



**STATE UNIVERSITY
OF NEW YORK
AT FREDONIA**



Consolidated Operating Budget 2012-2013



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CONSOLIDATED OPERATING BUDGET





Message from the President



President Dennis L. Hefner

Dear Colleagues:

This publication represents the 16th consecutive year that the proposed use for all-campus funds has been reported in a single document. Although the report illustrates an all-funds approach and includes all major operating dollars, four 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 vary considerably each year and are usually not known in advance, 3) capital project funds, and 4) residence hall capital project funds.

The top priority for the coming year remains ensuring students have full access to necessary classes, while at the same time addressing the carry-forward shortfall in state funding. Allocations to cover campus-wide inflationary and mandatory collective bargaining increases were provided by Governor Andrew Cuomo and passed by the legislature. In addition, the rational tuition policy allows for a \$150 per semester tuition increase for next year. Of the increase, 25 percent will be set aside to support student financial aid needs. The remaining amount will be used primarily to restore positions, which have been so heavily reduced during the past four 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 was based upon the following assumptions:

- The campus student enrollment target remains flat at 5,215 Full Time Equivalent (FTE) students.
- A total of 23 tenure-track faculty positions will be filled, nine by Fall 2012 and 14 by Fall 2013. This advance commitment is thanks to the rational tuition policy and its

associated "maintenance of effort" provisions.

- Tuition will increase by \$150 per semester, and \$37.50 of the increase will be set aside to augment student financial aid.
- The total for all student fees will increase by \$35 a semester. Of the increase, \$25 will go toward the new Fitness Center, which is scheduled to open in January 2013, and \$10 will go to technology to replace the dollars lost due to the state's elimination of the Student Computing Access Program (SCAP) program.
- The "soft" freeze, which resulted in six month delays in hiring staff, will continue for the next year. Any exceptions will still require Cabinet approval. The "additional" 12-month delay in replacing vacant faculty positions will be eliminated by Fall 2013.
- A start-up amount of \$25,000 will be allocated to begin implementation of the new five-year strategic plan.
- A portion of previous fee increases, year-end rollover funds, the campus reserve account, equipment budgets, and other accounts previously used to close the structural deficit will again be utilized to cover the remaining \$5.8 million shortfall.

As a result of these planning assumptions, the campus will make the following allocations and commitments (Note: all personnel figures represent the difference between projected costs for a permanent position and the costs associated with any temporary personnel used to address the workload during the past or the upcoming year.):

Message from the President



	<u>Net Costs</u>	<u>Division Totals</u>
Academic Affairs		
23 Tenure-track Faculty Positions:	\$668,500	
Fall 2012:		
Accounting		
Business Administration		
Computer and Information Sciences		
Curriculum and Instruction		
Library		
Music		
Psychology		
Sports Management and Exercise Science		
Theatre and Dance		
Fall 2013:		
Biology		
Business Administration: Marketing		
Communication		
Communication Disorders and Sciences		
Computer and Information Sciences		
Economics		
English		
Geosciences		
History		
Library		
Mathematical Sciences		
Modern Languages and Literatures		
Psychology		
Sociology		
9 Full-time Staff Positions:	322,400	
Instructional Support Technician		
International Studies Advisor		
Staff Associate — Institutional Research		
Scene Shop Supervisor		
Language Support		
Secretary 2 — Business		
Registrar — Keyboard Specialist		
Graduate Admissions		
IT Support Technician		
Informational Technology (IT) — restore \$50,000	50,000	
Strategic Plan Start-up Funds	<u>25,000</u>	\$1,065,900
Student Affairs		
3 Staff Positions:	60,000	
Financial Aid, Track Coach,		
Assistant Track Coach		
Administration		
3 Staff Positions:	95,818	95,818
2 Cleaners (Williams Center),		
HVAC Technician		
University Advancement		
1 Staff Positions (Assoc. Webmaster)	35,000	35,000
President's Office		
1/2 Staff Position (Diversity Officer)	40,000	40,000
Institutional		
Negotiated Salary Increases	112,900 ¹	
Student Financial Aid Adjustment (25% of tuition increase)	<u>373,000</u>	485,900
Campus Auxiliaries		
Faculty Student Association (FSA) Restoration	50,000	
Residence Halls Restoration	<u>50,000</u>	100,000
TOTAL		\$1,822,618

[1] The dollars available to cover the recently negotiated University Police contract, which included retroactive payments, have not been included in this Budget Book, as the system is still calculating exact campus allocations. However, it is expected that all negotiated costs will be covered by the state, and will not adversely impact the 2012-13 campus budget.



Message from the President

In addition to these state positions, the campus will be utilizing non-state funds to hire: (1) Fitness Center Director, (2) Counselor in the Counseling Center, (3) Special Program Coordinator for Lifelong Learning, (4) ResNet Coordinator increased from 0.5 to 1.0 FTE, and (5) additional FSA staff to support the opening of the new Tim Hortons in the Williams Center.

The proposed all-funds budget addresses the campus goals of serving the academic needs of students, enhancing the learning environment, improving student diversity, and addressing unavoidable inflationary costs. Special appreciation is extended to the many individuals in the Administration division who labored for numerous hours to compile this valuable resource document.

Sincerely,

A handwritten signature in black ink that reads "Dennis L. Hefner". The signature is fluid and cursive.

Dennis L. Hefner, Ph.D.
President



As he prepares to retire in Summer 2012, President Dennis L. Hefner, the longest serving president in the history of the modern Fredonia campus, will leave behind a legacy of accomplishments.



**SUNY Fredonia
Mission Statement**

The State University of New York at Fredonia, a comprehensive institution of higher education, declares as its mission:

To offer programs at the baccalaureate and master’s degree levels – within and across the disciplines that comprise the liberal arts and sciences and in certain professional and applied fields – consistent with the university’s existing strengths, its participation in the SUNY system, and the contemporary and future needs of a changing society; and to affirm the centrality, in this enterprise, of a general education in the arts, humanities, and sciences.

To encourage teaching and learning in formal and informal settings on and off campus, as well as through field experiences, student support programs, services and activities, and advising and counseling.

To promote involvement in the scholarly and creative enterprise by recognizing and supporting a broad range of intellectual activity; basic research and artistic creation; understanding, synthesis, and interpretation of existing knowledge and art; sponsored projects; and research that seeks to improve methods of teaching and learning. The university values and supports scholarly activity that directly involves students in the creative process and recognizes that the patterns of knowledge at the frontiers of research increasingly cross disciplinary boundaries.

To contribute to the intellectual, social, and emotional development of students by preserving the quality of campus life beyond the classroom and laboratory, by insuring a rich variety of experiences within a congenial residential atmosphere and an engaging physical environment, and by encouraging a supportive sense of community.

To develop and support service to individuals and organizations beyond the campus by opening the university’s extensive educational, recre-

ational, and cultural facilities to the community; by providing opportunities to attend lectures, athletic, and cultural events; by operating programs and clinics in association with specialized instructional programs, and by encouraging faculty and staff to contribute their expertise to the variety of community-based endeavors for which it may be of value.

To commit the university to education that provides an awareness of global interdependence and cultural diversity through its curricular and co-curricular activities. Through active recruitment of students, faculty, and staff from underrepresented populations and the inclusion of this diversity in its programs, the university seeks to provide its students with the academic and personal richness afforded by exposure to such pluralistic perspectives.

To draw upon and contribute to the academic resources of the State University of New York and, in the context of excellence, to further SUNY’s mission of providing accessible higher education to the diverse citizenry of New York State which the university serves.



The new five-year campus strategic plan, “The Power of Fredonia,” will ensure the campus is contributing to the six statewide SUNY priorities: the seamless educational pipeline, vibrant communities, sustainability, entrepreneurship, healthier New York, and global outreach.



Institutional Priorities

The 2012-2013 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. Capital Construction

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



The Power of Fredonia

President Dennis L. Hefner appointed a 14-person steering committee in Fall 2010 to lead the effort of preparing a new five-year strategic plan, co-chaired by Vice President for Academic Affairs Virginia Horvath and Associate Professor of Mathematical Sciences Keary Howard. The 2012-2017 strategic plan, *The Power of Fredonia*, succeeds *The Fredonia Plan*, a strategic plan that in 2006 identified 21 action items designed to further improve campus performance in five areas: student learning, scholarship and creative activities, campus diversity, technology, and image. Despite the financial challenges in the years it was implemented, the *Fredonia Plan* led to a number of advances in all five strategic areas, and SUNY Fredonia was strengthened through the new initiatives across all divisions of campus.

The *Power of Fredonia* was developed in 2011-2012 through a highly collaborative process. In February 2011, the steering

committee developed a toolkit of nine different strategic planning exercises, intended to stimulate discussion and generate ideas about where SUNY Fredonia should be in five years. Participants in the process were also asked to consider how the new plan might align with the Six Big Ideas of the state-wide strategic plan, *The Power of SUNY*. The exercises were varied so that participants could choose the approach that appealed most to them. Examples included discussions of campus traditions and change, a gallery walk, a survey, a campus walkabout, a discussion based on readings, a “game show,” and several other options. The kits were sent to student, faculty, and staff leaders on campus, and all members of the community and Fredonia alumni family were welcome to be part of the university-wide consultation process. Outcome and feedback from the activities was submitted on an electronic response template to the strategic plan website.

In summer and fall 2011, the steering committee analyzed 79 different group and two individual reports that had been submitted. In addition to the steering committee, 728 people participated in the planning process, including 294 faculty, 185 staff, 53 administrators, 151 students, 25 alumni, and 20 others. Based on the recurring themes they discovered, subcommittees developed a discussion draft that included five strategic directions and related specific actions. The Cabinet reviewed and discussed the plan, as did other faculty, staff, and student groups across campus. Open sessions were held in October 2011 for any interested faculty, staff, and students, and individuals could also send comments and suggestions to the website.

The discussion draft was introduced in the University Senate in November 2011 and discussed extensively in the December, February and March meetings. Based on early discussion, the steering committee revised the draft significantly before a special senate meeting was held on Feb. 20. After further revisions — which included eliminating one strategic goal and clarifying others — the draft was approved by the University Senate on April 2, 2012.

The Power of Fredonia 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. As the new University President begins her work in July 2012, this plan offers her and the SUNY Fredonia campus a clear blueprint for programs, initiatives, and identity in the next five 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. Over 50 additional members of the campus community serve on the eight subcommittees which were established to focus on specific sustainability concerns. The subcommittees include:

1. **Academic Subcommittee** – Chair Christina Jarvis, associate professor, English
2. **Food Subcommittee** – Chair Mike Proffer, director of Dining Services, Faculty Student Association
3. **Public Relations Subcommittee** – Chair Sarah Laurie, sustainability specialist, Environmental Health and Safety
4. **Department of Environmental Affairs** – Chair Adam Malchoff, student
5. **Earth Week Planning Subcommittee** – Chair to be determined
6. **President’s Climate Commitment Subcommittee** – Chair Sarah Laurie, sustainability specialist, Environmental Health and Safety



7. **Transportation Subcommittee** – Chair Anne Podolak, director, Environmental Health and Safety
8. **Student Activities Subcommittee** – Chair Mark Suida, assistant director, Campus Life

SUNY Fredonia’s Biology Club, along with the Fredonia Academic Community Engagement (FACE) Center and the Sustainability Committee, planned a series of events for Earth Week to raise the awareness of sustainability in local environments.

During the 2011-2012 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 campus student groups with sustainability related ideas and became a sounding board and support system which student groups could use to accomplish their goals. 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:

- Opened a bike repair shop and bike share program, allowing students to rent bicycles and repair their broken bicycles on campus.
- Recycled over 96,000 pounds of scrap metal.
- Collected over two tons of recyclable materials from the residence halls during move-in weekend.



The annual Campus and Community Recycling Day was held April 21, 2012 at the Administrative Office Complex parking lot.

- Began work to complete the second Greenhouse Gas Audit for the campus, more comprehensive than the first.
- Increased the amount of locally purchased foods from 14.4 percent to 15.5 percent.
- Introduced and educated first-year students on sustainability initiatives.
- Hosted a second annual tree planting event on campus and in the community
- Continued to develop new sustainability related courses as well as an Environmental Studies minor
- Collected data to complete Scope 3 of the campus-wide Greenhouse Gas Audit

Goals of the Sustainability Committee for the 2012-2013 fiscal year include:

- Begin data collection on energy consumption in Fredonia’s largest buildings and develop initiatives to reduce campus energy consumption by 20 percent in the next five years.
- Sign the United Nations Sustainability Declaration and begin to outline compliance goals.
- Identify greener disposables for all eateries offering take out.
- Work to increase sustainability related courses in General Education requirements.

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

Capital Construction

The campus is in 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.

Projects completed during the past year include:

- Fieldhouse Exterior Rehab (\$525,000)
- Rockefeller Arts Center Art Gallery Rehabilitation (\$500,000)

Projects currently under construction or beginning during Summer 2012 include:

- 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.
- William Center Rehabilitation (\$13 million) – The project consists of the rehabilitation of the first and second levels of the Williams Center, as well as providing a safer loading dock and repair of the “spine” walkway with an option of a cover.
- Maytum Hall Interior Renovations – Phase II and III (\$5.5 million) – The project includes asbestos abatements and the reconfiguration of several office areas throughout the building. The project is scheduled to be completed in Fall 2012.



- Mason Hall Fire Alarm System (\$500,000) – The project consists of the replacement of the fire alarm systems providing for state-of-the-art systems in all sections of Mason Hall.
- Dods Hall Rehab and Fitness Center (\$4 million) – The project consists of converting Dods Hall old pool area into a new Fitness Center.
- 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.
- Upgrade Domestic Water System Phase II (\$3.5 million) – The project will provide a new underground water distribution system to the north and west end of the campus.
- Eisenhower Lobby Improvements (\$375,000) – The project consists of upgrading the first floor lobby areas as well as office, lounge areas, kitchenette and public restrooms.
- Gregory Hall Bathroom Upgrades (\$625,000) – The multiple prime contract project consists of the rehabilitation of all bathrooms in the oldest of all corridor-style residence halls located on Old Main Drive.
- Michael C. Rockefeller Arts Center Exterior Rehab (\$1.7 million) – The project consists of removing the existing roofing system located above King Concert Hall and lobby area and replacing it with a new roofing system.
- Maytum Hall Window Replacement (\$1.1 million) – The project consists of the replacement of the existing window system which has been leaking for several years.



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.
- 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.
- Disney Hall Window Replacement (\$1.1million) – The project consists of replacing all student room, lounge and lobby windows.
- Townhouse Residence Hall Project (\$24 million) – The project will provide up to six townhouse-style residence halls on campus and house 200 students.

The goal of new \$60 million Science Center is to improve the educational experiences of science majors and science education students, and enhance student/faculty research.



One of the top campus priorities is ensuring that students have access to necessary classes to graduate.

SUNY FREDONIA Proposed 2012-2013 Consolidated Operating Budget

Overview

The SUNY Fredonia 2012-2013 Consolidated Operating budget totals \$103,412,925 which represents an increase of \$4,378,996 (4.42 percent) from the 2011-2012 Consolidated Operating budget of \$99,033,929. The University Operating budget reflects an increase of \$902,300 over the 2011-2012 budget. It includes \$112,900 for bargaining unit salary increases, \$64,300 for mandatory inflationary increases, an additional \$373,000 for the NYS Tuition Credit Scholarship, \$25,000 for implementing the new Five Year Strategic Plan and \$327,100 for new and restored positions. The University Operating budget begins the 2012-2013 fiscal year with a nearly \$5.8 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), the Faculty Student Association (FSA) and the College Foundation budgets. The key planning assumptions used to develop the year's budget include the following:

- The SUNY Fredonia operating budget was developed using a \$150 per semester tuition increase as part of a five-year rational tuition plan. Approximately 25% of the increase will be used to fund the Tuition Credit Scholarship.
- Budget based on approved N.Y. State funding of 5,215 Full Time Equivalent (FTE) students.
- The anticipated state operating budget shortfall will be \$5.8 million.
- Campus reserves, equipment funding, utility savings, certain fees, and tuition beyond budgeted enrollment 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 top priority is ensuring students have full access to necessary classes.

Major sources of income for the 2012-2013 Consolidated University budget include:

- 33.82 percent from university revenues including budget shortfall (34.52 percent in 2011-2012).
- 18.85 percent from the Faculty Student Association (19.24 percent in 2011-2012).
- 16.60 percent from Residence Hall operations (16.46 percent in 2011-2012).
- 12.74 percent from New York State support (13.19 percent in 2011-2012)



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

- SUNY Fredonia Operating budget (46.56 percent).
- Residence Hall (DIFR) operating budget (16.60 percent).
- Faculty Student Association (FSA) budget (18.85 percent).
- Income Fund Reimbursable (IFR) budget (13.47 percent).
- State University Tuition Reimbursable (SUTRA) budget (4.06 percent).
- Fredonia College Foundation budget (0.48 percent).

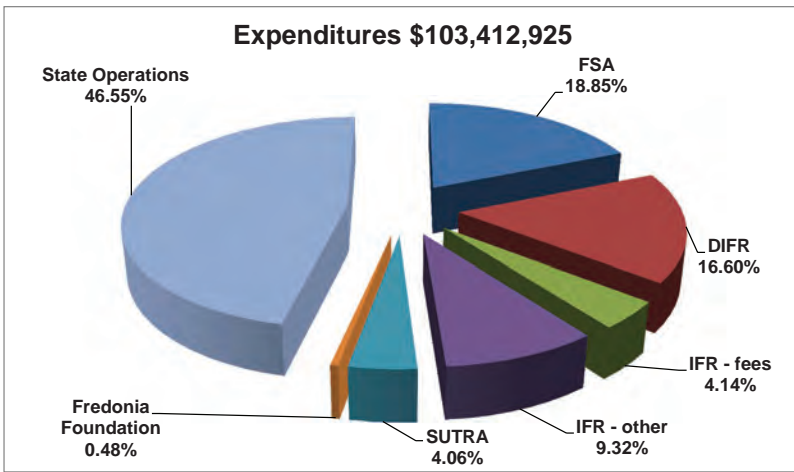
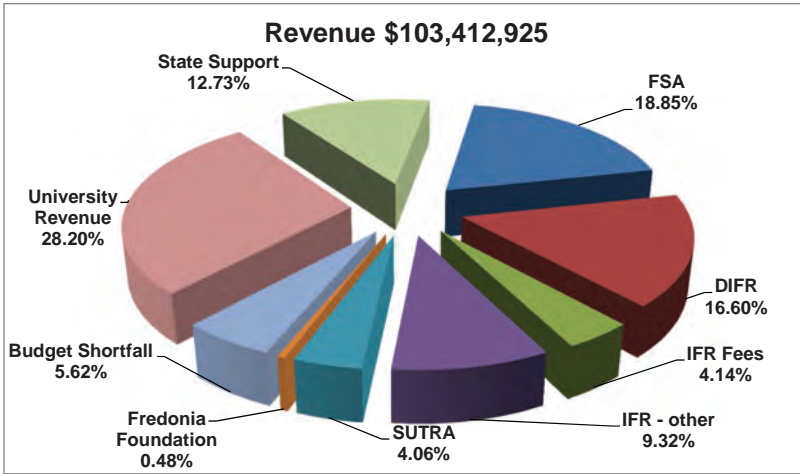
The budget contains all anticipated funds except for employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2012-2013 academic year contains a \$300 tuition increase for year two of the five year rational tuition 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 \$870 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$16,978 to \$17,848 – an increase of 5.12 percent. A summary of all direct college costs for the 2012-2013 academic year is presented as follows:

Annual Costs	2012-2013	2011-2012	Change	Percent
Tuition (N.Y. State Undergraduate)	\$5,570.00	\$5,270.00	\$300.00	5.69%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	6,550.00	6,250.00	300.00	4.80%
Meal Plan	4,240.00	4,040.00	200.00	4.95%
Student Services and Program Charge	1,463.00	1,393.00	70.00	5.03%
Annual Cost	\$17,848.00	\$16,978.00	\$870.00	5.12%





2012-2013 SUNY Fredonia Consolidated Operating Budget



Highlights

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

2012-2013 SUNY Fredonia Operating Budget (\$48.1 million)

Budget Section B

- Budget based on state funding of 5,215 FTE students.
- Position reductions 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 \$5.8 million to balance this year's budget.

- Includes \$112,900 for bargaining unit salary increases, \$64,300 for mandatory inflationary increases, an additional \$373,000 for the NYS Tuition Credit Scholarship, \$25,000 for implementing the new Five Year Strategic Plan and \$327,100 for new and restored positions.
- Includes an increase in college costs of \$870 (5.12 percent) per year for the typical undergraduate student living on campus. A summary of college costs is presented in Appendix 4.1.

2012-2013 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$17.1 million)

Budget Section C

- Includes a \$150 increase in the standard double residence hall room rate from \$3,125 per semester to \$3,275, an increase of 4.8 percent.
- Provides funding for the following residence hall projects during the 2012-2013 fiscal year:
 - ◊ Disney Hall - window replacement
 - ◊ Gregory Hall - bathroom upgrades
 - ◊ Eisenhower Hall - lobby upgrades
 - ◊ Various residence halls - fiber optic, interior and access control upgrades

2012-2013 Faculty Student Association (FSA) (\$19.5 million)

Budget Section D

- Provides over \$550,000 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 \$170,000 in unrestricted funds.
- Includes a \$100 increase per semester (4.95 percent) for Meal Plan 2.
- Provides capital budget purchases of \$1,172,550.

2012-2013 Income Fund Reimbursable (IFR) (\$13.9 million)

Budget Section E

- Includes a total annual increase in student fees of \$70 (5.02 percent). This includes:
 - ◊ \$20 annual increase for the Student Technology Fee.
 - ◊ \$50 annual increase in the Enhanced College Services Fee, for the Fitness Center.
- No increase for the Student Activity Fee, Intercollegiate Athletic Fee, and Health Center Fee.
- Reallocation of \$670,000 in IFR fees to assist with the New York State University Operating budget.
- Provides approximately \$2.6 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 51.68 percent from 47.91 percent.
- Contains provision for several categories of revenues that are no longer included in the state tuition offset budget.

2012-2013 State University Tuition Reimbursable Account (SUTRA) (\$4.2 million)

Budget Section F

- Over-enrollment funds will continue to address budget cuts in the 2012-2013 fiscal year.
- Includes a \$515,000 allocation for the SUNY Fredonia scholarship program.



Fredonia's outstanding physical appearance enhances the university's ability to attract students.

- International education funding is increased by \$50,000 to reflect growth in the number of international students as a result of the enrollment initiative (1+3) with Hankuk University of Foreign Studies.
- J-Term and Summer Session increased modestly.

2012-2013 Fredonia College Foundation (\$492,000)

Budget Section G

- Provides \$70,000 for unrestricted grants, awards, and scholarships.
- The unrestricted gift income is expected to decrease by approximately \$10,000 from the prior year.



2012-2013 SUNY Fredonia Consolidated Operating Budget

SUNY FREDONIA 2012-2013 Consolidated Operating Budget Budget Summary

	2012-2013 Proposed Allocation	2011-2012 Allocation	Change	Percent Change
University Operating Budget	\$ 48,143,900	\$ 47,241,600	\$ 902,300	1.91%
DIFR Budget	17,163,400	16,305,500	857,900	5.26%
FSA Budget	19,488,625	19,051,165	437,460	2.30%
IFR Budget	13,925,000	12,500,000	1,425,000	11.40%
SUTRA Budget	4,200,000	3,450,000	750,000	21.74%
College Foundation	492,000	485,664	6,336	1.30%
TOTAL	\$ 103,412,925	\$ 99,033,929	\$ 4,378,996	4.42%

SUNY FREDONIA Proposed 2012-2013 Consolidated Operating Budget Campus Total FTE

	2012-2013			2011-2012		Change	
	Inst. FTE	NonInst. FTE	Student Employee Headcount	Inst. FTE	NonInst. FTE	Inst. FTE	NonInst. FTE
University Operating Budget	238.50	334.75	218.00	238.50	329.75	0.00	5.00
DIFR Budget	0.00	91.20	224.00	0.00	93.20	0.00	(2.00)
FSA Budget	0.00	202.00	350.00	0.00	189.00	0.00	13.00
IFR Budget	0.00	29.08	206.00	0.00	26.80	0.00	2.28
SUTRA Budget	0.00	3.80	0.00	0.00	3.80	0.00	0.00
College Foundation	0.00	3.50	4.00	0.00	3.50	0.00	0.00
TOTAL	238.50	664.33	1,002	238.50	646.05	0.00	18.28

Note: All staffing is reported by FTE with the exception of the FSA. The FSA employment number includes 112 part-time employees and 90 full-time employees.



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

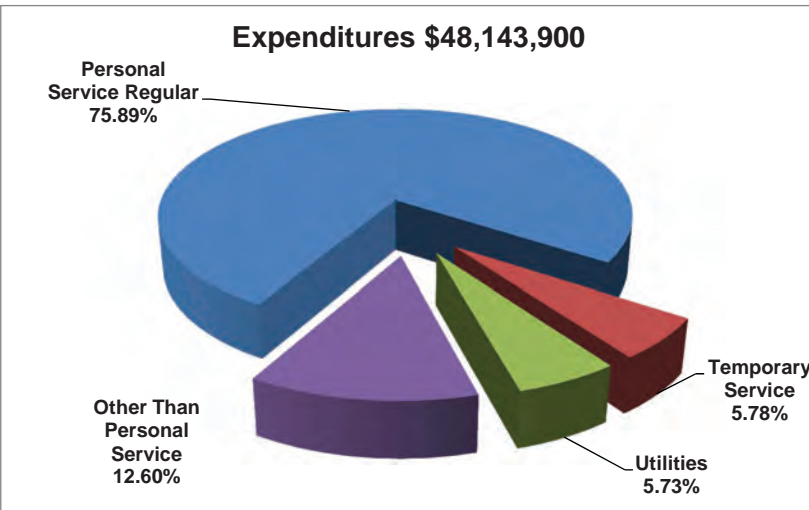
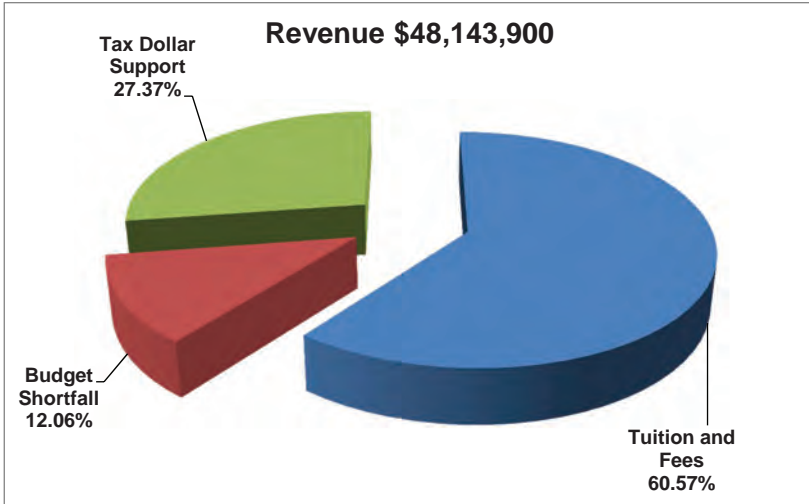
OPERATING BUDGET

**OPERATING
BUDGET**





2012-2013 SUNY Fredonia Operating Budget



SUNY FREDONIA 2012-2013 University Operating Budget

Overview

The proposed 2012-2013 University Operating budget of \$48,143,900 represents an increase of \$902,300 over the 2011-2012 operating budget. This amount includes \$112,900 for bargaining unit salary increases, \$64,300 for mandatory inflationary other-than-personal-service (OTPS) costs, \$373,000 in funding for the NYS Tuition Credit Scholarships, \$25,000 in start-up monies to implement the new five year strategic plan and \$327,100 for new and restored positions.

The budget includes increases in tuition revenue of \$1,595,800. A complete description of New York State support and College Revenues used in developing the proposed 2012-2013 budget is presented in the chart, “2012-2013 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2012-2013 University Operating Budget includes \$13,178,000 (27.4 percent) in New York State support and \$34,965,900 (72.6 percent) in College Revenue. The budget includes a shortfall of \$5,807,300. 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 construction starting on a \$60 million Science Center and continued rehabilitation of the Williams Center.

Planning Assumptions

The Planning Assumptions used in developing the 2012-2013 University Operating budget include the following:

- State funding based on student enrollment of 5,215 Full Time Equivalents (FTE).
- Tuition will increase by \$150 per semester, and \$37.50 of the increase will be set aside to augment student financial aid.
- Funding for bargaining unit salary increases and inflationary OTPS costs.
- The “soft” freeze, which resulted in six month delays in hiring staff, will continue for the next year. Any exceptions will still require Cabinet approval. The “additional” 12- month delay in replacing vacant faculty positions will be eliminated by Fall 2013.
- A start-up amount of \$25,000 will be allocated to begin implementation of the new five-year strategic plan.

2012-2013 SUNY Fredonia Operating Budget



- A portion of previous fee increases, year-end rollover funds, the campus reserve account, equipment budgets, and other accounts previously used to close the structural deficit will again be utilized to cover the remaining \$5.8 million shortfall.

- The top two budget priorities remain no layoffs and funding for all course sections.

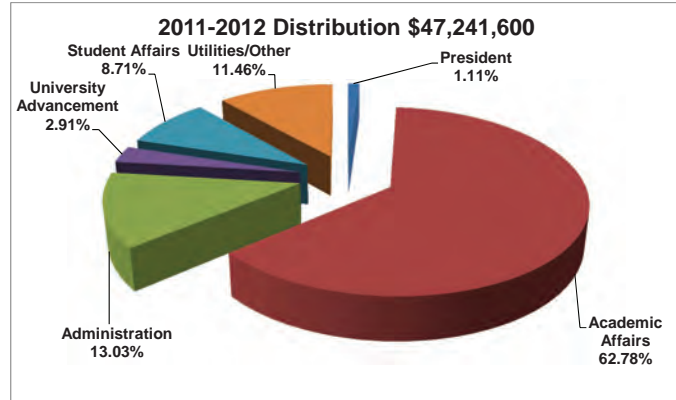
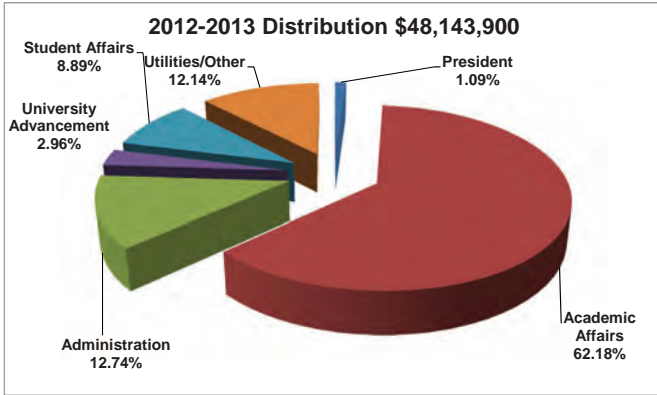
A summary of the 2012-2013 University Operating budget follows.

SUNY FREDONIA			
Proposed 2012-2013 Operating Budget			
Campus Total Distribution by Expenditure Type			
	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 36,537,400	\$ 36,421,200	\$ 116,200
Temporary Service	2,781,800	2,743,800	38,000
Utilities	2,760,100	2,760,100	-
Other Than Personal Service	6,064,600	5,316,500	748,100
TOTAL	\$ 48,143,900	\$ 47,241,600	\$ 902,300

SUNY FREDONIA						
Proposed 2012-2013 Operating Budget						
Campus Total FTE Distribution by Area						
	2012-2013		2011-2012		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	3.50	0.00	3.50	0.00	0.00
Academic Affairs	238.50	139.54	239.50	135.54	(1.00)	4.00
Administration	0.00	108.35	0.00	108.35	0.00	0.00
University Advancement	0.00	17.00	0.00	16.00	0.00	1.00
Student Affairs	0.00	66.36	0.00	65.36	0.00	1.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	238.50	334.75	239.50	328.75	(1.00)	6.00
President					FTE	
.5 FTE Transferred to Academic Affairs					(0.50)	
Fund Diversity Officer					0.50	
Total President FTE Changes						0.00
Academic Affairs					FTE	
Fund Graduate Admissions Assistant					1.00	
Unfund Keyboard Specialist - Graduate Studies					(0.50)	
Fund Secretary 2 - School of Business					1.00	
Fund International Education Center Advisor					1.00	
.5 FTE Transferred from President's Office					0.50	
Total Academic Affairs FTE Changes						3.00
Administration						
No Changes					0.00	
Total Administration FTE Changes						0.00
University Advancement						
Fund Webmaster Associate					1.00	
Total University Advancement FTE Changes						1.00
Student Affairs						
Total Student Affairs FTE Changes						1.00
Total FTE changes						<u>5.00</u>



**SUNY FREDONIA
PROPOSED 2012-2013 OPERATING BUDGET
Dollar Distribution by Area**



**SUNY FREDONIA
Proposed 2012-2013 Operating Budget
Campus Total Distribution by Area**

	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
President	\$ 526,000	\$ 522,000	\$ 4,000
Academic Affairs	29,937,800	29,657,500	280,300
Administration	6,129,400	6,155,300	(25,900)
University Advancement	1,424,800	1,375,900	48,900
Student Affairs	4,281,300	4,115,100	166,200
Utilities/Other	5,844,600	5,415,800	428,800
TOTAL	\$ 48,143,900	\$ 47,241,600	\$ 902,300

2012-2013 SUNY Fredonia Operating Budget



SUNY FREDONIA University Operating Budget 2012-2013 Budget Projection

2011-2012 Budget Book Allocation		<u>\$47,241,600</u>
I. <u>Inflationary & State Mandated Increases</u>		
2012-2013 Negotiated Salary Increases	112,900	
Other than Personal Service (OTPS) Funding	64,300	
Funding of Tuition Credit Scholarship	<u>373,000</u>	
<i>Total 2012-2013 Inflationary Increases</i>		550,200
II. <u>Permanent Budget Changes</u>		
New Positions	269,600	
Increase Adjunct Salary Base	38,000	
Approved Salary Increases	19,500	
Strategic Plan Funding	<u>25,000</u>	
<i>Total 2012-2013 Permanent Budget Changes</i>		352,100
Total Changes in 2012-2013 Base Budget Need		<u>\$902,300</u>
Projected 2012-2013 Operating Budget		<u><u>\$48,143,900</u></u>
2011-2012 New York State Support (Last Years Budget Book)		\$13,065,100
<u>2012-2013 Mandatory Funding Increases/Decreases</u>		
Personal Service Costs		112,900
<i>Subtotal Mandatory Decreases</i>		<u>112,900</u>
Total 2012-2013 New York State Support		<u>\$13,178,000</u>
College Revenue (5,215 FTE) (Last Years Budget Book)		\$27,562,800
<u>2012-2013 Funding Increases/Decreases</u>		
2012-2013 Tuition Revenue Increase	1,595,800	
<i>Total 2012-2013 Adjustments in College Revenue</i>		<u>1,595,800</u>
Total 2012-2013 College Revenue		<u>\$29,158,600</u>
Total Budget Support		<u>\$42,336,600</u>
Projected Budget Shortfall		<u><u>(\$5,807,300)</u></u>
Funding of Projected Budget Shortfall		
Carry-forward and over-enrollment tuition revenue	\$1,650,000	
Salary savings from vacant positions	962,677	
Additional Support from the FSA and Residence Hall Operations	700,000	
Fee Support	670,000	
Delayed hires salary savings	469,623	
Current year reserves	430,000	
Utility savings	400,000	
IFR unrestricted funds	300,000	
Institutional equipment funds	<u>225,000</u>	
Total Additional Campus Revenue		<u><u>\$5,807,300</u></u>



President Dennis L. Hefner enjoys a laugh with world-renowned cellist Yo-Yo Ma during a reception following an unforgettable performance in King Concert Hall with the College Symphony in December 2011.

President's Office

Overview

The President's Office is composed of the Office of the President and the Office of Affirmative Action. Dr. Dennis L. Hefner, who serves as the University President, was appointed in November 1996. The President's Office serves as the "front door" to external visitors and to the community, serves as the campus' primary spokesperson, and is responsible for the overall operation of the university. Responsibilities extend to approval of campus policies; authorization of budget allocations; the granting of retention, tenure, and promotion to faculty; and the awarding of promotion and permanency to staff. Coordination activities include hosting numerous social and fund-raising events, including those held at the President's House, and handling a myriad of campus-wide activities, such as the All-Campus Meetings, Annual Retirement Dinner, President's Award for Excellence Luncheon, and Dialogues on Diversity, just to name a few. State and national lobbying efforts are coordinated by the office, and there is full involvement in securing external funding from all sources. Compliance with federal Affirmative Action regulations is another responsibility of the office.

Highlights

Overall campus performance and the improving image of the campus represent highlights from this past year. SUNY Fredonia is again ranked within the top 100 in the nation by Kiplinger's Personal Finance magazine, named among the best colleges in the Northeast by the Princeton Review, and is rated 12th among public master's universities in the North by U.S. News & World Report. Regardless of the flaws in specific rankings, this 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.

Planning Assumptions

Planning assumptions used in the development of the President's Office budget for 2012-2013:

- Start up funds of \$25,000 will be allocated to begin implementation of the new five-year strategic plan.
- Hire a .5 FTE Diversity Officer.
- Most 2012-2013 expenditures will be consistent with previous years, and will be made in support of institutional priorities.

Operating Budget

The 2012-2013 Operating Budget for the President's Office is \$526,000. The budget is composed of 3.5 FTE positions: University President, Assistant to the President, Keyboard Specialist, and .5 FTE Diversity Officer. Temporary service dollars are used to cover student workers, and equipment is limited primarily to the replacement of one computer each year. The contractual expense account is used exclusively to cover the cost of campus-wide and academic program accreditation fees and expenses.



SUNY FREDONIA Proposed 2012-2013 Operating Budget President			
	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
President's Office Personnel	\$ 323,100	\$ 343,400	\$ (20,300)
Affirmative Action	40,000	40,800	(800)
Overtime	100	-	100
Personal Service Regular	\$ 363,200	\$ 384,200	\$ (21,000)
Temporary Service	6,100	6,100	-
Other Than Personal Service	156,700	131,700	25,000
TOTAL	\$ 526,000	\$ 522,000	\$ 4,000



Zhuojun (Georgie) Fu, above with President Dennis L. Hefner will be the first international student to receive the prestigious Lanford Presidential Prize.

SUNY FREDONIA Proposed 2012-2013 Operating Budget SUMMARY President's Office	
2011-2012 Original Base Budget	\$ 522,000
2011-2012 Campus Adjustments	
2011-2012 Salary Adjustments*	(61,000)
Sub-Total Permanent Adjustments	(61,000)
2011-2012 Final Base Budget	\$ 461,000
2012-2013 Budget Adjustments	
Diversity Officer	40,000
Strategic Plan Start-up Funds	25,000
Sub-Total 2012-2013 Budget Adjustments	65,000
2012-2013 Base Budget	\$ 526,000

* Transferred .50 FTE to Academic Affairs; Replaced Administrative Aide with KBS1



Division of Academic Affairs

Overview

Academic Affairs currently includes three academic divisions that offer all of SUNY Fredonia’s academic programs – the College of 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 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.

- **Addressing Issues from Middle States Accreditation.** After a successful Middle States site visit in Spring 2010, the campus has been working on several issues that needed to be addressed in a monitoring report submitted in April 2012: implementation of institutional and student learning outcomes assessment plans; institutional support for assessment activities; general education learning goals and assessment; and evaluation of adjunct faculty. A six-person team met throughout 2011-2012 to gather data and prepare the report, which includes the following highlights:

- ◇ Hiring an Assistant Director of Institutional Research, Planning, and Assessment, with half of her time devoted to assisting units with assessment plans and measures.
- ◇ Hiring an Assistant Dean of the College of Arts and Sciences to work closely with departments in that unit in developing and revising their assessment plans and uses of assessment data.
- ◇ Refining the template for academic department assessment plans and progress reports.
- ◇ Investing in general education reform by having the College Core Curriculum (CCC) Committee work on aligning campus policies with SUNY changes; by sending faculty/administrative teams to valuable national meetings, including a campus team selected to participate in the Institute on General Education and Assessment sponsored by the Association of American Colleges and Universities in June 2011.
- ◇ Within the context of campus policy negotiations approved by state United University Professions (UUP) leadership, developed policy for the hiring and evaluation of adjunct faculty;
- ◇ Through the strong, focused work of the Baccalaureate Goals Task Force and the inclusive process it led in Fall 2011, had an Undergraduate Learning Outcomes Framework approved by the University Senate in March 2012
- ◇ Developed a new strategic plan, The Power of Fredonia, which includes plans for reviewing the majors, minor, general education, and the co-curriculum to align with the overarching baccalaureate goals. Together, it shows the shared commitment of the faculty and staff in ensuring that all Fredonia students will be skilled, creative, connected and responsible.
- **Planning for the College of Visual and Performing Arts.** As announced in February 2010, SUNY Fredonia will be launching a new division, the College of Visual and Performing Arts. The college will be home to the School of Music, the Department of Theatre and Dance,



and the Department of Visual Arts and New Media. Due to the state budget cuts, the search for the founding dean was postponed until the 2012-2013 academic year. Throughout 2011-2012, a Visioning Team has been discussing this new division and engaging the campus in considering what the new college can be and do.

- **Facilities.** Construction is continuing on the new Science Center, led by Project Shepherd Holly Lawson, Director of Facilities Planning Markus Kessler and Mitchell/Giurgola Architects. In 2011-2012, design for the addition to the Michael C. Rockefeller Arts Center (RAC) was completed under the leadership of the architectural firm of Deborah Berke and Partners. Stephen Rees, the former chair of the Department of Theatre and Dance, is the Project Shepherd for the RAC addition.

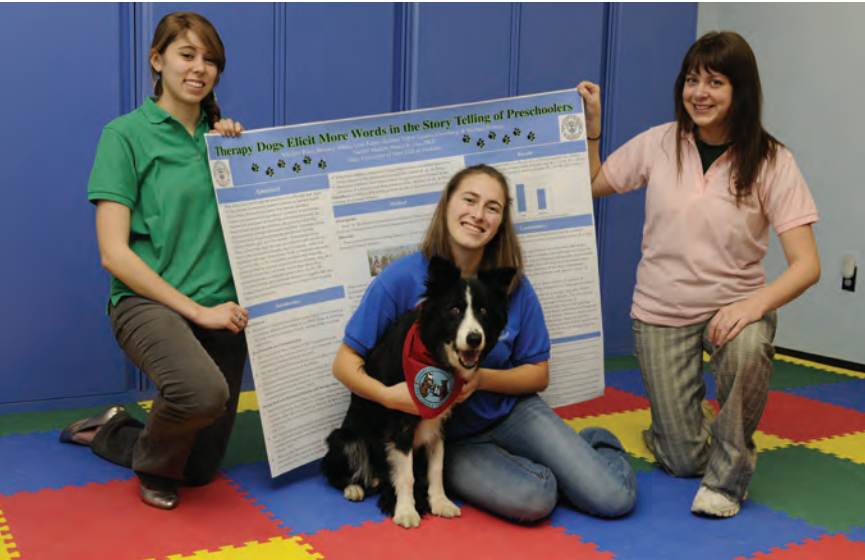
Planning Assumptions

- Restoring 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.
- Using the line vacated by the Dean of Natural and Social Sciences in 2010, searching for the Founding Dean of the College of Visual and Performing Arts, to begin in July 2013.
- Using the line vacated by the Vice President for Academic Affairs when she becomes University President in July 2012, searching for a new Provost and Vice President for Academic Affairs, to begin in July 2013.
- Ensuring 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.
- Ensuring appropriate support for online learning and professional development related to technology.
- Ensuring that students have the courses they need to graduate on time.
- Continuing to monitor spending of the adjunct budget, mindful of the structural deficit that leave this budget operating in the red.
- Continuing to encourage and support programs that generate income for the division – Summer Sessions, J-term, and special programs – and reinvesting that income in projects and initiatives that benefit Academic Affairs and SUNY Fredonia as a whole.
- Maintaining academic quality through attention to programs, teaching and advising.
- Investing in professional development for faculty and staff (start-up, sabbaticals, professional travel) to the extent possible.

SUNY FREDONIA			
Proposed 2012-2013 Operating Budget			
Academic Affairs			
	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 26,116,100	\$ 25,873,800	242,300
Temporary Service	2,316,300	2,278,300	38,000
Other Than Personal Service	1,505,400	1,505,400	-
TOTAL	<u>\$ 29,937,800</u>	<u>\$ 29,657,500</u>	<u>\$ 280,300</u>



2012-2013 SUNY Fredonia Operating Budget



The research results of SUNY Fredonia science students were exhibited in, “Discovery: An Undergraduate Showcase,” at the Legislative Office Building in Albany. Three of the six students from Fredonia joined fellow students from throughout the SUNY system to display their findings in a poster format to a state-wide audience.

- Maximizing external support for research and for the business Technology Incubator.
- Investing in actions and initiatives related to implementing The Power of Fredonia.
- Continuing to support Professional Development Center programming, as well as on-campus workshops and webinars.
- Engaging in academic program reviews and updating.

- Implementing faculty productivity tool software and more extensive use of online course evaluations.
- Continuing 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).
- Investing, where possible, in institutional and academic equipment, using revenues from summer and J-term courses.

Operating Budget

The 2012-2013 Academic Affairs budget totals \$29,937,800 a change of \$280,300 from the 2011-2012 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.

SUNY FREDONIA	
Proposed 2012-2013 Operating Budget	
SUMMARY	
Academic Affairs	
2011-2012 Original Base Budget	\$ 29,657,500
2011-2012 Campus Adjustments	
2011-2012 Salary Adjustments	78,600
Sub-Total Permanent Adjustments	78,600
2011-2012 Final Base Budget	\$ 29,736,100
2012-2013 Budget Adjustments	
New Positions	146,300
Approved Salary Increases	17,400
Increase Adjunct Budget Base	38,000
Sub-Total 2012-2013 Budget Adjustments	201,700
2012-2013 Base Budget	\$ 29,937,800



SUNY FREDONIA
Proposed 2012-2013 Operating Budget
Academic Affairs

	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
General College Program	8,000	8,000	-
Computer and Information Sciences	699,700	693,000	6,700
Education	116,700	115,500	1,200
Education C & I	847,400	839,300	8,100
Education LLL	874,400	901,100	(26,700)
Office of Field Experiences	121,500	121,000	500
Communication Disorders & Sciences	658,800	652,400	6,400
Learning Center	250,200	257,500	(7,300)
Speech & Hearing Clinic	70,700	70,000	700
Dean, College of Arts & Sciences	370,700	366,500	4,200
Interdisciplinary Studies	18,500	18,500	-
Theatre & Dance	853,400	843,000	10,400
Fine Arts Activities	376,100	372,900	3,200
Assoc. VP Graduate Studies & Research	233,900	205,700	28,200
Visual Arts & New Media	942,400	932,100	10,300
Biology	867,100	853,200	13,900
Business	1,337,600	1,319,200	18,400
Assessment	8,000	8,000	-
School of Business	194,900	146,000	48,900
Chemistry	713,400	707,000	6,400
Economics	422,100	416,200	5,900
English	1,490,500	1,464,000	26,500
Modern Languages	514,800	509,300	5,500
Geology	493,700	490,700	3,000
Health Education	217,500	233,300	(15,800)
History	988,500	980,300	8,200
Mathematical Sciences	796,900	790,100	6,800
Philosophy	421,500	414,800	6,700
Physics	303,500	300,400	3,100
Political Science	512,000	505,400	6,600
Psychology	907,300	957,000	(49,700)
Sociology	553,800	600,600	(46,800)
Criminal Justice	50,000	0	50,000
Social Work	198,600	196,100	2,500
Communications	788,500	804,200	(15,700)
Music	2,845,500	2,848,400	(2,900)
Dean, College of Education	180,900	178,300	2,600
Academic Computing	197,200	193,600	3,600
Academic Advising	37,900	60,400	(22,500)
Assoc. VPAA	129,100	126,500	2,600
International Education	189,500	149,800	39,700
Creative Support Services	589,600	582,300	7,300
Library - Personal Service	1,064,500	1,055,000	9,500
Registrar	370,500	398,900	(28,400)
VP Academic Affairs	272,100	269,200	2,900
Academic Support	50,000	50,000	-
Fredonia Plan	109,600	68,800	40,800
Research Administration	204,000	202,200	1,800
Contract & Grant Administration	51,400	50,800	600
Institutional Studies	166,400	163,800	2,600
Computer Services	1,061,500	1,011,300	50,200
Data Communications	159,300	157,700	1,600
Honors Program	5,000	5,000	-
SUNY ITEC Support Recharges	209,500	209,500	-
Personal Service Regular	\$ 26,116,100	\$ 25,873,800	\$ 242,300



*Vice President for
Academic Affairs
Virginia Horvath.*



2012-2013 SUNY Fredonia Operating Budget

SUNY Fredonia Projected 2012-2013 Adjunct Budget

The Adjunct Budget includes funding for both full-time and part-time faculty adjunct positions. The 2012-13 budget totals \$3,935,600 an overall increase of \$198,100 from the 2011-12 fiscal year. Additional savings of \$871,000 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 2012-2013 fixed allocation totals \$1,896,000 which includes \$80,000 from the School of Music Income Fund Reimbursable (IFR) account, \$200,000 from the Academic Affairs buyout account and an additional allocation of \$38,000 to assist in funding for additional adjunct coverage.

The variable allocation totals \$1,158,600. 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 2012-13 fiscal year. The variable allocation changes throughout the year.

SUNY Fredonia Proposed 2012-2013 Adjunct Budget Effective July 2012					
Adjunct Funding Components	DEANS			VP AA	Total
	A&S	Business	Education		
<u>Fixed Adjunct Allocations</u>					
2011-2012 Base Allocations	\$1,229,000	\$65,000	\$250,000	\$34,000	\$1,578,000
Add: Increase Base Funding - Language Support	\$38,000				\$38,000
<i>Subtotal Fixed Allocations</i>	<u>\$1,267,000</u>	<u>\$65,000</u>	<u>\$250,000</u>	<u>\$34,000</u>	<u>\$1,616,000</u>
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	<u>1,347,000</u>	<u>65,000</u>	<u>250,000</u>	<u>234,000</u>	<u>1,896,000</u>
<u>Variable Adjunct Allocations</u>³					
Add: Funding from Vacancies (100%)	750,000	200,000	0		950,000
Savings from Sabbaticals (100%)	208,600		0	0	208,600
Total Variable Allocations	<u>958,600</u>	<u>200,000</u>	<u>0</u>	<u>0</u>	<u>1,158,600</u>
<u>Total Adjunct Funding</u>	<u>\$2,305,600</u>	<u>\$265,000</u>	<u>\$250,000</u>	<u>\$234,000</u>	<u>\$3,054,600</u>
<u>Projected Expense</u>					
Total Projected Departmental Adjunct Expense	\$3,200,700	\$294,500	\$430,400	0	\$3,925,600
<u>Additional Savings Required</u>	<u>(\$895,100)</u>	<u>(\$29,500)</u>	<u>(\$180,400)</u>	<u>\$234,000</u>	<u>(\$871,000)</u>

³ Allocation will vary according to vacancies and sabbaticals or leaves.



**SUNY Fredonia
Projected Adjunct Budget 2012-13
by Department
Effective July 2012**

Account	Department	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
860022.01	Dean, A&S Reserve	\$5,000	\$5,000	\$0
860021.05	Biology	109,100	83,500	25,600
860021.08	Chemistry	76,000	36,000	40,000
860021.04	Comm. Disorders & Sciences	111,300	82,100	29,200
860022.10	Communication	141,300	102,800	38,500
860021.17	Computer Science	250,600	228,500	22,100
860021.18	Criminal Justice	40,800	40,000	800
860022.05	English	277,700	196,600	81,100
860021.10	Geosciences	89,000	81,000	8,000
860022.08	History	125,600	152,100	(26,500)
860021.11	Mathematics	187,800	203,200	(15,400)
860022.06	Modern Languages	179,000	110,200	68,800
860022.11	Music	1,008,700	1,082,100	(73,400)
860022.09	Philosophy	37,000	37,000	0
860021.12	Physics	49,100	49,100	0
860021.13	Political Science	89,800	64,000	25,800
860021.14	Psychology	64,600	97,000	(32,400)
860021.16	Social Work	12,500	5,200	7,300
860021.15	Sociology	78,200	38,200	40,000
860022.07	Sports Management	64,000	70,400	(6,400)
860022.03	Theatre and Dance	98,000	129,000	(31,000)
860022.12	Visual Arts and New Media	105,600	121,000	(15,400)
Total Adjunct Budget for Dean, A&S		\$3,200,700	\$3,014,000	\$186,700
860021.07	Business	\$190,500	\$145,100	\$45,400
860021.09	Economics	104,000	118,000	(14,000)
Total Adjunct Budget for Dean, Business		\$294,500	\$263,100	\$31,400
860025.01	Dean, Education Reserve	\$48,300	\$48,500	(\$200)
860025.02	Curriculum and Instruction	144,000	162,500	(18,500)
860025.03	Office, Field Experiences	138,400	112,000	26,400
860025.04	Language, Learning and Leadership	99,700	93,400	6,300
Total Adjunct Budget for Dean, Education		\$430,400	\$416,400	\$14,000
860024.00	VPAA, Reserve		34,000	(34,000)
Total Adjunct Budget for VPAA		\$0	\$34,000	(\$34,000)
Total 2012-2013 Adjunct Budget		\$3,925,600	\$3,727,500	\$198,100



Dean of the College of Arts and Sciences
John Kijinski.

College of Arts and Science

Overview

The College of Arts and Sciences comprised of 18 departments and the School of Music is in its second 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 and supporting the professional programs within the college. As a result of a recent program review recommendation, the college took on supervision of all Interdisciplinary Studies programs, including popular programs in Environmental Science and Exercise Science, adding nine majors and 22 minors to the suite of department-based degree programs. Associate Dean Roger Byrne is now overseeing all Interdisciplinary Studies programs. Under the leadership of Assistant Dean, Ingrid Johnston-Robledo, a complete revision of assessment of student learning is underway, which has already resulted in clearer and more comprehensive reporting of assessment activities in academic departments. These and other assessments have been incorporated much more closely into how the college plans for improvement, particularly in faculty hiring and in program development. Even during hard economic times the college has seen growth in enrollments, especially in the performing arts and in the natural and social sciences, while maintaining capacity in humanities and professional programs. As budgets improve, the college is poised to recruit new faculty and staff in addition to the four positions currently being searched.

Highlights

- Groundbreaking has occurred for the new \$60 million ScienceCenter this year and the steel supporting structure is now visible. Naming gifts for rooms in the new building have exceeded \$1.4 million. The building is scheduled for occupation during the 2013-14 academic year.
- The Cathy and Jesse Marion Art Gallery in the Michael C. Rockefeller Arts Center was dedicated in October 2011, thanks in large part to an endowment of \$500,000 from the benefactors. The gallery presents educationally supportive exhibitions for the benefit of SUNY art students, the campus at large, and the local community.
- Design of the \$40 million Rockefeller Arts Center Addition is moving forward, and construction should begin next spring.
- Distinguished chemistry alumnus Dr. Michael Marletta was appointed President of the Scripps Research Institute in La Jolla, Calif. Dr. Marletta team-taught a course with Dr. Ted Lee open to biology and chemistry majors.
- The Hillman Opera staged one of the most anticipated performing arts events of the season with its production of, “The Merry Wives of Windsor” (“Die lustigen Weiber von Windsor”), in November 2011 in Marvel Theatre at Rockefeller Arts Center.
- World-renowned cellist Yo-Yo Ma performed with the College Symphony, conducted by the School of Music faculty member Dr. David Rudge, to a sold-out audience in King Concert Hall in December 2011. Mr. Ma also conducted a master class for students the day before the concert. The event attracted funding to the School of Music Endowment to help support scholarships.
- The chemistry department received a gift of \$860,000 from the estate of James and Yvonne Kaminski. Dr. Kaminski is an alumnus. Other donations have been solicited for the new Science Center and are handled by University Advancement.
- Dr. Gary Lash of the Department of Geosciences was named by Foreign Policy Magazine to its, “Top 100 Global Thinkers,” list for 2011. He is a national leader in exploring the potential of Marcellus black shale as a source for natural gas.
- Carmen Rivera, chair of the Department of Modern Languages and Literatures, received the SUNY Chancellor’s Award for Internationalization for developing, “Thematic International Education Seminars, T.I.E.S.,” a new educational



exchange program with Puebla, Mexico.

- The new master’s degree program in Music Therapy welcomed its first students.
- The Department of Theatre and Dance and the School of Music presented a well-received production of, “The 25th Annual Putnam County Spelling Bee,” that included some “celebrity spellers.”
- During the spring of 2011, the Department of Theatre and Dance and the School of Music staged a very successful production of, “The Sound of Music.”
- The School of Music had its National Association of Schools of Music (NASM) accreditation renewed for the next 10 years.
- Dr. Ted Schwalbe was promoted to the rank of SUNY Distinguished Teaching Professor.



Planning Assumptions

Planning assumptions used in the development of the 2012-2013 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 educational programs.
- Equipment that is necessary to the academic mission will be maintained.
- Additional equipment for labs which are essential to providing courses will be purchased when possible.
- Departments that maintain laboratories will propose to SUNY establishment of modest laboratory fees.

Operating Budget

The 2012-2013 operating budget continues to pose serious challenges to the College of Arts and Sciences. The outlook, however, is a bit brighter than it has been in the past. Due to diminished state funding, the college will continue to leave unfilled as many as eight tenure-track positions. Furthermore, needed growth positions will continue to be placed on hold. We hope, however, to fill at least five crucially needed vacancies. We 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 will be dedicated to equipment. The college, however, will continue to fund faculty travel on a reduced basis. Half-year sabbaticals, which were cut last year, will be restored for 2012-13. The first goal of all budgeting decisions for the college is to offer the courses necessary for our students to graduate.

World-renowned cellist Yo-Yo Ma performed with the College Symphony, conducted by the School of Music faculty member Dr. David Rudge, to a sold-out audience in King Concert Hall in December 2011.



The College of Education Research Symposium provided an opportunity for faculty and students to present their research and projects related to the field of education.

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.



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

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.



SUNY Fredonia's Students in Free Enterprise (SIFE) Team was named a regional champion by SIFE USA after winning its league at the Regional Competition, held April 11 in New York City. As a result, the team will advance to the National Championship in Kansas City, Mo., in late May 2012.

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 764 students, 20 full-time faculty, 12 part-time faculty, and a staff member, 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 submitted its Association to Advance Collegiate Schools of Business (AACSB) Accreditation Plan to the AACSB Pre-Accreditation Committee and was advised to withdraw the application and reapply in December 2011 when the Assurance of Learning Plan was fully developed and complete. In response to suggestions, Drs. Boisjoly, Linda Hall, and Peter Reinelt went to the

AACSB Assessment Seminar in June 2010. Dr. Hall and Dr. Reinelt will lead the Assurance of Learning Committee and oversee the measurement systems for learning outcomes. Two complete assessment cycles need to be finished in order to qualify for an accreditation visit, as well as comply with all the other standards.

- The School of Business is working closely with the SUNY Fredonia Technology Incubator to provide support for businesses, as well as internship opportunities for students. There were about 40 student internships during the Spring 2011 semester.
- The School of Business SIFE Team under the directions of Drs. Donald Barnes and Susan McNamara placed as Second Runner-Up in the competition held in New York City. This is the 14th consecutive honor SUNY Fredonia SIFE teams have won.
- The 14 full-time faculty of the Department of Business Administration made 51 scholarly contributions to professional venues. These 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 30 scholarly contributions to professional venues.
- The number of Music Industry majors increased to over 200 under the leadership of Visiting Assistant Professor, Armand Petri.
- Signed 4+1 Bachelor of Science and Master of Business Administration articulation agreements with Syracuse and Alfred Universities, and Canisius College.

Student highlights include:

- Marketing major Christopher DeBruyn won the SUNY Chancellor's Award for Student Excellence
- Music Industry major Rachel Foltz won the Lanford Presidential Prize.
- Twenty-one students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting 200-plus clients from the local community.



- At a dinner reception, the Business Club presented the 2011 Business Person of the Year Award to Greg Wollaston, founder, Buster Brown Bean Company.
- The Music Industry Club ran a successful, “Battle of the Bands,” and sold a record number of event CDs.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 budget for the School of Business include the following:

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

Operating Budget

The 2012-2013 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 Business Club presented the husband-and-wife team of Jeff and Sue Briggs, operators of Destinations Plus, a full-service tour company in Silver Creek, with the 2012 Business Person of the Year award.



Associate Vice President for Curriculum and Academic Support

Overview

The Office of the Associate Vice President for Curriculum and Academic Support (AVPCAS) 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 AVPCAS 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 AVPCAS 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 AVPCAS prior to entry into the Banner system. The AVPCAS also serves as project director for the online University Catalog.

The AVPCAS 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 AVPCAS assists the director of the Honors Program and functions as student appeal officer for the General Education program (formerly 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 AVPCAS 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 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 AVPCAS provided consultation and budgetary oversight for the Honors Program and the General Education program on campus.
- The Learning Center suite on the fourth floor of Reed Library was revamped to accommodate the new office of the Coordinator of Academic Advising and Liberal Arts. Student traffic for tutoring and exams continues to be high.
- The Registrar's Office continues to move toward online forms and procedures, rather than relying on a paper format. This 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 2012-2013 budget for the Office of the Associate Vice President for Curriculum and Academic Support include the following:

- Replacement of open positions as warranted.



- Continue to publish the catalog online in order to save printing costs and support the sustainability movement on campus. Investigate a new platform available through the vendor, which will provide many more user-friendly options to students and faculty.
- Continue to enroll substantial numbers of Honors and international students.

Operating Budget

The 2012-2013 budget will allow the Office of the AVPCAS to continue to make progress toward various program goals within the academic support units. International Education is exploring 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; this office will also develop and provide training for DegreeWorks (an advising template initiated by SUNY to be used on all campuses). The Coordinator of Academic Advising and Liberal Arts will update the web presence for campus advisement, creating a toolkit for advisors that will be user-friendly and mesh well with departmental advisement. The Disability Support Services (DSS) office (within the Learning Center) continues to see increases in referrals and tutoring services. The Native American Consortium Office, while managing its own restricted budget fund, is planning for campus recruiting and academic events. The director is working closely with SUNY officials in Albany through service on several state committees.



The Learning Center, located on the fourth floor of Reed Library, has over 60 tutors from almost every academic discipline at SUNY Fredonia.



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

Associate Vice President 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), the SUNY Fredonia Academic Community Engagement (FACE) Center, and the SUNY Fredonia Technology Incubator report to the Associate Vice President 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 Master of Music in Music Therapy program was officially launched in the Fall 2011 semester, with 10 students currently enrolled in the program.
- The Master of Science in Education (M.S.Ed.) in Natural Sciences was proposed as a revision to the M.S.Ed. Biology program in order to increase the New York State (N.Y.S) teaching certification opportunities for graduating teachers. The Master of Arts (M.A.T) in Adolescence Science Education program, which allows candidates with a natural science background to “fast track” into a science teaching profession, and similarly proposes to increase N.Y.S

teaching certification opportunities for graduating teachers. Both proposals are awaiting SUNY Central approval.

- The first annual Graduate Alumni Homecoming Reception was held this year, offering graduate alumni an opportunity to reconnect and network with former peers.
- 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 promotes 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, give students and faculty an excellent environment for both learning and teaching.



Planning Assumptions

Planning assumptions used to develop the 2012-2013 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 that lead 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 increased 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.

Operating Budget

Funds for the 2012-13 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



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.

will continue to support faculty and student research, creative activities and collaborations and solidify burgeoning relationships with surrounding communities. The Graduate 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.



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

Associate Vice President for Information Technology Services

Overview

The Associate Vice President 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 student, faculty, and staff use as articulated in the Mission Statement. Karen Klose serves as the Associate Vice President for 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 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 e-mail 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, as well as classrooms equipped with multimedia and wireless network access, 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:

- With assistance from campus colleagues, migrated campus mail for students, faculty, and staff to Google Apps for Education. The transition to a full suite of collaboration tools including email, calendar, and docs concluded in January 2011, following an evaluation the previous March and April, recommendation to ITAB in May, and approval by Cabinet in July.
- In collaboration with the offices of Admissions, Financial Aid, Human Resources, and the Registrar,



researched and advocated for the OnBase digital imaging system, installed necessary hardware and software and began deploying in these four areas.

- In collaboration with the School of Music and Internal Control, developed an online audition registration form that collected over 800 audition requests which reduced administrative overhead; creating, distributing, receiving, processing audition request forms which resulted in increased internal controls.
- Streamed 2011 Commencement ceremonies live online with over 1,000 views the day of Commencement.

Planning Assumptions

Planning assumptions used in development of the Information Technology Services 2012-2013 operating budget include the following:

- Full funding for existing positions.
- Restoration of two support technicians positions.

- An increase in the Student Technology Fee to compensate for the loss of Student Access to Computing Programs (SCAP) funds.

Operating Budget

The 2012-2013 operating budget provides salaries for the IT staff responsible for developing and maintaining a reliable, secure, and responsive technology infrastructure. 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.



One of the overarching goals of the Administration division is to provide a safe and supportive educational environment.

- Human Resources Director Michael Daley – Human resources and employee benefits
- Internal Control Director Amy Beers – Campus internal control operations
- University Services Director Soteris Tzitzis – Campus support services

The Administration organizational chart is shown in Appendix 5.3

The overarching goals of the Administration division are to:

- Provide a safe and supportive educational environment.
- Develop appropriate use of new technology.
- Assure well-maintained buildings and grounds.
- Support the region’s economic and educational development.

Highlights

Some of the highlights from the Administration division include:

- The campus is consistently recognized as a leader in the development of an all-funds budget linked to institutional priorities.
- Administration is a leader in supporting campus-wide sustainability initiatives. It has published the Budget Book and Administrative Annual Report and Assessment Update solely electronically since 2011 to promote sustainability and reduce operating costs.
- The hard work of the campus custodial staff and grounds and landscaping staff has resulted in the campus consistently being recognized for its outstanding appearance and cleanliness.
- The Facilities Planning and Facilities Services offices are recognized within SUNY as leaders in managing “campus lets.” Campus lets are capital construction projects completely managed by the campus instead of the SUNY Construction

Division of Administration

Overview

The Administration division consists of nine departments with nearly 360 employees. Major departments within the division include:

- Interim Vice President for Administration Karen R. Porpiglia – Administration division
- Interim Associate Vice President for Administration Judy L. Langworthy – Financial operations
- Faculty Student Association (FSA) Executive Director Darin Schulz – FSA auxiliary services
- Environmental Health and Safety Director Anne Podolak – Health, safety, and emergency planning
- Facilities Planning Director Markus Kessler – Capital facilities projects
- Facilities Services Director Kevin Cloos – Custodial, maintenance, grounds and landscaping



Fund or the Dormitory Authority of the State of New York (DASNY).

- The campus Environmental Health and Safety office has coordinated the campus-wide emergency management plan and training of campus employees in the use of Automatic Electronic Defibrillators (AED).
- The campus Park and Ride service annually transports more than 50,000 riders from remote parking lots, eliminating the need to construct additional parking and preserving green space in the core of the campus.
- Outstanding management of campus fiscal operations, including planning and implementation of financial plans and financial reviews with each division on campus.
- Implementation of an aggressive five-year capital plan which addresses many of the critical maintenance needs of the campus and includes a new \$60 million Science Center and a \$36 million Rockefeller Arts Center Classroom addition project.

- The state will provide funding for all bargaining unit salary increases.
- Three administrative staff positions will be filled after being vacant for more than one year. These include two cleaners for the Williams Center and one HVAC Technician.
- A search will be conducted for the Vice President of Administration position.
- Replacements for open positions will continue to be subject to a six-month delay before the search process can commence.
- There will be no layoffs of any Administration employees.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 Administration budget include:

Operating Budget

The 2012-2013 administrative services budget totals \$6,129,400 – a decrease of \$25,900 from the 2011-2012 fiscal year. The Administration budget represents 12.73 percent of the total University Budget. Despite the reduction in Administration staffing, the budget will still permit the Administration departments to continue to provide a high level of service to the campus community in custodial services, maintenance, and various financial and administrative services.

SUNY FREDONIA Proposed 2012-2013 Operating Budget SUMMARY Administration		
2011-2012 Original Base Budget		\$ 6,155,300
2011-2012 Campus Adjustments		
2011-2012 Salary Adjustments	(25,900)	
Sub-Total Permanent Adjustments		<u>(25,900)</u>
2011-2012 Final Base Budget		\$ 6,129,400
2012-2013 Budget Adjustments		
Sub-Total 2012-2013 Budget Adjustments		<u>-</u>
2012-2013 Base Budget		<u>\$ 6,129,400</u>



2012-2013 SUNY Fredonia Operating Budget



**Interim Vice
President for
Administration
Karen Porpiglia.**

SUNY FREDONIA			
Proposed 2012-2013 Operating Budget			
Administration			
	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
M&O Admin & Management	\$ 90,000	\$ 90,000	\$ -
Asbestos Abatement	-	-	-
Facilities Planning	75,300	74,300	1,000
Custodial	1,392,700	1,439,900	(47,200)
Technology Incubator	15,900	13,900	2,000
Bldgs - Structural Maintenance	194,800	193,800	1,000
Bldgs - Systems - Electrical	99,100	97,700	1,400
Bldgs - Systems - Plumbing	183,400	183,400	-
Refrigeration	33,700	32,700	1,000
Grounds	209,000	212,700	(3,700)
Motorized Equip	84,700	83,600	1,100
Utilities Plant	248,000	251,400	(3,400)
Health & Safety	102,700	102,200	500
VP Administration	211,300	211,300	-
Business Affairs	138,000	135,300	2,700
College Services	117,700	117,000	700
Budgeting	193,600	190,000	3,600
Accounting	59,600	58,800	800
Purchasing	128,400	127,900	500
Accounts Payable	68,300	67,800	500
Payroll	185,900	183,300	2,600
Personnel	285,700	280,400	5,300
Property Control	40,100	40,100	-
Internal Audit	54,000	53,500	500
Student Billing	342,600	340,400	2,200
Central Duplicating	33,400	33,400	-
Mail & Messenger	37,500	36,500	1,000
Central Stores	117,100	117,100	-
Overtime	53,900	53,900	-
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
Permanent PSR Reduction		0	0
Personal Service Regular	\$ 4,812,100	\$ 4,838,000	\$ (25,900)
Temporary Service	151,100	151,100	-
Other Than Personal Service	1,166,200	1,166,200	-
TOTAL	\$ 6,129,400	\$ 6,155,300	\$ (25,900)



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.

- The Doors to Success Capital Campaign was officially concluded on December 31, 2011. At that point gifts and pledges amounted to \$16,707,977. A campaign goal was to raise a total of \$15 million. Additional goals were to significantly increase the size and number of scholarships offered to students, enrich student educational opportunities, enhance academic programs, and bolster cultural programming on campus. Every campaign goal was exceeded.
- Total 2011 giving was \$2,241,815 (unaudited).
- Annual Fund giving in 2011 was \$405,355, an increase of \$50,820 (15 percent) from the 2010 total of \$352,535.
- All-Campus Appeal: payroll deduction pledges made for 2011 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.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 operating budget for the Division of University Advancement include the following:

- Fredonia College Foundation receipts are expected to be stable in 2012.
- Continued expansion of the Alumni and Friends electronic community with a new professional position devoting time to social media communications.
- 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 2012-2013 totals \$1,424,800— an increase of \$48,900 from the 2011-12 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.



2012-2013 SUNY Fredonia Operating Budget

SUNY FREDONIA Proposed 2012-2013 Operating Budget SUMMARY

University Advancement

2011-2012 Original Base Budget		\$ 1,375,900
2011-2012 Campus Adjustments		
2011-2012 Salary Adjustments	13,900	
Sub-Total Permanent Adjustments		<u>13,900</u>
2011-2012 Final Base Budget		\$ 1,389,800
New Webmaster Position	35,000	
Sub-Total 2012-2013 Budget Adjustments		<u>35,000</u>
2012-2013 Base Budget		<u><u>\$ 1,424,800</u></u>

SUNY FREDONIA Proposed 2012-2013 Operating Budget University Advancement

	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Alumni Relations	\$ 74,500	\$ 74,100	\$ 400
Publications	236,600	234,400	2,200
University Information Services	568,100	526,700	41,400
VP University Advancement	303,000	298,100	4,900
Personal Service Regular	\$ 1,182,200	\$ 1,133,300	\$ 48,900
Temporary Service	25,000	25,000	-
Other Than Personal Service	217,600	217,600	-
TOTAL	<u><u>\$ 1,424,800</u></u>	<u><u>\$ 1,375,900</u></u>	<u><u>\$ 48,900</u></u>



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:

- Many successful health education programs were offered throughout the campus community including workshops and printed materials.
- The Financial Aid Office makes excellent use of technology in the delivery of services.
- The Campus Life Office completed the move to temporary space during the construction phase of the Williams Center renovation.
- Under the leadership of Athletics Director Greg Prechtel, the transition from “Athletics” to “Athletics and Recreation” was completed. The new organizational structure will provide leadership for the construction of the new Dods Hall Fitness Center, which will begin in May 2012.



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

SUNY FREDONIA		
Proposed 2012-2013 Operating Budget		
SUMMARY		
Student Affairs		
2011-2012 Original Base Budget		\$ 4,115,100
2011-2012 Campus Adjustments		
2011-2012 Salary Adjustments	115,800	
Sub-Total Permanent Adjustments		115,800
2011-2012 Final Base Budget		\$ 4,230,900
2012-2013 Budget Adjustments		
Financial Aid Position	45,000	
Approved Salary Increase	5,400	
Sub-Total 2012-2013 Budget Adjustments		50,400
2012-2013 Base Budget		\$ 4,281,300



2012-2013 SUNY Fredonia Operating Budget

- The Counseling Center continues to be frequently utilized and with the assistance of a per diem counselor, was able to continue to offer counseling services to students in need. A new counselor will be added in 2012.
- 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 has doubled the number of internship opportunities for students, and has worked with the Fredonia Technology Incubator to increase connections with local businesses.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 operating budget for the Student Affairs division include the following:

- Search for a full-time head track coach and a .50 full-time equivalent (FTE) assistant track coach.

Operating Budget

The proposed 2012-2013 Student Affairs operating budget totals \$4,281,300 and represents approximately 8.89% percent of the University Operating budget. The budget provides funding for 66.36 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 2012-2013 Operating Budget			
Student Affairs			
	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
VP Student Affairs	\$ 399,300	\$ 393,100	\$ 6,200
Admissions	712,100	718,200	(6,100)
Educational Opportunity Program	114,400	111,400	3,000
Financial Aid	290,500	243,700	46,800
Career Development	303,000	314,100	(11,100)
Health & Physical Education	522,300	513,400	8,900
Multicultural Affairs	137,300	135,400	1,900
Campus Center	311,700	308,500	3,200
University Police	688,100	578,200	109,900
Athletics	340,400	336,900	3,500
Personal Service Regular	\$ 3,819,100	\$ 3,652,900	\$ 166,200
Temporary Service	123,100	123,100	-
Other Than Personal Service	339,100	339,100	-
TOTAL	\$ 4,281,300	\$ 4,115,100	\$ 166,200



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 2011-2012. 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 2012-2013 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$112,900



- Inflationary costs for Other Than Personal Services (OTPS) will increase by \$64,300.
- Tap Credit Scholarships amounting to \$373,000.

Operating Budget

The 2012-2013 Institutional/Utilities budget totals \$5,844,600 – an increase of \$428,800 from the 2011-2012 fiscal year.

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



2012-2013 SUNY Fredonia Operating Budget

SUNY FREDONIA Proposed 2012-2013 Operating Budget SUMMARY

Utilities/Other

2011-2012 Original Base Budget		\$ 5,415,800
2011-2012 Campus Adjustments		
2011-2012 Salary Adjustments	(121,400)	
Sub-Total Permanent Adjustments		(121,400)
2011-2012 Final Base Budget		\$ 5,294,400
2012-2013 Budget Adjustments		
Inflationary Increases	64,300	
Tap Credit Scholarship	373,000	
2012-2013 Bargaining Unit Salary Increases	112,900	
Sub-Total 2012-2013 Budget Adjustments		550,200
2012-2013 Base Budget		\$ 5,844,600

SUNY FREDONIA Proposed 2012-2013 Operating Budget Utilities/Other

	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 244,700	\$ 633,900	\$ (389,200)
Temporary Service	160,200	160,200	-
Utilities	2,760,100	2,760,100	-
Other Than Personal Service	2,679,600	1,861,600	818,000
TOTAL	\$ 5,844,600	\$ 5,415,800	\$ 428,800



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**RESIDENCE LIFE
OPERATING BUDGET**





2012-2013 SUNY Fredonia Residence Life Operating Budget



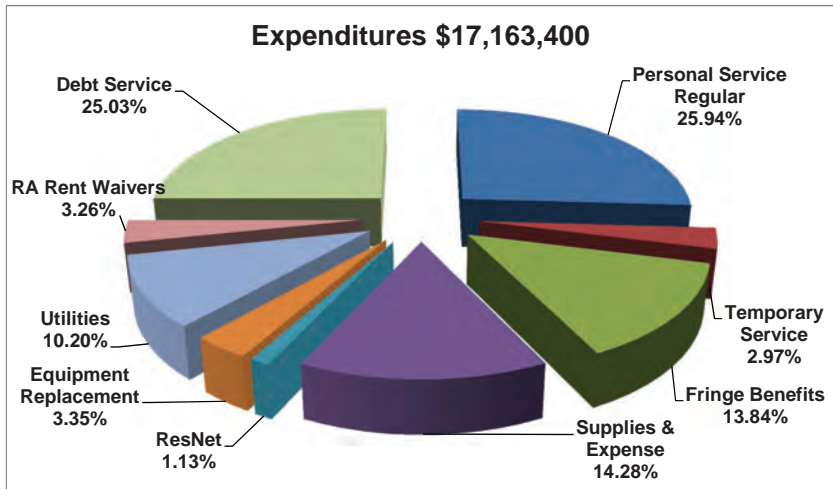
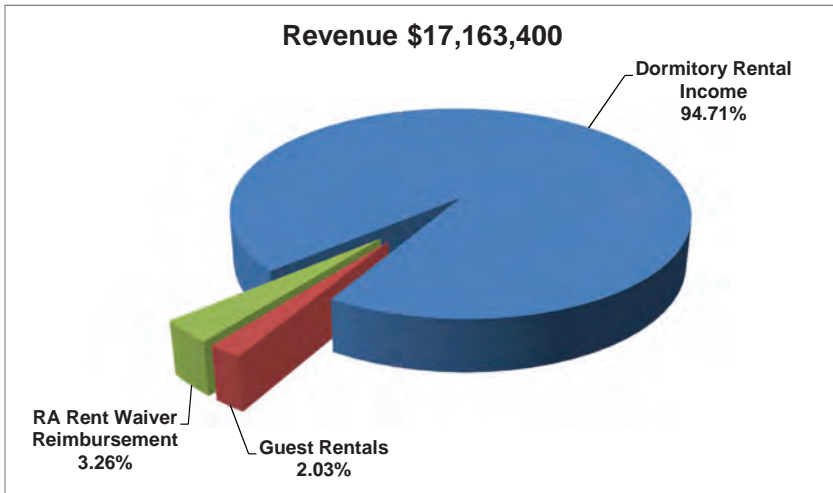
Ninety one percent of students would recommend living on campus to new students.

SUNY FREDONIA Residence Life 2012-2013 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) and 12 ResNet Technicians that provide a quality experience for its 2,618 (Fall 2011) residents.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2012-2013 Residence Life budget of \$17 million funds 91.2 FTE positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. These procedures granted 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 2012-2013 rates and capital projects was conducted on December 6, 2011.



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 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



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:

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

**SUNY FREDONIA
Proposed 2012-2013 Budget
Dormitory Income Fund Reimbursable (DIFR)
Comparison of 2012-2013 Residence Life Budget to 2011-2012 Budget**

	2012-2013	2011-2012	Change
Revenue Sources:			
Dormitory Rental Income	\$ 16,254,250	\$ 15,526,750	\$ 727,500
Guest Rentals	349,150	238,750	110,400
RA Rent Waiver Reimbursement	560,000	540,000	20,000
Total	\$ 17,163,400	\$ 16,305,500	\$ 857,900
Expenditures:			
Personal Service Regular	\$ 4,452,500	\$ 4,454,300	\$ (1,800)
Temporary Service	510,000	506,300	3,700
Fringe Benefits	2,375,109	2,245,928	129,181
Supplies & Expense	2,450,600	2,363,700	86,900
ResNet	194,500	194,500	-
Equipment Replacement	575,000	550,000	25,000
Utilities	1,750,000	1,600,000	150,000
RA Rent Waivers	560,000	540,000	20,000
Debt Service	4,295,500	3,850,000	445,500
Reserve	191	772	(581)
Total	\$ 17,163,400	\$ 16,305,500	\$ 857,900



2012-2013 SUNY Fredonia Residence Life Operating Budget



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

- Move-in Crew - 237 students representing 14 student groups assisted residence hall students and their families on move-in day at the start of the fall semester.
- Little Siblings Weekend – Over 200 siblings, ages 6 to 14, spent a weekend of activities on campus with their brothers and sisters.
- Buffalo News Kids Day – 239 students from 21 student groups and staff raised more than \$3,286 for Women and Children's Hospital of Buffalo in April 2011.

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 2,833 residential network users which included students, staff and guests registering a total of 6,397 network devices on the residential network. The network 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 securing and beta testing an encrypted and secure wireless platform that will roll out campus wide beginning Spring 2012.

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 2012-2013 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$300 annually from \$6,250 to \$6,550 - an increase of 4.80 percent. Total available revenue will increase from \$16.3 million to \$17 million.
- Residence halls will contribute \$350,000 toward the University Operating budget.
- Residence hall occupancy will remain above 95 percent in the fall and remain above 90 percent in the spring semester.
- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will remain at \$900.
- An increase in utility costs of \$150,000.
- An additional allocation of \$445,500 for debt service to provide support for ongoing residence hall capital projects.
- Investment in residence hall student room furniture will increase by \$25,000 to \$575,000.

These financial and operational assumptions serve as the basis for the development of the 2012-2013 Residence Life operating budget.

Operating Budget

The 2012-2013 Residence Life operating budget totals \$17.1 million and funds a total of 91.2 FTE positions. It includes the director's office, administrative staff including the ResNet staff of two, cleaning staff of 39, 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 2011, the bathrooms in Alumni Hall were updated as well as the lobby in Grissom Hall. New room furniture was purchased for both Disney and Grissom halls. Eisenhower Hall was the third of

the eight quad buildings to receive new windows. Eisenhower also had its elevator upgraded. Gregory and Grissom halls received new interior signage and doors.

The ResNet Office is an Information Technology helpdesk that provides services and support for students, staff and guests living in the residence halls. The staff works closely as a team to facilitate information technology support calls as well as other projects throughout the year.

SUNY FREDONIA Proposed 2012-2013 Budget Dormitory Income Fund Reimbursable (DIFR)

FTE Summary

	2012-2013 Non-Inst. FTE	2011-2012 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	38.50	37.50	1.00
Facilities Planning	1.10	1.10	0.00
Bldgs. - Struct Maint.	6.00	7.00	-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	15.00	-2.00
ResNet	2.00	2.00	0.00
Utilities Plant	6.00	6.00	0.00
RH Student Life	1.50	1.50	0.00
Administrative Overhead	5.30	5.30	0.00
Security & Safety	5.80	5.80	0.00
Total Residence Life	91.20	93.20	-2.00



2012-2013 SUNY Fredonia Residence Life Operating Budget



Residence Life Director Gary Bice Jr. The SUNY Fredonia Residence Life program has consistently been highly ranked when compared with national peers.

Some of the projects on tap for Summer 2012 include renovation of the bathrooms in Gregory Hall as well as purchasing new room furniture for Eisenhower and Schulz halls. A lobby upgrade is scheduled for Eisenhower Hall. Disney Hall is slated to be the fourth of the eight quad buildings to receive new windows. Various interior upgrades are scheduled throughout the residence halls as well as fiber optic and access control upgrades.

• Various Interior Upgrades	200,000
• Fiber Optic Upgrades	125,000
• Access Control Upgrades	<u>125,000</u>
• TOTAL	\$2,800,000

The 2012-2013 budget includes an allocation of \$575,000 for residence hall furniture. A summary of all proposed capital projects for 2012 includes:

• Disney Hall – Window Replacement	\$1,100,000
• Gregory Hall – Bathroom Upgrades	750,000
• Eisenhower Hall – Lobby Upgrade	500,000

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.



In April 2011, 239 students from 21 student groups and staff raised more than \$3,286 for Women and Children’s Hospital of Buffalo for the Buffalo News Kids Day.



SUNY FREDONIA
Proposed 2012-2013 Budget
Dormitory Income Fund Reimbursable (DIFR)

DIFR Revenue Projection

RATE STRUCTURE:	2011-12 Current	2012-13 Proposed	Percentage Change	Annual Rate
Doubles	\$3,125	\$3,275	4.80%	\$6,550
Kitchen Suites	3,475	3,625	4.32%	7,250
Singles - Fall Semester	4,150	4,300	3.61%	8,600
University Commons Singles	4,450	4,600	3.37%	9,200
University Commons Doubles	3,350	3,500	4.48%	7,000
Temporary	2,450	2,600	6.12%	5,200
RA Waivers	4,150	4,300	3.61%	8,600

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2011	Projected Fall 2012	Budgeted Fall 2011	Projected Fall 2012	
Doubles	2,210	2,210	\$6,906,250	\$7,237,750	\$331,500
Kitchen Suites	125	125	434,375	453,125	18,750
Singles - Fall Rate	65	65	269,750	279,500	9,750
University Commons Singles	50	50	222,500	230,000	7,500
University Commons Doubles	50	50	167,500	175,000	7,500
Temporary	0	0	0	0	0
Fall Totals	2,500	2,500	\$8,000,375	\$8,375,375	\$375,000
Percent Change		0.00%			4.69%

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2012	Projected Spring 2013	Budgeted Spring 2012	Projected Spring 2013	
Doubles	2,075	2,075	\$6,484,375	\$6,795,625	\$311,250
Kitchen Suites	110	110	382,250	398,750	16,500
Singles - Spring Rate	65	65	269,750	279,500	9,750
University Commons Singles	50	50	222,500	230,000	7,500
University Commons Doubles	50	50	167,500	175,000	7,500
Temporary	0	0	0	0	0
Spring Totals	2,350	2,350	\$7,526,375	\$7,878,875	\$352,500
Percent Change		0.00%			4.68%

COMPARISON OF DIFR REVENUE :

	2011-2012	2012-2013	Change
Projected Dorm Revenue	\$15,526,750	\$16,254,250	\$727,500
Projected Guest Rental	238,750	349,150	110,400
RA Waivers	540,000	560,000	20,000
Total Revenues	\$16,305,500	\$17,163,400	\$857,900
Percentage Change In Revenues			5.26%



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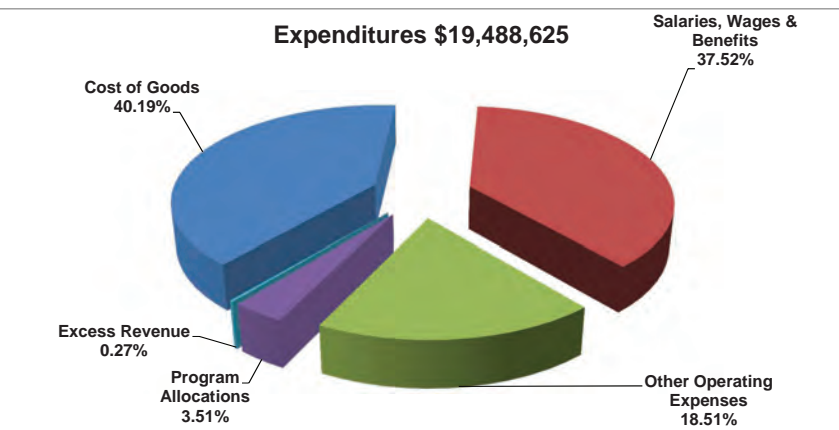
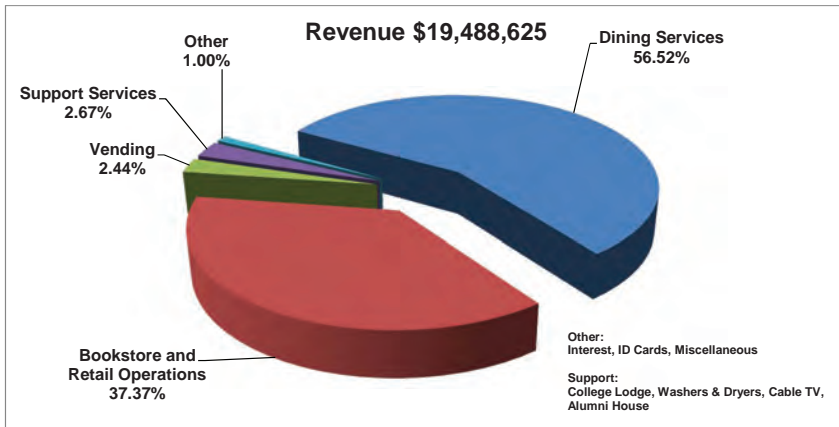
OPERATING BUDGET

FACULTY STUDENT ASSOCIATION OPERATING BUDGET





2012-2013 Faculty Student Association Operating Budget



FSA Café in Mason Hall.

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 the effort is the ability to recognize the variety and dynamic nature of the population involved in an attempt to maximize customer satisfaction while maintaining the financial integrity of the corporation.

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



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

The FSA budget includes Dining Services, Bookstore, Vending, Washer and Dryer, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 90 full-time, 112 part-time and approximately 350 student employees.

Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2012-2013 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: Karen Porpiglia, Maggie Bryan-Peterson, Brandon Napieralski, Erin Dorozynski, and Michael Baker.

Highlights

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

- Commenced self-operation of FSA cafés and concessions with some new products, new coffee equipment and new refrigerated merchandisers.
- Expanded the Warm Food program in Starbucks with a second oven.
- Continued development and construction of a Tim Hortons franchise as part the Williams Center renovation.
- Engaged architects for the patio design element to the Williams Center renovation.



The Faculty Student Association (FSA) employs 90 full-time, 112 part-time and approximately 350 student employees.

- Support and assessments to the campus in the 2011-2012 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 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 groundskeeping.
- \$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 2012-2013 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,237,000:
 - ◊ \$485,000 in restricted program expenditures.
 - ◊ \$170,000 in unrestricted program funds.



2012-2013 Faculty Student Association Operating Budget

Budget Summary

	2012-2013 <u>Budget</u>	2011-2012 <u>Budget</u>	Difference Increase (Decrease)
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 11,003,418	\$ 10,913,465	\$ 89,953
Cost of Goods Sold	3,190,991	3,767,364	(576,374)
Total Operating Expenses	6,372,889	5,576,048	796,841
Other Revenues	11,500	11,000	500
Allocation of Administrative Expenses	972,498	1,039,638	(67,140)
Excess of Revenues Over/(Under) Expenses	<u>478,540</u>	<u>541,415</u>	<u>(62,875)</u>
<u>Bookstore (Schedule B)</u>			
Total Revenues	7,219,507	6,973,000	246,507
Cost of Goods Sold	4,294,089	4,271,370	22,719
Total Operating Expenses	1,946,785	1,751,156	195,629
Other Revenues	64,000	43,600	20,400
Allocation of Administrative Expenses	632,912	658,846	(25,934)
Excess of Revenues Over/(Under) Expenses	<u>409,721</u>	<u>335,228</u>	<u>74,493</u>
<u>Vending (Schedule C)</u>			
Total Revenues	475,000	470,000	5,000
Cost of Goods Sold	346,750	343,100	3,650
Total Operating Expenses	25,329	25,725	(396)
Other Revenues	-	-	-
Allocation of Administrative Expenses	16,510	17,263	(753)
Excess of Revenues Over/(Under) Expenses	<u>86,411</u>	<u>83,912</u>	<u>2,499</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	520,500	510,100	10,400
Cost of Goods Sold	-	-	-
Total Operating Expenses	498,641	482,836	15,805
Other Revenues	700	-	700
Allocation of Administrative Expenses	71,711	74,295	(2,584)
Excess of Revenues Over/(Under) Expenses	<u>(49,152)</u>	<u>(47,031)</u>	<u>(2,121)</u>
Total Revenue from Operations	19,294,625	18,921,165	373,460
Total Cost of goods and Operating Expenses	<u>18,369,105</u>	<u>18,007,641</u>	<u>361,464</u>
Excess Revenues from Operations	925,520	913,524	11,996
Miscellaneous Revenues (Schedule F)	194,000	130,000	64,000
Program Expenditures (Schedule E)	685,000	685,000	-
Unallocated Administrative Office Expenses (Schedule F-1)	382,183	328,892	53,290
Excess Revenue	<u>\$ 52,338</u>	<u>\$ 29,632</u>	<u>\$ 22,706</u>



- ◇ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
- ◇ \$2,000 for groundskeeping.
- ◇ \$550,000 in space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions will be \$400,000.
- The Williams Center Tim Hortons and patio will open in Fall 2012.
- Hours of operation will be changed for the Cranston Marche, Centre Pointe, Convenience Store, and Marketplace at Erie.
- Annual wage increases and changes in operation staffing adjusted for addition of cafés, concessions and Tim Hortons will result in a 1.95 percent net increase in wages and benefits from the 2011-2012 budget.
- The capital budget totals \$1,172,550 which includes replacing equipment that has reached the end of its useful life. The Tim Hortons and patio are non-replacement costs.

Operating Budget

The 2012-2013 FSA budget has \$19,488,625 in sources of revenue. This represents a \$437,460 or 2.3 percent increase from the 2011-2012 budget of \$19,051,165. The uses of funds consist of \$7,831,830 in cost of goods sold, \$7,312,952 in wages and benefits, \$3,606,507 of operation expenses and \$685,000 in program expenditures. The budget is projected to generate excess revenue over expenditures of \$52,338 or .3 percent.



SUNY FREDONIA Faculty Student Association

Dining Services Overview

The Faculty Student Association Dining Services division operates two all-you-can-eat dining halls (Cranston Marché and Marketplace at Erie), two retail a la carte units (Centre Pointe Food Court and Trendz), two concession units (Breakaway at University Stadium and Timeout in Steele Hall), three FSA cafés (Fenton Hall, Mason Hall, and McEwen Hall), Tim Hortons, 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 59 full-time employees, 90 part-time and approximately 300 student employees.

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.



2012-2013 Faculty Student Association Operating Budget



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:

- Cranston Marché’s recipe for demonstration cooking, Chef Creations and made to order choices validates the popularity of this perennially desirable dining destination.
- Marketplace at Erie maintains its competitive edge with continued menu development and extremely popular special dinners and monotony breakers.
- 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 Dining Services seeks to attract external customers.
- In conjunction with the primary food vendor, Maplevale Farms, local food purchases exceeded 15percent.

Planning Assumptions

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

- The re-opening of the Williams Center with the new FSA owned and operated Tim Hortons franchise creates new challenges to maintain cost efficiencies while embracing the opportunities created by offering another dining choice at SUNY Fredonia. The hours of operations have been adjusted: Centre Pointe will open three hours later, at 10:30 a.m. on weekdays; Cranston Marché will be open seven days per week, Marketplace at Erie will be closed for the weekend after lunch on Fridays, and Tim Hortons will be open seven days per week.

- A total of 7,315 contract meal plans for the academic year with net price increases ranging from 2.8 percent to 5.1 percent.
- The meal allowance at Centre Pointe, concessions, FSA cafés, Starbucks and the Williams Center Tim Hortons will increase to \$6.00 from \$5.75.
- Food cost percentage of 29 percent of the gross revenue is used in both years.
- 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.
- Nutritional information and sustainability initiatives will continue.

Operating Budget

The 2012-2013 Dining Services budget of \$11,014,918 consists of \$9,603,418 in contact meal plans plus special function and cash sale revenue. It represents a \$ 90,453 or a .8 percent increase from the 2011-2012 budget of \$10,924,465. Total contract meal plan revenue is budgeted for \$12,684,175 (includes \$100,000 for additional points added) with \$3,078,663 reported in the Bookstore budget. Total operation expenses of \$6,372,889 have increased by \$796,841 or a 14.3 percent increase over 2011-2012. The budget is projected to generate excess revenue over expenditures of \$478,540 or 4.4 percent.



Dining Services Budget - Schedule A

<u>Revenues</u>	<u>2012-2013 Budget</u>	<u>2011-2012 Budget</u>
Contract Meals	\$ 9,603,418 a,b	\$ 9,677,465
Commissions	-	126,000 b
Special Functions	750,000 c	630,000
Cash Sales	650,000 b,d	480,000
Total Revenue	11,003,418	10,913,465
<u>Cost of Goods Sold</u>		
Beginning Inventory	100,000	100,000
Purchases	3,190,991	3,767,364
Less: Ending Inventory	100,000	100,000
Cost of Goods Sold	3,190,991 e	3,767,364
Gross Profit on Sales	7,812,427	7,146,101
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	4,576,316	3,978,930
Supplies and Materials	434,000	372,000
Depreciation	360,213	285,198
Corporate owned		
Leasehold Improvements	382,259	361,904
RA Support	13,600 f	13,600
Other Operating Expenses	606,500	564,415
Total Operating Expenses	6,372,889	5,576,048
Excess of Revenues over Expenses	1,439,538	1,570,053
<u>Other Revenues</u>	11,500	11,000
<u>Allocation of Administrative Expenses</u>	972,498	1,039,638
Excess of Revenues Over Expenses	\$ 478,540	\$ 541,415

Notes:

- a Total meal Plan count projections are based on the prior corresponding semesters with planning assumptions reflected. The amount excludes \$3,078,663 in meal plan sales in the C-store, FREDEExpress, and Starbucks. That amount is reflected in the Bookstore revenue. Prior year included gross revenue for sub-contracted cafes and cost of goods sold adjustment in order to report gross profit as self-operated results including the subcontract commission.
- b Current year reflects gross revenue and expenses for FSA Cafes and Tim Hortons Café and Bakeshop.
- c Reflects actual and expected future amounts.
- d Reflects actual and expected future amounts based on the opening of Tim Hortons.
- e Food cost of 29% for both years.
- 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.



2012-2013 Faculty Student Association Operating Budget



The Marketplace at Erie, one of two “all you can eat” dining centers that FSA operates, highlights home-style favorites at eight platforms, with an emphasis on nutrition and healthy preparation.

Dining Services Budget Schedule A - Addendum 1

	2012-2013 Budget	2011-2012 Budget
<u>Supplies and Materials</u>		
China/Glass/Silverware/Trays	\$ 10,000	\$ 15,000
Cleaning Supplies	65,000	55,000
Linen	5,000	5,000
Miscellaneous Food Service Supplies	67,000 a	45,000
Office Supplies	2,000	2,000
Paper Supplies & Sustainable wares	240,000 a	210,000
Printing and Marketing	5,000	10,000
Uniforms	40,000 a	30,000
Total Supplies and Materials	434,000	372,000
<u>Other Operating Expenses</u>		
Advertising	15,500 a	5,000
Bad Debts and Sales Tax	25,000	20,000
Computer Services & Systems Maintenance	17,211	20,000
Dues and Subscriptions	1,000 b	1,000
Education and Training	10,000	10,000
Equipment Rental	5,000	10,000
Gas and Oil	7,000	7,000
Licenses and Permits	2,500 a,c	500
Professional Services & Nutritional Consulting	5,000	15,000
Refuse Removal	31,522	40,148
Repairs and Maintenance	42,000 a	40,000
Royalties	49,000 a	-
Telephone	11,000	11,000
Travel	10,000	10,000
Utilities and Space Assessment	374,767	374,767
Total Other Operating Expenses	606,500	564,415
<u>Other Revenues</u>		
Linen Revenue	8,500	9,000
Miscellaneous Revenue	3,000	2,000
Total Other Revenues	\$ 11,500	\$ 11,000

Notes

- a Includes Tim Horton's and self-operated café expenses.
- b Member of NACUFS (National Association of College and University Food Service).
- c Liquor license is a two year renewal in even year. Franchise fee amortization.





Dining Services Budget Schedule A - Addendum 2

A. Dining Services Operations Program Description

Self Operated: (List)

Cranston Marche
Erie Dining Center
Center 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 ___X___Yes.
- (3) If yes which plan? Plan 4 (5 meals plus \$900 points).
- (4) The Max-Flex (all points) Plan 5 is not available to freshmen.
- (5) Meals and points accepted in Cafes, Centre Pointe, Concessions, Cranston Marche, Erie Dining Center, Starbucks Coffee, and Tim Hortons.
- (6) Points only accepted at C-Store and FREDEExpress.
- (7) Meal Plans see below:

<u>Plan #</u>	<u>Meal Plan</u>	<u>Current Cost Per Semester</u>	<u>Budgeted Cost Per Semester</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Feed-a- Friend Meals</u>
1	14 Meals + \$575 points	\$2,170	\$2,275	\$105	4.84%	5
2	10 Meals + \$575 points	\$2,020	\$2,120	\$100	4.95%	5
3	7 Meals + \$575 points	\$1,885	\$1,975	\$90	4.77%	5
4	5 Meals + \$900 points	\$1,875	\$1,970	\$95	5.07%	5
5	Max Flex All Points	\$1,880	\$1,965	\$85	4.52%	5
6	Commuter points	\$750	\$775	\$25	3.33%	0
7	Commuter points	\$535	\$550	\$15	2.80%	0

<u>Plan #</u>	<u>Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated Fall 2012</u>	<u>Estimated Spring 2013</u>	<u>Revenue</u>
1	14 Meals + \$575 points	\$2,275	855	690	\$ 3,514,875
2	10 Meals + \$575 points	\$2,120	865	785	\$ 3,498,000
3	7 Meals + \$575 points	\$1,975	330	300	\$ 1,244,250
4	5 Meals + \$900 points	\$1,970	250	245	\$ 975,150
5	Max Flex All Points	\$1,965	485	575	\$ 2,082,900
6	Commuter points	\$775	490	420	\$ 705,250
7	Commuter points	\$550	510	515	\$ 563,750
Total			3,785	3,530	\$12,584,175

Points, Debit Account and FREDFunds prices in dining centers

Breakfast	\$6.00
Lunch	6.75
Dinner	8.20
Total	\$20.95

Increase of \$.25 each

Cash prices including tax in dining centers

Breakfast	\$7.75
Lunch	10.00
Dinner	12.50
Total	\$30.25

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

Increase of \$.25

\$6.00



Located in the student lounge on the first floor of Thompson Hall, FRED Express is an FSA-operated express convenience store offering on-the-go foods, drinks, snacks, and simple supplies.

SUNY FREDONIA Faculty Student Association

University Bookstore Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDEExpress, 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 our 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. FREDEExpress is a full service snack shop that includes a Tim Hortons coffee kiosk. Starbucks Coffee is owned and operated by FSA under a license agreement with Starbucks Coffee Company. The Bookstore area employs 14 full-time, 19 part-time, and approximately 50 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:

- Opened the FREDEExpress grab and go snack shop in Thompson Hall first floor lounge. This location provides Thompson Hall students, faculty and staff with some of the most popular items from the Convenience Store as well as Tim Hortons coffee, hot tea, hot chocolate and other seasonal beverages.
- Retail products from local suppliers including McNiff Cookies and Maplevale Farms, Inc. in the Convenience Store and FREDEExpress. Seasonal fresh fruit from local growers and organic food products are offered when available. “Green” product selection in giftware, electronics, academic supplies, and clothing has been increased.
- Implemented an e-commerce site that now includes textbooks, imprinted giftware and clothing. The site can be found at www.sunyfredoniabookstore.com.

Planning Assumptions

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

- Changes to hours of operation - the Convenience Store will stay open one hour later until 11 p.m. weekdays and will open one hour earlier at 10 a.m. on the weekend.
- The textbook market is changing significantly with new media and new outlets for students. Textbook sales are expected to decrease \$700,000 from the 2011-2012 budget.
- A textbook rental program will be instituted with Nebraska Book Company.
- An Apple Computer On Campus agreement will be instituted.
- Furnishings and finishes in Starbucks will be updated.





Operating Budget

The 2012-2013 Bookstore budget of \$7,283,507 represents a \$266,907 or a 3.9 percent increase over the 2011-2012 budget of \$7,016,600. It includes \$3,078,663 of contract meals used in the Convenience Store,

FREDExpress and Starbucks. Total operation expenses of \$1,946,785 have increased by \$195,629 or 11.2 percent over 2011-2012. The budget is projected to generate excess revenue over expenditures of \$409,721 or 5.7 percent.

University Bookstore Budget - Schedule B		
(Retail Operations - Bookstore, Convenience Store, FREDExpress and Starbucks)		
	2012-2013 Budget	2011-2012 Budget
<u>Revenues</u>		
Books and other Sales	\$ 4,138,750 a	\$ 4,623,000
Contract Meals	3,080,757 b	2,350,000
Total Revenue	7,219,507	6,973,000
<u>Cost of Goods Sold</u>		
Beginning Inventory	700,000	700,000
Purchases	4,294,089	4,271,370
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	4,294,089 c	4,271,370
Gross Profit on Sales	2,925,419 d	2,701,630
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	1,314,302	1,164,609
Depreciation Corporate owned	112,313	90,606
Leasehold Improvements	122,842	125,387
Other Operating Expenses	397,329	370,555
Total Operating Expenses	1,946,785	1,751,156
Excess of Revenues over Expenses	978,633	950,474
<u>Other Revenues</u>	64,000	43,600
<u>Allocation of Administrative Expenses</u>	632,912	658,846
Excess of Revenues Over Expenses	\$ 409,721	\$ 335,228
Notes:		
a	Reflects decrease of \$700,000 or 26% in textbook sales based on actual experience. Minor increase in other sales such as giftware and clothing. Start-up year for textbook rentals.	
b	Meal plan use in Convenience Store, FREDExpress and Starbucks.	
c	Weighted average cost of goods percentage of 59.5 % for 2012-2013 and 61.3% for 2011-2012.	
d	Increase in gross profit margin as food related sales increase and textbook sales decrease.	



2012-2013 Faculty Student Association Operating Budget

University Bookstore Budget Schedule B-Addendum 1

	2012-2013 Budget		2011-2012 Budget
<u>Other Operating Expenses</u>			
Advertising	\$ 22,900		\$ 22,744
Bad Debts	14,000		10,000
Computer Services and Systems Maintenance	28,300		32,000
Dues and Subscriptions	3,400	a	3,500
Education and Training	-		500
Licenses & Permits	1,000		1,250
Office Supplies	5,800		3,300
Paper Supplies and Miscellaneous	81,500		71,700
Postage	7,500		7,500
Printing	4,500		5,500
Refuse Removal	8,713		8,798
Repairs and Maintenance	3,700		7,500
Royalties	124,200	b	98,672
Telephone	5,700		6,200
Travel	11,025		16,400
Utilities and Space Use Assessment	74,391		74,391
Uniforms & Laundry	700		600
Total Other Operating Expenses	<u>397,329</u>		<u>370,555</u>
<u>Other Revenues</u>			
Commissions and Miscellaneous	64,000	c	43,600
Total Other Revenues	<u>\$ 64,000</u>		<u>\$ 43,600</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 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-contracted 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, N.Y. There is one full-time manager for the College Lodge. Other management and staffing for vending and Support Services is provided by various positions within the FSA.

Highlights

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

- A three-year contract extension was negotiated with Next Generation for vending services.
- 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 students via a computer or text message. LaundryView also monitors water usage and maintenance needs of machines.
- Savings of over 5.5 million gallons of water has been identified by utilizing the high efficiency washers.
- The installation of a digital cable TV system has made some High Definition broadcasts available.
- The College Lodge continues to offer a workforce experiential training program.
- Two 6kW wind generators were installed at the Lodge. A donation was received from the Class of 1959 for this specific purpose.



- A gas lease was signed for the lodge property and two natural gas wells have been drilled. Gas is supplied to the main lodge for heating purposes, replacing purchased propane and one wood-fired boiler.
- Energy efficient lights and water-conserving shower heads, faucets, and toilets were installed at the Lodge.

Planning Assumptions

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

- Upgrades to the cable TV system will include additional High Definition channels.
- Efforts will be made to develop new revenue streams for the lodge and Alumni House.
- Timber prices have improved from recent years and forest management will be re-instituted.
- Royalties from the gas wells will provide minor revenue for the lodge.

The FSA owns and operates the College Lodge in Brocton, N.Y.; shown in the background is one of two six kilowatt wind generators that were installed on the premises.



2012-2013 Faculty Student Association Operating Budget



Operating Budget

The 2012-2013 Vending and Other Support Services revenue of \$995,900 will represent a \$15,400 or 1.6 percent increase from the 2011-2012 budget of \$980,100. Total operation expenses of \$523,970 will increase \$15,409 or 3 percent over the 2011-2012 budget. The budgets are projected to generate expenditures in excess of revenue of \$49,152 which is a \$2,121 or 4.5 percent decrease from the 2011-2012 budget.

The College Lodge offers a comprehensive Challenge Course for leadership, team building and decision-making training. One element of the course is the swinging log where participants walk across a moving suspended log by using peer support.

Vending Budget-Schedule C

	<u>2012-2013</u> <u>Budget</u>	<u>2011-2012</u> <u>Budget</u>
<u>Revenues</u>		
Vending Subcontracted	\$ 475,000	\$ 470,000
Total Revenue	475,000	470,000
<u>Cost of Goods Sold</u>		
Beginning Inventory	-	-
Purchases	346,750	343,100
Less: Ending Inventory	-	-
Cost of Goods Sold	<u>346,750</u>	<u>343,100</u>
Gross Profit on Sales	128,250	126,900
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	11,449	9,733
Computer Services & Systems Maintenance	2,510	4,622
Utilities and Space Use Assessment	11,370	11,370
Total Operating Expenses	25,329	25,725
Excess of Revenues Over Expenses	102,921	101,175
<u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	16,510	17,263
Excess of Revenues Over Expenses	<u>\$ 86,411</u>	<u>\$ 83,912</u>

Supplemental Information:

Contractors Name: Next Generation Vending, Canton, MA

2012-2013 Faculty Student Association Operating Budget



Other Services Budget: College Lodge-Schedule D-1

<u>Revenues</u>	2012-2013 Budget	2011-2012 Budget
Lodge Rentals	\$ 40,000	\$ 50,000
College Lodge Services	25,000	25,000
Gas Lease	6,000	9,600
Forest Management	15,000 a	3,000
Experiential Training Program	10,000	10,000
Total Revenue	96,000	97,600
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	91,954	88,719
Computer Services & Systems Maintenance	600	600
Depreciation	24,618	23,884
Dues and Subscriptions	100 b	250
Electric	7,000	7,000
Gas & Oil	1,500	1,500
Licenses and Permits	600	600
Marketing	1,000	1,000
Miscellaneous Supplies	4,000	5,000
Office Supplies	50	50
Refuse Removal	1,136	1,147
Repairs & Maintenance	10,000	10,000
Telephone and Cable	2,000	2,000
Travel, Mileage and Education	2,000	2,000
Total Operating Expenses	146,558	143,750
Excess of Revenues Over Expenses	(50,558)	(46,150)
 <u>Allocation of Administrative Expenses</u>		
	28,615	29,432
Excess of Revenues Over Expenses	\$ (79,173)	\$ (75,582)
 <u>Notes:</u>		
a	Selective harvesting.	
b	Member of AEE (Association for Experiential Education)	

Other Services Budget : Washers and Dryers-Schedule D-2

<u>Revenues</u>	2012-2013 Budget	2011-2012 Budget
Washer and Dryer Income	\$ 195,000	\$ 190,000
Total Revenue	195,000	190,000
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	11,546	11,153
Contracted Service	62,966	61,864
Depreciation - Leasehold Improvements	5,607	5,607
Miscellaneous	1,000	1,000
Utilities and Space Use Assessment	61,743	61,743
Total Operating Expenses	142,863	141,368
Excess of Revenues Over Expenses	52,137	48,632
 <u>Other Revenues</u>		
	700	-
 <u>Allocation of Administrative Expenses</u>		
	17,500	18,361
Excess of Revenues Over Expenses	\$ 35,337	\$ 30,271
 <u>Supplemental Information:</u>		

Contractor's Name: Mac-Gray, Waltham, MA



2012-2013 Faculty Student Association Operating Budget

Other Services Budget: Alumni House-Schedule D-3

<u>Revenues</u>	<u>2012-2013 Budget</u>	<u>2011-2012 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	24,846	23,878
Depreciation	22,199	20,766
Maintenance and Repairs	3,500	2,000
Miscellaneous Supplies	1,000	1,000
Refuse Removal	672	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	63,217	59,322
Excess of Revenues Over Expenses	(25,717)	(21,822)
 <u>Allocation of Administrative Expenses</u>		
	8,365	8,624
Excess of Revenues Over Expenses	\$ (34,082)	\$ (30,446)

Other Services Budget : Cable TV-Schedule D-4

<u>Revenues</u>	<u>2012-2013 Budget</u>	<u>2011-2012 Budget</u>
Cable TV Service	\$ 192,000	\$ 185,000
Total Revenue	192,000	185,000
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	13,531	13,089
Depreciation	1,878	a -
Dues	450	b 450
Printing	2,000	2,000
Programming and Signal	125,537	a 120,748
Travel	2,000	1,500
Utilities and Space Use Assessment	608	608
Total Operating Expenses	146,003	138,396
Excess of Revenues Over Expenses	45,997	46,604
 <u>Allocation of Administrative Expenses</u>		
	17,231	17,878
Excess of Revenues Over Expenses	\$ 28,766	\$ 28,726

Notes:

- a Addition of HD signal hardware and signal.
- b Member of AHECTA (Association of Higher Education Cable Television Administrators).

2012-2013 Faculty Student Association Operating Budget



Program Expenditures-Schedule E

Programs: Unrestricted	2012-2013	2011-2012
Alcohol/Drug Education (ADEPT)	\$ 2,750	\$ 3,000
Administration Team for the Relay for Life	250	250
Animal Assisted Therapeutic Programs - Applications and Careers	1,000	-
Arts & Sciences - Brown Bag Lecture Series	-	778
Border to Border Jazz Artist Residency	540	-
Campus Life - Commencement Activities	6,500	6,500
Campus Life - Events	-	2,100
Campus Life - Leadership Development Program	2,600	2,600
Campus Life - New Student Orientation	3,000	3,000
Career Development - Spotlight Series	2,200	2,200
Career Development - Internship Development Program	2,000	2,000
Career Development - Professional Development Seminar	2,500	2,500
Celebrating Art and Literature of Cuba	900	-
Convocation Committee - Support for Convocation Activities	1,500	1,500
Council for Women's Concerns - Marion Sonnenfeld Scholarship Awards Presentation	600	600
Disability Services - Academic Support/Training	1,500	2,000
Earth Week	500	500
EDP Cultural Connections Project	3,000	2,500
Employee Assistance Program - Wellness Fair	1,100	1,100
English Department - Energize Your Teaching of Writing	-	1,000
English Department - Mary Louise White Symposium: Mahalia Jackson Centennial Celeb	-	1,250
Financial Aid - FSA Emergency Fund	41,815	39,572
Fredonia Dance Ensemble & Dance Program - Flamenco Dance	-	1,000
Fredonia Dance Ensemble - Fredonia Madrigal Feast	5,000	-
Guest Artist Residency with Lehrer Dance Company	2,000	-
Guest Chinese Soprano Ying Huang with the WNY Chamber Orchestra	-	1,000
History Department - Grass Roots: African Origin of an American Art	-	1,250
Increasing Social Work Student Safety in the Field	500	-
International Education Center - Slush Rush	500	375
Learning Center	1,795	1,700
Marion Art Gallery - XING Perspectives	500	-
Multicultural Enrichment/Programming	32,000	35,000
National Girls and Women in Sports Day	800	600
Office of Student Services - PACE	2,000	2,000
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 - SafeZone GLBT Education	-	1,000
Residence Life - Student Development Committee	1,500	1,500
Theatre & Dance - Visiting Artists	2,000	2,000
The FREDCup	500	500
School of Music - Fredonia Guitar Society	-	1,000
Secretarial/Clerical Professional Development Committee	3,000	2,775
Senior Class Picnic	4,000	4,000
Student Affairs - Emergency Assistance Fund	1,000	1,000
Student Association - SUNY Student Assembly Conferences	2,600	2,400
Student Association - USA Today	-	6,000
Student Parents in Education (S.P.I.E.)	4,500	4,000
Student Research & Creativity Exposition	3,500	3,500
SUNY Fredonia Social Work Program - Stewards of Children	600	-
Up Til Dawn - St. Jude	500	500
WHOA 3rd Annual Casino Night	1,000	-
Sub-total	146,500	150,500
Restricted		
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	\$ 685,000	\$ 685,500



2012-2013 Faculty Student Association Operating Budget

Administrative Office Expenses-Schedule F-1

	2012-2013 Budget	2011-2012 Budget
<u>Administrative Office Expenses</u>		
Salaries, Wages and Employee Benefits	\$ 1,269,007	\$ 1,313,411
Advertising	6,000	3,000
Armored car service	6,000	5,800
Auditing	14,800	14,600
Bad Debts	2,000	2,000
Computer Services & Systems Maintenance	60,187	69,580
Depreciation - Corporate owned	111,900	99,186
Depreciation - Leasehold	11,999	13,738
Dues & Subscriptions	4,300 a	4,000
Employee Education and Training	8,000	8,000
Employee Recognition	8,000	8,000
Insurance	142,500	145,000
Interest Expense	143,000	163,000
Legal	25,000 b	20,000
Office and ID card Supplies	75,000	70,000
Postage	9,000	10,000
Printing	12,000	12,000
Professional Services	55,000	56,000
Repairs and Maintenance (Equipment)	7,500	7,000
Service Charges and Bank Fees	45,000 c	35,000
Tax Return Filing Fees	1,000	1,000
Telephone	11,500	11,500
Travel, Mileage	20,000	20,000
Utilities and Space Use Assessment	27,120	27,120
Total Administrative Office Expenses	2,075,814	2,118,934
<u>Administrative Expenses Allocated to:</u>		
Food Service	972,498	1,039,638
Campus Store	632,912	658,846
Vending	16,510	17,263
D-Summary-Support Services	71,711	74,295
Total Allocated Administrative Expenses	1,693,631 d	1,790,042
Unallocated Administrative Office Expense	<u>\$ 382,183</u>	<u>\$ 328,892</u>

Notes:

- a 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.
- b Labor contract negotiations.
- c Quantity of deposits and credit card merchant services fees at all sales locations.
- d Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method. Revised calculation.

2012-2013 Faculty Student Association Operating Budget



Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2012-2013</u> <u>Budget</u>	<u>2011-2012</u> <u>Budget</u>
Net Interest Income	\$ 147,000 a	\$ 84,000
Miscellaneous Income	35,000 b	34,000
ID Card Income	12,000	12,000
Total Miscellaneous Revenues	<u>\$ 194,000</u>	<u>\$ 130,000</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>2012-2013</u> <u>Budget</u>	<u>Useful</u> <u>Life</u>
<u>Cranston Marche</u>	Pasta equipment	\$ 10,000	5
<u>Erie Dining Hall</u>	Combi oven	15,000	5
	Ice cream equipment	10,000	5
<u>Centre Pointe</u>	Combi oven	15,000	5
	Soft furniture	15,000	5
	Painting	15,000	5
<u>Cafes</u>			
<u>Catering</u>	Silverware	15,000	5
<u>Commissary</u>	Freezers (2)	10,000	5
	Floor scrubber	10,000	5
	Bar code printer	1,800	5
	Van	25,000	5
<u>Tim Hortons</u>	Equipment	150,000	5
	Millwork	150,000	10
	Remote kitchen renovation	20,000	10
	Micros POS (2)	15,000	5
<u>Bookstore/C-Store</u>			
<u>Starbucks</u>	Store re-fresh	125,000	5
<u>Cable TV</u>	HD channels (2)	9,000	5
<u>College Lodge</u>	Apartment upgrades	7,500	5
	Windows	10,000	10
	Bedding	15,000	5
<u>Alumni House</u>	Driveway	5,000	5
	Fireplace	6,000	5
<u>Administration</u>	IT Desktop computers (15)	15,000	5
	Servers (3)	18,000	5
	Micros POS partial replacement (6)	18,000	5
	POS iclass readers (35)	5,250	5
	Card access iclass readers (13)	2,000	5
	ID card printer inline iclass encoding	2,500	5
	Audio equipment - Marche and Lodge	3,500	5
	Projector and presentation equipment	4,000	5
	General		
	Patio (design covered with 2011-2012 contingency)	300,000	15
	Patio furnishings	100,000	5
	Contingency	50,000	5
	Total Capital Budget	<u>\$ 1,172,550</u>	



Pink the Rink

OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

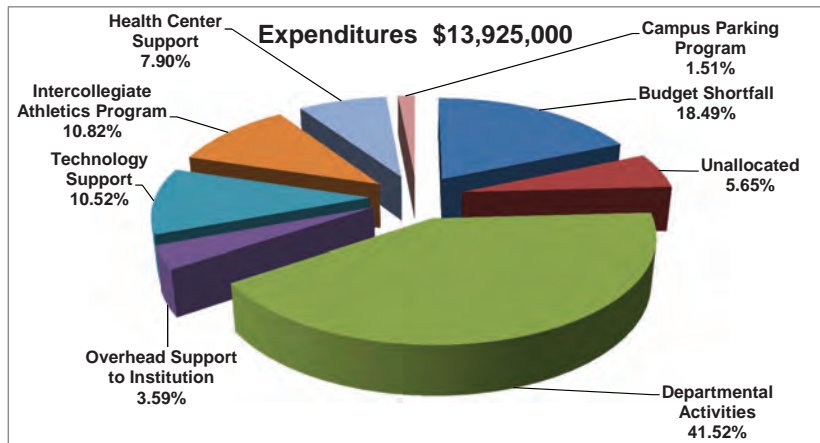
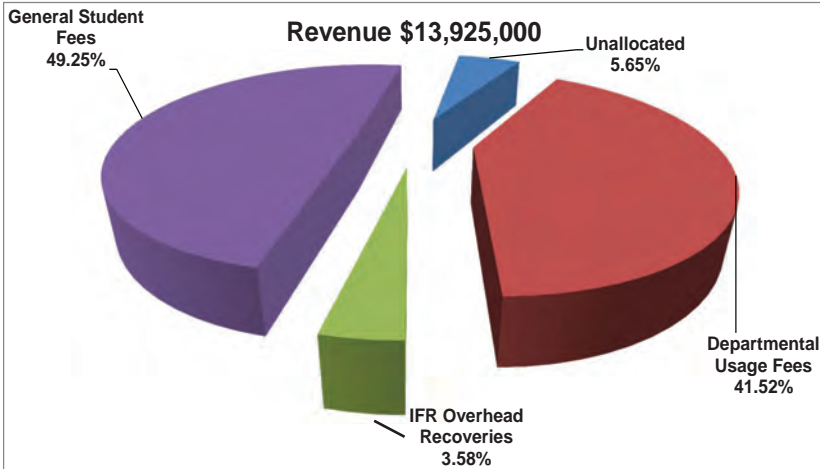
OPERATING BUDGET

**INCOME FUND
REIMBURSABLE**





2012-2013 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 2012-2013 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 2012-2013 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2012-2013 is anticipated to be 51.68 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 2012-2013 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 \$35 to \$731.50 per semester. This includes \$93 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 51.68 percent from 47.91 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.



Fredonia for St. Jude is one of over 120 student organizations supported by the Student Activity Fee.

Operating Budget

The 2012-2013 IFR operating budget totals \$13,925,000 - an increase of \$1,425,000 from 2011-2012. A major reason for this increase is that several categories of revenues are no longer included in the state tuition offset budget, but now reside in IFR accounts. Other increases include a broad based fee increase in technology, an increase to the fitness center portion of the enhanced college service 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 29.08 FTE positions.

SUNY FREDONIA Proposed 2012-2013 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type			
Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 1,715,200	\$ 1,594,500	\$ 120,700
Temporary Service	994,500	1,010,900	(16,400)
Other than Personal Service	11,215,300	9,894,600	1,320,700
TOTAL	\$ 13,925,000	\$ 12,500,000	\$ 1,425,000



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)



Photos by Jerry Reilly/Fredonia State SIP

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

The 2012-2013 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.

SUNY FREDONIA

Proposed 2012-2013 Budget Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2012-2013		2011-2012		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	2.27	0.00	-1.27
Administration	0.00	10.00	0.00	10.30	0.00	-0.30
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Student Affairs	0.00	18.08	0.00	14.23	0.00	3.85
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	29.08	0.00	26.80	0.00	2.28

*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.

	2012-2013	2011-2012	
Student Services and Program Charge	Rates	Rates	Change
Student Activity Fee	\$93.00	\$93.00	\$0.00
Intercollegiate Athletic Fee	145.00	145.00	0.00
Student Health Services Fee	165.00	165.00	0.00
Student Technology Fee	195.00	185.00	10.00
Transportation Services Fee	57.50	57.50	0.00
Enhanced College Services Fee	76.00	51.00	25.00
TOTAL	\$731.50	\$696.50	\$35.00



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)

The 2012-2013 Student Services and Program Charge of \$731.50 per semester will generate \$7,482,391 in revenue as detailed in the chart below:

SUNY FREDONIA

PROJECTED 2012-13 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 5215 FTE & Proposed 2012-13 Rates

Projected Academic Year 2012 - 2013

	Full-Time Rate	Part-time Rate	Fall 2012 Revenue	Spring 2013 Revenue	Total 2012-13 Revenue
Student Activity Fee	\$ 93.00	\$ 7.75	\$ 480,695.30	\$ 446,448.83	\$ 927,144.13
Athletic Fee	145.00	12.05	749,383.66	695,976.32	1,445,359.98
Health Center Fee	165.00	13.75	852,846.50	792,086.63	1,644,933.13
Technology Fee	195.00	16.25	1,007,909.50	936,102.38	1,944,011.88
Transportation Services	57.50	4.80	297,225.96	276,055.14	573,281.10
Enhanced College Services	76.00	6.30	392,738.76	364,740.09	757,478.85
Subtotal	<u>\$ 731.50</u>	<u>\$ 60.90</u>	<u>\$ 3,780,799.68</u>	<u>\$ 3,511,409.39</u>	<u>\$ 7,292,209.07</u>

Projected Summer Session 2012

	Full-Time Rate	Part-time Rate	Summer 2012 Revenue
Student Activity Fee	\$ 93.00	\$ 7.75	\$ 25,412.25
Athletic Fee	145.00	12.05	39,511.95
Health Center Fee	165.00	13.75	45,086.25
Technology Fee	185.00	15.40	50,496.60
Transportation Services	57.50	4.80	15,739.20
Enhanced College Services	51.00	4.25	13,935.75
Subtotal	<u>\$ 696.50</u>	<u>\$ 58.00</u>	<u>\$ 190,182.00</u>

2012 - 2013 FISCAL YEAR (INCLUDING SUMMER SESSION 2012)

	Fall and Spring Revenue	Summer 2012 Revenue	Total 2012-13 Revenue
Student Activity Fee	\$ 927,144.13	\$ 25,412.25	\$ 952,556.38
Athletic Fee	\$ 1,445,359.98	\$ 39,511.95	1,484,871.93
Health Center Fee	\$ 1,644,933.13	\$ 45,086.25	1,690,019.38
Technology Fee	\$ 1,944,011.88	\$ 50,496.60	1,994,508.48
Transportation Services	\$ 573,281.10	\$ 15,739.20	589,020.30
Enhanced College Services	\$ 757,478.85	\$ 13,935.75	771,414.60
Subtotal	<u>\$ 7,292,209.07</u>	<u>\$ 190,182.00</u>	<u>\$ 7,482,391.07</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 2012-2013 fiscal year. Funds from this account will be used at the direction of the President to address campus funding priorities.

Operating Budget

The 2012-2013 operating budget allocation for the President’s IFR Buyout account will remain the same as the 2011-2012 fiscal year at \$55,000.



President Dennis L. Hefner greets students while attending a Homecoming Pep Rally. Students have always been the president’s paramount focus.

SUNY FREDONIA			
Proposed 2012-2013 Budget			
Income Fund Reimbursable (IFR)			
President			
Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	-	-	-
Temporary Service	-	-	-
Other than Personal Service	55,000	55,000	-
TOTAL	\$ 55,000	\$ 55,000	\$ -



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)



The School of Music's Comprehensive Music Fee is one of many Income Fund Reimbursable accounts that the Academic Affairs department oversees.

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 \$10 per semester to \$195 per semester in the 2012-2013 fiscal year.
- The School of Music comprehensive music fee will remain at \$250 for the 2012-2013 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 \$3,278,200- a decrease of \$37,100 from 2011-2012. A major reason for this decrease was due to athletic IFR accounts being transferred from Academic Affairs to Student Affairs. This transfer was not fully recognized prior to publishing the 2011-2012 Budget Book. The major IFR account within Academic Affairs is the Student Technology Fee account with an allocation of \$1,464,605.

SUNY FREDONIA Proposed 2012-2013 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 43,000	\$ 110,800	\$ (67,800)
Temporary Service	363,500	293,500	70,000
Other than Personal Service	2,871,700	2,911,000	(39,300)
TOTAL	\$ 3,278,200	\$ 3,315,300	\$ (37,100)



Student Technology Fee

Overview

A significant portion of funding for institutional technology investments is supported by the Student Technology Fee, a component of the campus Student Services and Program Charge. The Student Technology Fee budget is managed by Associate Vice President for Information Technology 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 including; software licenses, networking (wired and wireless) infrastructure, the student information system and web services, the Learning Management System, computer lab equipment upgrades and consumables, and the upgrade and development of smart classrooms.

The use of the Student Technology Fee has enabled the campus to make critical investments in student technology services for which New York State funding is not available. The Student Technology Fee has resulted in a wide range of technological improvements benefitting students in every program across the campus.

Highlights

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

- In collaboration with ResNet, completed a major redesign of the wireless and campus network access control deployment. Included was integrating the ResNet and academic campus manager tools and creating a redundant pair. The action brought the ability for users from both networks to register a machine once, and provided more transparency between the two sides.
- In collaboration with several faculty members, installed an Echo 360 course

capture appliance in Room E347 of Thompson Hall, which was used for multiple courses during a proof of concept that resulted in a recommendation to purchase five appliances in additional classrooms. The work of the evaluation and proof of concept team also resulted in a feature in *ecampusnews.com*, which served as a resource for the University of Massachusetts of Lowell campus in its efforts to invest in more course capture technology.

- Developed a process for School of Music (SOM) to live stream a concert from Rosch Recital Hall for a dual music performance event between SOM and a local high school, for Athletics to live stream athletic events, and for WNYF-TV to live stream programming online.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 Student Technology Fee operating budget include the following:

- The Student Technology Fee will increase by \$10 per semester (\$20 annually).
- The Student Technology Fee will reallocate \$230,000 to assist with the University Operating budget.
- The fee increase will allow for computer lab and classroom equipment upgrades.

Operating Budget

The 2012-2013 Student Technology Fee will generate \$1,994,508, as compared to 2011-2012's revenue of \$1,892,099. The 2012-2013 Student Technology Fee operating budget totals \$1,464,605 an increase of \$135,126 from last year.

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, and student employee salaries.



***Karen Klose,
associate vice
president for
Information
Technology.***



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)



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.

All renovations and upgrades are carefully planned within those allocations. Funds will be shifted this year to continue accommodating increased network appliance maintenance expense and migration to a new Learning Management System. A portion of the fee will again cover administrative overhead expense.

The \$10 per semester (\$20 annual) increase in the Student Technology Fee will cover increased student computer lab renovations, increased software licensing for computer labs and smart classrooms, an expansion of lecture capture technology, and a migration to a new Learning Management System. An additional investment in technology funding is sought each year to cover a portion 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.

**SUNY FREDONIA
Proposed 2012-2013 Budget
Income Fund Reimbursable (IFR)
Technology Fee**

Revenue:	
Gross Projected Revenue	\$ 1,994,508
Less: Reserve for Shortfall	230,000
Less: Admin. Overhead	99,725
Less: Maint. Overhead	179,506
Less: Fringe Benefits	<u>20,672</u>
Net Revenue	<u>\$ 1,464,605</u>
Expenses:	
Temporary Service	\$ 115,000
Supplies & Expenses	<u>1,349,605</u>
Total Expenses	<u>\$ 1,464,605</u>

**SUNY FREDONIA
Proposed 2012-2013 Budget
Income Fund Reimbursable (IFR)
Technology Fee**

Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	115,000	97,000	18,000
Other than Personal Service	<u>1,349,605</u>	<u>1,232,479</u>	<u>117,126</u>
TOTAL	<u>\$ 1,464,605</u>	<u>\$ 1,329,479</u>	<u>\$ 135,126</u>



**Administration
Budget Statement**

Overview

Major IFR accounts within 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 50,000 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 Administration operating budget include:

- The Transportation Fee will remain at \$57.50 per semester for the 2012-2013 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 Administrative IFR accounts and subaccounts will have a 2012-2013 allocation of \$6,753,400 - an increase of \$606,700 from 2011-2012. A major reason for this increase is that several categories of revenues are no longer included in the state tuition offset budget, but now reside in IFR accounts. The Administrative IFR budget also includes an undistributed allocation of \$500,000 which may be moved to any area on campus if needed during the year to cover unanticipated increases in IFR budget needs, contingent upon available cash balances. 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 2012-2013 Budget Income Fund Reimbursable (IFR)			
Administration			
Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 605,900	\$ 614,900	\$ (9,000)
Temporary Service	236,000	600,400	(364,400)
Other than Personal Service	5,911,500	4,931,400	980,100
TOTAL	\$ 6,753,400	\$ 6,146,700	\$ 606,700



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)



The dollars generated during the capital campaign will be used primarily to fund scholarships, student educational enrichment, academic program enhancement and cultural programming.

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 2011-2012 fiscal year.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2012-2013 fiscal year the IFR accounts in University Advancement will receive no additional allocation. The total allocation for University Advancement's operating budget will remain at \$23,700.

SUNY FREDONIA Proposed 2012-2013 Budget Income Fund Reimbursable (IFR) University Advancement

Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	23,700	23,700	-
Total	\$ 23,700	\$ 23,700	\$ -



**Student Affairs
Budget Statement**

Overview

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

Highlights

The Health Center provides a full range of health and counseling services to students. The Intercollegiate Athletic Fee supports SUNY Fredonia’s participation in 19 NCAA Division III men’s and women’s intercollegiate athletic programs, intramurals and recreation. The campus Escort van provides students with a ride from parking lots when they return to campus in the evening.

The transition of athletic camp IFR accounts transferred from Academic Affairs to Student Affairs for management and oversight has been working well. This was part of a new organizational structure for the Athletics and Recreation department, adding intramurals and recreation to areas of responsibility.



Pink the Rink.

Construction of a new \$2.7 million Fitness Center in Dods Hall is planned to begin in May 2012 and is anticipated to be complete by Spring 2013. The new Fitness Center will accommodate equipment for both athletes and the general campus community, and be situated in the south east corner of the Dods Hall which once housed the old pool. Plans call for a significantly larger facility than the current center, an installation of an upper tier, a climbing wall, and opening up the outside east wall into windows.

Planning Assumptions

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

SUNY FREDONIA			
Proposed 2012-2013 Budget			
Income Fund Reimbursable (IFR)			
Student Affairs			
Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 1,066,300	\$ 868,800	\$ 197,500
Temporary Service	395,000	117,000	278,000
Other than Personal Service	2,353,400	1,973,500	379,900
TOTAL	\$ 3,814,700	\$ 2,959,300	\$ 855,400



Head Coach Arthur Wang, left, presents diver Sarah Ficarro with two of the six All-American certificates she earned in her first three seasons.

- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.
- The Counseling Center will hire a new counselor to assist with the high demand for services. The department has been using a per diem counselor to assist with the workload for the past two years.
- The Escort van will continue to provide service to students at the same level as the 2011-2012 academic year.
- The Fitness Center fee is anticipated to increase by \$25 per semester due to the construction of the new Fitness Center.
- A search will be initiated for a director of the new Fitness Center.

Operating Budget

For the 2012-2013 fiscal year Student Affairs' IFR accounts will receive an allocation of \$3,814,700— an increase of \$855,400 from last year. A partial reason for this increase is due to athletic IFR accounts being transferred from Academic Affairs to Student Affairs. This transfer was not fully recognized prior to publishing the 2011-2012 Budget Book.

- The Intercollegiate Athletic Fee will remain at \$145 per semester.
- 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.



Activities Night



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). It includes competition in eight men’s sports and eleven 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 softball, ice hockey, men’s and women’s soccer, lacrosse, swimming and diving, and volleyball. SUNY Fredonia has a storied history of successful competition on the athletic fields, courts, and rinks of New York State. Funding for the SUNY Fredonia athletics 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).

Some highlights include:

Team Honors:

- The softball team compiled a 26-9 record – tying the school mark for wins – and advanced to the second round of the SUNYAC softball playoffs.
- The ice hockey team advanced to the finals of the SUNYAC tournament with impressive road wins over Buffalo State and SUNY Oswego.

Highlights

The Fredonia State Blue Devils have received a number of individual and team honors over the past year. However, perhaps the most important highlight is the fact that student-athletes graduated at a 78.6 percent rate, which represents a 14.9 percent higher graduation rate than their fellow classmates.

**SUNY FREDONIA
Proposed 2012-2013 Budget
Income Fund Reimbursable (IFR)
Intercollegiate Athletics**

Area of Expense	2012-2013 Proposed Allocation	2011-2012 Allocation	Change
Reimbursement to University Temporary Service	\$ 450,000	\$ 450,000	\$ -
Other than Personal Service	1,057,100	1,004,872	52,228
TOTAL	\$ 1,507,100	\$ 1,454,872	\$ 52,228



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)



Long-time Director of Athletics, Gregory Prechtel.

- The women's volleyball team went 26-11 and advanced to the semi-final round of the SUNYAC tournament.
- Both the men's and women's swim teams improved their performance at SUNYACS to finish fourth at the SUNYAC championship meet.
- The men's cross country team placed 10th out of 40 teams at the NCAA Atlantic Regional meet in Canton, NY.

Individual Athlete Honors:

- Nick Guarino achieved National Champion status three times in one year winning the indoor mile as well as the outdoor 1,500 meter and 800 meter events at the 2011 NCAA Division III Track and Field championships. Mr. Guarino graduated as Fredonia's most decorated athlete with five National Champion titles to his name.
- Sophomore Sarah Ficarro earned her third All-America honor by placing ninth on the 3-meter springboard at the NCAA Division III championships in Knoxville, Tenn. Ms. Ficarro had been named "Diver of the Meet" at the SUNYAC championships in Buffalo, N.Y. earlier in the year.
- Senior Jordan Oye was selected the Herb Hammond Award winner as SUNYAC Hockey's "Player of the Year."
- Mr. Guarino received the Dr. Sam Molnar Award as the SUNYAC's top male "scholar-athlete." The five-time National Champion earned a cumulative 3.44 GPA during his time at Fredonia.
- Christopher deBruyn, captain of the Blue Devil ice hockey team, was selected as a Chancellor's Award for Student Excellence recipient. Majoring in Finance and Economics, he was also active in many community service projects.
- Volleyball players Sarah Zureck and Jennifer Newhouse were selected as members of the American Volleyball Coaches Association All-Region team. Ms. Zureck is the first three-time all-region player in program history.

- Senior forward Oye and senior defenseman Steve Rizer were selected to the NCAA Division III All-America Hockey Team by the American Hockey Coaches Association.

Individual Coaching Honors:

- Track coach Tom Wilson and softball coach Lorrie Corsi were each selected SUNYAC "Coach of the Year" in their respective sports by a vote of their peers.

Student-athletes also participated in the following community service programs: serving as sponsors of Community Blood Bank and American Red Cross blood drives; participating in the "Out of the Darkness Walk," holding a "Pink the Rink" ice hockey fundraiser for cancer research, assisting residents of the WCA Home in writing Christmas cards, sponsoring a number of "Kids Night Out" fund raisers, collecting money for Trooper's Toys for Tots, working on a Habitat for Humanity house, and raising money for the Mark Buckenmeyer Memorial Scholarship Fund.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will remain the same as 2011-2012 at \$145.
- 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.
- The Intercollegiate Athletics Fee will reallocate \$130,000 to the University Operating budget.
- Increased expenditures will be covered by revenue generated beyond base target projections.



Operating Budget

The proposed 2012-2013 Intercollegiate Athletic Fee operating budget is \$1,507,100 – an increase of \$52,228 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 SUNY Fredonia Intercollegiate Athletics program include: conference membership fees, purchases 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.

The 2012-2013 operating budget will allow the SUNY Fredonia Intercollegiate Athletics program to adhere to the NCAA Division III philosophy that values the student-athlete experience above all others.



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

SUNY FREDONIA		
Proposed 2012-2013 Budget		
Income Fund Reimbursable (IFR)		
Intercollegiate Athletics		
Revenue:		
Projected Revenue	\$	1,484,872
Contingency Account Balance		100,000
Supplemental Revenue		52,228
Less: Reserve for Shortfall		<u>130,000</u>
Net Revenue		<u><u>\$ 1,507,100</u></u>
Expenses:		
Reimbursement to University	\$	450,000
Supplies & Expenses		<u>1,057,100</u>
Total Expenses		<u><u>\$ 1,507,100</u></u>



2012-2013 SUNY Fredonia Income Fund Reimbursable (IFR)



Eat Well. Quality food, eaten at regular intervals, provides the fuel your body and mind need to be productive throughout the day. It also provides the energy needed to buffer life's daily stressors.

Choose a variety of food--colors, textures, tastes--at meals. Combine foods (e.g., an apple and a piece of cheese) to create a high-energy snack. Take time to enjoy your food: notice the flavor and feel of each bite.

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

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

EAT WELL

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

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; three full-time counselors, one half-time counselor, one Violence and Substance Abuse Prevention Coordinator, a consulting psychiatrist and a receptionist. The Counseling

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. Assistant Vice President for Student Affairs Monica White supervises these units while

SUNY FREDONIA Proposed 2012-2013 Budget Income Fund Reimbursable (IFR)

Student Health Fee

Revenue:	
Projected Revenue	\$ 1,690,019
Rollover from Prior Year	245,503
Less: Reserve for Shortfall	250,000
Less: Admin. Overhead	84,501
Less: Fringe Benefits	500,521
Net Revenue	<u>\$ 1,100,500</u>
Expenses:	
Personal Service	\$ 938,500
Temporary Service	42,000
Supplies & Expenses	120,000
Total Expenses	<u>\$ 1,100,500</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 Health and Wellness Internship, 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.

- Met with a favorable response by students, the Counseling Center will continue to introduce video conferencing for additional psychiatric services, including emergency 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, will hire 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.
- An additional Health Center counselor will be hired.



Monica White,
assistant vice
president for
Student Affairs.

Planning Assumptions

Planning assumptions used in the development of the 2012-2013 Student Health Services Fee operating budget include:

- The Student Health Services Fee will remain at \$165 per semester.
- The Health Center has implemented the beginning phases of an electronic filing system through Mediat in order to become as paperless as feasible.

Operating Budget

The 2012-2013 proposed operating budget for the Student Health Services operation is \$1,100,500 – an increase of \$135,223 from the prior year. The funds are generated from the Student Health Services Fee which was established by the SUNY Board of Trustees (April 1991) and is included in the campus Student Services and Program Charge. The proposed \$xx per semester increase was supported by the Student Health Advisory Committee (SHAC). 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 2012-2013 Budget Income Fund Reimbursable (IFR) Student Health Fee			
Area of Expense	Proposed 2012-2013 Allocation	2011-2012 Allocation	Change
Personal Service Regular	\$ 938,500	\$ 869,500	\$ 69,000
Temporary Service	42,000	22,000	20,000
Other than Personal Service	120,000	73,777	46,223
TOTAL	\$ 1,100,500	\$ 965,277	\$ 135,223



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

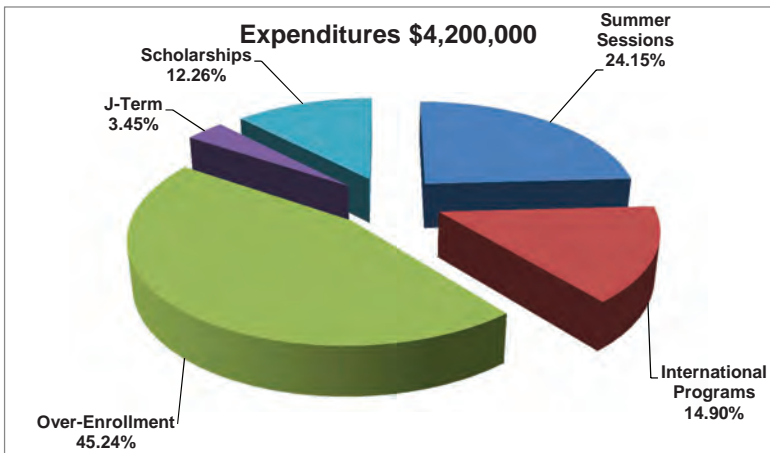
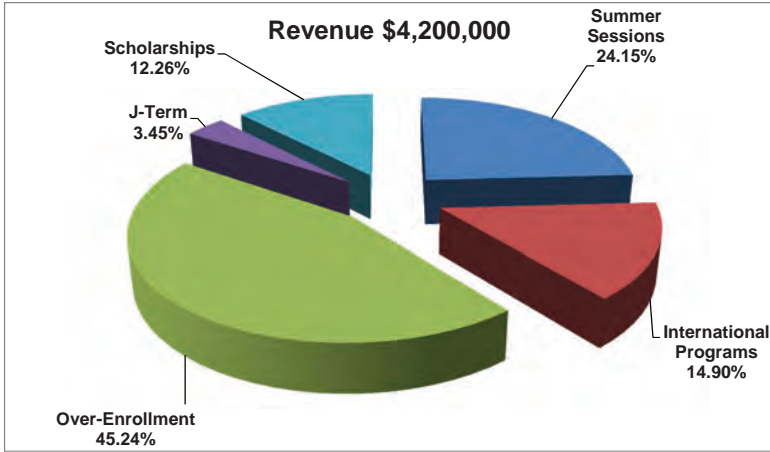
OPERATING BUDGET

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





2012 - 2013 SUNY Fredonia SUTRA Operating Budget



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.

SUNY FREDONIA 2012-2013 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

Mary Sasso serves as the director of the International Education Center 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 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. 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.”

The International Education Center (IEC) proudly welcomed 91 Korean transfer students as the newest members of the SUNY Fredonia-HUFS 1+3 Program. The students arrived with sophomore standing after having completed their freshman year at Hankuk University of Foreign Studies. The pathway program strategy is undergoing expansion and Fredonia is expected to continue increasing the number of full-time degree seeking international students in 2012-2013 with students arriving from all around the world, including Mexico, China, Nigeria, Austria, Canada and Malaysia.



Planning Assumptions

Planning assumptions used in the development of the 2012-2013 SUTRA operating budget include the following:

- The university continues to strive for modest growth in both Summer Sessions and J-Term.
- Summer Sessions will continue to fund 3.80 Full-Time Equivalent (FTE) positions.
- The Fredonia Academy will offer non-credit programs throughout the calendar year.
- Funding will continue for institutional scholarships.

Students from all over the globe choose SUNY Fredonia for its high quality education, affordable price, private college-style campus, and friendly people. SUNY Fredonia enrolled 179 international students for the 2011-2012 academic year.

SUNY FREDONIA	
Proposed 2012-2013 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Sessions	\$ 1,014,000
International Programs	626,000
Over-Enrollment	1,900,000
J-Term	145,000
Scholarships	515,000
Total	<u>\$ 4,200,000</u>
Expenditures:	
Summer Sessions	\$ 1,014,000
International Programs	626,000
Over-Enrollment	1,900,000
J-Term	145,000
Scholarships	515,000
Total	<u>\$ 4,200,000</u>



2012 - 2013 SUNY Fredonia SUTRA Operating Budget



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

- Over-enrollment funds will be utilized to address the state operating budget shortfall.
- The number of international students will increase significantly during this period as a result of a new enrollment initiative (1+3) with Hankuk University of Foreign Studies

Funding in the 2012-2013 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 to keep 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 2012-2013 SUTRA budget is projected at \$4.2 million, up from \$3.45 million in the 2011-2012 fiscal year. The additional \$750,000 in the SUTRA budget includes an increase of over-enrollment funding by \$500,000 to deal with anticipated budget shortfalls. International education funding is increased by \$50,000 to reflect growth in the area. Funding for scholarships increased to \$515,000 from \$415,000 in 2011-2012. J-Term and Summer Sessions had modest increases.

**SUNY FREDONIA
Proposed 2012-2013 Budget
State University Tuition Reimbursable Account (SUTRA)**

Campus Total FTE Distribution

	2012-2013	2011-2012	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	3.80	3.80	0.00
TOTAL	3.80	3.80	0.00

**SUNY FREDONIA
Proposed 2012-2013 Budget
State University Tuition Reimbursable Account (SUTRA)**

Object	Proposed 2012-2013 Allocation	2011-2012 Allocation	Change
Academic Affairs			
Personal Service Regular	\$ 209,000	\$ 205,100	\$ 3,900
Temporary Service	668,000	642,900	25,100
Other than Personal Service	732,000	617,000	115,000
TOTAL	\$ 1,609,000	\$ 1,465,000	\$ 144,000
Administration			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	2,076,000	1,570,000	506,000
TOTAL	\$ 2,076,000	\$ 1,570,000	\$ 506,000
Student Affairs			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	515,000	415,000	100,000
TOTAL	\$ 515,000	\$ 415,000	\$ 100,000
GRAND TOTAL	\$ 4,200,000	\$ 3,450,000	\$ 750,000





SUNY FREDONIA
Proposed 2012-2013 Budget
State University Tuition Reimbursable Account (SUTRA)

Account Number	Account Title	Proposed 2012-2013 Allocation	2011-2012 Allocation	Change
Academic Affairs				
960001.02	Summer Sessions - Non-Instructional	\$ 118,000	\$ 115,200	\$ 2,800
960001.03	Academic Affairs Secretarial Support	91,000	89,900	1,100
960001.28	Distance Learning	20,000	20,000	-
960001.xx	Incentive to Academic Departments	50,000	25,000	25,000
960001.93	Summer Sessions - Expenditures	735,000	689,900	45,100
960005.75	J-Term	145,000	125,000	20,000
960003.00	International Programs - Fredonia	450,000	400,000	50,000
TOTAL		\$ 1,609,000	\$ 1,465,000	\$ 144,000
Administration				
960002.00	International Prog. - Tuition Exchange	\$ 176,000	\$ 170,000	\$ 6,000
960005.XX	Over-Enrollment	1,900,000	1,400,000	500,000
960605.00	Utility Expenses	-	-	-
TOTAL		\$ 2,076,000	\$ 1,570,000	\$ 506,000
Student Affairs				
961581.03	Scholarship Incentive - Alumni	10,000	10,000	-
961581.04	President's International Scholarship	160,000	135,000	25,000
961581.07	President's Out-of-State Scholarship	245,000	270,000	(25,000)
961581.XX	Fredonia Academic Excellence Award	100,000	0	100,000
TOTAL		\$ 515,000	\$ 415,000	\$ 100,000
GRAND TOTAL		\$ 4,200,000	\$ 3,450,000	\$ 750,000

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.



THIS BUILDING IS
A
AED
LOCATION



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

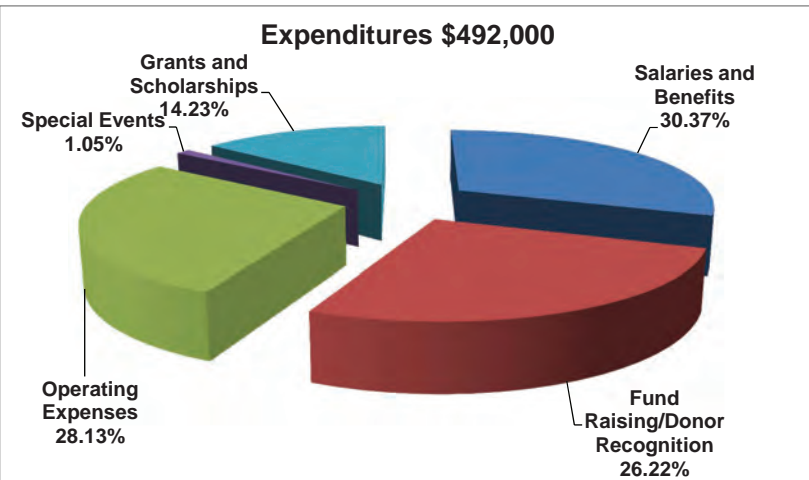
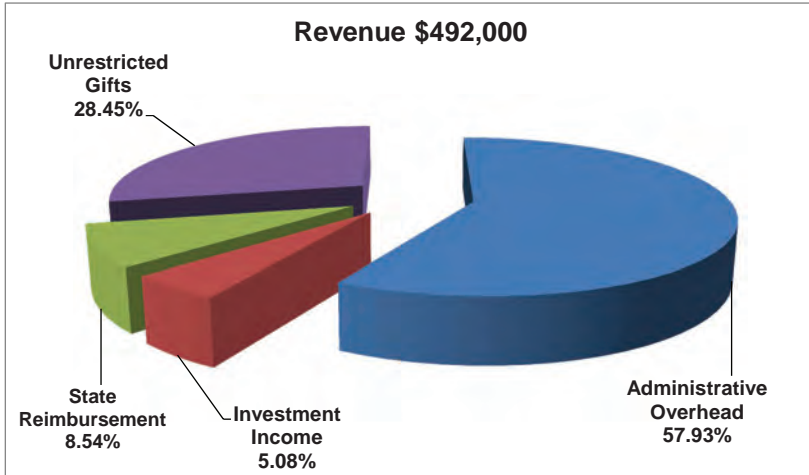
OPERATING BUDGET

**FREDONIA COLLEGE
FOUNDATION OPERATING BUDGET**





2012-2013 Fredonia College Foundation Operating Budget



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.

SUNY FREDONIA 2012-2013 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. The Development Office provides professional staff in support of foundation operations and six fundraisers. Support is also provided by an Associate Vice President and by the Foundation Controller. Operations of the foundation are supervised by the 32-member board of directors who serve without compensation.

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 2011 year the foundation collected \$2,241,815 (unaudited), in donations to the university. Grants from restricted and endowment funds exceeded \$1,508,681. The board of directors awarded \$48,203 of unrestricted net assets for student financial aid



and scholarship grants. Endowment funds continued to be closely monitored during 2011 in order to track the impact of equity market fluctuations, and major endowment donors received a letter updating them on the investment situation.

Planning Assumptions

Planning assumptions used in the development of the 2012 Fredonia College Foundation operating budget include the following:

- Interest income will stabilize as a result of the improving national financial situation.
- Administrative/management fees will provide a modest increase over 2011 levels.
- Capital improvements and repairs for the Foundation House are expected to be similar to recent years.

Operating Budget

The 2012 Fredonia College Foundation operating budget totals \$492,000. The unrestricted gift income is expected to decrease approximately \$10,000 compared to 2011. Projected revenues and proposed expenses are expected to be virtually the same in 2012.



Carnahan-Jackson Foundation scholarship recipient Molly Woodfield and her family were in attendance at the 26th annual Scholars Breakfast held in the Steele Hall Arena.

SUNY FREDONIA 2012-2013 Budget Fredonia College Foundation Budget Revenue Sources and Expenditures

Revenue Sources:

Administrative Overhead	\$285,000	
Investment Income	25,000	
State Reimbursement	42,000	
Unrestricted Gifts	<u>140,000</u>	
Total		<u>\$492,000</u>

Expenditures:

Salaries and Benefits	\$149,406	
Fund Raising/Donor Recognition	129,000	
Operating Expenses	138,394	
Special Events	5,200	
Grants and Scholarships	70,000	
Total		<u>\$492,000</u>



2012-2013 Fredonia College Foundation Operating Budget



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

SUNY FREDONIA 2012-2013 Fredonia College Foundation Budget Revenues and Expenses

	2012-2013 Budget	2011-2012 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$270,000	\$211,000	\$59,000
Administrative Overhead-Restricted Funds	15,000	14,500	500
Interest Income	25,000	20,000	5,000
Distinguished Service Awards Banquet	0	17,050	(17,050)
Foundation House	42,000	42,000	0
Unrestricted Fund Balance	0	31,114	(31,114)
Unrestricted Gifts	140,000	150,000	(10,000)
TOTAL REVENUE	\$492,000	\$485,664	\$6,336
Projected Expenses			
Accounting Fees-Auditor	\$7,000	\$7,000	\$0
Board of Directors Expense	3,500	4,100	(600)
Credit Card Processing and Bank Fees	6,700	4,700	2,000
Alumni Leadership Conference	5,200	5,200	0
Conferences and Seminars	4,000	1,500	2,500
Donor Recognition and Cultivation	12,000	11,000	1,000
Scholarship Recipient Recognition	12,000	13,000	(1,000)
President's Associates Recognition	4,200	4,200	0
Executive Director's Expenses	9,000	5,500	3,500
Legal Fees	500	500	0
Membership and Dues	2,200	2,500	(300)
Miscellaneous	500	1,000	(500)
Office Supplies	500	850	(350)
Postage	1,200	600	600
Printing	11,000	5,000	6,000
Publications	1,700	900	800
Salaries and Benefits	149,406	150,914	(1,508)
Travel	25,000	25,000	0
Contingency Fund	3,000	3,000	0
Payroll Processing	2,500	2,300	200
Phonathon	20,000	15,000	5,000
Annual Fund	20,000	15,000	5,000
Planned Giving	23,000	23,000	0
Corporate and Foundation Relations	2,500	2,200	300
Annual Report	25,000	29,000	(4,000)
Computer Software and Support	7,500	12,500	(5,000)
Insurance	1,500	2,300	(800)
State Fees	1,400	1,200	200
Distinguished Service Awards Banquet	0	13,000	(13,000)
Foundation House			
Depreciation	21,500	21,700	(200)
Utilities	8,800	8,000	800
Repairs and Maintenance	16,000	16,000	0
Custodial Services	11,500	10,000	1,500
Insurance	1,900	1,900	0
Surplus (Deficit) for the year	294	0	294
TOTAL EXPENSES	\$422,000	\$419,564	\$2,436
Scholarships	45,000	42,300	2,700
Grants and Awards	25,000	23,800	1,200
TOTAL EXPENSES AND GRANTS	\$492,000	\$485,664	\$6,336



FREDONIA COLLEGE FOUNDATION 2012 Board of Directors

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Buffalo, N.Y.

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Johnson, Mackowiak and Associates
Fredonia, N.Y.

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Vice President Emeritus, SUNY Fredonia
Forestville, N.Y.

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Vice President for University Advancement, SUNY Fredonia
Fredonia, N.Y.

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

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Management Consultant, Accenture, LTD
New York, N.Y.

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Fredonia, N.Y.

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

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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.

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

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Macedon, N.Y.

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

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Associate Vice President for University Development, SUNY Fredonia
Fredonia, N.Y.

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

DENNIS L. HEFNER, Ph.D.
President, SUNY Fredonia
Fredonia, N.Y.

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



Jamestown native Cathy (Calannio) Marion, '79, and her husband, Jesse, above, attended the formal dedication of the newly-renovated art gallery in the Michael C. Rockefeller Arts Center which now bears their name. The Marions, residents of Houston, Texas, graciously made a major financial commitment to SUNY Fredonia during the "Doors to Success" Capital Campaign.

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





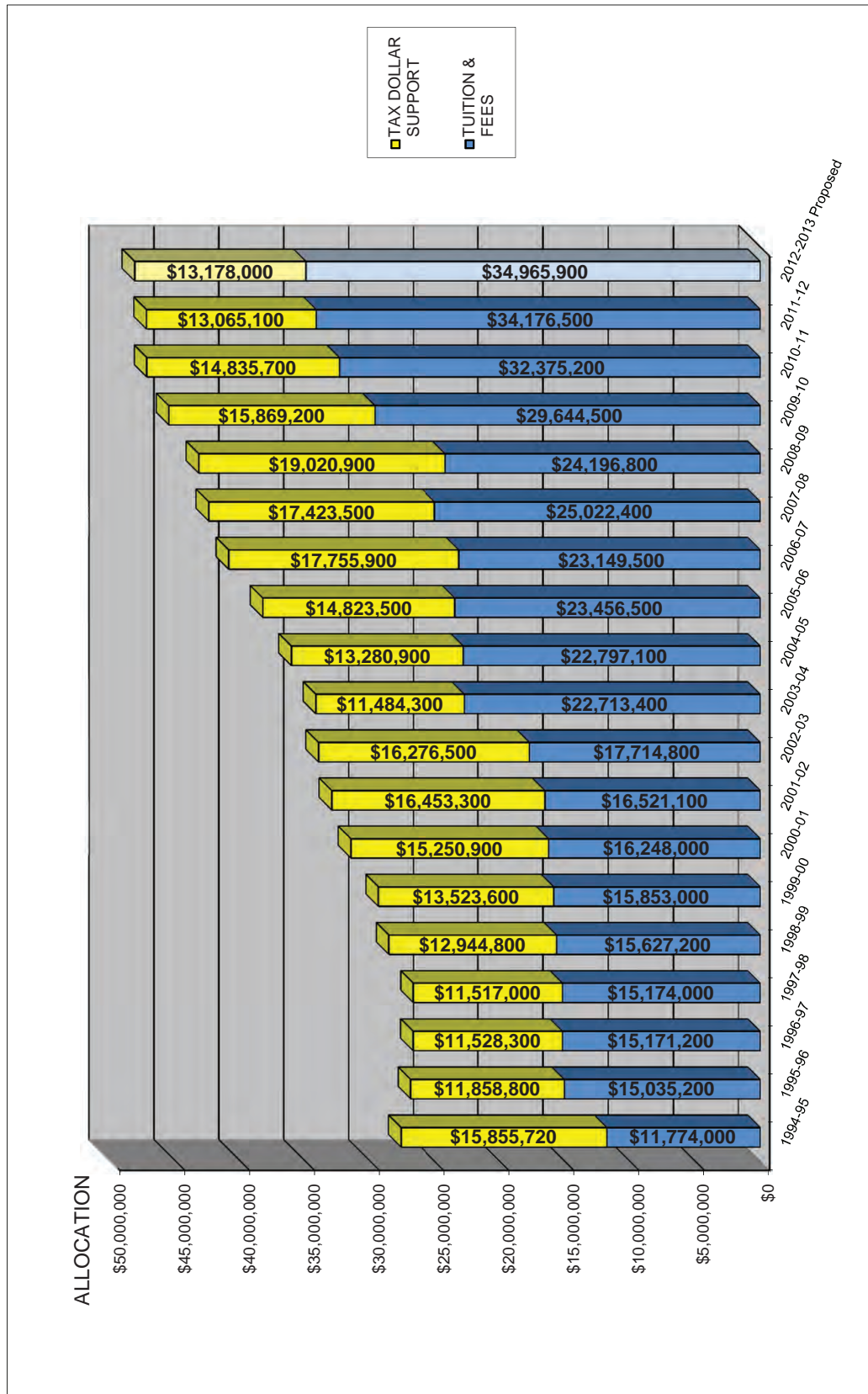
Analysis of Funding - APPENDIX 1

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

	<u>1998-99</u>	<u>State Support</u>	<u>%</u>	<u>Campus Revenue</u>	<u>%</u>	<u>Total Budget</u>
RAM I - October, 1997	\$10,508,000	40%	\$15,583,000	60%	\$26,091,000	
RAM II - May, 1998	12,184,000	44%	15,411,000	56%	27,595,000	
RAM III - June, 1998	12,800,000	45%	15,772,000	55%	28,572,000	
1998-99 Financial Plan	12,944,800	45%	15,627,200	55%	28,572,000	
<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	



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





SUNY FREDONIA
Derivation of Proposed 2012-2013 Operating Budget from 2011-2012 Base

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Utilities/Other Institutional	Total
Original 2011-2012 Proposed Base Budget	\$522,000	\$29,657,500	\$6,155,300	\$1,375,900	\$4,115,100	\$5,415,800	\$47,241,600
Adjustments To Financial Plan	-	-	-	-	-	-	-
Sub-Total Budget Adjustments	-	-	-	-	-	-	-
Revised 2011-2012 Base Budget Need	522,000	29,657,500	6,155,300	1,375,900	4,115,100	5,415,800	47,241,600
2010-11 Carry Over Funds & Reserves						-630,000	(630,000)
2011-12 1% Reserves						-430,000	(430,000)
2011-12 IFR Fee Support & Unrestricted Funds						-1,020,000	(1,020,000)
FSA & DIFR Utility Support						-800,000	(800,000)
2010-2011 Utility Savings						-400,000	(400,000)
2011-2012 Institutional Equipment Savings						-225,000	(225,000)
2010-2011 Over Enrollment						-902,100	(902,100)
2011-2012 Salary Savings						-1,708,700	(1,708,700)
Adjusted 2011-2012 Allocation (Form 1)	522,000	29,657,500	6,155,300	1,375,900	4,115,100	-700,000	41,125,800
SUTRA (Supplemental) Over Enrollment Prior Years						-497,900	(497,900)
2011-2012 Financial Plan Base	522,000	29,657,500	6,155,300	1,375,900	4,115,100	(1,197,900)	40,627,900
Mid-year 2011-2012 Budget Reduction (IFR Reserves)						0	0
2011-2012 Adjusted Financial Plan	522,000	29,657,500	6,155,300	1,375,900	4,115,100	(1,197,900)	40,627,900
2011-2012 Negotiated Salary Adjustments/ Position Changes	(61,000)	78,600	(25,900)	13,900	115,800	(121,400)	-
Final 2011-2012 Base Budget	461,000	29,736,100	6,129,400	1,389,800	4,230,900	5,294,400	47,241,600
2012-2013 Budget Adjustments							
I. Inflationary Increases							
Funding of Tuition Credit Scholarship						373,000	373,000
New Positions	40,000	184,300		35,000	45,000		304,300
Strategic Plan Funding	25,000						25,000
Approved Salary Increases		17,400			5,400		22,800
Bargaining Unit Cost						112,900	112,900
Other Than Personal Services (OTPS)						64,300	64,300
II. Permanent Budget Reductions							
Position Reductions							
Sub-Total Budget Adjustments	65,000	201,700	-	35,000	50,400	550,200	902,300
Proposed 2012-2013 Base Budget	\$526,000	\$29,937,800	\$6,129,400	\$1,424,800	\$4,281,300	\$5,844,600	\$48,143,900



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
1991-92								
DOLLAR	\$228,400 1%	\$16,700,900 64%	\$4,388,500 17%	\$524,000 2%	\$1,790,900 7%	\$2,272,800 9%	\$25,905,500 100%	
FTE	4.00 1%	357.35 67%	116.30 22%	12.15 2%	46.60 9%		536.40 100%	
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%



Analysis of Allocations - APPENDIX 2

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

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

* Percentages are rounded



SUNY FREDONIA
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS
 Fiscal Years 1997-98 to 2012-13

	University				Totals		
	President	Academic Affairs	Administration	Advancement		Student Affairs	Utilities/Other
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							
1997-98				(2,500)	\$	2,500	-
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)	1,844,900
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)	-
Adjustments	108,300	10,095,100	2,416,500	464,400	2,249,200	(7,394,900)	7,938,600
Growth, Inflationary Increases & Reductions							
1998-99		330,000	6,000	1,000	3,000	451,300	791,300
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
Growth, Inflationary Increases & Reductions	\$ 71,000	\$ 2,781,100	\$ (88,200)	\$ 266,400	\$ 338,400	\$ 9,107,300	\$ 12,476,000
Total Adjustments	\$ 179,300	\$ 12,876,200	\$ 2,328,300	\$ 730,800	\$ 2,587,600	\$ 1,712,400	\$ 20,414,600
% of Adjustments	0.88%	63.07%	11.41%	3.58%	12.68%	8.39%	100%
Current Base	\$ 526,000	\$ 29,937,800	\$ 6,129,400	\$ 1,424,800	\$ 4,281,300	\$ 5,844,600	\$ 48,143,900
Current % of Base	1.09%	62.18%	12.73%	2.96%	8.89%	12.14%	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



Consolidated Operating Budgets - APPENDIX 3

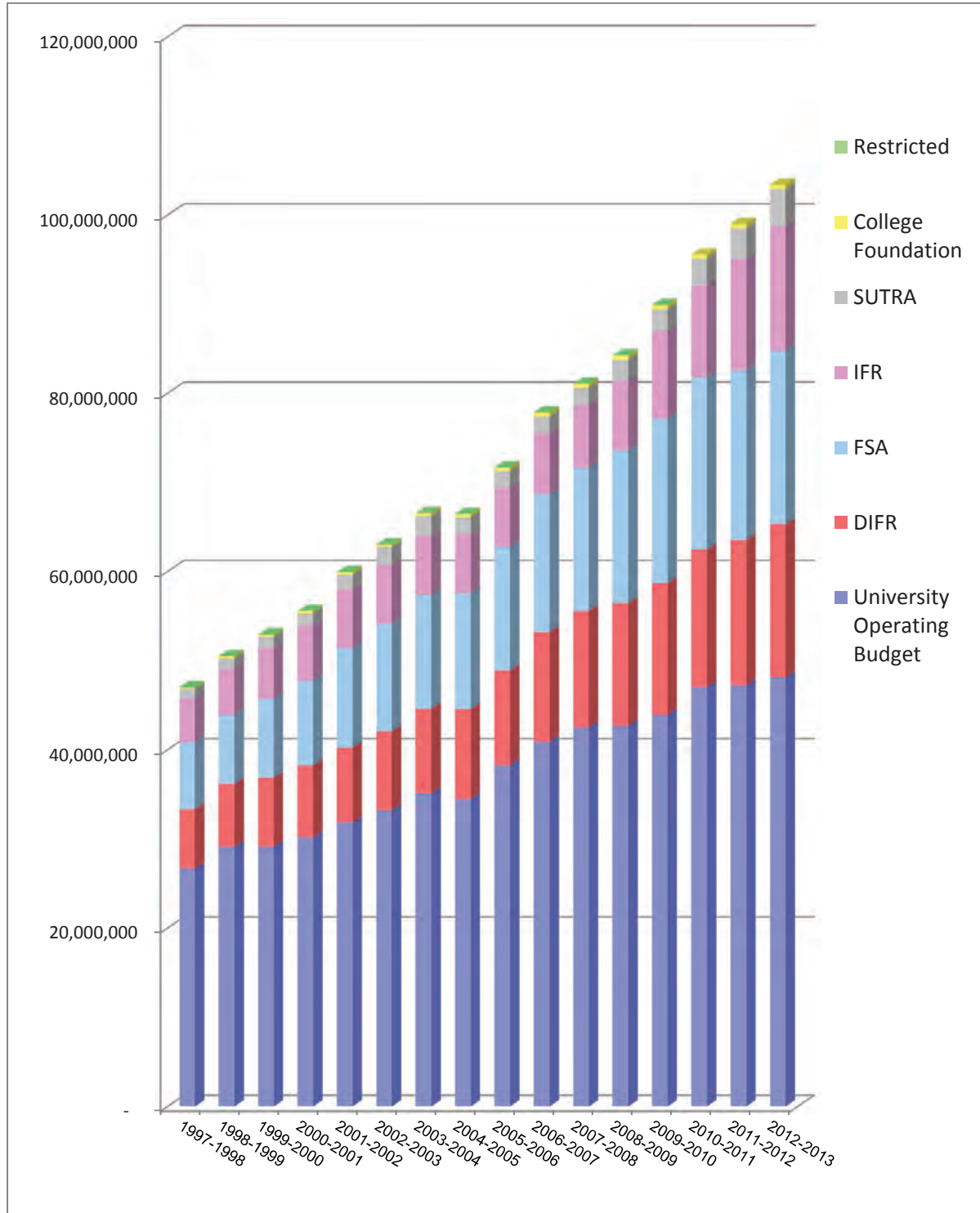
SUNY Fredonia Consolidated Operating Budgets 1997-1998 to 2012-2013

Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation		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	4.42%

* Restricted balances transferred to College Foundation



SUNY Fredonia
Consolidated Operating Budgets
 1997-1998 to 2012-2013





Tuition and Fees - APPENDIX 4

STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1973 - 2013 NYS RESIDENT UNDERGRADUATES													
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	FOOD SERVICE (2)					
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	699.00	2,217.50	1.6%	
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	0.0%	
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	54.00	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%	

(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 + \$575

(3) TOTALS ARE BASED ON LOWER DIVISION TUITION, WHERE APPLICABLE.

(4) RATES FOR 2012-2013 ARE SUBJECT TO CHANGE.



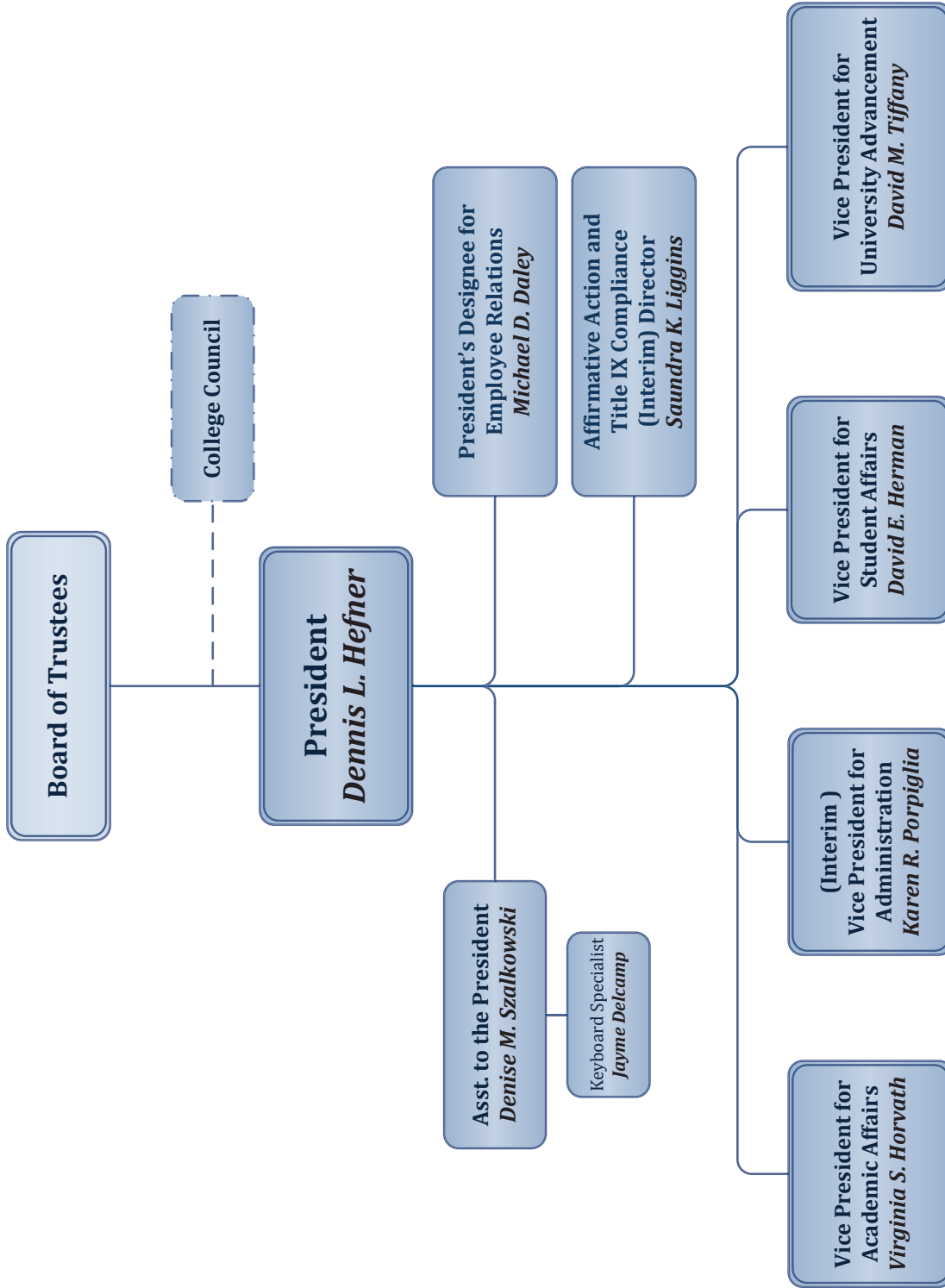
Tuition and Fees - APPENDIX 4

SUNY FREDONIA History of Student Services and Program Charge 1999-2000 through 2012-2013 Academic Years

Summary Of Components In Student Services and Program Charge	1999-2000		2000-2001		2001-2002		2002-2003		2003-2004		2004-2005		2005-2006	
	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	\$73.50	\$6.15	\$74.00	\$6.15	\$75.50	\$6.30	\$77.50	\$6.45	\$77.75	\$6.50	\$78.25	\$6.50
Bus Services	7.00	0.60	7.50	0.60	7.50	0.65	8.00	0.65	9.50	0.80	10.25	0.85	10.25	0.85
Athletic Fee	78.00	6.50	85.00	7.10	90.00	7.50	95.00	7.95	100.00	8.35	103.00	8.60	113.00	9.40
Health Center Fee	75.00	6.25	75.00	6.25	75.00	6.25	100.00	8.35	105.00	8.75	108.00	9.00	113.00	9.40
Technology Fee	85.00	7.10	95.00	7.90	106.00	8.85	120.00	10.00	125.00	10.45	129.00	10.75	135.00	11.25
Parking Services	30.00	2.50	32.50	2.70	35.00	2.95	38.00	3.15	39.00	3.25	40.00	3.30	41.00	3.45
College Lodge Services	3.00	0.25	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	2.50	0.20	3.50	0.30	3.50	0.30	3.50	0.30	3.50	0.30	4.00	0.35
Intramural Support	1.50	0.10	2.00	0.15	3.00	0.25	4.50	0.40	4.50	0.40	4.50	0.40	4.50	0.40
Natorium	-	-	-	-	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.30	4.00	0.40
Alumni Services	10.00	0.85	12.50	1.05	12.50	1.05	12.50	1.05	12.50	1.05	14.00	1.15	14.50	1.20
Orientation Support	1.50	0.10	1.50	0.10	2.00	0.15	2.00	0.15	2.00	0.15	2.00	0.20	3.00	0.25
Box Office	2.50	0.20	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	4.00	0.35	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
Uncollectable Allowance	1.50	0.10	1.00	0.10	1.50	0.10	-	-	-	-	-	-	-	-
Semester Total	\$375.00	\$31.25	\$400.00	\$33.25	\$425.00	\$35.40	\$474.00	\$39.50	\$493.50	\$41.15	\$508.00	\$42.30	\$533.00	\$44.40
Summary Of Components In Student Services and Program Charge	2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		2012-2013	
	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	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85
Bus Services	10.25	0.85	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	118.00	9.85	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05
Health Center Fee	118.00	9.85	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75
Technology Fee	140.00	11.65	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25
Parking Services	45.00	3.75	48.00	4.00	50.00	4.20	52.00	4.35	55.00	4.60	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	4.50	0.40	5.50	0.50	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40
Intramural Support	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75
Natorium	4.50	0.40	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40	5.00	0.40
Alumni Services	15.00	1.25	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35
Orientation Support	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	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	3.00	0.25	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	\$553.50	\$46.15	\$583.25	\$48.60	\$606.50	\$50.55	\$632.00	\$52.70	\$669.00	\$55.75	\$696.50	\$58.00	\$731.50	\$60.90



SUNY Fredonia President's Office





Academic Affairs

Vice President for Academic Affairs - Virginia Horvath

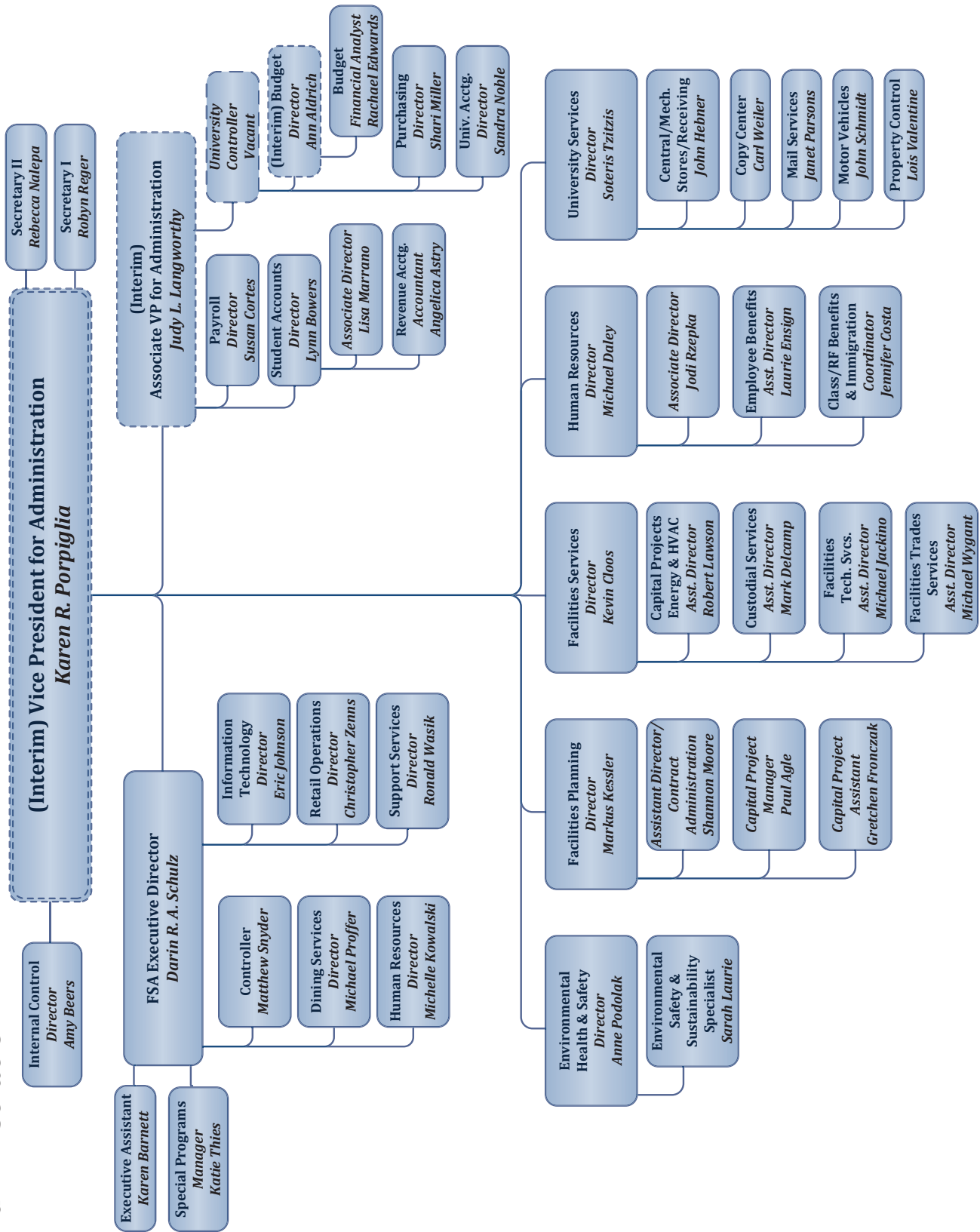
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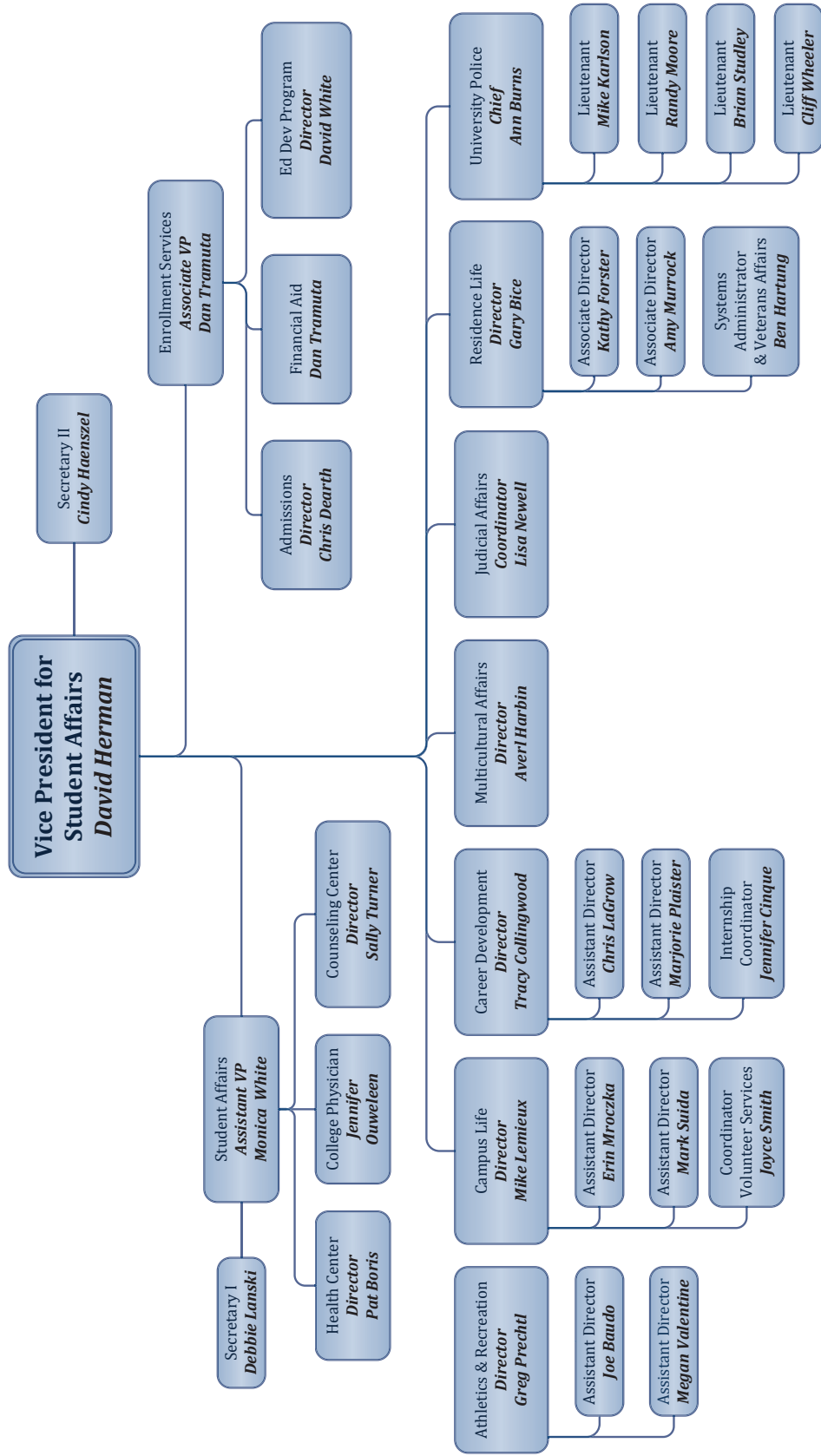
Organizational Charts - APPENDIX 5

Administration



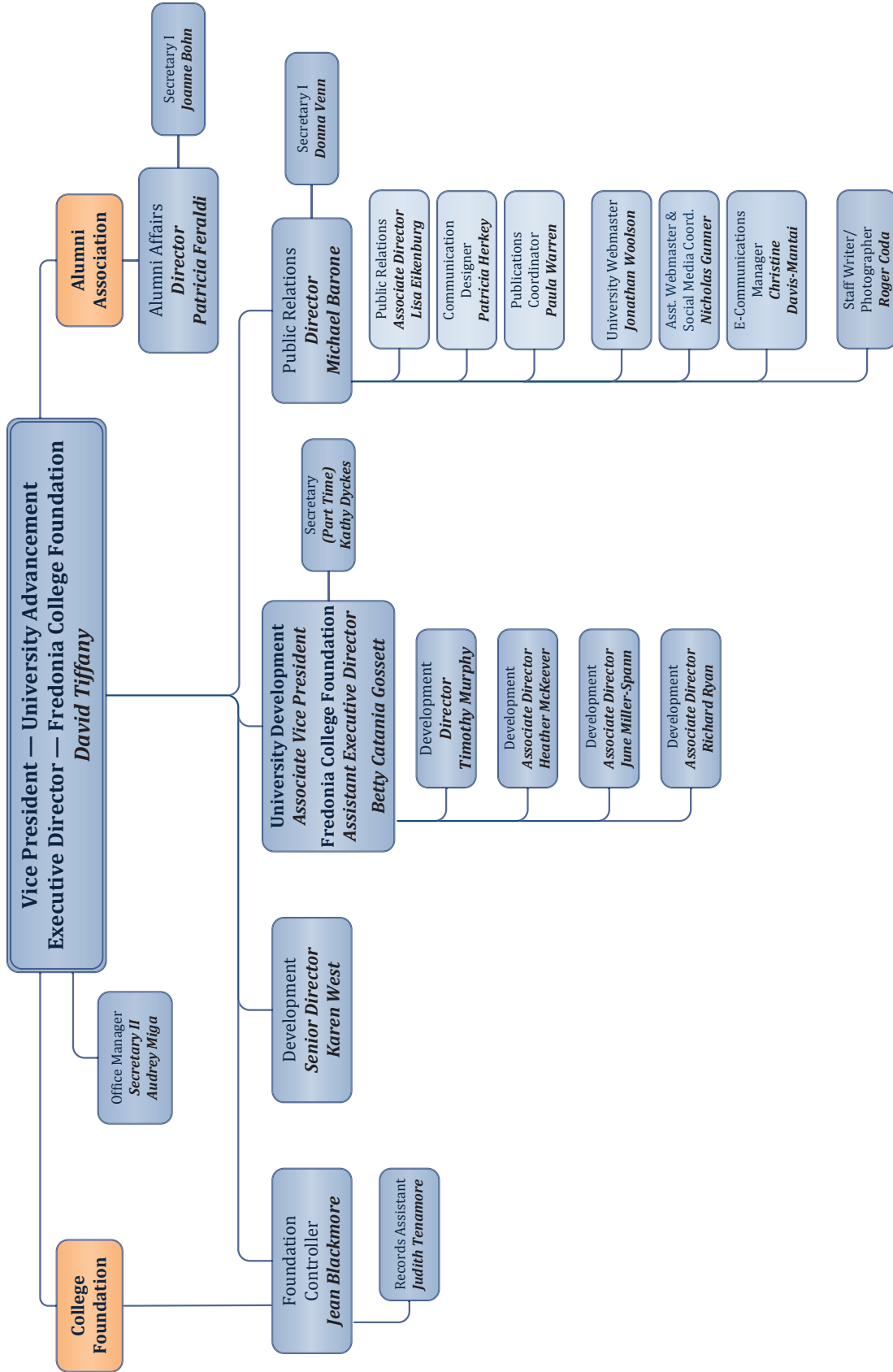


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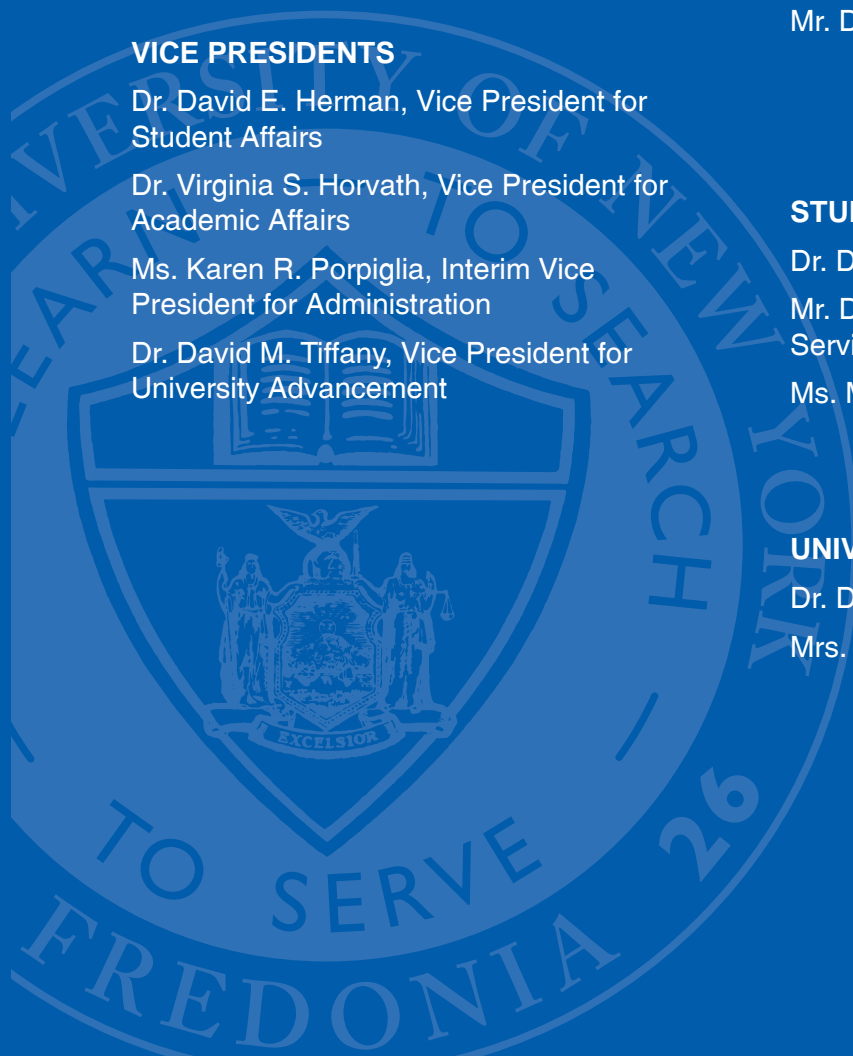
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