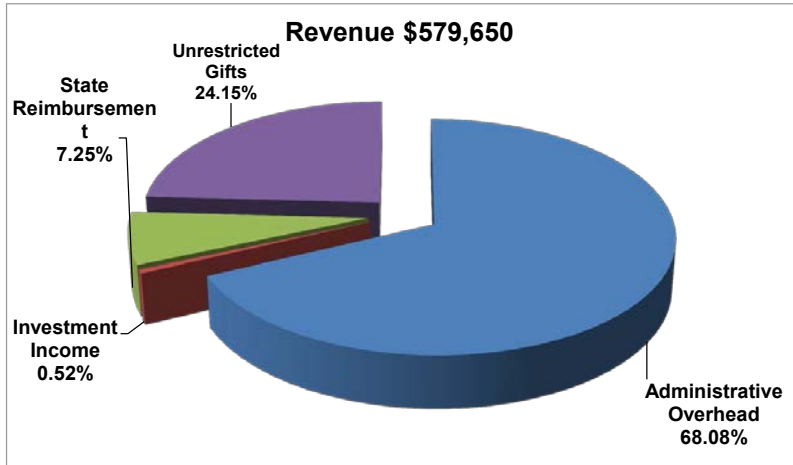
**OPERATING BUDGET**

**FREDONIA COLLEGE  
FOUNDATION OPERATING BUDGET**





# 2016-2017 Fredonia College Foundation Operating Budget



## FREDONIA 2016-2017 College Foundation Budget

### Overview

The Fredonia College Foundation, established in 1964, is a separate nonprofit corporation (501c3) that accepts contributions to support scholarships and academic programs for the university. The foundation board consists of 32 directors who are trustees for endowed funds with a market value of upwards of \$30 million. The Interim Executive Director of the foundation is Betty Catania Gossett, who also serves as Interim Vice President for University Advancement. The Development Office includes professional staff, including fundraisers, a controller and administrative staff.



Scholars Breakfast.

The board began 2016 with new leadership. The executive committee includes Dennis Costello, '72 (Chair); Dr. Michael A. Marletta, '73 (Vice Chair); Deborah Kathman (Secretary); Thomas H. Waring, Jr., '80 (Treasurer); and Richard Johnson (Immediate Past Chair). All board members serve without compensation or reimbursement.

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

### Highlights

- During 2015 the foundation collected \$2,714,324 in donations to the university.

# 2016-2017 Fredonia College Foundation Operating Budget



- Unrestricted receipts in 2015 totaled \$182,630.
- Market value as of March 2016 is \$28,566,972.
- The foundation showed a strong start in the first quarter of 2016 with receipts at \$287,043.
- Marketplace online receipts continue to show growth and were \$50,528 for 2015, with December receipts amounting to \$16,188.
- Scholarships and grants from restricted and endowment funds were \$2,281,989. For 2016 the board of directors approved \$167,000 of unrestricted net assets for student financial aid and scholarship grants.
- Endowments continue to grow in number and dollar value. Naming gifts provide momentum, with attractive spaces available for naming in the Michael C. Rockefeller Arts Center and Technology Incubator.
- Bequests are at an all-time high in number and value.
- Endowments increased in number, totaling 445.

## Planning Assumptions

Planning assumptions used in the development of the 2016 Fredonia College Foundation operating budget include the following:

- Interest income will grow modestly.
- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Administrative/management fees will provide a modest increase over 2015 levels.
- Foundation receipts are expected to increase in 2016.
- Spending rate will remain at 4.5percent
- Board and staff will prepare for a comprehensive campaign.
- Travel will increase as fundraisers add territories and donor engagement activities.
- Additional scholarship dollars will be needed to support the University's recruitment efforts.



*The Fredonia College Foundation honored benefactors, scholarship recipients and their families at the annual Scholars Breakfast held in the Steele Hall arena.*

## Operating Budget

The 2016 Fredonia College Foundation operating budget totals \$761,783. The unrestricted gift income is expected to remain stable compared to 2015.

<b>FREDONIA</b>	
<b>2016-2017 Budget</b>	
<b>Fredonia College Foundation Budget</b>	
<b>Revenue Sources and Expenditures</b>	
<b>Revenue Sources:</b>	
Administrative Overhead	\$394,650
Investment Income	3,000
State Reimbursement	42,000
Unrestricted Gifts	140,000
<b>Total</b>	<b>\$579,650</b>
<b>Expenditures:</b>	
Salaries and Benefits	\$203,358
Fund Raising/Donor Recognition	97,800
Operating Expenses	145,492
Special Events	16,000
Grants and Scholarships	117,000
<b>Total</b>	<b>\$579,650</b>





# 2016-2017 Fredonia College Foundation Operating Budget



*Interim Vice  
President  
for University  
Advancement and  
Executive  
Director of the  
Fredonia College  
Foundation,  
Betty Gossett.*

<b>FREDONIA</b>			
<b>2016-2017 Fredonia College Foundation Budget</b>			
<b>Revenues and Expenses</b>			
	<b>2016-2017 Budget</b>	<b>2015-2016 Budget</b>	<b>Change</b>
<b>Projected Revenue</b>			
Administrative Overhead-Endowed Funds	\$376,000	\$330,000	\$46,000
Administrative Overhead-Restricted Funds	18,650	14,700	3,950
Investment Income	3,000	6,000	(3,000)
Distinguished Service Awards Banquet	0	16,000	(16,000)
Foundation House	42,000	42,000	0
Franklin Property- University Reimbursement	0	60,000	(60,000)
Unrestricted Gifts	140,000	140,000	0
<b>TOTAL REVENUE</b>	<b>\$579,650</b>	<b>\$608,700</b>	<b>(\$29,050)</b>
<b>Projected Expenses</b>			
Accounting Fees-Auditor	7,000	\$9,000	(\$2,000)
Alumni Campaign	7,500	7,500	0
Alumni Leadership Conference	0	5,200	(5,200)
Annual Report	18,000	18,000	0
Board of Directors Expense	3,400	3,400	0
Brokerage and Bank Fees	6,800	6,800	0
Capital Campaign	50,000	30,000	20,000
Contracted Professional Services	0	5,850	(5,850)
Corporate and Foundation Relations	5,000	5,000	0
Distinguished Service Awards Banquet	0	12,000	(12,000)
Donor Recognition and Cultivation	12,000	10,000	2,000
Executive Director - VP Expenses	7,000	7,000	0
Franklin Properties	75,000	60,000	15,000
Insurance	5,800	5,800	0
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	8,500	4,600	3,900
Membership and Dues	7,000	2,000	5,000
Miscellaneous	1,500	1,500	0
Office Supplies	6,000	6,000	0
Payroll Processing	4,000	4,000	0
Phonathon	0	2,000	(2,000)
Planned Giving	24,000	24,000	0
Postage	2,000	6,000	(4,000)
President's Associates Events	4,300	0	4,300
Presidents Discretionary Fund	3,000	3,000	0
Printing	6,000	6,000	0
Publications	1,600	1,600	0
Salaries and Benefits	203,358	198,227	5,131
Scholarship Recipient Recognition	16,000	16,000	0
Software and Support	30,000	30,000	0
State Fees	875	875	0
Travel	50,000	35,000	15,000
Foundation House			
Depreciation	21,100	21,100	0
Utilities	7,500	8,300	(800)
Repairs and Maintenance	15,000	15,000	0
Custodial Services	7,000	7,000	0
Surplus (Deficit) for the year	(154,083)	(83,452)	(70,631)
<b>TOTAL EXPENSES</b>	<b>\$462,650</b>	<b>\$494,800</b>	<b>(\$32,150)</b>
Scholarships	52,000	48,900	3,100
Honors Scholarship	50,000	50,000	0
Grants and Awards	15,000	15,000	0
<b>TOTAL EXPENSES AND GRANTS</b>	<b>\$579,650</b>	<b>\$608,700</b>	<b>(\$29,050)</b>



## FREDONIA COLLEGE FOUNDATION 2016 Board of Directors

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

**DEBORAH KATHMAN (Secretary)**  
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**THOMAS H. WARING, JR. '80 (Treasurer)**  
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Hamburg, N.Y.

**RICHARD JOHNSON, CPA (Immediate Past-Chair)**  
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**Ex-Officio**  
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State University of New York at Fredonia  
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Chairman, Dept. of Molecular and Experimental Medicine  
The Scripps Research Institute  
La Jolla, Calif.



*Alumni Golf Tournament at Shorewood Country Club.*

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Vice President, Bahgat, Laurito-Bahgat, CPAs  
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Director, Marion Foundation  
Spring, Texas

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Terre Haute, Ind.

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**CLIFTON TURNER, '84**  
General Manager, Staples  
New York, N.Y.







**APPENDIX 1**  
**Analysis of Funding for**  
**University Operating Budget**

**APPENDIX 2**  
**Analysis of Allocations**

**APPENDIX 3**  
**Consolidated Operating**  
**Budgets**

**APPENDIX 4**  
**Tuition and Fees**

**APPENDIX 5**  
**Organizational Charts**

**APPENDICES**





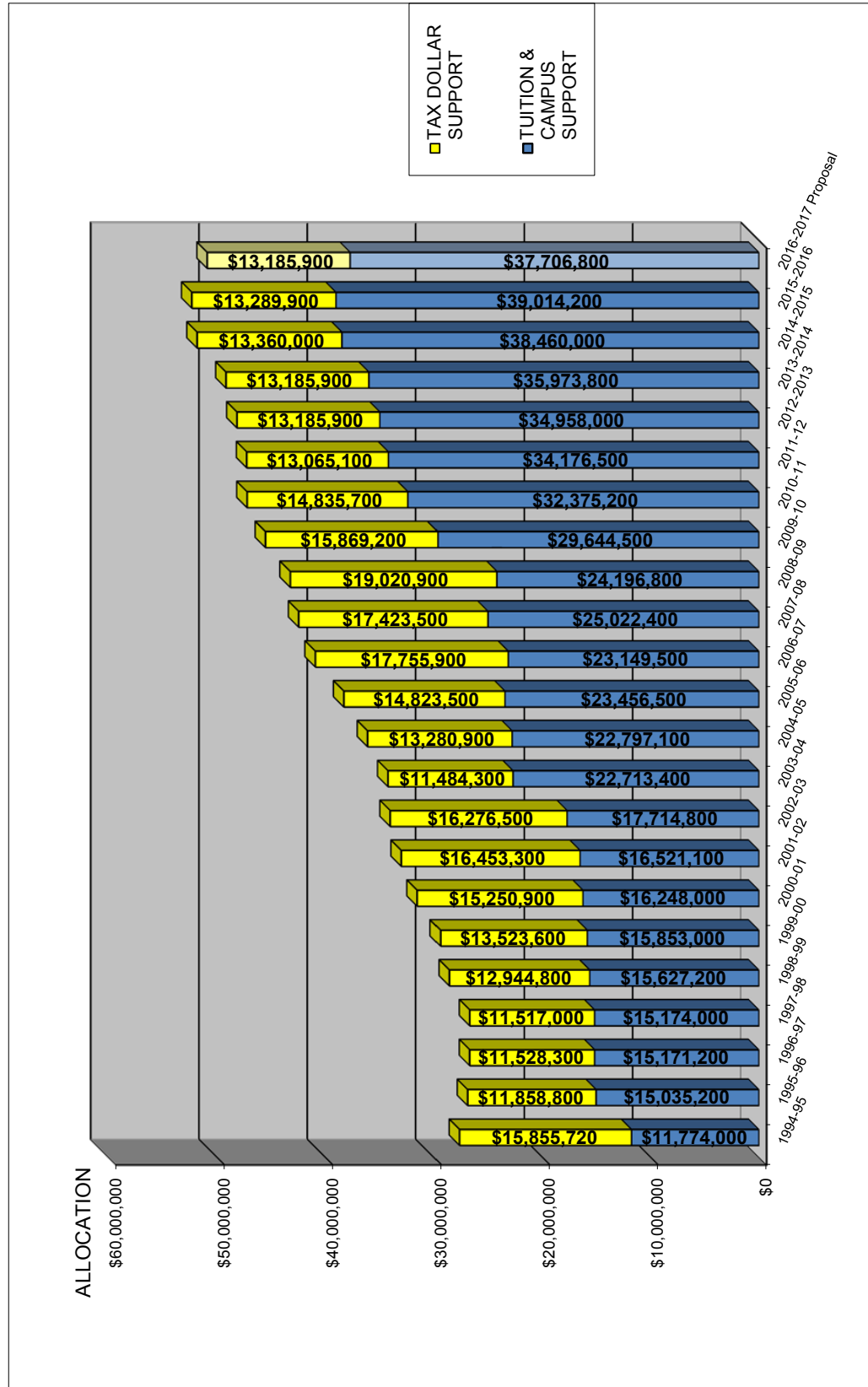
# Analysis of Funding - APPENDIX 1

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

	<u>2001-02</u>	<u>State Support</u>	<u>%</u>	<u>Campus Revenue</u>	<u>%</u>	<u>Total Budget</u>
Initial Budget April 2001	\$15,384,100	48%	\$16,470,400	52%	31,854,500	
Final-Form I October 5, 2001	16,453,300	50%	16,521,100	50%	32,974,400	
<b><u>2002-03</u></b>						
Preliminary - March 2002	\$16,590,000	50%	\$16,642,400	50%	33,232,400	
Financial Plan	16,420,800	50%	16,739,800	50%	33,160,600	
Actual Budget	16,420,800	48%	17,714,800	52%	34,135,600	
Final - January 2003	16,276,500	48%	17,714,800	52%	33,991,300	
<b><u>2003-04</u></b>						
Preliminary - March 2003	\$12,315,600	35%	\$22,784,400	65%	35,100,000	
Financial Plan	11,484,300	34%	21,813,400	66%	33,297,700	
Actual Budget	11,484,300	34%	22,713,400	66%	34,197,700	
<b><u>2004-05</u></b>						
Preliminary - March 2004	\$11,484,300	33%	\$22,995,700	67%	34,480,000	
Form 1 - September 2004	12,387,900	36%	22,089,300	64%	34,477,200	
Final Budget - October 2004	13,280,900	37%	22,797,100	63%	36,078,000	
<b><u>2005-06</u></b>						
Preliminary - April 2005	\$15,162,000	40%	\$23,118,000	60%	38,280,000	
Financial Plan	14,823,500	40%	22,286,600	60%	37,110,100	
Actual Budget	14,823,500	39%	23,456,500	61%	38,280,000	
<b><u>2006-07</u></b>						
Preliminary - April 2006	\$17,604,600	43%	23,300,800	57%	40,905,400	
Actual Budget	17,755,900	43%	23,149,500	57%	40,905,400	
<b><u>2007-08</u></b>						
Preliminary - April 2007	\$19,241,500	45%	23,367,500	55%	42,609,000	
Actual Budget	17,423,500	41%	25,022,400	59%	42,445,900	
<b><u>2008-09</u></b>						
Preliminary - April 2008	\$19,353,900	45%	23,322,200	55%	42,676,100	
Financial Plan (FORM 1)	18,767,000	45%	22,624,200	55%	41,391,200	
Adjusted Financial Plan	20,596,300	48%	22,624,200	52%	43,220,500	
Financial Plan Spring 09	19,020,900	44%	24,196,800	56%	43,217,700	
<b><u>2009-10</u></b>						
Preliminary - April 2009	\$15,100,000	34%	28,823,500	66%	43,923,500	
Financial Plan (FORM 1)	17,175,000	39%	26,718,700	61%	43,893,700	
Adjusted Financial Plan	17,175,000	40%	26,043,700	60%	43,218,700	
Base Budget	17,175,000	38%	28,338,700	62%	45,513,700	
Base Budget with Mid-Year Cut	16,212,600	36%	29,301,100	64%	45,513,700	
<b><u>2010-11</u></b>						
Preliminary - April 2010	\$15,107,900	32%	31,924,300	68%	47,032,200	
Financial Plan (FORM 1)	15,280,600	35%	28,365,000	65%	43,645,600	
Base Budget with Mid-Year Cut	14,835,700	31%	32,375,200	69%	47,210,900	
<b><u>2011-12</u></b>						
Preliminary - April 2011	13,065,100	28%	34,176,500	72%	47,241,600	
Financial Plan (FORM 1)	13,065,100	28%	34,176,500	72%	47,241,600	
<b><u>2012-2013</u></b>						
Preliminary - April 2012	13,178,000	27%	34,965,900	73%	48,143,900	
Financial Plan (FORM 1)	13,185,900	27%	34,958,000	73%	48,143,900	
<b><u>2013-2014</u></b>						
Preliminary - April 2013	12,485,900	25%	37,183,700	75%	49,669,600	
Financial Plan (FORM 1)	13,185,900	27%	35,973,800	73%	49,159,700	
<b><u>2014-2015</u></b>						
Preliminary - April 2014	13,185,900	25%	38,592,100	75%	51,778,000	
Financial Plan (FORM 1)	13,360,000	26%	38,460,000	74%	51,820,000	
<b><u>2015-2016</u></b>						
Preliminary - Sept 2015	13,289,900	25%	39,014,200	75%	52,304,100	
Financial Plan (FORM 1)	13,289,900	25%	39,014,200	75%	52,304,100	



**FREDONIA  
SOURCES OF FUNDING  
UNIVERSITY OPERATING BUDGET**







# Derivation of Proposed Operating Budget - APPENDIX 1

## FREDONIA Derivation of Proposed 2016-2017 Operating Budget from 2015-2016 Base

	President	Academic Affairs	Finance & Administration	University Advancement	Student Affairs	Engagement & Economic Dev	Utilities/Other Institutional	Total
<b>Original 2015-2016 Proposed Base Budget</b>	\$632,500	\$31,575,600	\$5,585,530	\$1,454,200	\$4,460,000	\$297,300	\$8,298,970	\$52,304,100
Redistribution of Allocation Planning & Budget Stipend								
<b>Sub-Total Budget Adjustments</b>								
<b>Revised 2015-2016 Base Budget Need</b>	632,500	31,575,600	5,585,530	1,454,200	4,460,000	297,300	8,298,970	52,304,100
<i>2014-15 Carry Over Funds</i>							-200,000	(200,000)
<i>2015-16 IFR Fee Support</i>							-670,000	(670,000)
<i>FSA &amp; DIFR Utility Support</i>							-700,000	(700,000)
<i>2014-15 Utility Savings</i>							-200,000	(200,000)
<i>Over Enrollment Prior Years</i>							-2,559,000	(2,559,000)
<i>Additional Year End Carryover</i>							-750,000	(750,000)
<i>Additional Support Term &amp; Summer Session</i>							-20,000	(20,000)
<i>2015-16 Salary Savings</i>							-1,000,000	(1,000,000)
<b>Adjusted 2015-2016 Allocation (Form 1)</b>	632,500	31,575,600	5,585,530	1,454,200	4,460,000	297,300	2,199,970	46,205,100
<i>SUTRA (Supplemental) Over Enrollment Prior Years</i>								
<b>2015-2016 Financial Plan Base</b>	632,500	31,575,600	5,585,530	1,454,200	4,460,000	297,300	2,199,970	46,205,100
<i>Mid-year Budget Reductions</i>								
<b>2015-2016 Adjusted Financial Plan</b>	632,500	31,575,600	5,585,530	1,454,200	4,460,000	297,300	2,199,970	46,205,100
Transfer Funding to Engagement & Economic Development		(14,000)			(321,300)	41,715	(27,715)	
Transfer Career Development Office To EED					321,300			
Transfer SICA Recharges to Institutional		(100,500)					100,500	
Transfer EOP Office To Academic Affairs		133,400			(133,400)			
Transfer Honors Scholarship to Institutional		(50,000)					50,000	
Correct Institutional Recharge Reporting		(30,500)	(10,000)				40,500	
Mandatory Funding Adjustment								
2015-2016 Negotiated Salary Adjustments/ Position Changes	43,900		26,600	36,100	139,000	7,200	(916,500)	
<b>Final 2015-2016 Base Budget</b>	676,400	32,177,700	5,602,130	1,490,300	4,144,300	667,515	7,545,755	52,304,100
<b>2016-2017 Budget Adjustments</b>								
<b>I. Inflationary Increases</b>								
Math & Science Scholarship							100,000	100,000
Implementation of New Scholarship Rubric							1,400,000	1,400,000
Promotional Salary Increases to Base							100,000	100,000
Divisional Expenditure Reductions towards \$1.5M goal	(15,000)	(56,900)		(8,100)	(162,900)		(442,900)	(442,900)
Divisional Expenditure Reductions		(477,810)		(5,300)	(8,600)	16,500	(475,210)	(475,210)
Permanent Reduction to Base Changes - Utilities							(550,000)	(550,000)
Transfer Partial Tap GAP to IFR (Year End Savings)							(1,770,000)	(1,770,000)
System Administration & SUNY Recharges to IFR							(144,800)	(144,800)
Bargaining Unit Cost/ Mandatory Increases							371,510	371,510
<b>Sub-Total Budget Adjustments</b>	(15,000)	(534,710)		(13,400)	(171,500)	16,500	(693,290)	(1,411,400)
<b>Proposed 2016-2017 Base Budget</b>	\$661,400	\$31,642,990	\$5,602,130	\$1,476,900	\$3,972,800	\$684,015	\$6,852,465	\$50,892,700

# Analysis of Allocations - APPENDIX 2



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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	UNIVERSITY ADVANCEMENT	STUDENT AFFAIRS	UTILITIES	TOTAL	CHANGE
<b>1995-96</b>								
DOLLAR	\$435,303 2%	\$17,231,484 64%	\$4,053,194 15%	\$728,780 3%	\$1,710,641 6%	\$2,669,398 10%	\$26,828,800 100%	(\$570,400) -2.1%
FTE	5.00 1%	329.54 67%	106.91 22%	13.80 3%	39.10 8%		494.35 100%	-28.89 -5.5%
<b>1996-97</b>								
DOLLAR	\$425,500 2%	\$17,064,700 64%	\$3,992,200 15%	\$714,900 3%	\$1,681,200 6%	\$2,821,000 11%	\$26,699,500 100%	(\$129,300) -0.5%
FTE	3.50 1%	311.82 67%	100.30 22%	11.25 2%	37.53 8%		464.40 100%	-29.95 -6.1%
<b>1997-98</b>								
DOLLAR	\$346,700 1%	\$17,061,600 64%	\$3,801,100 14%	\$694,000 3%	\$1,693,700 6%	\$3,093,900 12%	\$26,691,000 100%	(\$8,500) 0.0%
FTE	3.50 1%	322.88 68%	100.18 21%	11.25 2%	38.94 8%		476.75 100%	12.35 2.7%
<b>1998-99</b>								
DOLLAR	\$353,400 1%	\$17,971,500 63%	\$3,999,500 14%	\$714,900 3%	\$1,757,300 6%	\$3,775,400 13%	\$28,572,000 100%	\$1,881,000 7.0%
FTE	3.50 1%	340.16 68%	103.93 21%	11.25 2%	39.80 8%		498.64 100%	21.89 4.6%
<b>1999-00</b>								
DOLLAR	\$374,000 1%	\$18,557,900 63%	\$4,212,500 14%	\$813,400 3%	\$2,180,500 7%	\$3,238,300 11%	\$29,376,600 100%	\$804,600 2.8%
FTE*	3.60 1%	342.96 66%	108.43 21%	12.25 2%	49.70 10%		516.94 100%	18.30 3.7%
* Health & Physical Education transferred from Academic Affairs to Student Affairs								
<b>2000-01</b>								
DOLLAR	\$375,800 1%	\$19,185,300 63%	\$4,277,700 14%	\$830,400 3%	\$2,297,900 8%	\$3,558,600 12%	\$30,525,700 100%	\$1,149,100 3.9%
FTE	3.60 1%	351.36 66%	110.93 21%	12.50 2%	51.70 10%		530.09 100%	13.15 2.5%
<b>2001-02</b>								
DOLLAR	\$399,900 1%	\$21,264,400 64%	\$4,641,900 14%	\$906,700 3%	\$2,490,800 8%	\$3,270,700 10%	\$32,974,400 100%	\$2,448,700 8.0%
FTE	3.50 1%	357.72 66%	113.93 21%	13.50 2%	52.70 10%		541.35 100%	11.26 2.1%
<b>2002-03</b>								
DOLLAR	\$422,400 1%	\$21,856,600 66%	\$4,835,400 15%	\$926,800 3%	\$2,566,200 8%	\$2,553,200 8%	\$33,160,600 100%	\$186,200 0.6%
FTE	3.60 1%	358.22 66%	115.18 21%	13.50 2%	52.54 10%		543.04 100%	1.69 0.3%
<b>2003-04</b>								
DOLLAR	\$410,300 1%	\$22,180,800 65%	\$4,683,100 14%	\$826,600 2%	\$2,658,000 8%	\$3,438,900 10%	\$34,197,700 100%	\$1,037,100 3.1%
FTE	3.60 1%	352.75 66%	110.38 21%	14.70 3%	53.54 10%		534.97 100%	-8.07 -1.5%
<b>2004-05</b>								
DOLLAR	\$418,500 1%	\$22,626,200 66%	\$4,903,400 14%	\$1,096,100 3%	\$2,851,100 8%	\$2,581,900 7%	\$34,477,200 100%	\$279,500 0.8%
FTE	3.50 1%	348.86 65%	111.00 21%	16.20 3%	54.14 10%		533.70 100%	-1.27 -0.2%

\* Percentages are rounded



# Analysis of Allocations - APPENDIX 2

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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	FINANCE & ADMIN	UNIVERSITY ADVANCEMENT	STUDENT AFFAIRS	ENGAGEMENT ECONOMIC DEV.	UTILITIES OTHER	TOTAL	CHANGE
<b>2005-06</b>									
DOLLAR	\$427,700 1%	\$24,096,300 63%	\$5,186,500 14%	\$1,066,800 3%	\$2,976,600 8%		\$4,526,100 12%	\$38,280,000 100%	\$3,802,800 11.0%
FTE	3.50 1%	360.93 66%	108.18 20%	16.20 3%	54.98 10%			543.79 100%	10.09 1.9%
<b>2006-07</b>									
DOLLAR	\$451,900 1%	\$25,289,500 62%	\$5,475,200 13%	\$1,170,600 3%	\$3,152,600 8%		\$5,365,600 13%	\$40,905,400 100%	\$2,625,400 6.9%
FTE	3.50 1%	377.00 66%	113.00 20%	17.20 3%	56.98 10%			567.68 100%	23.89 4.4%
<b>2007-08</b>									
DOLLAR	\$471,600 1%	\$26,396,000 62%	\$5,567,000 13%	\$1,251,900 3%	\$3,402,800 8%		\$5,519,700 13%	\$42,609,000 100%	\$1,703,600 4.2%
FTE	3.50 1%	386.70 67%	113.00 19%	18.00 3%	58.48 10%			579.68 100%	12.00 2.1%
<b>2008-09</b>									
DOLLAR	\$512,000 1%	\$28,604,100 64%	\$6,121,700 14%	\$1,364,000 3%	\$3,967,000 9%		\$3,952,200 9%	\$44,521,000 100%	\$1,912,000 4.5%
FTE	3.50 1%	396.56 66%	114.25 19%	18.00 3%	67.67 11%			599.98 100%	20.30 3.5%
<b>2009-10</b>									
DOLLAR	\$515,300 1%	\$29,258,500 64%	\$6,157,000 14%	\$1,370,900 3%	\$4,026,700 9%		\$4,185,300 9%	\$45,513,700 100%	\$992,700 2.2%
FTE	3.50 1%	390.06 65%	113.25 19%	17.00 3%	64.85 11%			588.66 100%	-11.32 -1.9%
<b>2010-11</b>									
DOLLAR	\$522,000 1%	\$30,189,200 64%	\$6,341,600 13%	\$1,375,900 3%	\$4,195,700 9%		\$4,586,500 10%	\$47,210,900 100%	\$1,697,200 3.7%
FTE	3.50 1%	384.56 65%	113.50 19%	17.00 3%	67.19 11%			585.75 100%	-2.91 -0.5%
<b>2011-12</b>									
DOLLAR	\$461,000 1%	\$29,736,100 63%	\$6,129,400 13%	\$1,389,800 3%	\$4,230,900 9%		\$5,294,400 11%	\$47,241,600 100%	\$30,700 0.1%
FTE	3.50 1%	375.04 65%	108.35 19%	16.00 3%	65.36 12%			568.25 100%	-17.50 -3.0%
<b>2012-2013</b>									
DOLLAR	\$536,000 1%	\$29,979,300 62%	\$6,162,000 13%	\$1,424,800 3%	\$4,281,300 9%		\$5,760,500 12%	\$48,143,900 100%	\$902,300 1.9%
FTE	4.00 1%	378.04 65%	108.35 19%	17.00 3%	66.36 12%			573.75 100%	5.50 1.0%
<b>2013-2014</b>									
DOLLAR	\$705,200 1%	\$29,828,900 61%	\$6,311,200 13%	\$1,433,800 3%	\$4,465,000 9%	\$218,000 0%	\$6,197,600 13%	\$49,159,700 100%	\$1,015,800 2.1%
FTE	6.00 1%	379.10 64%	111.90 19%	17.00 3%	69.36 12%	2.00 0%		585.36 100%	11.61 2.0%
<b>2014-2015</b>									
DOLLAR	\$667,800 1%	\$31,837,800 61%	\$5,679,600 11%	\$1,430,500 3%	\$4,417,500 9%	\$291,300 1%	\$7,495,500 14%	\$51,820,000 100%	\$2,660,300 5.4%
FTE	6.00 1%	380.38 65%	101.65 18%	17.00 3%	67.55 12%	2.00 0%		574.58 100%	-10.78 -1.8%
<b>2015-2016</b>									
DOLLAR	\$632,500 1%	\$31,575,600 60%	\$5,585,530 11%	\$1,454,200 3%	\$4,460,000 9%	\$297,300 1%	\$8,298,970 16%	\$52,304,100 100%	\$484,100 0.9%
FTE	5.00 1%	380.51 66%	97.38 17%	17.00 3%	66.94 12%	2.00 0%		568.83 100%	-5.75 -1.0%

\* Percentages are rounded



FREDONIA									
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS									
Fiscal Years 1998-99 to 2016-17									
	President	Academic Affairs	Administration	University Advancement	Student Affairs	Engagement & Economic Dev	Utilities/Other	Totals	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%	100%	
<b>1998-99 Base</b>	7,300	358,200	217,300	22,400	295,800	-	(849,600)	51,400	
<b>% of Base</b>	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%	100%	
<b>Budget Adjustments</b>									
1998-99	7,300	358,200	217,300	22,400	295,800	-	(849,600)	51,400	
1999-00	20,000	378,300	93,200	33,500	152,500	-	(425,100)	252,400	
2000-01	(2,200)	436,500	37,200	(9,000)	45,500	-	794,200	1,302,200	
2001-02 <sup>2</sup>	28,100	1,927,600	461,900	76,300	137,900	-	(1,511,900)	1,119,900	
2002-03	22,500	497,200	60,800	20,100	85,400	-	217,200	903,200	
2003-04 <sup>3</sup>	(12,100)	(86,300)	(84,700)	(150,200)	(36,400)	-	(532,600)	(902,300)	
2004-05	12,100	1,181,100	401,700	252,800	222,000	-	(471,700)	1,598,000	
2005-06	26,900	293,900	153,500	(11,800)	180,600	-	(643,100)	-	
2006-07	16,300	1,024,400	79,300	40,800	111,300	-	(1,272,100)	-	
2007-08	16,900	513,200	130,500	32,900	(83,200)	-	(610,300)	-	
2008-09 <sup>4</sup>	23,500	1,312,300	411,800	83,300	628,300	-	(614,300)	1,844,900	
2009-10	3,300	1,014,400	185,300	56,900	169,700	-	160,600	1,590,200	
2010-11 <sup>5</sup>	6,700	1,165,700	294,600	5,000	224,000	-	(1,517,300)	178,700	
2011-12	(61,000)	78,600	(25,900)	13,900	115,800	-	(121,400)	-	
2012-13 <sup>6</sup>	159,200	(71,300)	93,500	9,000	40,400	224,900	(137,900)	92,900	
2013-14	4,500	(84,700)	99,400	23,000	107,500	79,700	(757,500)	(382,900)	
2014-15	(10,800)	924,600	52,800	47,400	89,300	370,215	(1,073,300)	109,700	
2015-16 <sup>7</sup>	43,900	602,100	16,600	36,100	(315,700)	674,815	(753,215)	-	
<b>Adjustments</b>	<b>305,100</b>	<b>11,465,800</b>	<b>2,678,800</b>	<b>582,400</b>	<b>2,170,700</b>	<b>674,815</b>	<b>(10,119,315)</b>	<b>7,758,300</b>	
<b>Growth, Inflationary Increases &amp; Reductions</b>									
1999-00	400,300	80,900	80,900	75,000	40,000	-	(44,000)	552,200	
2000-01	224,400	42,000	42,000	16,000	67,400	-	470,900	820,700	
2001-02	147,500	35,000	35,000	-	45,000	-	127,500	355,000	
2002-03	95,000	-	-	-	-	-	163,000	258,000	
2003-04	410,500	(67,600)	(67,600)	50,000	128,200	-	443,300	964,400	
2004-05	25,000	40,000	40,000	-	25,000	-	192,300	282,300	
2005-06	600	711,700	19,200	3,000	20,400	1,447,100	1,447,100	2,202,000	
2006-07	1,900	579,900	147,900	102,800	71,000	1,721,900	1,721,900	2,625,400	
2007-08	3,500	399,200	54,700	33,600	111,200	1,101,400	1,101,400	1,703,600	
2008-09	-	382,600	-	-	22,400	-	(337,900)	67,100	
2009-10	-	(360,000)	(150,000)	(50,000)	(110,000)	-	72,500	(697,500)	
2010-11	-	(235,000)	(110,000)	-	(55,000)	-	1,918,500	1,518,500	
2011-12	-	(531,700)	(186,300)	-	(80,600)	-	829,300	30,700	
2012-13	65,000	201,700	-	35,000	50,400	-	550,200	902,300	
2013-14	20,000	176,400	88,300	(51,300)	143,300	(7,300)	1,004,800	1,432,800	
2014-15	(25,200)	1,693,200	(673,500)	(51,300)	(158,000)	-	1,713,400	2,491,300	
2015-16	(41,200)	(1,000,400)	(204,370)	1,300	(43,800)	-	1,704,870	416,400	
2016-17	(15,000)	(534,710)	-	(13,400)	(171,500)	16,500	(693,290)	(1,411,400)	
<b>Growth, Inflationary Increases &amp; Reductions</b>	<b>\$ 9,600</b>	<b>\$ 2,785,590</b>	<b>\$ (883,770)</b>	<b>\$ 202,000</b>	<b>\$ 105,400</b>	<b>\$ 9,200</b>	<b>\$ 12,385,780</b>	<b>\$ 14,613,800</b>	
<b>Total Adjustments</b>	<b>\$ 314,700</b>	<b>\$ 14,251,390</b>	<b>\$ 1,795,030</b>	<b>\$ 784,400</b>	<b>\$ 2,276,100</b>	<b>\$ 684,015</b>	<b>\$ 2,266,465</b>	<b>\$ 22,372,100</b>	
<b>% of Adjustments</b>	<b>1.41%</b>	<b>63.70%</b>	<b>8.02%</b>	<b>3.51%</b>	<b>10.17%</b>	<b>3.06%</b>	<b>10.13%</b>	<b>100%</b>	
<b>Current Base</b>	<b>\$ 661,400</b>	<b>\$ 31,642,990</b>	<b>\$ 5,602,130</b>	<b>\$ 1,476,900</b>	<b>\$ 3,972,800</b>	<b>\$ 684,015</b>	<b>\$ 6,852,465</b>	<b>\$ 50,892,700</b>	
<b>Current % of Base</b>	<b>1.30%</b>	<b>62.18%</b>	<b>11.01%</b>	<b>2.90%</b>	<b>7.81%</b>	<b>1.34%</b>	<b>13.46%</b>	<b>100.00%</b>	

<sup>1</sup> Transferred Athletics from Academic Affairs to Student Affairs  
<sup>2</sup> No state funding for negotiated salary increases  
<sup>3</sup> Budget Cuts & Retirement Savings  
<sup>4</sup> Transferred Athletic PSR from IFR to State  
<sup>5</sup> Printshop closed  
<sup>6</sup> Transferred Institutional Research from Academic Affairs to President  
<sup>7</sup> Transferred CDO from SA to EED & EDP from SA to AA





# Consolidated Operating Budgets - APPENDIX 3

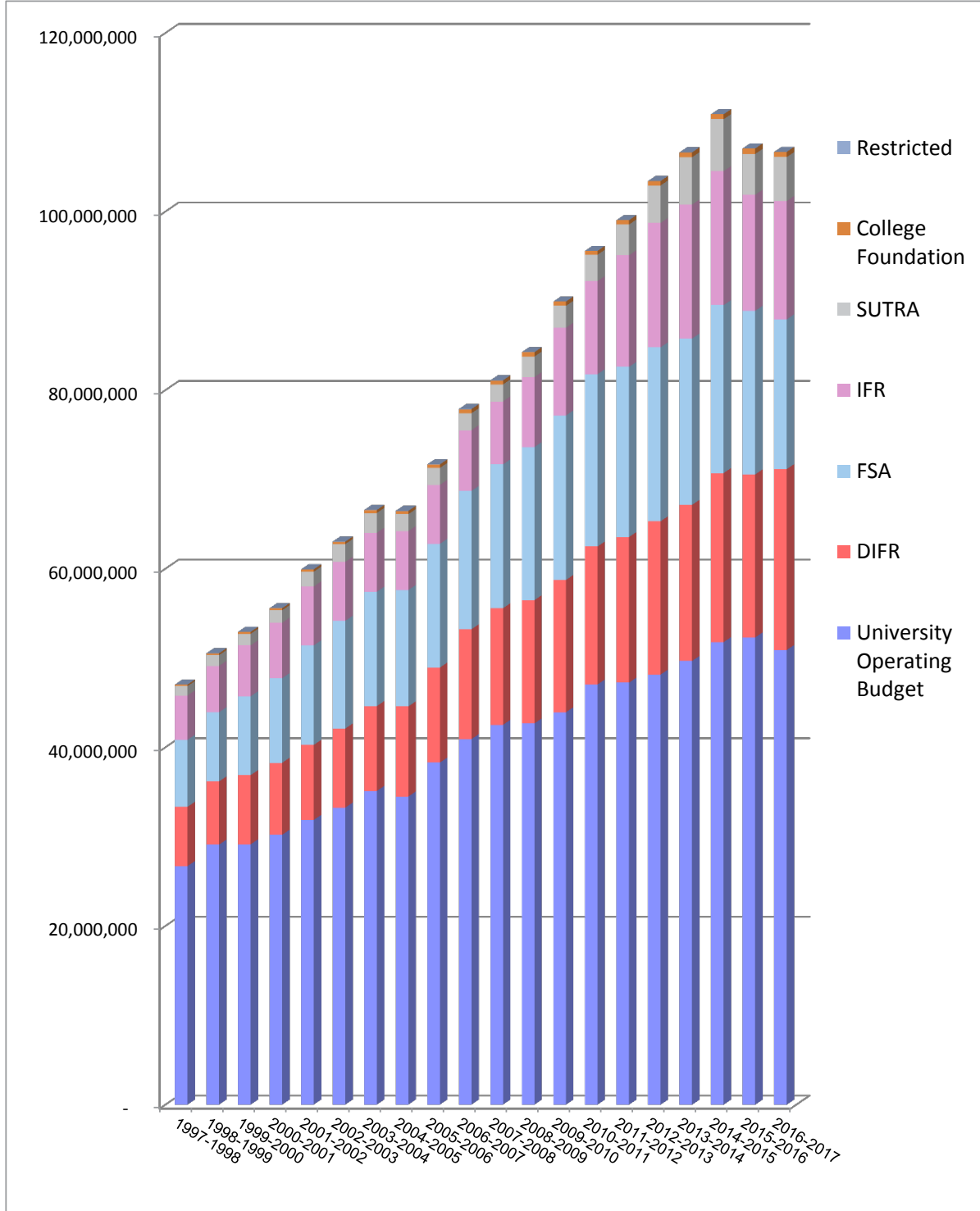
## Fredonia Consolidated Operating Budgets 1997-1998 to 2016-17

Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation	Restricted	Total	Percent Change
1997-1998	26,691,000	6,637,100	7,507,275	4,961,100	1,050,000	165,250	7,600	47,019,325	
1998-1999	29,091,000	7,071,400	7,762,200	5,184,000	1,200,000	211,650	6,600	50,526,850	7.46%
1999-2000	29,124,200	7,747,400	8,831,625	5,700,000	1,300,000	215,300	6,200	52,924,725	4.75%
2000-2001	30,197,300	8,058,300	9,480,675	6,200,000	1,400,000	227,000	6,000	55,569,275	5.00%
2001-2002	31,854,500	8,395,000	11,151,000	6,600,000	1,650,000	270,500	6,000	59,927,000	7.84%
2002-2003	33,232,400	8,860,000	12,058,640	6,600,000	2,000,000	267,000	9,400	63,027,440	5.17%
2003-2004	35,100,000	9,500,500	12,808,035	6,600,000	2,225,000	325,900	10,700	66,570,135	5.62%
2004-2005	34,480,000	10,091,750	13,028,475	6,600,000	1,900,000	355,000	18,500	66,473,725	-0.14%
2005-2006	38,280,000	10,639,250	13,859,535	6,600,000	1,900,000	389,600	11,100	71,679,485	7.83%
2006-2007	40,905,400	12,300,000	15,493,380	6,800,000	1,900,000	462,030	12,300	77,873,110	8.64%
2007-2008	42,505,400	13,057,000	16,114,475	7,050,000	1,900,000	447,942	13,000	81,087,817	4.13%
2008-2009	42,676,100	13,798,500	17,147,975	7,836,800	2,300,000	482,500	13,400	84,255,275	3.91%
2009-2010	43,923,500	14,813,850	18,423,566	9,826,220	2,450,000	482,310	*	89,919,446	6.72%
2010-2011	47,032,200	15,450,000	19,304,000	10,423,000	2,950,000	431,650		95,590,850	6.31%
2011-2012	47,241,600	16,305,500	19,051,165	12,500,000	3,450,000	485,664		99,033,929	3.60%
2012-2013	48,143,900	17,163,400	19,488,625	13,925,000	4,200,000	492,000		103,412,925	4.42%
2013-2014	49,669,600	17,484,750	18,624,195	15,000,000	5,308,000	544,000		106,630,545	3.11%
2014-2015	51,778,000	18,933,750	18,806,140	15,000,000	5,824,000	552,400		110,894,290	4.00%
2015-2016	52,304,100	18,253,100	18,319,080	13,000,000	4,579,000	608,700		107,063,980	-3.45%
2016-2017	50,892,700	20,257,150	16,773,295	13,250,000	4,925,425	579,650		106,678,220	-0.36%

\* Restricted balances transferred to College Foundation



**Fredonia  
Consolidated Operating Budgets  
1997-1998 to 2016-2017**





# Tuition and Fees - APPENDIX 4

STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1975 - 2017 NYS RESIDENT UNDERGRADUATES																
YEAR	TUITION		STUDENT		ATHLETIC		STUDENT		HEALTH		TECH-		DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED
	LOWER DIVISION	COLLEGE FEE	ACTIVITY FEE	FEE	FEE	STUDENT SERVICES	CENTER FEE	NOLOGY FEE	DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED				
1977-1978	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	375.00	380.00	1,177.50	0.0%	
1978-1979	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	375.00	400.00	1,197.50	1.7%	
1979-1980	450.00	12.50	38.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00	430.00	1,331.00	11.1%	
1980-1981	450.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	475.00	468.00	1,445.50	8.6%	
1981-1982	525.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	550.00	529.00	1,656.50	14.6%	
1982-1983	525.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	625.00	579.00	1,783.50	7.7%	
1983-1984	675.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	700.00	618.00	2,047.50	14.8%	
1984-1985	675.00	12.50	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,182.50	6.6%	
1985-1986	675.00	12.50	51.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,183.50	0.0%	
1986-1987	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	850.00	699.00	2,217.50	1.6%	
1987-1988	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	850.00	699.00	2,292.50	3.4%	
1988-1989	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	895.00	760.00	2,398.50	4.6%	
1989-1990	675.00	12.50	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	915.00	795.00	2,467.50	2.9%	
FALL 1990	675.00	12.50	52.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	965.00	815.00	2,544.50	3.1%	
SPRING 1991	825.00	12.50	52.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	965.00	815.00	2,694.50	5.9%	
1991-1992	1,075.00	12.50	54.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,050.00	885.00	3,136.50	16.4%	
1992-1993	1,325.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,095.00	895.00	3,453.00	10.1%	
1993-1994	1,325.00	12.50	62.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,175.00	925.00	3,579.50	3.7%	
1994-1995	1,325.00	12.50	62.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00	960.00	3,714.50	3.8%	
1995-1996	1,700.00	12.50	72.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,375.00	960.00	4,294.50	15.6%	
1996-1997	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	1,450.00	1,025.00	4,481.50	4.4%	
1997-1998	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%	
1998-1999	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%	
1999-2000	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%	
2000-2001	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%	
2001-2002	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%	
2002-2003	1,700.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%	
2003-2004	2,175.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%	
2004-2005	2,175.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%	
2005-2006	2,175.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%	
2006-2007	2,175.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%	
2007-2008	2,175.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%	
FALL 2008	2,175.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%	
SPRING 2009	2,485.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,539.00	4.3%	
2009-2010	2,485.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%	
2010-2011	2,485.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%	
2011-2012	2,635.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%	
2012-2013	2,785.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%	
2013-2014	2,935.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,425.00	2,245.00	9,370.00	5.0%	
2014-2014	3,085.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,600.00	2,310.00	9,780.25	4.4%	
2015-2016	3,235.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,800.00	2,375.00	10,212.00	4.4%	
2016-2017	3,235.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,800.00	2,425.00	10,269.50	5.0%	

(1) DORMITORY RENTAL IS BASED ON DOUBLE OCCUPANCY.  
 (2) FOOD SERVICE CHARGES ARE BASED ON THE 14 MEAL PLAN PRIOR TO 2007-08 & CURRENTLY (10 MEAL PLAN + \$600 2008-09 - 2015-16)  
 (3) TOTALS ARE BASED ON LOWER DIVISION TUITION, WHERE APPLICABLE.  
 (4) RATES FOR 2016-2017 ARE SUBJECT TO CHANGE.



# Tuition and Fees - APPENDIX 4

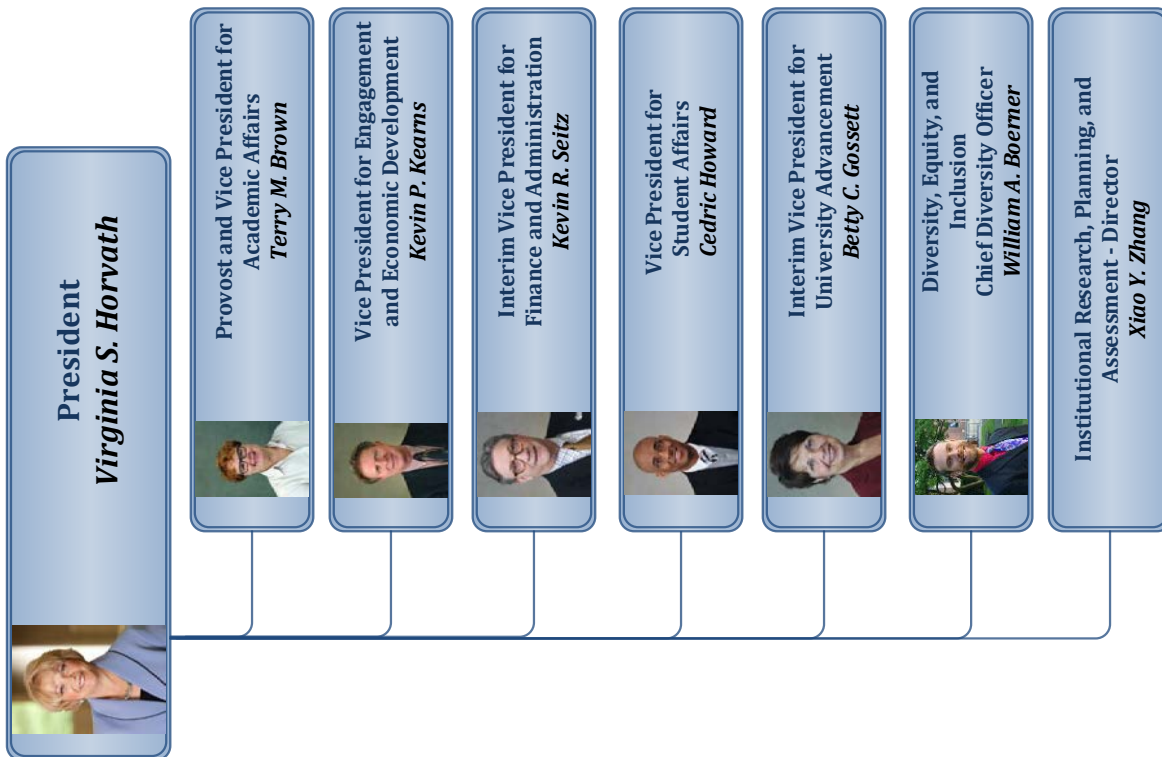
## FREDONIA History of Student Services and Program Charge 2003-2004 through 2016-2017 Academic Years

Summary Of Components In Student Services and Program Charge	2003-2004		2004-2005		2005-2006		2006-2007		2007-2008		2008-2009		2009-2010	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$77.50	\$6.45	\$77.75	\$6.50	\$78.25	\$6.50	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85
Bus Services	9.50	0.80	10.25	0.85	10.25	0.85	10.25	0.85	10.50	0.85	11.15	0.90	11.15	0.90
Athletic Fee	100.00	8.35	103.00	8.60	113.00	9.40	118.00	9.85	128.00	10.65	133.00	11.10	140.00	11.70
Health Center Fee	105.00	8.75	108.00	9.00	113.00	9.00	118.00	9.85	123.00	10.25	130.00	10.85	138.00	11.50
Technology Fee	125.00	10.45	129.00	10.75	135.00	11.25	140.00	11.65	148.00	12.35	155.00	12.90	162.00	13.50
Parking Services	39.00	3.25	40.00	3.30	41.00	3.45	45.00	3.75	48.00	4.00	50.00	4.20	52.00	4.35
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	3.50	0.30	3.50	0.30	4.00	0.35	4.50	0.40	5.50	0.50	6.00	0.50	7.00	0.60
Intramural Support	4.50	0.40	4.50	0.40	4.50	0.40	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Natorium	3.00	0.25	4.00	0.30	4.50	0.40	4.50	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Alumni Services	12.50	1.05	14.00	1.15	14.50	1.20	15.00	1.25	16.00	1.35	16.00	1.35	16.00	1.35
Orientation Support	2.00	0.15	2.00	0.20	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Box Office	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10
Student Engagement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$493.50</b>	<b>\$41.15</b>	<b>\$508.00</b>	<b>\$42.30</b>	<b>\$533.00</b>	<b>\$44.40</b>	<b>\$553.50</b>	<b>\$46.15</b>	<b>\$583.25</b>	<b>\$48.60</b>	<b>\$606.50</b>	<b>\$50.55</b>	<b>\$632.00</b>	<b>\$52.70</b>
Summary Of Components In Student Services and Program Charge	2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00	\$86.00	\$7.15	\$88.64	\$7.40	\$95.79	\$8.00
Bus Services	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	12.25	1.00	13.36	1.10	13.71	1.15
Athletic Fee	150.00	12.50	145.00	12.05	145.00	12.05	155.00	12.90	155.00	12.90	159.00	13.25	174.00	14.50
Health Center Fee	145.00	12.05	165.00	13.75	165.00	13.75	165.00	13.75	175.00	14.60	178.50	14.90	178.50	14.90
Technology Fee	175.00	14.60	185.00	15.40	195.00	16.25	203.00	16.90	210.00	17.50	217.00	18.10	211.50	17.65
Parking Services	55.00	4.60	57.50	4.80	57.50	4.80	57.50	4.80	57.50	4.80	57.50	4.80	55.00	4.60
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	7.00	0.60	4.00	0.35	29.00	2.40	29.00	2.40	29.00	2.40	29.00	2.45	24.00	2.00
Intramural Support	5.00	0.40	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75	8.50	0.70
Natorium	6.00	0.50	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	4.50	0.35
Alumni Services	16.00	1.35	16.00	1.35	16.00	1.35	17.00	1.50	17.00	1.50	18.00	1.50	17.50	1.45
Orientation Support	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	3.50	0.30
Box Office	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	3.00	0.25	3.00	0.25
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	0.00	0.00	0.00	0.00
Student Engagement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$669.00</b>	<b>\$55.75</b>	<b>\$696.50</b>	<b>\$58.00</b>	<b>\$731.50</b>	<b>\$60.90</b>	<b>\$752.50</b>	<b>\$62.70</b>	<b>\$772.75</b>	<b>\$64.40</b>	<b>\$789.50</b>	<b>\$65.85</b>	<b>\$797.00</b>	<b>\$66.45</b>



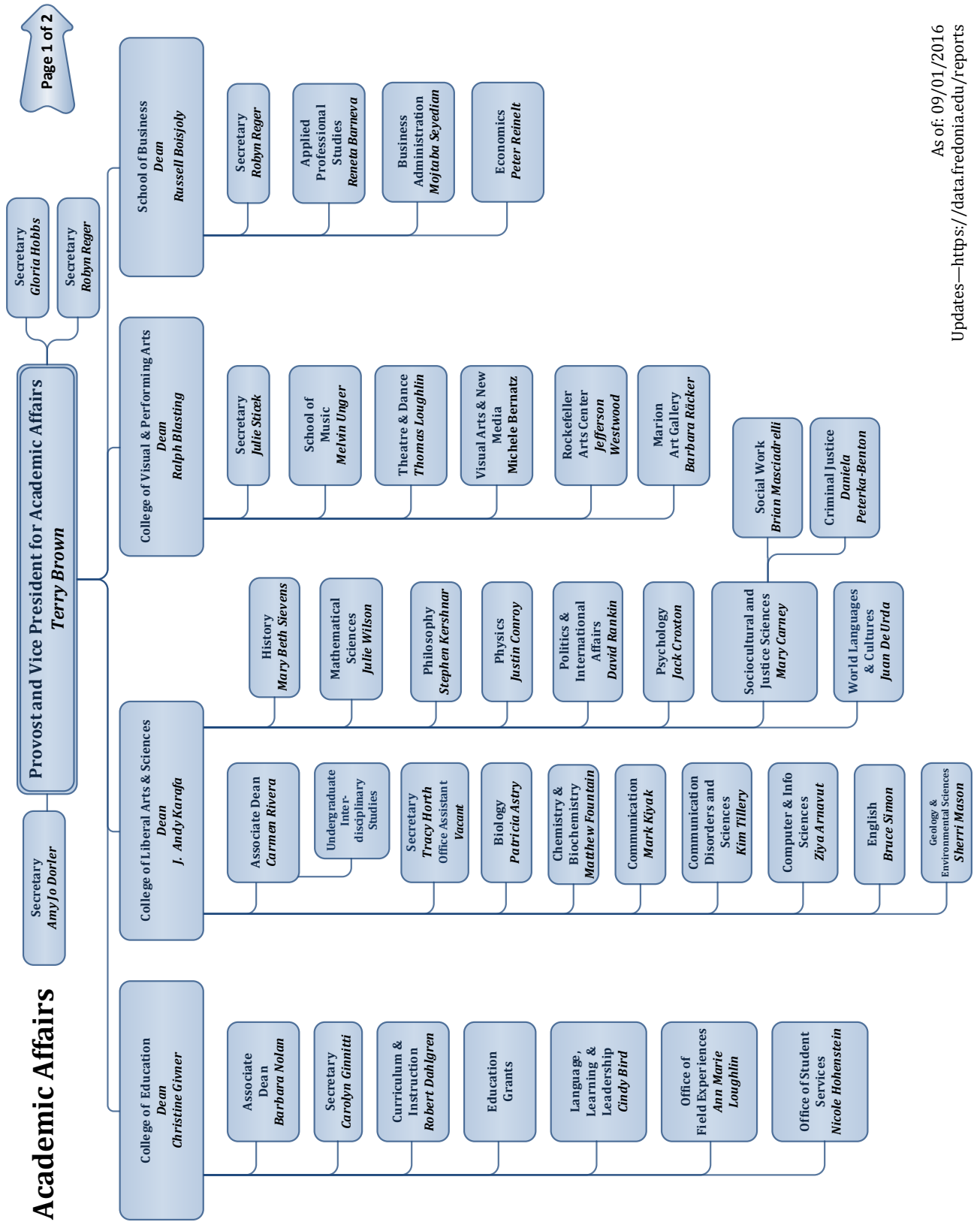


# Fredonia President Cabinet and Direct Reports



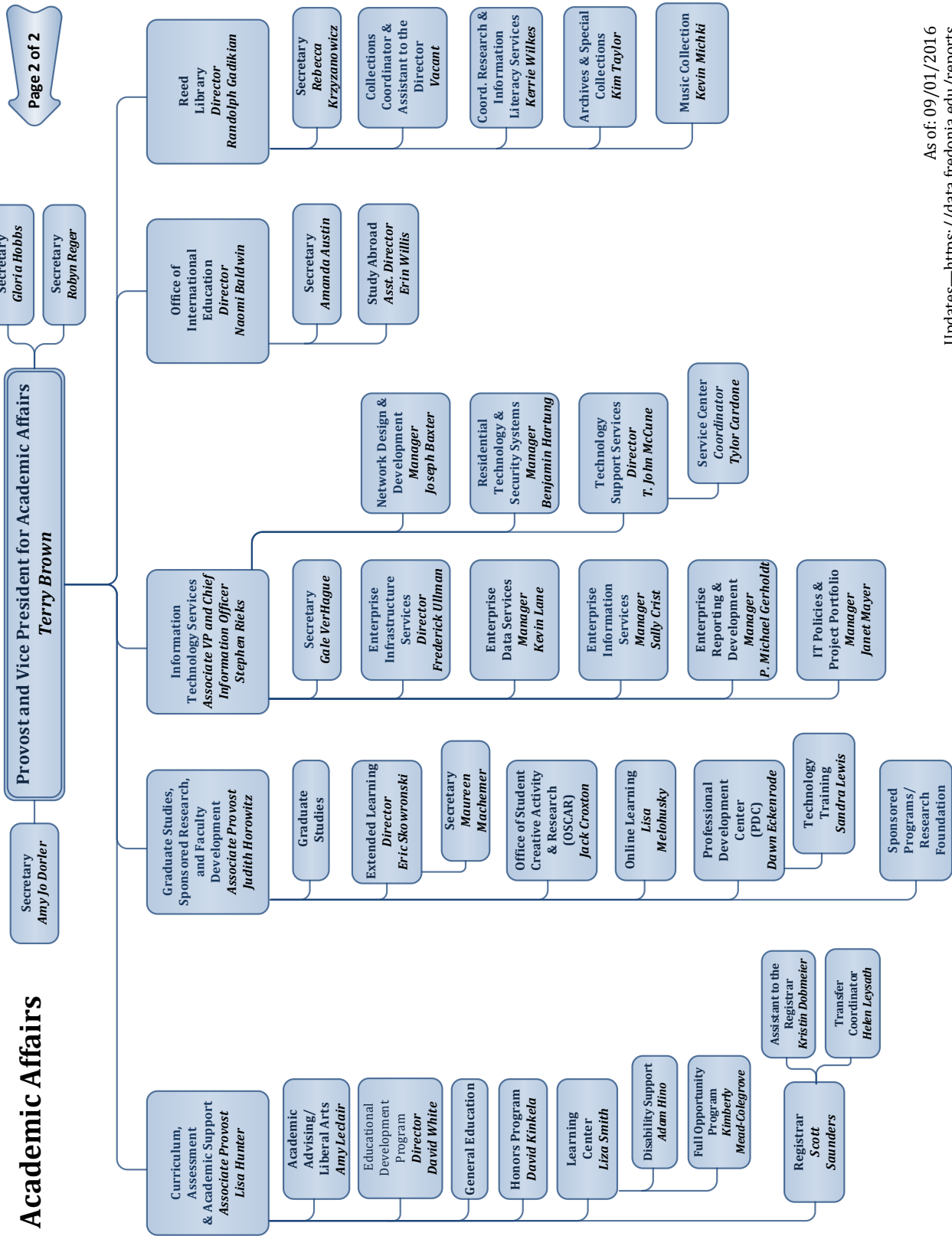


**Academic Affairs**



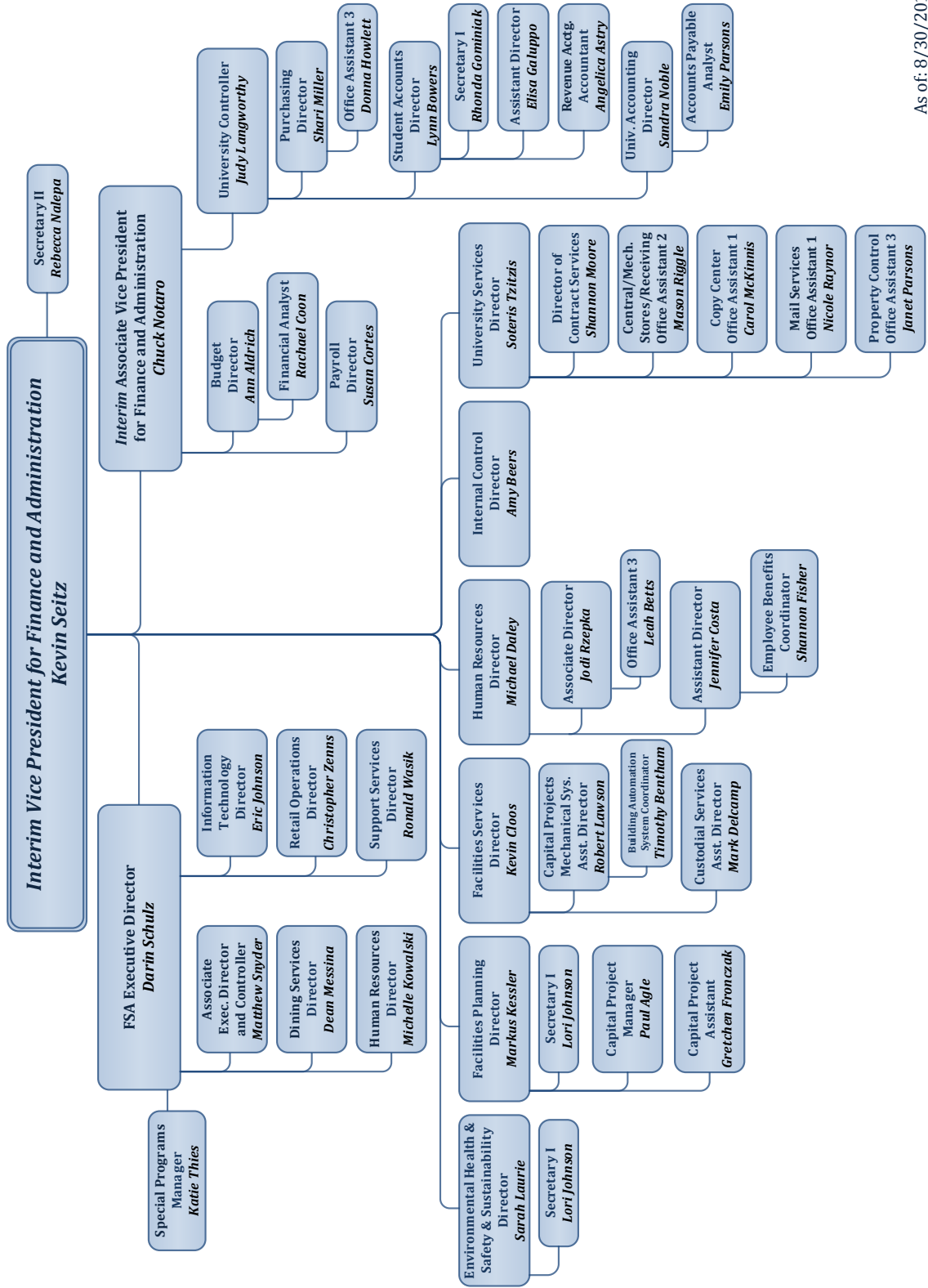


# Organizational Charts - APPENDIX 5





# Finance and Administration



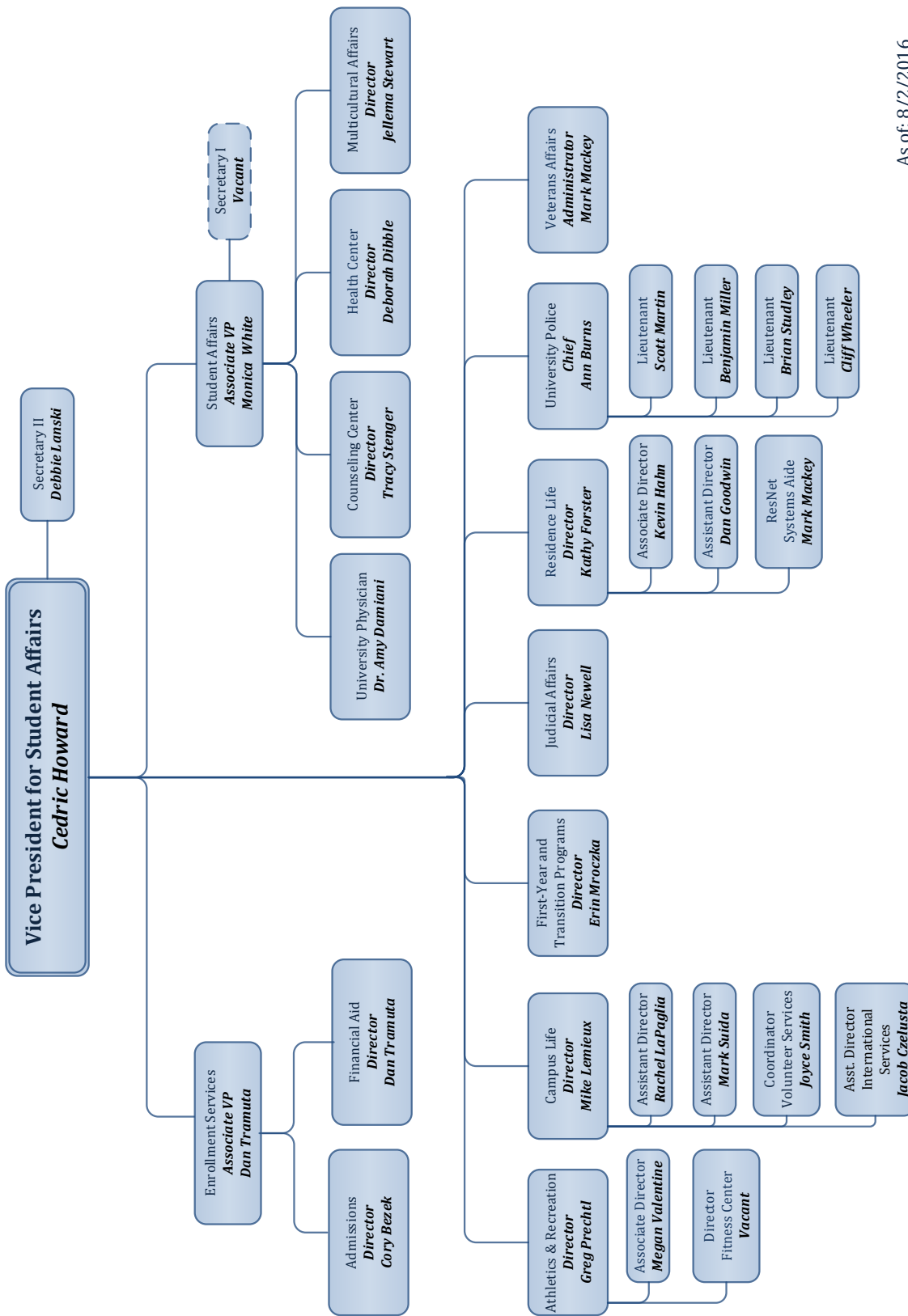
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Updates— <https://data.fredonia.edu/reports>





# Organizational Charts - APPENDIX 5

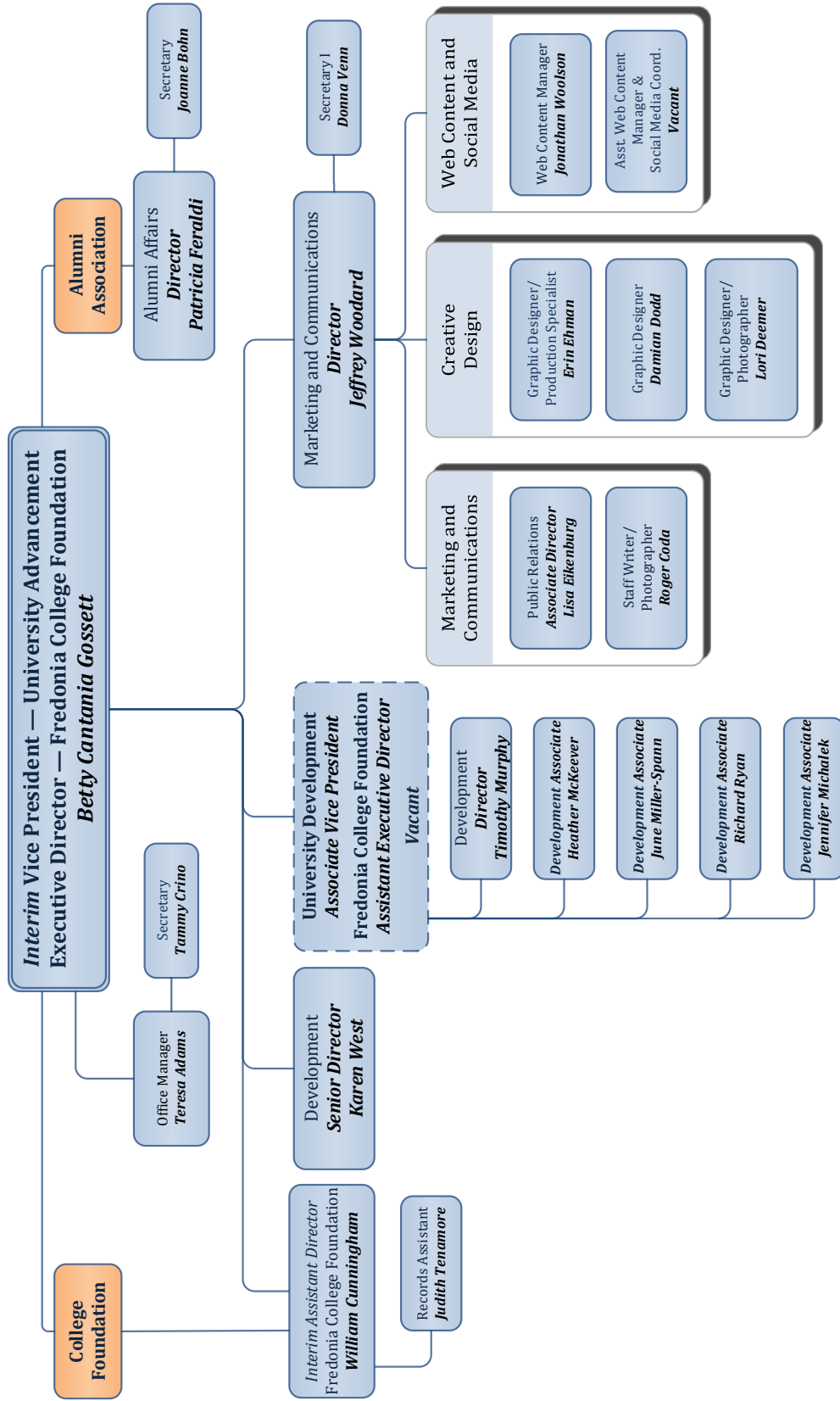
## Student Affairs



As of: 8/2/2016  
Updates—<https://data.fredonia.edu/reports>



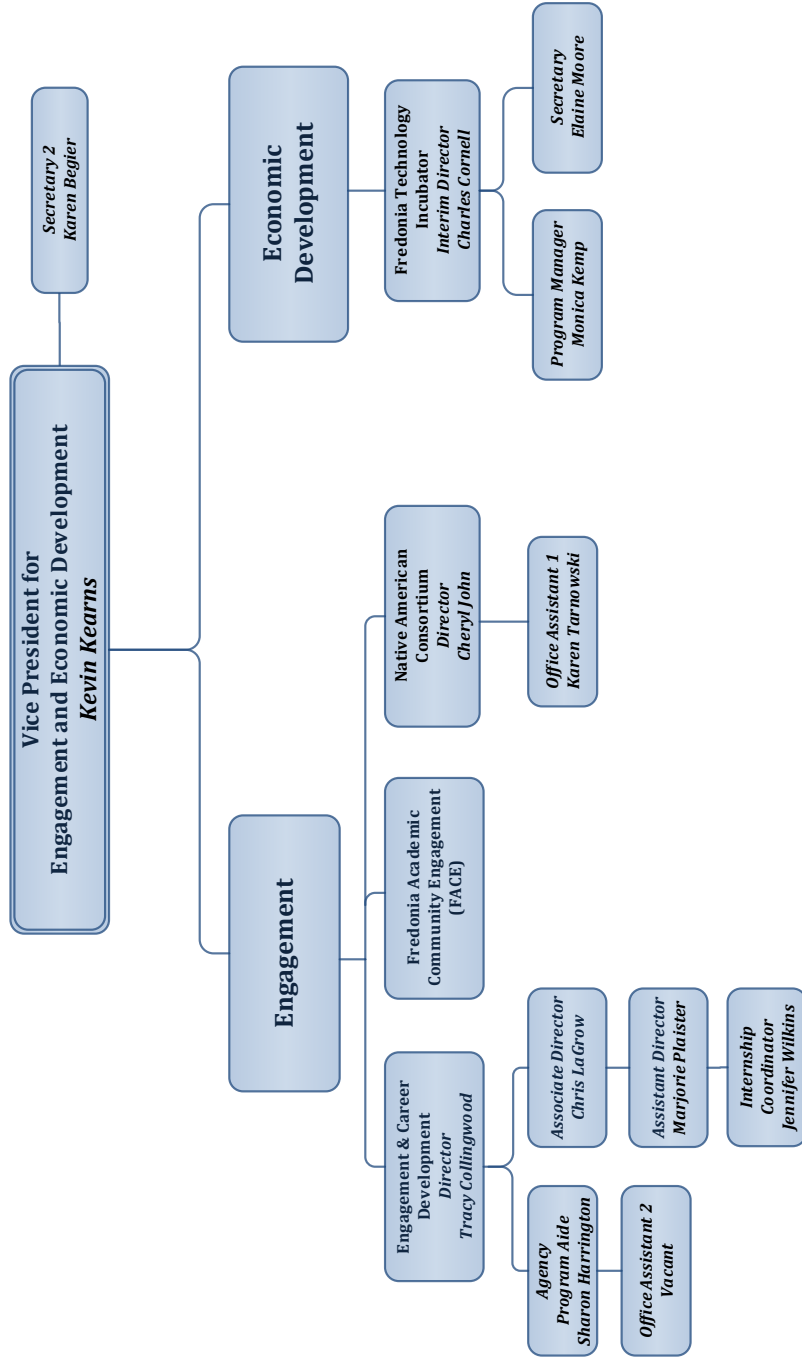
# University Advancement/ Fredonia College Foundation



As of: 8/24/2016  
Updates—<https://data.fredonia.edu/reports>



## Engagement and Economic Development



# ACKNOWLEDGEMENTS

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