

STATE UNIVERSITY OF NEW YORK AT FREDONIA



Consolidated Operating Budget 2013-2014

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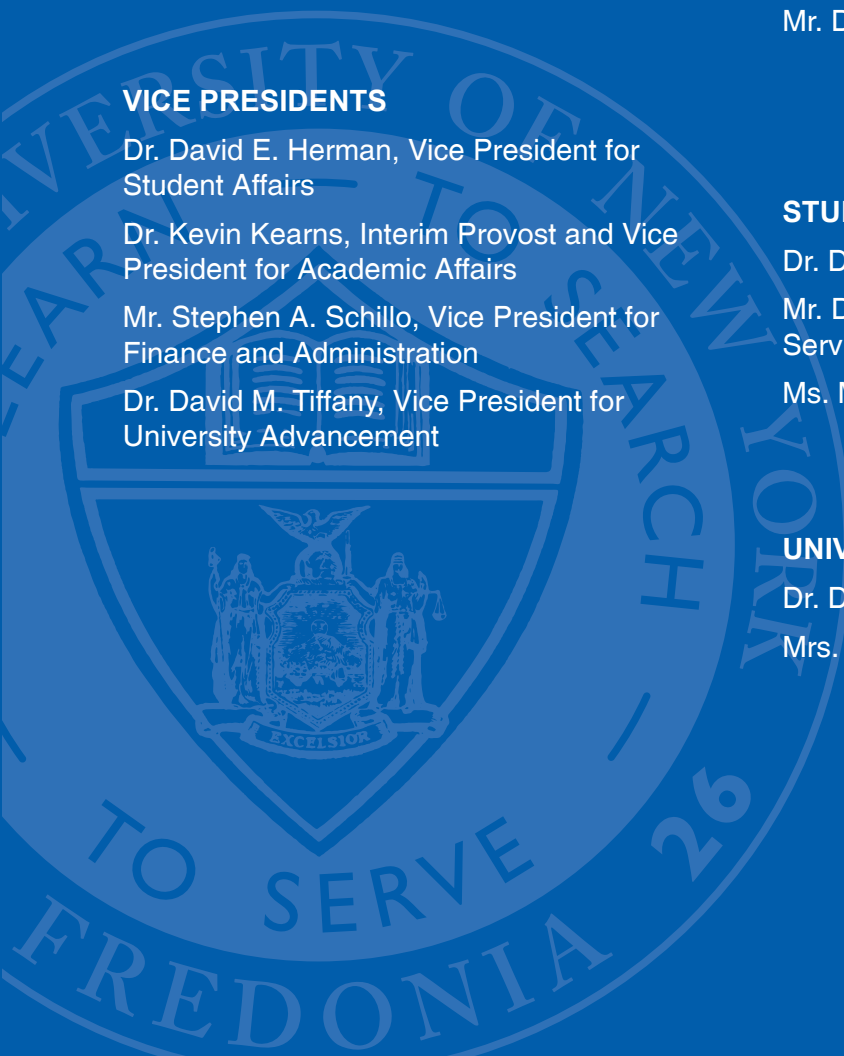




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**CONSOLIDATED
OPERATING BUDGET**

OVERVIEW

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**CONSOLIDATED
OPERATING BUDGET**





Message from the President



President Virginia Schaefer Horvath

Dear Colleagues:

This publication represents the 17th 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 in these pages: 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; Fredonia College Foundation funds; Technology Incubator funds; and Faculty Student Association funds.

The top priorities for the coming year are ensuring quality education for all students, implementing the goals of the Power of Fredonia plan, supporting the work of faculty and staff, and continuing to address the carry-forward shortfall in state funding. In addition, the rational tuition policy allows for a \$150 per semester tuition increase for next year. Of the increase, approximately 25 percent will be used to fund the Tuition Credit Scholarship, and \$100,000 will be designated to fund the President's Math/Science Scholarships. The remaining amount will be used where possible to restore positions, which have been so heavily reduced during the past five years, and to reduce next year's budget shortfall down to \$5.8 million (from its current \$6.6 million).

The planning incorporated into this budget is based upon the following assumptions:

- The budget is based on state funding of 5,250 Full Time Equivalent (FTE) students, an increase from the 5,215 FTEs budgeted in 2012-2013.

- Tuition beyond the budgeted enrollment, equipment funding, utilities savings, vacancy savings, certain fees, and campus reserves will be used to address a portion of the shortfall.
- There will be no layoffs.
- The university will not receive any additional funding for mandatory salary increases negotiated through collective bargaining.
- The Faculty Student Association will provide \$350,000 in support to the university.
- Residence Hall operations will provide \$350,000 in support to the university.
- A total of 19 vacant tenure-track faculty positions will be filled by Fall 2013.
- The Student Services and Program Charge will increase by \$21 a semester. Of the increase, \$10 will go toward the Intercollegiate Athletic Fee to help offset the increased cost of team travel and related expenses, and \$8 will be for technology (software licensing, labs, classroom technology, wireless network). The remaining \$1 of the increased fee will be used to support student record keeping and database improvement for alumni services.
- The six-month delay in filling staff vacancies will continue for the next year. 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 who labored for numerous hours to compile this valuable resource document and to manage campus resources so effectively.

Sincerely,

Virginia Schaefer Horvath
President



SUNY Fredonia Mission Statement

SUNY 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 2013-2014 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus as a result of numerous budget cuts during the past four years, the campus has continued to make progress in key institutional priorities. They include:

1. The Power of Fredonia Strategic Plan
2. Sustainability
3. Construction

An update of the status of each of the major campus 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 SUNY 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 SUNY Fredonia campus a clear blueprint for programs, initiatives and identity in the next five years.

During the 2012-2013 academic year, Co-Chair of the Strategic Planning Steering Committee Keary Howard worked with President Horvath and University Senate Chair Rob Deemer to identify four teams of individuals, each charged with the implementation and assessment of one of the plan’s principal goals and corresponding action items. Nearly 30 faculty and staff served as members of the important implementation committees. Teams communicated with the Cabinet, and received feedback, through bimonthly Campus Initiative Roundtable (CIR) meetings. The teams also completed reports throughout the duration of the Strategic Plan. The reports identify metrics and plans for implementation of the Power of Fredonia during upcoming academic years.

Sustainability

The campus-wide Sustainability Committee, which was established in March 2007, continues to actively review a full range of sustainability issues on campus. The committee is chaired by Environmental Safety and Sustainability Specialist Sarah Laurie. Membership includes 24 faculty, staff and students from throughout the campus who coordinate and promote sustainable operations and education among numerous other campus community members.

During the 2012-2013 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 Go Green web site at: <http://www.fredonia.edu/gogreen>.



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

- Participated in discussions regarding the new Power of Fredonia Strategic Plan’s sustainability component.
- Met with public relations professionals to develop a campus-wide campaign on sustainability awareness.
- Worked with public relations Intern Carrie Lynch to enhance the quantity and quality of information going out to the campus community.
- Updated the GoGreen website to be more user friendly with current information on sustainable campus operations and education.
- Increased the amount of locally purchased foods from 15.5 percent to 17.1 percent.
- Supported faculty in the development of an Environmental Studies minor.
- Signed the United Nations Sustainability Declaration.

Goals of the Sustainability Committee for the 2013-2014 fiscal year include:

- Implementing a campus-wide sustainability newsletter.
- Identify greener disposables for all eateries offering take out.
- Work to increase sustainability related courses in General Education requirements.
- Focus efforts on reducing commuter emissions.

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



Construction

The 2013 – 2014 New York State Executive Budget reauthorized all prior year capital appropriations, but contained no reference to a future capital plan and provided no additional funding for critical maintenance. The staff in Facilities Planning is working with the SUNY Construction Fund and the SUNY Office of Capital Facilities to establish priorities and anticipated schedules for previously identified capital projects. If there is no capital funding provided over the course of the next five years, implementation of the Facilities Master Plan will be effectively frozen.

2012 – 2013 marked the final year of the 2008-2013 five-year capital plan. The plan provides funding of over \$145.5 million which includes \$67.5 million (\$13.5 million per year) for critical maintenance and \$38 million in additional funding for the \$60 million Science Center and \$36 million for a classroom addition to the Michael C. Rockefeller Arts Center. The current five-year capital plan is the third capital plan since 1998. Total construction included in the three plans brings the total reinvestment in the SUNY Fredonia campus during the 15-year period to over \$300 million.



Science center construction.

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

- Andrews Complex Lighting Rehabilitation Phase I (\$100,000)
- Carnahan Jackson Center Chiller Piping Rehabilitation (\$200,000)
- Dods Hall Rehab and Fitness Center (\$4.0 million)
- Eisenhower Lobby Improvements (\$375,000)
- Gregory Hall Bathroom Upgrade (\$625,000)
- Kirkland Complex Mechanical Room Structural Repairs (\$200,000)
- Mason Hall Basement Asbestos Abatement (\$200,000)
- Maytum Hall Interior Renovation Phase II & Phase III (\$5.5 million)
- Maytum Hall Window Replacement (\$1.1 million)
- Michael C. Rockefeller Arts Center Exterior Rehab (\$1.7 million)
- Upgrade Domestic Water System Phase II (\$3.5 million)
- Williams Center Rehabilitation (\$13.0 million)

Projects currently under construction or beginning during Summer 2013 include:

- Andrews Complex Lighting Rehabilitation Phase II (\$140,000) – The project consists of the installation of new lighting and occupancy sensors in the hallways and suite areas leading to student rooms in Hemingway and Schulz Hall.
- Disney Hall Window Replacement (\$1.1 million) – The project consists of replacing all student room, lounge and lobby windows.
- Electrical Distribution Upgrade (\$5.0 million) – The project consists of replacing the main electrical substation and all high voltage switch gear in the heating plant, as well as the duct bank from the heating plant to Rockefeller Arts Center and replacement of the Alumni Hall transformer.
- Fieldhouse Bleacher Replacement (\$2.3 million) – The project consists of removing existing bleachers in the Fieldhouse, ice rink installing new bleachers as well as upgrading Dods Hall bleacher system.
- Gregory Hall Stair Tower Replacement (\$350,000) – The project consists of replacing the structurally deficient stair tower located on the west end of the building.
- LoGrasso Hall Exterior Rehab (\$3.5 million) – The project consists of “re-skinning” the modest sized building, by replacing all the brick veneer and windows as well as providing canopies at all the entrances.
- Science Center (\$60 million) – The project consists of the construction of a three-story 92,000 gross square foot/57,415 net square foot building attached to Houghton Hall.
- Townhouse Residence Hall Project (\$24 million) – The project will provide up to six townhouse-style residence halls on campus and house 200 students.



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

- Michael C. 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.
- Rehabilitate/Upgrade Elevators in Various Buildings (\$3.0 million) - The project consists of rebuilding or replacing existing elevators and all associated electrical and mechanical equipment. The project may be deferred pending resolution of future funding for capital projects.
- Replace Air Handling Units and Controls (\$4.0 million) – The project will be phased and consists of replacing air handling units and controls within various buildings. This project is currently deferred.



Changes to the renovated Williams Center include a lighter and brighter multipurpose room. Below, President Virginia Horvath led a ceremony to re-dedicate the Williams Center.





Ensuring students have full access to necessary classes will remain a priority.

SUNY FREDONIA Proposed 2013-2014 Consolidated Operating Budget

Overview

The SUNY Fredonia 2013-2014 Consolidated Operating budget totals \$106,630,545 which represents an increase of \$3,217,620 (3.11 percent) from the 2012-2013 Consolidated Operating budget of \$103,412,925. The University Operating budget reflects an increase of \$1,525,700 over the 2012-2013 budget. It includes \$524,800 for unfunded bargaining unit salary increases, \$394,000 in funding for the NYS Tuition Credit Scholarships (TAP Gap), and \$100,000 for new Scholarships, \$90,000 to establish the First Year/New Student Program and \$416,900 for new positions and salary increases. The University Operating budget begins the 2013-2014 fiscal year with a nearly \$6.6 million deficit. Campus reserves, tuition over enrollment, certain fees, equipment funding, delays in hiring, and additional support from the Faculty Student Association and Residence Hall operations will be used to cover the shortfall.

Planning Assumptions

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

- Budget based on N.Y. State funding of 5,250 Full Time Equivalent (FTE) students. This is an increase from 5215 FTE's budgeted in 2012-2013.
- The SUNY Fredonia operating budget was developed using a \$150 per semester tuition increase as part of the third year of a five-year rational tuition plan. Approximately 25% of the increase will be used to fund the Tuition Credit Scholarship.
- \$100,000 of the 2013-2014 tuition increase will be designated to fund the President's Math/Science Scholarship.
- The university will not receive any state funding for mandatory salary increases related to collective bargaining.
- The state operating budget shortfall is projected to be \$6.6 million at the time of this publishing, which includes a potential \$700,000 reallocation of funds within the SUNY system. Actual financial plan numbers will not be released until they are approved by the SUNY Board of Trustees.
- Tuition beyond budgeted enrollment, equipment funding, utility savings, vacancy savings, certain fees, and campus reserves will be used to address a portion of the shortfall.
- The Faculty Student Association will provide \$350,000 in funding support to the university.
- Residence Hall operations will provide \$350,000 in funding support to the university.
- The 6 month delay in filling staff vacancies will continue and any exceptions will still require cabinet approval.

2013-2014 SUNY Fredonia Consolidated Operating Budget



- Nineteen vacant tenure-track faculty positions will be filled by Fall 2013. In addition, a new Provost and Vice President for Academic Affairs and founding dean for the newly created College of Visual and Performing Arts will be starting July 2013.
- Ensuring students have full access to necessary classes will remain a priority.
- There will be no layoffs.
- The comprehensive student service fee will increase by \$21 per semester. Ten dollars of the increase will go toward the athletic fee to help offset the increased cost of team travel and coaching salaries. Eight dollars will be utilized to enhance Student technology by funding additional costs related to computer labs, software licensing, hardware replacements and classroom technology. One dollar will be used to support record-keeping and database improvements for alumni services.

Major sources of income for the 2013-2014 Consolidated University budget include:

- 34.87 percent from university revenues including budget shortfall (33.82 percent in 2012-2013).
- 17.46 percent from the Faculty Student Association (18.85 percent in 2012-2013).
- 16.40 percent from Residence Hall operations (16.60 percent in 2012-2013).
- 11.71 percent from New York State support (12.74 percent in 2012-2013).

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

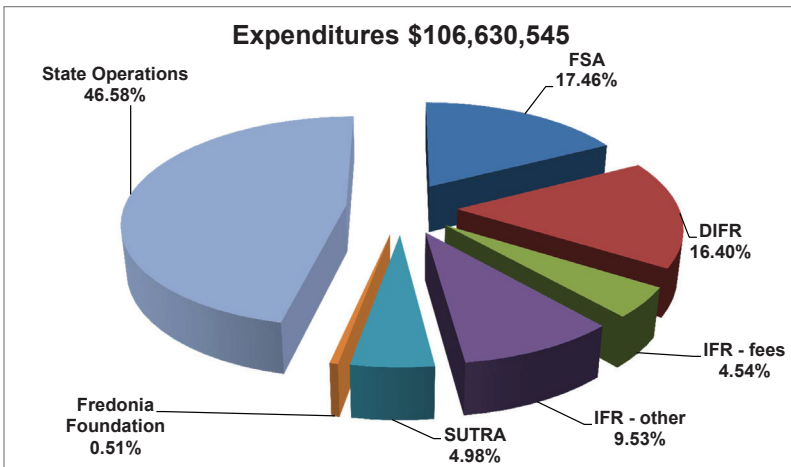
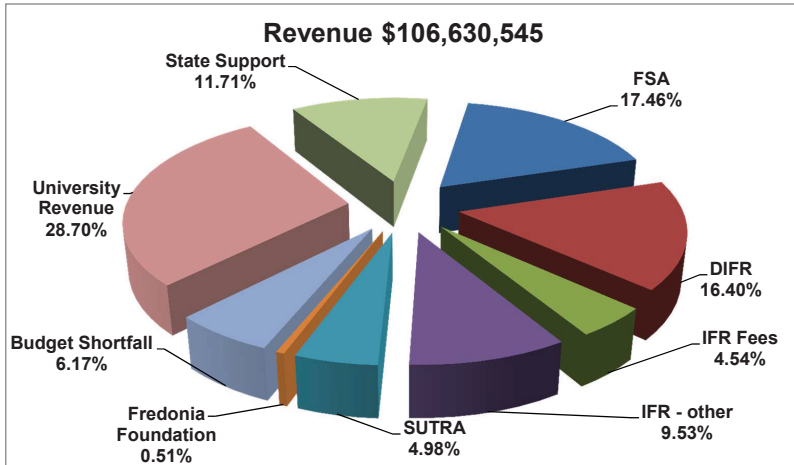
- SUNY Fredonia Operating budget (46.58 percent).
- Residence Hall (DIFR) operating budget (16.40 percent).
- Faculty Student Association (FSA) budget (17.46 percent).
- Income Fund Reimbursable (IFR) budget (14.07 percent).
- State University Tuition Reimbursable (SUTRA) budget (4.98 percent).
- Fredonia College Foundation budget (0.51 percent).

The budget contains all anticipated funds except for employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2013-2014 academic year contains a \$300 tuition increase for year two of the five year rational tuition policy which authorizes SUNY trustees to increase tuition by up to \$300 per year for five years. Campus charges for residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$592 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$17,848 to \$18,740 – an increase of 5 percent. A summary of all direct college costs for the 2013-2014 academic year is presented as follows:

Annual Costs	2013-2014	2012-2013	Change	Percent
Tuition (N.Y. State Undergraduate)	\$5,870.00	\$5,570.00	\$300.00	5.39%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	6,850.00	6,550.00	300.00	4.58%
Meal Plan	4,490.00	4,240.00	250.00	5.90%
Student Services and Program Charge	1,505.00	1,463.00	42.00	2.87%
Annual Cost	\$18,740.00	\$17,848.00	\$892.00	5.00%



2013-2014 SUNY Fredonia Consolidated Operating Budget



Highlights

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

2013-2014 SUNY Fredonia Operating Budget (\$49.6 million)

Budget Section B

- Budget based on state funding of 5,250 FTE students.
- Vacancy savings and delays in hiring, coupled with the use of campus reserves, equipment funding, tuition over-enrollment funds, and additional support from the Faculty Student Association and Residence

Hall operations, will be used to provide approximately \$6.6 million to balance this year's budget.

- Includes \$524,800 for unfunded bargaining unit salary increases, \$394,000 in funding for the NYS Tuition Credit Scholarships (TAP Gap), \$100,000 for new Scholarships, \$416,900 for new positions and salary increases, and \$90,000 to establish a First Year/New Student Program.
- Includes an increase in college costs of \$892 (5 percent) per year for the typical undergraduate student living on campus. A summary of college costs is presented in Appendix 4.1.

2013-2014 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$17.5 million)

Budget Section C

- Includes a \$150 increase in the standard double residence hall room rate from \$3,275 per semester to \$3,425, an increase of 4.6 percent.
- Provides funding for the following residence hall projects during the 2013-2014 fiscal year:
 - ◊ Disney Hall - window replacement
 - ◊ Gregory Hall – stair replacement
 - ◊ Hemingway Hall – elevator upgrade
 - ◊ Various residence halls – ResNet Network, fiber optic, interior, lighting and access control upgrades

2013-2014 Faculty Student Association (FSA) (\$18.6 million)

Budget Section D

- Provides over \$500,000 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 \$485,000 in restricted program funds and \$166,525 in unrestricted funds.
- Includes a \$125 increase per semester (5.89 percent) for Meal Plan 2.
- Provides capital budget purchases of \$371,650.

2013-2014 Income Fund Reimbursable (IFR) (\$15 million)

Budget Section E

- Includes a total annual increase in student fees of \$42 (2.87 percent). This includes:
 - ◊ \$4 annual increase for the Student Activity Fee.
 - ◊ \$20 annual increase for the Intercollegiate Athletic Fee.
 - ◊ \$16 annual increase for the Student Technology Fee.
 - ◊ \$2 annual increase in the Enhanced College Services Fee, for alumni services.
- No increase for the Student Health Services Fee.
- Reallocation of \$670,000 in IFR fees to assist with the New York State University Operating budget.
- Provides approximately \$2.5 million in the Budget Shortfall allocation account to address the anticipated shortage in the University Operating budget.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 55.48 percent from 51.68 percent.



2013-2014 State University Tuition Reimbursable Account (SUTRA) (\$5.3 million)

Budget Section F

- Over-enrollment funds will continue to address budget cuts in the 2013-2014 fiscal year.
- Includes a \$765,000 allocation for the SUNY Fredonia scholarship program.
- The SUTRA budget will fund 5.80 Full-Time Equivalent (FTE) positions.

2013-2014 Fredonia College Foundation (\$544,000)

Budget Section G

- Provides \$70,000 for unrestricted grants, awards, and scholarships.
- The unrestricted gift income is expected to remain the same as 2012-2013.



2013-2014 SUNY Fredonia Consolidated Operating Budget

SUNY FREDONIA 2013-2014 Consolidated Operating Budget Budget Summary

	2013-2014 Proposed Allocation	2012-2013 Allocation	Change	Percent Change
University Operating Budget	\$ 49,669,600	\$ 48,143,900	\$ 1,525,700	3.17%
DIFR Budget	17,484,750	17,163,400	321,350	1.87%
FSA Budget	18,624,195	19,488,625	(864,430)	-4.44%
IFR Budget	15,000,000	13,925,000	1,075,000	7.72%
SUTRA Budget	5,308,000	4,200,000	1,108,000	26.38%
College Foundation	544,000	492,000	52,000	10.57%
TOTAL	\$ 106,630,545	\$ 103,412,925	\$ 3,217,620	3.11%

SUNY FREDONIA Proposed 2013-2014 Consolidated Operating Budget Campus Total FTE

	2013-2014			2012-2013		Change	
	Inst. FTE	NonInst. FTE	Student Employee Headcount	Inst. FTE	NonInst. FTE	Inst. FTE	NonInst. FTE
University Operating Budget	241.50	343.86	222.00	238.50	334.75	3.00	9.11
DIFR Budget	0.00	93.70	230.00	0.00	91.20	0.00	2.50
FSA Budget	0.00	185.00	340.00	0.00	202.00	0.00	(17.00)
IFR Budget	0.00	31.08	202.00	0.00	29.08	0.00	2.00
SUTRA Budget	0.00	5.80	0.00	0.00	3.80	0.00	2.00
College Foundation	0.00	3.50	4.00	0.00	3.50	0.00	0.00
TOTAL	241.50	662.94	998	238.50	664.33	3.00	(1.39)

Note: All staffing is reported by FTE with the exception of the FSA. The FSA employment number includes 103 part-time employees and 82 full-time employees.



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

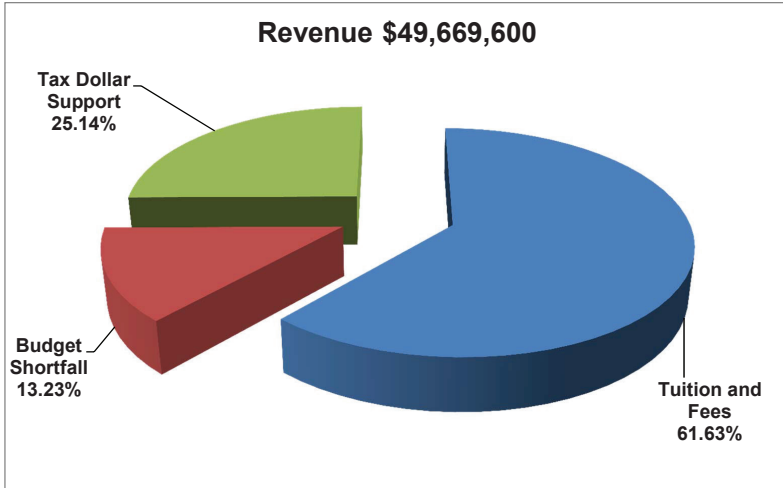
OPERATING BUDGET

**OPERATING
BUDGET**

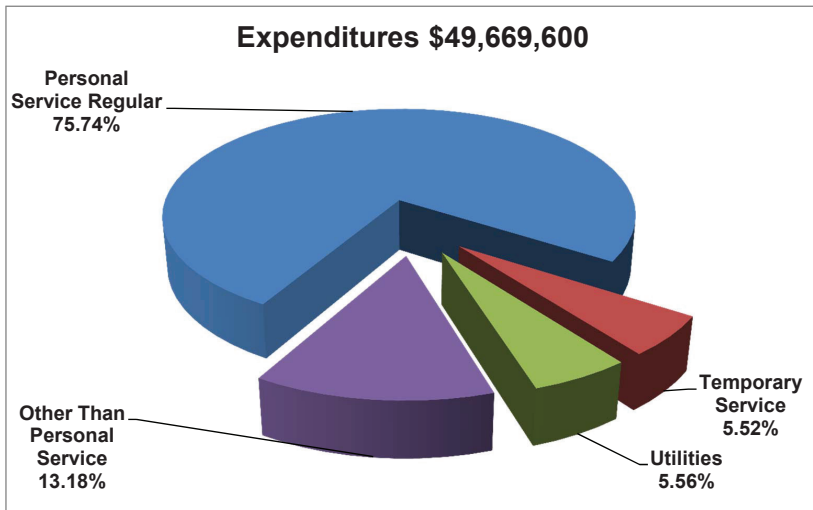




2013-2014 SUNY Fredonia Operating Budget



The budget includes increases in tuition revenue of \$1,629,000. A complete description of New York State support and College Revenues used in developing the proposed 2013-2014 budget is presented in the chart, “2013-2014 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2013-2014 University Operating Budget includes \$12,485,900 (25 percent) in New York State support and \$37,183,700 (75 percent) in College Revenue. The budget includes a shortfall of \$6,574,000. 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. Combined with its strong academic reputation and outstanding physical appearance, the university continues to attract numerous students. Highlights of the year include continued construction of the \$60 million Science Center, successful completion the Williams Center renovation and construction of the new Fitness Center.

SUNY FREDONIA 2013-2014 University Operating Budget

Overview

The proposed 2013-2014 University Operating budget of \$49,669,600 represents an increase of \$1,525,700 over the 2012-2013 operating budget. This amount include includes \$524,800 for unfunded bargaining unit salary increases, \$394,000 in funding for the N.Y.S. Tuition Credit Scholarships (TAP Gap), \$100,000 for new scholarships, \$416,900 for new positions and salary increases, and \$90,000 to establish a First Year/New Student Program.

Planning Assumptions

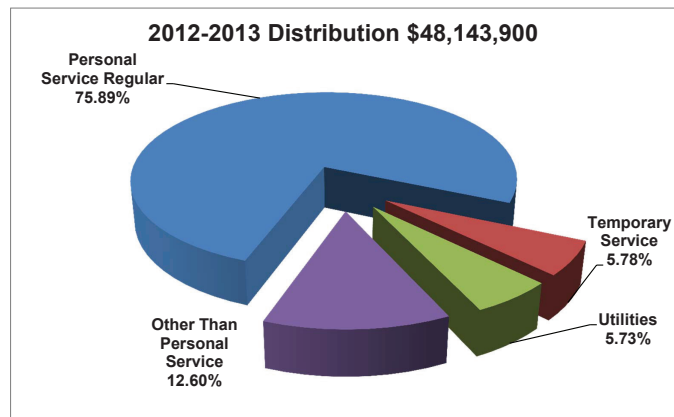
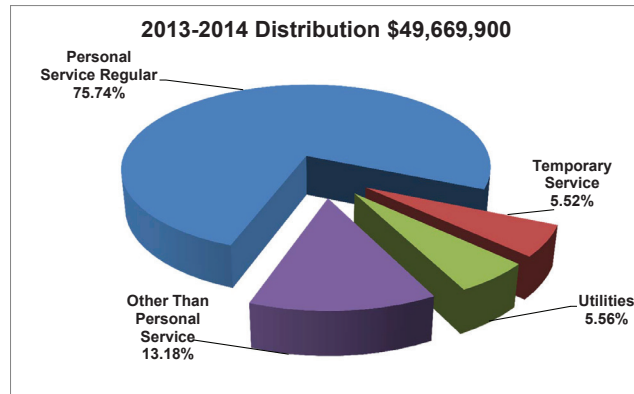
The Planning Assumptions used in developing the 2013-2014 University Operating budget include the following:

- Budget based on N.Y. State funding of 5,250 Full Time Equivalent (FTE) students. This is an increase from 5215 FTE's budgeted in 2012-2013.
- The SUNY Fredonia operating budget was developed using a \$150 per semester tuition increase as part of the third year of a five-year rational tuition plan. Approximately 25% of the increase will be used to fund the Tuition Credit Scholarship.
- \$100,000 of the 2013-2014 tuition increase will be designated to fund the President's Math/Science Scholarship.
- The university will not receive any state funding for mandatory salary increases related to collective bargaining.



- The state operating budget shortfall is projected to be \$6.6 million at the time of this publishing, which includes a potential \$700,000 reallocation of funds within the SUNY system. Actual financial plan numbers will not be released until they are approved by the SUNY Board of Trustees.
- Tuition beyond budgeted enrollment, equipment funding, utility savings, vacancy savings, certain fees, and campus reserves will be used to address a portion of the shortfall.
- The Faculty Student Association will provide \$350,000 in funding support to the university.
- Residence Hall operations will provide \$350,000 in funding support to the university.
- The 6 month delay in filling staff vacancies will continue and any exceptions will still require cabinet approval.
- Nineteen vacant tenure-track faculty positions will be filled by Fall 2013. In addition, a new Provost and Vice President for Academic Affairs and founding dean for the newly created College of Visual and Performing Arts will be starting July 2013.
- Ensuring students have full access to necessary classes will remain a priority.
- There will be no layoffs.

SUNY FREDONIA PROPOSED 2013-2014 OPERATING BUDGET Dollar Distribution by Expenditure Type



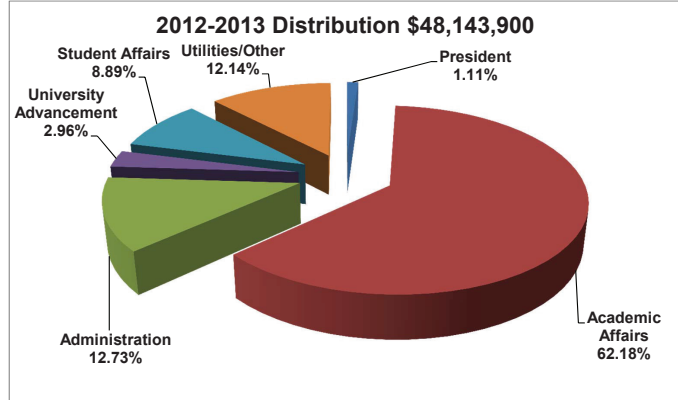
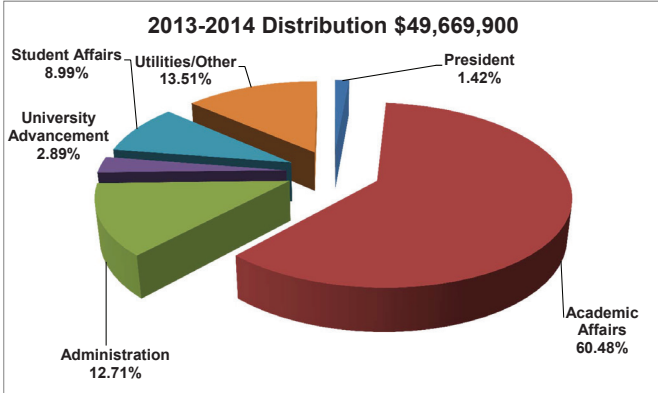
A summary of the 2013-2014 University Operating budget follows.

SUNY FREDONIA Proposed 2013-2014 Operating Budget Campus Total Distribution by Expenditure Type			
	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 37,619,300	\$ 36,537,400	\$ 1,081,900
Temporary Service	2,743,800	2,781,800	(38,000)
Utilities	2,760,100	2,760,100	-
Other Than Personal Service	6,546,400	6,064,600	481,800
TOTAL	\$ 49,669,600	\$ 48,143,900	\$ 1,525,700



2013-2014 SUNY Fredonia Operating Budget

SUNY FREDONIA PROPOSED 2013-2014 OPERATING BUDGET Dollar Distribution by Area



SUNY FREDONIA Proposed 2013-2014 Operating Budget Campus Total Distribution by Area

	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
President	\$ 705,200	\$ 526,000	\$ 179,200
Academic Affairs	30,042,900	29,937,800	105,100
Administration	6,311,200	6,129,400	181,800
University Advancement	1,433,800	1,424,800	9,000
Student Affairs	4,465,000	4,281,300	183,700
Utilities/Other	6,711,500	5,844,600	866,900
TOTAL	\$ 49,669,600	\$ 48,143,900	\$ 1,525,700

2013-2014 SUNY Fredonia Operating Budget



SUNY FREDONIA		
University Operating Budget		
2013-2014 Budget Projection		
2012-2013 Budget Book Allocation		<u>\$48,143,900</u>
I. <u>Adjustments to 2012-2013 Budget Year</u>		
Non Teaching Salary Increases Distributed	\$35,000	
Fund EAP Coordinator Position	\$20,000	
Salary Increases	\$16,000	
Adjustment to Mandatory Cost Increases	\$7,900	
Adjustment to 2012-2013 Tap Gap Scholarship	\$14,000	
<i>Total 2012-2013 Adjustments</i>		92,900
II. <u>Projected 2013-2014 Inflationary & State Mandated Increases</u>		
2013-2014 Negotiated Salary Increases	120,800	
UUP Contract Settlement	225,000	
Funding of Tuition Credit Scholarship	380,000	
<i>Total 2013-2014 Inflationary Increases</i>		725,800
III. <u>Permanent Budget Changes</u>		
Salary Increases	82,900	
President's Math Science Scholarships	100,000	
Establishment of First Year/ Student Program	90,000	
Approved Positions	255,100	
<i>Total 2013-2014 Permanent Budget Changes</i>		528,000
IV. <u>Non Reoccurring Budget Items</u>		
Bargaining Unit Discretionary and Retention Payments	179,000	
<i>Total 2013-2014 Non Reoccurring Budget Changes</i>		179,000
Total Changes in 2013-2014 Budget Need		<u>\$1,525,700</u>
Projected 2013-2014 Operating Budget Need		<u>\$49,669,600</u>
2012-2013 New York State Support (Last Years Budget Book)		\$13,178,000
<u>2012-2013 Funding Increases/Decreases</u>		
2012-2013 Mandatory Cost Increases/Decreases	7,900	
<i>Total 2012-2013 Adjustments in State Support</i>		\$7,900
<u>2013-2014 Mandatory Funding Increases/Decreases</u>		
Personal Service Costs	0	
Estimated Re-distribution of SUNY allocation	(700,000)	
<i>Subtotal Mandatory Increases/Decreases</i>		(700,000)
<i>Total Changes in State Support</i>		(692,100)
Total 2013-2014 New York State Support		<u>\$12,485,900</u>
College Revenue (5,215 FTE) (Last Years Budget Book)		\$29,158,600
<u>2012-2013 Funding Increases/Decreases</u>		
2012-2013 Financial Plan Adjustment (Misc Fees Removed from Offset)		(170,000)
2012-2013 Mandatory Cost Increases/Decreases to State		(7,900)
<i>Total 2012-2013 Adjustments in College Revenue</i>		(177,900)
<u>2013-2014 Funding Increases/Decreases</u>		
2013-2014 Tuition Revenue (5,250 FTE and Rate Increase)		1,629,000
<i>Total 2013-2014 Adjustments in College Revenue</i>		1,629,000
Total 2013-2014 College Revenue		<u>\$30,609,700</u>
Total Budget Support		<u>\$43,095,600</u>
Projected Budget Shortfall		<u>(\$6,574,000)</u>
Funding of Projected Budget Shortfall		
Carry-forward and over-enrollment tuition revenue	\$2,862,800	
Salary savings from vacant positions	789,900	
Additional Support from the FSA and Residence Hall Operations	700,000	
Fee Support	670,000	
Delayed hires salary savings	296,300	
Current year reserves	430,000	
Utility savings	600,000	
Institutional equipment funds	225,000	
Total Additional Campus Revenue		<u>\$6,574,000</u>



2013-2014 SUNY Fredonia Operating Budget

SUNY FREDONIA Proposed 2013-2014 Operating Budget Campus Total FTE Distribution by Area

	2013-2014		2012-2013		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	6.00	0.00	3.50	0.00	2.50
Academic Affairs	241.50	139.60	238.50	139.54	3.00	0.06
Administration	0.00	111.90	0.00	108.35	0.00	3.55
University Advancement	0.00	17.00	0.00	17.00	0.00	0.00
Student Affairs	0.00	69.36	0.00	66.36	0.00	3.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	241.50	343.86	238.50	334.75	3.00	9.11

President

	FTE	
Increase FTE of Diversity Officer from .5 FTE to 1.00 FTE (approved in 12-13)	0.50	
Transfer Institutional Research, Planning, and Assessment from Academic Affairs	2.00	
Total President FTE Changes		2.50

Academic Affairs

	FTE	
Fund New KBS1 in Arts & Sciences	1.00	
Adjunct Conversion Line Mathematics	1.00	
Increased FTE Secretary 1 from .84 FTE to .90FTE in Sociology & Anthropology	0.06	
Fund New Tenure Track Line in Journalism	1.00	
Fund New PDC Associate Line (approved in 12-13)	1.00	
Fund Associate Dean Position in Arts & Sciences	1.00	
Transfer Institutional Research, Planning, and Assessment to President's Office	(2.00)	
Total Academic Affairs FTE Changes		3.06

Administration

Increase Custodial FTE- Fenner House from .25 FTE to 1.00 FTE (approved in 12-13)	0.75	
Fund New EAP Coordinator (hired in 12-13)	0.50	
Transfer Funding 1.00 FTE to Student Affairs (Zamboni Operator - Athletics)	(1.00)	
Human Resource Clerk increase from .50 FTE to .80 FTE	0.30	
Fund Cleaners for New Science Center	2.00	
Fund Grounds Worker - Science Center/Other	1.00	
Total Administration FTE Changes		3.55

Student Affairs

Transfer Funding 1.00 FTE from Administration (Zamboni Operator - Athletics)	1.00	
Transfer Funding from IFR for Admissions Counselor	1.00	
Fund Director of Student Programs	1.00	
Total Student Affairs FTE Changes		3.00

Total FTE changes	<u>12.11</u>
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President's Office

Overview

Dr. Virginia S. Horvath, appointed the 13th University President in July 2012, serves as the campus' primary spokesperson to regional, state, national, and international constituencies and is responsible for the overall operation of the university. The President's Office and the President's House 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 accreditation; coordination of efforts across the five divisions, including academics, facilities, alumni relations, advancement, marketing, communication, student affairs, 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, and the Vice President for University Advancement. The President also convenes 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 includes Assistant to the President, Denise Szalkowski and Keyboard Specialist, Jayme Delcamp. The office coordinates many community-building and fund-raising events each year, including receptions and meals at the President's House, the All-Campus Meetings, the Annual Retirement Dinner, President's Award for Excellence Luncheon, and Dialogues on Diversity. State and national lobbying efforts are coordinated by the office, and there is full involvement in



securing external funding from all sources.

The Office of Institutional Research, Planning and Assessment reports to the President, as does the Office of Diversity, Equity and Inclusion. The offices, which are independent units and not part of the President's Office staff, provide essential perspectives and services across the campus, and reflect the institutional commitments to reliable, data-based decision making and to diversity.

Highlights

Overall campus performance and the improving image of the campus represent highlights from this past year. SUNY Fredonia is again named among the best colleges in the Northeast by the Princeton Review and is rated 14th among public master's universities in the North by U.S. News & World Report. Regardless of the flaws in specific rankings, the level of consistency represents tangible evidence of the positive image achieved by SUNY Fredonia. Other highlights include the university's ability to attract a strong number of freshman applications, the exceptional quality of faculty applicants who come from some of the best doctoral universities in the nation, and expanded opportunities for external grants, student internships and community service and study abroad programs.

The President's Office and the President's House are important points of welcome for external visitors and the community.



2013-2014 SUNY Fredonia Operating Budget

Planning Assumptions

The planning assumptions used in the development of the President's Office budget for 2013-2014:

- \$25,000 of one-time funds will be allocated to continue implementation of the Power of Fredonia plan.
- Most 2013-2014 expenditures will be consistent with previous years, and will be made in support of institutional priorities.

Operating Budget

The 2013-2014 Operating Budget for the President's Office is \$705,200. This is an increase of \$179,200 from 2012-2013. The increased expenditures were a result of moving the Office of Institutional Research, Planning and Assessment department from Academic Affairs to the President's Office.

SUNY FREDONIA			
Proposed 2013-2014 Operating Budget			
President			
	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
President's Office Personnel	\$ 306,500	\$ 323,100	\$ (16,600)
Institutional Studies*	\$ 162,700	\$ -	162,700
Affirmative Action	70,000	40,000	30,000
Overtime	100	100	-
Personal Service Regular	\$ 539,300	\$ 363,200	\$ 176,100
Temporary Service	6,100	6,100	-
Other Than Personal Service	159,800	156,700	3,100
TOTAL	\$ 705,200	\$ 526,000	\$ 179,200

*Institutional Studies was moved to the President in 2013-2014

SUNY FREDONIA	
Proposed 2013-2014 Operating Budget	
SUMMARY	
President's Office	
2012-2013 Original Base Budget	\$ 526,000
2012-2013 Campus Adjustments	
Institutional Research Distribution Change	165,800
Financial Plan Adjustments	10,000
2012-2013 Salary Adjustments	(16,600)
Sub-Total Permanent Adjustments	159,200
2012-2013 Final Base Budget	\$ 685,200
2013-2014 Budget Adjustments	
Non Mandated Salary Increases	20,000
Sub-Total 2013-2014 Budget Adjustments	20,000
2013-2014 Base Budget	\$ 705,200



Division of Academic Affairs

Overview

Academic Affairs includes three academic divisions that offer all of SUNY Fredonia's academic programs – the College of Liberal Arts and Sciences, School of Business and College of Education. Academic Affairs also includes Graduate Studies and Research; Lifelong Learning and Special Programs; Daniel A. Reed Library; Information Technology Services; Institutional Research, Planning, and Assessment; Interdisciplinary Studies; the Office of Sponsored Research; and the Professional Development Center. Academic support units – such as the Registrar's Office, the Learning Center, International Education, Office of Student Creative Activity and Research (OSCAR), Fredonia Academic Community Engagement (FACE) Center, and Academic Advising – are also important parts of the division. Senior academic administrators form the Vice President's Council, a group that meets weekly with the Provost and Vice President for Academic Affairs to discuss issues in the division, the university and beyond. The group uses a collaborative process in planning and budgeting and relies on two retreats a year for in-depth discussion and decision making.

Highlights

In the past year, the division has progressed in a number of areas including:

- **Middle States Accreditation follow-up.** The campus has been working on several issues addressed in the Middle States monitoring report which was submitted in April 2012. These include implementation of institutional and student learning outcomes assessment plans; institutional support for assessment activities; and general education learning goals and assessment. Actions and activities relating to the university's commitment to self-improvement include:
 - ◇ Matthew Cettin was hired as the Assistant Director of Institutional Research, Planning, and Assessment. Half of his time is being devoted to assisting units with assessment plans and measures.
 - ◇ Dr. Adrienne McCormick was hired to serve as the Interim Associate Provost for Special Projects to work closely with the colleges and departments in developing and revising their assessment plans and uses of assessment data. She also worked closely with the various task forces charged with the development of metrics for the assessment of the components of the Power of Fredonia strategic plan and the Baccalaureate Goals.
 - ◇ All assessment and planning activities have taken place within the framework of The Power of Fredonia and the overarching Baccalaureate Goals as the university works to ensure that all Fredonia students will be skilled, creative, connected and responsible.
 - ◇ Student Learning Assessment Committee (SLAC): Created guidelines for assessment at SUNY Fredonia, and committed to increasing faculty participation. The SLAC was approved as an affiliate committee of University Senate.
 - ◇ Institutional Effectiveness Committee (IEC): Membership was established in the 2012-2013 academic year and will begin work in Fall 2013.
 - ◇ Baccalaureate Goals Implementation Team: campus constituents began
- **Provost appointment.** Following a nationwide search, Dr. Terry Brown was appointed as SUNY Fredonia's new Provost and Vice President for Academic Affairs. Dr. Brown spent 24 years in the University of Wisconsin system, including serving as Provost and Vice Chancellor for Academic Affairs at the University of Wisconsin-Parkside. Dr. Kevin Kearns served as Interim Provost and Vice President for Academic Affairs during the 2012-2013 academic year.



2013-2014 SUNY Fredonia Operating Budget

aligning their learning outcomes and opportunities to the new Baccalaureate Goals. The team will review the input, identify gaps, and plan development opportunities in the upcoming academic year.

- ◇ Templates have been revised for academic department assessment plans and progress reports.
- ◇ The College Core Curriculum (CCC) Committee worked on aligning campus policies with SUNY changes.
- ◇ Faculty members and administrative teams have attended valuable national meetings that will enhance the capacity for integrating meaningful assessment into routine campus activities.
- ◇ The Task Force on Community Engagement was formed to explore the university's preparedness for achieving the Carnegie classification on Engagement. Fredonia participated in the Eastern Region Campus Compact's Professional Development Network, which includes a series of webinars and mentoring on challenge areas.

- **Academic Realignment:** The College of Visual and Performing Arts will become home to the School of Music, the Department of Theatre and Dance, and the Department of Visual Arts at the start of the

2013-2014 academic year. In final preparation for this important academic realignment, Dr. Ralph Blasting was appointed Founding Dean of the college. Dr. Blasting comes to Fredonia from Siena College in Albany, N.Y., where he served as dean of its College of Liberal Arts since 2004.

- ◇ The realignment of programs in the Department of Sport Management and Exercise Science were endorsed by the University Senate leadership and became effective at the end of the 2012-2013 academic year. After widespread input and debate, Sport Management joined Music Industry in the School of Business to form the new Department of Applied Professional Studies. Exercise Science relocated to the Department of Biology where it will be an interdisciplinary major.

- **Facilities.** Construction is continuing on the new Science Center, led by Project Shepherd Holly Lawson and Director of Facilities Planning Markus Kessler. Occupants of the newly constructed Science Center will be: departments of Biology and Chemistry and Biochemistry, along with faculty supportive of Environmental Studies and Science Education. Occupancy is planned for January 2014.

SUNY FREDONIA			
Proposed 2013-2014 Operating Budget			
Academic Affairs			
	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 26,284,400	\$ 26,116,100	168,300
Temporary Service	2,273,300	2,316,300	(43,000)
Other Than Personal Service	1,485,200	1,505,400	(20,200)
TOTAL	<u>\$ 30,042,900</u>	<u>\$ 29,937,800</u>	<u>\$ 105,100</u>



Planning Assumptions

- Implement EMS Course Scheduling software to increase the efficiency and ease the burden of academic scheduling.
- Identify and recommend a software solution that will enhance the university's ability to analyze and predict student attrition, and develop strategies for bolstering student retention.
- Restore as many full-time positions as possible, mindful of the gaps in academic departments, academic support units, and Information Technology Services since budget cuts forced the elimination of positions or delays in hiring.
- Ensure that international students – including the many new students from Hankuk University of Foreign Studies – have the support they need to succeed in academics and campus life.
- Ensure appropriate support for online learning and professional development related to technology.
- Ensure that students have the courses they need to graduate on time.



- Continue to monitor spending of the adjunct budget, mindful of the structural deficit that leave the budget operating in the red.
- Continue to encourage and support programs that generate income for the division – Summer Sessions, J-term, and special programs – and reinvest the income in projects and initiatives that benefit Academic Affairs and SUNY Fredonia as a whole.
- Maintain academic quality through attention to programs, teaching and advising.

Academic Affairs continues to invest in in student research. The Office of Student Creative Activity and Research (OSCAR) exposition provides opportunities for students to display their scholarly and creative work.

SUNY FREDONIA	
Proposed 2013-2014 Operating Budget	
SUMMARY	
Academic Affairs	
2012-2013 Original Base Budget	\$ 29,937,800
2012-2013 Campus Adjustments	
Redistribution of Funding*	(163,300)
Financial Plan Adjustment	41,500
2012-2013 Salary Adjustments	50,500
Sub-Total Permanent Adjustments	(71,300)
2012-2013 Final Base Budget	\$ 29,866,500
2013-2014 Budget Adjustments	
New Positions	134,700
Non Mandated Salary Increases	41,700
Sub-Total 2013-2014 Budget Adjustments	176,400
2013-2014 Base Budget	\$ 30,042,900

*Institutional Research moved to President's area and Earth Week Funding



Operating Budget

The 2013-2014 Academic Affairs budget totals \$30,042,900 a change of \$105,100 from the 2012-2013 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.



The Baccalaureate Goals of the University are that all Fredonia students will be skilled, creative, connected and responsible.

- Invest in professional development for faculty and staff (e.g. start-up, sabbaticals, professional travel) to the extent possible.
- Maximize support for extramural research, the SUNY Fredonia Technology Incubator and selected economic development opportunities.
- Invest in actions and initiatives related to implementing the Power of Fredonia plan.
- Continue to support Professional Development Center programming, as well as on-campus workshops and webinars.
- Engage in academic program reviews and updating.
- Implement faculty productivity software and more extensive use of online course evaluations.
- Continue to invest in student research (Office of Student Creative Activity and Research – OSCAR, the student exposition) and in engagement (Fredonia Academic Community Engagement – FACE – Center).
- Invest, where possible, in institutional and academic equipment.



SUNY FREDONIA
Proposed 2013-2014 Operating Budget
Academic Affairs

	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
General College Program	8,000	8,000	-
Computer and Information Sciences	706,700	699,700	7,000
Education	116,700	116,700	-
Education C & I	842,900	847,400	(4,500)
Education LLL	879,100	874,400	4,700
Office of Field Experiences	121,400	121,500	(100)
Communication Disorders & Sciences	658,800	658,800	-
Learning Center	251,400	250,200	1,200
Speech & Hearing Clinic	70,700	70,700	-
Dean, College of Arts & Sciences	417,300	370,700	46,600
Interdisciplinary Studies	18,500	18,500	-
Theatre & Dance	862,700	853,400	9,300
Fine Arts Activities	376,200	376,100	100
Assoc. VP Graduate Studies & Research	266,000	233,900	32,100
Visual Arts & New Media	944,000	942,400	1,600
Biology	925,200	867,100	58,100
Business	1,339,300	1,337,600	1,700
Assessment	8,000	8,000	-
School of Business	197,000	194,900	2,100
Chemistry	737,700	713,400	24,300
Economics	422,000	422,100	(100)
English	1,495,500	1,490,500	5,000
Modern Languages	481,700	514,800	(33,100)
Geology	471,400	493,700	(22,300)
Health Education	236,700	217,500	19,200
History	995,200	988,500	6,700
Mathematical Sciences	873,000	796,900	76,100
Philosophy	425,000	421,500	3,500
Physics	306,200	303,500	2,700
Political Science	513,300	512,000	1,300
Psychology	904,900	907,300	(2,400)
Sociology	544,700	553,800	(9,100)
Criminal Justice	50,000	50,000	-
Social Work	199,500	198,600	900
Communications	852,800	788,500	64,300
Music	2,857,000	2,845,500	11,500
Dean, College of Education	183,600	180,900	2,700
Academic Computing	197,200	197,200	-
Academic Advising	37,900	37,900	-
Assoc. VPAA	129,100	129,100	-
International Education	189,600	189,500	100
Creative Support Services	551,900	589,600	(37,700)
Library - Personal Service	982,200	1,064,500	(82,300)
Registrar	375,000	370,500	4,500
VP Academic Affairs	270,300	272,100	(1,800)
Academic Support	50,000	50,000	-
Fredonia Plan	198,200	109,600	88,600
Research Administration	207,700	204,000	3,700
Contract & Grant Administration	55,200	51,400	3,800
Institutional Studies*	0	166,400	(166,400)
Computer Services	1,044,100	1,061,500	(17,400)
Data Communications	160,300	159,300	1,000
Honors Program	5,000	5,000	-
SUNY ITEC Support Recharges	270,600	209,500	61,100
Personal Service Regular	\$ 26,284,400	\$ 26,116,100	\$ 168,300



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



2013-2014 SUNY Fredonia Operating Budget

SUNY Fredonia Projected 2013-2014 Adjunct Budget

The Adjunct Budget includes funding for both full-time and part-time faculty adjunct positions. The 2013-14 budget totals \$4,164,800 an overall decrease of \$50,200 from the 2012-13 fiscal year. Additional savings of \$1,458,100 will be required from vacancies and sabbaticals to meet the needs of the Adjunct Budget.

The Adjunct Budget is composed of fixed and variable allocation. The 2013-14 fixed allocation totals \$1,853,000 which includes \$80,000 from the School of Music Income Fund Reimbursable (IFR) account, \$200,000 from the Academic Affairs buyout account, a reduction of \$50,000 for the conversion to a tenure-track line and an additional allocation

of \$7,000 to assist in funding Non Teaching Professionals Increase. The variable allocation totals \$853,700. The majority of the variable allocation consists of savings from anticipated vacant faculty lines and savings from sabbaticals or leaves. This allocation is dependent upon the number of vacant positions expected due to retirements, resignations, failed searches, and sabbaticals or leaves in the 2013-14 fiscal year. The variable allocation changes throughout the year.

SUNY Fredonia Proposed 2013-2014 Adjunct Budget Effective July 2013

Adjunct Funding Components	DEANS				VP AA	Total
	A&S	V&PA	Business	Education		
<u>Fixed Adjunct Allocations</u>						
2012-2013 Base Allocations	\$758,000	\$509,000	\$65,000	\$250,000	\$34,000	\$1,616,000
Add: Funding for NTP Increases	\$3,000			\$4,000		\$7,000
Funding Transfers for concersion lines	(\$50,000)					(\$50,000)
Subtotal Fixed Allocations	\$708,000	\$509,000	\$65,000	\$250,000	\$34,000	\$1,573,000
Funding from School of Music IFR	80,000		0	0	0	80,000
Funding from AA Buyout Account					200,000	200,000
Total Fixed Allocations	788,000	509,000	65,000	250,000	234,000	1,853,000
<u>Variable Adjunct Allocations</u>¹						
Add: Funding from Vacancies (100%)	400,000	100,000	100,000	100,000		700,000
Savings from Sabbaticals (100%)	49,800	35,300	0	68,600	0	153,700
Total Variable Allocations	449,800	135,300	100,000	168,600	0	853,700
<u>Total Adjunct Funding</u>	<u>\$1,237,800</u>	<u>\$644,300</u>	<u>\$165,000</u>	<u>\$418,600</u>	<u>\$234,000</u>	<u>\$2,706,700</u>
<u>Projected Expense</u>						
Total Projected Departmental Adjunct Expense	\$2,004,800	\$1,351,200	\$287,000	\$453,000	\$68,800	\$4,164,800
<u>Additional Savings Required</u>	<u>(\$767,000)</u>	<u>(\$706,900)</u>	<u>(\$122,000)</u>	<u>(\$34,400)</u>	<u>\$165,200</u>	<u>(\$1,458,100)</u>

¹ Allocation will vary according to vacancies and sabbaticals or leaves.



**SUNY Fredonia
Projected Adjunct Budget 2013-14
by Department
Effective July 2013**

Account	Department	2013-2014 Proposed Expenditures	2012-2013 Budget	Change
860022.01	Dean, A&S Reserve	\$6,300	\$5,000	\$1,300
860021.05	Biology	69,900	74,600	(4,700)
860021.08	Chemistry	78,500	80,000	(1,500)
860021.04	Comm. Disorders & Sciences	76,800	124,600	(47,800)
860022.10	Communication	161,600	136,900	24,700
860021.17	Computer Science	247,400	281,300	(33,900)
860021.18	Criminal Justice	34,000	34,100	(100)
860022.05	English	330,200	360,800	(30,600)
860021.10	Geosciences	61,500	100,000	(38,500)
860022.08	History	119,000	138,600	(19,600)
860021.11	Mathematics	198,900	222,600	(23,700)
860022.06	Modern Languages	177,200	179,900	(2,700)
860022.09	Philosophy	43,100	57,700	(14,600)
860021.12	Physics	45,700	42,700	3,000
860021.13	Political Science	49,200	50,500	(1,300)
860021.14	Psychology	85,100	96,400	(11,300)
860021.16	Social Work	12,500	12,500	0
860021.15	Sociology	105,800	107,200	(1,400)
860022.07	Sports Management	102,100	76,000	26,100
Total Adjunct Budget for Dean, A&S		\$2,004,800	\$2,181,400	(\$176,600)
860028.01	Dean, Visual & Performing Arts			
860028.02	Visual, Arts and New Media	115,500	105,800	9,700
860028.03	Theatre & Dance	128,500	121,300	7,200
860028.04	Music	1,107,200	1,031,300	75,900
Total Adjunct Budget for Dean, V&PA		\$1,351,200	\$1,258,400	\$92,800
860026.02	Business	\$195,000	\$243,000	(\$48,000)
860026.03	Economics	\$92,000	\$79,000	\$13,000
Total Adjunct Budget for Dean, Business		\$287,000	\$322,000	(\$35,000)
860025.01	Dean, Education Reserve	\$49,000	\$48,800	\$200
860025.02	Curriculum and Instruction	85,000	\$87,400	(2,400)
860025.03	Office, Field Experiences	202,000	\$160,700	41,300
860025.04	Language, Learning and Leadership	117,000	\$87,500	29,500
Total Adjunct Budget for Dean, Education		\$453,000	\$384,400	\$68,600
860024.00	VPAA, Reserve	68,800	68,800	\$0
Total Adjunct Budget for VPAA		\$68,800	\$68,800	\$0
Total 2013-2014 Adjunct Budget		\$4,164,800	\$4,215,000	(\$50,200)



Dean of the College of Arts and Sciences
John Kijinski.

College of Arts and Sciences

Overview

The College of Arts and Sciences, comprised of 18 departments and the School of Music, is in its third year of existence and continues to develop. Taking advantage of its central role in the Liberal Arts and Sciences, the college has forged 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 has developed, and continues to improve, innovations in assessment of student learning and program effectiveness. These and other assessments have been incorporated much more precisely into how the college plans for improvement, particularly in faculty hiring and program development. As the college responsible for most of the courses in General Education, Arts and Sciences will play a key role in reshaping the implementation of the University's new Baccalaureate Goals. Even during hard economic times the college has maintained and even increased enrollments, especially in the performing arts and in the natural and social sciences. After a period of particularly bad budget times during which few positions were filled or added, the college is now searching for 14 tenure-track positions.

A major change will occur beginning in July 2013: A new College of Visual and Performing Arts will be created. After a successful search, the university named Dr. Ralph J. Blasting as its founding dean. The School of Music, Department of Theatre and Dance, Department of Visual Arts and New Media (VANM), and Rockefeller Arts Center will be incorporated into this new college.

Highlights

- Construction of the university's new \$60 million science building is on schedule; the building will open in spring of 2014.

- Design of the \$40 million Rockefeller Arts Center Addition is moving forward, and construction should begin in Spring 2014.
- The Department of Visual Arts and New Media (VANM) hosted a presentation by the internationally acclaimed artist, Christo.
- The college established a new minor in Italian Studies under the direction of Dr. Chiara DeSanti.
- Mathematics alumna Dianne Carson Craig, CEO of Ford Canada, received the Fredonia Alumni Association's Outstanding Achievement Award at Homecoming in September 2012. She attended several classes and met with students.
- Dr. Scott Ferguson of the Department of Biology was awarded a \$250,000 National Science Foundation (NSF) grant.
- Dr. Erica Snow of the Department of Physics is in the second year of a three-year \$200,000 National Science Foundation grant to support her research in Rydberg Atom Spectroscopy.
- The Hillman Opera, along with the School of Music and the Department of Theatre and Dance, staged two Puccini operas: "Gianni Schicchi," and "Suor Angelica." The productions were outstanding.
- Work on the new Cathy and Jesse Marion Art Gallery was completed in the fall. The opening was marked by an alumni/faculty exhibition, "Then and Again."
- The college had a successful first annual Research Day. The event gave six faculty members the opportunity to present to the university community a sampling of the impressive research that is being done at in the college. Presenters included Dr. Guy Boysen, Psychology; Dr. Jennifer Hildebrand, History; Dr. Erica Snow, Physics; Dr. Daniela Peterka-Benton, Sociology, Anthropology, Criminal Justice, and Social Work; Dr. Kate Douglass, Modern Languages and Literatures; and Dr. Michael Milligan, Chemistry.
- Science students were admitted to the following professional and graduate programs: University at Buffalo Medical School, Stony Brook Medical School,



Ohio State School for Veterinary Medicine, Lake Erie College of Osteopathic Medicine (LECOM) School of Pharmacy, and Ph.D. programs at Carnegie Mellon, Ohio State University, and the University of Pittsburgh.

- Fredonia’s student operated radio station, Fredonia Radio Systems, under the direction of Dr. Laura Johnson, received an Award of Excellence at the Broadcast Education Association’s Festival of Media Arts.
- Dr. Kim Tillery was elected President of the New York Speech-Language Hearing Association.
- Dr. Jack Croxton of the Department of Psychology was promoted to the rank of SUNY Distinguished Service Professor.
- Julie Newell of the School of Music was promoted to the rank of SUNY Distinguished Teaching Professor.

Planning Assumptions

The following assumptions used in the development of the 2013-2014 operating budget for the College of Arts and Sciences include the following:

- The college will be able to restore some of the positions that have been left vacant. Chairs and deans have analyzed the needs of each department; positions will be filled according to their contribution 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.
- Departments that maintain laboratories will propose to SUNY the establishment of modest laboratory fees.



A new College of Visual and Performing Arts will be created in July 2013. The School of Music, Department of Theatre and Dance, Department of Visual Arts and New Media (VANM), and Rockefeller Arts Center will be incorporated into the new college.

Operating Budget

The 2013-2014 operating budget of the College of Arts and Sciences continues to pose serious challenges. The outlook, however, is a bit brighter than it has been in the past. Hopes are to be able to fill all critical tenure-track positions and add positions in growth areas.

The college will continue to rely on adjuncts to teach a larger percentage of our courses than is ideal. Chairs and deans are carefully monitoring enrollments to ensure only essential courses are offered. The college continues to face the challenge of limited budgets for equipment; money that had, in the past, been used for faculty travel is now dedicated to equipment. The college, however, has continued 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 our students to graduate.



SUNY Fredonia is proud to be home to a variety of teacher education programs that help candidates reach their full potential as future educators.

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 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). Enrollment in the College of Education includes 683 undergraduate students and 228 graduate students, for a total of 807 students. The College of Education collaborates with the dean and content departments in the College of Arts and Sciences, in also currently serving 807 Adolescence Education, Music Education, and Communication Disorders and Science undergraduate majors and 174 graduate students. The COE-PEU is comprised of 32 programs leading to initial and

advanced certifications for teachers and other school professionals. As of May 2011, there were 1,827 candidates enrolled in COE-PEU programs. This accounts for approximately 25 percent of all undergraduates and 77 percent of all graduates enrolled at the university. The COE Office of Field Experience was responsible for oversight of more than 587 student teaching placements and 479 early field experience placements for the academic year. The COE Office of Student Services had over 1000 individual student contacts, not including group advisement or admissions orientations for the academic year. The COE-PEU had 294 students complete the initial certification program and 83 students complete the advanced program for a total of 377 students completing programs in the 2010-2011 academic year.

Highlights

- Completed the negotiation and final college level approval of the, “COE Guidelines for Completion of Master’s Projects” which will be fully implemented in Fall 2011.
- Expanded international education/ study abroad opportunities for COE-PEU teacher education students:
 - ◊ Successful completion of student teaching placements for five undergraduate student teachers in the Australian Outback in partnership with the University of the Sunshine Coast.
 - ◊ Successful completion of student teaching placements for two Teaching English to Speakers of Other Languages (TESOL) graduate student teachers in Oaxaca, Mexico, in partnership with University of Puebla (UPAEPE)
 - ◊ Successfully completed the University of Plymouth, United Kingdom student teacher exchange visit to Fredonia in early June.
- Hired two new tenure-track faculty members, Dr. Karen Lilly for the TESOL program and Dr. Janeil Rey for the Educational Leadership program, both in the Department of Language, Learning, & Leadership for Fall 2011.



- The COE implemented the Third College of Education Research Symposium in April 2011. Simon Gonsoulin, director of the National Evaluation and Technical Assistance Center for the Education of Children and Youth Who are Neglected, Delinquent, and At-Risk (NDTAC) gave the keynote address. Over 160 students, faculty, and educators attended this daylong conference.
- The College of Education continues to meet its enrollment target for first-time incoming freshmen. As of January 2012, the college has exceeded its target of 135 by admitting 143 first time freshmen for the 2011-2012 academic year.

Other highlights of the College of Education include:

- During the academic year, from July 1, 2010 to June 30, 2011 with 35 full-time COE-PEU faculty, the college had:
 - ◊ 15 peer-reviewed journal articles or books in print, in press or accepted for publication.
 - ◊ 15 editorships.
 - ◊ 60 scholarly presentations at international, national, and state conferences.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 operating budget for the College of Education include the following:

- Continued funding of existing positions.
- Continued support for the adjunct budget to ensure coverage for the additional sections of core education courses resulting from growing enrollment and newly implemented programs in the College of Education.
- Maintenance of the current college enrollment targets for Fall 2012.

Operating Budget

The 2012-2013 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates growth in the 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 Curriculum and Instruction graduate program, the School District Leadership Advanced Certificate program, 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 in the region.



***Dean of the College of Education
Christine Givner.***



2013-2014 SUNY Fredonia Operating Budget



The SUNY Fredonia Enactus team was once again named Regional Champions at the annual Enactus (formerly Students in Free Enterprise, or SIFE) Regional Competition. This was the 16th consecutive time that a Fredonia team has been honored as such at its regional competition.

School of Business

Overview

The School of Business (SOB) includes two academic departments: Business Administration and Economics. Dr. Russell P. Boisjoly serves as Founding Dean of the school. The school serves about 800 students with 19 full-time faculty, 16 part-time faculty, and two staff members, while offering six majors (Accounting, Finance, Management, Marketing, Music Industry and Economics), and three minors (Accounting, Business Administration and Economics) at the undergraduate level.

Highlights

- The School of Business continues to operate successfully as an autonomous unit.
 - The School of Business resubmitted its eligibility application to the pre-accreditation committee of the Association to Advance Collegiate Schools of Business (AACSB). The application was accepted and the School of Business entered the candidacy process for initial accreditation. In October 2012, the SOB was visited by Dean Emeritus of LaSalle University, Greg Bruce, who was assigned as the SOB AACSB mentor. Mr. Bruce reviewed the eligibility application, strategic plan, and a
- The 14 full-time faculty of the Department of Business Administration made 60 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 eight scholarly contributions to academic and professional venues.
 - The number of Music Industry majors increased to over 200 under the leadership of Visiting Assistant Professor Armand Petri.

draft of the accreditation plan. In addition, he addressed the School of Business faculty, met with faculty sub-groups, deans, Interim Provost and Vice President for Academic Affairs Kevin Kearns, and President Virginia Horvath. His assessment (barring no unforeseen circumstances, and assuming the university completes the hiring of academic qualified faculty members in accounting, marketing, and economics); the SOB should be ready for an accreditation team visit in Fall 2014.

- 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, School of Business students had internships with various local companies, including SUNY Fredonia's Business Technology Incubator. 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.
- The School of Business SIFE team under the direction of Drs. Donald Barnes and Susan McNamara won its regional competition held in New York City. The SUNY Fredonia SIFE team was selected to compete in the national championships in Kansas City, Mo. Although the team did not place in the nationals, it was the 15th consecutive team from Fredonia to win honors in the regional competition.



Alumni and Student Highlights include:

- Kirk Krull, 1978 Marketing alumnus and vice president of Real Estate and Development for Shoe Show, was a recipient of the SUNY Fredonia Outstanding Achievement Award.
- Twenty-five students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting 270 clients from the local community.
- At a luncheon reception, the Business Club presented the 2012 Business Person of the Year Award to Sue and Jeff Briggs of Destination Plus.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 budget for the School of Business include the following:

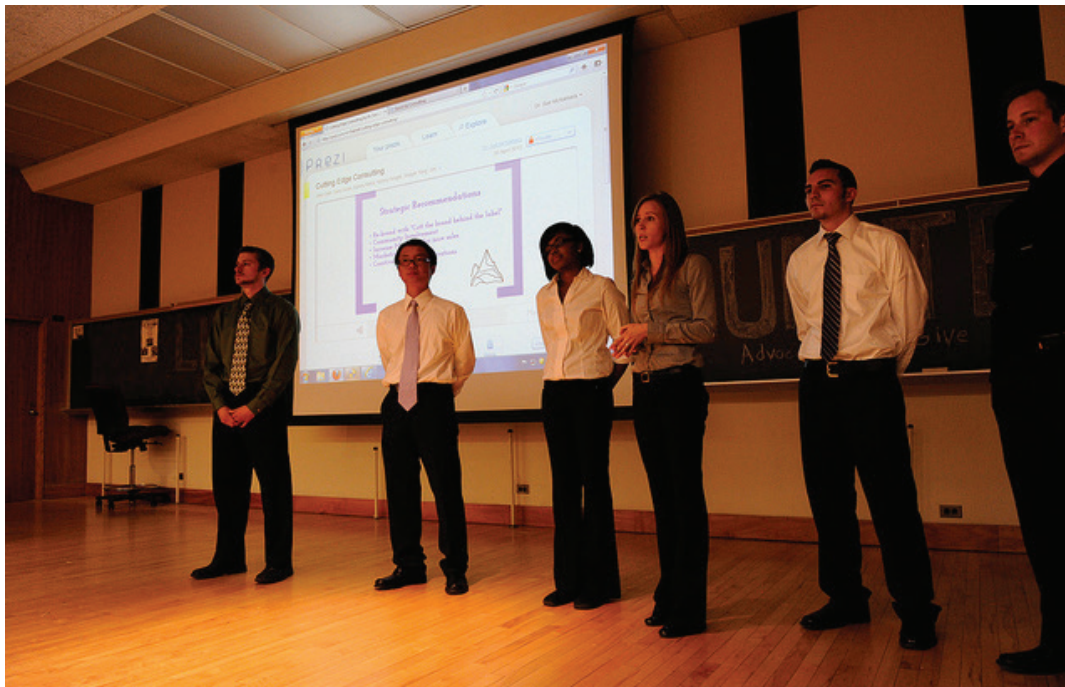
- Continued funding for all existing tenured/tenure-track positions.
- Enrollment will increase by approximately 20 students.

Operating Budget

The 2013-2014 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. If grant applications are funded, they will provide additional funds for research, curriculum development and faculty travel. 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.



Dean of the School of Business Russell P. Boisjoly.



The School of Business Mission is to integrate excellence in instruction, relevant faculty scholarship, and proactive community service to prepare students from differing backgrounds to be successful, ethical, and globally aware business professionals.



Associate Vice President for Curriculum and Academic Support Melinda Karnes.

Associate Vice Provost for Curriculum and Academic Support

Overview

The Office of the Associate Provost for Curriculum and Academic Support (APCAS) supervises several of the academic support units, notably the Learning Center, Registrar, Native American Consortium and International Education Center. 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 work flow pace throughout the academic year. Dr. Melinda Karnes currently serves as the APCAS and supervises these areas.

The office is also responsible for working with chairs and deans to develop new curriculum proposals, curriculum changes, and to shepherd the documents to SUNY System Administration and New York State Education Department (NYSED) offices. The APCAS is the academic liaison to the Academic Affairs Committee (AAC) and serves as the conduit of information between the AAC, the Graduate Council and the Registrar's office. All new and revised course and program proposals must be signed-off by the APCAS prior to entry into the Banner system. The APCAS also serves as project director for the online University Catalog.

The APCAS provides financial and supervisory assistance for the activities of the Coordinator of Academic Advising and Liberal Arts, who serves as primary advisor for the 200-plus undeclared students with Liberal Arts (undeclared) status. The coordinator reports to the Director of the Learning Center and also coordinates Orientation advisement for incoming freshman and transfer students. In addition, the APCAS assists the director of the Honors Program and functions as student appeal officer for the General Education program (also known as the College Core Curriculum - CCC). Dr. Karnes is also responsible for sending new general education

courses to SUNY for the mobility web documents (SUNY General Education Course Table and Mobility Webpage); and for verifying the Fredonia program information contained in the New York State Education Department's Inventory of Registered Programs.

Highlights

- The APCAS served as project director for the SUNY Fredonia online University Catalog and gave final approval for all course and program curriculum proposals.
- The International Education Center reported steady increases in international joint programs, attracting many students to Fredonia. Applications for study abroad are at a consistently high level. The international student population doubled this year, prompting the hire of an International Student Advisor in the office to assist with the many needs of this group of students.
- The APCAS provided consultation and budgetary oversight for the Honors Program and the General Education program on campus.
- The Coordinator of Academic Advising and Liberal Arts is now housed in the Registrar's office. It is a logical place for the office as so many functions of the Registrar staff overlap with advisement.
- The Learning Center is experiencing increased accommodation requests from students with disabilities, English as a Second Language (ESL) students, and Full Opportunity Program students. Student traffic for tutoring and exams has increased exponentially, requiring increased funds for one-on-one tutoring.
- The Registrar's office continues to move toward implementation of DegreeWorks to assist in the advisement of students using individualized program planning tools. The office has worked closely with SUNY System Administration to implement all facets of the student mobility initiatives.



Planning Assumptions

Planning assumptions used in the development of the 2013-2014 budget for the Office of the Associate Provost for Curriculum and Academic Support include the following:

- Replacement of open positions as warranted.
- Move the online university catalog to a web format, which will allow the department chairs and division heads to edit their sections of the catalog just as they would a Word document.
- Continue to enroll substantial numbers of Honors and international students.
- Increase the funding for tutors in the Learning Center to accommodate the \$4,000 shortfall in one-to-one tutoring during the past year.

Operating Budget

The 2013-2014 budget will allow the Office of the APCAS to continue to make progress toward various program goals within the academic support units. International Education continues to explore several recruitment options through SUNY to increase the level of international student recruitment for both undergraduate and graduate programs, and to accommodate the increased federal reporting requirements by the U.S. Department of State. 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 providing training for DegreeWorks (a SUNY system advisement tool). 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.



The Associate Provost for Curriculum and Academic Support serves as primary advisor for the 200-plus students with Liberal Arts (undeclared) status.

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 Native American Consortium Office, while managing its own restricted budget fund, is planning for campus recruitment and academic events. The director is working closely with SUNY officials in Albany through service on several state committees.



**Associate Vice President for Graduate Studies and Research
Kevin Kearns.**

Associate Vice Provost for Graduate Studies and Research

Overview

The offices of Graduate Studies, Sponsored Programs, Institutional Research, Planning and Assessment; Office of Student Creative Activity and Research (OSCAR), Center for Regional Advancement, the SUNY Fredonia Academic Community Engagement (FACE) Center, and the SUNY Fredonia Technology Incubator report to Associate Vice Provost for Graduate Studies and Research Kevin P. Kearns. The Office of Graduate Studies focuses on graduate student admissions, enrollment and recruitment, and the development and approval of new graduate courses and programs. The Sponsored Programs office coordinates the application, development and administration of all sponsored programs on campus. The staff also assists faculty with identifying funding opportunities, proposal writing and grant-related budgeting. The Office of Institutional Research, Planning and Assessment compiles institutional data, completes all survey requests and institutional analyses, and helps to coordinate campus-wide assessment activities.

Highlights

Accomplishments of the Graduate Studies and Research areas include the following:

- The diversity of the graduate student population continues to grow. As of Spring 2013, 26 international graduate students are enrolled across nearly all degree programs. The influx of Saudi Arabian applicants has accelerated this trend, with 13 Saudi students enrolled, and another 7 to 10 applicants for upcoming semesters.
- The Master of Science in Education (M.S.Ed.) in Natural Sciences, a revision to the M.S.Ed. Biology program, has been approved by SUNY Central. The program will increase the New York State (N.Y.S) teaching certification opportunities for graduating teachers.
- The Graduate Studies Office has created new opportunities for graduate assistants to enhance their visibility on campus. Six graduate students have been chosen to help with recruitment for their programs and to organize a graduate student organization.
- The Office of Graduate Studies and Research is proud of its efforts to support and enhance student research, scholarship and creative activity on campus through the Office of Student Creativity and Research (OSCAR). The purpose of the office is to promote and support student scholarly and creative works across the campus. The Student Research and Creativity Exposition showcased a diverse range and high quality of student creativity and scholarship at SUNY Fredonia. The impressive display of intellectual and creative achievement provided tangible evidence of the depth and variety of learning opportunities and close faculty-student collaboration available across campus.
- The Office of Sponsored Programs has been instrumental in the development and administration of external support for faculty research, scholarship and creative activities. The professional staff oversees and manages a broad range of regulatory and compliance issues including those associated with the use of human subjects in research.
- The FACE Center promoted campus and community collaboration in the areas of civic engagement, sustainability, service learning, and community-based volunteerism and research.
- The SUNY Fredonia Technology Incubator located in the business and waterfront district of Dunkirk, N.Y., has attracted and nurtured approximately a dozen technology business start-ups. To date, the businesses have clustered in the areas of energy and social media. Companies have hired employees and students in support of their efforts to flourish and contribute to the local economy. The incubator gives tenants access to educational services as well as intern assistance, and in turn, gives students and faculty an excellent environment for both learning and teaching.



Planning Assumptions

Planning assumptions used to develop the 2013-2014 Graduate Studies and Research office budget include:

- Full funding for all existing positions.
- Continued funding for the online graduate software for admissions, recruitment and communication services.
- An increase in the number of graduate academic programs and certificates and a concomitant increase in the number matriculating graduate students.
- Continuation of programs, such as the faculty summer Research Grant program, that support faculty research and scholarly activities leading to the submission of external grant submissions.
- Continued growth and expansion of the SUNY Fredonia Technology Incubator.
- Enhanced efforts to support access for all qualified students and increase diversity of the graduate student population.
- Expansion of the efforts for the FACE Center to connect students to the community through service learning, volunteerism and research.



The SUNY Fredonia Technology Incubator promotes economic growth in the Western Southern Tier of New York State by supporting entrepreneurship and the development of new, innovative, technology-based companies into successful business ventures.

Studies and Research unit looks forward to the expansion of the SUNY Fredonia Technology Incubator and the increasing impact it will have on the regional economy.

Operating Budget

Funds for the 2013-14 fiscal year will bolster efforts to offer an increasingly diverse range of graduate programs that will enhance the university's ability to better serve the graduate student population. Continued outreach to an expanded and diverse student base will enhance the university's educational mission as well as its reputation in the region and beyond. In addition, the offices of Sponsored Programs and the Center for Regional Advancement will continue to support faculty and student research, creative activities and collaborations, and solidify burgeoning relationships with surrounding communities. The Graduate



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

Associate Vice Provost for Information Technology Services

Overview

The Associate Vice Provost for Information Technology Services (ITS) provides leadership and oversight for the Information Technology Services unit and operating budgets, as well as oversight for the Student Technology Fee budget. Information Technology Services strives to provide a growing and reliable, secure, and accessible computing infrastructure, in addition to implementing new and maintaining current applications for students, faculty, and staff use as articulated in the unit's mission statement. Karen Klose serves as the associate provost of Information Technology Services and along with seven team leaders and 22 staff members provides professional production, systems, programming, multimedia, project management, network and computer help desk support. The leadership and oversight of the unit is based on university goals and objectives determined in collaboration with the Information Technology Services Executive Board, the Information Technology Advisory Board (ITAB) and associated steering committees, and ITS staff members.

Information services are utilized in every aspect of the SUNY Fredonia environment.

The initial "visit" to SUNY Fredonia likely occurs through the campus home page at www.fredonia.edu, often leading to an on-campus visit. The virtual infrastructure and support provided and maintained by Information Technology Services provides high-speed and secure online services and transactions such as course registration and billing, FREDCard (campus ID card) transactions, access to library resources and course syllabi/content/discussion forums, communication via email and social networking venues, upgraded and secure wireless network (FREDsecure), and electronic door access to student living spaces as well as to academic and administrative buildings/offices. Student computer labs for instructional and general-use purposes, classrooms equipped with multimedia, lecture capture and wireless network access, and an online learning management system platform are considered important components of the technology infrastructure maintained by Information Technology Services.

Highlights

"Behind the scenes" maintenance, administration, and troubleshooting work, requiring 65 percent of a typical ITS staff member's time on a daily basis, provides the "stable, responsive, secure, and accessible computing environment" enjoyed by SUNY Fredonia students and employees. In addition to the systems, database, network, software, labs and smart room maintenance and upgrades, staff across the department excelled with the following new projects and endeavors:

- Initiated and delivered to a random sampling of faculty, staff, and students the first formal qualitative assessment of technology services that is informing and shaping future support and service objectives.
- Enhanced multimedia capabilities in seven classrooms with installation of Echo 360 Lecture Capture and Smart Board technology, and expanded the use of Extron Global Viewer to the majority of permanently installed projectors on campus.



- Coordinated creation of a mobile application for the 2012 SUNY Technology Conference.
- Televised and streamed live on the Internet the 2011 Kathik Bala Maytum Convocation Lecture.
- Provided footage from President Virginia Horvath's press conferences for various news stations.
- Replaced network edge switches across campus in addition to core upgrades and additional UPS capacity in the data center, thanks to capital funding allocation.
- Initiated and deployed automated eServices self-service password reset.
- Expanded poster printing beyond student exposition use with Media Center staff assistance, donation of a computer, poster printer, and touch panel monitor from the Jamestown Teacher Center, and also consumable replacements from the College of Arts and Sciences and the College of Education.

Planning Assumptions

Planning assumptions used in development of the Information Technology Services 2013-2014 operating budget include the following:

- Full funding for existing positions.
- An increase in the Student Technology Fee allowing critical investments in student technology services for which New York State funding is not available.

Operating Budget

The 2013-2014 operating budget provides salaries for the IT staff responsible for developing and maintaining a reliable, secure and responsive technology infrastructure. Continued capital funding for university network upgrades remains critical to maintaining and expanding the infrastructure necessary to provide the reliability and security expected at a university. A substantial increase in the technology operating budget is required to develop and maintain the virtual infrastructure necessary to provide advanced web-based and increasingly mobile communication and business applications.



Associate Vice President for Information Technology Services Karen Klose.



Student computer labs for instructional and general-use purposes, as well as multimedia rich classrooms and wireless network access, are considered important components of the technology infrastructure maintained by Information Technology Services.



Secretary I Robyn Reger (second from left), in Finance and Administration received the 2012 Barbara Saletta Meritorious Service Award in recognition of her creativity, resourcefulness, integrity, enthusiasm and clear desire to go above and beyond the call of duty.

Division of Finance and Administration

Overview

The Finance and Administration division consists of nine departments with nearly 360 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
- Facilities Planning
- Facilities Services – Custodial, Maintenance, Grounds and Landscaping
- Faculty Student Association Executive - Auxiliary Services
- Human Resources
- Internal Control
- Payroll
- Purchasing
- Student Accounts
- University Accounting
- University Controller
- University Services– Central Receiving, Copy Center, Mail Services, Motor Vehicles, Property Control

The overarching goals of the Finance and Administration division are to:

- Serve as professional stewards of Fredonia’s financial, human and physical assets.
- Provide a safe and supportive educational environment.
- Ensure well-maintained buildings and grounds.
- Provide quality customer service to the campus community as cost effectively as possible.
- Support the region’s economic and educational development.

Highlights

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

- Collaboratively managed campus fiscal operations, including planning and implementation of revised financial plans due to multiple budget cuts.
- Successfully concluded the Williams Center renovation and construction of the new Blue Devil Fitness Center. Broke ground in early spring for the \$30 million Townhouse Residence Hall project.
- Coordinated the relocation of 16 departments and 63 individuals from various locations across the campus to the newly-renovated Maytum Hall.
- Welcomed new Vice President for Finance and Administration, Stephen A. Schillo, to the campus and to the division in January 2013.
- Facilitated a table top Emergency Planning Exercise focused on severe weather conditions and resulting utility failure, involving 39 participants.
- Successfully conducted the 2013 State Employee Federated Appeal (SEFA), exceeding the campus goal of \$45,000 by 8 percent for a total of \$48,699.
- Continued support of campus-wide sustainability initiatives including the annual



RecycleMania competition, the annual Community Electronics Recycling Day, ongoing installation of water bottle refilling stations, energy efficient LED exterior lighting, and sensors within residential and academic buildings, as well as continued electronic publication of the Budget Book.

- The hard work of the campus custodial and grounds staff has resulted in the campus consistently being recognized for its outstanding appearance and cleanliness.
- Fall 2012 Park and Ride usage was record-setting with a 30 percent increase over the Fall 2011, and Spring 2013 ridership is on pace to exceed prior years. The Park and Ride shuttle 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.
- Entered into a new shared service relationship with Alfred State for the production and printing of all campus letterhead and envelopes.

- Replacements for open positions will continue to be subject to a six month delay before a search can commence.
- Custodial and Grounds positions related to the opening of the new Science Center will be released for search in the 2013-14 fiscal year.
- Funding will be allocated for the new part-time Employee Assistance Program Coordinator and for an increase in FTE from 0.5 to 0.8 for a clerical backfill in Human Resources.
- There are no planned layoffs of any Finance and Administration employees.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 Finance and Administration budget include:

Operating Budget

The division's 2013-2014 budget totals \$6,311,200 – an increase of \$181,800 from the 2012-2013 fiscal year. The Finance and Administration budget represents 12.7 percent of the total University Budget. Despite the reduction in Finance and Administration staffing, the budget will still permit the Finance and Administration departments to provide a high level of service to the campus community in custodial services, maintenance, and various supporting financial and administrative services.

SUNY FREDONIA		
Proposed 2013-2014 Operating Budget		
SUMMARY		
Administration		
2012-2013 Original Base Budget		\$ 6,129,400
2012-2013 Campus Adjustments		
EAP Coordinator	20,000	
Financial Plan Adjustment	32,600	
2012-2013 Salary Adjustments	40,900	
Sub-Total Permanent Adjustments		93,500
2012-2013 Final Base Budget		\$ 6,222,900
2013-2014 Budget Adjustments		
New Positions	80,400	
Non Mandated Salary Increase	7,900	
Sub-Total 2013-2014 Budget Adjustments		88,300
2013-2014 Base Budget		\$ 6,311,200



2013-2014 SUNY Fredonia Operating Budget



**Vice President
for Finance and
Administration
Stephen A. Schillo.**

SUNY FREDONIA			
Proposed 2013-2014 Operating Budget			
Administration			
	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Employee Assistance Program*	\$ 20,000	\$ -	\$ 20,000
M&O Admin & Management	90,000	90,000	-
Asbestos Abatement	-	-	-
Facilities Planning	75,500	75,300	200
Custodial	1,503,600	1,392,700	110,900
Technology Incubator	16,800	15,900	900
Bldgs - Structural Maintenance	200,200	194,800	5,400
Bldgs - Systems - Electrical	99,700	99,100	600
Bldgs - Systems - Plumbing	141,200	183,400	(42,200)
Refrigeration	32,700	33,700	(1,000)
Grounds	244,000	209,000	35,000
Motorized Equip	88,400	84,700	3,700
Utilities Plant	237,600	248,000	(10,400)
Health & Safety	103,000	102,700	300
VP Administration	214,900	211,300	3,600
Business Affairs	129,000	138,000	(9,000)
College Services	119,600	117,700	1,900
Budgeting	194,600	193,600	1,000
Accounting	60,100	59,600	500
Purchasing	128,900	128,400	500
Accounts Payable	70,300	68,300	2,000
Payroll	193,700	185,900	7,800
Personnel	298,400	285,700	12,700
Property Control	40,100	40,100	-
Internal Audit	54,500	54,000	500
Student Billing	343,600	342,600	1,000
Central Duplicating	34,300	33,400	900
Mail & Messenger	38,600	37,500	1,100
Central Stores	118,400	117,100	1,300
Overtime	53,900	53,900	-
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
Personal Service Regular	\$ 4,961,300	\$ 4,812,100	\$ 149,200
Temporary Service	146,100	151,100	(5,000)
Other Than Personal Service	1,203,800	1,166,200	37,600
TOTAL	\$ 6,311,200	\$ 6,129,400	\$ 181,800

*Employee Assistance Program is newly funded in 2013-2014



Division of University Advancement

Overview

The University Advancement division supports, encourages, and promotes SUNY Fredonia's academic mission and vision by interacting with alumni, faculty, staff, emeriti and retirees, friends, businesses, foundations and the greater community. Dr. David M. Tiffany serves as Vice President for University Advancement. The Division of University Advancement is charged with creating and strengthening SUNY Fredonia's relationships with important partners. The division's goal is to engage and connect these constituents with the university to garner support and secure resources that will enhance SUNY Fredonia's unique place in higher education.

Highlights

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

- Total 2012 giving was \$1,840,396 (unaudited), an 18.1 percent decrease from the last year of the Doors to Success Capital Campaign, when receipts totaled \$2,247,589.
- Annual Fund giving in 2012 was \$391,643, a decrease of 3.9 percent from 2011 receipts of \$405,355, but a 10 percent increase from Annual Fund receipts in 2010 of \$352,535.
- All-Campus Appeal: payroll deduction pledges made for 2012 included 150 pledges worth \$60,483, a 10.5 percent increase over 2011 which included 134 pledges totaling \$54,721.
- The Scholars Breakfast was a highlight of Family Weekend with nearly 1,000 scholarship recipients, family members, donors, faculty and foundation board members in attendance.
- There are now 406 endowments in the Fredonia College Foundation.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 operating budget for the Division of University Advancement include the following:

- Fredonia College Foundation receipts are expected to increase by 4 percent in 2013.
- Continued expansion of social media outreach.
- Scholarship fundraising will continue to strengthen.
- Any open University Advancement personnel positions will be held vacant for a minimum of six months before being filled, to help address the reduction in SUNY system funding.



***Vice President
for University
Advancement
David Tiffany.***

Operating Budget

The Division of University Advancement's operating budget for 2013-2014 totals \$1,443,800 - an increase of \$9,000 from the 2012-2013 fiscal year. Budget priorities will continue be travel-related expenditures to allow Development and Alumni Affairs staff to meet with donors and prospects in order to discuss gifts and pledges to assist students and campus programs.



2013-2014 SUNY Fredonia Operating Budget

SUNY FREDONIA Proposed 2013-2014 Operating Budget University Advancement

	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Alumni Relations	\$ 75,900	\$ 74,500	\$ 1,400
Publications	237,400	236,600	800
University Information Services	574,500	568,100	6,400
VP University Advancement	303,400	303,000	400
Personal Service Regular	\$ 1,191,200	\$ 1,182,200	\$ 9,000
Temporary Service	25,000	25,000	-
Other Than Personal Service	217,600	217,600	-
TOTAL	\$ 1,433,800	\$ 1,424,800	\$ 9,000

SUNY FREDONIA Proposed 2013-2014 Operating Budget University Advancement

	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Alumni Relations	\$ 75,900	\$ 74,500	\$ 1,400
Publications	237,400	236,600	800
University Information Services	574,500	568,100	6,400
VP University Advancement	303,400	303,000	400
Personal Service Regular	\$ 1,191,200	\$ 1,182,200	\$ 9,000
Temporary Service	25,000	25,000	-
Other Than Personal Service	217,600	217,600	-
TOTAL	\$ 1,433,800	\$ 1,424,800	\$ 9,000



Division of Student Affairs

Overview

The Student Affairs division includes 13 departments: Office of Student Affairs, Office of Admissions, Office of Financial Aid, Educational Development Program, Office of Campus Life (includes Orientation), Department of Athletics and Recreation, Center for Multicultural Affairs, Office of Residence Life, Office of Career Development, University Police Department, Health Center, Judicial Affairs and the Counseling Center. Supervision in this area is provided by Vice President for Student Affairs David Herman along with Associate Vice President for Enrollment Services Daniel Tramuta and Assistant Vice President for Student Affairs Monica White. The Student Affairs division employs approximately 80 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 SUNY Fredonia Student Affairs division is highly regarded across the state and the Fredonia 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 SUNY Fredonia Financial Aid Office continues to be a leader across state campuses, making excellent use of technology in the delivery of its services.
- The Campus Life Office returned to the newly-renovated Williams Center after the building was closed for over a year. The new facility has been well received by the campus community.
- Campus Life and Volunteer and Community Services at SUNY Fredonia continue to promote greater student involvement in local service organizations.
- The Office of Career Development continues to increase the number of internship opportunities for students, and has worked with the Fredonia Technology Incubator to increase connections with local businesses.



***Vice President for Student Affairs
David Herman.***

SUNY FREDONIA		
Proposed 2013-2014 Operating Budget		
SUMMARY		
Student Affairs		
2012-2013 Original Base Budget		\$ 4,281,300
2012-2013 Campus Adjustments		
2012-2013 Salary Adjustments	40,400	
Sub-Total Permanent Adjustments		40,400
2012-2013 Final Base Budget		\$ 4,321,700
2013-2014 Budget Adjustments		
New Positions & Salary Increases	53,300	
Establish First Year/New Student Program	90,000	
Sub-Total 2013-2014 Budget Adjustments		143,300
2013-2014 Base Budget		\$ 4,465,000



2013-2014 SUNY Fredonia Operating Budget

- Maintaining enrollment continues to be a challenge in the current economic environment. As a result, Admissions staff has been added and recruitment-related travel increased.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 operating budget for the Student Affairs division include the following:

- The addition of a full-time Admissions counselor to improve the number of applications.
- Continue to enhance the existing First-Year program to improve student retention rate.
- The addition of scholarship dollars to improve the student yield from recruitment activities.

Operating Budget

The proposed 2013-2014 Student Affairs operating budget totals \$4,465,000 and represents approximately 8.99 percent of the University Operating budget. The budget provides funding for 69.36 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 improved over the last five years, but Fredonia remains far behind our competitors. The division frequently works with the Student Association and departmental advisory groups on budget and fee-related issues.

Budgets in all units are reviewed annually and plans are developed to improve the financial status of each unit. While SUNY budgets are extremely tight, the delivery of direct services continues to be the highest priority. State funds as well as Residence Life and auxiliary budgets continue to help support the many varied activities of the division.

SUNY FREDONIA			
Proposed 2013-2014 Operating Budget			
Student Affairs			
	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
VP Student Affairs	\$ 401,000	\$ 399,300	\$ 1,700
Admissions	768,200	712,100	56,100
First-Year Program*	75,000	-	75,000
Educational Opportunity Program	117,400	114,400	3,000
Financial Aid	287,600	290,500	(2,900)
Career Development	303,000	303,000	-
Health & Physical Education	514,400	522,300	(7,900)
Multicultural Affairs	128,200	137,300	(9,100)
Campus Center	314,700	311,700	3,000
University Police	705,000	688,100	16,900
Athletics	373,300	340,400	32,900
Personal Service Regular	\$ 3,987,800	\$ 3,819,100	\$ 168,700
Temporary Service	133,100	123,100	10,000
Other Than Personal Service	344,100	339,100	5,000
TOTAL	\$ 4,465,000	\$ 4,281,300	\$ 183,700

*First-Year Program is newly funded in 2013-2014



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:

- The campus management of utilities has continued to improve, including the purchasing of utilities as well as monthly review and projections of utility needs.
- Utility savings were realized during 2012-2013. Savings were applied to funding the State Operating budget shortfall.
- Monthly monitoring of various institutional recharge accounts allowed for accurate tracking of expenditures by the administrative department.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$524,800
- Inflationary costs for Other Than Personal Services (OTPS) will increase by \$456,300.
- Tap Credit Scholarships increasing by an additional \$380,000.
- \$100,000 Math/Science Scholarship funding.



Operating Budget

The 2013-2014 Institutional/Utilities budget totals \$6,711,500 – an increase of \$866,900 from the 2012-2013 fiscal year.

The Institutional/Utilities portion of the budget includes funding for campus utilities and a variety of other institutional expenses.



2013-2014 SUNY Fredonia Operating Budget

SUNY FREDONIA Proposed 2013-2014 Operating Budget SUMMARY

Utilities/Other

2012-2013 Original Base Budget		\$ 5,844,600
2012-2013 Campus Adjustments		
Financial Plan Adjustment	(84,100)	
Tuition Credit Scholarship Adjustment	14,000	
Funding Adjustments*	5,400	
2012-2013 Salary Adjustments	(73,200)	
Sub-Total Permanent Adjustments		(137,900)
2012-2013 Final Base Budget		\$ 5,706,700
2013-2014 Budget Adjustments		
Presidents Math/Science Scholarship	100,000	
UUP Contract Settlement	225,000	
Tuition Credit Scholarship	380,000	
2013-2014 Bargaining Unit Salary Increases	120,800	
One Time Discretionary and Retention Payment	179,000	
Sub-Total 2013-2014 Budget Adjustments		1,004,800
2013-2014 Base Budget		\$ 6,711,500

* Earth Week Funding to Academic Affairs & Mandatory Adjustment

SUNY FREDONIA Proposed 2013-2014 Operating Budget Utilities/Other

	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 655,300	\$ 244,700	\$ 410,600
Temporary Service	160,200	160,200	-
Utilities	2,760,100	2,760,100	-
Other Than Personal Service	3,135,900	2,679,600	456,300
TOTAL	\$ 6,711,500	\$ 5,844,600	\$ 866,900



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OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**RESIDENCE LIFE
OPERATING BUDGET**





2013-2014 SUNY Fredonia Residence Life Operating Budget



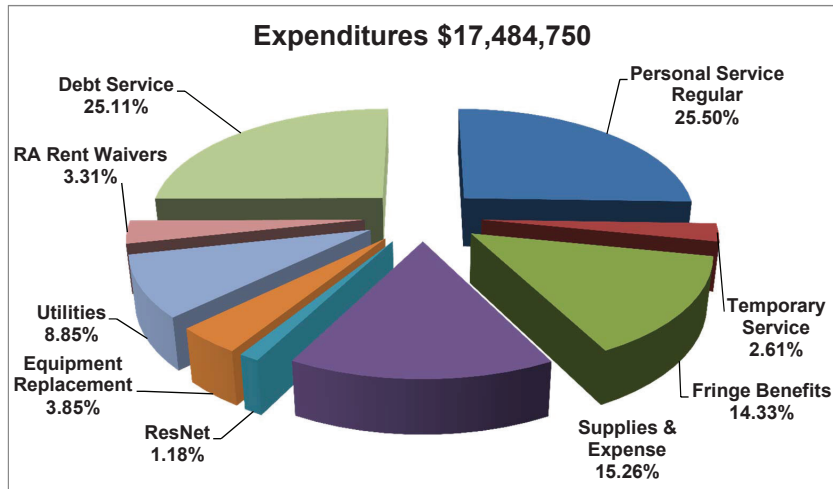
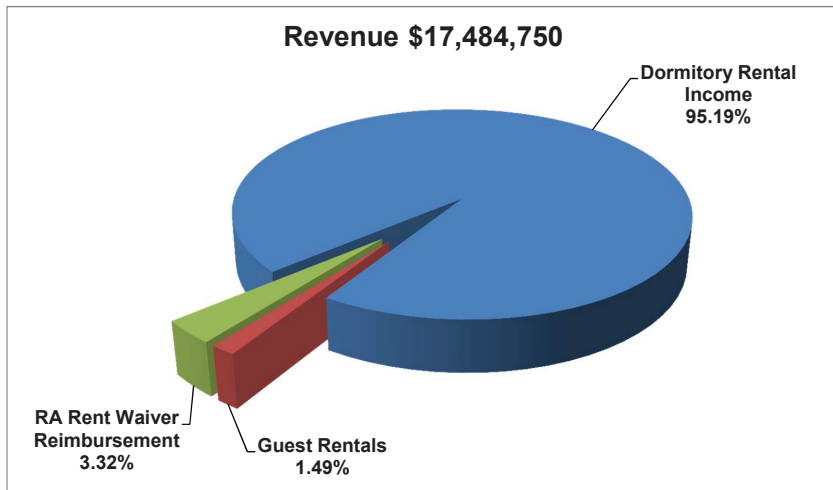
The Move-in Crew, comprised of 296 students, assisted residence hall students and their families on move-in day at start of the Fall 2012 semester.

SUNY FREDONIA Residence Life 2013-2014 Dormitory Income Fund Reimbursable (DIFR) Budget

Overview

The Residence Life program on the SUNY Fredonia campus supervises the operation of 14 residence halls with a designed capacity of 2,714 beds. Director of Residence Life Gary Bice Jr. and associate directors Amy Murrock and Kathy Forster oversee the program, while Benjamin Hartung serves as Systems Administrator. Collectively, they coordinate a staff of 13 Residence Directors (RDs), 68 Resident Assistants (RAs), Resnet Coordinator and 12 ResNet Technicians that provide a quality experience for its 2,489 (Fall 2012) residents.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2013-2014 Residence Life budget of approximately \$17.5 million funds 93.70 FTE positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. These 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 2013-2014 rates and capital projects was conducted on Dec. 12, 2012.



Highlights

The SUNY Fredonia Residence Life program has consistently been highly ranked when compared with national peers. In the most recent Association of College and University Housing Officers-International (ACUHO-I) Benchmarking Survey from 2010-2011 which measures student satisfaction, the Residence

2013-2014 SUNY Fredonia Residence Life Operating Budget



Life program received the following evaluations from students:

- 85 percent of resident students are satisfied with their overall learning experience.
- 96 percent would recommend SUNY Fredonia to a friend.
- 84 percent feel that living on campus enhanced their learning experience.
- 88 percent feel that their housing experience fulfilled their expectations.
- 91 percent would recommend living on campus to new students.

Assessment findings consistently indicate that personal interactions (the ability to live cooperatively, meet other people, improve interpersonal relationships and resolve conflicts) are a key component in predicting a student's overall satisfaction with residence life. Much of the success of the SUNY Fredonia Residence Life program comes from staff efforts to assist students to develop the skills and understanding to participate as productive members of a community with mutual respect and civility toward



Move-in day.

others. Many programs are offered throughout the academic year to enhance or assist resident students with these interpersonal skills. A sampling of some of these events from the past year includes the following:

SUNY FREDONIA			
Proposed 2013-2014 Budget			
Dormitory Income Fund Reimbursable (DIFR)			
Comparison of 2013-2014 Residence Life Budget to 2012-2013 Budget			
	2013-2014	2012-2013	Change
Revenue Sources:			
Dormitory Rental Income	\$ 16,644,750	\$ 16,254,250	\$ 390,500
Guest Rentals	260,000	349,150	(89,150)
RA Rent Waiver Reimbursement	580,000	560,000	20,000
Total	\$ 17,484,750	\$ 17,163,400	\$ 321,350
Expenditures:			
Personal Service Regular	\$ 4,467,400	\$ 4,452,500	\$ 14,900
Temporary Service	457,800	510,000	(52,200)
Fringe Benefits	2,510,769	2,375,109	135,660
Supplies & Expense	2,674,400	2,450,600	223,800
ResNet	207,300	194,500	12,800
Equipment Replacement	675,000	575,000	100,000
Utilities	1,550,000	1,750,000	(200,000)
RA Rent Waivers	580,000	560,000	20,000
Debt Service	4,399,800	4,295,500	104,300
Reserve	(37,719)	191	(37,910)
Total	\$ 17,484,750	\$ 17,163,400	\$ 321,350



Eighty four percent of students feel that living on campus enhanced their learning experience.

- Move-in Crew - 296 students representing 14 student groups assisted residence hall students and their families on move-in day at the start of the Fall 2012 semester.
- Little Siblings Weekend – Over 180 siblings, ages 6 to 14, spent a weekend of activities on campus with their brothers and sisters in February 2012.
- Buffalo News Kids Day – 321 students from 20 student groups and staff raised more than \$3,407 for Women and Children’s Hospital of Buffalo in April 2012.

Other services provided to residence hall students include:

- The Wellness Center, Aerobics Center and Craft Room.
- ResNet provided technology support and services for all residents by processing 5,594 network users which included students, staff and guests registering a total of 11,856 network devices on the network. The devices included personal computers, handheld devices, gaming devices and Internet TVs. In addition to continuing to monitor the installation and support of closed circuit TV cameras and card access in each building, ResNet was instrumental in rolling out an encrypted and secure wireless platform during the Spring 2012 semester.

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 2013-2014 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$300 annually from \$6,550 to \$6,850 - an increase of 4.58 percent. Total available revenue will increase from \$17 million to \$17.5 million.
- Residence halls will contribute \$350,000 toward the University Operating budget.
- Residence hall occupancy will remain above 92 percent in the fall and remain above 86 percent in the spring semester.
- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will remain at \$900.
- A decrease in utility costs of \$150,000.
- An additional allocation of \$104,300 for debt service to provide support for ongoing residence hall capital projects.
- Investment in residence hall student room furniture will increase by \$100,000 to \$675,000.

These financial and operational assumptions serve as the basis for the development of the 2013-2014 Residence Life Operating Budget.

Operating Budget

The 2013-2014 Residence Life operating budget totals \$17.5 million and funds a total of 93.70 FTE positions. It includes the director’s office, administrative staff including the ResNet staff of two, cleaning staff of 40.5, maintenance staff of 25, six members of the University Police staff and one member of the Facilities Planning staff.



Laundry, cable and telephone services are paid out of the operating budget. An aspect of the laundry service is an online website that allows students to see or be notified when their laundry is done (www.laundryview.com). Over 85 television channels are provided to students and the availability of HDTV channels and/or digital service has been provided since 2008-2009. Finally, while minimally used with the prevalence of cell phones, free campus and local telephone service continues to be provided to each room. The land lines provide service if an emergency situation was to occur and enables cost-conscious students to call local establishments rather than use their contracted cell phone allotment.



During Summer 2012, the bathrooms in Gregory Hall were updated as well as the lobby in Eisenhower Hall. New room furniture was purchased for both Eisenhower and Schulz

halls. Hendrix and Igoe halls received interior lighting upgrades. Various interior upgrades were done throughout the residence halls as well as fiber optic and access control upgrades.

The ResNet Office is an Information Technology helpdesk that provides services and support for students, staff and guests living in the residence halls.

SUNY FREDONIA Proposed 2013-2014 Budget Dormitory Income Fund Reimbursable (DIFR)

FTE Summary

	2013-2014 Non-Inst. FTE	2012-2013 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	40.50	38.50	2.00
Facilities Planning	1.10	1.10	0.00
Bldgs. - Struct Maint.	5.00	6.00	-1.00
Bldgs. - Systems (Electrical)	3.00	3.00	0.00
Bldgs. - Systems (Plumbing)	5.00	5.00	0.00
Motor Equip. Maint.	1.00	1.00	0.00
Administration/Director	13.00	13.00	0.00
ResNet	2.00	2.00	0.00
Utilities Plant	7.00	6.00	1.00
RH Student Life	2.00	1.50	0.50
Administrative Overhead	5.30	5.30	0.00
Security & Safety	5.80	5.80	0.00
Total Residence Life	93.70	91.20	2.50



2013-2014 SUNY Fredonia Residence Life Operating Budget



**Residence Life
Director Gary Bice Jr.**

Some of the projects on tap for Summer 2013 include replacement of a stair tower in Gregory Hall. New room furniture is scheduled to be purchased for Igoe and Hendrix halls. Disney Hall is slated to be the fourth of the eight quad buildings to receive new windows. Additional various interior upgrades are scheduled throughout the residence halls as well as lighting, fiber optic and access control upgrades.

The 2013-2014 budget includes an allocation of \$675,000 for residence hall furniture. A summary of all proposed capital projects for 2013 includes:

- Interior Lighting Upgrades 150,000
- Various Interior Upgrades 145,000
- TOTAL \$2,545,000

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 SUNY Fredonia Residence Life program has maintained for many years.

- Disney Hall – Window Replacement \$1,000,000
- ResNet Network Upgrades 400,000
- Gregory Hall Stair Replacement 350,000
- Hemingway Elevator Upgrade 250,000
- Fiber Optic Upgrades 250,000



2012-2013 Residence Life staff.



SUNY FREDONIA
Proposed 2013-2014 Budget
Dormitory Income Fund Reimbursable (DIFR)

DIFR Revenue Projection

RATE STRUCTURE:	2012-13	2013-14	Percentage	Annual
	Proposed	Proposed	Change	Rate
Doubles	\$3,275	\$3,425	4.58%	\$6,850
Kitchen Suites	3,625	3,775	4.14%	7,550
Singles - Fall Semester	4,300	4,450	3.49%	8,900
University Commons Singles	4,600	4,750	3.26%	9,500
University Commons Doubles	3,500	3,650	4.29%	7,300
Temporary	2,600	2,750	5.77%	5,500
RA Waivers	4,300	4,450	3.49%	8,900

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted	Projected	Budgeted	Projected	
	Fall 2012	Fall 2013	Fall 2012	Fall 2013	
Doubles	2,210	2,150	\$7,237,750	\$7,363,750	\$126,000
Kitchen Suites	125	140	453,125	528,500	75,375
Singles - Fall Rate	65	50	279,500	222,500	(57,000)
University Commons Singles	50	50	230,000	237,500	7,500
University Commons Doubles	50	50	175,000	182,500	7,500
Temporary	0	0	0	0	0
Fall Totals	2,500	2,440	\$8,375,375	\$8,534,750	\$159,375
Percent Change		-2.40%			1.90%

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted	Projected	Budgeted	Projected	
	Spring 2013	Spring 2014	Spring 2013	Spring 2014	
Doubles	2,075	2,075	\$6,795,625	\$7,106,875	\$311,250
Kitchen Suites	110	125	398,750	471,875	73,125
Singles - Spring Rate	65	25	279,500	111,250	(168,250)
University Commons Singles	50	50	230,000	237,500	7,500
University Commons Doubles	50	50	175,000	182,500	7,500
Temporary	0	0	0	0	0
Spring Totals	2,350	2,325	\$7,878,875	\$8,110,000	\$231,125
Percent Change		-1.06%			2.93%

COMPARISON OF DIFR REVENUE :

	2012-2013	2013-2014	Change
Projected Dorm Revenue	\$16,254,250	\$16,644,750	\$390,500
Projected Guest Rental	349,150	260,000	(89,150)
RA Waivers	560,000	580,000	20,000
Total Revenues	\$17,163,400	\$17,484,750	\$321,350
Percentage Change In Revenues			1.87%



OVERVIEW

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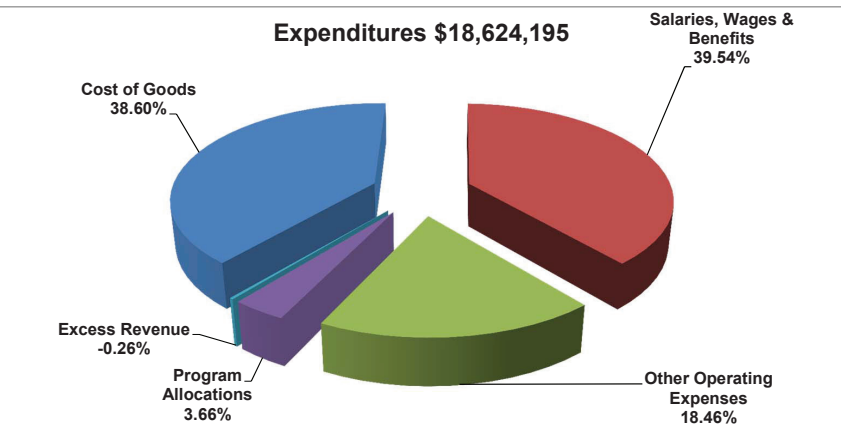
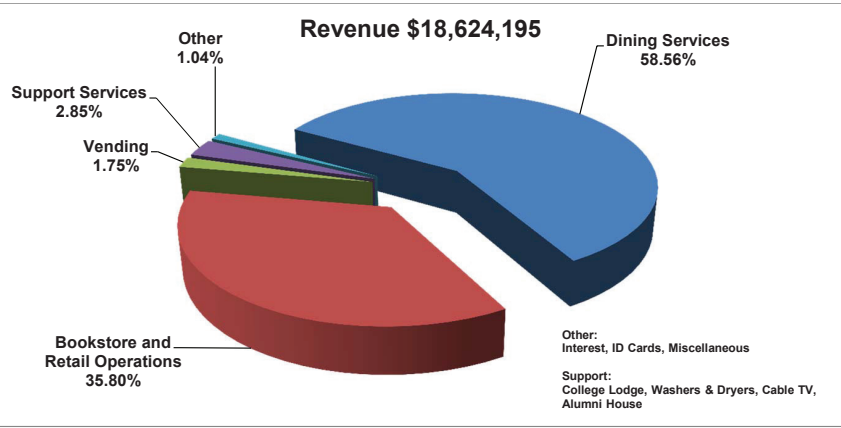
OPERATING BUDGET

FACULTY STUDENT ASSOCIATION OPERATING BUDGET





2013-2014 Faculty Student Association Operating Budget



FRED Express provides a Tim Hortons kiosk featuring fresh-brewed Tim Horton's coffee, cappuccinos, hot chocolates, Timbits and teas.

SUNY FREDONIA Faculty Student Association

Overview

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

The mission of the Faculty Student Association is to identify and provide appropriate goods and services that may not be otherwise provided by the State of New York. Central to this effort is the ability to recognize the variety and dynamic nature of the population involved in an attempt to maximize customer satisfaction while maintaining the financial integrity of the corporation.

SUNY Auxiliary Services Corporations individually hold Contract 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.

The FSA budget includes Dining Services, University Bookstore, Vending, Washer and Dryer, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 82 full-time, 103 part-time and approximately 340 student employees.

FSA Executive Director Darin Schulz, and FSA Associate Executive Director and Controller Matthew Snyder, initially prepared the following 2013-2014 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: Stephen Schillo, Maggie Bryan-Peterson, Erin Dorozynski, Chelsea Patterson and Michael Panebianco.

Highlights

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

- Opened the Williams Center Tim Hortons Café & Bakeshop.
- Expanded café offerings to include tea, hot breakfast sandwiches, and hot lunch/dinner sandwiches.
- Completed the Williams Center patio.
- Support and assessments to the campus in the 2012-2013 budget totaled \$1,237,000:
 - ◊ \$485,000 for restricted programs.
 - ◊ \$170,000 in restricted programs supporting 47 different campus-based programs in residence halls, Campus



Centre Pointe Lounge.

Life, academic and student service departments.

- ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
- ◊ \$2,000 for grounds keeping.
- ◊ \$550,000 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 \$400,000.

Planning Assumptions

Planning assumptions used to develop the 2013-2014 budget include:

- Support and assessment levels to the campus total \$1,183,525, which is a \$50,000 decrease from the 2012-2013 budget:
 - ◊ \$485,000 in restricted program expenditures.
 - ◊ \$166,525 in unrestricted program funds.
 - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◊ \$2,000 for grounds keeping.
 - ◊ \$500,000 in space and utility charge assessments. The annual additional



2013-2014 Faculty Student Association Operating Budget

Budget Summary

	2013-2014 Budget	2012-2013 Budget	Difference Increase (Decrease)
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 10,893,997	\$ 11,003,418	\$ (109,421)
Cost of Goods Sold	3,159,259	3,190,991	(31,732)
Total Operating Expenses	6,137,561	6,372,889	(235,328)
Other Revenues	11,500	11,500	-
Allocation of Administrative Expenses	1,036,248	972,498	63,750
Excess of Revenues Over/(Under) Expenses	<u>572,429</u>	<u>478,540</u>	<u>93,889</u>
<u>Retail Operations (Schedule B)</u>			
Total Revenues	6,606,818	7,219,507	(612,689)
Cost of Goods Sold	3,963,342	4,294,089	(330,747)
Total Operating Expenses	1,821,519	1,946,785	(125,266)
Other Revenues	60,000	64,000	(4,000)
Allocation of Administrative Expenses	622,544	632,912	(10,368)
Excess of Revenues Over/(Under) Expenses	<u>259,413</u>	<u>409,721</u>	<u>(150,308)</u>
<u>Vending (Schedule C)</u>			
Total Revenues	325,000	475,000	(150,000)
Cost of Goods Sold	240,500	346,750	(106,250)
Total Operating Expenses	25,431	25,329	101
Other Revenues	-	-	-
Allocation of Administrative Expenses	13,154	16,510	(3,356)
Excess of Revenues Over/(Under) Expenses	<u>45,915</u>	<u>86,411</u>	<u>(40,495)</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	530,180	520,500	9,680
Cost of Goods Sold	-	-	-
Total Operating Expenses	505,001	498,641	6,360
Other Revenues	700	700	-
Allocation of Administrative Expenses	76,162	71,711	4,451
Excess of Revenues Over/(Under) Expenses	<u>(50,283)</u>	<u>(49,152)</u>	<u>(1,131)</u>
Total Revenue from Operations	18,428,195	19,294,625	(866,430)
Total Cost of goods and Operating Expenses	17,600,720	18,369,105	(768,385)
Excess Revenues from Operations	827,475	925,520	(98,045)
Miscellaneous Revenues (Schedule F)	196,000	194,000	2,000
Program Expenditures (Schedule E)	681,525	685,000	(3,475)
Unallocated Administrative Office Expenses (Schedule F-1)	390,233	382,183	8,050
Net Excess of Revenues Over/(Under) Expenses	<u>\$ (48,283)</u>	<u>\$ 52,338</u>	<u>\$ (100,621)</u>



support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions will be \$350,000.

- The addition of Tim Hortons has significantly changed student meal plan utilization.
- Increases in overall operating costs and decreases in revenue creates the need to “right-size” operations and close Erie Dining Hall, which has significantly fallen out of favor with students.
- Meal plan enrollment is expected to be 5.8 percent lower than the 2012-2013 budget figure and 2 percent less than 2012-2013 actual enrollment. It brings meal plan enrollment back to 2008 levels.
- Plan offerings have been modified.
- Hours of operation will be changed slightly for Centre Pointe, Convenience Store, Trendz and The University Bookstore to adjust for decreased enrollment and market conditions.
- Centre Pointe and Trendz will be renovated to add several new offerings.
- Staffing was adjusted significantly to include layoffs for Civil Service Employees Association (CSEA) employees and management. An estimate has been included to account for a \$.50 increase in the minimum wage, representing a portion of the \$1.50 increase proposed by the New York State Governor. The current year wage budget accounts for increases in accumulated sick time which previous budgets omitted. Wage and benefit expense as a result of operational changes equates to a reduction of 1.69 percent from the 2012-2013 budget.
- The \$371,650 capital budget includes renovating Centre Pointe, upgrading to an all-digital Cable TV system with High Definition channels, and replacing equipment and furniture that has reached the end of useful lives.

Operating Budget

The 2013-2014 FSA budget has \$18,624,195 in sources of revenue. This represents an



\$864,830 or 4.4 percent decrease from the 2012-2013 budget of \$19,488,625. The uses of funds consist of \$7,363,101 in cost of goods sold, \$7,188,998 in wages and benefits, \$3,438,855 of operating expenses and \$681,525 in program expenditures. The budget is projected to generate expenditures in excess of revenue of \$48,283 or a negative .26 percent.

FSA Café Mason is one of three cafes on campus that offers a wide range of breakfast and lunch items as well as coffee and snacks.

SUNY FREDONIA Faculty Student Association Dining Services

Overview

The Faculty Student Association Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and Trendz), Tim Hortons Café & Bakeshop, three FSA Cafés (Fenton Hall, Mason Hall and McEwen Hall), two concession units (Breakaway at University Stadium and Timeout in Steele Hall) and catering. The bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 53 full-time employees, 84 part-time and approximately 280 student employees.



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

Highlights

Dining Services strives to exceed the culinary and service demands of our diverse customer clientele by committing to flexibility, creativity, change and constant attention to customers:

- Tim Hortons Café & Bakeshop exceeded expectations upon opening in 2012-2013 and proved to be extremely popular with students as a dining location.
- Marketplace at Erie suffered significantly in 2012-2013 with the opening of Tim Hortons coupled with a 5.8 percent decrease in meal plan purchases.
- Cranston Marché’s recipe for demonstration cooking, Chef Creations and Made to Order choices validates the popularity of this perennially desirable dining destination.
- Centre Pointe and Trendz continues to evolve by utilizing the *Spring into Fall* promotion to bring potential new items to the menu.
- Demand for catering services by the campus continues as we seek to attract external customers.
- In conjunction with our primary food vendor, Maplevale Farms, local food purchases exceeded 15 percent.

Planning Assumptions

Planning assumptions used to develop the 2013-2014 budget include:

- The closure of Marketplace at Erie will be necessary to reduce operating expenses and production capacity to coincide with a smaller meal plan customer base.
- A 2 percent decrease in meal plans from 6,887 to 6,762 which brings the meal plan count back down to 2008-2009 levels.
- Centre Pointe will be renovated to include several new offerings - stir fry, Asian quick serve, home-style, ice cream and salad bar. Trendz will be renovated to become a Mexican Grille.

- The hours of operations have been adjusted: Centre Pointe will open at 11:00 a.m., and Trendz will open at 11:30a.m. and remain open until 8:00 p.m.
- Agricultural markets and past weather conditions are driving up food costs. The budget utilizes a 29 percent food cost.
- Meal plan structures have been modified to increase point values. The net price increases less additional points values range from 3.2 percent to 5.0 percent.
- The meal allowance at Centre Pointe, concessions, FSA Cafés, Starbucks and the Williams Center Tim Hortons increased to \$6.25 from \$6.00.
- Labor budgets reflect the 31 week academic year along with budgets for specific operating periods during recess. Labor budgets have been adjusted for changes to operating hours.

Operating Budget

The 2013-2014 Dining Services budget of \$10,905,497 consists of \$9,463,997 in contact meal plans plus special function and cash sale revenue. This represents a \$109,421 or a 1 percent decrease from the 2012-2013 budget of \$11,014,918. Total contract meal plan revenue is budgeted for \$12,379,015 (includes \$100,000 for additional points added) with \$2,915,018 reported in the Retail Operations budget. Total operating expenses of \$6,137,561 have decreased by \$235,328 or 3.7 percent from 2012-2013. The budget is projected to generate excess revenue over expenditures of \$572,429 or 5.3 percent.



Dining Services Budget - Schedule A

	2013-2014 <u>Budget</u>		2012-2013 <u>Budget</u>
<u>Revenues</u>			
Contract Meals	\$ 9,463,997	a	\$ 9,603,418
Special Functions	830,000		750,000
Cash Sales	600,000		650,000
Total Revenue	10,893,997		11,003,418
<u>Cost of Goods Sold</u>			
Beginning Inventory	100,000		100,000
Purchases	3,159,259		3,190,991
Less: Ending Inventory	100,000		100,000
Cost of Goods Sold	3,159,259	b	3,190,991
Gross Profit on Sales	7,734,738		7,812,427
<u>Operating Expenses</u>			
Salaries, Wages and Employee Benefits	4,446,502	c,d	4,576,316
Supplies and Materials	407,000		434,000
Depreciation	267,327	e	360,213
Corporate owned	376,897		382,259
Leasehold Improvements	13,600	f	13,600
RA Support	626,235		606,500
Other Operating Expenses	626,235		606,500
Total Operating Expenses	6,137,561		6,372,889
Excess of Revenues over Expenses	1,597,177		1,439,538
<u>Other Revenues</u>			
	11,500		11,500
<u>Allocation of Administrative Expenses</u>			
	1,036,248		972,498
Excess of Revenues Over Expenses	\$ 572,429		\$ 478,540

Notes:

- a Total meal Plan count projections are based on the prior corresponding semesters with planning assumptions reflected. The amount excludes \$2,915,018 in meal plan sales in the C-store, FREDExpress, and Starbucks. That amount is reflected in the Bookstore revenue.
- b Food cost percentage of 29% has been used in both years.
- c Closure of Erie Dining Hall and other staffing adjustments
- d Previous budget did not account for accumulation of sick time.
- e Original Cranston Marche equipment is fully depreciated.
- f RA support is based on 68 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.



2013-2014 Faculty Student Association Operating Budget



The salad station at Cranston Marché offers pre-made or made- to- order salads.

Dining Services Budget Schedule A - Addendum 1

	2013-2014 Budget		2012-2013 Budget
<u>Supplies and Materials</u>			
China/Glass/Silverware/Trays	\$ 5,000		\$ 10,000
Cleaning Supplies	60,000		65,000
Linen	5,000		5,000
Miscellaneous Food Service Supplies	40,000		67,000
Office Supplies	2,000		2,000
Paper Supplies & Sustainable wares	250,000		240,000
Printing and Marketing	5,000		5,000
Uniforms	40,000		40,000
Total Supplies and Materials	407,000	a	434,000
<u>Other Operating Expenses</u>			
Advertising	26,000	b	15,500
Bad Debts and Sales Tax	20,000		25,000
Computer Services & Systems Maintenance	13,067		17,211
Dues and Subscriptions	1,000	c	1,000
Education and Training	5,000		10,000
Equipment Rental	3,000		5,000
Gas and Oil	7,000		7,000
Licenses and Permits	4,500	b,d	2,500
Professional Services & Nutritional Consulting	5,000		5,000
Refuse Removal	41,971		31,522
Repairs and Maintenance	40,000	a	42,000
Royalties	98,000	b	49,000
Telephone	11,000		11,000
Travel	10,000		10,000
Utilities and Space Assessment	340,698		374,767
Total Other Operating Expenses	626,235		606,500
<u>Other Revenues</u>			
Linen Revenue	8,500		8,500
Miscellaneous Revenue	3,000		3,000
Total Other Revenues	\$ 11,500		\$ 11,500

Notes

- a Closure of Erie Dining Hall.
- b Tim Hortons requirements.
- c Member of NACUFS (National Association of College and University Food Service).
- d Liquor license is a two year renewal in even year. Franchise fee amortization.



2013-2014 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
C-Store and FREDEExpress (Bookstore)
Starbucks Coffee (Bookstore)
Tim Hortons

Café and Concession Operations:

Fenton Hall
Mason Hall
McEwen Hall
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) Meals and points accepted in Cafes, Centre Pointe, Concessions, Cranston Marche, Starbucks Coffee, and Tim Hortons.
- (5) Points only accepted at C-Store and FREDEExpress.
- (6) 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 Less Additional Points Value</u>	<u>% Increase</u>	<u>Feed-a-Friend Meals</u>
1	10 Meals + \$750 points *	\$2,275	\$2,385	\$110	4.84%	5
2	10 Meals + \$600 points **	\$2,120	\$2,245	\$100	4.72%	5
3	7 Meals + \$600 points ***	\$1,975	\$2,100	\$100	5.06%	5
4	5 Meals + \$925 points ****	\$1,970	\$2,095	\$100	5.08%	5
5	Max Flex All Points *****	\$1,965	\$2,195	\$0	0.00%	5
6	Commuter points *****	\$775	\$800	\$0	0.00%	0
7	Commuter points *****	\$550	\$575	\$0	0.00%	0

* Was 14 meals plus \$575 in points.
** Was 10 meals plus \$575 in points.
*** Was 7 meals plus \$575 in points.

**** Was 5 meals plus \$900 in points.
***** Each dollar increase equates to full value in additional points.

<u>Plan #</u>	<u>Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated Fall 2013</u>	<u>Estimated Spring 2014</u>	<u>Revenue</u>
1	10 Meals + \$750 points *	\$2,385	1,236	658	\$ 4,517,190
2	10 Meals + \$600 points **	\$2,245	318	349	\$ 1,497,415
3	7 Meals + \$600 points ***	\$2,100	170	144	\$ 659,400
4	5 Meals + \$925 points ****	\$2,095	373	665	\$ 2,174,610
5	Max Flex All Points *****	\$2,195	475	505	\$ 2,151,100
6	Commuter points *****	\$800	468	444	\$ 729,600
7	Commuter points *****	\$575	499	457	\$ 549,700
Total			3,539	3,222	\$12,279,015

Points, Debit Account and FREDFunds prices in Cranston Marche

Breakfast	\$6.25
Lunch	7.00
Dinner	8.45
Total	\$21.70

Increase of \$.25 each

Cash prices including tax in Cranston Marche

Breakfast	\$8.00
Lunch	10.25
Dinner	12.75
Total	\$31.00

Meal equivalency allowance at Cafes, Centre Pointe, Concessions, Starbucks, Tim Hortons, and Trendz

Increase of \$.25

\$6.25



The University Bookstore employs 13 full-time, 16 part-time, and approximately 58 student employees.

SUNY 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, 16 part-time, and approximately 58 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:

- Offering textbook rentals for students preferring alternative options for their textbook needs.
- Implemented an e-commerce site that now includes textbooks, imprinted giftware and clothing. The site can be found at www.sunyfredoniabookstore.com.
- Continually seek out new product lines and suppliers for the Convenience Store, giftware and clothing.
- Instituted an Apple Computer On Campus agreement.

Planning Assumptions

Planning assumptions used to develop the 2012-2013 budget include:

- Changes to hours of operation - The University Bookstore and Convenience Store will open one hour later, weekdays at 9:00 a.m.
- The textbook market continues to change significantly and sales are expected to decrease from 2012-2013.
- Utilize competitive textbook pricing software that allows for adjustable online textbook price matching when a customer shops www.sunyfredoniabookstore.com.

Operating Budget

The 2013-2014 University Bookstore budget of \$6,666,818 represents a \$616,689 or an 8.5 percent decrease from the 2012-2013 budget of \$7,283,507. It includes \$2,915,018 of contract meals used in the Convenience Store, FREDEXpress and Starbucks. Total operating expenses of \$1,821,519 showed a decrease of \$125,266 or 6.4 percent from 2012-2013. The budget is projected to generate excess revenue over expenditures of \$259,413 or 3.9 percent.





Retail Operations Budget - Schedule B
 (Bookstore, Convenience Store, FREExpress and Starbucks)

	2013-2014		2012-2013
	<u>Budget</u>		<u>Budget</u>
<u>Revenues</u>			
Books and other Sales	\$ 3,691,800	a	\$ 4,138,750
Contract Meals	2,915,018	b	3,080,757
Total Revenue	6,606,818		7,219,507
<u>Cost of Goods Sold</u>			
Beginning Inventory	700,000		700,000
Purchases	3,963,342		4,294,089
Less: Ending Inventory	700,000		700,000
Cost of Goods Sold	3,963,342	c	4,294,089
Gross Profit on Sales	2,643,476		2,925,419
<u>Operating Expenses</u>			
Salaries, Wages and Employee Benefits	1,235,850	d	1,314,302
Depreciation Corporate owned	87,042		112,313
Leasehold Improvements	123,633		122,842
Other Operating Expenses	374,994		397,329
Total Operating Expenses	1,821,519		1,946,785
Excess of Revenues over Expenses	821,957		978,633
<u>Other Revenues</u>			
	60,000		64,000
<u>Allocation of Administrative Expenses</u>			
	622,544		632,912
Excess of Revenues Over Expenses	\$ 259,413		\$ 409,721

Notes:

- a Decreases in textbook and clothing sales.
- b Meal plan use in Convenience Store, FREExpress and Starbucks.
- c Weighted average cost of goods percentage of 60% for 2013-2014 and 59.5 % for 2012-2013.
- d Previous budget did not account for accumulation of sick time.





2013-2014 Faculty Student Association Operating Budget

Retail Operations Budget Schedule B-Addendum 1

	2013-2014		2012-2013
	<u>Budget</u>		<u>Budget</u>
<u>Other Operating Expenses</u>			
Advertising	\$ 14,450		\$ 22,900
Bad Debts	15,000		14,000
Computer Services and Systems Maintenance	27,000		28,300
Dues and Subscriptions	11,400	a	3,400
Education and Training	2,900		-
Licenses & Permits	1,200		1,000
Office Supplies	4,600		5,800
Paper Supplies and Miscellaneous	80,200		81,500
Postage	50		7,500
Printing	-		4,500
Refuse Removal	8,966		8,713
Repairs and Maintenance	11,600		3,700
Royalties	114,100	b	124,200
Telephone	6,500		5,700
Travel	8,800		11,025
Utilities and Space Use Assessment	67,628		74,391
Uniforms & Laundry	600		700
Total Other Operating Expenses	<u>374,994</u>		<u>397,329</u>
<u>Other Revenues</u>			
Commissions and Miscellaneous	60,000	c	64,000
Total Other Revenues	<u>\$ 60,000</u>		<u>\$ 64,000</u>

Notes:

- a Member of College Stores of America, NACS (National Association of College Stores), NACS (National Association of College Stores) , NACS (National Association of Convenience Stores), and New England Buying Consortium,
- b Starbucks and Tim Hortons (FREDExpress) royalties.
- c Commissions and miscellaneous revenue consists of:
 - Apple Computer On Campus agreement commissions
 - Bookbuy commissions
 - Check cashing, fax, miscellaneous, stamps, and textbook rental fees



SUNY FREDONIA Faculty Student Association Vending and Other Support Services

Overview

The Faculty Student Association operates vending (sub-contract to Next Generation), washers and dryers, 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, NY. 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:

- Continuation of “free-pay” high efficiency washers and dryers which allows for unlimited, no per-use charge of machines by resident students.
- LaundryView allows for the monitoring of machines by residents via a computer or text message. LaundryView also monitors water usage and maintenance needs of machines.
- The College Lodge continues to offer a workforce experiential training program.
- Two 6kW windmills were installed at the College Lodge.
- A gas lease was signed for the College Lodge property and two natural gas wells have been drilled. Gas supplied to the main lodge for heating purposes replaced purchased propane and one wood-fired boiler.
- Energy efficient lights and water-conserving shower heads, faucets, and toilets were installed at the College Lodge.



Planning Assumptions

Planning assumptions used to develop the 2013-2014 budget include:

- Cable TV system upgrade to a digital system that includes 10 high definition channels including the newly added Disney Channel.
- A forestry management plan will be implemented to foster the growth of valuable native tree species.
- Royalties from the gas wells will provide minor revenue. Gas from these wells will continue to be utilized by the College Lodge.
- The College Lodge will be available for weddings and other large events.
- Vending sales have dropped in excess of 25 percent with the decrease in Debit Account utilization coupled with the increase in food and beverage choices elsewhere on campus.

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.



2013-2014 Faculty Student Association Operating Budget

Operating Budget

The 2013-2014 Vending and Other Support Services revenue of \$855,880 represents a \$140,320 or 14.1 percent decrease from the 2012-2013 budget of \$996,200. Total operating expenses of \$530,532 increased \$6,462 or 1.2 percent over the 2012-2013 budget. The budgets are projected to generate expenditures in excess of revenue of \$4,368 which is a \$41,627 or 111.7 percent decrease from the 2012-2013 budget.

Vending Budget-Schedule C		
	2013-2014 Budget	2012-2013 Budget
Revenues		
Vending Subcontracted	\$ 325,000 a	\$ 475,000
Total Revenue	325,000	475,000
Cost of Goods Sold		
Beginning Inventory	-	-
Purchases	240,500	346,750
Less: Ending Inventory	-	-
Cost of Goods Sold	240,500	346,750
Gross Profit on Sales	84,500	128,250
Operating Expenses		
Salaries, Wages and Employee Benefits	12,504 b	11,449
Computer Services & Systems Maintenance	2,590	2,510
Utilities and Space Use Assessment	10,337	11,370
Total Operating Expenses	25,431	25,329
Excess of Revenues Over Expenses	59,069	102,921
Allocation of Administrative Expenses		
	13,154	16,510
Excess of Revenues Over Expenses	\$ 45,915	\$ 86,411
Supplemental Information:		
Contractors Name: Next Generation Vending, Canton, MA		
Notes:	a	Decrease due to Tim Hortons and student choices.
	b	Previous budget did not account for accumulation of sick time.

Other Services Budget : Washers and Dryers-Schedule D-1		
	2013-2014 Budget	2012-2013 Budget
Revenues		
Washer and Dryer Income	\$ 203,000	\$ 195,000
Total Revenue	203,000	195,000
Operating Expenses		
Salaries, Wages and Employee Benefits	12,019 a	11,546
Contracted Service	64,074	62,966
Depreciation - Leasehold Improvements	5,607	5,607
Miscellaneous	1,000	1,000
Utilities and Space Use Assessment	56,130	61,743
Total Operating Expenses	138,830	142,863
Excess of Revenues Over Expenses	64,170	52,137
Other Revenues		
	700	700
Allocation of Administrative Expenses		
	19,589	17,500
Excess of Revenues Over Expenses	\$ 45,281	\$ 35,337
Supplemental Information:		
Contractor's Name: Mac-Gray, Waltham, MA		
Notes:	a	Previous budget did not account for accumulation of sick time.



Other Services Budget: College Lodge-Schedule D-2

	2013-2014		2012-2013
<u>Revenues</u>	<u>Budget</u>		<u>Budget</u>
Lodge Rentals	\$ 40,000	a	\$ 40,000
College Lodge Services	23,000		25,000
Gas Lease	2,000		6,000
Forest Management	15,000	b	15,000
Experiential Training Program	10,000		10,000
Total Revenue	90,000		96,000
<u>Operating Expenses</u>			
Salaries, Wages and Employee Benefits	96,653	c	91,954
Computer Services & Systems Maintenance	600		600
Contracted Services	5,000	b	-
Depreciation	19,950		24,618
Dues and Subscriptions	300	d	100
Electric, Gas & Oil	8,500		8,500
Licenses and Permits	600		600
Marketing	1,000		1,000
Miscellaneous Supplies	10,000	b,e	4,000
Office Supplies	50		50
Refuse Removal	1,136		1,136
Repairs & Maintenance	7,000		10,000
Telephone and Cable	2,000		2,000
Travel, Mileage and Education	2,000		2,000
Total Operating Expenses	154,789		146,558
Excess of Revenues Over Expenses	(64,789)		(50,558)
<u>Allocation of Administrative Expenses</u>	28,685		28,615
Excess of Revenues Over Expenses	\$ (93,474)		\$ (79,173)

- Notes:**
- a Offer wedding receptions.
 - b Forestry management plan and services to improve growth of valuable tree species.
 - c Previous budget did not account for accumulation of sick time.
 - d Member of the Association for Challenge Course Technology.
 - e Sleeping mattresses and room accomodation changes.





2013-2014 Faculty Student Association Operating Budget

Other Services Budget: Alumni House-Schedule D-3

<u>Revenues</u>	<u>2013-2014</u> <u>Budget</u>	<u>2011-2012</u> <u>Budget</u>
Alumni Rental	\$ 24,000	\$ 24,000
Catering Commission	2,500	2,500
Other Rentals	11,000	11,000
Total Revenue	37,500	37,500
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	23,319 a	23,878
Depreciation	18,224	20,766
Maintenance and Repairs	3,500	2,000
Miscellaneous Supplies	1,000	1,000
Refuse Removal	692	679
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	1,500	1,500
Utilities	7,500	7,500
Total Operating Expenses	57,734	59,322
Excess of Revenues Over Expenses	(20,234)	(21,822)
 <u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	8,619	8,624
Excess of Revenues Over Expenses	\$ (28,853)	\$ (30,446)

Notes:

a Previous budget did not account for accumulation of sick time.

Other Services Budget : Cable TV-Schedule D-4

<u>Revenues</u>	<u>2013-2014</u> <u>Budget</u>	<u>2012-2013</u> <u>Budget</u>
Cable TV Service	\$ 199,680	\$ 192,000
Total Revenue	199,680	192,000
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	14,051 a	13,531
Depreciation	9,508 b	1,878
Dues	-	450
Printing	2,000	2,000
Programming and Signal	125,537 b	125,537
Travel	2,000	2,000
Utilities and Space Use Assessment	553	608
Total Operating Expenses	153,648	146,003
Excess of Revenues Over Expenses	46,032	45,997
 <u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	19,269	17,231
Excess of Revenues Over Expenses	\$ 26,763	\$ 28,766

Notes:

a Previous budget did not account for accumulation of sick time.

b Addition of HD signal hardware and signal.

2013-2014 Faculty Student Association Operating Budget



Program Expenditures-Schedule E

<u>Programs</u>	2013-2014	2012-2013
<u>Unrestricted</u>	<u>Budget</u>	<u>Budget</u>
Administration - Relay for Life	\$ 250	\$ 250
Animal Assisted Therapeutic Programs - Applications and Careers	-	1,000
Border to Border Jazz Artist Residency	-	540
Campus Life - Commencement Activities	6,500	6,500
Campus Life - Leadership Development Program	2,600	2,600
Campus Life - New Student Orientation	3,000	3,000
Career Development - Internship Development Program	2,000	2,000
Career Development - Professional Development Seminar	2,500	2,500
Career Development - Spotlight Series	2,200	2,200
Celebrating Art and Literature of Cuba	-	900
College of Education - Professional Advancement Center for Education (PACE)	2,000	2,000
Convocation Committee - Support for Convocation Activities	2,000	1,500
Council for Women's Concerns - Marion Sonnenfeld Scholarship Awards Presentation	800	600
Counseling Center - Alcohol/Drug Education (ADEPT)	2,750	2,750
Disability Services - Academic Support/Training	-	1,500
Earth Week	-	500
EDP Cultural Connections Project	4,000	3,000
Employee Assistance Program - Wellness Fair	1,100	1,100
Environmental Education for the Early Childhood Classroom	675	-
Financial Aid - FSA Emergency Fund	35,000	41,815
Fredonia Dance Ensemble - Guest Artist Residency	2,000	2,000
Grad Focus - Cultural Awareness & Global Relations	1,500	-
Graduate Literacy Program - Roundtable Receptions	500	-
Increasing Social Work Student Safety in the Field	-	500
International Education Center - Slush Rush	500	500
Learning Center	2,100	1,795
Learning Center - Full Opportunity Program (FOP)	250	-
Marion Art Gallery - XING Perspectives	-	500
Multicultural Enrichment/Programming	35,000	32,000
National Girls and Women in Sports Day	800	800
Professional Development Center - Annual Teaching and Learning Conference	2,000	-
Psychology Department - Careers in Aging week	650	-
Reed Library - The Big Read of Emily Dickinson	500	-
Residence Life - Buffalo News Kids Day	250	250
Residence Life - Craft Room Programming	700	700
Residence Life - Little Siblings Weekend	500	500
Residence Life - Move in Crew	1,000	1,000
Residence Life - Student Development Committee	2,000	1,500
School of Music - Collaborations in Music: Los Angeles Guitar Quartet	400	-
School of Music - Fredonia Madrigal Feaste	3,500	5,000
Secretarial/Clerical Professional Development Committee	3,000	3,000
Senior Class Picnic	4,200	4,000
Student Affairs - Emergency Assistance Fund	1,000	1,000
Student Association - SUNY Student Assembly Conferences	3,200	2,600
Student Parents in Education (SPIE)	4,500	4,500
Student Research & Creativity Exposition	3,800	3,500
SUNY Fredonia Social Work Program - Stewards of Children	-	600
Theatre & Dance - Visiting Artists	2,000	2,000
The FREDCup	-	500
Transfer Advisory Council - Student Services Fair	300	-
Transfer Advisory Council - Transfer Tuesday Workshop Series	200	-
Up Til Dawn - St. Jude	500	500
Veteran's Remembrance Ceremony	600	-
Western New York Chamber Orchestra - Guest Artist: Heldentenor Mark Deaton	700	-
WHOA - Annual Casino Night	1,000	1,000
Sub-total	146,525	146,500
<u>Restricted</u>		
FSA Café Treats for a Cause	-	3,500
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	110,000	110,000
Total Program Expenditures	\$ 681,525	\$ 685,000



2013-2014 Faculty Student Association Operating Budget

Administrative Office Expenses-Schedule F-1

	2013-2014		2012-2013
	<u>Budget</u>		<u>Budget</u>
<u>Administrative Office Expenses</u>			
Salaries, Wages and Employee Benefits	\$ 1,348,100	a	\$ 1,269,007
Advertising	7,000		6,000
Armored car service	4,500	b	6,000
Auditing	15,475		14,800
Bad Debts	8,000		2,000
Computer Services & Systems Maintenance	59,035		60,187
Depreciation - Corporate owned	109,446		111,900
Depreciation - Leasehold	33,530		11,999
Dues & Subscriptions	4,600	c	4,300
Employee Education and Training	8,000		8,000
Employee Recognition	8,000		8,000
Insurance	149,500		142,500
Interest Expense	121,000		143,000
Legal	15,000	d	25,000
Office and ID card Supplies	74,000		75,000
Postage	9,500		9,000
Printing	14,000		12,000
Professional Services	58,000		55,000
Repairs and Maintenance (Equipment)	7,500		7,500
Service Charges and Bank Fees	27,000	b	45,000
Tax Return Filing Fees	1,000		1,000
Telephone	11,500		11,500
Travel, Mileage	20,000		20,000
Utilities and Space Use Assessment	24,655		27,120
Total Administrative Office Expenses	<u>2,138,341</u>		<u>2,075,814</u>
<u>Administrative Expenses Allocated to:</u>			
Food Service	1,036,248		972,498
Campus Store	622,544		632,912
Vending	13,154		16,510
D-Summary-Support Services	76,162		71,711
Total Allocated Administrative Expenses	<u>1,748,108</u>	e	<u>1,693,631</u>
Unallocated Administrative Office Expense	<u>\$ 390,233</u>		<u>\$ 382,183</u>

Notes:

- a Previous budget did not account for accumulation of sick time.
- b Change in cash handling and deposit practices as well as new merchant service provider.
- c Member of ACAP (Association of College Administration Professionals), ACCED-I (Association of Collegiate Conference and Events Directors International), ICLA (International Collegiate Licensing Association), NACAS (National Association of College Auxiliary Services, NACCU (National Association of Campus Card Users), NRA (National Restaurant Association), SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- d Labor contract negotiations in 2012-2013
- e Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.

2013-2014 Faculty Student Association Operating Budget



Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2013-2014 Budget</u>	a	<u>2012-2013 Budget</u>
Net Interest Income	\$ 147,000		\$ 147,000
Miscellaneous Income	37,000	b	35,000
ID Card Income	12,000		12,000
Total Miscellaneous Revenues	<u>\$ 196,000</u>		<u>\$ 194,000</u>



Notes:

- a Combined total earnings on excess working capital, equipment replacement reserve, and health care trust. Increase expected as a result of new investment policy.
- 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

Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2013-2014 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>	Re-upholster chairs	\$ 15,000	5
	Carpet transition strip	5,000	5
	Warming table	3,000	5
<u>Erie Dining Hall</u>			
<u>Centre Pointe</u>	Trendz renovation	15,000	5
	Centre Pointe renovation	70,000	5
<u>Cafes</u>	Science building equipment	25,000	5
<u>Catering</u>			
<u>Commissary</u>			
<u>Tim Hortons</u>	Preparation tables (3)	3,000	5
<u>Bookstore/C-Store</u>	Mobile inventory/POS devices (2)	6,000	5
	Walk-in freezer 10' x 16'	25,000	5
	Workstation	2,500	5
<u>Starbucks</u>			
<u>Cable TV</u>	Cable room	20,000	10
	Digital head-end	37,150	5
<u>College Lodge</u>			
<u>Alumni House</u>			
<u>Administration</u>	IT Desktop computers (15)	17,000	5
	Servers (3)	18,000	5
	General		
	Chairs	10,000	5
	Contingency	100,000	5
	Total Capital Budget	<u>\$ 371,650</u>	

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OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

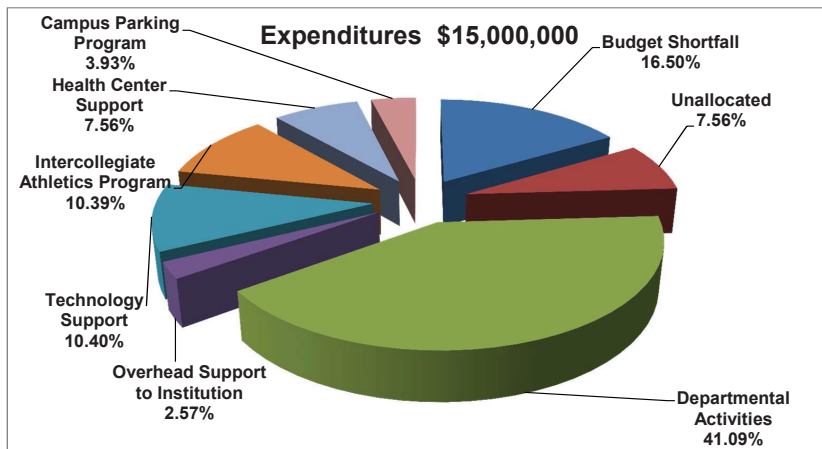
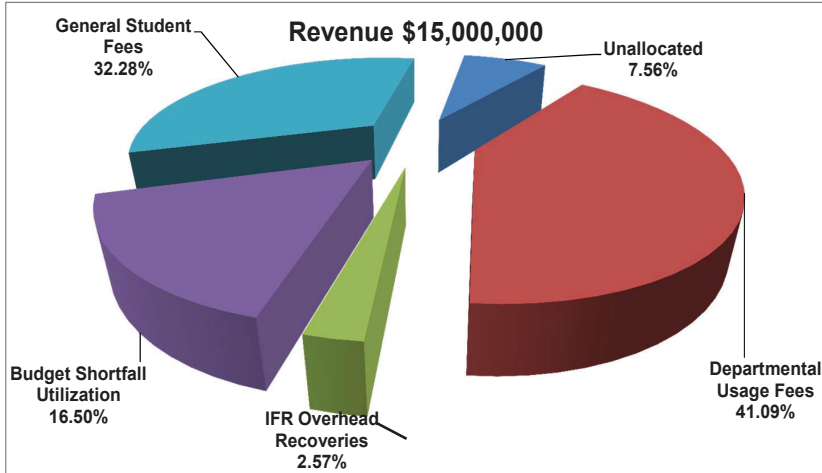
OPERATING BUDGET

**INCOME FUND
REIMBURSABLE**





2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



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

SUNY FREDONIA 2013-2014 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 2013-2014 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2013-2014 is anticipated to be 55.48 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 2013-2014 fiscal year include the following:

- The Budget Shortfall allocation account will be utilized to accommodate the use of IFR funds to address the shortage in the University Operating budget.
- The total Student Services and Program Charge will increase by \$21 to \$752.50 per semester. This includes \$95 per semester for the Student Activity Fee.
- The IFR budget will reallocate \$670,000 of certain fees to assist with the University Operating budget.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 55.48 percent from 51.68 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.



Activities Night.

Operating Budget

The 2013-2014 IFR operating budget totals \$15,000,000- an increase of \$1,075,000 from 2012-2013. Reasons for increases include a broad based fee increase in technology and intercollegiate athletics, an increase to the alumni services portion of the enhanced college service fee, an increase to the student activity fee and an increase to the Tuition Credit Scholarship to correspond with the increase in tuition. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 31.08 FTE positions.

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR)			
Administration			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 608,800	\$ 605,900	\$ 2,900
Temporary Service	411,500	236,000	175,500
Other than Personal Service	6,343,100	5,911,500	431,600
TOTAL	\$ 7,363,400	\$ 6,753,400	\$ 610,000



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



The 2013-2014 IFR operating budget was prepared based on SUNY’s general guidelines and IFR principles. Allocations are based on prior activity, projected activity where changes are anticipated, and available cash balances. The final IFR allocation assigned to the campus will be determined by the New York State budget and SUNY allocations. All IFR allocations are contingent upon available cash balances. Expenditures can only be processed to the extent that cash is available to support the allocation. Allocations can be increased for accounts that have cash in excess of the allocation amounts.

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.

SUNY FREDONIA
Proposed 2013-2014 Budget
Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2013-2014		2012-2013		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	10.00	0.00	10.00	0.00	0.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Student Affairs	0.00	20.08	0.00	18.08	0.00	2.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	31.08	0.00	29.08	0.00	2.00

*Decrease due to transition of athletic accounts from Academic Affairs to Student Affairs.



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 \$696.50 per semester to \$731.50, an increase of \$35.00. The fee is comprised of the following six groups:

Student Activity Fee – The proposed 2012-2013 budget contains no increase from 2011-2012. The fee will remain at \$93.00. This fee was approved by the Student Association.

Intercollegiate Athletic Fee – The proposed 2012-2013 budget contains no increase from 2011-2012. The fee will remain at \$145.00. This fee was approved by the campus Intercollegiate Athletic Board.

Student Health Services Fee – The proposed 2012-2013 budget contains no increase from 2011-2012. The fee will remain at \$165.00. This fee was supported by the campus Student Health Advisory Committee.

Student Technology Fee – The proposed 2012-2013 budget contains an increase of \$10 from \$185 to \$195. This increase was supported by the Information Technology Advisory Board (ITAB).

Transportation Services Fee – The proposed 2012-2013 budget contains no



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

increase from 2011-2012. The fee will remain at \$57.50. This fee was supported by the campus Parking Committee.

Enhanced College Services Fee – The proposed 2012-2013 budget contains an increase of \$25 from \$51 to \$76. The additional revenue will be used to support the new Dods Hall Fitness Center. 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 Career Development support.

	2013-2014	2012-2013	
Student Services and Program Charge	Rates	Rates	Change
Student Activity Fee	\$95.00	\$93.00	\$2.00
Intercollegiate Athletic Fee	155.00	145.00	10.00
Student Health Services Fee	165.00	165.00	0.00
Student Technology Fee	203.00	195.00	8.00
Transportation Services Fee	57.50	57.50	0.00
Enhanced College Services Fee	77.00	76.00	1.00
TOTAL	\$752.50	\$731.50	\$21.00



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)

The 2013-2014 Student Services and Program Charge of \$752.50 per semester will generate \$7,718,742 in revenue as detailed in the chart below:

SUNY FREDONIA

PROJECTED 2013-14 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 5250 FTE & Proposed 2013-14 Rates

Projected Academic Year 2013-2014

	Full-Time Rate	Part-time Rate	Fall 2013 Revenue	Spring 2014 Revenue	Total 2013-14 Revenue
Student Activity Fee	\$ 95.00	\$ 7.90	\$ 492,418.20	\$ 457,142.60	\$ 949,560.80
Health Center Fee	165.00	13.75	855,305.00	794,062.50	1,649,367.50
Athletic Fee	155.00	12.90	803,438.20	745,892.60	1,549,330.80
Technology Fee	203.00	16.90	1,052,254.20	976,892.60	2,029,146.80
Transportation Services	57.50	4.80	298,075.90	276,741.20	574,817.10
Enhanced College Services	77.00	6.45	399,202.60	370,652.30	769,854.90
Subtotal	<u>\$ 752.50</u>	<u>\$ 62.70</u>	<u>\$ 3,900,694.10</u>	<u>\$ 3,621,383.80</u>	<u>\$ 7,522,077.90</u>

Projected Summer Session 2013

	Full-Time Rate	Part-time Rate	Summer 2013 Revenue
Student Activity Fee	\$ 93.00	\$ 7.75	\$ 24,986.00
Health Center Fee	165.00	13.75	44,330.00
Athletic Fee	145.00	12.05	38,849.20
Technology Fee	195.00	16.25	52,390.00
Transportation Services	57.50	4.80	15,475.20
Enhanced College Services	76.00	6.30	20,633.60
Subtotal	<u>\$ 731.50</u>	<u>\$ 60.90</u>	<u>\$ 196,664.00</u>

2013-2014 FISCAL YEAR (INCLUDING SUMMER SESSION 2013)

	Fall and Spring Revenue	Summer 2013 Revenue	Total 2013-14 Revenue
Student Activity Fee	\$ 949,560.80	\$ 24,986.00	\$ 974,546.80
Health Center Fee	\$ 1,649,367.50	\$ 44,330.00	1,693,697.50
Athletic Fee	\$ 1,549,330.80	\$ 38,849.20	1,588,180.00
Technology Fee	\$ 2,029,146.80	\$ 52,390.00	2,081,536.80
Transportation Services	\$ 574,817.10	\$ 15,475.20	590,292.30
Enhanced College Services	\$ 769,854.90	\$ 20,633.60	790,488.50
Subtotal	<u>\$ 7,522,077.90</u>	<u>\$ 196,664.00</u>	<u>\$ 7,718,741.90</u>



President’s Office Budget Statement

Overview

The President’s Office has two IFR accounts, the campus Income Fund Reimbursable Buyout account and the Institutional Equipment account.

Highlights

These accounts are available for the President’s use for campus funding priorities.

Planning Assumptions

An allocation from the campus-wide IFR Buyout of \$55,000 will be funded in the 2013-2014 fiscal year. Funds from this account will be used at the direction of the President to address campus funding priorities.

Operating Budget

The 2013-2014 operating budget allocation for the President’s IFR Buyout account will remain the same as the 2012-2013 fiscal year at \$55,000.



Inaugural Day of Service.

SUNY FREDONIA			
Proposed 2013-2014 Budget			
Income Fund Reimbursable (IFR)			
President			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	55,000	55,000	-
TOTAL	\$ 55,000	\$ 55,000	\$ -



2013-2014 SUNY 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 increase by \$8 per semester to \$203 per semester in the 2013-2014 fiscal year.
- The School of Music comprehensive music fee will remain at \$250 for the 2013-2014 fiscal year.
- The Ticket Office will continue to operate on a break-even basis.

Operating Budget

Academic Affairs has over 200 IFR accounts and subaccounts with an allocation of \$3,410,100—an increase of \$131,900 from 2012-2013. The major IFR account within Academic Affairs is the Student Technology Fee account with an allocation of \$1,560,122.

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 45,500	\$ 43,000	\$ 2,500
Temporary Service	389,000	363,500	25,500
Other than Personal Service	2,975,600	2,871,700	103,900
TOTAL	\$ 3,410,100	\$ 3,278,200	\$ 131,900



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 Provost for Information Technology Services Karen Klose based on university goals and objectives developed in consultation with the Information Technology Advisory Board (ITAB). Representatives on ITAB include students, faculty, administrators, and Information Technology staff. 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:

- In collaboration with Resnet, continued to strengthen the wireless network and streamline access and registration to the increasing number of mobile devices.
- Developed a four-year computer lab equipment replacement schedule and began the transition to the schedule with new computers in Reed Library, Thompson Hall Media Center Lab, Houghton Hall Lab, School of Music labs, and a Theatre Arts Lab.
- Invested in a broader deployment of software used by the Sports Management and Exercise Science program.
- Invested in and began deployment of a digital imaging system.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 Student Technology Fee operating budget include the following:

- The Student Technology Fee will increase by \$8 per semester (\$16 annually).
- Continue to invest in and support a wide range of campus technology services to benefit students.
- The Student Technology Fee will reallocate \$230,000 to assist with the University Operating budget.

Operating Budget

The 2013-2014 Student Technology Fee will generate \$2,081,537 in revenue, as compared to 2012-2013's revenue of \$1,994,508. The 2013-2014 Student Technology Fee operating budget totals \$1,560,122, which represents an increase of \$95,517 from 2012-2013.

The majority of technology expenditures covered by the Student Technology Fee are continuing expenses such as Internet bandwidth, expansion 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 expense.

The \$8 per semester (\$16 annual) increase in the Student Technology Fee will cover the necessary increase in Internet bandwidth and wireless coverage. Additionally, it will help fund the renovation of traditional classrooms to multi-media enabled while continuing to standardize the media components. An additional investment in technology funding is sought each year to cover a portion



**Associate Provost
for Information
Technology Karen
Klose.**



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



of emerging technology needs identified by institutional task forces including applications to meet online communication and collaboration and educational needs, in addition to applications for streamlined and efficient university business functions.

A significant portion of funding for institutional technology investments is supported by the Student Technology Fee.

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR) Technology Fee		
Revenue:		
Gross Projected Revenue	\$ 2,081,537	
Less: Reserve for Shortfall	230,000	
Less: Admin. Overhead	104,077	
Less: Maint. Overhead	187,338	
Less: Fringe Benefits		
Net Revenue		<u>\$ 1,560,122</u>
Expenses:		
Temporary Service	\$ 110,000	
Supplies & Expenses	1,450,122	
Total Expenses		<u>\$ 1,560,122</u>

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR) Technology Fee			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	110,000	115,000	(5,000)
Other than Personal Service	1,450,122	1,349,605	100,517
TOTAL	<u>\$ 1,560,122</u>	<u>\$ 1,464,605</u>	<u>\$ 95,517</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 60,000 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 remain at \$57.50 per semester for the 2013-2014 fiscal year.
- The Fredonia Installment Payment Plan (FIPP) will continue to be offered to students at \$25 or \$35 per semester, depending on their payment preferences.
- The Parking Fee will reallocate \$60,000 to assist with the University Operating budget.
- 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 2013-2014 allocation of \$7,363,400 an increase of \$610,000 from 2012-2013 due to a increase in the unallocated undistributed account. 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.

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR)			
Administration			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 608,800	\$ 605,900	\$ 2,900
Temporary Service	411,500	236,000	175,500
Other than Personal Service	6,343,100	5,911,500	431,600
TOTAL	\$ 7,363,400	\$ 6,753,400	\$ 610,000



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



The University Advancement division supports, encourages, and promotes SUNY 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 remain the same as the 2012-2013.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2013-2014 fiscal year the total allocation in the IFR accounts for University Advancement will remain at \$23,700.

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR) University Advancement

Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	500	-	500
Other than Personal Service	23,200	23,700	(500)
Total	\$ 23,700	\$ 23,700	\$ -



**Student Affairs
Budget Statement**

Overview

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

Highlights

The Student Health Services Fee provides a full range of health and counseling services to students. The Intercollegiate Athletic Fee supports SUNY Fredonia’s participation in 19 National Collegiate Athletic Association (NCAA) Division III men’s and women’s intercollegiate athletic programs, intramurals and recreation. The Fitness Center Fee supports the staffing and equipment in the new 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.

Construction of a new \$3.5 million Fitness Center in Dods Hall was completed in January 2013. The new Fitness Center houses



Vice President for Student Affairs David Herman and SUNY Chancellor Nancy L. Zimpher pose with three of the four Fredonia State seniors to receive the 2013 SUNY Chancellor’s Award for Academic Excellence: Hannah Delansky, Sarah Ficarro and Rachael Coccia. Missing from the photo is Maxwell DeNies.

equipment for athletes and the general campus community, and is situated in the south east corner of the Dods Hall, which once housed the building’s former pool. Over 700 students have been using the facility daily. It has become the most popular stop on Admissions tours.

Planning Assumptions

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

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR) Student Affairs			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 1,132,700	\$ 1,066,300	\$ 66,400
Temporary Service	476,300	395,000	81,300
Other than Personal Service	2,538,800	2,353,400	185,400
TOTAL	\$ 4,147,800	\$ 3,814,700	\$ 333,100



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



Fitness Center.

- The Escort van will continue to provide service to students at the same level as during the 2012-2013 academic year.
- The Fitness Center Fee will remain at \$29 per semester to fund the operation of the new facility.

Operating Budget

For the 2013-2014 fiscal year Student Affairs' IFR accounts will receive an allocation of \$4,147,800—an increase of \$333,100 from last year. A partial reason for this increase is due to the Intercollegiate Athletic Fee increasing by \$10 per semester.

- The Intercollegiate Athletic Fee will increase by \$10 per semester to \$155 per semester for 2013-2014. The fee was not increased in the prior year.
- The Student Health Services Fee will remain at \$165 semester. The department is moving to an electronic record keeping system which should help improve workflow. A part-time health educator and a part-time trainer will be added to the staff.
- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.

Pink the Rink.





Intercollegiate Athletic Fee

Overview

The SUNY Fredonia Intercollegiate Athletics program competes in 19 intercollegiate athletic NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC). This 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 ice hockey, women’s soccer and lacrosse, swimming and diving, and volleyball. SUNY Fredonia has a storied history of successful competition on athletic fields, courts and rinks of New York State. Funding for the SUNY Fredonia athletic program is provided primarily from the Intercollegiate Athletic Fee that all students pay.



Fredonia Intercollegiate Athletics program competes in 19 NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC).

Highlights

The Fredonia State Blue Devils have received a number of individual and team honors over the past year. However, perhaps the most important is that student-athletes graduated at a 71 percent rate which represents a full 8 percentage points higher than their fellow classmates.

Some of the highlights include:

Team Honors:

- The women’s swim team finished second at the 2012 SUNYAC championship meet in Buffalo, N.Y. It is the highest finish in the history of the women’s swim program.
- The volleyball team went 26-11 and advanced to the semifinal round of the SUNYAC tournament.

SUNY FREDONIA			
Proposed 2013-2014 Budget			
Income Fund Reimbursable (IFR)			
Intercollegiate Athletics			
Area of Expense	2013-2014 Proposed Allocation	2012-2013 Allocation	Change
Reimbursement to University	\$ 450,000	\$ 450,000	\$ -
Personal Service & Fringe Benefits	61,200	-	61,200
Other than Personal Service	1,046,980	1,057,100	(10,120)
TOTAL	\$ 1,558,180	\$ 1,507,100	\$ 51,080



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



Long-time Director of Athletics, Gregory Prechtl.

- The women’s 2012 lacrosse team racked up an impressive 14-5 overall record (7-1 mark in conference play) and was selected for the first time ever to participate in the National Collegiate Athletic Association (NCAA) Division III Tournament.
- The women’s soccer team went 12-8 overall and 6-3 in conference play and advanced to the semi-final round of the SUNYAC tournament.
- The men’s cross country team placed 10th out of 40 teams at the NCAA Atlantic Regional meet.

Individual Athlete Honors:

- Junior diver Sarah Ficarro earned NCAA Division III All-America honors for the fifth and sixth times in 2012 at the Indiana Natatorium in Indianapolis.
- Sarah Ficarro was named woman “Diver of the Meet” for the third consecutive year earlier at the 2012 SUNYAC championship meet in Buffalo.
- Reilly Condidorio was the first-ever Fredonia women’s soccer player to be named to the national Soccer Coaches Association of America (NSCAA) Women’s College All-America Team. Condidorio was also named to the NSCAA College “Scholar All-America” Team.
- Peter Francia was selected to the U.S. Track and Field and Cross Country Coaches Association (USTFCCCA) “All-Region” team and qualified to participate in the NCAA Cross-Country Championship meet in Winneconne, Wis.
- Swimmer John Estanasliu was named the Chancellor’s Scholar-Athlete Award winner for men’s swimming.
- Broncho Rollins earned First Team All-America honors in the pole vault at the 2012 NCAA Division III Indoor Track and Field Championships in Grinnell, Iowa.
- The Intercollegiate Women’s Lacrosse Coaches Association (IWLCA) named Megan Mietelski Empire Region “Defender of the Year” as well as First Team All-American for her outstanding play on the lacrosse field.

- Megan Mietelski was selected as the Chancellor’s Scholar-Athlete Award winner in women’s lacrosse.
- Freshman lacrosse player Katie Kleine was selected as 2012 SUNYAC “Rookie of the Year.”
- Broncho Rollins earned his second First Team All-America designation in the pole vault event at the 2012 NCAA Division III Outdoor championship meet in Claremont, Calif.

Individual Coaching Honors:

- Chris Case was voted SUNYAC 2012 lacrosse “Coach of the Year” for the second time by his conference coaching peers.

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, assisting residents of the WCA Home in writing Christmas cards, collecting money for Trooper’s Toys for Tots, participating in events with Special Olympians, etc.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will increase by \$10 to \$155 per semester.
- SUNY Fredonia will compete in the same sports.
- The Intercollegiate Athletics budget will continue to reimburse the university for \$450,000 in support of the wages of the coaching staff.
- An additional full time coach will be hired.
- The Intercollegiate Athletic Fee will contribute \$130,000 to the University Operating budget to assist with New York State budget cuts.



Operating Budget

The proposed 2013-2014 Intercollegiate Athletic Fee operating budget is \$1,558,180, an increase of \$51,080 from the prior year.

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 improvements.



Funding for the SUNY Fredonia athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay.

SUNY FREDONIA		
Proposed 2013-2014 Budget		
Income Fund Reimbursable (IFR)		
Intercollegiate Athletics		
 Revenue:		
Projected Revenue	\$ 1,588,180	
Rollover Account Balance	100,000	
Less: Reserve for Shortfall	130,000	
Net Revenue		\$ 1,558,180
 Expenses:		
Reimbursement to University	\$ 450,000	
Personal Service & Fringe Benefits	61,200	
Supplies & Expenses	1,046,980	
Total Expenses		\$ 1,558,180



2013-2014 SUNY Fredonia Income Fund Reimbursable (IFR)



Laughter jolts us out of our usual state of mind and can eliminate negative feelings. As a result, humor can be a powerful antidote to burn-out. Hearty belly-laughs exercise muscles, stimulate circulation, decrease stress hormones, and increase your immune system's defenses, making laughter one of the most beneficial stress reduction techniques you can practice.

Learn more stress tips: www.fredonia.edu/counseling

Adapted with permission from Cornell University's Garnett Health Services, Sept. 2010.

LAUGH

Promoting the good health and well being of the SUNY Fredonia student is the primary goal of the Health Center.

Student Health Services Fee

Overview

The Student Health Services office is composed of the Health Center and the Counseling Center, both located in LoGrasso Hall. Associate Vice President for Student Affairs Monica White supervises these units while

Patricia Boris serves as Director of the Health Center; Dr. Sally Turner serves as Director of the Counseling Center; and Dr. Jennifer Ouweleen serves as University Physician.

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 full-time nurse practitioners, one serving as the administrative director; one part-time physician, one full-time nurse, two full-time academic year nurses, and a full-time clerk. 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 director, who also serves as a counselor; four full-time counselors, one Violence and Substance Abuse Prevention Coordinator, a part time consulting psychiatrist and a full time receptionist. The Counseling

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR)

Student Health Fee

Revenue:	
Projected Revenue	\$ 1,693,698
Rollover from Prior Year	331,787
Less: Reserve for Shortfall	250,000
Less: Admin. Overhead	84,685
Less: Fringe Benefits	556,200
Net Revenue	<u>\$ 1,134,600</u>
Expenses:	
Personal Service	\$ 972,600
Temporary Service	42,000
Supplies & Expenses	120,000
Total Expenses	<u>\$ 1,134,600</u>



Center operates during the academic year. The consulting psychiatrist sees students once a week to address medication needs.

Highlights

Student Health Services promotes an atmosphere of healthy living for SUNY Fredonia students. It provides students with preventative approaches to student health care. Through its health and counseling education programs such as the Fred Wells, Health and Wellness Internship program, Stress Management workshops, the “Health Matters” newsletter, a self-care center, flu shot clinics, Fredonia C.A.R.E.S. seminars, and “Don’t Cancel that Class,” students get a first-hand introduction to managing their own health care and mental health needs. In addition, SUNY Fredonia anticipates being tobacco-free by January 2014, and many educational programming campaigns will need to be utilized for a positive and healthy campus impact.

Planning Assumptions

Planning assumptions used in the development of the 2013-2014 Student Health Services Fee operating budget include:

- The Student Health Services Fee will remain at \$165 per semester.

- The Health Center and the Counseling Center has implemented an electronic medical records systems, Mediat.
- The Counseling Center will continue to use video conferencing for additional psychiatric services, including emergency medical needs.
- The Student Health Services Fee will reallocate \$250,000 toward the University Operating budget.
- The Birth Control Information Center (BCIC), a Student Association (SA) group, has hired a part-time administrator who will have dual agency reporting including Student Affairs and the Student Association, to better serve the health needs of students.
- The Student Health Services Fee will include funding for a Health Educator/Trainer position.



**Associate
Vice President
for Student Affairs
Monica White**

Operating Budget

The 2013-2014 proposed operating budget for the Student Health Services operation is \$1,134,600 – an increase of \$34,100 from 2012-2013. The funds are generated from the Student Health Services Fee which was established by the SUNY Board of Trustees (April 1991) and is included in the campus Student Services and Program Charge. The fee will allow Student Health Services to continue to provide services in a workable flow in the midst of the implemented state budget proposal.

SUNY FREDONIA Proposed 2013-2014 Budget Income Fund Reimbursable (IFR)			
Student Health Fee			
Area of Expense	Proposed 2013-2014 Allocation	2012-2013 Allocation	Change
Personal Service Regular	\$ 972,600	\$ 938,500	\$ 34,100
Temporary Service	42,000	42,000	-
Other than Personal Service	120,000	120,000	-
TOTAL	\$ 1,134,600	\$ 1,100,500	\$ 34,100



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

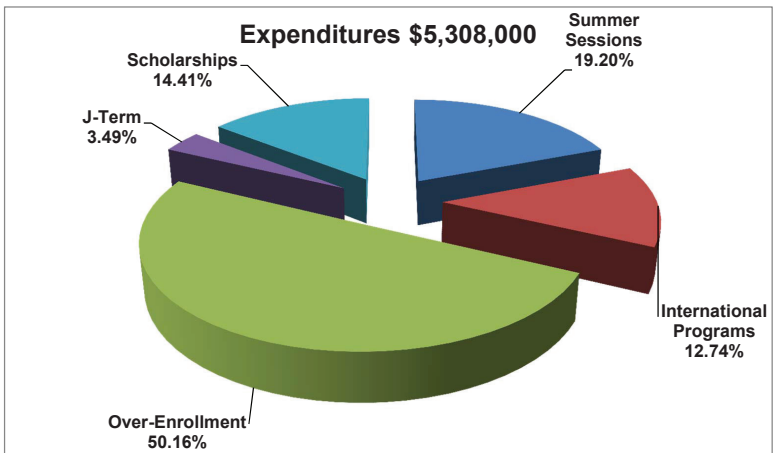
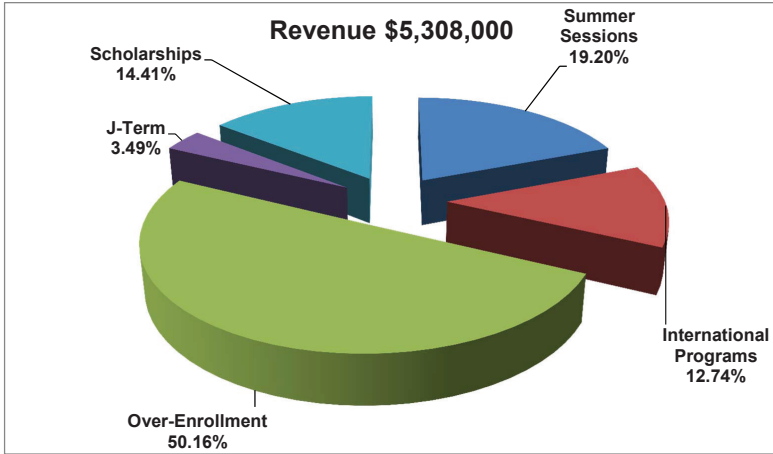
OPERATING BUDGET

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





2013 - 2014 SUNY Fredonia SUTRA Operating Budget



SUNY FREDONIA 2013-2014 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

The major components of SUTRA on the Fredonia campus include the offices of Lifelong Learning and Special Programs, and International Education. The various operations within SUTRA operate on the SUNY

concept of self-sufficiency. Expenditures are capped based on available cash balances which carry forward to the next fiscal year.

Lifelong Learning and Special Programs is directed by Eric Skowronski. The department is responsible for the university's Summer Sessions, J-Term (or Joining Term), Lifelong Learning Credit Program, Non-credit Education and Training, and SUNY Learning Network coordination.

The mission of Lifelong Learning and Special Programs:

- To promote ongoing personal and professional enrichment, as well as professional skills development and enhancement, to all those served by the university.
- To offer continuing education and training programs that are contemporary, outcomes based, and consistent with the university's strengths and expertise.
- To augment the university's traditional offerings through specialized credit-bearing programs.

Mary Sasso serves as the director of the International Education Center (IEC) located in LoGrasso Hall. She and her staff are responsible for institutional compliance with Student and Exchange Visitor Information System (SEVIS) immigration regulations, international student record maintenance, providing assistance to the Office of Admissions for international student recruitment, developing and coordinating international study abroad programs, assisting faculty in the development of short term international courses and assisting international students attending SUNY Fredonia. Additionally, the director serves as liaison between SUNY Fredonia and its international partners.

Highlights

Lifelong Learning and Special Programs reports directly to the Provost and Vice President 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. Along these lines, it introduced May Term as part of Summer Sessions. Similar to J-Term, May Term enables students to complete a summer course in the two-week period immediately following spring semester finals week.

Lifelong Learning and Special Programs oversees Fredonia Academy, named in honor of the university’s beginnings as the Fredonia Academy in 1826. Faculty and staff are encouraged to share their knowledge and expertise with the college and surrounding communities – much like the academy’s faculty did during the university’s beginning. The academy features relatively short non-credit programs offered primarily during evenings and on weekends. To facilitate reaching a broader audience, the academy has partnered with the Chautauqua County Visitors’ Bureau and its branding initiative: “Chautauqua County, the World’s Learning Center.” As part of the initiative, SUNY Fredonia has an opportunity to offer short non-credit courses in which visitors to the area might want to participate – making their stay a kind of “learning vacation.”

Through the intensive international recruiting efforts of the director of IEC, the international student enrollment at Fredonia nearly doubled in number last year. In addition to enrolling more Korean students into the SUNY Fredonia - HUFS 1+3 Program, Fredonia welcomed seven dual diploma students from Izmir University of Economics who have been completing their lower division courses in Turkey, and a small but energetic cohort of undergraduate and graduate students from Saudi Arabia. The latter group of students and their families are fully supported by the King Abdullah Foreign Scholarship Program. Through the extraordinary effort of two students, the cohort successfully established a Saudi Arabia Student Association at Fredonia which has been nationally recognized by the Saudi Arabia Cultural Mission in Washington, D.C.



Planning Assumptions

Planning assumptions used in the development of the 2013-2014 SUTRA operating budget include the following:

- The university continues to strive for modest growth in both Summer Sessions and J-Term.
- The SUTRA budget will fund 5.80 Full-Time Equivalent (FTE) positions.
- The Fredonia Academy will offer non-credit programs throughout the calendar year.
- Funding will continue for institutional scholarships.

SUNY Fredonia extended a warm welcome to dozens of new international students who arrived on campus for the spring term during a welcome ceremony at Rosch Recital Hall.

SUNY FREDONIA	
Proposed 2013-2014 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Sessions	\$ 1,019,000
International Programs	676,200
Over-Enrollment	2,662,800
J-Term	185,000
Scholarships	765,000
Total	<u>\$ 5,308,000</u>
Expenditures:	
Summer Sessions	\$ 1,019,000
International Programs	\$ 676,200
Over-Enrollment	\$ 2,662,800
J-Term	\$ 185,000
Scholarships	\$ 765,000
Total	<u>\$ 5,308,000</u>



2013 - 2014 SUNY Fredonia SUTRA Operating Budget



**Director of Lifelong Learning and Special Programs
Eric Skowronski.**

- J- Term will fund a Special Program Coordinator to assist the Director of Lifelong Learning and Special Programs in developing and administering non-credit educational and training programs.
- Over-enrollment funds will be utilized to address the state operating budget shortfall.
- Recruiting efforts will continue to attract international students.

Funding in the 2013-2014 SUTRA budget will help to position Lifelong Learning and Special Programs for growth, by enabling it to expand its product offerings, engage in new marketing activities and produce greater revenue for the university. The budget will also assist the International Education Center in developing new study abroad options for both the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.

Operating Budget

The total 2013-2014 SUTRA budget is projected at \$5.3 million, an increase from \$4.2 million in the 2012-2013 fiscal year. The additional \$1,108,000 in the SUTRA budget includes an increase of over-enrollment spending by \$762,800 to deal with anticipated budget shortfalls. Funding for scholarships increased to \$765,000 from \$515,000 in 2012-2013.

**SUNY FREDONIA
Proposed 2013-2014 Budget
State University Tuition Reimbursable Account (SUTRA)**

Campus Total FTE Distribution

	2013-2014 Non-Inst. FTE	2012-2013 Non-Inst. FTE	Change Non-Inst. FTE
Academic Affairs	5.80	3.80	2.00
TOTAL	5.80	3.80	2.00

SUNY FREDONIA Proposed 2013-2014 Budget State University Tuition Reimbursable Account (SUTRA)			
Object	Proposed 2013-2014 Allocation	2012-2013 Allocation	Change
Academic Affairs			
Personal Service Regular	\$ 297,000	\$ 209,000	\$ 88,000
Temporary Service	668,000	668,000	-
Other than Personal Service	732,000	732,000	-
TOTAL	\$ 1,697,000	\$ 1,609,000	\$ 88,000
Administration			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	2,846,000	2,076,000	770,000
TOTAL	\$ 2,846,000	\$ 2,076,000	\$ 770,000
Student Affairs			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	765,000	515,000	250,000
TOTAL	\$ 765,000	\$ 515,000	\$ 250,000
GRAND TOTAL	\$ 5,308,000	\$ 4,200,000	\$ 1,108,000





SUNY FREDONIA
Proposed 2013-2014 Budget
State University Tuition Reimbursable Account (SUTRA)

Account Number	Account Title	Proposed 2013-2014 Allocation	2012-2013 Allocation	Change
Academic Affairs				
960001.02	Summer Sessions - Non-Instructional	\$ 121,000	\$ 118,000	\$ 3,000
960001.03	Academic Affairs Secretarial Support	93,000	91,000	2,000
960001.28	Distance Learning	20,000	20,000	-
960001.xx	Incentive to Academic Departments	50,000	50,000	-
960001.93	Summer Sessions - Expenditures	735,000	735,000	-
960005.XX	J-Term	185,000	145,000	40,000
960003.00	International Programs - Fredonia	493,000	450,000	43,000
TOTAL		\$ 1,697,000	\$ 1,609,000	\$ 88,000
Administration				
960002.00	International Prog. - Tuition Exchange	\$ 183,200	\$ 176,000	\$ 7,200
960005.XX	Over-Enrollment & Reserves	2,662,800	1,900,000	762,800
TOTAL		\$ 2,846,000	\$ 2,076,000	\$ 770,000
Student Affairs				
961581.03	Scholarship Incentive - Alumni	10,000	10,000	-
961581.04	President's International Scholarship	135,000	160,000	(25,000)
961581.07	President's Out-of-State Scholarship	270,000	245,000	25,000
961581.11	Fredonia Academic Excellence Award	100,000	100,000	-
961581.12	Honors Award*	100,000		100,000
961581.13	One X Group II Award*	100,000		100,000
961581.14	One X Alumni Referral Award*	50,000		50,000
TOTAL		\$ 765,000	\$ 515,000	\$ 250,000
GRAND TOTAL		\$ 5,308,000	\$ 4,200,000	\$ 1,108,000

* These awards are not renewable and are for 13-14 only

SUTRA
Allocations Like IFR accounts, SUTRA 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 which have cash in excess of allocation.
Allocation adjustments are generally reflective of known contractual increases and budget recommendations received from major fee groups.



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HIGHLIGHTS

PLANNING ASSUMPTIONS

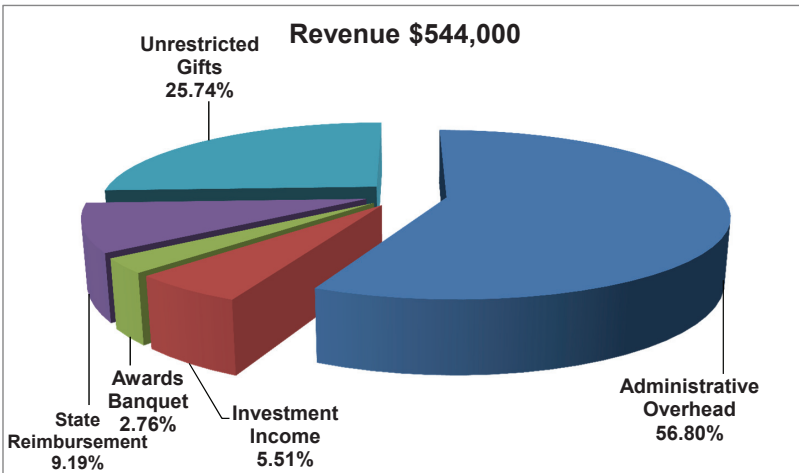
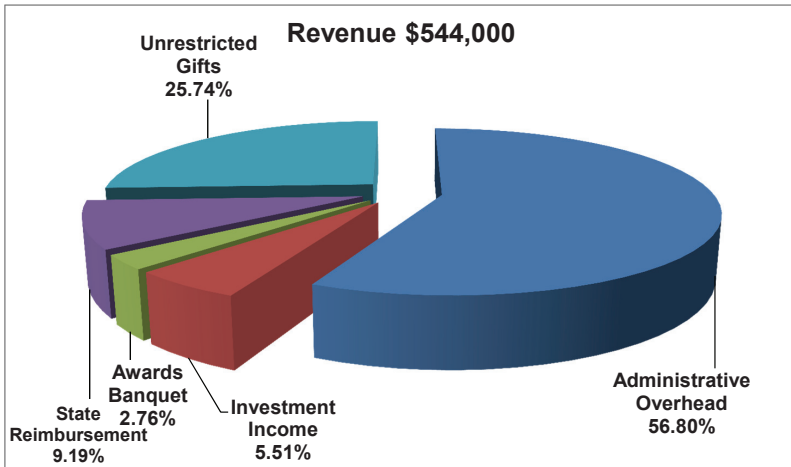
OPERATING BUDGET

**FREDONIA COLLEGE
FOUNDATION OPERATING BUDGET**





2013-2014 Fredonia College Foundation Operating Budget



The Fredonia College Foundation Honor Roll plaque, located outside the President’s Office in Fenton Hall, recognizes donors who have lifetime contributions of \$50,000 or more. Posing next to the plaque is Jayme Delcamp, keyboard specialist for the President’s Office.

SUNY FREDONIA 2013-2014 Budget Fredonia College Foundation

Overview

The Fredonia College Foundation was established in 1964. The Executive Director of the foundation is Dr. David M. Tiffany, who also serves as Vice President for University Advancement. Betty C. Gossett serves as the Assistant Executive Director. The Development Office provides professional staff in support of foundation operations and six fundraisers. Support is also provided by the Foundation Controller. Operations of the foundation are supervised by the 32-member board of directors who serve without compensation or reimbursement.

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

Highlights

During the 2012 year the foundation collected \$1,840,306 (unaudited), in donations to the university. Unrestricted receipts totaled \$203,824, an all-time high (2011 unrestricted receipts were \$166,099). Marketplace online

2013-2014 Fredonia College Foundation Operating Budget



receipts for 2012 were 45,374, with December receipts amounting to \$21,861. Grants from restricted and endowment funds were \$1,526,590. Endowment funds continued to be closely monitored during 2012 in order to track the impact of equity investments. For 2013 the board of directors approved \$70,000 of unrestricted net assets for student financial aid and scholarship grants.

Planning Assumptions

Planning assumptions used in the development of the 2013 Fredonia College Foundation operating budget include the following:

- Interest income will grow modestly as a result of the improving national financial situation.
- Administrative/management fees will provide a modest increase over 2012 levels.

Operating Budget

The 2013 Fredonia College Foundation operating budget totals \$544,000. The unrestricted gift income is expected to remain stable compared to 2012. Proposed expenses are expected to be slightly higher in order to cover the purchase of new prospect software.



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

SUNY FREDONIA	
2013-2014 Budget	
Fredonia College Foundation Budget	
Revenue Sources and Expenditures	
Revenue Sources:	
Administrative Overhead	\$309,000
Investment Income	30,000
Awards Banquet	15,000
State Reimbursement	50,000
Unrestricted Gifts	<u>140,000</u>
Total	<u>\$544,000</u>
Expenditures:	
Salaries and Benefits	\$152,823
Fund Raising/Donor Recognition	94,200
Operating Expenses	211,777
Special Events	15,200
Grants and Scholarships	70,000
Total	<u>\$544,000</u>



2013-2014 Fredonia College Foundation Operating Budget



**Vice President
for University
Advancement and
Executive
Director of the
Fredonia College
Foundation,
Dr. David Tiffany.**

SUNY FREDONIA			
2013-2014 Fredonia College Foundation Budget			
Revenues and Expenses			
	2013-2014 Budget	2012-2013 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$290,000	\$270,000	\$20,000
Administrative Overhead-Restricted Funds	19,000	15,000	4,000
Interest Income	30,000	25,000	5,000
Distinguished Service Awards Banquet	15,000	0	15,000
Foundation House	50,000	42,000	8,000
Unrestricted Fund Balance	0	0	0
Unrestricted Gifts	140,000	140,000	0
TOTAL REVENUE	\$544,000	\$492,000	\$52,000
Projected Expenses			
Accounting Fees-Auditor	\$7,000	\$7,000	\$0
Board of Directors Expense	3,300	3,500	(200)
Credit Card Processing and Bank Fees	6,600	6,700	(100)
Alumni Leadership Conference	5,200	5,200	0
Capital Campaign	10,000	0	10,000
Conferences and Seminars	4,700	4,000	700
Donor Recognition and Cultivation	16,000	12,000	4,000
Scholarship Recipient Recognition	11,000	12,000	(1,000)
President's Associates Recognition	4,200	4,200	0
Executive Director's Expenses	8,000	9,000	(1,000)
Legal Fees	500	500	0
Membership and Dues	2,000	2,200	(200)
Miscellaneous	500	500	0
Office Supplies	500	500	0
Postage	1,000	1,200	(200)
Printing	11,000	11,000	0
Publications	2,500	1,700	800
Salaries and Benefits	152,823	149,406	3,417
Travel	28,000	25,000	3,000
Contingency Fund	3,000	3,000	0
Payroll Processing	2,800	2,500	300
Phonathon	15,000	20,000	(5,000)
Annual Fund	15,000	20,000	(5,000)
Planned Giving	23,000	23,000	0
Corporate and Foundation Relations	1,500	2,500	(1,000)
Annual Report	22,000	25,000	(3,000)
Computer Software and Support	48,000	7,500	40,500
Insurance	1,500	1,500	0
State Fees	900	1,400	(500)
Distinguished Service Awards Banquet	10,000	0	10,000
Foundation House			
Depreciation	21,000	21,500	(500)
Utilities	8,000	8,800	(800)
Repairs and Maintenance	15,000	16,000	(1,000)
Custodial Services	11,500	11,500	0
Insurance	0	1,900	(1,900)
Surplus (Deficit) for the year	977	294	683
TOTAL EXPENSES	\$474,000	\$422,000	\$52,000
Scholarships	45,000	45,000	0
Grants and Awards	25,000	25,000	0
TOTAL EXPENSES AND GRANTS	\$544,000	\$492,000	\$52,000



FREDONIA COLLEGE FOUNDATION 2013 Board of Directors

DEBRA HORN STACHURA, '75 (Chair)
Owner, Buffalo Advertising
Buffalo, N.Y.

RICHARD JOHNSON, CPA (Vice Chair)
Johnson, Mackowiak and Associates
Fredonia, N.Y.

JEAN M. MALINOSKI, '68, '81 (Secretary)
Vice President Emeritus, SUNY Fredonia
Forestville, N.Y.

THOMAS H. WARING, JR. '80 (Treasurer)
President, Waring Financial Group
Hamburg, N.Y.

MICHAEL SCHIAVONE, J.D., '78 (Immediate Past Chair)
Senior, Partner, Lipsitz Green Scime Cambria, LLP
Buffalo, N.Y.

DAVID M. TIFFANY, Ph.D. (Executive Director)
Vice President for University Advancement, SUNY Fredonia
Fredonia, N.Y.

MEAGAN ALLERS '13 (Student Representative)
Student Association, SUNY Fredonia
Fredonia, N.Y.

PHILLIP BELENA, '92
Management Consultant, Accenture, LTD
New York, N.Y.

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Chairman, Carnahan-Jackson Foundation Inc.
Jamestown, N.Y.

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Retired Superintendent, Dunkirk City Schools
Dunkirk, N.Y.

ROBERT E. COON, '50
Vice President for Student Affairs Emeritus, SUNY Fredonia
Fredonia, N.Y.

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Senior Partner, Braemar Energy Ventures
Boston, Mass.

JOSEPH FALCONE, '74
Owner, Falcone Farms
Silver Creek, N.Y.

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Branch Office Manager, UBS Financial Services, Inc.
Williamsville, N.Y.

DAVID W. FOLEY, '89
Chautauqua County District Attorney/Foley Foley & Passafaro
Dunkirk, N.Y.

DAVID FOUNTAINE, Ph.D., '79 (Alumni Association Representative)
President, Aquest Consulting
Hamburg, N.Y.

CARLA GIAMBRONE, '92
President, Giampro Corp.
Macedon, N.Y.

AMOS GOODWINE JR., '72
Coordinator of Workforce Investment Programs,
City of Erie School District
Erie, Pa.

BETTY CATANIA GOSSETT, '76 (Assistant Executive Director)
Associate Vice President for University Development, SUNY Fredonia
Fredonia, N.Y.

WALTER J. GOTOWKA, '81
President/Owner, Lawley Tradition LLC
Fredonia, N.Y.

VIRGINIA S. HORVATH, Ph.D.
President, SUNY Fredonia
Fredonia, N.Y.

DEBORAH KATHMAN
Executive Director, Chautauqua Striders, Inc.
Jamestown, N.Y.



Linda Niedbalski of M&T Bank office in Fredonia and Joshua Heim (second from right) of M&T Bank headquarters in Buffalo deliver a check to David Tiffany, executive director of the Fredonia College Foundation. Joining in the presentation are SUNY Fredonia's Timothy Murphy (far left), director of Development, and Rich Ryan (far right), associate director of Development.

JEFFERY W. KELLY, Ph.D., '82
Lita Annenberg Hazen Professor of Chemistry; Chairman, Dept. of Molecular and Experimental Medicine
The Scripps Research Institute
La Jolla, Calif.

DAVID MANCUSO
Retired President/CEO, Lake Shore Savings
Dunkirk, N.Y.

CATHY MARION, '79
Director, Marion Foundation
Houston, Texas

MICHAELA A. MARLETTA, Ph.D., '73
President, The Scripps Research Institute
La Jolla, Calif.

KURT W. MAYTUM
President/CTO, DFT Communications
Fredonia, N.Y.

JUDY METZGER
Director, Campus and Community Children's Center, SUNY Fredonia
Fredonia, N.Y.

MICHAEL L. PETSKEY, '85
Partner/CEO, Petsky Prunier LLC
New York, N.Y.

DANIEL REININGA
Owner, Graf Realty Corp.; COO, Lakeshore Savings
Dunkirk, N.Y.

SUSAN O. SCHALL, Ph.D., '81
President, SOS Consulting LLC
Front Royal, Va.

JAMES J. STROUD, '82
Senior Portfolio Manager, UBS
Hudson, Ohio

CAROL WARD, '81
CPA, Ca-La Consulting, LLC
Calabash, N.C.



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





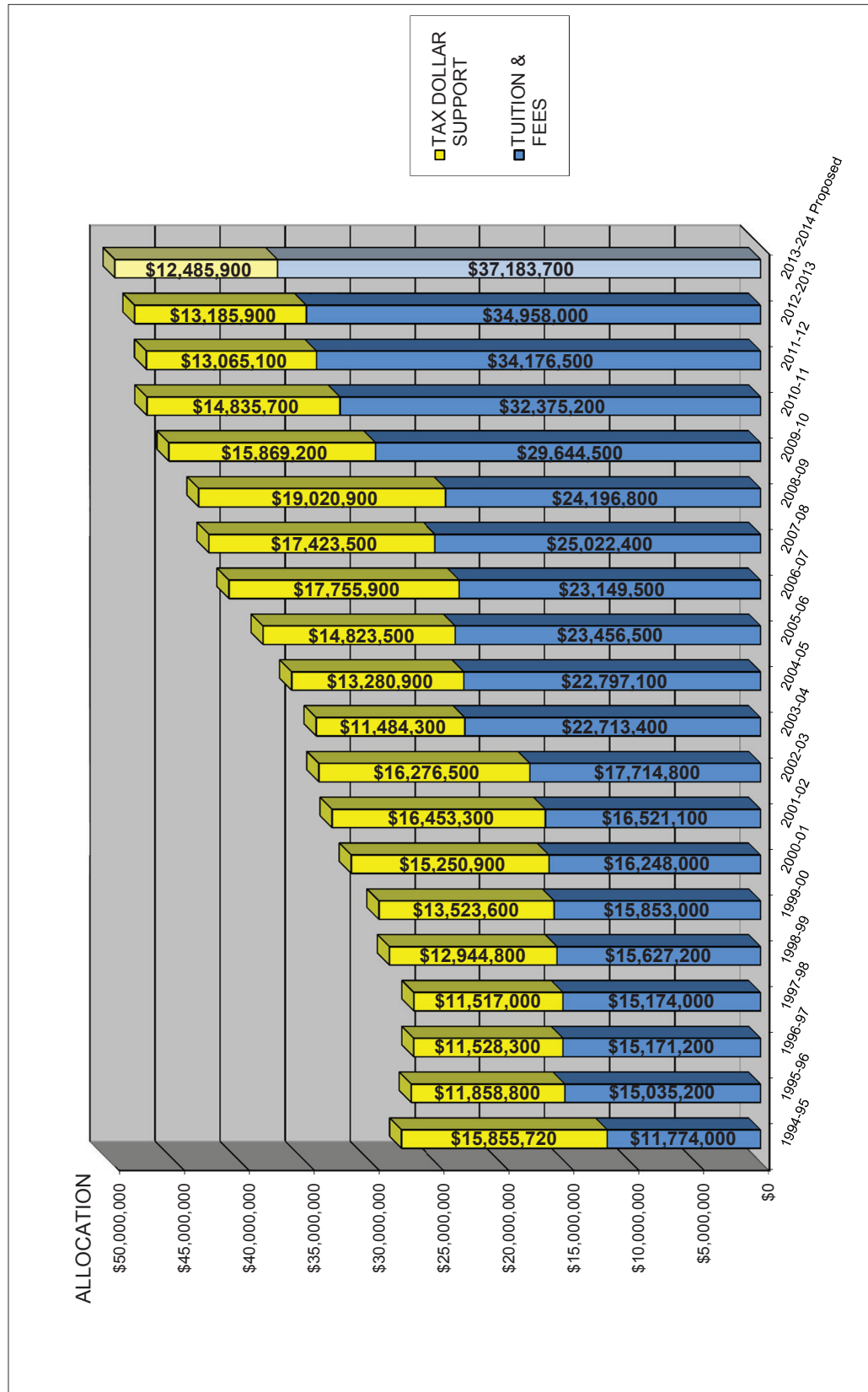
Analysis of Funding - APPENDIX 1

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

<u>1999-00</u>					
RAM I - April, 1999	\$13,069,400	45%	\$16,054,800	55%	29,124,200
Preliminary October 1999	12,502,900	44%	15,853,000	56%	28,355,900
Preliminary with 1999 raises	13,133,800	45%	15,853,000	55%	28,986,800
Final - Form I November 1999	13,523,600	46%	15,853,000	54%	29,376,600
<u>2000-01</u>					
Projection April 2000	\$13,937,200	46%	\$16,260,100	54%	30,197,300
Final Form I July 14, 2000	14,277,100	47%	16,248,600	53%	30,525,700
Additional Salary Adjustment	15,250,900	48%	16,248,000	52%	31,499,500
<u>2001-02</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
<u>2002-03</u>					
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
<u>2003-04</u>					
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
<u>2004-05</u>					
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
<u>2005-06</u>					
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
<u>2006-07</u>					
Preliminary - April 2006	\$17,604,600	43%	23,300,800	57%	40,905,400
Actual Budget	17,755,900	43%	23,149,500	57%	40,905,400
<u>2007-08</u>					
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
<u>2008-09</u>					
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
<u>2009-10</u>					
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
<u>2010-11</u>					
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
<u>2011-12</u>					
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
<u>2012-2013</u>					
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
<u>2013-2014</u>					
Preliminary - April 2013	12,485,900	25%	37,183,700	75%	49,669,600



**SUNY FREDONIA
SOURCES OF FUNDING
UNIVERSITY OPERATING BUDGET**





Analysis of Allocations - APPENDIX 1

SUNY FREDONIA Derivation of Proposed 2013-2014 Operating Budget from 2012-2013 Base

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Utilities/Other Institutional	Total
Original 2012-2013 Proposed Base Budget	\$526,000	\$29,937,800	\$6,129,400	\$1,424,800	\$4,281,300	\$5,844,600	\$48,143,900
Adjustments To Financial Plan	10,000	41,500	32,600	-	-	(84,100)	-
Sub-Total Budget Adjustments	10,000	41,500	32,600	-	-	(84,100)	-
Revised 2012-2013 Base Budget Need	536,000	29,979,300	6,162,000	1,424,800	4,281,300	5,760,500	48,143,900
2011-12 Carry Over Funds						-200,000	(200,000)
2012-13 1% Reserves						(430,000)	(430,000)
2012-13 IFR Fee Support & Unrestricted Funds						-970,000	(970,000)
FSA & DIFR Utility Support						-700,000	(700,000)
2011-2012 Utility Savings						-400,000	(400,000)
2012-2013 Institutional Equipment Savings						-225,000	(225,000)
2011-2012 Over Enrollment						-1,218,400	(1,218,400)
2012-2013 Fee/Overhead Reclassification						-170,000	(170,000)
2012-2013 Salary Savings						-1,432,300	(1,432,300)
Adjusted 2012-2013 Allocation (Form 1)	536,000	29,979,300	6,162,000	1,424,800	4,281,300	14,800	42,398,200
SUTRA (Supplemental) Over Enrollment Prior Years						-231,600	(231,600)
2012-2013 Financial Plan Base	536,000	29,979,300	6,162,000	1,424,800	4,281,300	(216,800)	42,166,600
Mid-year 2012-2013 Budget Reduction (IFR Reserves)						0	0
2012-2013 Adjusted Financial Plan	536,000	29,979,300	6,162,000	1,424,800	4,281,300	(216,800)	42,166,600
Non Teaching Professional (NTP) Salary Increases		14,471	5,062	3,160	12,307	-	35,000
Non Mandated Salary Increases		6,000		5,000	5,000		16,000
Fund EAP Coordinator			20,000				20,000
Tuition Credit Scholarship Adjustment						14,000	14,000
Redistribution of Funding - Earth Week		2,500				(2,500)	-
Institutional Research Distribution Change	165,800	(165,800)					-
Mandatory Funding Adjustment						7,900	7,900
2012-2013 Negotiated Salary Adjustments/ Position Changes	(16,600)	30,029	35,838	840	23,093	(73,200)	-
Final 2012-2013 Base Budget	685,200	29,866,500	6,222,900	1,433,800	4,321,700	5,706,700	48,236,800
2013-2014 Budget Adjustments							
I. Inflationary Increases							
Funding of Tuition Credit Scholarship						380,000	380,000
New Positions		134,700	80,400		40,000		255,100
Presidents Math/ Science Scholarship	20,000	41,700	7,900		13,300		82,900
Bargaining Unit Cost/ Mandatory Increases						100,000	100,000
Establish First Year/New Student Program						120,800	120,800
UJP Contract Settlement					90,000		90,000
II. One time Increases not added to Base						225,000	225,000
Bargaining Unit Discretionary and Retention Payments						179,000	179,000
Sub-Total Budget Adjustments	20,000	176,400	88,300	-	143,300	1,004,800	1,432,800
Proposed 2013-2014 Base Budget	\$705,200	\$30,042,900	\$6,311,200	\$1,433,800	\$4,465,000	\$6,711,500	\$49,669,600



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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	DEVELOPMENT	STUDENT AFFAIRS	UTILITIES	TOTAL	CHANGE
1992-93								
DOLLAR	\$224,100 1%	\$16,254,800 65%	\$4,139,600 17%	\$493,100 2%	\$1,544,300 6%	\$2,182,100 9%	\$24,838,000 100%	(\$1,067,500) -4.1%
FTE	4.00 1%	348.35 68%	109.50 21%	10.45 2%	40.10 8%		512.40 100%	-24.00 -4.5%
1993-94								
DOLLAR	\$347,800 1%	\$16,922,100 65%	\$4,436,500 17%	\$512,700 2%	\$1,533,800 6%	\$2,289,800 9%	\$26,042,700 100%	\$1,204,700 4.9%
FTE	6.00 1%	346.79 67%	112.80 22%	10.95 2%	39.10 8%		515.64 100%	3.24 0.6%
1994-95								
DOLLAR	\$380,800 1%	\$17,880,000 65%	\$4,186,000 15%	\$729,000 3%	\$1,843,500 7%	\$2,379,900 9%	\$27,399,200 100%	\$1,356,500 5.2%
FTE	6.00 1%	353.26 68%	109.58 21%	13.80 3%	40.60 8%		523.24 100%	7.60 1.5%
1995-96								
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%
1996-97								
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%
1997-98								
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%
1998-99								
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%
1999-00								
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								
2000-01								
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%
FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	DEVELOPMENT	STUDENT AFFAIRS	UTILITIES OTHER	TOTAL	CHANGE
2001-02								
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%



Analysis of Allocations - APPENDIX 2

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

2002-03									
DOLLAR	\$422,400	\$21,856,600	\$4,835,400	\$926,800	\$2,566,200	\$2,553,200	\$33,160,600	\$186,200	
	1%	66%	15%	3%	8%	8%	100%	0.6%	
FTE	3.60	358.22	115.18	13.50	52.54		543.04	1.69	
	1%	66%	21%	2%	10%		100%	0.3%	
2003-04									
DOLLAR	\$410,300	\$22,180,800	\$4,683,100	\$826,600	\$2,658,000	\$3,438,900	\$34,197,700	\$1,037,100	
	1%	65%	14%	2%	8%	10%	100%	3.1%	
FTE	3.60	352.75	110.38	14.70	53.54		534.97	-8.07	
	1%	66%	21%	3%	10%		100%	-1.5%	
2004-05									
DOLLAR	\$418,500	\$22,626,200	\$4,903,400	\$1,096,100	\$2,851,100	\$2,581,900	\$34,477,200	\$279,500	
	1%	66%	14%	3%	8%	7%	100%	0.8%	
FTE	3.50	348.86	111.00	16.20	54.14		533.70	-1.27	
	1%	65%	21%	3%	10%		100%	-0.2%	
2005-06									
DOLLAR	\$427,700	\$24,096,300	\$5,186,500	\$1,066,800	\$2,976,600	\$4,526,100	\$38,280,000	\$3,802,800	
	1%	63%	14%	3%	8%	12%	100%	11.0%	
FTE	3.50	360.93	108.18	16.20	54.98		543.79	10.09	
	1%	66%	20%	3%	10%		100%	1.9%	
2006-07									
DOLLAR	\$451,900	\$25,289,500	\$5,475,200	\$1,170,600	\$3,152,600	\$5,365,600	\$40,905,400	\$2,625,400	
	1%	62%	13%	3%	8%	13%	100%	6.9%	
FTE	3.50	377.00	113.00	17.20	56.98		567.68	23.89	
	1%	66%	20%	3%	10%		100%	4.4%	
2007-08									
DOLLAR	\$471,600	\$26,396,000	\$5,567,000	\$1,251,900	\$3,402,800	\$5,519,700	\$42,609,000	\$1,703,600	
	1%	62%	13%	3%	8%	13%	100%	4.2%	
FTE	3.50	386.70	113.00	18.00	58.48		579.68	12.00	
	1%	67%	19%	3%	10%		100%	2.1%	
2008-09									
DOLLAR	\$512,000	\$28,604,100	\$6,121,700	\$1,364,000	\$3,967,000	\$3,952,200	\$44,521,000	\$1,912,000	
	1%	64%	14%	3%	9%	9%	100%	4.5%	
FTE	3.50	396.56	114.25	18.00	67.67		599.98	20.30	
	1%	66%	19%	3%	11%		100%	3.5%	
2009-10									
DOLLAR	\$515,300	\$29,258,500	\$6,157,000	\$1,370,900	\$4,026,700	\$4,185,300	\$45,513,700	\$992,700	
	1%	64%	14%	3%	9%	9%	100%	2.2%	
FTE	3.50	390.06	113.25	17.00	64.85		588.66	-11.32	
	1%	65%	19%	3%	11%		100%	-1.9%	
2010-11									
DOLLAR	\$522,000	\$30,189,200	\$6,341,600	\$1,375,900	\$4,195,700	\$4,586,500	\$47,210,900	\$1,697,200	
	1%	64%	13%	3%	9%	10%	100%	3.7%	
FTE	3.50	384.56	113.50	17.00	67.19		585.75	-2.91	
	1%	65%	19%	3%	11%		100%	-0.5%	
2011-12									
DOLLAR	\$461,000	\$29,736,100	\$6,129,400	\$1,389,800	\$4,230,900	\$5,294,400	\$47,241,600	\$30,700	
	1%	63%	13%	3%	9%	11%	100%	0.1%	
FTE	3.50	375.04	108.35	16.00	65.36		568.25	-17.50	
	1%	65%	19%	3%	12%		100%	-3.0%	
2012-2013									
DOLLAR	\$536,000	\$29,979,300	\$6,162,000	\$1,424,800	\$4,281,300	\$5,760,500	\$48,143,900	\$902,300	
	1%	62%	13%	3%	9%	12%	100%	1.9%	
FTE	4.00	378.04	108.35	17.00	66.36		573.75	5.50	
	1%	65%	19%	3%	12%		100%	1.0%	

* Percentages are rounded



SUNY FREDONIA
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS
 Fiscal Years 1998-99 to 2013-14

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Utilities/Other	Totals
	\$	\$	\$	\$	\$	\$	\$
1997-98 Base	346,700	17,061,600	3,801,100	694,000	1,693,700	4,132,200	27,729,300
% of Base	1.25%	61.53%	13.71%	2.50%	6.11%	14.90%	100%
Budget Adjustments							
1998-99 ¹	7,300	358,200	217,300	22,400	295,800	(849,600)	51,400
1999-00	20,000	378,300	93,200	33,500	152,500	(425,100)	252,400
2000-01	(2,200)	436,500	37,200	(9,000)	45,500	794,200	1,302,200
2001-02 ²	28,100	1,927,600	461,900	76,300	137,900	(1,511,900)	1,119,900
2002-03	22,500	497,200	60,800	20,100	85,400	217,200	903,200
2003-04 ³	(12,100)	(86,300)	(84,700)	(150,200)	(36,400)	(532,600)	(902,300)
2004-05	12,100	1,181,100	401,700	252,800	222,000	(471,700)	1,598,000
2005-06	26,900	293,900	153,500	(11,800)	180,600	(643,100)	-
2006-07	16,300	1,024,400	79,300	40,800	111,300	(1,272,100)	-
2007-08	16,900	513,200	130,500	32,900	(83,200)	(610,300)	-
2008-09 ⁴	23,500	1,312,300	411,800	83,300	628,300	(614,300)	1,844,300
2009-10	3,300	1,014,400	185,300	56,900	169,700	160,600	1,590,200
2010-11 ⁵	6,700	1,165,700	294,600	5,000	224,000	(1,517,300)	178,700
2011-12	(61,000)	78,600	(25,900)	13,900	115,800	(121,400)	-
2012-13 ⁶	159,200	(71,300)	93,500	9,000	40,400	-	230,800
Adjustments	267,500	10,023,800	2,510,000	473,400	2,289,600	(7,394,900)	8,169,400
Growth, Inflationary Increases & Reductions							
1999-00		400,300	80,900	75,000	40,000	(44,000)	552,200
2000-01		224,400	42,000	16,000	67,400	470,900	820,700
2001-02		147,500	35,000		45,000	127,500	355,000
2002-03		95,000				163,000	258,000
2003-04		410,500	(67,600)	50,000	128,200	443,300	964,400
2004-05		25,000	40,000		25,000	192,300	282,300
2005-06	600	711,700	19,200	3,000	20,400	1,447,100	2,202,000
2006-07	1,900	579,900	147,900	102,800	71,000	1,721,900	2,625,400
2007-08	3,500	399,200	54,700	33,600	111,200	1,101,400	1,703,600
2008-09		382,600			22,400	(337,900)	67,100
2009-10		(360,000)	(150,000)	(50,000)	(110,000)	72,500	(597,500)
2010-11		(235,000)	(110,000)		(55,000)	1,918,500	1,518,500
2011-12		(531,700)	(186,300)		(80,600)	829,300	30,700
2012-13	65,000	201,700		35,000	50,400	550,200	902,300
2013-2014	20,000	176,400	88,300		143,300	1,004,800	1,432,800
Growth, Inflationary Increases & Reductions	\$ 91,000	\$ 2,957,500	\$ 100	\$ 266,400	\$ 481,700	\$ 10,112,100	\$ 13,908,800
Total Adjustments	\$ 358,500	\$ 12,981,300	\$ 2,510,100	\$ 739,800	\$ 2,771,300	\$ 2,717,200	\$ 22,078,200
% of Adjustments	1.62%	58.80%	11.37%	3.35%	12.55%	12.31%	100%
Current Base	\$ 705,200	\$ 30,042,900	\$ 6,311,200	\$ 1,433,800	\$ 4,465,000	\$ 6,849,400	\$ 49,807,500
Current % of Base	1.42%	60.32%	12.67%	2.88%	8.96%	13.75%	100.00%

¹ Transferred Athletics from Academic Affairs to Student Affairs
² No state funding for negotiated salary increases
³ Budget Cuts & Retirement Savings
⁴ Transferred Athletic PSR from IFR to State
⁵ Printshop closed
⁶ Transferred Institutional Research from Academic Affairs to President



Consolidated Operating Budgets - APPENDIX 3

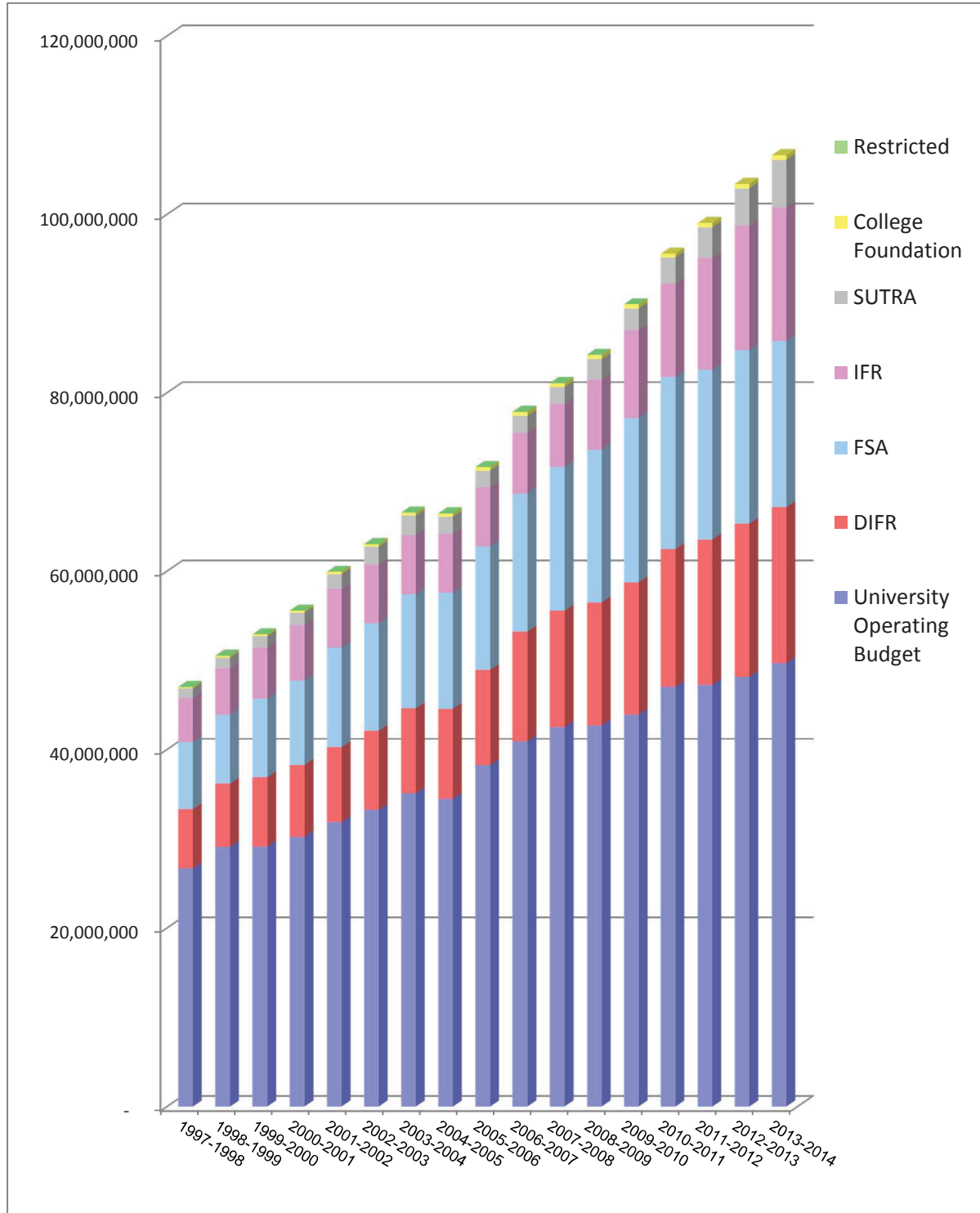
SUNY Fredonia Consolidated Operating Budgets 1997-1998 to 2013-2014

Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation		Restricted	Total	Percent Change
						Foundation	Restricted			
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	8.18%	
2013-2014	49,669,600	17,484,750	18,624,195	15,000,000	5,308,000	544,000		106,630,545	7.67%	

* Restricted balances transferred to College Foundation



**SUNY Fredonia
Consolidated Operating Budgets
1997-1998 to 2013-2014**





Tuition and Fees - APPENDIX 4

YEAR	TUITION		STUDENT			HEALTH		TECH-		DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED
	LOWER DIVISION	COLLEGE FEE	ACTIVITY FEE	ATHLETIC FEE	STUDENT SERVICES	CENTER FEE	NOLOGY FEE						
1973-1974	325.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	325.00	315.00	1,012.50	2.7%	
1974-1975	325.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	325.00	380.00	1,077.50	6.4%	
1975-1976	325.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	325.00	380.00	1,077.50	0.0%	
1976-1977	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	375.00	380.00	1,177.50	9.3%	
1977-1978	375.00	12.50	35.00	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	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	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	475.00	468.00	1,445.50	8.6%	
1981-1982	525.00	12.50	42.00	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	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	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	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	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	775.00	699.00	2,217.50	1.6%	
1987-1988	675.00	12.50	56.00	0.00	0.00	0.00	0.00	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	895.00	760.00	2,398.50	4.6%	
1989-1990	675.00	12.50	50.00	20.00	0.00	0.00	0.00	0.00	915.00	795.00	2,467.50	2.9%	
FALL 1990	675.00	12.50	52.00	25.00	0.00	0.00	0.00	0.00	965.00	815.00	2,544.50	3.1%	
SPRING 1991	825.00	12.50	52.00	25.00	0.00	0.00	0.00	0.00	965.00	815.00	2,694.50	5.9%	
1991-1992	1,075.00	12.50	54.00	25.00	0.00	35.00	0.00	0.00	1,050.00	885.00	3,136.50	16.4%	
1992-1993	1,325.00	12.50	56.00	27.00	0.00	42.50	0.00	0.00	1,095.00	895.00	3,453.00	10.1%	
1993-1994	1,325.00	12.50	62.00	30.00	0.00	50.00	0.00	0.00	1,175.00	925.00	3,579.50	3.7%	
1994-1995	1,325.00	12.50	62.00	50.00	0.00	55.00	0.00	0.00	1,250.00	960.00	3,714.50	3.8%	
1995-1996	1,700.00	12.50	72.00	50.00	0.00	75.00	50.00	0.00	1,375.00	960.00	4,294.50	15.6%	
1996-1997	1,700.00	12.50	0.00	0.00	294.00	0.00	0.00	0.00	1,450.00	1,025.00	4,481.50	4.4%	
1997-1998	1,700.00	12.50	0.00	0.00	325.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%	
1998-1999	1,700.00	12.50	0.00	0.00	350.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%	
1999-2000	1,700.00	12.50	0.00	0.00	375.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%	
2000-2001	1,700.00	12.50	0.00	0.00	400.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%	
2001-2002	1,700.00	12.50	0.00	0.00	425.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%	
2002-2003	1,700.00	12.50	0.00	0.00	474.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%	
2003-2004	2,175.00	12.50	0.00	0.00	493.50	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%	
2004-2005	2,175.00	12.50	0.00	0.00	508.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%	
2005-2006	2,175.00	12.50	0.00	0.00	533.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%	
2006-2007	2,175.00	12.50	0.00	0.00	553.50	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%	
2007-2008	2,175.00	12.50	0.00	0.00	583.25	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%	
FALL 2008	2,175.00	12.50	0.00	0.00	606.50	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%	
SPRING 2009	2,485.00	12.50	0.00	0.00	606.50	0.00	0.00	0.00	2,675.00	1,760.00	7,539.00	4.3%	
2009-2010	2,485.00	12.50	0.00	0.00	632.00	0.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%	
2010-2011	2,485.00	12.50	0.00	0.00	669.00	0.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%	
2011-2012	2,635.00	12.50	0.00	0.00	696.50	0.00	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%	
2012-2013	2,785.00	12.50	0.00	0.00	731.50	0.00	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%	
2013-2014	2,935.00	12.50	0.00	0.00	752.50	0.00	0.00	0.00	3,425.00	2,245.00	9,370.00	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
 (3) TOTALS ARE BASED ON LOWER DIVISION TUITION, WHERE APPLICABLE.
 (4) RATES FOR 2013-2014 ARE SUBJECT TO CHANGE.

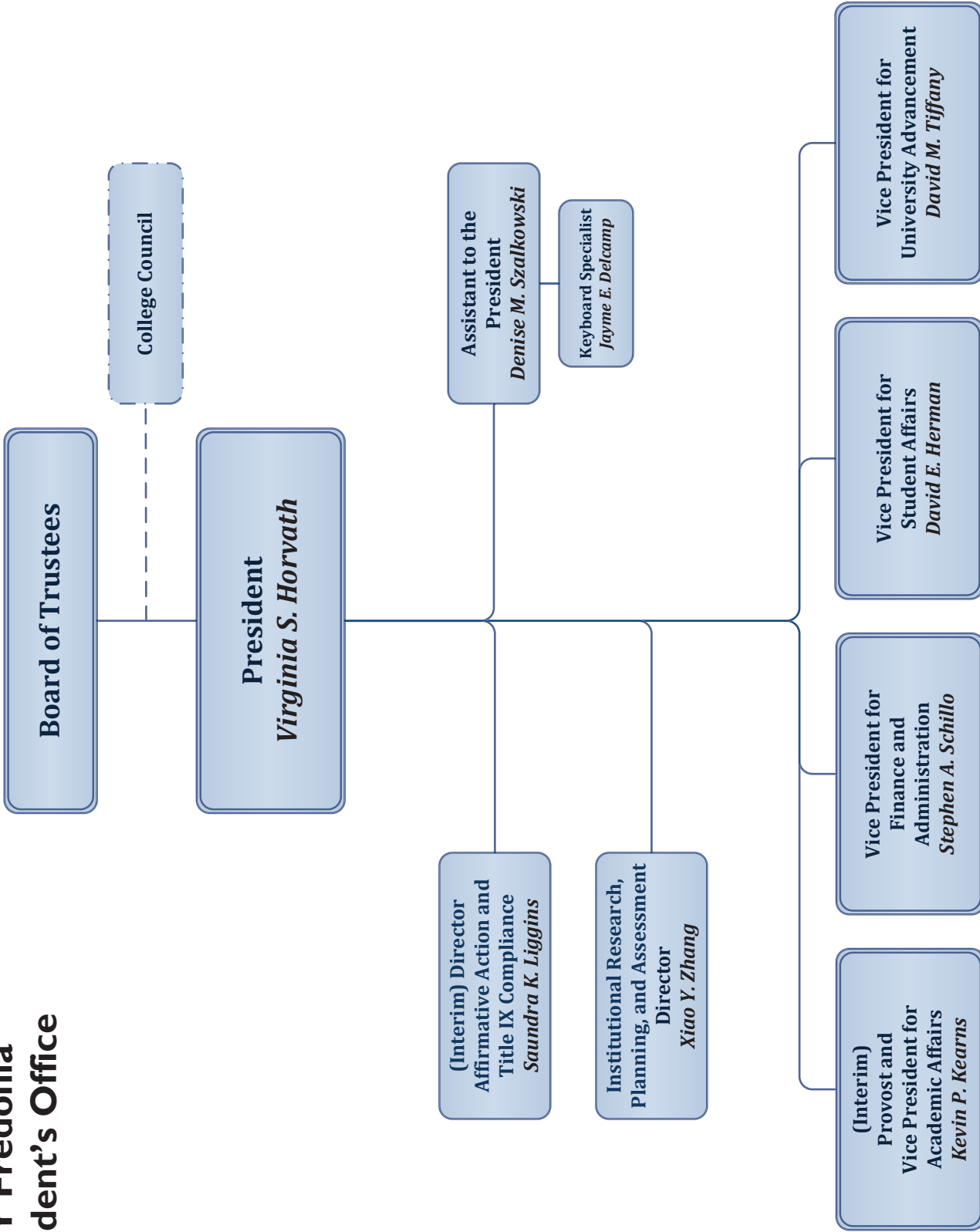


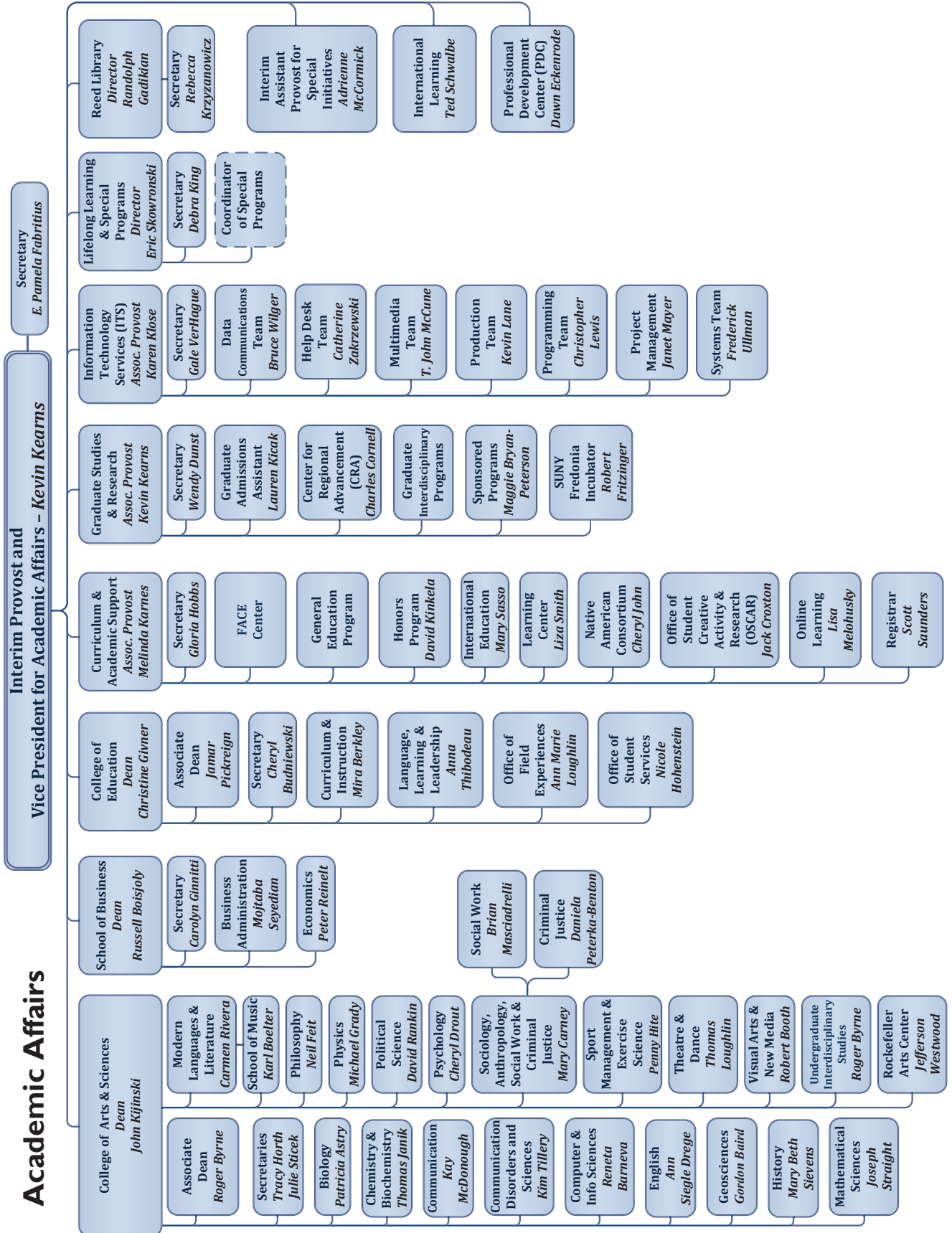
SUNY FREDONIA
History of Student Services and Program Charge
2000-2001 through 2013-2014 Academic Years

Summary Of Components In Student Services and Program Charge	2000-2001		2001-2002		2002-2003		2003-2004		2004-2005		2005-2006		2006-2007	
	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	\$73.50	\$6.15	\$74.00	\$6.15	\$75.50	\$6.30	\$77.50	\$6.45	\$77.75	\$6.50	\$78.25	\$6.50	\$79.25	\$6.60
Bus Services	7.50	0.60	7.50	0.65	8.00	0.65	9.50	0.80	10.25	0.85	10.25	0.85	10.25	0.85
Athletic Fee	85.00	7.10	90.00	7.50	95.00	7.95	100.00	8.35	103.00	8.60	113.00	9.40	118.00	9.85
Health Center Fee	75.00	6.25	75.00	6.25	100.00	8.35	105.00	8.75	108.00	9.00	113.00	9.40	118.00	9.85
Technology Fee	95.00	7.90	106.00	8.85	120.00	10.00	125.00	10.45	129.00	10.75	135.00	11.25	140.00	11.65
Parking Services	32.50	2.70	35.00	2.95	38.00	3.15	39.00	3.25	40.00	3.30	41.00	3.45	45.00	3.75
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	2.50	0.20	3.50	0.30	3.50	0.30	3.50	0.30	3.50	0.30	4.00	0.35	4.50	0.40
Intramural Support	2.00	0.15	3.00	0.25	4.50	0.40	4.50	0.40	4.50	0.40	4.50	0.40	4.00	0.35
Natorium	-	-	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.30	4.50	0.40	4.50	0.40
Alumni Services	12.50	1.05	12.50	1.05	12.50	1.05	12.50	1.05	14.00	1.15	14.50	1.20	15.00	1.25
Orientation Support	1.50	0.10	2.00	0.15	2.00	0.15	2.00	0.15	2.00	0.20	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
Leader	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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
Uncollectable Allowance	1.00	0.10	1.50	0.10	-	-	-	-	-	-	-	-	-	-
Semester Total	\$400.00	\$33.25	\$425.00	\$35.40	\$474.00	\$39.50	\$493.50	\$41.15	\$508.00	\$42.30	\$533.00	\$44.40	\$553.50	\$46.15
Summary Of Components In Student Services and Program Charge	2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		2012-2013		2013-2014	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00
Bus Services	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05	155.00	12.90
Health Center Fee	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75	165.00	13.75
Technology Fee	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25	203.00	16.90
Parking Services	48.00	4.00	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80	57.50	4.80	57.50	4.80
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	5.50	0.50	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40	29.00	2.40
Intramural Support	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75	9.00	0.75
Natorium	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40	5.00	0.40	5.00	0.40
Alumni Services	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	17.00	1.50
Orientation Support	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Box Office	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Leader	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$583.25	\$48.60	\$606.50	\$50.55	\$632.00	\$52.70	\$669.00	\$55.75	\$696.50	\$58.00	\$731.50	\$60.90	\$752.50	\$62.70



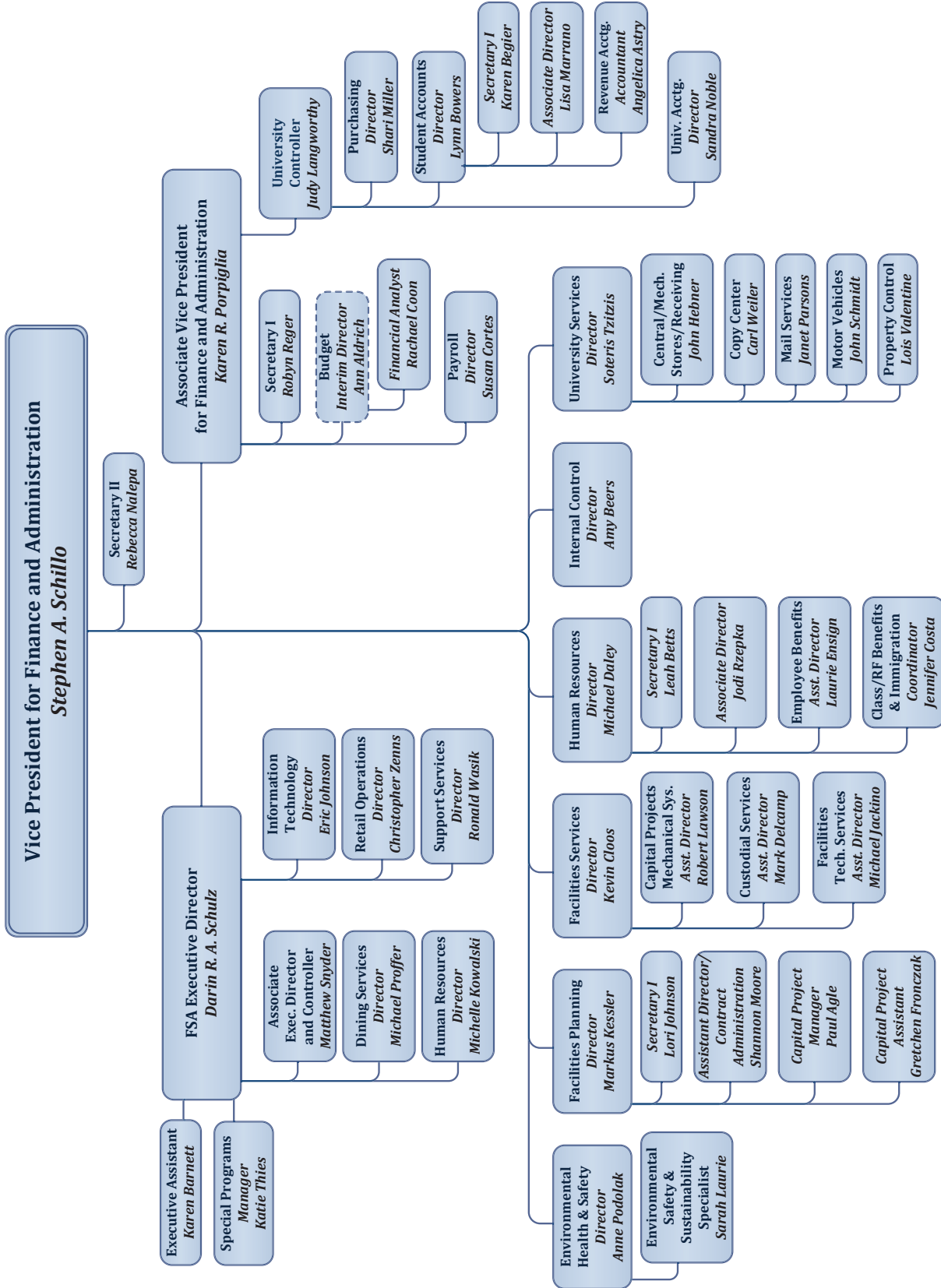
SUNY Fredonia President's Office





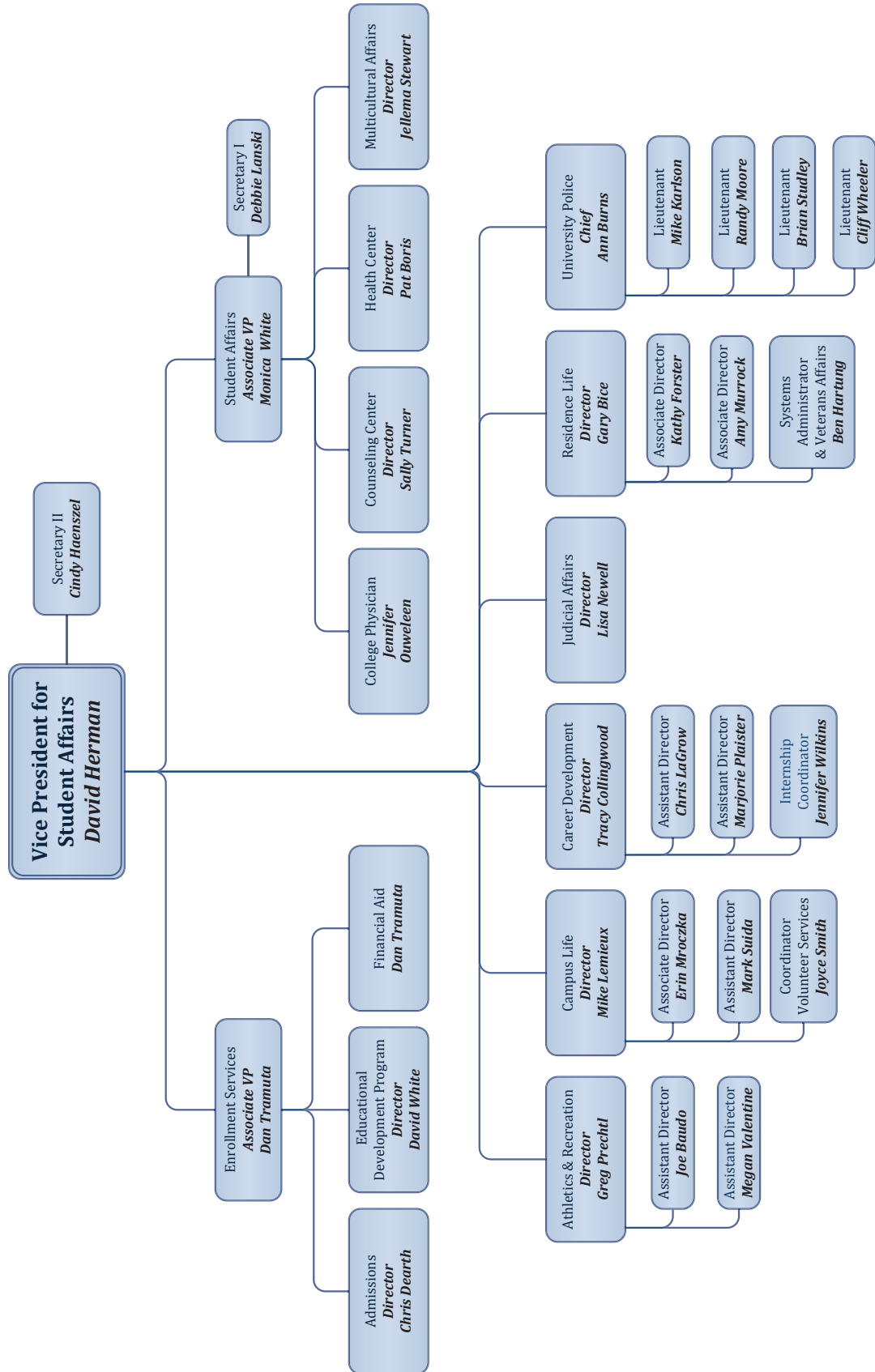


Finance and Administration



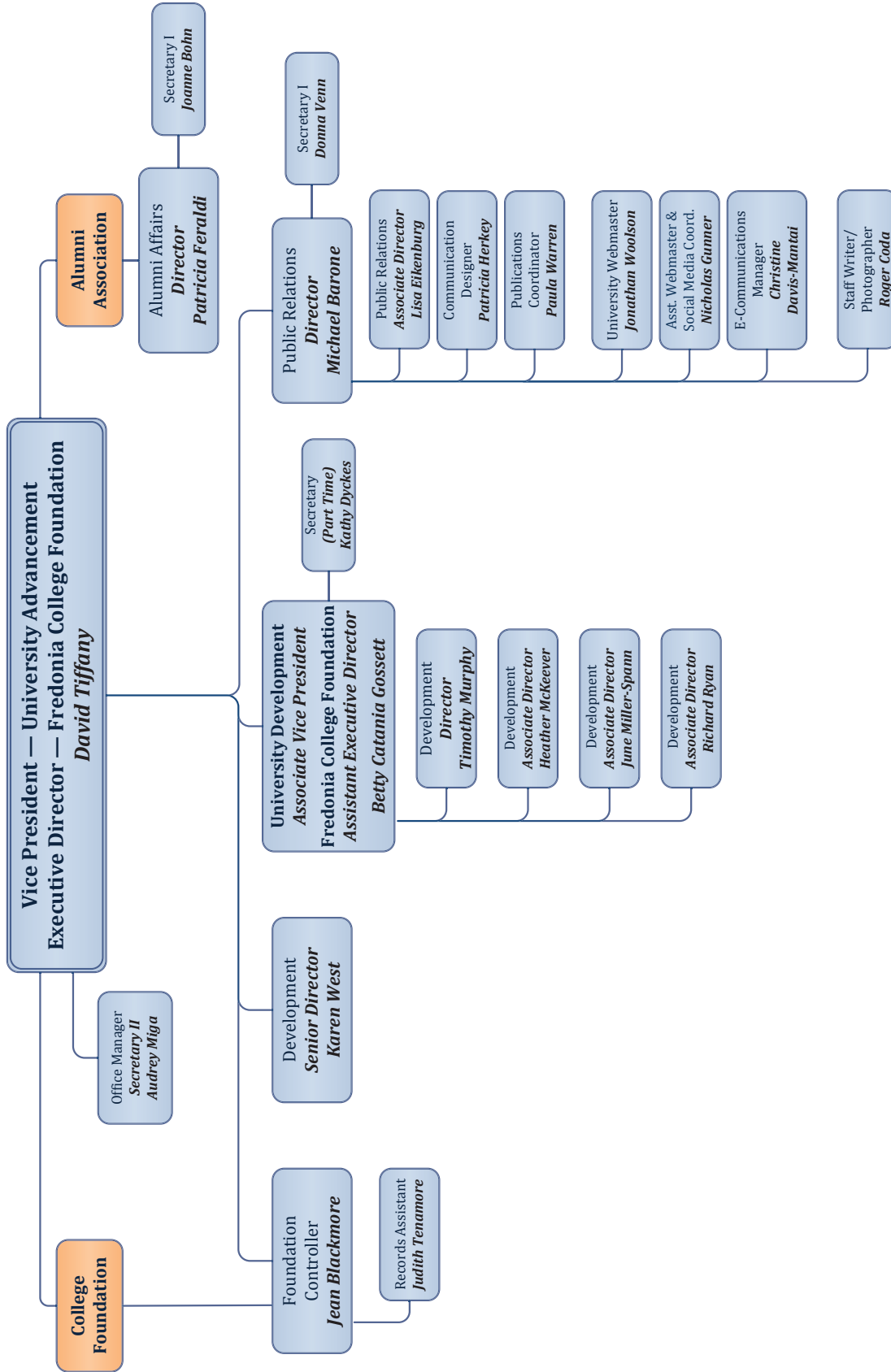


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University Advancement/ Fredonia College Foundation



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