

# STATE UNIVERSITY OF NEW YORK AT FREDONIA



## Consolidated Operating Budget 2014-2015

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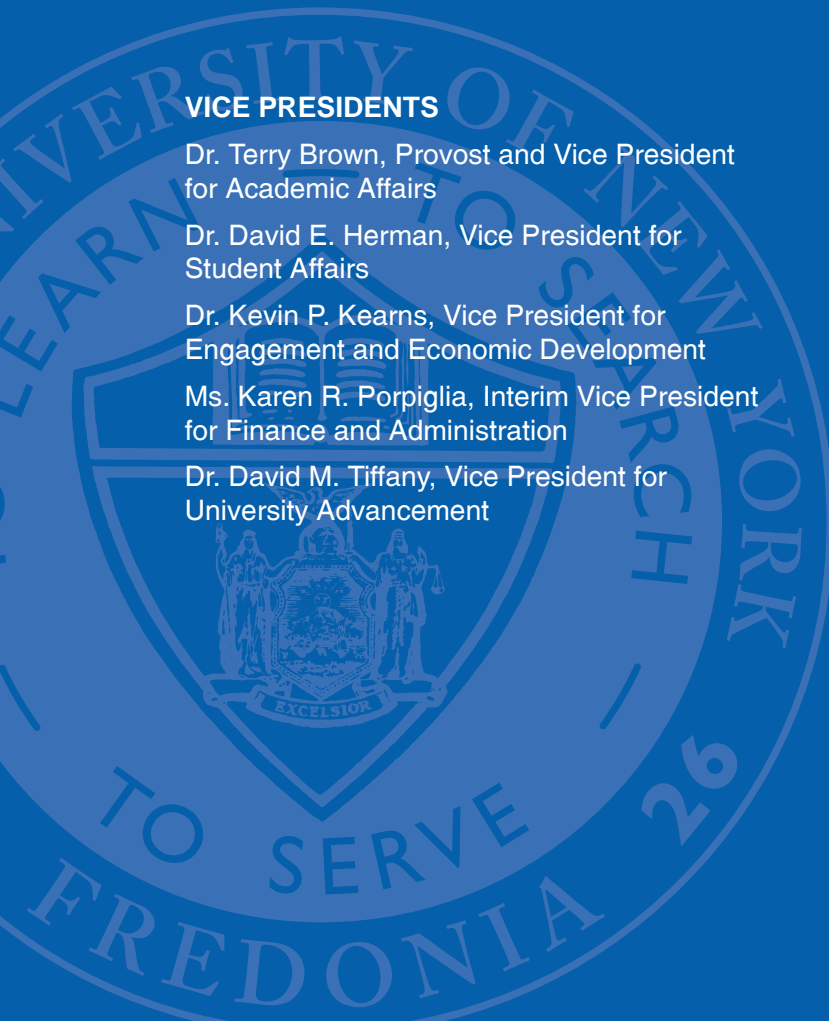
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# 2014-2015 SUNY Fredonia Consolidated Operating Budget



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**CONSOLIDATED  
OPERATING BUDGET**

**OVERVIEW**

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**CONSOLIDATED  
OPERATING BUDGET**





*Coming soon!*

***President Virginia  
Schaefer Horvath***

*Virginia S. Horvath*





# SUNY Fredonia Mission Statement

## SUNY Fredonia Mission Statement

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

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

## Institutional Priorities

The 2014-2015 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus as a result of numerous budget cuts during the past four years, the campus has continued to make progress in key institutional priorities. They include:

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

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



## The Power of Fredonia

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

Global Community. The plan offers President Virginia Horvath and the SUNY Fredonia campus a clear blueprint for programs, initiatives and identity in the next five years.

During the 2013-2014 academic year, Coordinator of Institutional Effectiveness Matt Cettin monitored progress on the four action areas identified by the strategic plan, and with Co-Chair of the Strategic Planning Steering Committee Keary Howard, shared progress reports with President Horvath, University Senate Chair Robert Deemer, and the members of Cabinet and the Campus Initiative Roundtable (CIR). In April and May 2014, the four Strategic Plan Implementation Teams analyzed data to monitor progress in their respective areas, using the metrics they developed in 2011-2012. Results will be shared with University Senate and the Cabinet in Fall 2014, along with a narrative report that will include the progress of specific action items including progress on the Baccalaureate Goals, community engagement initiatives, sustainability and Sustainability Tracking and Rating System (STARS) reporting, and comprehensive internationalization.

## 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 21 faculty, staff and students from throughout the campus who coordinate and promote sustainable operations and education in the campus community.

During the 2013-2014 academic year the Sustainability Committee met on a regular basis. The committee worked diligently throughout the year to identify areas of improvement for the campus, as well as to institutionalize sustainable operations practices. In addition, the committee focused attention on increasing awareness on campus. More information can be found on the Sustainability web site at: <http://www.fredonia.edu/sustainability>.



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

- Participated in the implementation of the new SUNY Fredonia Strategic Plan.
- Completed the semi-annual greenhouse gas audit as required by the American College and University President's Climate Commitment which showed a 30 percent decrease in campus emissions since 2011.
- Completed the semi-annual Sustainability Tracking and Rating System (STARS) report and earned a Bronze designation for the university's work in sustainability.
- Increased the amount of locally purchased foods to 17.44 percent.
- Implemented a campus-wide carpooling program.

Goals of the Sustainability Committee for the 2014-2015 fiscal year include:

- Implementing a campus-wide biking program.
- Work to increase sustainability related courses in General Education requirements.
- Continue to improve upon metrics outlined in the Strategic Plan.

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



## Construction

The 2014-2015 New York State Executive Budget provided additional funding for critical maintenance, but no increase in the disbursement ceiling for construction. The SUNY Construction Fund will continue to monitor campuses' spending by implementing a ceiling for each campus in 2014-2015. SUNY Fredonia's anticipated spending ceiling for 2014-2015 is \$4,949,909. The successful movement of campus projects may allow for additional spending as the year progresses and in future years.

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

- Disney Hall Window Replacement (\$1.1 million) – The project consists of replacing all student room, lounge and lobby windows.
- Electrical Distribution Upgrade (\$5 million) – The project consists of replacing the main electrical substation and all high voltage switch gear in the heating plant, as well as the duct bank from the heating plant to Rockefeller Arts Center and replacement of the Alumni Hall transformer.
- Upgrade Domestic Water System Phase II (\$3.5 million).



## Townhouse complex.

- Fieldhouse Bleacher Replacement (\$2.3 million) – The project consists of removing existing bleachers in the fieldhouse, installing new bleachers in the ice rink as well as upgrading the Dods Hall bleacher system.
- Gregory Hall Stair Tower Replacement (\$350,000) – The project consists of replacing the structurally deficient stair tower located on the west end of the building.
- LoGrasso Hall Exterior Rehab (\$3.5 million) – The project consists of “re-skinning” the modest sized building, by replacing all the brick veneer and windows as well as providing canopies at all the entrances.
- Andrews Complex Lighting Rehabilitation Phase II (\$140,000).

Projects currently under construction or beginning during Summer 2014 include:

- Kirkland Complex Lighting Rehabilitation Phase I (\$150,000) – The project consists of the installation of new lighting and occupancy sensors in the hallways and suite areas leading to student rooms in Grissom Hall and Kasling Hall

- Maytum Hall Basement Structural Repairs (\$100,000) – The project consists of removing loose concrete and damaged steel reinforcing at the ceiling in the basement main mechanical room at Maytum Hall. The reinforcing bars and concrete will be repaired to ensure the building’s structural integrity.
- Science Center (\$60 million) – The project consists of the construction of a three-story 92,000 gross square foot/57,415 net square foot building attached to Houghton Hall.
- Townhouse Residence Hall Project (\$24 million) – The project will provide up to six townhouse-style residence halls on campus and house 200 students.
- Michael C. Rockefeller Arts Center Classroom Addition (\$36 million) – The project will allow for the redistribution and consolidation of academic departments and increase the utilization of the existing building.
- Rehabilitate/Upgrade Elevators in Various Buildings (\$3 million) – The project consists of rebuilding or replacing existing elevators and all associated electrical and mechanical equipment. The project may be deferred pending resolution of future funding for capital projects.
- Igoe Hall Window Replacement (\$1.1 million) – The project consists of replacing all student room, lounge and lobby windows.
- Disney Hall Lobby Upgrade (\$450,000) – The project consists of upgrading the lobby and student lounge areas and reconstruction of the Residence Director’s office and public restrooms.
- Hemmingway Hall Elevator Upgrade (\$250,000) – Upgrade elevator cab, install new sump pit and new elevator hydraulic cylinder.





- Projects currently in design, ready to be bid, or bid received for capital construction include:
- Replace Air Handling Units and Controls Phase I Reed Library (\$4 million) – The project will be phased and consists of replacing air handling units and controls within various buildings. The project was deferred and is currently seeking funding for work to begin in the summer of 2015.
- Houghton Hall Rehab (\$33 million) – The renovations will provide spaces for Physics, Geosciences, Computer and Information Sciences, and Mathematical Sciences. The rehab will also provide common flexible spaces for all sciences, smart classrooms, lecture hall and conference room, as well as the opportunity to create collaborative, open work areas that will help maximize effectiveness, experiences and creativity for students, faculty and the community.
- Kirkland Roof Replacement (\$1.5 million) – The project consists of removal of the existing 70,000 square foot roofing system and installation of a new ethylene propylene diene monomer (EPDM) roofing system.



***The state of the art Science Center, scheduled to open Fall 2014, will be equipped with cutting edge instrumentation and technology.***





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

## SUNY FREDONIA Proposed 2014-2015 Consolidated Operating Budget

### Overview

The SUNY Fredonia 2014-2015 Consolidated Operating budget totals \$110,894,290 which represents an increase of \$4,263,745 (4.00 percent) from the 2013-2014 Consolidated Operating budget of \$106,630,545. The University Operating budget reflects an increase of \$2,108,400 over the 2013-2014 budget. The University Operating budget begins the 2014-2015 fiscal year with a \$6.074 million deficit.

### Planning Assumptions

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

- Budget based on New York State funding of 5,250 Full Time Equivalent (FTE) students.
- The SUNY Fredonia operating budget was developed using a \$150 per semester tuition increase as part of the fourth year of a five-year rational tuition plan. Approximately 30 percent of the increase will be used to fund the Tuition Credit Scholarship.
- \$100,000 of the 2014-2015 tuition increase will be designated to fund the President's Math/Science Scholarship.
- The university will receive little or no state funding for mandatory salary increases related to collective bargaining.
- Over enrollment revenue to increase by an additional 50 students.
- Summer Session and J-Term to contribute \$20,000 of combined revenue to offset the shortfall deficit.
- College Foundation will provide an additional \$100,000 towards scholarship funding.
- The university will implement expenditure reductions campus wide of \$1,226,000.
- The state operating budget shortfall is projected to be \$6.074 million at the time of this report. Actual financial plan numbers will not be released until they are approved by the SUNY Board of Trustees.
- The 6 month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Potential budgetary impact from Long Island College Hospital (LICH) closure is not included.
- Tuition beyond budgeted enrollment, utility savings, vacancy savings and certain fees 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.

# 2014-2015 SUNY Fredonia Consolidated Operating Budget



- Ensuring students have full access to necessary classes will remain a priority.
- There will be no layoffs.
- The comprehensive student service fee will increase by \$17 per semester. Ten dollars of the increase will go toward the health center fee. This is necessary to fund the staffing needs of the Health Center and the Counseling Center, as well as wellness programs. Seven dollars will be utilized to enhance student technology by funding additional costs related to computer labs, software licensing, hardware replacements and classroom technology.

Major sources of income for the 2014-2015 Consolidated University budget include:

- 34.80 percent from university revenues including budget shortfall (34.87 percent in 2013-2014).
- 16.96 percent from the Faculty Student Association (17.46 percent in 2013-2014).
- 17.07 percent from Residence Hall operations (16.40 percent in 2013-2014).
- 11.89 percent from New York State support (11.71 percent in 2013-2014).

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

- SUNY Fredonia Operating budget (46.69 percent).
- Residence Hall (DIFR) operating budget (17.07 percent).
- Faculty Student Association (FSA) budget (16.96 percent).
- Income Fund Reimbursable (IFR) budget (13.53 percent).
- State University Tuition Reimbursable (SUTRA) budget (5.25 percent).
- Fredonia College Foundation budget (0.50 percent).

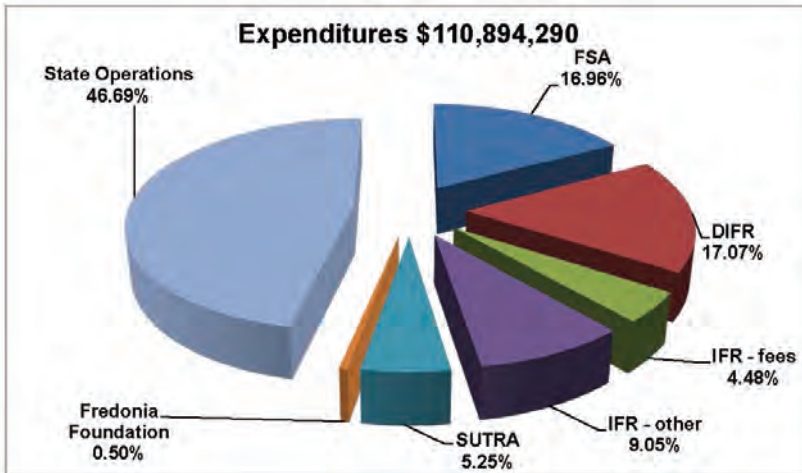
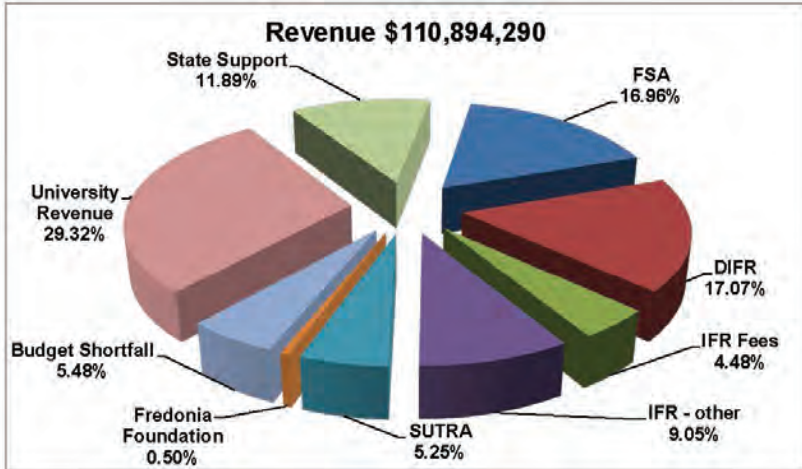
The budget contains all anticipated funds except for employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2014-2015 academic year contains a \$300 tuition increase for year four of the five year rational tuition 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 \$814 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$18,740 to \$19,554 – an increase of 4.34 percent. A summary of all direct college costs for the 2014-2015 academic year is presented as follows:

<b>Annual Costs</b>	<b>2014-2015</b>	<b>2013-2014</b>	<b>Change</b>	<b>Percent</b>
Tuition (N.Y. State Undergraduate)	\$6,170.00	\$5,870.00	\$300.00	5.11%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	7,200.00	6,850.00	350.00	5.11%
Meal Plan	4,620.00	4,490.00	130.00	2.90%
Student Services and Program Charge	1,539.00	1,505.00	34.00	2.26%
<b>Annual Cost</b>	<b>\$19,554.00</b>	<b>\$18,740.00</b>	<b>\$814.00</b>	<b>4.34%</b>





# 2014-2015 SUNY Fredonia Consolidated Operating Budget



## Highlights

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

### 2014-2015 SUNY Fredonia Operating Budget (\$51.8 million)

#### Budget Section B

- Budget based on state funding of 5,250 FTE students.
- Includes \$1,192,300 for unfunded bargaining unit salary increases, \$566,200 increased funding for NYS Tuition Assistance Credit Scholarships (TAP Gap), \$100,000 for new scholarships, \$32,700 in increased

recharges from System Administration, and \$94,300 in salary increases.

- Additional funding of \$2,003,900 for adjunct expenditures is incorporated in the state budget's operating base. The adjunct deficit was previously funded by salary savings from vacant positions, sabbaticals, leaves and unspent institutional allocation.
- Institutional equipment of \$225,000 and \$430,000 of reserve savings were eliminated from the budget along with \$1,226,000 of institutional expenditure reductions.
- Vacancy savings and delays in hiring, utility savings, certain fees, tuition over-enrollment funds, and support from the Faculty Student Association and Residence Hall operations will be used to provide approximately \$6.074 million to balance this year's budget.
- Includes an increase in college costs of \$814 (4.34 percent) per year for the typical undergraduate student living on campus. A summary of college costs is presented in Appendix 4.1.

### 2014-2015 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$18.9 million)

#### Budget Section C

- Includes a \$175 increase in the standard double residence hall room rate from \$3,425 per semester to \$3,600 an increase of 5.1 percent.
- Provides funding for the following residence hall projects during the 2014-2015 fiscal year:
  - ◊ Igoe Hall - window replacement.
  - ◊ New townhouse complex.
  - ◊ Kirkland quad – roof replacement design.
  - ◊ Various residence halls – network & interior upgrades.



## 2014-2015 Faculty Student Association (FSA) (\$18.8 million)

### Budget Section D

- Provides over \$500,000 in support to the university for space and utility charges.
- Contributes \$30,000 in support to the Fredonia College Foundation for the Faculty Student Association Fredonia Scholarship Award.
- Provides \$485,000 in restricted program funds and \$166,525 in unrestricted funds.
- Includes a \$130 increase per semester (2.90 percent) for Meal Plan 2.
- Provides capital budget purchases of \$342,300.



## 2014-2015 Income Fund Reimbursable (IFR) (\$15 million)

### Budget Section E

- Includes a total annual increase in student fees of \$34 (2.25 percent). This includes:
  - ◊ \$20 annual increase for the Student Health Services Fee.
  - ◊ \$14 annual increase for the Student Technology Fee.
- No increases for the Intercollegiate Athletic, Transportation or Enhanced College Services Fees.
- Reallocation of \$670,000 in IFR fees to assist with the New York State University Operating budget.
- Provides funding for 43.65 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 56.86 percent from 55.48 percent.

## 2014-2015 State University Tuition Reimbursable Account (SUTRA) (\$5.8 million)

### Budget Section F

- Over-enrollment funds will continue to address the budget shortfall for the 2014-2015 fiscal year.
- Includes a \$615,000 allocation for the SUNY Fredonia scholarship program.
- The SUTRA budget will fund 5.80 Full-Time Equivalent (FTE) positions.

## 2014-2015 Fredonia College Foundation (\$552,400)

### Budget Section G

- Provides \$70,000 for unrestricted grants, awards, and scholarships.
- Administrative/management fees will provide a modest increase over 2013 levels.



# 2014-2015 SUNY Fredonia Consolidated Operating Budget

## SUNY FREDONIA 2014-2015 Consolidated Operating Budget Budget Summary

	2014-2015 Proposed Allocation	2013-2014 Allocation	Change	Percent Change
University Operating Budget	\$ 51,778,000	\$ 49,669,600	\$ 2,108,400	4.24%
DIFR Budget	18,933,750	17,484,750	1,449,000	8.29%
FSA Budget	18,806,140	18,624,195	181,945	0.98%
IFR Budget	15,000,000	15,000,000	-	0.00%
SUTRA Budget	5,824,000	5,308,000	516,000	9.72%
College Foundation	552,400	544,000	8,400	1.54%
<b>TOTAL</b>	<b>\$ 110,894,290</b>	<b>\$ 106,630,545</b>	<b>\$ 4,263,745</b>	<b>4.00%</b>

## SUNY FREDONIA Proposed 2014-2015 Consolidated Operating Budget Campus Total FTE

	2014-2015			2013-2014		Change	
	Inst. FTE	NonInst. FTE	Student Employee Headcount	Inst. FTE	NonInst. FTE	Inst. FTE	NonInst. FTE
University Operating Budget	240.50	326.28	222.00	241.50	343.86	(1.00)	(17.58)
DIFR Budget	0.00	95.70	230.00	0.00	93.70	0.00	2.00
FSA Budget	0.00	185.00	330.00	0.00	185.00	0.00	0.00
IFR Budget	0.00	43.65	202.00	0.00	31.08	0.00	12.57
SUTRA Budget	0.00	5.80	0.00	0.00	5.80	0.00	0.00
College Foundation	0.00	4.00	4.00	0.00	3.50	0.00	0.50
<b>TOTAL</b>	<b>240.50</b>	<b>660.43</b>	<b>988</b>	<b>241.50</b>	<b>662.94</b>	<b>(1.00)</b>	<b>(2.51)</b>

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





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

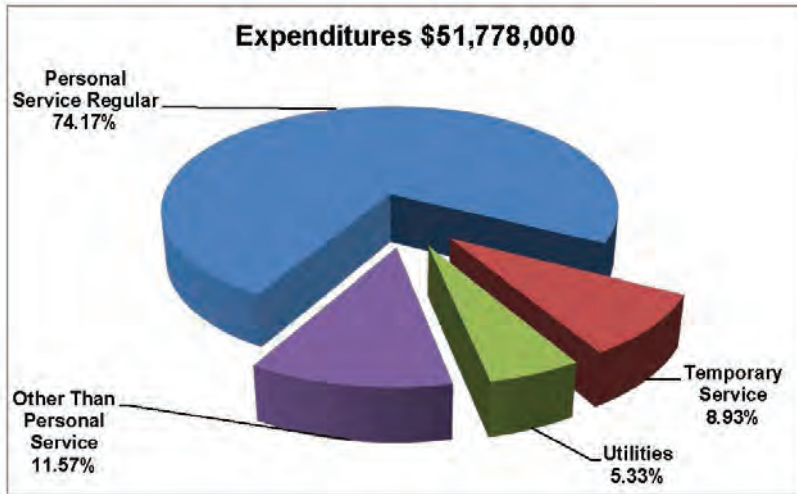
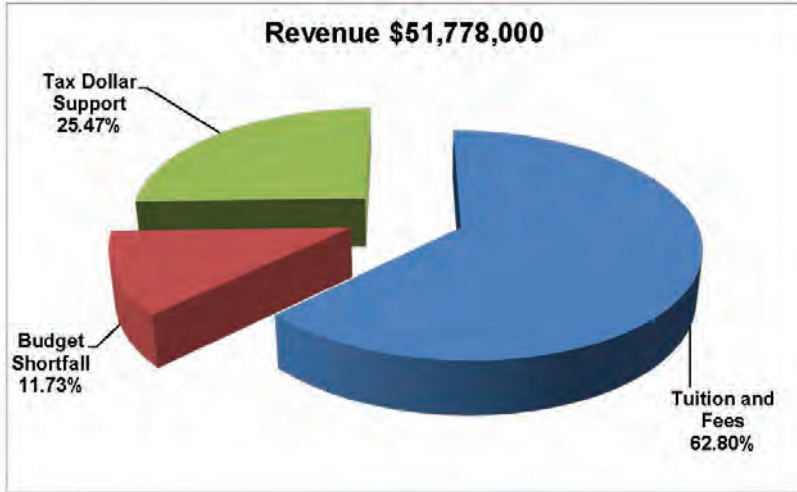
**OPERATING BUDGET**

**OPERATING  
BUDGET**





# 2014-2015 SUNY Fredonia Operating Budget



## SUNY FREDONIA 2014-2015 University Operating Budget

### Overview

The proposed 2014-2015 University Operating budget of \$51,778,000 represents an increase of \$2,108,400 over the 2013-2014 operating budget. This amount includes \$1,192,300 for unfunded bargaining unit salary increases, \$566,200 increased funding for the NYS Tuition Assistance Credit Scholarships (TAP Gap), \$100,000 for new scholarships, \$32,700 in increased recharges from System Administration, and \$94,300 in salary increases. Additional funding of \$2,003,900 for adjunct expenditures is

incorporated in the state budget’s operating base. The adjunct deficit was previously funded by salary savings from vacant positions, sabbaticals, leaves and unspent institutional allocation. Institutional equipment of \$225,000 and \$430,000 of reserve savings were eliminated from the budget along with \$1,226,000 of institutional expenditure reductions.

The budget includes increases in tuition revenue of \$1,540,900. A complete description of New York State support and College Revenues used in developing the proposed 2014-2015 budget is presented in the chart, “2014-2015 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2014-2015 University Operating Budget includes \$13,185,900 (25.5 percent) in New York State support and \$38,592,100 (74.5 percent) in College Revenue. The budget includes a shortfall of \$6,074,100. 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. The past year brought much recognition for Fredonia faculty, students, and campus facilities and operations, including the first SUNY Shared Governance Award. Construction continued for the \$60 million Science Center.

### Planning Assumptions

The Planning Assumptions used in developing the 2014-2015 University Operating budget include the following:

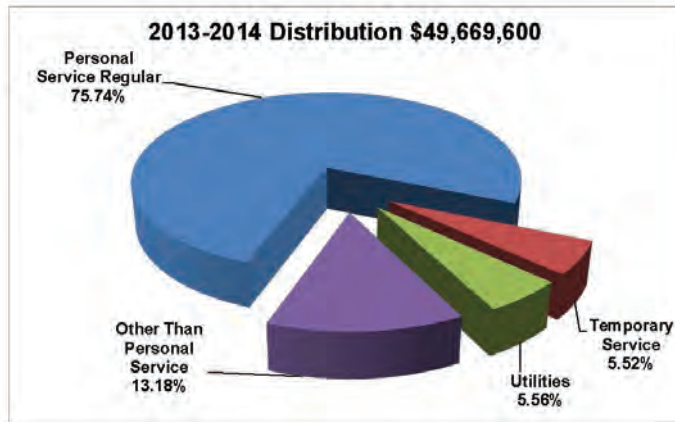
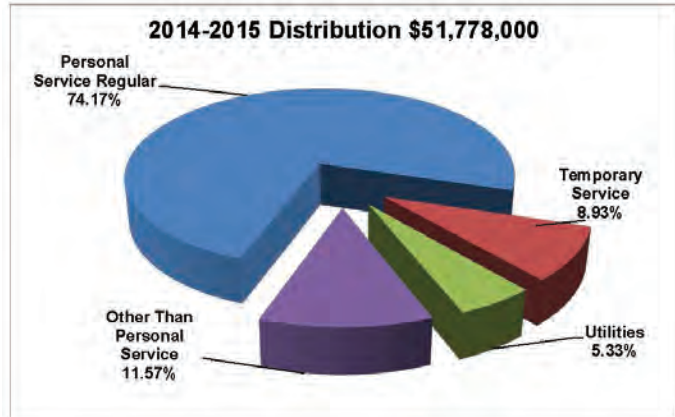
- Approved New York State funding of 5,250 Full Time Equivalent (FTE) students.
- The SUNY Fredonia operating budget was developed using a \$150 per semester tuition increase as part of the fourth year of a five-year rational tuition plan.



Approximately 30% of the increase will be used to fund the Tuition Credit Scholarship.

- \$100,000 of the 2014-2015 tuition increase will be designated to fund the President’s Math/Science Scholarship.
- The university will receive little or no state funding for mandatory salary increases related to collective bargaining.
- Over enrollment revenue to increase by an additional 50 students.
- Summer Session and J-Term to contribute \$20,000 of combined revenue to offset the shortfall deficit.
- College Foundation will provide an additional \$100,000 towards scholarship funding.
- The university will implement expenditure reductions campus wide of \$1,226,000.
- The state operating budget shortfall is projected to be \$6.074 million at the time of this report. Actual financial plan numbers will not be released until they are approved by the SUNY Board of Trustees.
- The 6 month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Potential budgetary impact from Long Island College Hospital (LICH) closure is not included.

## SUNY FREDONIA PROPOSED 2014-2015 OPERATING BUDGET Dollar Distribution by Expenditure Type



SUNY FREDONIA Proposed 2014-2015 Operating Budget Campus Total Distribution by Expenditure Type			
	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Personal Service Regular	\$ 38,402,700	\$ 37,619,300	\$ 783,400
Temporary Service	4,621,700	2,743,800	1,877,900
Utilities	2,760,100	2,760,100	-
Other Than Personal Service	5,993,500	6,546,400	(552,900)
<b>TOTAL</b>	<b>\$ 51,778,000</b>	<b>\$ 49,669,600</b>	<b>\$ 2,108,400</b>

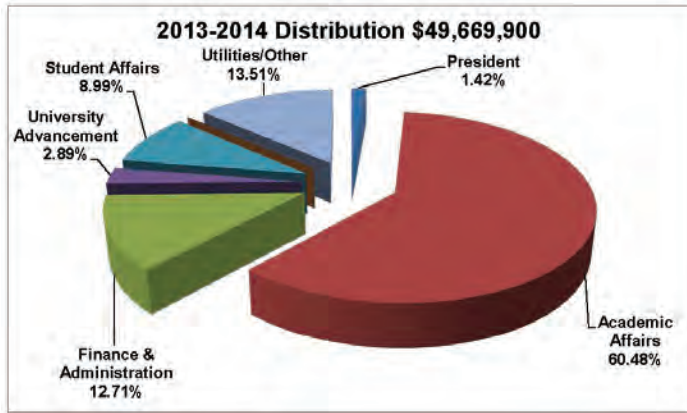
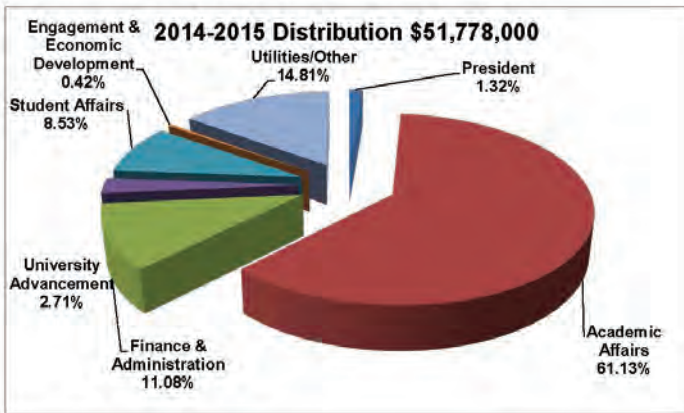


# 2014-2015 SUNY Fredonia Operating Budget

- A portion of previous fee increases, year-end rollover funds, campus and other accounts previously used to close the recurring structural deficit will again be utilized to cover the remaining \$6.074 million shortfall
- Ensuring students have full access to necessary classes will remain a priority.
- There will be no layoffs.

A summary of the 2014-2015 University Operating budget follows.

## SUNY FREDONIA PROPOSED 2014-2015 OPERATING BUDGET Dollar Distribution by Area



## SUNY FREDONIA Proposed 2014-2015 Operating Budget Campus Total Distribution by Area

	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
President	\$ 684,500	\$ 705,200	\$ (20,700)
Academic Affairs	31,651,400	30,042,900	1,608,500
Finance & Administration	5,737,100	6,311,200	(574,100)
University Advancement	1,405,500	1,433,800	(28,300)
Student Affairs	4,414,500	4,465,000	(50,500)
Engagement & Economic Development	217,600	-	217,600
Utilities/Other	7,667,400	6,711,500	955,900
<b>TOTAL</b>	<b>\$ 51,778,000</b>	<b>\$ 49,669,600</b>	<b>\$ 2,108,400</b>



# 2014-2015 SUNY Fredonia Operating Budget



## University Operating Budget 2014-2015 Budget Projection

<b>2013-2014 Budget Book Allocation</b>		<u><b>\$49,669,600</b></u>
<b>I. <u>Adjustments to 2013-2014 Budget Year</u></b>		
Additional Tuition Credit Scholarship Costs	\$145,100	
Eliminate Budgeting for 1% Reserve Savings	(430,000)	
Eliminate Institutional Equipment Allocation	(225,000)	
Additional System Administration Recharges	32,700	
Salary Increases	94,300	
<i>Total 2013-2014 Adjustments</i>	(382,900)	
<b>II. <u>Projected 2014-2015 Inflationary &amp; State Mandated Increases</u></b>		
2014-2015 Negotiated Salary Increases	1,192,300	
\Funding of Tuition Credit Scholarship	421,100	
<i>Total 2014-2015 Inflationary Increases</i>	1,613,400	
<b>III. <u>Permanent Budget Changes</u></b>		
Divisional Expenditure Reductions	(1,226,000)	
Additional Base Funding for Adjuncts	2,003,900	
President's Math Science Scholarships	100,000	
<i>Total 2014-2015 Permanent Budget Changes</i>	877,900	
<b>Total Changes in 2014-2015 Budget Need</b>		<u><b>\$2,108,400</b></u>
<b>Projected 2014-2015 Operating Budget Need</b>		<u><u><b>\$51,778,000</b></u></u>
2013-2014 New York State Support (Last Years Budget Book)		\$12,485,900
<u>2013-2014 Funding Increases/Decreases</u>		
Reverse State Support Estimate Due to Anticipated LICH Closure	700,000	
<i>Total Changes in State Support</i>		<u>\$700,000</u>
<b>Total 2014-2015 New York State Support</b>		<u><b>\$13,185,900</b></u>
College Revenue (5,250 FTE) (Last Years Budget Book)		\$30,609,700
<u>2013-2014 Funding Increases/Decreases</u>		
2013-2014 Budget Book-Financial Plan Adjustment		(60,100)
<i>Total 2013-2014 Adjustments in College Revenue</i>		<u>\$ (60,100)</u>
<u>2014-2015 Funding Increases/Decreases</u>		
2014-2015 Tuition Revenue (5,250 FTE)	1,540,900	
Increase Enrollment 50 Students	307,500	
Foundation Scholarship Support	100,000	
Additional Summer Session Revenue (\$5k) & J-Term Revenue (\$15k)	20,000	
<i>Total 2014-2015 Adjustments in College Revenue</i>	1,968,400	
<b>Total 2014-2015 College Revenue</b>		<u><b>\$32,518,000</b></u>
<b>Total Budget Support</b>		<u><b>\$45,703,900</b></u>
<b>Projected Budget Shortfall</b>		<u><u><b>(\$6,074,100)</b></u></u>
<b>Funding of Projected Budget Shortfall</b>		
<u>Recurring Campus Support:</u>		
Support from Faculty Student Association (FSA) Utility Funding.	350,000	
Support from Residence Hall Utility Funding.	350,000	
Year End Carry-Over Funds	200,000	
Utility Expenditures Under Budget	200,000	
Fee Support	670,000	
<i>Total Recurring Campus Support</i>	1,770,000	\$ 1,770,000
<u>Remaining Campus Support:</u>		
Over-enrollment Tuition Revenue	3,298,000	
Salary savings from vacant positions	806,100	
Utility savings	200,000	
	4,304,100	<u>\$ 4,304,100</u>
<b>Total Additional Campus Revenue</b>		<u><u><b>\$6,074,100</b></u></u>



# 2014-2015 SUNY Fredonia Operating Budget

## SUNY FREDONIA Proposed 2014-2015 Operating Budget Campus Total FTE Distribution by Area

	2014-2015		2013-2014		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
<b>President</b>	0.00	6.00	0.00	6.00	0.00	0.00
<b>Academic Affairs</b>	240.50	137.08	241.50	139.60	(1.00)	(2.52)
<b>Finance &amp; Administration</b>	0.00	96.65	0.00	111.90	0.00	(15.25)
<b>University Advancement</b>	0.00	17.00	0.00	17.00	0.00	0.00
<b>Student Affairs</b>	0.00	67.55	0.00	69.36	0.00	(1.81)
<b>Engagement &amp; Economic Dev.</b>	0.00	2.00	0.00	0.00	0.00	2.00
<b>Utilities/Other</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>240.50</b>	<b>326.28</b>	<b>241.50</b>	<b>343.86</b>	<b>(1.00)</b>	<b>(17.58)</b>

<b>President</b>	FTE	
	0.00	
	0.00	
Total President FTE Changes		0.00
<b>Academic Affairs</b>	FTE	
Transfer Sec 2 Line To Engagement & Economic Development	(1.00)	
Transfer AVP Grad Studies Line to Engagement & Economic Development	(1.00)	
Convert Director Of Sponsored Programs to Assoc. Provost Grad Studies & Sponsored Research	0.00	
Transfer International Education Line to Campus Life	(1.00)	
Transfer International Education Line IFR	(1.00)	
Increase Secretary FTE From .62 to 1.00 in Economics/Applied Professional Studies	0.38	
Increase Secretary FTE From .90 to 1.00 in Sociology Anthropology/ Social Work/Criminal Justice	0.10	
	0.00	
Total Academic Affairs FTE Changes		(3.52)
<b>Finance &amp; Administration</b>		
Vacant Position Eliminations*	(5.00)	
Transfer .25 FTE Payroll Clerk 1 to IFR	(0.25)	
Transfer 10 FTE's to IFR Funding - Institutional Reduction	(10.00)	
	(10.00)	
Total Administration FTE Changes		(15.25)
<b>Student Affairs</b>		
Transfer International Education Line to Campus Life	1.00	
Transfer Funding for International Advisor to IFR Student Health Fee	(1.00)	
Transfer Partial Funding of Softball Coach/Facilities Manager to IFR Full Time Coaches	(0.21)	
Transfer Funding for Women's Basket Ball Coach to IFR Full Time Coaches	(1.00)	
Transfer .6 FTE University Police Officer to DIFR	(0.60)	
	(0.60)	
Total Student Affairs FTE Changes		(1.81)
<b>Engagement &amp; Economic Development</b>		
New Line VP for Engagement & Economic Development	1.00	
Transfer Sec 2 Line from Graduate Studies	1.00	
	1.00	
Total Engagement & Economic Development FTE Changes		2.00
Total FTE changes	(18.58)	

\* Administrative Aide - Accounting; Clerk 2 & Plant Utility Assistant (PUA) - Maintenance Dept.;  
Calculation Clerk 2 - Student Accounts; Motor Vehicle Operator-University Services.



## President's Office

### Overview

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

The President's Office staff consists of the Assistant to the President Denise Szalkowski, and Keyboard Specialist Jayme Delcamp. The office coordinates many community-building and fund-raising events each year, including receptions, meals, and tours at the President's House, the All-Campus Meetings, the Annual Retirement Dinner, President's Award for Excellence Luncheon, and events related to external visitors. State and national lobbying efforts are coordinated



by the office, and there is full involvement in securing external funding from all sources.

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

### Highlights

The past year brought recognitions for Fredonia faculty, students, and campus facilities and operations. Most notably, SUNY Fredonia was selected to receive the first SUNY Shared Governance Award for our collaborations in campus visioning, operations, and policies. Although the budget situation requires changes in many areas-and not just doing business as usual-this cooperative approach, grounded in shared governance, has engaged faculty, staff, and students in the budgeting discussions. Strong efforts in recruitment and retention have led to good enrollment forecasts, with the first-year student target met at the time of this publication. Faculty searches were successful, leading to a strong incoming class of faculty

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



# 2014-2015 SUNY Fredonia Operating Budget

in Fall 2014. The Power of Fredonia plan continued to be implemented, with effective measures tracked by the Office of Institutional Research, Planning, and Assessment. Consultation and extensive discussion have led to clear plans for internationalization and for information technology. The collaborative rebranding process, led by Director of Public Relations Michael Barone and Communications Designer Patty Herkey, has resulted in a new visual identity that will help market Fredonia even more in the year ahead.

## Planning Assumptions

The planning assumptions used in the

development of the President's Office budget for 2014-2015:

- \$25,000 of funding will continue for the implementation of the Power of Fredonia plan.
- Expenditure reductions of \$25,300 will be implemented.

## Operating Budget

The 2014-2015 Operating Budget for the President's Office and reporting divisions is \$684,500. It is a decrease of \$20,700 from 2013-2014 as part of the campus-wide expenditure reduction to close the budget gap.

SUNY FREDONIA Proposed 2014-2015 Operating Budget President			
	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
President's Office Personnel	\$ 316,800	\$ 306,500	\$ 10,300
Institutional Studies	\$ 165,700	\$ 162,700	3,000
Affirmative Action	61,200	70,000	(8,800)
Overtime	100	100	-
<b>Personal Service Regular</b>	<b>\$ 543,800</b>	<b>\$ 539,300</b>	<b>\$ 4,500</b>
<b>Temporary Service</b>	<b>6,100</b>	<b>6,100</b>	<b>-</b>
<b>Other Than Personal Service</b>	<b>134,600</b>	<b>159,800</b>	<b>(25,200)</b>
<b>TOTAL</b>	<b>\$ 684,500</b>	<b>\$ 705,200</b>	<b>\$ (20,700)</b>

SUNY FREDONIA Proposed 2014-2015 Operating Budget SUMMARY President's Office	
2013-2014 Original Base Budget	\$ 705,200
2013-2014 Campus Adjustments	
2013-2014 Salary Adjustments	4,500
Sub-Total Permanent Adjustments	<u>4,500</u>
2013-2014 Final Base Budget	\$ 709,700
2014-2015 Budget Adjustments	
Divisional Expenditure Reductions	(25,200)
Sub-Total 2014-2015 Budget Adjustments	<u>(25,200)</u>
<b>2014-2015 Base Budget</b>	<b>\$ 684,500</b>





## Division of Academic Affairs

### Overview

The Division of Academic Affairs comprises nearly 70 percent of SUNY Fredonia's state operating budget. The division includes the College of Education (COE), the College of Liberal Arts and Sciences (CLAS), the College of Visual and Performing Arts (CVPA) and the School of Business (SOB). In addition, Academic Affairs includes Daniel Reed Library, Information Technology Services, the International Education Center, International Learning, and Lifelong Learning and Special Programs. The Office of the Provost oversees Graduate Studies, the Professional Development Center, and the Office of Student Creative Activity and Research, as well as the academic support areas of the Registrar's Office, the Learning Center, Academic Advising, Online Learning, General Education and the Honors Program.

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

### Highlights

- **Reorganization in the Office of the Provost.** There have been several staff changes in the Office of the Provost:
  - ◇ On July 1, 2013, Dr. Terry Brown assumed the duties of Provost and Vice President for Academic Affairs, taking the place of Dr. Kevin Kearns, who served as Interim Provost during the 2012-2013 academic year.

- ◇ On July 1, 2013, Dr. Kearns was appointed Vice President for Community Engagement and Economic Development, vacating the position of Associate Provost for Graduate Studies and Research which he had held since 2007. With the retirement of Maggie Bryan Peterson, the position of Director of Sponsored Research was eliminated in order to hire a replacement for Dr. Kearns in the position of Associate Provost for Graduate Studies, Sponsored Research, and Faculty Development. A national search is in progress to fill the position by July 2014.
- ◇ On October 31, 2013, Dr. Melinda Karnes retired from her position as Associate Provost for Curriculum and Academic Support, a position that she held since 2006. Dr. Adrienne McCormick, who had been serving as Interim Assistant Provost for Special Initiatives, assumed Dr. Karnes' duties as Interim Associate Provost for Curriculum, Assessment and Academic Support, and the position of Interim Assistant Provost for Special Initiatives was eliminated. A national search is in progress to fill that position by July 2014.
- ◇ In late December 2013, Pam Fabritius, who had served as Secretary 2 in the Office of the Provost for many years, retired. Amy Jo Dorler was hired to replace Ms. Fabritius.

- **General Education.** One of the most important goals of the institutional strategic plan is Fredonia as a "Community of Learning." Strategic Action 1.1.a. includes the revision of the General Education program "to ensure a strong liberal education foundation for our baccalaureate degree programs." Led by Sam Mason, associate professor of Chemistry, a task force of faculty and staff prepared an impressive plan for an innovative General Education program that integrates the Baccalaureate Goals and prepares students to be skilled, connected, creative and responsible. The proposal is being considered within the shared governance process, debated and by faculty, staff, department chairs and campus leaders. The proposal will be voted on by the faculty in May 2014.



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



# 2014-2015 SUNY Fredonia Operating Budget

- **Comprehensive Internationalization.**

Significant progress has been made during the 2013-2014 academic year on another goal of the strategic plan, Fredonia as a Global Community.

- ◇ The international education operation has been reorganized to ensure that international students are integrated into campus life and receive the support that they need to succeed and thrive at SUNY Fredonia.
- ◇ A shared vision for comprehensive internationalization has been developed that will inform the campus' work over the next four years. Indicative of the level of interest and support for internationalization on campus and the community, over 100 faculty, staff, students and community members spent a day in facilitated visioning workshops in late November 2013. As a result of the work of the group, a vision of SUNY Fredonia as a global community has been articulated. The vision is of a campus with strong organizational structure that leads and coordinates internationalization activities, assessments and communications; a visibly integrated and diverse community; a community with clearly articulated and broadly understood internationalized student learning outcomes; extensive and accessible international opportunities; and inclusive and infused support for international students.
- ◇ In early March 2014, Provost Terry Brown led a delegation to visit four countries and five cities in east Asia.

Provost Brown, Dean Ralph Blasting, Dean Christine Givner, and Mary Sasso, director of International Education, visited nine high schools, colleges and universities and met with 21 recruiters in Korea, China, Taiwan and Japan. The purpose of the trip was to recruit international students and establish institutional partnerships for faculty and student exchanges.

- **Annual Budget Planning Process.**

In keeping with the goal of Fredonia as a Sustainable Community, steps have been taken in Academic Affairs to carefully manage costs and expenditures through an integrated budget planning process. The Provost's Council has implemented a process for carefully reviewing and evaluating budget requests from departments and units, involving over 30 individuals in the review process. The goal of the process is to develop a keener sense of shared responsibility and stewardship of resources and to raise awareness and understanding of current budget realities.

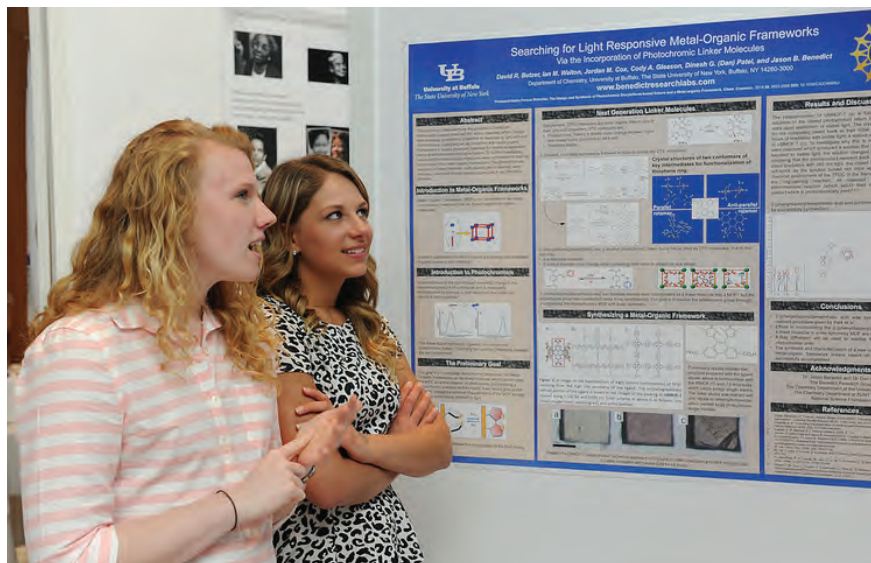
- ◇ In Fall 2013, the Provost's Council launched the annual budget process. The council collected requests for the 2014-2015 academic year from all units and departments within the Division of Academic Affairs. The purpose of the exercise was to identify resource needs in a comprehensive, transparent process. Requests were reviewed by departments, deans, directors, the Planning and Budget Committee, the Information

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Operating Budget</b>			
<b>Academic Affairs</b>			
	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
<b>Personal Service Regular</b>	<b>\$ 26,140,800</b>	<b>\$ 26,284,400</b>	<b>(143,600)</b>
<b>Temporary Service</b>	<b>4,043,700</b>	<b>2,273,300</b>	<b>1,770,400</b>
<b>Other Than Personal Service</b>	<b>1,466,900</b>	<b>1,485,200</b>	<b>(18,300)</b>
<b>TOTAL</b>	<b>\$ 31,651,400</b>	<b>\$ 30,042,900</b>	<b>\$ 1,608,500</b>



Technology Advisory Board (ITAB), and the Academic Affairs Ad Hoc Space and Facilities Committee. The intention was to create an annual process for requesting one-time funding as well as permanent adjustments in allocations. Even though not every request can be fulfilled, the division is able to identify or seek alternative resources through grant funding and fundraising. The current year's process was launched shortly before Vice President for Administration and Finance Steve Schillo presented his budget forecast in November 2013. The Provost's Council suspended deliberations about the 2014-2015 budget requests as it focused on strategy for addressing a larger budget deficit.

- ◇ By mid-April, final decisions were made on budget requests. The requests were summarized by the following categories: 1) space and facilities; 2) equipment; 3) information technology; and 4) personnel.
- **Information Technology Review.** Information technology is one of the largest non-personnel expenditures that a campus makes. In an effort to increase efficiency in IT operations, the provost engaged consultants to conduct a comprehensive review of information technology operations. Consultants from a group called EduServe were on campus during the week



of Feb. 23 to review the following areas: 1) planning for information technology; 2) policies, procedures, and standards in the technology department; 3) security, disaster and business continuity; 4) computing and telecommunications hardware facilities and services; 5) staffing and organization; 6) software deliverables and support services; 7) relationships between the technology organization and the rest of the institution, and 8) funding and other resources for information technology. Information technology is vitally important to the efficient and effective operation of not only Academic Affairs but the entire

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

<b>SUNY FREDONIA</b>	
<b>Proposed 2014-2015 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Academic Affairs</b>	
2013-2014 Original Base Budget	\$ 30,042,900
2013-2014 Campus Adjustments	
Redistribution of Expenditures	4,000
Transfer of System Administration Recharges	(55,300)
Transfer Expenses to Engagement & Economic Dev	(218,000)
2013-2014 Salary Adjustments	184,600
Sub-Total Permanent Adjustments	(84,700)
2013-2014 Final Base Budget	\$ 29,958,200
2014-2015 Budget Adjustments	
Divisional Expenditure Reductions	(310,700)
Additional Base Funding for Adjuncts	2,003,900
Sub-Total 2014-2015 Budget Adjustments	1,693,200
<b>2014-2015 Base Budget</b>	<b>\$ 31,651,400</b>



## 2014-2015 SUNY Fredonia Operating Budget

organization. The report of the consultants will help create a comprehensive plan for IT at SUNY Fredonia in the coming years as 45 recommendations for improving management and operations are addressed.

### Planning Assumptions

The Provost's Council has developed a two-year plan to help immediately address the institutional budget shortfall. Planning assumptions for 2014-2015 are based on the two-year plan to increase revenue and decrease expenditures through strategic enrollment management, reallocation of resources, and transformation of the curriculum. In order to achieve the goals, the following operating assumptions will be used:

- Track expenses precisely according to the best cost accounting practices.
- Deans will be given increased control and responsibility over annual budget allocations.
- Resources will align with students taught and served.
- Enrollment planning will be linked to academic planning and budget planning.
- Deans, working closely with department chairs, faculty, and staff in enrollment management, will develop a draft of a strategic enrollment management plan for the recruitment and retention of students by June 2014.
- Rigorous review of operations and staffing in academic support areas will continue to ensure administrative efficiency and effectiveness. Deans and directors will work with Human Resources to develop position descriptions for each non-instructional staff in Academic Affairs by Oct. 1, 2014. Requests to hire non-instruction staff in Academic Affairs must be accompanied by a detailed position description and explanation for why duties cannot be completed with existing staff. Faculty and staff positions within Academic Affairs will be held, rather than cut, over the 2014-2015 academic year. Exceptions may be made for positions that are urgently needed.
- In order to increase efficiency and effectiveness of instruction, the provost, the deans,

and department will carefully scrutinize class schedules and review course enrollments to significantly decrease the number of courses with enrollment under 12 students. The Office of Institutional Research, Planning and Assessment (IRPA) will provide reports at regular intervals during the registration process on course enrollments. Department chairs, working with the deans, Registrar and Associate Provost for Curriculum, Assessment and Academic Support, will develop the 2015-2016 schedule based on student need and demand using EMS Campus and Degree Works.

- The provost and deans will develop clear, consistent expectations for release time from teaching for administrative duties. Every faculty member who receives release time will have an appointment letter that specifies duties, the amount of release time, and the duration of the appointment and the source of funding, just as every non-instructional staff member who receives extra service pay has a written agreement for their assumed duties.
- During Fall 2014, IRPA will work with the deans and department chairs to prepare data for submission to the Delaware Study for Instructional Costs and Productivity to allow for internal and external benchmarking.
- Expenditure reductions of \$310,700 will be implemented.
- Provides allocation of \$3,601,753 for the adjunct budget.

### Operating Budget

The 2014-2015 Academic Affairs budget totals \$31,651,400 a change of \$1,608,500 from the 2013-2014 budget. The majority of this increase results from increased funding for the adjunct 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.



# 2014-2015 SUNY Fredonia Operating Budget



## SUNY FREDONIA Proposed 2014-2015 Operating Budget Academic Affairs

	2014-2015 Allocation	2013-2014 Allocation	Change
General College Program	8,000	8,000	-
Computer and Information Sciences	724,500	706,700	17,800
Education	117,200	116,700	500
Education C & I	850,500	842,900	7,600
Education LLL	888,600	879,100	9,500
Office of Field Experiences	125,000	121,400	3,600
Communication Disorders & Sciences	662,700	658,800	3,900
Learning Center	255,400	251,400	4,000
Speech & Hearing Clinic	71,700	70,700	1,000
Dean, College of Arts & Sciences	238,800	417,300	(178,500)
Interdisciplinary Studies	18,500	18,500	-
Theatre & Dance	877,100	862,700	14,400
Fine Arts Activities	380,100	376,200	3,900
Assoc. VP Graduate Studies & Research	51,000	266,000	(215,000)
Dean, Visual & Performing Arts	194,500	0	194,500
Visual Arts & New Media	1,010,800	944,000	66,800
Biology	956,900	925,200	31,700
Business	1,322,200	1,339,300	(17,100)
School of Business	202,900	197,000	5,900
Chemistry	748,100	737,700	10,400
Economics	450,100	422,000	28,100
Applied Professional Studies	211,400	0	211,400
English	1,492,500	1,495,500	(3,000)
Modern Languages	487,700	481,700	6,000
Geology	438,500	471,400	(32,900)
Health Education	0	236,700	(236,700)
History	1,008,100	995,200	12,900
Mathematical Sciences	879,500	873,000	6,500
Philosophy	432,600	425,000	7,600
Physics	311,400	306,200	5,200
Political Science	519,800	513,300	6,500
Psychology	911,100	904,900	6,200
Sociology	550,300	544,700	5,600
Criminal Justice	55,000	50,000	5,000
Social Work	204,200	199,500	4,700
Communications	867,900	852,800	15,100
Music	2,788,700	2,857,000	(68,300)
Dean, College of Education	198,500	183,600	14,900
Academic Computing	200,900	197,200	3,700
Academic Advising	38,400	37,900	500
Assoc. VPAA	174,800	129,100	45,700
International Education	102,000	189,600	(87,600)
Creative Support Services	565,400	551,900	13,500
Library - Personal Service	992,700	982,200	10,500
Registrar	386,200	375,000	11,200
VP Academic Affairs	214,600	278,300	(63,700)
Academic Support	50,000	50,000	-
Fredonia Plan	199,700	198,200	1,500
Research Administration	219,900	207,700	12,200
Contract & Grant Administration	55,700	55,200	500
Computer Services	1,048,900	1,044,100	4,800
Data Communications	161,300	160,300	1,000
Honors Program	5,000	5,000	-
SUNY ITEC Support Recharges	213,500	270,600	(57,100)
<b>Personal Service Regular</b>	<b>\$ 26,140,800</b>	<b>\$ 26,284,400</b>	<b>\$ (143,600)</b>



# 2014-2015 SUNY Fredonia Operating Budget

## SUNY Fredonia Projected Adjunct Budget 2014-2015 by Department Effective July 2014

Account	Department	2014-2015 Proposed Budget	2013-2014 Budget	Change
860022.01	Dean, A&S Reserve		\$0	\$0
860021.05	Biology	60,253	72,302	(\$12,049)
860021.08	Chemistry	78,987	88,200	(\$9,213)
860021.04	Comm. Disorders & Sciences	63,650	87,363	(\$23,713)
860022.10	Communication	158,633	164,549	(\$5,916)
860021.17	Computer Science	277,760	322,278	(\$44,518)
800021.15	Criminal Justice/Social Work/Sociology	122,865	123,719	(\$854)
860022.05	English	313,070	337,672	(\$24,602)
860021.10	Geosciences	71,654	78,700	(\$7,046)
860022.08	History	80,333	82,801	(\$2,468)
860023.02	Interdisciplinary Studies	46,000	40,000	\$6,000
860021.11	Mathematics	220,164	222,598	(\$2,434)
860022.06	Modern Languages	164,243	188,108	(\$23,865)
860022.09	Philosophy	47,605	43,141	\$4,464
860021.12	Physics	53,636	53,955	(\$319)
860021.13	Political Science	52,480	53,024	(\$544)
860021.14	Psychology	62,102	68,398	(\$6,296)
<b>Total Adjunct Budget for Dean, A&amp;S</b>		<b>\$1,873,435</b>	<b>\$2,026,808</b>	<b>(\$153,373)</b>
860028.01	Dean, Visual & Performing Arts	<b>\$7,284</b>		
860028.02	Visual, Arts and New Media	103,818	111,035	(7,217)
860028.03	Theatre & Dance	89,906	136,156	(46,250)
860028.04	Music	1,061,835	1,135,652	(73,817)
<b>Total Adjunct Budget for Dean, V&amp;PA</b>		<b>\$1,262,843</b>	<b>\$1,382,843</b>	<b>(\$127,284)</b>
860026.02	Business	\$74,500	\$185,062	(\$110,562)
860026.03	Economics	84,300	70,498	\$13,802
860026.04	Applied Professional Studies	157,850	130,409	\$27,441
<b>Total Adjunct Budget for Dean, Business</b>		<b>\$316,650</b>	<b>\$385,969</b>	<b>(\$96,760)</b>
860025.01	Dean, Education Reserve	\$51,000	\$49,000	\$2,000
860025.02	Curriculum and Instruction	87,000	85,000	\$2,000
860025.03	Office, Field Experiences	102,300	202,000	(\$99,700)
860025.04	Language, Learning and Leadership	115,000	141,000	(\$26,000)
<b>Total Adjunct Budget for Dean, Education</b>		<b>\$355,300</b>	<b>\$477,000</b>	<b>(\$121,700)</b>
860024.00	VPAA, Reserve- Additional Adjustments	(\$206,475)	68,785	(\$275,260)
<b>Total Adjunct Budget for VPAA</b>		<b>-\$206,475</b>	<b>\$68,785</b>	<b>(\$275,260)</b>
<b>Total 2014-2015 Adjunct Budget</b>		<b>\$3,601,753</b>	<b>\$4,341,405</b>	<b>(\$774,377)</b>



## College of Liberal Arts and Sciences

### Overview

The College of Liberal Arts and Sciences, comprised of 15 departments, is in its first year of existence and continues to develop. Taking advantage of its central role in the Liberal Arts and Sciences, the college has forged a new mission and vision statement that reflects and emphasizes the diversity of its programs within the central theme of a liberal education, while recognizing the importance of and supporting the professional programs within the college. During the past year, the college has developed, and continues to improve, innovations in assessment of student learning and program effectiveness. These and other assessments have been incorporated much more precisely into how the college plans for improvement, particularly in faculty hiring and program development. As the college responsible for most of the courses in General Education, Liberal Arts and Sciences will play a key role in reshaping the continued implementation of the university's Baccalaureate Goals and the restructuring of general education. Even during hard economic times, the college has maintained and even increased enrollments.

### Highlights

- Construction of the new Science Center is on schedule. The building should be ready for fall of 2014. Eighteen spaces in the building have been named by generous donors. These include the Kelly Family Auditorium, the Kaminski General Chemistry Teaching Lab, the Carnahan Classroom, the Costello Reading Room and the Falcone Greenhouse.
- Mathematics alumna Dianne (Carson) Craig, CEO of Ford Canada, '85, received an Outstanding Achievement Award at Homecoming in September 2012. While she was here, Ms. Craig gave a talk about her career and met informally with students and faculty.
- Programs and faculty within the Department of Sport Management and

Exercise Science were moved during the summer of 2013. Exercise Science became part of Biology; Sport Management became part of the School of Business.

- The departments of Biology and Chemistry and Biochemistry organized and hosted the 50<sup>th</sup> Anniversary Celebration of Jewett Hall in 2012. Many science alumni presented a rich variety of papers and enjoyed the social events.
- Dr. Scott Ferguson of the Department of Biology received a \$250,000 National SF grant.
- The Department of Biology was able to purchase a confocal microscope – a piece of equipment that will be used by several members of the department.
- Dr. Sherri Mason of the Department of Chemistry and Biochemistry has been a pioneer in exploring the impact of plastics pollution on the Great Lakes. Her research has received media attention at the national level.
- Communication alumni Jessey Drake and Rob McIntyre were nominated for daytime Emmies for sound design.
- The second cohort of the Dual Diploma Program students from the Izmir University of Economics graduated in the Department of Computer and Information Sciences.
- Dr. Jan McVicker of the Department of English was awarded the SUNY Chancellor's Award for Excellence in Teaching (April 2013).
- Dr. Gary Lash of the Department of Geosciences received the American Association of Petroleum Geologists, Eastern Section, Educator of the Year award.
- The Department of History sponsored the conference, "Shifting Paradigms in Religious Studies." Seventeen scholars from SUNY Fredonia and other institutions participated in the multi-disciplinary conference.
- Dr. David Kinkela received the Forum for the History of Science in America's 2012 Distinguished Publications Prize for his book, "DDT and the American Century: Global Health, Environmental Politics,



**Dean of the College  
of Liberal Arts  
and Sciences  
John Kijinski.**



**The new Science Center is scheduled to open Fall 2014.**

and the Pesticide that Changed the World.”

- Dr. Keary Howard of the Department of Mathematical Sciences received the SUNY Fredonia President’s Award for Excellence.
- The Department of Modern Languages and Literatures, thanks to an Innovate Instruction Technology Grant (IITG), organized a full-day symposium on politics, pedagogy and technology applications for language teaching. The symposium brought nationally known experts on the three fields and attracted not only language teachers but also TESOL teachers and graduate students.
- Dr. Andrew Cullison, Department of Philosophy, will become Secretary-Treasurer for the Eastern Division of the American Philosophical Association.
- Dr. Erica Snow Simoson is in the third year of a three-year National Science Foundation grant to support her research in Rydberg Atom Spectroscopy (\$200,000).

### Planning Assumptions

Planning assumptions used in the development of the 2014-2015 operating budget for the College of Liberal 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 contributions to maintaining and enhancing the academic mission.
- Equipment that is necessary to the academic mission will be maintained.
- Additional equipment for labs which is essential to providing courses will be purchased when possible.
- Departments that maintain laboratories will propose to SUNY the establishment of modest laboratory fees.

### Operating Budget

The 2014-2015 operating budget of the College of Liberal Arts and Sciences continues to pose serious challenges. The outlook, however, is a bit brighter than it has been in past. Hopes are to be able to fill all critical tenure-track positions and add positions in growth areas.

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





## College of Visual and Performing Arts

### Overview

The College of Visual and Performing Arts (CVPA) began official functions on July 1, 2013. After several years of campus conversation and planning, this newest academic unit at SUNY Fredonia brings together the School of Music, the Department of Theater and Dance, the Department of Visual Arts and New Media, and Rockefeller Performing Arts Center. Together the units serve over 1,000 students majoring in the arts and include 83 full-time faculty and staff. The mission is to be a premiere institution in the training and education of students in the arts, and a cultural center for the residents of Western New York.

The establishment of the new college is evidence of SUNY Fredonia's commitment to the arts as central to the mission of the university. Name recognition, reputation, recruitment, retention, and community engagement rely on a tradition of strong programming and training in the arts. A \$38-million expansion and renovation of the Michael C. Rockefeller Arts Center will begin in Summer 2014, adding new spaces for dance, theater, and studio art and re-purposing current space for expanded technologies for digital arts and computer-aided design. Existing resources within the college have been used to establish a full-time position for the Director of the Cathy and Jesse Marion Gallery, to begin July 1, 2014. Programs meet or exceed national academic standards by seeking accreditation from the Council of Arts Accrediting Associations. The college has recently been re-accredited in Music and Theatre, with the expectation of approval in the current year for the college's first accreditation in Art and Design, with intentions to seek separate accreditation in Dance over the next five years.

The budget overview is therefore one of optimism and challenge. The college's strengths contribute powerfully to the fiscal stability of SUNY Fredonia. The complex programs

require continuing support in personnel, equipment, and facilities to remain competitive. The college needs to maintain or increase state allocations and student fees, increase ticket revenue without compromising academic mission, and work vigorously to secure external funds through donations and grants.

### Highlights

- The CVPA is currently searching for three positions, one of which is made possible by partial subsidy from external funds.
  - ◊ Director of the Cathy and Jesse Marion Gallery. It is a full-time staff position funded by reallocating a line internally. The operating budget of the gallery relies on the generous endowment fund of alumna Cathy and Jesse Marion. The director will report to the Dean of Visual and Performing Arts.
  - ◊ Scenic Design (Theatre and Dance). It is an existing tenure-track line currently being filled by a visiting faculty member.
  - ◊ Music Theory. It is a new full-time, non-tenure-track position made possible by partial subsidy from an anonymous donor through the Fredonia College Foundation.
- Construction of the \$38 million Rockefeller Arts Center Addition will begin in Summer 2014. Bids have been accepted and a general contractor has been selected.
- Enrollment and Retention
  - ◊ Enrollments for first-year students exceeded targets in Music and Theatre/Dance, and met expectations in Visual Art/New Media. Voice, Musical Theatre, and Animation/Illustration remain extremely competitive and over-enrolled.
  - ◊ Student retention in the CVPA from the first to second year is 88 percent, exceeding the university average by 10 points.
- The School of Music
  - ◊ Recognized and celebrated alumnus Kent Knappenberger ('87), as the winner of the first-ever Grammy Foundation Music Educator Award.



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



# 2014-2015 SUNY Fredonia Operating Budget

- ◇ Hosted Cuban jazz trumpeter Arturo Sandoval in a sold-out performance and master class. Mr. Sandoval was also awarded the Congressional Medal of Freedom in 2013.
- ◇ Participated in a festival concert at Carnegie Hall in New York City, followed by a successful alumni reception.
- The Department of Theatre and Dance
  - ◇ Staged the classic comedy “School for Scandal,” with live Tweeting among audience and cast members during the performance.
  - ◇ Hosted two grant-funded guest artists in dance, whose original works were premiered by students at the Fredonia Dance Ensemble performance in February 2014.
  - ◇ Produced, in collaboration with the School of Music, highly successful performances of opera (“La Cenerentola”) and musical theater (“RENT”).
- The Department of Visual Arts and New Media
  - ◇ Applied for first-time accreditation through the National Association of Schools of Art and Design. The Visitors’ Report was positive; the college awaits Commission action in Spring 2014.
  - ◇ Hosted outstanding guest artists and exhibits, including Dutch artists Jacqueline Kooter and Jan Thuen van Rees.
  - ◇ Will host the fifth annual SUNY Wide Film Festival in April.
- Rockefeller Arts Center
  - ◇ Was recognized as one of “the 25 Most Amazing College Theaters” by Best College Reviews.
  - ◇ Sold out its Christmas pops concert by The Hit Men.
  - ◇ Welcomed over 48,000 patrons in the 2013-14 season.
- The preservation and increase in the number of full-time faculty and staff lines will be crucial to maintaining the CVPA’s leadership role in recruitment and reputation.
- Strategic enrollment management will be critical, to carefully manage enrollments in areas at capacity, direct recruiting towards those which can take more students, and focus on retention.
- The college will continue to rely on student fees to maintain equipment, presuming flat or decreasing state appropriations.
- The college will continue to rely on ticket revenue – and therefore marketing – especially in the Department of Theatre and Dance and Rockefeller Arts Center.
- The dean will increase the time and energy he devotes to fundraising, with the expectation that results will not be immediate but focused on long-term sustainability of the college.

## Operating Budget

The 2014-15 operating budget of the College of Visual and Performing Arts and Sciences poses serious challenges, similar to that of the entire university. As it contribute to university-wide efforts to increase revenue and decrease expenditures, it will continue to feel challenged to find innovative ways to maintain its top-quality productions, performances and facilities. The addition to the Rockefeller Arts Center will enhance its reputation when completed. During the first year of construction, the challenge will be to maintain performance opportunities and audience services while operating within a construction zone. The college will be guided in its decisions by the Baccalaureate Goals, asking how activities help students to become more skilled, creative, connected and responsible.

## Planning Assumptions

The following assumptions used in the development of the 2014-15 operating budget for the College of Visual and Performing Arts include the following:

## College of Education

### Overview

The College of Education (COE) consists of two departments: Language, Learning and Leadership; and Curriculum and Instruction, and two support offices: the Office of Field Experiences and the Office of Student Services. Dr. Christine Givner serves as Founding Dean of the College of Education and the Chief Certification Officer for all of teacher education on campus (College of Education - Professional Education Unit or COE-PEU). 2013-2014 Academic Year Enrollment in the College of Education includes 483 undergraduate students and 171 graduate students, for a total of 654 students. The College of Education collaborates with the deans and content departments in the College of Liberal Arts and Sciences and in the College of Visual and Performing Arts, in also currently serving 514 Adolescence Education and Music Education undergraduate majors, and 100 graduate students. The COE-PEU is comprised of 27 programs leading to initial and advanced certifications for teachers and other school professionals. As of January 2014, there were 1,285 distinct candidates enrolled in COE-PEU programs for the 2013-2014 Academic Year, accounting for approximately 19 percent of all undergraduates and 78 percent of all graduates enrolled at the university. The COE Office of Field Experience was responsible for oversight of more than 291 student teaching placements and more than 296 early field experience placements for the academic year. The COE Office of Student Services had over 1,000 individual student contacts, not including group advisement or admissions orientations for the academic year. The COE-PEU had 286 students complete the initial certification program and 102 students complete the advanced program for a total of 388 students completing programs in the 2012-2013 academic year.



### Highlights

- Significant involvement of the COE-PEU in the SUNY Teacher and Leader Education Network (S-TEN) Initiative across the 2012-2013 academic year. Fifteen SUNY Fredonia faculty and staff participated in four regional professional development days related to the New York State Education Department (NYSED) Race to the Top (RTTT) initiatives including common core curriculum, teacher and principal evaluation, teacher preparation performance assessment and data driven instruction. Representatives traveled to Albany to attend a one-day SUNY Kick Off event for the S-TEN initiative in November 2012. SUNY Fredonia has major state-level leadership in the S-TEN initiative. As a result of the initiative, SUNY Fredonia received \$55,000 to implement curricular and professional development activities related to the NYSED RTTT initiative.

### *Belize Service Learning Project.*

Please see the following URLs for more information

- ◇ <http://www.suny.edu/education-pipeline/teachereducation.cfm>
- ◇ <https://sites.google.com/a/fredonia.edu/sten-repository/clinically-rich-preparation>

- Full implementation of the digital archiving of all College of Education master's projects at <http://dspace.sunyconnect.suny.edu/handle/1951/27451>





# 2014-2015 SUNY Fredonia Operating Budget



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

- Continued scaling and the refinement of the assessment and documentation of Technology Integration and Culturally Responsive Instruction across all advanced programs.
- Full implementation of all undergraduate and graduate program assessment screening procedures, coordinated with the university Academic Standings process.
- Expanded international education/study abroad opportunities for COE-PEU teacher education students:
  - ◊ In January 2013, 12 SUNY Fredonia student teachers successfully completed their eight-week student teaching placements in Kingaroy, Australia in partnership with the University of the Sunshine Coast faculty.
  - ◊ In January 2013, 22 teacher candidates and four faculty from SUNY Fredonia participated in a service learning project in Belize. The SUNY Fredonia students and faculty worked with four schools in Belize for two weeks, providing classroom materials, learning activities, and professional development to teachers.
  - ◊ Four TESOL student teachers completed a four-week student teaching practicum in Oaxaca, Mexico in partnership with University of Puebla (UPAEPE).
  - ◊ Successful visit of seven University of Plymouth, United Kingdom students to Fredonia in early June 2013.
  - ◊ Successful visit of 11 SUNY Fredonia students and one faculty tutor to Plymouth, United Kingdom to participate in a three-week early field practicum in public schools in Plymouth.
- Continued a series of faculty discussions via SKYPE between SUNY Fredonia and University of the Sunshine Coast (Australia) faculty related to various current topics in teacher preparation and P-12 public education.
- Participation of 10 SUNY Fredonia teacher candidates and several faculty in the Pearson edTPA pilot (new state-mandated teacher performance assessment) in Spring 2013 to establish New York benchmarks.

- During the academic year, from July 1, 2012 to June 30, 2013, of full-time COE-PEU faculty, the college had published:
  - ◊ Six refereed journal articles
  - ◊ Three books
  - ◊ Four book chapters
 participated in:
  - ◊ 37 scholarly presentations at international, national and state conferences (21 national conferences and 16 state/regional conferences).

## Planning Assumptions

Planning assumptions used in the development of the 2014-2015 operating budget for the College of Education include the following:

- Continued funding of existing positions.
- Continued support for an adequate adjunct budget to ensure coverage for the appropriate number of sections of core education courses and newly implemented courses/programs in the College of Education.
- Maintenance of the current college enrollment targets for Fall 2014.

## Operating Budget

The 2014-2015 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates stable numbers of undergraduates enrolled in the Early Childhood-Childhood Education dual certification program and the Childhood Inclusive Education program, as well as an additional number of graduate students expected to apply to the 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 across the state. The College of Education also plans to grow the international student population.





## School of Business

### Overview

The School of Business (SOB) includes three academic departments: Applied Professional Studies, Business Administration and Economics. Dr. Russell P. Boisjoly serves as Founding Dean of the school. The school serves about 1,000 students with 23 full-time faculty, 15 part-time faculty, and three staff members, while offering seven majors (Accounting, Finance, Management, Marketing, Music Industry, Sport Management and Economics), and three minors (Accounting, Business Administration, Coaching and Economics) at the undergraduate level.

### Highlights

- The School of Business continues to operate successfully as an autonomous unit.
- The School of Business resubmitted its eligibility application to the pre-accreditation committee of the Association to Advance Collegiate Schools of Business (AACSB). The application was accepted and the School of Business entered the candidacy process for initial accreditation. In November 2013, the SOB was visited by Dean Emeritus of LaSalle University, Greg Bruce, who was assigned as the SOB AACSB mentor. Mr. Bruce reviewed the eligibility application, strategic plan and a draft of the accreditation plan. In addition, he addressed the School of Business faculty, met with faculty sub-groups, deans, Provost and Vice President for Academic Affairs Terry Brown and President Virginia Horvath. His assessment (barring no unforeseen circumstances, and assuming the university completes the hiring of academic qualified faculty members) was that the SOB should be ready for an accreditation team visit during the 2014-2015 academic year.
- The School of Business continued to work with the Career Development Office to provide more internship opportunities for all students. The new SOB internship requirement prepares business students for their first career jobs, and also gives them experience in using their classroom knowledge



***ENACTUS is an international non-profit organization that brings together student, academic and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need.***

- in real business settings. During the past year, 159 School of Business students had internships with various local companies, including SUNY Fredonia's Technology Incubator. Various students also had internships with out-of-state companies such as Disney Cruise Lines in Lake Buena Vista, Fla., and Calpine Corp. in Houston, Texas.
- In 2013 the School of Business ENACTUS team, under the direction of Dr. Susan McNamara, won its regional competition held in New York City. The SUNY Fredonia ENACTUS team was selected to compete in the national championships in Kansas City, Mo. Although the team did not place in the nationals, it was the 16th consecutive team from Fredonia to win honors in the regional competition.
- The 13 full-time faculty of the Department of Business Administration made 50 scholarly contributions to academic and professional venues. The contributions included serving as reviewers or referees for academic journals, conference proceedings, presentations, book reviews and book chapters. The five full-time faculty of the Department of Economics made nine scholarly contributions to academic and professional venues.
- The number of Music Industry majors increased to over 200 under the leadership of Visiting Assistant Professor Armand Petri.



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

## Alumni and Student Highlights include:

- Marketing major Zeb Zimmerman was selected at the regional level of the New York State Business Plan Competition to participate at the state level contest on April 26 in Albany, N.Y.
- Twenty-eight students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting 170 clients to receive over \$275,000 in tax refunds for the local community.
- At a luncheon reception, the Business Club presented the 2013 Business Person of the Year Award to Polly and David Gambino of Thruway Super Service.

- Continued funding for all existing tenured/tenure-track positions.
- Enrollment will increase by approximately 10 students.

## Operating Budget

The 2014-2015 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.

## Planning Assumptions

Planning assumptions used in the development of the 2014-2015 budget for the School of Business include the following:



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



## Associate Provost for Curriculum, Assessment and Academic Support

### Overview

The Office of the Associate Provost for Curriculum, Assessment and Academic Support (APCAAS) supervises several of the academic support units, notably the Learning Center, Online Learning and the Registrar's Office. The units interact with vast numbers of students during any given day of the academic year. The units are 12-month offices with a consistent workflow pace throughout the academic year. Dr. Adrienne McCormick currently serves as the Interim APCAAS 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 APCAAS 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 APCAAS prior to entry into the Banner system. The APCAAS also serves as project director for the online University Catalog.

The APCAAS 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 Registrar and also coordinates orientation advisement for incoming first-year and transfer students. In addition, the APCAAS assists the director of the Honors Program and functions as student appeal officer for the General Education program (also known as the College Core Curriculum - CCC). Dr. McCormick 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.

The office now also oversees student learning assessment activities across campus. The APCAAS chairs the Student Learning Assessment Committee, and sits on the Institutional Effectiveness Committee, sharing with that assessment body the assessment activities related to academic program review, departmental assessment reporting, general education assessment outcomes, assessment of course evaluation data and the development of assessment plans for new initiatives.

### Highlights

- The APCAAS served as project director for the SUNY Fredonia online University Catalog, which involved training all units for the transition to in-unit web-based editing, and gave final approval for all course and program curriculum proposals.
- The APCAAS provided consultation and budgetary oversight for the Honors Program and the General Education program on campus.
- The Coordinator of Academic Advising and Liberal Arts coordinated with the Director of First-Year and Transition programs and the APCAAS to replace Spring Into Fredonia with an early, individualized, cohort-based registration process for transfer students aimed at reducing transfer melt.
- The Learning Center is experiencing increased accommodation requests from students with disabilities, English as a Second Language (ESL) students and Full Opportunity Program students. Student traffic for tutoring and exams has increased exponentially, requiring increased funds for one-on-one tutoring.
- The Registrar's Office released DegreeWorks to department chairs and advisors, and continues to prepare for the full release to students for the



**Interim Associate Provost for Curriculum and Academic Support Adrienne McCormick.**





Fall 2014 registration period, and commenced work on implementation of EMS Campus' academic scheduling solution.

- The APCAAS coordinated with the Provost to place SUNY Fredonia representatives in each of the SUNY Degree Path working groups, to assure that the degree paths informing the Seamless Transfer initiative are accurate and reflect SUNY Fredonia curricula.
- The Student Learning Assessment Committee developed SUNY Fredonia Principles of Assessment, and shared them with the University Senate. The principles were developed to guide the campus assessment process, and to inform new initiatives that are assessment related.

## Planning Assumptions

Planning assumptions used in the development of the 2014-2015 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- Replacement of open positions as warranted, with attendant review of job descriptions and duties to identify efficiencies in the Registrar's Office and the Learning Center in particular.
- Identifying dedicated budgeting for online learning.
- Annual hosting fees for the Smart Catalog web-based editing tool and associated training, totaling \$10,250.
- Continue to enroll substantial numbers of Honors and international students.

## Operating Budget

The 2014-2015 budget will allow the Office of the APCAAS to continue to make progress toward various program goals within the academic support units. The Registrar will continue working with Institutional Research, Planning and Assessment to provide SUNY with the latest changes in Banner-reporting data; the office will also be providing training for DegreeWorks (a SUNY system advisement

tool), and gearing up to implement the Academic Scheduler through EMS Campus. The Coordinator of Academic Advising and Liberal Arts will continue to update the web presence for campus advisement, creating a toolkit for advisors that will be user-friendly and mesh well with departmental advisement, and requires ongoing temporary service funding to staff orientation efforts. The Instructional Support Associate position will enhance timely processing of transfer applications, enable higher yield and reduced melt in transfer deposits through earlier registration, and support the data management necessary to fully operationalize both Degree Works and the EMS Scheduler. The Learning Center continues to operate at a deficit after the retirement of the Assistant Director position, and supplemental instruction – which is currently not being offered – must be staffed either through a hire in that position or reallocation of duties. The Disability Support Services (DSS) office and the Full Opportunity Program (within the Learning Center) will continue to see increases in referrals and tutoring services. The Honors Program is thriving and requires continued temporary service funding to support faculty buy-outs from departments. Assessment conversations on campus currently plan to use existing tools to capture assessment data, including Google Sites, but conversations regarding the need for an eportfolio to support assessment of the Baccalaureate Goals, our internationalization efforts, and student outcomes in the revised general education program all point toward the need for a study of existing tools versus assessment management packages that include an eportfolio.





## Graduate Studies Office

### Overview

The Graduate Studies Office focuses on the entire graduate student lifecycle, engaging in strategic enrollment management strategies to accomplish recruitment, admissions, enrollment, retention, and student services goals. The office participates in the development and approval of new graduate curriculum and policy through cooperative work with the Graduate Council. The Graduate Studies office comprises two professional employees: Lauren Kicak and Wendy S. Dunst. The office employs a graduate assistant who aids in recruitment and retention efforts and serves as the organizing leader of the Graduate Student Organization. The Associate Vice Provost (AVP) for Graduate Studies, Sponsored Research, and Faculty Development provides leadership and advocacy to, and oversight of, the Graduate Studies Office, as well as the Office of Sponsored Programs and the Professional Development Center. A national search is underway to fill the position vacated as a result of the promotion of the former associate vice provost. The new associate vice provost is expected to start July 1, 2014.

### Highlights

Accomplishments of the Graduate Studies Office include the following:

- The Graduate Studies mission statement was revised, and a vision statement was developed, to reflect the connection to the University mission and vision statements. The Graduate Studies mission and vision statements emphasize academic rigor, innovation, creativity, and interdisciplinarity and engagement.
- The diversity of the graduate student population continues to grow. The campus partnership with the EC English Language Centre will result in increased recruitment of quality international students. Currently enrolled graduate international students come from Canada, China, Iran, Saudi Arabia, and South Korea. Students from India and Jordan will join the graduate student community in Fall 2014.
- The Graduate Studies office awarded a record 11 Graduate Diversity Fellowships in 2013-2014, allowing the university to recruit diverse graduate students. Fellowships are awarded to those who have overcome challenges in attaining a graduate education. Minorities that have been historically underrepresented in higher education, first generation college students, those raised in a single-parent household and heads of single-parent families are all eligible to apply. SUNY Fredonia disbursed over \$28,000 in fellowships in 2013-2014.
- The Graduate Student Organization (GSO) continues to build a vibrant graduate student community with the support and collaboration of the Graduate Studies Office and the Graduate Council. A \$1,500 Faculty Student Association grant allowed the GSO to sponsor Convocation events in the fall and spring semesters. A graduate student banquet will complete the Convocation series and will feature music performed by an international School of Music student, and discussion about cultural and global issues. The GSO was awarded \$500 for 2014-2015, which will again be used for Convocation events.
- SUNY Fredonia graduate students participated in local, regional, and national research conferences. They continue to distinguish themselves by competing for grants such as the Fulbright Scholar Program.
- The Graduate Studies Office is proud to support and enhance student research, scholarship and creative activity on campus through representation on the Office of Student Creativity and Research (OSCAR) committee. The Graduate Studies Office and the Graduate Council assist in increasing graduate student participation in the annual OSCAR exposition. The impressive display of intellectual and creative achievement at the expo provides tangible evidence every year of the depth and variety of learning opportunities and close faculty-student collaboration available across campus.



***Graduate education at SUNY Fredonia offers the unique opportunity for in-depth personal and professional development.***

- Despite a flat graduate student budget allocation from SUNY, Graduate Studies increased efforts to fund more students through special initiatives and creative use of allocations.

## Planning Assumptions

Planning assumptions used to develop the 2014-2015 Graduate Studies office budget include:

- Development of a graduate strategic enrollment plan to assist in attainment of recruitment and retention goals.
- Full funding for all existing positions.
- Continued funding for the online graduate software for admissions, recruitment and communication services.
- Maintenance of current graduate academic programs and certificates and exploration of opportunities for growth in interdisciplinary collaborations leading to new certificates and partnerships.

- Exploration of opportunities through the University Advancement and Engagement and Economic Development divisions to develop grants and fellowships for graduate student recruitment/retention as well as faculty awards for developing more graduate student research partnerships.

## Operating Budget

SUNY Fredonia Graduate Studies will increase recruitment efforts by seeking to enroll students in such disparate but sometimes overlapping categories as older students, career changers and international students. Funds for the 2014-2015 fiscal year will bolster recruitment and program development efforts with the goal of creating a diverse range of post-baccalaureate degree and certificate programs. The commitment to expanding efforts to recruit diverse populations will enhance the university's mission and reputation regionally, nationally and globally. The Graduate Studies office looks forward to new campus and community partnerships that will benefit the university by increasing graduate student enrollment and engagement.



## Associate Vice Provost for Information Technology Services

### Overview

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

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



online learning management system platform are considered important components of the technology infrastructure maintained by Information Technology Services.

### Highlights

"Behind the scenes" maintenance, administration, and troubleshooting work, requiring 85 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:

- Continued delivery to a random sampling of faculty, staff, and students a qualitative assessment of technology services in attempts to inform and shape future support and service objectives.
- Implemented an online equipment checkout application (Connect2) to manage Media Center equipment inventory.
- Configured and installed a new campus digital signage system to replace old system.
- Developed the "Telecommunications Infrastructure Space and Pathways Design Guidelines" document that

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





**Associate Vice President for Information Technology Services Karen Klose.**

states the guidelines and standards that contractors will use for design, bidding and construction of network infrastructure on the SUNY Fredonia campus.

- Developed requirements for a new network access control and managed wireless system and procured for Summer 2013 implementation.
- Automated the creation of network (AD) accounts.
- Set up the Operational Data Store (ODS) version 8.3 with Oracle Streams in a development environment.
- Provided design/specification and cable television distribution renovation for five building construction/renovations.
- Provided learning space renovation in four areas.
- Congratulated Multi Media Team Member Gregory Snow upon his receipt of the 2013 Chancellor’s Award for Excellence in Professional Service.
- Congratulated Data Communications Team Member Joseph Baxter upon his receipt of the 2013 President’s Award for Excellence.

## Planning Assumptions

Planning assumptions used in development of the Information Technology Services 2014-2015 operating budget include the following:

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

## Operating Budget

The 2014-2015 operating budget provides salaries for the IT staff responsible for developing and maintaining a reliable, secure and responsive technology infrastructure. Continued capital funding for university network upgrades remains critical to maintaining and expanding the infrastructure necessary to provide the reliability and security expected at a university. A substantial increase in the technology operating budget is required to develop and maintain the virtual infrastructure necessary to provide advanced web-based and increasingly mobile communication and business applications.



**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.**





## Division of Finance and Administration

### Overview

The Finance and Administration division consists of nine departments with over 360 employees. The organization chart may be viewed in Appendix 5.3. Major offices within the division include:

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

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

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



### Highlights

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

- Collaboratively managed campus fiscal operations which included development of a five-year financial forecast. Presentations were given to various campus constituencies regarding the outlook.
- Construction continued on the \$30 million Townhouse Residence Hall project and the \$60 million Science Center Project.
- Stephen A. Schillo retired as vice president for Finance and Administration in January 2014. Karen R. Porgiglia was appointed interim vice president.
- Successfully conducted the 2014 State Employee Federated Appeal (SEFA), exceeding the campus goal of \$46,000 by 2.5 percent for a total of \$47,184.
- Continued support of campus-wide sustainability initiatives including the 2013 RecycleMania competition, the annual Community Electronics Recycling Day, ongoing installation of water bottle refilling stations, energy efficient LED exterior lighting, and sensors within residential and academic buildings, as well as continued electronic publication of the Budget Book. Implemented a campus-wide FREDRide carpooling program.

*The hard work of the campus custodial and grounds staff has resulted in the campus consistently being recognized for its outstanding appearance and cleanliness.*



# 2014-2015 SUNY Fredonia Operating Budget



**Vice President  
for Finance and  
Administration  
Karen R. Porpiglia.**

- The hard work of the campus custodial and grounds staff has resulted in the campus consistently being recognized for its outstanding appearance and cleanliness.
- Provided bus shuttle services to over 70,000 participants through the university's Park and Ride shuttle service. The service transports students, faculty, staff and campus visitors from remote parking areas to the central campus with stops at the Williams Center and Maytum Hall, eliminating the need for additional parking lots and preserving green space.
- Implemented the non-employee travel card (NETCard) program.
- Rolled out the online Fred Training compliance program. The web-based training included modules on affirmative action, domestic violence in the workplace, workplace violence prevention and other important New York State mandated policies and procedures.
- Implementing over \$225,000 in expenditure reductions as follows:
  - ◊ Five vacant full-time equivalent (FTE) positions will be permanently eliminated.
  - ◊ Partial funding (.25 FTE) for one staff member will be shifted to an Income Fund Reimbursable (IFR) account.
- Finance and Administration will shift 10 maintenance FTE's to the campus IFR Buyout Account. The action was necessary to meet the university's budget target of reducing institutional expenditures by approximately \$450,000.
- There are no planned layoffs of any Finance and Administration employees.

## Planning Assumptions

Planning assumptions used in the development of the 2014-2015 Finance and Administration budget include:

- Replacements for open positions will continue to be subject to a six month delay before a search can commence.

## Operating Budget

The division's 2014-2015 budget totals \$5,737,100 – a decrease of \$574,100 from the 2013-2014 fiscal year. The Finance and Administration budget represents 11.08 percent of the total University Budget. Despite the reduction in Finance and Administration staffing, the division will remain committed to providing a high level of service to the campus community for custodial services, maintenance, and various supporting financial and administrative services.

SUNY FREDONIA Proposed 2014-2015 Operating Budget SUMMARY Finance & Administration		
2013-2014 Original Base Budget		\$ 6,311,200
2013-2014 Campus Adjustments		
2013-2014 Salary Adjustments	99,400	
Sub-Total Permanent Adjustments		<u>99,400</u>
2013-2014 Final Base Budget		\$ 6,410,600
2014-2015 Budget Adjustments		
Divisional Expenditure Reductions	(222,600)	
Institutional Expenditures to IFR	(450,900)	
Sub-Total 2014-2015 Budget Adjustments		<u>(673,500)</u>
<b>2014-2015 Base Budget</b>		<b><u>\$ 5,737,100</u></b>



**SUNY FREDONIA**  
**Proposed 2014-2015 Operating Budget**  
**Finance & Administration**

	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
Employee Assistance Program*	\$ 20,300	\$ 20,000	\$ 300
M&O Admin & Management	40,900	90,000	(49,100)
Asbestos Abatement	-	-	-
Facilities Planning	76,100	75,500	600
Custodial	1,550,600	1,503,600	47,000
Technology Incubator	14,200	16,800	(2,600)
Bldgs - Structural Maintenance*	-	200,200	(200,200)
Bldgs - Systems - Electrical*	-	99,700	(99,700)
Bldgs - Systems - Plumbing*	-	141,200	(141,200)
Refrigeration	34,400	32,700	1,700
Grounds	251,300	244,000	7,300
Motorized Equip	95,000	88,400	6,600
Utilities Plant	203,600	237,600	(34,000)
Health & Safety	104,300	103,000	1,300
VP Administration	217,800	214,900	2,900
Business Affairs	221,500	129,000	92,500
College Services	120,100	119,600	500
Budgeting	116,000	194,600	(78,600)
Accounting	60,600	60,100	500
Purchasing	131,200	128,900	2,300
Accounts Payable	21,500	70,300	(48,800)
Payroll	188,600	193,700	(5,100)
Personnel	308,500	298,400	10,100
Property Control	40,100	40,100	-
Internal Audit	55,500	54,500	1,000
Student Billing	300,800	343,600	(42,800)
Central Duplicating	35,000	34,300	700
Mail & Messenger	40,500	38,600	1,900
Central Stores	69,200	118,400	(49,200)
Overtime	127,400	53,900	73,500
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
<b>Personal Service Regular</b>	<b>\$ 4,460,700</b>	<b>\$ 4,961,300</b>	<b>\$ (500,600)</b>
<b>Temporary Service</b>	<b>149,100</b>	<b>146,100</b>	<b>3,000</b>
<b>Other Than Personal Service</b>	<b>1,127,300</b>	<b>1,203,800</b>	<b>(76,500)</b>
<b>TOTAL</b>	<b>\$ 5,737,100</b>	<b>\$ 6,311,200</b>	<b>\$ (574,100)</b>

\* Funding moved to an IFR account



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

## Division of University Advancement

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### Overview

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

### Highlights

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

- Total 2013 giving was \$1,799,996 (unaudited), a 2.3 percent decrease from the previous year of, when receipts totaled \$1,842,977.
- Annual Fund giving in 2013 was \$417,563, an increase of 6.6 percent from 2012 receipts of \$391,643.
- All-Campus Appeal: payroll deduction pledges made for 2013 included 133 pledges worth \$67,089, an 11 percent increase over 2012 which included pledges totaling \$60,483.
- The Scholars Breakfast was a highlight of Family Weekend with nearly 1,000 scholarship recipients, family members, donors, faculty and foundation board members in attendance.
- There are now 419 endowments in the Fredonia College Foundation.

## Planning Assumptions

Planning assumptions used in the development of the 2014-2015 operating budget for the Division of University Advancement includes the following:

- Fredonia College Foundation receipts are expected to increase by 4 percent in 2014.
- Continued expansion of social media outreach.
- Scholarship fundraising will continue to strengthen.
- Any open University Advancement personnel positions will be held vacant for a minimum of six months before being filled, to help address the reduction in SUNY system funding.

## Operating Budget

The Division of University Advancement's operating budget for 2014-2015 totals \$1,405,500. Budget priorities will continue to 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.





**SUNY FREDONIA**  
**Proposed 2014-2015 Operating Budget**  
**SUMMARY**

**University Advancement**

2013-2014 Original Base Budget		\$ 1,433,800
2013-2014 Campus Adjustments		
2013-2014 Salary Adjustments	23,000	
Sub-Total Permanent Adjustments		23,000
2013-2014 Final Base Budget		\$ 1,456,800
2014-2015 Budget Adjustments		
Divisional Expenditure Reductions	(51,300)	
Sub-Total 2014-2015 Budget Adjustments		(51,300)
<b>2014-2015 Base Budget</b>		<b>\$ 1,405,500</b>

**SUNY FREDONIA**  
**Proposed 2014-2015 Operating Budget**  
**University Advancement**

	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Alumni Relations	\$ 76,400	\$ 75,900	\$ 500
Publications	222,800	237,400	(14,600)
University Information Services	582,700	574,500	8,200
VP University Advancement	311,000	303,400	7,600
<b>Personal Service Regular</b>	<b>\$ 1,192,900</b>	<b>\$ 1,191,200</b>	<b>\$ 1,700</b>
<b>Temporary Service</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>
<b>Other Than Personal Service</b>	<b>187,600</b>	<b>217,600</b>	<b>(30,000)</b>
<b>TOTAL</b>	<b>\$ 1,405,500</b>	<b>\$ 1,433,800</b>	<b>\$ (28,300)</b>



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

## Division of Student Affairs

### Overview

The Student Affairs division includes 14 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, Office of New-Student Programs, 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 Associate Vice President for Student Affairs Monica White. The Student Affairs division employs approximately 70 staff, providing services and programs that promote a safe environment and an active and positive campus life for students, supporting their learning and developmental needs. The various departments provide a comprehensive array of services and programs to assist students in the development of skills that contribute to their personal and intellectual development, informed decision making, responsible citizenship, and academic and personal success.

### Highlights

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

- The SUNY Fredonia Financial Aid Office continues to be a leader across state campuses, making excellent use of technology in the delivery of its services.
- The Campus Life Office, located in the newly-renovated Williams Center, provides leadership development programs for nearly 200 students each year.
- Campus Life and Volunteer and Community Services at SUNY Fredonia continue to promote greater student involvement in local service organizations.
- The Office of Career Development continues to increase the number of internship opportunities for students, and has worked with the Fredonia Technology Incubator to increase connections with local businesses.
- Maintaining enrollment continues to be a challenge in the current economic environment. As a result, Admissions staff has been added and recruitment-related travel increased.

SUNY FREDONIA Proposed 2014-2015 Operating Budget SUMMARY Student Affairs		
2013-2014 Original Base Budget		\$ 4,465,000
2013-2014 Campus Adjustments		
2013-2014 Salary Adjustments	107,500	
Sub-Total Permanent Adjustments		<u>107,500</u>
2012-2013 Final Base Budget		\$ 4,572,500
2014-2015 Budget Adjustments		
Divisional Expenditure Reductions	(158,000)	
Sub-Total 2014-2015 Budget Adjustments		<u>(158,000)</u>
<b>2014-2015 Base Budget</b>		<b><u>\$ 4,414,500</u></b>



- The division also continues to focus on retention related programs, including first-year and transition programs.

**Planning Assumptions**

Planning assumptions used in the development of the 2014-2015 operating budget for the Student Affairs division include the following:

- The addition of a half-time Admissions E-Counselor, funded out of Common Application dollars, to improve the online communication with prospective students.
- Continue to enhance the existing First-Year and Transition programs to improve the student retention rate.
- The full utilization of existing scholarship dollars to improve the student yield from recruitment activities.
- Expenditure reductions of \$158,000 will be implemented.

**Operating Budget**

The proposed 2014-2015 Student Affairs operating budget totals \$4,414,500 and represents approximately 8.99 percent of the University Operating budget. The budget provides funding for 67.55 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 its 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.

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Operating Budget</b>			
<b>Student Affairs</b>			
	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
VP Student Affairs	\$ 412,500	\$ 401,000	\$ 11,500
Admissions	784,300	768,200	16,100
First-Year Program	65,700	75,000	(9,300)
Educational Opportunity Program	118,900	117,400	1,500
Financial Aid	284,700	287,600	(2,900)
Career Development	307,500	303,000	4,500
Health & Physical Education	478,500	514,400	(35,900)
Multicultural Affairs	131,300	128,200	3,100
Campus Center	300,700	314,700	(14,000)
University Police	691,300	705,000	(13,700)
Athletics	370,100	373,300	(3,200)
<b>Personal Service Regular</b>	<b>\$ 3,945,500</b>	<b>\$ 3,987,800</b>	<b>\$ (42,300)</b>
<b>Temporary Service</b>	<b>124,900</b>	<b>133,100</b>	<b>(8,200)</b>
<b>Other Than Personal Service</b>	<b>344,100</b>	<b>344,100</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 4,414,500</b>	<b>\$ 4,465,000</b>	<b>\$ (50,500)</b>



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

## Division of Engagement and Economic Development

### Overview

The Division of Engagement and Economic Development (EED) facilitates and supports university-community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of the region through active community engagement and partnerships with local and regional agencies, governments, businesses and universities. Kevin P. Kearns serves as the vice president for Engagement and Economic Development. EED partners with the community through the SUNY Fredonia Academic Community Engagement (FACE) center, the Center for Regional Advancement (CRA), the Native American SUNY: Western Consortium, the SUNY Fredonia Technology Incubator (SFTI) in Dunkirk, N.Y., and many other units within the university.

### Highlights

- EED was formed at the beginning of the 2013-2014 Academic Year. The division worked closely with Provost Terry Brown and members of the Cabinet to determine an appropriate structure for the new division. Units within EED were transitioned into the division after careful analysis of the organizational structure and needs of the Division of Academic Affairs and the responsibilities of EED.
- Following a period of restructuring and transition, the Office of Graduate Studies was relocated to Thompson Hall. Wendy Dunst remained with the Office of Graduate Studies and a search was conducted for a new secretary for EED. Karen Begier was hired as the EED secretary in March 2014.
- The division spearheaded the submission of the \$14.786 million grant, SUNY Fredonia 2020 Great Lakes Regional Economic Revitalization (GLRER). The project requests funding for the construction of a state of the art Science and Education Center on the Lake Erie waterfront in Dunkirk, N.Y., and the purchase of a deep water research vessel.
- StartUP NY is a state program that is designed to attract businesses to New York State and support job expansion with established companies through creation of tax-free zones on or near approved colleges and universities. Vice President for Engagement and Economic Development Kevin P. Kearns serves as chair of the committee. The StartUP NY committee has submitted a campus plan for participation in the program. EED is working closely with local, regional and state government officials and other SUNY universities to maximize the potential of the program to create jobs and revitalize the regional economy.
- The SUNY Fredonia Academic Community Engagement (FACE) Center continued its stellar work in the community during the academic year. A highlight of the center’s activities was the week-long campus celebration of Earth Week which featured a campus teach-in at the College Lodge. Christina Jarvis led this highly successful annual celebration.
- Director of the Center for Regional Advancement (CRA) Chuck Cornell led a team of faculty and staff in the development and submission of “The Chautauqua Partnership for the Arts and Creative Economy (C-PACE)” grant which was submitted to the Appalachian Regional Commission (ARC) managed through the Southern Tier West Regional Planning and Development Board. The pivotal need addressed by the project is to train highly skilled and motivated artisans in the fundamentals of business entrepreneurship to provide the skills necessary to producing self-supporting college and Internet-based businesses that will contribute to the regional economy.
- EED is working with the SUNY University at Buffalo’s (UB) Regional Institute to conduct a comprehensive Economic Impact Study for SUNY Fredonia. The study will establish a baseline of Fredonia’s regional impact that can be expanded in the future. Many offices on campus have collaborated on the extensive initiative.





- The SUNY Fredonia Technology Incubator (SFTI) partnered with UB and other universities in the submission of an “Innovation Regional Hot Spot” grant through the N.Y.S. Consolidated Funding Application (CFA) process. The grant, which was awarded to UB, will fund regional incubator programming and collaboration. SFTI Director Bob Fritzinger led this collaborative effort.
- A university wide committee, chaired by Chuck Cornell and Dr. Adrienne McCormick, gathered data and information from across campus in support of SUNY Fredonia’s submission to The Carnegie Foundation for the Advancement of Teaching’s Classification for Community Engagement. The prestigious elective classification recognizes colleges where there exists collaboration between institutions of higher education and their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. Applications are only open for submission every five years. Classification acceptance will be announced in January 2015.

## Planning Assumptions

- Support community engagement and economic development activities and opportunities through StartUP NY and other state and regional programs.
- Maximize support for the SUNY Fredonia Technology Incubator.
- Continue efforts that establish a greater understanding of SUNY Fredonia’s community and economic development activities, including the University at Buffalo Economic Impact Study.
- Invest in actions and initiatives related to implementing the Power of Fredonia plan, particularly those involving community engagement.
- Support community engagement activities through the Fredonia Academic Community Engagement (FACE) Center, the Center for Regional Advancement



(CRA) and the Native American SUNY: Western Consortium.

- Develop and enhance strong sustainable partnerships that benefit both the university and the community.
- Seek extramural funding for EED initiatives and explore the development of future revenue streams through public-private partnerships.
- Expenditure reductions of \$7,300 will be implemented.

## Operating Budget

The total 2014-2015 Engagement and Economic Development operating budget is \$217,600. The EED budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Organizational and infrastructure improvements that support the assumptions will be a priority for the upcoming academic year.

***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.***



# 2014-2015 SUNY Fredonia Operating Budget

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Operating Budget</b>			
<b>SUMMARY</b>			
<b>Engagement &amp; Economic Development</b>			
2013-2014 Original Base Budget		\$	-
2013-2014 Campus Adjustments			
2013-2014 Salary Adjustments	6,900		
Transfer from Academic Affairs	218,000		
Sub-Total Permanent Adjustments			224,900
2012-2013 Final Base Budget		\$	224,900
2014-2015 Budget Adjustments			
Divisional Expenditure Reductions	(7,300)		
Sub-Total 2014-2015 Budget Adjustments			(7,300)
<b>2014-2015 Base Budget</b>		<b>\$</b>	<b>217,600</b>

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Operating Budget</b>			
<b>Engagement &amp; Economic Development</b>			
	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
<b>Personal Service Regular</b>	\$ 215,100	\$ -	\$ 215,100
<b>Temporary Service</b>	-	-	-
<b>Other Than Personal Service</b>	2,500	-	2,500
<b>TOTAL</b>	<b>\$ 217,600</b>	<b>\$ -</b>	<b>\$ 217,600</b>



**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:

- Minimal utility savings were realized during 2013-2014. 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 2014-2015 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$1,192,300
- SUNY System Administration recharge expenditures will increase by \$88,000.
- Tap Credit Scholarships increasing by an additional \$421,100.
- \$100,000 Math/Science Scholarship funding.
- Elimination of \$225,000 for institutional equipment.
- Eliminate budgeting for 1% reserve account.



*Fenton Lobby.*

**Operating Budget**

The 2014-2015 Institutional/Utilities budget totals \$7,667,400 – an increase of \$955,900 from the 2013-2014 fiscal year.



# 2014-2015 SUNY Fredonia Operating Budget

<b>SUNY FREDONIA</b>	
<b>Proposed 2014-2015 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Utilities/Other</b>	
2013-2014 Original Base Budget	\$ 6,711,500
2013-2014 Campus Adjustments	
Additional Tuition Scholarship Credit	145,100
Redistribution of Expenditures	(4,000)
Eliminate Budgeting for 1% Reserve	(430,000)
Eliminate Budgeting for Institutional Equipment	(225,000)
Additional System Admin Recharges	88,000
2013-2014 Salary Adjustments	(331,600)
Sub-Total Permanent Adjustments	<u>(757,500)</u>
2013-2014 Final Base Budget	\$ 5,954,000
2014-2015 Budget Adjustments	
Presidents Math/Science Scholarship	100,000
Tuition Credit Scholarship	421,100
2014-2015 Bargaining Unit Salary Increases	1,192,300
Sub-Total 2014-2015 Budget Adjustments	<u>1,713,400</u>
<b>2014-2015 Base Budget</b>	<b><u>\$ 7,667,400</u></b>

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Operating Budget</b>			
<b>Utilities/Other</b>			
	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Personal Service Regular	\$ 1,903,900	\$ 655,300	\$ 1,248,600
Temporary Service	272,900	160,200	112,700
Utilities	2,760,100	2,760,100	-
Other Than Personal Service	2,730,500	3,135,900	(405,400)
<b>TOTAL</b>	<b><u>\$ 7,667,400</u></b>	<b><u>\$ 6,711,500</u></b>	<b><u>\$ 955,900</u></b>





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

**RESIDENCE LIFE  
OPERATING BUDGET**







# 2014-2015 SUNY Fredonia Residence Life Operating Budget



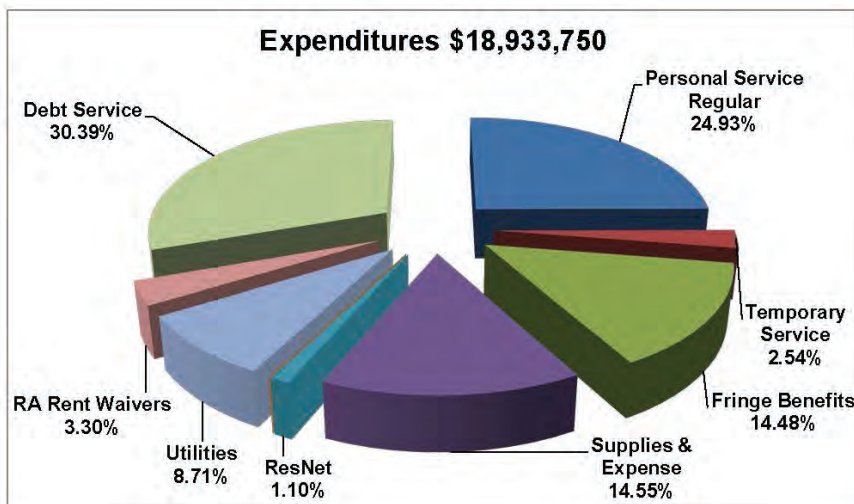
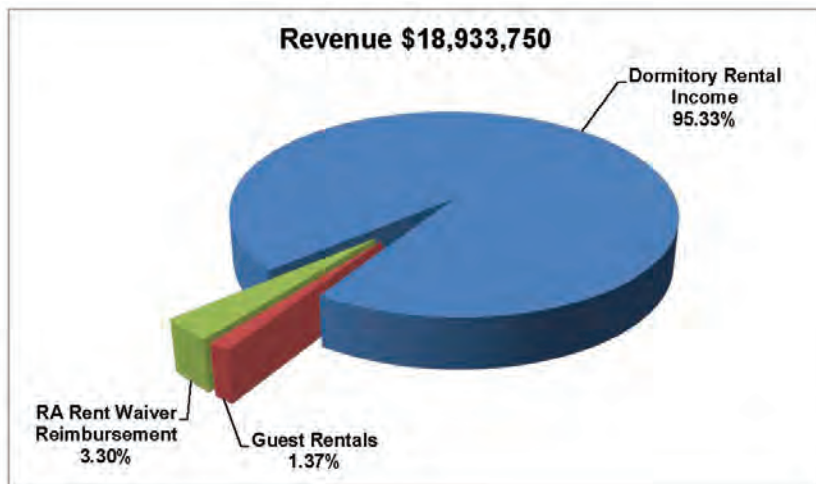
**Students raked leaves in the community during the ninth annual Fall Sweep.**

## SUNY FREDONIA Residence Life 2014-2015 Dormitory Income Fund Reimbursable (DIFR) Budget

### Overview

The Residence Life program on the SUNY Fredonia campus supervises the operation of 14 residence halls, and one newly-constructed townhouse complex, with a designed capacity of 2,910 beds. Interim Director of Residence Life Kathy Forster and Associate Director Amy Murrock oversee the program, while Benjamin Hartung serves as Systems Administrator. Collectively, they coordinate a staff of 13 Residence Directors (RDs), 68 Resident Assistants (RAs), ResNet Coordinator and 12 ResNet Technicians who provide a quality experience for its 2,453 (Fall 2013) residents.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2014-2015 Residence Life budget of approximately \$18.9 million funds 95.70 Full Time Equivalent (FTE) positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. The procedures grant campuses greater flexibility in the management of the residence hall operations. SUNY residence halls are totally self-sufficient and supported entirely by revenue generated from operations. Consultation with residence hall students concerning proposed 2014-2015 rates and capital projects was conducted on Dec. 10, 2013.



### 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



***Nixon Hall staff.***

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:

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Budget</b>			
<b>Dormitory Income Fund Reimbursable (DIFR)</b>			
<b>Comparison of 2014-2015 Residence Life Budget to 2013-2014 Budget</b>			
	<b>2014-2015</b>	<b>2013-2014</b>	<b>Change</b>
<b>Revenue Sources:</b>			
Dormitory Rental Income	\$ 18,048,750	\$ 16,644,750	\$ 1,404,000
Guest Rentals	260,000	260,000	-
RA Rent Waiver Reimbursement	625,000	580,000	45,000
<b>Total</b>	<b>\$ 18,933,750</b>	<b>\$ 17,484,750</b>	<b>\$ 1,449,000</b>
<b>Expenditures:</b>			
Personal Service Regular	\$ 4,719,000	\$ 4,467,400	\$ 251,600
Temporary Service	480,300	457,800	22,500
Fringe Benefits	2,740,702	2,510,769	229,933
Supplies & Expense	2,755,000	2,674,400	80,600
ResNet	209,000	207,300	1,700
Equipment Replacement	-	675,000	(675,000)
Utilities	1,650,000	1,550,000	100,000
RA Rent Waivers	625,000	580,000	45,000
Debt Service	5,754,700	4,399,800	1,354,900
Reserve	48	(37,719)	37,767
<b>Total</b>	<b>\$ 18,933,750</b>	<b>\$ 17,484,750</b>	<b>\$ 1,449,000</b>





**Eight Resident Assistants were selected to see President Barack Obama speak at the University of Buffalo in Fall 2013.**

- Move-in Crew – 320 students representing 14 student groups assisted residence hall students and their families on move-in day at the start of the Fall 2013 semester.
- Little Siblings Weekend – Over 193 siblings, ages 6 to 14, spent a weekend of activities on campus with their brothers and sisters in February 2013.
- Buffalo News Kids Day – 321 students from 20 student groups and staff raised more than \$3,548 for the Women and Children’s Hospital of Buffalo in April 2013.

Other services provided to residence hall students include:

- The Wellness Center, Aerobics Center and Craft Room.
- ResNet provided information technology support services for students, staff and guests living in the residence halls with a total of 14,613 personal and campus-owned network devices. The devices included personal computers, handhelds, gaming and multi-media devices. In addition to continuing to support the video surveillance and card access control systems for each building, ResNet was instrumental in upgrading the campus wireless and network access control systems during the summer of 2013. This million dollar capital project

included the installation of over 650 of the latest wireless access points and multiple servers to deliver an enterprise level, high performance and secure wireless access service to the campus.

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 2014-2015 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$350 annually from \$6,850 to \$7,200.
- Residence halls will contribute \$350,000 toward the University Operating budget.
- Residence hall occupancy will remain above 90 percent in the fall and remain above 85 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 \$100,000.
- An additional allocation of \$1,354,900 for debt service to provide support for new townhouse construction and ongoing residence hall capital projects.

The financial and operational assumptions above serve as the basis for the development of the 2014-2015 Residence Life Operating Budget.

## Operating Budget

The 2014-2015 Residence Life operating budget totals \$18.9 million and funds a total of 95.70 FTE positions. It includes the director’s office, administrative staff including the ResNet staff of two, cleaning staff of 41.5, maintenance staff of 25, six members of the University Police staff and one member of the Facilities Planning staff.



Laundry, cable and telephone services are paid out of the operating budget. One aspect of the laundry service is an online website that allows students to see or be notified when their laundry is done ([www.laundryview.com](http://www.laundryview.com)). Over 85 television channels are provided to students 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 2013 the stair tower in Gregory Hall was replaced, and new furniture was purchased for Igoe and Hendrix halls. Disney Hall received new

windows. Various interior upgrades were done throughout the residence halls as well as fiber optic and access control upgrades.

***The University Village Townhouses, to be completed in Summer 2014, will offer the off-campus experience with all of the safety and convenience of on-campus living.***

## SUNY FREDONIA Proposed 2014-2015 Budget Dormitory Income Fund Reimbursable (DIFR)

### FTE Summary

	2014-2015 Non-Inst. FTE	2013-2014 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	41.50	40.50	1.00
Facilities Planning	1.10	1.10	0.00
Bldgs. - Struct Maint.	5.00	5.00	0.00
Bldgs. - Systems (Electrical)	3.00	3.00	0.00
Bldgs. - Systems (Plumbing)	4.00	5.00	-1.00
Motor Equip. Maint.	1.00	1.00	0.00
Administration/Director	14.00	13.00	1.00
ResNet	2.00	2.00	0.00
Utilities Plant	8.00	7.00	1.00
RH Student Life	2.00	2.00	0.00
Administrative Overhead	5.30	5.30	0.00
Security & Safety	5.80	5.80	0.00
<b>Total Residence Life</b>	<b>95.70</b>	<b>93.70</b>	<b>2.00</b>





# 2014-2015 SUNY Fredonia Residence Life Operating Budget



**Interim Residence  
Life Director  
Kathy Forster.**

Some of the projects on tap for Summer 2014 include the completion of a \$30 million 200 residence townhouse complex, window replacements for Igoe Hall and the Disney Hall lobby renovation. Various interior improvements throughout the residence halls will continue along with fiber optic and access control upgrades.

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.

The 2014-2015 budget includes the proposed capital projects:

• Townhouse Complex	\$30,000,000
• Igoe Hall – Window Replacement	1,200,000
• Various Interior Upgrades	310,000
• Kirkland Quad – Roof Replacement Design	250,000
• Network Upgrades	200,000
<b>TOTAL</b>	<b>\$31,960,000</b>



**2013-2014 Residence Life staff**



**SUNY FREDONIA**  
**Proposed 2014-2015 Budget**  
**Dormitory Income Fund Reimbursable (DIFR)**

**DIFR Revenue Projection**

RATE STRUCTURE:	2013-14	2014-15	Percentage	Annual
	Proposed	Proposed	Change	Rate
Doubles	\$3,425	<b>\$3,600</b>	5.11%	\$7,200
Kitchen Suites	3,775	<b>3,950</b>	4.64%	7,900
Singles - Fall Semester	4,430	<b>4,300</b>	-2.93%	8,600
University Commons Singles	4,750	<b>4,400</b>	-7.37%	8,800
University Commons Doubles	3,650	<b>3,950</b>	8.22%	7,900
Townhouse	0	<b>4,500</b>	N/A	9,000
Temporary	2,750	<b>2,900</b>	5.45%	5,800
RA Waivers	4,450	<b>4,300</b>	-3.37%	8,600

**FALL SEMESTER ANALYSIS:**

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2013	Projected Fall 2014	Budgeted Fall 2013	Projected Fall 2014	
Doubles	2,150	<b>2,025</b>	\$7,363,750	<b>\$7,290,000</b>	(\$73,750)
Kitchen Suites	140	<b>125</b>	528,500	<b>493,750</b>	(34,750)
Singles - Fall Rate	50	<b>50</b>	221,500	<b>215,000</b>	(6,500)
University Commons Singles	50	<b>35</b>	237,500	<b>154,000</b>	(83,500)
University Commons Doubles	50	<b>50</b>	182,500	<b>197,500</b>	15,000
Townhouse	0	<b>200</b>	0	<b>900,000</b>	900,000
Temporary	0	<b>0</b>	0	<b>0</b>	0
Fall Totals	2,440	<b>2,485</b>	\$8,533,750	<b>\$9,250,250</b>	\$716,500
Percent Change		<b>1.84%</b>			<b>8.40%</b>

**SPRING SEMESTER ANALYSIS:**

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2014	Projected Spring 2015	Budgeted Spring 2014	Projected Spring 2015	
Doubles	2,075	<b>1,905</b>	\$7,106,875	<b>\$6,858,000</b>	(\$248,875)
Kitchen Suites	125	<b>120</b>	471,875	<b>474,000</b>	2,125
Singles - Spring Rate	25	<b>50</b>	110,750	<b>215,000</b>	104,250
University Commons Singles	50	<b>35</b>	237,500	<b>154,000</b>	(83,500)
University Commons Doubles	50	<b>50</b>	182,500	<b>197,500</b>	15,000
Townhouse	0	<b>200</b>	0	<b>900,000</b>	900,000
Temporary	0	<b>0</b>	0	<b>0</b>	0
Spring Totals	2,325	<b>2,360</b>	\$8,109,500	<b>\$8,798,500</b>	\$689,000
Percent Change		<b>1.51%</b>			<b>8.50%</b>

**COMPARISON OF DIFR REVENUE :**

	2013-2014	2014-2015	Change
Projected Dorm Revenue	\$16,643,250	<b>\$18,048,750</b>	\$1,405,500
Projected Guest Rental	260,000	<b>260,000</b>	0
RA Waivers	580,000	<b>625,000</b>	45,000
Total Revenues	\$17,483,250	<b>\$18,933,750</b>	\$1,450,500
Percentage Change In Revenues			<b>8.30%</b>





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

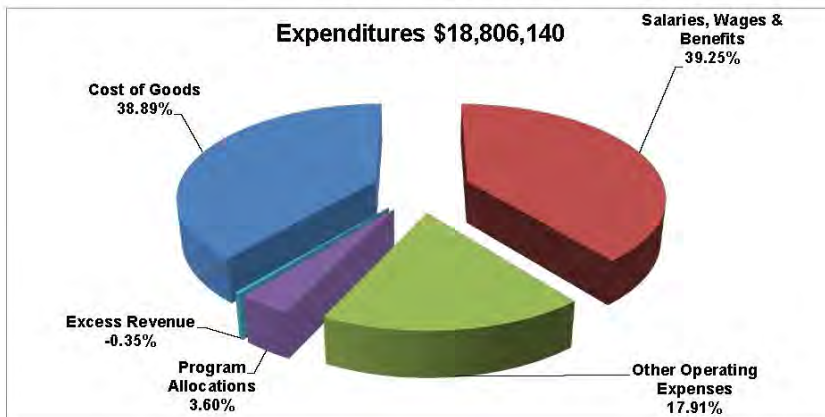
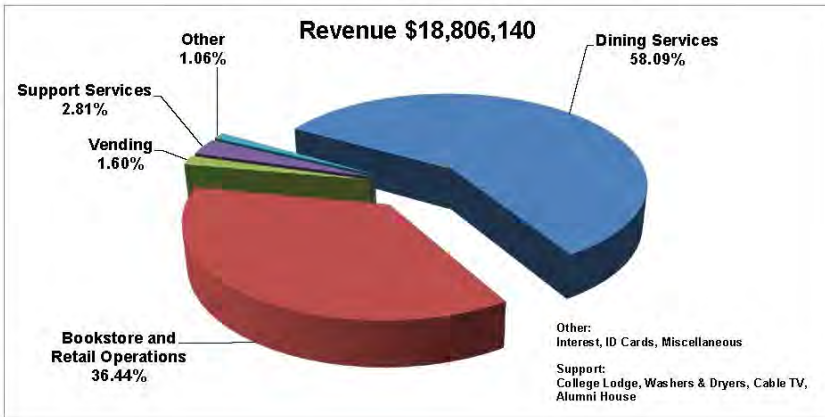
**OPERATING BUDGET**

# **FACULTY STUDENT ASSOCIATION OPERATING BUDGET**





# 2014-2015 Faculty Student Association Operating Budget



**A fourth Café will be opened in the science building in Fall 2014.**

## SUNY FREDONIA Faculty Student Association

### Overview

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

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

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



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

The FSA budget includes Dining Services, Bookstore, Vending, Washer and Dryer, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 82 full-time, 103 part-time and approximately 330 student employees.

FSA Executive Director Darin Schulz and FSA Associate Executive Director and Controller Matthew Snyder initially prepared the following 2014-2015 budget in conjunction with other FSA management. The proposed budget was then presented for consultation to the Budget Committee of the FSA Board of Directors. Members of the committee included the following FSA Board Members: Judy Langworthy, Kathleen Sacco, Erin Dorozynski and Brandon Napieralski.

## Highlights

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

- Made several enhancements to the Williams Center basement food offerings to expand choices and quality which are detailed in the Dining Services narrative.
- Made several strategic business decisions to improve operating efficiencies for the corporation that included closing Erie Dining Hall, and many other staffing changes.
- Support and assessments to the campus in the 2013-2014 budget totaled \$1,183,525:
  - ◊ \$485,000 for restricted programs.
  - ◊ \$166,525 in restricted programs supporting 47 different campus-based



**Williams Center  
Patio.**

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 grounds keeping.
- ◊ \$500,000 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 \$350,000.

## Planning Assumptions

Planning assumptions used to develop the 2014-2015 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,183,525, the same amount as 2013-2014:
  - ◊ \$485,000 in restricted program expenditures.
  - ◊ \$166,525 in unrestricted program funds.
  - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
  - ◊ \$2,000 for groundskeeping.
  - ◊ \$500,000 in space and utility charge assessments. The annual additional





# 2014-2015 Faculty Student Association Operating Budget

<b>Budget Summary</b>			
	<b>2014-2015 Budget</b>	<b>2013-2014 Budget</b>	<b>Difference Increase (Decrease)</b>
<b><u>Dining Services (Schedule A)</u></b>			
Total Revenues	\$ 10,913,263	\$ 10,893,997	\$ 19,266
Cost of Goods Sold	3,059,021	3,159,259	(100,238)
Total Operating Expenses	6,285,692	6,137,561	148,131
Other Revenues	11,500	11,500	-
Allocation of Administrative Expenses	1,028,210	1,036,248	(8,038)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>551,840</u></b>	<b><u>572,429</u></b>	<b><u>(20,589)</u></b>
<b><u>Retail Operations (Schedule B)</u></b>			
Total Revenues	6,803,102	6,606,818	196,284
Cost of Goods Sold	4,084,806	3,963,342	121,464
Total Operating Expenses	1,849,236	1,821,519	27,717
Other Revenues	50,000	60,000	(10,000)
Allocation of Administrative Expenses	635,315	622,544	12,771
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>283,745</u></b>	<b><u>259,413</u></b>	<b><u>24,332</u></b>
<b><u>Vending (Schedule C)</u></b>			
Total Revenues	300,080	325,000	(24,920)
Cost of Goods Sold	222,059	240,500	(18,441)
Total Operating Expenses	25,747	25,431	316
Other Revenues	-	-	-
Allocation of Administrative Expenses	12,458	13,154	(696)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>39,816</u></b>	<b><u>45,915</u></b>	<b><u>(6,099)</u></b>
<b><u>Support Services (Schedule D)</u></b>			
Total Revenues	527,625	530,180	(2,555)
Cost of Goods Sold	-	-	-
Total Operating Expenses	518,696	505,001	13,695
Other Revenues	800	700	100
Allocation of Administrative Expenses	75,436	76,162	(726)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>(65,707)</u></b>	<b><u>(50,283)</u></b>	<b><u>(15,424)</u></b>
<b>Total Revenue from Operations</b>	<b>18,606,370</b>	<b>18,428,195</b>	<b>178,175</b>
<b>Total Cost of goods and Operating Expenses</b>	<b><u>17,796,676</u></b>	<b><u>17,600,720</u></b>	<b><u>195,956</u></b>
<b>Excess Revenues from Operations</b>	<b>809,694</b>	<b>827,475</b>	<b>(17,781)</b>
<b>Miscellaneous Revenues (Schedule F)</b>	<b>199,770</b>	<b>196,000</b>	<b>3,770</b>
<b>Program Expenditures (Schedule E)</b>	<b>681,525</b>	<b>681,525</b>	<b>-</b>
<b>Unallocated Administrative Office Expenses (Schedule F-1)</b>	<b><u>394,372</u></b>	<b><u>390,233</u></b>	<b><u>4,139</u></b>
<b>Net Excess of Revenues Over/(Under) Expenses</b>	<b><u>\$ (66,433)</u></b>	<b><u>\$ (48,283)</u></b>	<b><u>\$ (18,151)</u></b>



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

- ◇ The Spring 2015 semester will start one week earlier which impacts meal plans, hours of operation and staffing.
- ◇ The meal plan structures will remain the same as 2013-2014 with price increases not to exceed 3.1 percent.
- ◇ Catering prices will be held the same as 2013-2014 prices.
- ◇ Meal plan utilization by plan is based on the previous corresponding semester totals less a declining enrollment trend assumption by semester.
- ◇ The N.Y.S. minimum wage increase to \$8.75 effective January 1, 2015, Civil Service Employees Association (CSEA) contractual increases, and cost of living wage adjustments for management have been included. Actual fringe benefits as a percentage of wages have exceeded previous budgets, so the budgeted fringe benefit factor has been increased by 1 percent. Total budgeted hours increased .86 percent. Total wages and benefits increased by 3.40 percent.
- ◇ The English as a Second Language contract with EC English has been executed and the program is slated to commence in August 2014. Operating results based on average enrollment of 10 students per month for the first nine months are included in the budget.
- ◇ The \$342,300 capital budget includes equipment for the science building cafe, the production demands for Tim Hortons Café & Bake Shop, and the remaining balance for replacement of items at the end of their useful lives.

## Operating Budget

The 2014-2015 FSA budget has \$18,806,140 in sources of revenue. It represents an \$181,945 or .98 percent increase from the 2013-2014 budget of \$18,624,195. The uses of funds consist of \$7,365,886 in cost of goods sold, \$7,433,614 in wages and benefits, \$3,391,549 of operating expenses and \$681,525 in program



expenditures. The budget is projected to generate expenditures in excess of revenue of \$66,433 or a negative .35 percent.

***Tim Hortons Café & Bakeshop continues to exceed expectations and is extremely popular as a dining location.***

## SUNY FREDONIA Faculty Student Association

### Dining Services Overview

The Faculty Student Association Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and Trendz), Tim Hortons Café & Bakeshop, three FSA Cafes (Fenton Hall, Mason Hall, and McEwen Hall), two concession units (Breakaway at University Stadium and Timeout in Steele Hall), and catering. The bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 52 full-time employees, 85 part-time and approximately 270 student employees.

### Highlights

Dining Services strives to exceed the culinary and service demands of the diverse customer clientele by committing to flexibility,



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

creativity, change and constant attention to customers:

- Renovated the Centre Pointe to include Asian, home-style station, salad, stir-fry, and Yolato frozen yogurt stations. Also, changed the submarine sandwich station assembly process.
- Changed to a whole breast meat chicken finger.
- Renovated Trendz into El Diablo Azul Mexican Grill.
- Changed cafés over to Peet’s Coffee.
- Tim Hortons Café & Bakeshop continues to exceed expectations and is extremely popular as a dining location.
- Cranston Marché’s recipe for demonstration cooking, Chef Creations and Made to Order choices validates the popularity of the perennially desirable dining destination.
- Demand for catering services by the campus continues as FSA seeks to attract external customers.
- In conjunction with the primary food vendor, Maplevale Farms, local food purchases exceed 15 percent.

### Planning Assumptions

Planning assumptions used to develop the 2014-2015 budget include:

- A 2.23 percent decrease in meal plans from 6,761 to 6,610 based on an above average size graduating senior class, continual challenges with retainage and impact of opening the townhouse complex.
- The opening of a fourth Café in the science building.
- The hours of operations are consistent with 2013-2014.
- Agricultural markets and weather conditions are always a threat to drive up food costs above typical inflation rates. However, FSA has held very consistent with past years and lowered the food cost assumption to 28 percent from 29 percent in previous years.

- Meal plan structures have been held constant. Price increases have been held to 3.1 percent and less.
- The meal allowance at Centre Pointe, concessions, FSA cafés, Starbucks and the Williams Center Tim Hortons increased to \$6.50 from \$6.25.
- Labor budgets reflect the 32 week academic year as the result of changes to the 2015 spring calendar. Also, labor budgets have been established for specific operating periods during recesses.
- Meals for the EC English program estimates are included.
- Significant capital costs to replace aged equipment.

### Operating Budget

The 2014-2015 Dining Services budget of \$10,924,763 consists of \$9,361,013 in contact meal plans plus special function and cash sale revenue. It represents a \$19,266 or a .18 percent increase from the 2013-2014 budget of \$10,905,497. Total contract meal plan revenue is budgeted for \$12,459,115 (includes \$100,000 for additional points added) with \$3,098,102 reported in the Retail Operations budget. Total operating expenses of \$6,285,692 have increased by \$148,131 or 2.41 percent from 2013-2014. The budget is projected to generate excess revenue over expenditures of \$551,840 or 5.05 percent.



## Dining Services Budget - Schedule A

	2014-2015 <u>Budget</u>		2013-2014 <u>Budget</u>
<b><u>Revenues</u></b>			
Contract Meals	\$ 9,361,013	a	\$ 9,463,997
Special Functions	865,000		830,000
Cash & Other Sales	<u>\$687,250</u>	b	<u>600,000</u>
<b>Total Revenue</b>	<b>10,913,263</b>		<b>10,893,997</b>
<b><u>Cost of Goods Sold</u></b>			
Beginning Inventory	100,000		100,000
Purchases	\$3,059,021		3,159,259
Less: Ending Inventory	<u>100,000</u>		<u>100,000</u>
Cost of Goods Sold	<u>3,059,021</u>	c	<u>3,159,259</u>
<b>Gross Profit on Sales</b>	<b>7,854,242</b>		<b>7,734,738</b>
<b><u>Operating Expenses</u></b>			
Salaries, Wages and Employee Benefits	4,647,559		4,446,502
Supplies and Materials	379,000		407,000
Depreciation	244,704		267,327
Corporate owned	244,704		267,327
Leasehold Improvements	375,517		376,897
RA Support	13,600	d	13,600
Other Operating Expenses	<u>625,312</u>		<u>626,235</u>
<b>Total Operating Expenses</b>	<b>6,285,692</b>		<b>6,137,561</b>
<b>Excess of Revenues over Expenses</b>	<b>1,568,550</b>		<b>1,597,177</b>
<b><u>Other Revenues</u></b>	<b>11,500</b>		<b>11,500</b>
<b><u>Allocation of Administrative Expenses</u></b>	<b>1,028,210</b>		<b>1,036,248</b>
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ 551,840</u></b>		<b><u>\$ 572,429</u></b>

**Notes:**

- a Total meal Plan count projections are based on the prior corresponding semesters with planning assumptions reflected. The amount excludes \$3,098,102 in meal plan sales in the C-store, FREDEXpress, and Starbucks. That amount is reflected in the Bookstore revenue.
- b ESL program to commence August 22, 2014 with average monthly enrollment of 10. ESL students are conditionally admitted to SUNY Fredonia, will have the option of residing in on-campus housing, and have access to student services.
- c Food cost percentage of 28% for 2014-2015 and 29% for 2013-2014. 35% for ESL program.
- d 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.**





# 2014-2015 Faculty Student Association Operating Budget



**Trendz was renovated into El Diablo Azul Mexican Grill.**

## Dining Services Budget Schedule A - Addendum 1

	<b>2014-2015 Budget</b>		<b>2013-2014 Budget</b>
<b><u>Supplies and Materials</u></b>			
China/Glass/Silverware/Trays	\$ 5,000		\$ 5,000
Cleaning Supplies	50,000		60,000
Linen	5,000		5,000
Miscellaneous Food Service Supplies	30,000		40,000
Office Supplies	2,000		2,000
Paper Supplies & Sustainable wares	245,000		250,000
Printing and Marketing	2,000		5,000
Uniforms	40,000		40,000
<b>Total Supplies and Materials</b>	<b><u>379,000</u></b>		<b><u>407,000</u></b>
<b><u>Other Operating Expenses</u></b>			
Advertising	5,000	a	26,000
Bad Debts and Sales Tax	20,000		20,000
Computer Services & Systems Maintenance	13,027		13,067
Dues and Subscriptions	1,000	b	1,000
Education and Training	5,000		5,000
Equipment Rental	3,000		3,000
Gas and Oil	7,000		7,000
Licenses and Permits	2,500	c	4,500
Professional Services & Nutritional Consulting	2,000		5,000
Refuse Removal	52,338	d	41,971
Repairs and Maintenance	40,000		40,000
Royalties	114,750	e	98,000
Telephone	11,000		11,000
Travel	8,000		10,000
Utilities and Space Assessment	340,698		340,698
<b>Total Other Operating Expenses</b>	<b><u>625,312</u></b>		<b><u>626,235</u></b>
<b><u>Other Revenues</u></b>			
Linen Revenue	8,500		8,500
Miscellaneous Revenue	3,000		3,000
<b>Total Other Revenues</b>	<b><u>\$ 11,500</u></b>		<b><u>\$ 11,500</u></b>

**Notes**

- a Error in 2013-2014.
- 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.
- d Williams Center volume and cost.
- e Tim Hortons sales growth.





## Dining Services Budget Schedule A - Addendum 2

### A. Dining Services Operations Program Description

#### Self Operated: (List)

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

#### Café and Concession Operations:

Fenton Hall  
Mason Hall  
McEwen Hall  
Steele Hall  
University Stadium

### B. Contract Meal Plan Information

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

<u>Plan #</u>	<u>Meal Plan</u>	<u>Current Cost Per Semester</u>	<u>Budgeted Cost Per Semester</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Feed-a- Friend Meals</u>
1	10 Meals + \$750 points	\$2,385	\$2,450	\$65	2.73%	5
2	10 Meals + \$600 points	\$2,245	\$2,310	\$65	2.90%	5
3	7 Meals + \$600 points	\$2,100	\$2,165	\$65	3.10%	5
4	5 Meals + \$925 points	\$2,095	\$2,135	\$40	1.91%	5
5	Max Flex All Points	\$2,195	\$2,260	\$65	2.96%	5
6	Commuter points	\$800	\$800	\$0	0.00%	0
7	Commuter points	\$575	\$575	\$0	0.00%	0

<u>Plan #</u>	<u>Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated Fall 2014</u>	<u>Estimated Spring 2015</u>	<u>Revenue</u>
1	10 Meals + \$750 points	\$2,450	1,283	721	\$ 4,909,800
2	10 Meals + \$600 points	\$2,310	232	186	\$ 965,580
3	7 Meals + \$600 points	\$2,165	106	143	\$ 539,085
4	5 Meals + \$925 points	\$2,135	217	283	\$ 1,067,500
5	Max Flex All Points	\$2,260	657	948	\$ 3,627,300
6	Commuter points	\$800	439	429	\$ 694,400
7	Commuter points	\$575	505	461	\$ 555,450
<b>Total</b>			<b>3,439</b>	<b>3,171</b>	<b>\$12,359,115</b>

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

Breakfast	\$6.50
Lunch	7.25
Dinner	8.70
<b>Total</b>	<b>\$22.45</b>

Increase of \$.25 each

#### Cash prices including tax in Cranston Marche

Breakfast	\$8.25
Lunch	10.50
Dinner	12.95
<b>Total</b>	<b>\$31.70</b>

Increase of \$.25, \$.25 and \$.20

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

Increase of \$.25

\$6.50



**The University Bookstore employs 12 full-time, 16 part-time, and approximately 60 student employees.**

## SUNY FREDONIA Faculty Student Association

### Retail Operations Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDExpress, and Starbucks Coffee. The Bookstore offers academic supplies, apparel, computers, electronics, giftware, textbooks, trade books and various miscellaneous items. The Bookstore also offers a full service e-commerce site that includes all textbook titles as well as the most popular selections of imprinted giftware and clothing. The Convenience Store offers a full assortment of food and health and beauty items with several products from local suppliers. FREDExpress is a full service snack shop that includes a Tim Hortons coffee kiosk. The Starbucks Coffee is owned and operated by FSA under a license agreement with Starbucks Coffee Company. The Bookstore area employs 12 full-time, 16 part-time and approximately 60 student employees.

### Highlights

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

- Textbook rentals continue to grow.
- Implementing the use of VERBA, competitive textbook pricing software, helped mitigate the erosion of textbook sales. The site can be found at [www.sunyfredonia-bookstore.com](http://www.sunyfredonia-bookstore.com).
- Continually seeking out new product lines and suppliers for Convenience Store, giftware and clothing.

### Planning Assumptions

Planning assumptions used to develop the 2014-2015 budget include:

- No changes to hours of operation expected after modifying Convenience Store and Starbucks hours in Spring 2014.
- The textbook market continues to change significantly and sales are expected to decrease from the 2013-2014 budget.
- Creating the ability to utilize the SUNY Fredonia Debit Account on the online bookstore will reap benefits for sales in all store departments.
- Continue to utilize VERBA for competitive textbook pricing when a customer shops at [www.sunyfredoniabookstore.com](http://www.sunyfredoniabookstore.com).
- Invest in improved wireless inventory management tools, and refurbishing parts of Starbucks.

### Operating Budget

The 2014-2015 Retail Operations budget of \$6,853,102 represents an \$186,284 or a 2.79 percent increase from the 2013-2014 budget of \$6,666,818. It includes \$3,098,102 of contract meals used in the Convenience Store, FREDExpress and Starbucks. Total operating expenses of \$1,849,236 increased by \$27,717 or 1.52 percent from 2013-2014. The budget is projected to generate excess revenue over expenditures of \$283,745 or 4.14 percent.





<b>Retail Operations Budget - Schedule B</b>		
<b>(Bookstore, Convenience Store, FREExpress and Starbucks)</b>		
	<b>2014-2015</b>	<b>2013-2014</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b><u>Revenues</u></b>		
Books and other Sales	\$ 3,705,000	\$ 3,691,800
Contract Meals	3,098,102 <sup>a</sup>	2,915,018
<b>Total Revenue</b>	<b>6,803,102</b>	<b>6,606,818</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	700,000	700,000
Purchases	4,084,806	3,963,342
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	4,084,806 <sup>b</sup>	3,963,342
<b>Gross Profit on Sales</b>	<b>2,718,296</b>	<b>2,643,476</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	1,266,945	1,235,850
Depreciation Corporate owned	84,751	87,042
Leasehold Improvements	124,052	123,633
Other Operating Expenses	373,488	374,994
<b>Total Operating Expenses</b>	<b>1,849,236</b>	<b>1,821,519</b>
<b>Excess of Revenues over Expenses</b>	<b>869,060</b>	<b>821,957</b>
<b><u>Other Revenues</u></b>	<b>50,000</b>	<b>60,000</b>
<b><u>Allocation of Administrative Expenses</u></b>	<b>635,315</b>	<b>622,544</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 283,745</b>	<b>\$ 259,413</b>
<b>Notes:</b>		
a	Meal plan use in Convenience Store, FREExpress and Starbucks.	
b	Weighted average cost of goods percentage of 60% for both years.	







# 2014-2015 Faculty Student Association Operating Budget

## Retail Operations Budget Schedule B-Addendum 1

	<b>2014-2015 Budget</b>	<b>2013-2014 Budget</b>
<b><u>Other Operating Expenses</u></b>		
Advertising	\$ 19,890	\$ 14,450
Bad Debts	15,000	15,000
Computer Services and Systems Maintenance	31,700 a	27,000
Dues and Subscriptions	2,500 a,b	11,400
Education and Training	-	2,900
Licenses & Permits	1,200	1,200
Office Supplies	3,200	4,600
Paper Supplies and Miscellaneous	78,825	80,200
Postage	4,500	50
Printing	-	-
Refuse Removal	6,725	8,966
Repairs and Maintenance	11,100	11,600
Royalties	113,820	114,100
Telephone	6,600	6,500
Travel	9,800	8,800
Utilities and Space Use Assessment	67,628	67,628
Uniforms & Laundry	1,000	600
<b>Total Other Operating Expenses</b>	<b><u>373,488</u></b>	<b><u>374,994</u></b>
<b><u>Other Revenues</u></b>		
Commissions and Miscellaneous	50,000 c	60,000
<b>Total Other Revenues</b>	<b><u>\$ 50,000</u></b>	<b><u>\$ 60,000</u></b>

Notes:

- a Annual cost for VERBA competitive textbook pricing software in Computer Services for 2014-2015 while reported as Dues and Subscriptions for 2013-2014.
- b 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.
- c Commissions and miscellaneous revenue consists of:
  - Apple Computer On Campus agreement commissions
  - Bookbuy commissions - decline in sales and buy back
  - 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 Other Support Services is provided by various positions within FSA.

### Highlights

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

- LaundryView allows for the monitoring of machines via a computer or text message by residents. LaundryView also monitors water usage and maintenance needs of machines.
- The College Lodge continues to offer a workforce experiential training program.
- Two 6kW windmills were installed at the lodge.
- A gas lease was signed for the lodge property and two natural gas wells have been drilled. Gas supplied to the main lodge for heating purposes replaced purchased propane and one wood fired boiler.
- Energy efficient lights and water conserving shower heads, faucets, and toilets were installed at the lodge.
- The Cable TV system was upgraded to a digital system that includes 18 high definition channels with the addition of the Disney Channel.
- Weddings were held at the College Lodge for the first time in more than a decade.



### Planning Assumptions

Planning assumptions used to develop the 2014-2015 budget include:

- The forestry management plan from 2013 will be indefinitely suspended and the biological survey will be completed.
- A new 10-year “free play” laundry agreement has been executed and all 198 machines will be replaced.
- Royalties from the gas wells will provide minor revenue, but valuable supply of gas for the lodge.
- The lodge will be available for weddings and other large events.
- Vending sales will continue to decrease, but at a slower pace than 2013-2014.

### Operating Budget

The 2014-2015 Vending and Other Support Services revenue of \$827,705 represents a \$27,475 or 3.21 percent decrease from the 2013-2014 budget of \$855,880. Total operating expenses of \$544,443 increased \$14,011 or 2.64 percent over the

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



# 2014-2015 Faculty Student Association Operating Budget

2013-2014 budget. The budgets are projected to generate expenditures in excess of revenue of \$25,892 which is a \$21,523 or 492.72 percent decrease from the 2013-2014 budget.

<b>Vending Budget-Schedule C</b>		
	<b>2014-2015 Budget</b>	<b>2013-2014 Budget</b>
<b><u>Revenues</u></b>		
Vending Subcontracted	\$ 300,080	\$ 325,000
<b>Total Revenue</b>	<b>300,080</b>	<b>325,000</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	-	-
Purchases	222,059	240,500
Less: Ending Inventory	-	-
Cost of Goods Sold	<u>222,059</u>	<u>240,500</u>
<b>Gross Profit on Sales</b>	<b>78,021</b>	<b>84,500</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	12,766	12,504
Computer Services & Systems Maintenance	2,644	2,590
Utilities and Space Use Assessment	<u>10,337</u>	<u>10,337</u>
<b>Total Operating Expenses</b>	<b>25,747</b>	<b>25,431</b>
<b>Excess of Revenues Over Expenses</b>	<b>52,274</b>	<b>59,069</b>
<b><u>Allocation of Administrative Expenses</u></b>		
	12,458	13,154
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ 39,816</u></b>	<b><u>\$ 45,915</u></b>
<b><u>Supplemental Information:</u></b>		
Contractors Name: Next Generation Vending, Canton, MA		

<b>Other Services Budget : Washers and Dryers-Schedule D-1</b>		
	<b>2014-2015 Budget</b>	<b>2013-2014 Budget</b>
<b><u>Revenues</u></b>		
Washer and Dryer Income	\$ 210,000	\$ 203,000
<b>Total Revenue</b>	<b>210,000</b>	<b>203,000</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	12,290	12,019
Contracted Service	72,198 a	64,074
Depreciation - Leasehold Improvements	5,607	5,607
Miscellaneous	1,000	1,000
Utilities and Space Use Assessment	<u>56,130</u>	<u>56,130</u>
<b>Total Operating Expenses</b>	<b>147,225</b>	<b>138,830</b>
<b>Excess of Revenues Over Expenses</b>	<b>62,775</b>	<b>64,170</b>
<b><u>Other Revenues</u></b>		
	<b>800 a</b>	<b>700</b>
<b><u>Allocation of Administrative Expenses</u></b>		
	20,074	19,589
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ 43,501</u></b>	<b><u>\$ 45,281</u></b>
<b><u>Supplemental Information:</u></b>		
Contractor's Name: Mac-Gray, Waltham, MA		
<b><u>Notes:</u></b> a New 10 year agreement effective July 1, 2014 with all new machines.		



**Other Services Budget: College Lodge-Schedule D-2**

	<b>2014-2015</b>		<b>2013-2014</b>
<b><u>Revenues</u></b>	<b><u>Budget</u></b>		<b><u>Budget</u></b>
Lodge Rentals	\$ 25,000	a	\$ 40,000
Catering	\$ 10,000	a	-
College Lodge Services	23,000		23,000
Gas Lease	2,000		2,000
Forest Management	-	b	15,000
Experiential Training Program	10,000		10,000
<b>Total Revenue</b>	<b>70,000</b>		<b>90,000</b>
<b><u>Operating Expenses</u></b>			
Salaries, Wages and Employee Benefits	100,089		96,653
Computer Services & Systems Maintenance	-		600
Contracted Services	1,000		5,000
Depreciation	18,096		19,950
Dues and Subscriptions	300		300
Electric	6,000		7,000
Gas & Oil	1,500		1,500
Licenses and Permits	600		600
Marketing	1,000		1,000
Miscellaneous Supplies	5,000	b	10,000
Office Supplies	50		50
Refuse Removal	1,136		1,136
Repairs & Maintenance	7,000		7,000
Telephone and Cable	1,500		2,000
Travel, Mileage and Education	2,000		2,000
<b>Total Operating Expenses</b>	<b>145,272</b>		<b>154,789</b>
<b>Excess of Revenues Over Expenses</b>	<b>(75,272)</b>		<b>(64,789)</b>
<b><u>Allocation of Administrative Expenses</u></b>			
	26,691		28,685
<b>Excess of Revenues Over Expenses</b>	<b>\$ (101,963)</b>		<b>\$ (93,474)</b>

- Notes:**
- a Reallocation of catering revenue residual and reduction in rental usage.
  - b Forestry management plan suspended.







# 2014-2015 Faculty Student Association Operating Budget

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

	<b>2014-2015</b>	<b>2013-2014</b>
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>
Alumni Rental	\$ 24,125 <sup>a</sup>	\$ 24,000
Catering Commission	2,500	2,500
Other Rentals	11,000	11,000
<b>Total Revenue</b>	<b>37,625</b>	<b>37,500</b>
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	27,792	23,319
Depreciation	17,268	18,224
Maintenance and Repairs	3,500	3,500
Miscellaneous Supplies	1,000	1,000
Refuse Removal	692	692
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	1,500	1,500
Utilities	7,500	7,500
<b>Total Operating Expenses</b>	<b>61,251</b>	<b>57,734</b>
<b>Excess of Revenues Over Expenses</b>	<b>(23,626)</b>	<b>(20,234)</b>
<u>Allocation of Administrative Expenses</u>	8,597	8,619
<b>Excess of Revenues Over Expenses</b>	<b>\$ (32,223)</b>	<b>\$ (28,853)</b>

**Notes:**

a New lease agreement with Alumni Association with mid-year increase.

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

	<b>2014-2015</b>	<b>2013-2014</b>
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>
Cable TV Service	\$ 210,000	\$ 199,680
<b>Total Revenue</b>	<b>210,000</b>	<b>199,680</b>
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	14,405	14,051
Depreciation	8,504	9,508
Printing	2,000	2,000
Programming and Signal	137,487 <sup>a</sup>	125,537
Travel	2,000	2,000
Utilities and Space Use Assessment	553	553
<b>Total Operating Expenses</b>	<b>164,949</b>	<b>153,648</b>
<b>Excess of Revenues Over Expenses</b>	<b>45,051</b>	<b>46,032</b>
<u>Allocation of Administrative Expenses</u>	20,074	19,269
<b>Excess of Revenues Over Expenses</b>	<b>\$ 24,977</b>	<b>\$ 26,763</b>

**Notes:**

a Full year of new digital HD system.

# 2014-2015 Faculty Student Association Operating Budget



<b>Program Expenditures-Schedule E</b>		
<b>Programs</b>	<b>2014-2015</b>	<b>2013-2014</b>
<b><u>Unrestricted</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Administration - Relay for Life	\$ 250	\$ 250
Brian Castner Campus Talk	1,500	-
Campus Life - Commencement Activities	6,500	6,500
Campus Life - Leadership Development Program	2,000	2,600
Campus Life - New Student Orientation	3,000	3,000
Career Development - Internship Development Program	2,000	2,000
Career Development - Professional Development Seminar	2,500	2,500
Career Development - Spotlight Series	2,200	2,200
College of Education - Professional Advancement Center for Education (PACE)	2,000	2,000
Convocation Committee - Support for Convocation Activities	2,000	2,000
Council for Women's Concerns - Marion Sonnenfeld Scholarship Awards Presentation	800	800
Counseling Center - Alcohol/Drug Education (ADEPT)	2,750	2,750
DeStress for Success	140	-
EDP Cultural Connections Project	4,000	4,000
Employee Assistance Program - Wellness Fair	1,100	1,100
Enactus - Green Wave	500	-
Environmental Education for the Early Childhood Classroom	700	675
Financial Aid - FSA Emergency Fund	35,000	35,000
Fredonia Dance Ensemble - Guest Artist Residency	1,035	2,000
Grad Focus - Cultural Awareness & Global Relations	-	1,500
Graduate Council - Graduate Convocation & Graduate Alumni Event	500	-
Graduate Literacy Program - Roundtable Receptions	750	500
History Department - Lincoln: The Constitution and the Civil War	1,200	-
International Education Center - Slush Rush	400	500
Learning Center	2,100	2,100
Learning Center - Full Opportunity Program (FOP)	200	250
Multicultural Enrichment/Programming	35,000	35,000
National Girls and Women in Sports Day	800	800
Office of Diversity, Equity and Inclusion - Campus Community Inclusive Initiatives	1,000	-
Professional Development Center - Annual Teaching and Learning Conference	1,300	2,000
Psychology Department - Careers in Aging week	-	650
Reed Library - The Big Read of Emily Dickinson	-	500
Residence Life - Buffalo News Kids Day	250	250
Residence Life - Craft Room Programming	700	700
Residence Life - Little Siblings Weekend	500	500
Residence Life - Move in Crew	1,000	1,000
Residence Life - Student Development Committee	2,000	2,000
School of Music - Collaborations in Music: Los Angeles Guitar Quartet	-	400
School of Music - Fredonia Madrigal Feaste	1,750	3,500
Secretarial/Clerical Professional Development Committee	3,000	3,000
Senior Class Picnic	4,200	4,200
Sisters Supporting Sisters Retention Retreat	1,500	-
Student Affairs - Emergency Assistance Fund	1,000	1,000
Student Association - SUNY Student Assembly Conferences	3,200	3,200
Student Parents in Education (SPIE)	4,500	4,500
Student Research & Creativity Exposition	4,000	3,800
SUNY Fredonia Honors Program	1,200	-
The Art Incubator - Community Arts Summit	300	-
Theatre & Dance - Visiting Artists	2,000	2,000
Transfer Advisory Council - Student Services Fair	-	300
Transfer Advisory Council - Transfer Tuesday Workshop Series	-	200
Up Til Dawn - St. Jude	500	500
Veteran's Remembrance Ceremony	700	600
Western New York Chamber Orchestra - Guest Artist: Heldentenor Mark Deaton	-	700
WHOA - Annual Casino Night	1,000	1,000
Sub-total	<b>146,525</b>	<b>146,525</b>
<b><u>Restricted</u></b>		
FSA Fredonia Scholarship Award Endowment Fund	30,000	30,000
President's Fund	20,000	20,000
Restricted Institutional Programming	375,000	375,000
Restricted Administrative Programming	110,000	110,000
Total Program Expenditures	<b><u>\$ 681,525</u></b>	<b><u>\$ 681,525</u></b>



# 2014-2015 Faculty Student Association Operating Budget

## Administrative Office Expenses-Schedule F-1

	<b>2014-2015 Budget</b>	<b>2013-2014 Budget</b>
<b><u>Administrative Office Expenses</u></b>		
Salaries, Wages and Employee Benefits	\$ 1,351,768	\$ 1,348,100
Advertising	7,000	7,000
Armored car service	4,700	4,500
Auditing	16,000	15,475
Bad Debts	8,000	8,000
Computer Services & Systems Maintenance	60,829	59,035
Depreciation - Corporate owned	105,614 a	109,446
Depreciation - Leasehold	39,556	33,530
Dues & Subscriptions	4,200 b	4,600
Employee Education and Training	6,750	8,000
Employee Recognition	8,000	8,000
Insurance	149,500	149,500
Interest Expense	98,000	121,000
Legal	15,000	15,000
Office and ID card Supplies	65,000	74,000
Postage	8,500	9,500
Printing	14,000	14,000
Professional Services	81,500	58,000
Repairs and Maintenance (Equipment)	5,500	7,500
Service Charges and Bank Fees	40,000 c	27,000
Tax Return Filing Fees	1,000	1,000
Telephone	13,220 a	11,500
Travel, Mileage	17,500	20,000
Utilities and Space Use Assessment	24,655	24,655
<b>Total Administrative Office Expenses</b>	<b>2,145,791</b>	<b>2,138,341</b>
<b><u>Administrative Expenses Allocated to:</u></b>		
Food Service	1,028,210	1,036,248
Campus Store	635,315	622,544
Vending	12,458	13,154
D-Summary-Support Services	75,436	76,162
<b>Total Allocated Administrative Expenses</b>	<b>1,751,419 d</b>	<b>1,748,108</b>
<b>Unallocated Administrative Office Expense</b>	<b>\$ 394,372</b>	<b>\$ 390,233</b>

**Notes:**

- a Includes costs for ESL program.
- b Member of ACAP (Association of College Administration Professionals), ACCED-I (Association of Collegiate Conference and Events Directors International), ICLA (International Collegiate Licensing Association), NACAS (National Association of College Auxiliary Services, NACCU (National Association of Campus Card Users), NRA (National Restaurant Association), SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- c Change in cash handling and deposit practices as well as new merchant service provider has resulted in savings, but PCI related fees net to less than expected.
- d Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.



**Miscellaneous Revenue-Schedule F**

<u>Miscellaneous Revenues</u>	<u>2014-2015 Budget</u>		<u>2013-2014 Budget</u>
Net Interest Income	\$ 149,000	a	\$ 147,000
Miscellaneous Income	38,770	b	37,000
ID Card Income	12,000		12,000
<b>Total Miscellaneous Revenues</b>	<b>\$ 199,770</b>		<b>\$ 196,000</b>

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
  - Ancillary ESL Program fees







# 2014-2015 Faculty Student Association Operating Budget

## Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2014-2015 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>			
	Char grill	10,000	5
	6 burner stove	3,500	5
	Lighting retrofit	2,500	7
	Walkin cooler	18,000	7
	Pasta perfect cooker	6,500	5
	Refrigerator	5,000	5
<u>Centre Pointe</u>			
	Sanitation guards	5,000	5
	Fryer	3,000	5
	Remodeling	9,000	7
	Soft seating	10,000	5
<u>Cafes</u>			
	Digital menu boards (4)	4,800	5
	Equipment	25,000	5
<u>Catering</u>			
<u>Commissary</u>			
	Vehicle - maintenance area	40,000	5
	Food processor	3,500	5
	Sink	4,000	7
<u>Tim Hortons</u>			
	Pot washer	8,000	5
	Combi oven	20,000	5
	Warm food holding unit	7,000	5
	Freezer	8,000	7
	Refrigeration alarms	2,500	7
<u>Bookstore/C-Store</u>			
	Wireless inventory devise	6,000	5
<u>Starbucks</u>			
	Pastry display case	6,000	5
	Floor and furniture	19,000	5
<u>Cable TV</u>			
<u>College Lodge</u>			
<u>Alumni House</u>			
	Gutters	4,000	10
<u>Administration</u>			
	IT		
	Computers (15)	14,000	5
	Servers (3)	18,000	5
	ADT card access	10,000	5
	APC in-row air conditioning	7,000	5
	Network switch	5,000	5
	Fargo ID card printer	5,000	5
	General		
	Copier/fax	3,000	5
	Contingency	50,000	5
	Total Capital Budget	<b>\$ 342,300</b>	



**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

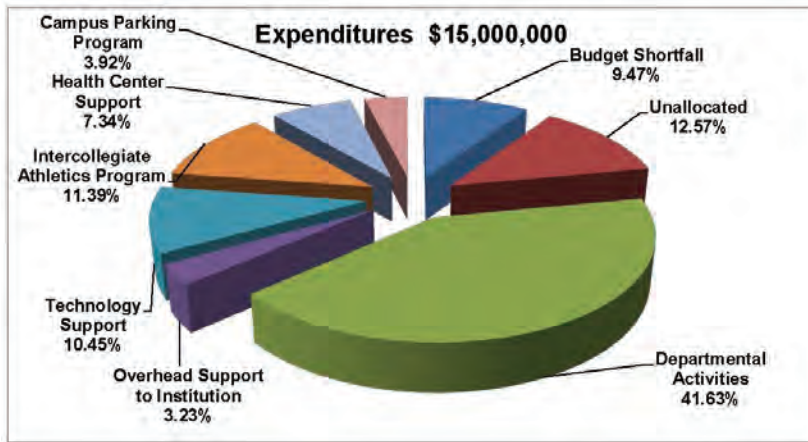
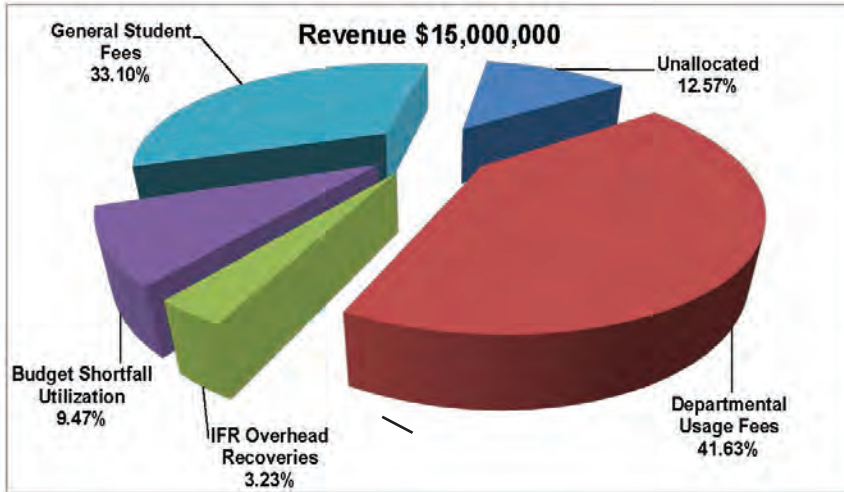
**OPERATING BUDGET**

**INCOME FUND  
REIMBURSABLE**





# 2014-2015 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 2014-2015 Budget Income Fund Reimbursable (IFR)

### Overview

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

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

IFR accounts are assessed an overhead rate of 14 percent on every dollar deposited. This rate was established July 1, 2000, and will continue at the same level for the 2013-2014 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2014-2015 is anticipated to be 56.86 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 2014-2015 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 \$17 to \$769.50 per semester. This includes \$95 per semester for the Student Activity Fee.
- The IFR budget will reallocate \$670,000 of certain fees to assist with the University Operating budget.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 56.86 percent from 55.48 percent.
- The campus overhead assessment will remain at 14 percent.
- All campus IFR accounts will operate in accordance with SUNY’s policy of self sufficiency.



**Activities Night.**

**Operating Budget**

The 2014-2015 IFR operating budget will remain at \$15,000,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 43.65 FTE positions.

The 2014-2015 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

<b>SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type</b>			
Area of Expense	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Personal Service Regular	\$ 1,933,300	\$ 1,787,000	\$ 146,300
Temporary Service	1,202,400	1,277,300	(74,900)
Other than Personal Service	11,864,300	11,935,700	(71,400)
<b>TOTAL</b>	<b>\$ 15,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ -</b>



# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



**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.**

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 2014-2015 Budget Income Fund Reimbursable (IFR)

#### Campus Total FTE Distribution by Area

Division/Area	2014-2015		2013-2014		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	2.00	0.00	1.00	0.00	1.00
Administration	0.00	20.00	0.00	10.00	0.00	10.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Student Affairs	0.00	21.65	0.00	20.08	0.00	1.57
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>43.65</b>	<b>0.00</b>	<b>31.08</b>	<b>0.00</b>	<b>12.57</b>



**Student Services and Program Charge**

The Student Services and Program Charge is a major component of the campus IFR account activity. This is a general fee that provides SUNY Fredonia students access to college services without additional user fees at each location. The Student Services and Program Charge will increase from \$752.50 per semester to \$769.50, an increase of \$17.00. The fee is comprised of the following six groups:

**Student Activity Fee** – The proposed 2014-2015 budget will remain at \$95. This increase was supported by the Student Association.

**Intercollegiate Athletic Fee** – The proposed 2014-2015 will remain at \$155. This fee was supported by the campus Intercollegiate Athletic Board.

**Student Health Services Fee** – The proposed 2014-2015 budget contains an increase of \$10 from \$165 to \$175. This fee increase was approved by the campus Student Health Advisory Committee.

**Student Technology Fee** – The proposed 2014-2015 budget contains an increase of \$7 from \$203 to \$210. This increase was supported by the Information Technology Advisory Board (ITAB).



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

**Transportation Services Fee** – The proposed 2014-2015 budget contains no increase from 2013-2014. The fee will remain at \$57.50. This fee was supported by the campus Parking Committee.

**Enhanced College Services Fee** – The proposed 2014-2015 budget will remain at \$77. 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.

Student Services and Program Charge	2014-2015		2013-2014
	Rates	Rates	Change
Student Activity Fee	\$95.00	\$95.00	\$0.00
Intercollegiate Athletic Fee	155.00	155.00	0.00
Student Health Services Fee	175.00	165.00	10.00
Student Technology Fee	210.00	203.00	7.00
Transportation Services Fee	57.50	57.50	0.00
Enhanced College Services Fee	77.00	77.00	0.00
<b>TOTAL</b>	<b>\$769.50</b>	<b>\$752.50</b>	<b>\$17.00</b>





# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)

The 2014-2015 Student Services and Program Charge of \$769.50 per semester will generate \$7,863,528 in revenue as detailed in the chart below:

## SUNY FREDONIA

### PROJECTED 2014-15 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 5250 FTE & Proposed 2014-15 Rates

#### Projected Academic Year 2014-15

	Full-Time Rate	Part-time Rate	Fall 2014 Revenue	Spring 2015 Revenue	Total 2014-15 Revenue
Student Activity Fee	\$ 95.00	\$ 7.90	\$ 491,870.70	\$ 456,846.35	\$ 948,717.05
Health Center Fee	175.00	14.60	906,166.80	841,684.90	1,747,851.70
Athletic Fee	155.00	12.90	802,545.70	745,408.85	1,547,954.55
Technology Fee	210.00	17.50	1,087,362.50	1,009,968.75	2,097,331.25
Transportation Services	57.50	4.80	297,745.90	276,561.20	574,307.10
Enhanced College Services	77.00	6.45	398,762.35	370,410.43	769,172.78
Subtotal	<u>\$ 769.50</u>	<u>\$ 64.15</u>	<u>\$ 3,984,453.95</u>	<u>\$ 3,700,880.48</u>	<u>\$ 7,685,334.43</u>

#### Projected Summer Session 2014

	Full-Time Rate	Part-time Rate	Summer 2014 Revenue
Student Activity Fee	\$ 95.00	\$ 7.90	\$ 22,451.80
Health Center Fee	165.00	13.75	39,077.50
Athletic Fee	155.00	12.90	36,661.80
Technology Fee	203.00	16.90	48,029.80
Transportation Services	57.50	4.80	13,641.60
Enhanced College Services	77.00	6.45	18,330.90
Subtotal	<u>\$ 752.50</u>	<u>\$ 62.70</u>	<u>\$ 178,193.40</u>

#### 2014-15 FISCAL YEAR (INCLUDING SUMMER SESSION 2014)

	Fall and Spring Revenue	Summer 2014 Revenue	Total 2014-15 Revenue
Student Activity Fee	\$ 948,717.05	\$ 22,451.80	\$ 971,168.85
Health Center Fee	\$ 1,747,851.70	\$ 39,077.50	1,786,929.20
Athletic Fee	\$ 1,547,954.55	\$ 36,661.80	1,584,616.35
Technology Fee	\$ 2,097,331.25	\$ 48,029.80	2,145,361.05
Transportation Services	\$ 574,307.10	\$ 13,641.60	587,948.70
Enhanced College Services	\$ 769,172.78	\$ 18,330.90	787,503.68
Subtotal	<u>\$ 7,685,334.43</u>	<u>\$ 178,193.40</u>	<u>\$ 7,863,527.83</u>





**President’s Office  
Budget Statement**

**Overview**

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

**Highlights**

The President’s Award for Excellence IFR account allows staff to register and pay a nominal amount for the annual awards luncheon. The 2014 President’s Awards for Excellence recipients were:

- Tracy Collingwood, Director, Career Development
- Brent J. Kawski, Senior Grounds Worker, Facilities Services
- W. Theodore Lee, Professor, Biology
- Jeffrey Meredith, Head Men’s Ice Hockey Coach, Athletics and Recreation
- Andrea A. Zevenbergen, Professor, Psychology



**Commencement 2013.**

**Planning Assumptions**

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

**Operating Budget**

The 2014-2015 operating budget allocation for the President’s IFR Buyout account will increase to \$88,800.

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>President</b>			
<b>Area of Expense</b>	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	88,800	55,000	33,800
<b>TOTAL</b>	<b>\$ 88,800</b>	<b>\$ 55,000</b>	<b>\$ 33,800</b>



# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



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

## Academic Affairs Budget Statement

### Overview

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

### Highlights

These accounts support a broad range of academic operations. The Student Technology

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

### Planning Assumptions

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

- The Student Technology Fee will increase by \$7 per semester to \$210 per semester in the 2014-2015 fiscal year.
- The School of Music comprehensive music fee will remain at \$250 for the 2014-2015 fiscal year.
- Will provide funding for two Full Time Equivalents (FTE's).

### Operating Budget

Academic Affairs has over 200 IFR accounts and subaccounts with an allocation of \$3,545,800—an increase of \$135,700 from 2013-2014. The major IFR account within Academic Affairs is the Student Technology Fee account with an allocation of \$1,567,070.

SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Personal Service Regular	\$ 96,100	\$ 45,500	\$ 50,600
Temporary Service	357,100	389,000	(31,900)
Other than Personal Service	3,092,600	2,975,600	117,000
<b>TOTAL</b>	<b>\$ 3,545,800</b>	<b>\$ 3,410,100</b>	<b>\$ 135,700</b>



## Student Technology Fee

### Overview

A significant portion of funding for institutional technology investments is supported by the Student Technology Fee, a component of the campus Student Services and Program Charge. The Student Technology Fee budget is managed by Associate Provost for Information Technology Services Karen Klose based on university goals and objectives developed in consultation with the Information Technology Advisory Board (ITAB). Representatives on ITAB include students, faculty, administrators, and Information Technology staff. Funds from the Student Technology Fee support a wide range of campus technology services benefitting students in every program and including; software licenses, networking (wired and wireless) infrastructure, the Student Information system and web services, the Learning Management System, student employees, computer lab equipment upgrades and consumables, and the upgrade and development of smart classrooms.

### Highlights

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

- In collaboration with ResNet, completed an upgrade of the entire wireless network. The upgrade resulted in a highly available service that is accessible yet secure, and seamless wireless between the campus residential and academic areas.
- Upgraded equipment in a number of learning spaces:
  - ◊ Replaced all AMX touch panels and control systems with Extron units in Smart Classrooms.
  - ◊ Installed projector lifts in McEwen Room G24 and Room G26 to help facilitate maintenance and support of projectors.

- ◊ Converted five classrooms to digital based/HD signal.
- ◊ Installed portable keyboards and monitors in “black box”-style classrooms.
- ◊ Installed video cameras in four classrooms for use with Lecture Capture.
- ◊ Installed smart boards in two classrooms.
- ◊ Procured student response (clickers) kits for checkout through the Media Center.
- Continued upgrading all computer labs on a four-year basis.

### Planning Assumptions

Planning assumptions used in the development of the 2014-2015 Student Technology Fee operating budget include the following:

- The Student Technology Fee will increase by \$7 per semester (\$14 annually).
- Continue to move personnel expense out of the Income Fund Reimbursable (IFR) budget as feasible.

### Operating Budget

The 2014-2015 Student Technology Fee will generate \$2,145,361 in revenue.

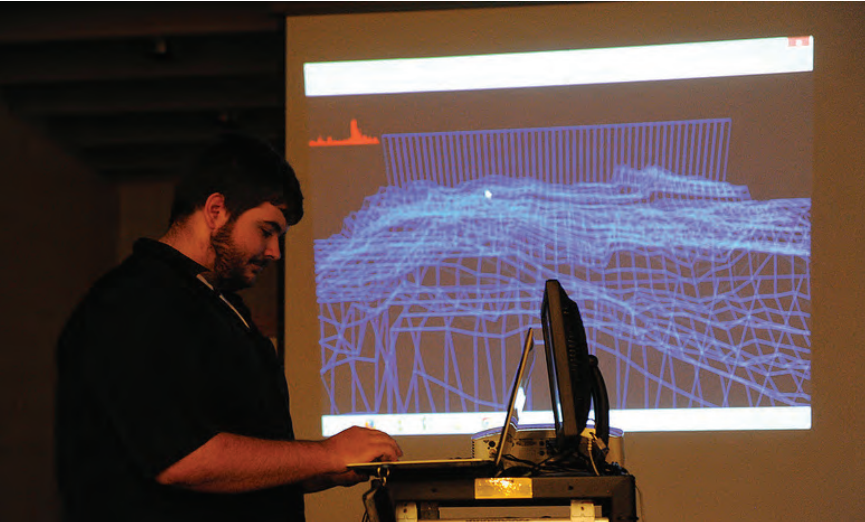
The majority of technology expenditures covered by the Student Technology Fee are continuing expenses such as Internet bandwidth, expansion and upkeep of the wireless network, computer lab consumables, computer lab upgrades, software licensing, “smart” classroom equipment upgrades, student employee salaries, and network appliance maintenance expense. All renovations and upgrades are carefully planned within those allocations. A portion of the fee will again cover administrative overhead expense.



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



# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



The \$7 per semester (\$14 annual) increase in the Student Technology Fee will fund the renovation of traditional classrooms to multi-media enabled while continuing to standardize the media components. It will additionally fund the procurement of professional services, external hosting, and support for a newly designed and delivered SUNY Fredonia web site.

***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.***

## SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR) Technology Fee

Revenue:		
Gross Projected Revenue	\$ 2,145,361	
Less: Reserve for Shortfall	230,000	
Less: Admin. Overhead	107,268	
Less: Maint. Overhead	193,082	
Less: Fringe Benefits	47,940	
Net Revenue		<u>\$ 1,567,070</u>
Expenses:		
Temporary Service	\$ 85,000	
Supplies & Expenses	1,482,070	
Total Expenses		<u>\$ 1,567,070</u>

## SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR) Technology Fee

Area of Expense	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	85,000	110,000	(25,000)
Other than Personal Service	1,482,070	1,450,122	31,948
<b>TOTAL</b>	<u>\$ 1,567,070</u>	<u>\$ 1,560,122</u>	<u>\$ 6,948</u>





**Finance and Administration  
Budget Statement**

**Overview**

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

**Highlights**

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

**Planning Assumptions**

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

- The Transportation Fee will remain at \$57.50 per semester for the 2014-2015 fiscal year.
- The Fredonia Installment Payment Plan (FIPP) will continue to be offered to students at \$25 or \$35 per semester, depending on their payment preferences.
- The Parking Fee will reallocate \$60,000 to assist with the University Operating budget.
- The Budget Shortfall allocation account will continue to be utilized in order to address the shortage in the University Operating budget.



**Operating Budget**

The Finance and Administrative IFR accounts and subaccounts will have a 2014-2015 allocation of \$6,671,600 a decrease of \$691,800 from 2013-2014. Contingent upon available cash balances, the extra allocation in the undistributed account may be moved to any area on campus during the year to cover unanticipated increases in IFR budget needs. Other major accounts within this area include Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), and the Campus Recharge accounts.

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

<b>SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR)</b>			
<b>Administration</b>			
<b>Area of Expense</b>	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 615,400	\$ 608,800	\$ 6,600
Temporary Service	411,500	411,500	-
Other than Personal Service	5,644,700	6,343,100	(698,400)
<b>TOTAL</b>	<b>\$ 6,671,600</b>	<b>\$ 7,363,400</b>	<b>\$ (691,800)</b>



# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



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

## University Advancement Budget Statement

### Overview

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

### Highlights

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

### Planning Assumptions

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

- The IFR allocation will decrease by \$16,300 from the 2013-2014 year.
- All IFR accounts will be operated on a self-sustaining basis.

### Operating Budget

For the 2014-2015 fiscal year the total allocation in the IFR accounts for University Advancement will decrease to \$7,400.

<b>SUNY FREDONIA</b>				
<b>Proposed 2014-2015 Budget</b>				
<b>Income Fund Reimbursable (IFR)</b>				
<b>University Advancement</b>				
Area of Expense	2014-2015 Proposed Allocation	2013-2014 Allocation	Change	
Personal Service Regular	\$ -	\$ -	\$ -	
Temporary Service	500	500	-	
Other than Personal Service	6,900	23,200	(16,300)	
<b>Total</b>	<b>\$ 7,400</b>	<b>\$ 23,700</b>	<b>\$ (16,300)</b>	



**Student Affairs  
Budget Statement**

**Overview**

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

**Highlights**

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

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



***Pink the Rink.***

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

**Planning Assumptions**

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

- The Intercollegiate Athletic Fee will not increase for 2014-2015.

<b>SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR)</b>			
<b>Student Affairs</b>			
<b>Area of Expense</b>	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 1,221,800	\$ 1,132,700	\$ 89,100
Temporary Service	433,300	476,300	(43,000)
Other than Personal Service	2,977,800	2,538,800	439,000
<b>TOTAL</b>	<b>\$ 4,632,900</b>	<b>\$ 4,147,800</b>	<b>\$ 485,100</b>





# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



**Fitness Center.**

- The Student Health Services Fee will increase \$10 per semester to \$175 per semester. The department is moving to an electronic record keeping system which should help improve workflow. The primary reason for the increase is the negotiated salary increases for the staff and increases in the benefits rate. The college has also added a number of additional provider hours for psychiatric services, and a counselor to work with international students. Some changes in the operation of the lab are also anticipated.

- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.
- The Escort van will continue to provide service to students at the same level as during the 2013-2014 academic year.
- The Fitness Center Fee will remain at \$29 per semester to fund the operation of the new facility.

## Operating Budget

For the 2014-2015 fiscal year, the Student Affairs' IFR accounts will receive an allocation of \$4,632,900-an increase of \$485,100 from last year. A partial reason for this increase is due to the health fee increasing by \$10 per semester.

**Fitness Center.**







**Intercollegiate Athletic Fee**

**Overview**

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



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

Some of the highlights include:

**Team Honors:**

- The women’s cross country team was named a 2012 Division III All-Academic team by the U.S. Track & Field Cross Country Association (USTFCCCA) for carrying a team grade-point average of 3.22.

**Highlights**

The Fredonia State Blue Devils have received a number of individual and team honors over the past year. The most important highlight, however, may be the fact that student-athletes graduated at a 70 percent rate which represents a full seven percentage points higher than their fellow classmates.

**SUNY FREDONIA  
Proposed 2014-2015 Budget  
Income Fund Reimbursable (IFR)  
Intercollegiate Athletics**

<b>Area of Expense</b>	<b>2014-2015 Proposed Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
Reimbursement to University	\$ 441,800	\$ 450,000	\$ (8,200)
Personal Service & Fringe Benefits	220,900	61,200	159,700
Other than Personal Service	1,045,700	1,046,980	(1,280)
<b>TOTAL</b>	<b>\$ 1,708,400</b>	<b>\$ 1,558,180</b>	<b>\$ 150,220</b>



## 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



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

- The women's swim team finished third at the 2013 SUNYAC championship meet in Buffalo. It is one of the highest finishes in the history of the women's swim program.
  - The volleyball team went 19-16 and advanced to the semifinal round of the SUNYAC tournament.
  - One season removed from an NCAA appearance, the women's lacrosse team racked up a school-record 14-straight wins. Ranked as high as No. 14 nationally, the team finished No. 19 in the final Intercollegiate Women's Lacrosse Coaches Association (IWLCA) poll.
  - The women's soccer team achieved its first-ever national ranking, No. 22, after defeating the No. 1 ranked team in the nation. The team advanced to the semifinal round of the SUNYAC tournament and tied the school record of 12 wins in a season.
  - The men's cross country team placed 13th out of 44 teams at the NCAA Atlantic Regional meet.
  - The women's track and field team made the USTFCCCA's Division III All-Academic list by combining for a 3.10 team grade-point average.
- was also named the Fredonia State Female Student-Athlete of the Year in 2013.
  - Junior soccer player Katie Kleine received NSCAA All-East Region recognition, in addition to being named First Team All-SUNYAC.
  - Junior Becky Hebert reached the 1,000 point plateau and led the conference in scoring for the second straight year. Hebert was the Chancellor's Award winner in SUNYAC women's basketball.
  - Katie Kleine, Marissa Cussins, and Casey Chiesa were selected to the 2013 IWLCA All-Region team.
  - Volleyball's Hannah Manning earned the Chancellor's Award for attaining the highest grade-point average of any volleyball player named to the All-SUNYAC first or second team.
  - Zakk Hess finished 12th at the Atlantic Region cross country meet, earning a trip to the NCAA Division III championship meet in Terre Haute, Ind.
  - Spencer Lefort (track) set the Eastern College Athletic Conference (ECAC) Division III heptathlon record en route to finishing seventh at the NCAA Division III indoor championship and earning All-American honors.

### Individual Athlete Honors:

- Senior diver Ryan Fuller won his third and fourth SUNYAC diving titles in 2013 and qualified for the NCAA Division III meet where he earned All-America honors.
- Sarah Ficarro went to the NCAA meet for a fourth straight year in 2013, Ashley Keller for the first time. Both earned All-American awards.
- Reilly Condidorio, the women's soccer team's all-time leading scorer, was recognized in 2013 as a National Soccer Coaches Association of America (NSCAA) All-American for the second straight year.
- Sarah Ficarro won the 2013 SUNY Chancellor's Award for Student Excellence as well as the SUNYAC's Delores Bogard Award as the top senior female student-athlete in all sports. She

Student-athletes also participated in the following community service programs: serving as sponsors of several Community Blood Bank blood drives, participating in the "Out of Darkness Walk," holding a "Pink the Rink" ice hockey fundraiser for cancer research, assisting residents of the WCA Home in writing Christmas cards, collecting money for Trooper's Toys for Tots, gathering aluminum can tabs for the Ronald McDonald House fund, and participating in events with Special Olympians.

### Planning Assumptions

Planning assumptions used in the development of the 2014-2015 Intercollegiate Athletics operating budget include:



- The Intercollegiate Athletic Fee will remain at \$155 per semester.
- SUNY Fredonia will compete in the same sports.
- The Intercollegiate Athletics budget will reimburse the university for \$441,800 in support of the wages of the coaching staff.
- An additional full-time coach will be hired.
- The Intercollegiate Athletic Fee will contribute \$430,000 to the University Operating budget to assist with New York State budget cuts.



## Operating Budget

The proposed 2014-2015 Intercollegiate Athletic Fee operating budget is \$1,584,616.

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.

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

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

### SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR) Intercollegiate Athletics

#### Revenue:

Projected Revenue	\$ 1,584,616	
Rollover Account & Contingency Balance	253,784	
Less: Reserve for Shortfall	<u>130,000</u>	
Net Revenue		<u>\$ 1,708,400</u>

#### Expenses:

Reimbursement to University	\$ 441,800	
Personal Service & Fringe Benefits	220,900	
Supplies & Expenses	<u>1,045,700</u>	
Total Expenses		<u>\$ 1,708,400</u>





# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



**Counseling Center Staff.**

units while Deborah Dibble serves as Interim Director of the Health Center; Dr. Tracy Stenger serves as Interim 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 part time counselor, the Violence and Substance Abuse Prevention Coordinator, a

## Student Health Services Fee

### Overview

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

### SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR)

#### Student Health Fee

Revenue:	
Projected Revenue	\$ 1,786,929
Rollover from Prior Year	180,497
Student Association Revenue	9,600
Less: Reserve for Shortfall	250,000
Less: Admin. Overhead	89,826
Less: Fringe Benefits	535,600
Net Revenue	<u>\$ 1,101,600</u>
Expenses:	
Personal Service	\$ 929,600
Temporary Service	32,000
Supplies & Expenses	140,000
Total Expenses	<u>\$ 1,101,600</u>





part time consulting psychiatrist and a full time receptionist. The Counseling Center operates during the academic year. The consulting psychiatrist sees students one and a half days a week to address medication needs.

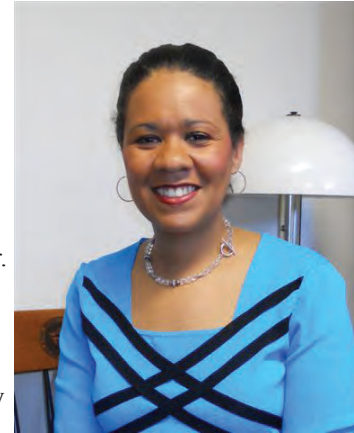
**Highlights**

Student Health Services promotes an atmosphere of healthy living for SUNY Fredonia students. It provides students with preventative approaches to student health care. Through its health and counseling education programs such as the Fred Wells, Health and Wellness Internship program, Stress Management workshops, the “Health Matters” newsletter, a self-care center, flu shot clinics, Fredonia C.A.R.E.S. seminars, and “Don’t Cancel that Class,” students get a first-hand introduction to managing their own health care and mental health needs. In addition, Health Services led the Tobacco-Free initiative for the SUNY Fredonia campus target of January 2014. The Tobacco-Free policy committee, policy, marketing and many educational programming campaigns were created and continue to be led by the Health Services team. We hired a Health Services Graduate Assistant (GA) to devote 80% of her assistantship to the Tobacco-Free initiative specifically focusing on creating a positive and healthy campus community.

**Planning Assumptions**

Planning assumptions used in the development of the 2014-2015 Student Health Services Fee operating budget include:

- The Student Health Services Fee will be increased an additional \$10.00 per semester.
- The university physician has discussed the possibility of future resignation which would cause for an increase in the cost of a new university physician and the possibility of restructuring the area.
- The Health Center and the Counseling Center may begin to look at shared services.
- The Counseling Center usage continues to increase with the needs for services; additional psychiatric care, including emergency medical coverage will be necessary.
- With the discontinuation of Saturday hours at the Health Center, evening hours will be offered once a week.
- The Student Health Services Fee will reallocate \$250,000 toward the University Operating budget.
- Fred ASSIST formerly, the Birth Control Information Center (BCIC), a Student Association (SA) group, has hired a part-time administrator who has dual agency reporting to Student Affairs and the Student Association is currently moving



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

<b>SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR)</b>			
<b>Student Health Fee</b>			
<b>Area of Expense</b>	<b>Proposed 2014-2015 Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 929,600	\$ 972,600	\$ (43,000)
Temporary Service	32,000	42,000	(10,000)
Other than Personal Service	140,000	120,000	20,000
<b>TOTAL</b>	<b>\$ 1,101,600</b>	<b>\$ 1,134,600</b>	<b>\$ (33,000)</b>



# 2014-2015 SUNY Fredonia Income Fund Reimbursable (IFR)



to the electronic medical records system (Medicat) to better serve the health needs of all students. The health center medical staff and FredASSIST medical staff will share these records.

the campus Student Services and Program Charge. The proposed \$xx per semester increase was supported by the Student Health Advisory Committee (SHAC) and the Student Association (SA). 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.

## Operating Budget

The 2014-2015 proposed operating budget for the Student Health Services will generate \$1,786,929 in revenues – an increase of \$93,231 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



**LoGrasso Hall.**



## Engagement and Economic Development Budget Statement

### Overview

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

### Highlights

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

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

### Planning Assumptions

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

- The IFR allocation will be \$53,500 for the 2014-2015 year.
- All IFR accounts will be operated on a self-sustaining basis.

### Operating Budget

For the 2014-2015 fiscal year the total allocation in the IFR accounts for the Engagement and Economic Development Division will be \$53,500.



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

**SUNY Fredonia  
Technology  
Incubator.**

SUNY FREDONIA Proposed 2014-2015 Budget Income Fund Reimbursable (IFR) Engagement & Economic Development			
Area of Expense	2014-2015 Proposed Allocation	2013-2014 Allocation	Change
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	53,500	-	53,500
<b>TOTAL</b>	<b>\$ 53,500</b>	<b>\$ -</b>	<b>\$ 53,500</b>









OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

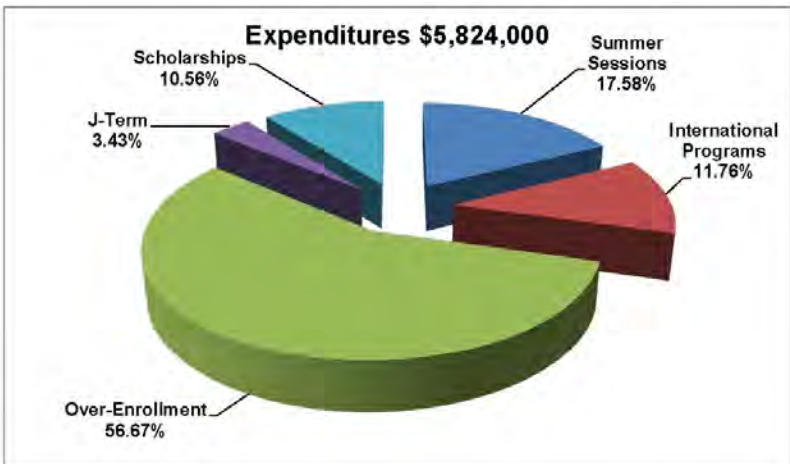
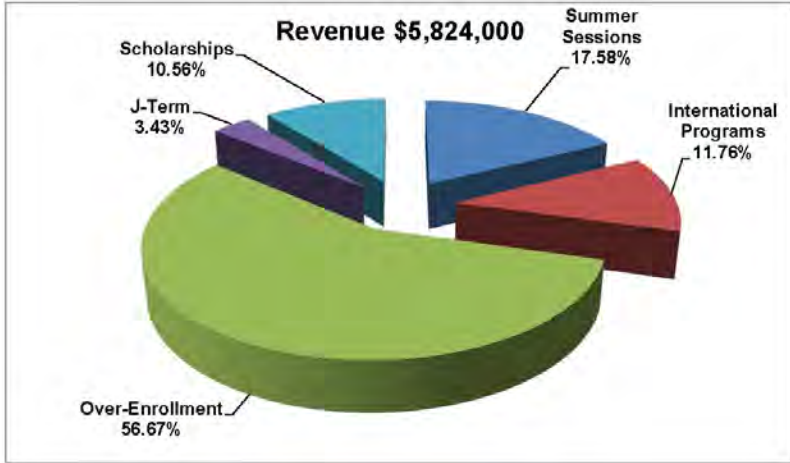
OPERATING BUDGET

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





# 2014 - 2015 SUNY Fredonia SUTRA Operating Budget



## SUNY FREDONIA 2014-2015 State University Tuition Reimbursable Account (SUTRA)

### Overview

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

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

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

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

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

The mission of Lifelong Learning and Special Programs:

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

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

### Highlights

Lifelong Learning and Special Programs reports directly to the Provost and Vice President for Academic Affairs. The unit has greatly increased its visibility on campus, making more people aware of its various



offerings. It continues to revamp its approach to managing Summer Sessions and J-Term, particularly through enhanced marketing and student-focused scheduling. Along these lines, it introduced May Term as part of Summer Sessions. Similar to J-Term, May Term enables students to complete a summer course in the two-week period immediately following spring semester finals week.

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

In 2013-2014, Fredonia partnered with Jamestown Community College to bring J-1 Visa exchange students from Brazil through the Brazil Scientific Mobility Program (BSMP). J-1 Visa offers cultural and educational exchange opportunities in the United States for non-immigrant students. The Brazilian government-sponsored program provides full scholarships to undergraduate and graduate students for study at colleges and universities in the United States. Scholarships are awarded to students in the Science, Technology, Engineering and Mathematics (STEM) fields. After completion of an academic year, students return to Brazil to complete their degrees. The initiative is part of the Brazilian government's larger effort to grant 100,000 scholarships to the best students from Brazil for study abroad at the world's top universities. The 11 BSMP students at Fredonia are all studying



Computer Science under the advising of Department of Computer and Information Sciences Chair Dr. Reneta Barneva.

*Welcome ceremony at Rosch Recital Hall for international students.*

**Planning Assumptions**

Planning assumptions used in the development of the 2014-2015 SUTRA operating budget include the following:

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

<b>SUNY FREDONIA</b>	
<b>Proposed 2014-2015 Budget</b>	
<b>State University Tuition Reimbursable Account (SUTRA)</b>	
<b>Revenue Sources and Expenditures</b>	
<b>Revenue Sources:</b>	
Summer Sessions	\$ 1,024,000
International Programs	685,000
Over-Enrollment	3,300,000
J-Term	200,000
Scholarships	615,000
<b>Total</b>	<b>\$ 5,824,000</b>
<b>Expenditures:</b>	
Summer Sessions	\$ 1,024,000
International Programs	685,000
Over-Enrollment	3,300,000
J-Term	200,000
Scholarships	615,000
<b>Total</b>	<b>\$ 5,824,000</b>



# 2014 - 2015 SUNY Fredonia SUTRA Operating Budget



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

- Funding will continue for various institutional scholarships.
- J- Term will provide funding for a two year full-time temporary appointment as Interim Instructional Support Associate assigned to the Office of Graduate Studies.
- J-Term will provide funding for a Graduate Assistant for Lifelong Learning and Special Programs to assist with operations and special initiatives.
- Over-enrollment funds will be utilized to address the state operating budget shortfall.
- Recruitment efforts will continue to attract international students.

the SUTRA budget includes an increase of over-enrollment spending by \$637,200 to deal with anticipated budget shortfalls. Funding for scholarships decreased to \$615,000 from \$765,000 in 2013-2014.

Funding in the 2014-2015 SUTRA budget will help to position Lifelong Learning and Special Programs for growth, by enabling it to expand its product offerings, engage in new marketing activities and produce greater revenue for the university. The budget will also assist the International Education Center in developing new study abroad options for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.

## Operating Budget

The total 2014-2015 SUTRA budget is projected at \$5.8 million, an increase from \$5.3 million in the 2013-2014 fiscal year. The additional \$516,000 in

**SUNY FREDONIA**  
**Proposed 2014-2015 Budget**  
**State University Tuition Reimbursable Account (SUTRA)**  
**Campus Total FTE Distribution**

	2014-2015	2013-2014	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	5.80	5.80	0.00
<b>TOTAL</b>	<b>5.80</b>	<b>5.80</b>	<b>0.00</b>

<b>SUNY FREDONIA</b>			
<b>Proposed 2014-2015 Budget</b>			
<b>State University Tuition Reimbursable Account (SUTRA)</b>			
<b>Object</b>	<b>Proposed 2014-2015 Allocation</b>	<b>2013-2014 Allocation</b>	<b>Change</b>
<b>Academic Affairs</b>			
Personal Service Regular	\$ 297,000	\$ 297,000	\$ -
Temporary Service	688,000	668,000	20,000
Other than Personal Service	739,000	732,000	7,000
<b>TOTAL</b>	<b>\$ 1,724,000</b>	<b>\$ 1,697,000</b>	<b>\$ 27,000</b>
<b>Administration</b>			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	3,485,000	2,846,000	639,000
<b>TOTAL</b>	<b>\$ 3,485,000</b>	<b>\$ 2,846,000</b>	<b>\$ 639,000</b>
<b>Student Affairs</b>			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	615,000	765,000	(150,000)
<b>TOTAL</b>	<b>\$ 615,000</b>	<b>\$ 765,000</b>	<b>\$ (150,000)</b>
<b>GRAND TOTAL</b>	<b>\$ 5,824,000</b>	<b>\$ 5,308,000</b>	<b>\$ 516,000</b>







**SUNY FREDONIA**  
**Proposed 2014-2015 Budget**  
**State University Tuition Reimbursable Account (SUTRA)**

Account Number	Account Title	Proposed 2014-2015 Allocation	2013-2014 Allocation	Change
<b>Academic Affairs</b>				
960001.02	Summer Sessions - Non-Instructional	\$ 121,000	\$ 121,000	\$ -
960001.03	Academic Affairs Secretarial Support	93,000	93,000	-
960001.28	Distance Learning	20,000	20,000	-
960001.xx	Incentive to Academic Departments	50,000	50,000	-
960001.93	Summer Sessions - Expenditures	740,000	735,000	5,000
960005.XX	J-Term	200,000	185,000	15,000
960003.00	International Programs - Fredonia	500,000	493,000	7,000
<b>TOTAL</b>		<b>\$ 1,724,000</b>	<b>\$ 1,697,000</b>	<b>\$ 27,000</b>
<b>Administration</b>				
960002.00	International Prog. - Tuition Exchange	\$ 185,000	\$ 183,200	\$ 1,800
960005.XX	Over-Enrollment & Reserves	3,300,000	2,662,800	637,200
<b>TOTAL</b>		<b>\$ 3,485,000</b>	<b>\$ 2,846,000</b>	<b>\$ 639,000</b>
<b>Student Affairs</b>				
961581.03	Scholarship Incentive - Alumni	10,000	10,000	-
961581.04	President's International Scholarship	135,000	135,000	-
961581.07	President's Out-of-State Scholarship	270,000	270,000	-
961581.11	Fredonia Academic Excellence Award	100,000	100,000	-
961581.12	Honors Award*	100,000	100,000	-
961581.13	One X Group II Award**		100,000	(100,000)
961581.14	One X Alumni Referral Award**		50,000	(50,000)
<b>TOTAL</b>		<b>\$ 615,000</b>	<b>\$ 765,000</b>	<b>\$ (150,000)</b>
<b>GRAND TOTAL</b>		<b>\$ 5,824,000</b>	<b>\$ 5,308,000</b>	<b>\$ 516,000</b>

\*Funded only through 14-15 \*\* These awards were not renewable for 14-15.

**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.



FOUNDATION  
HOUSE

**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

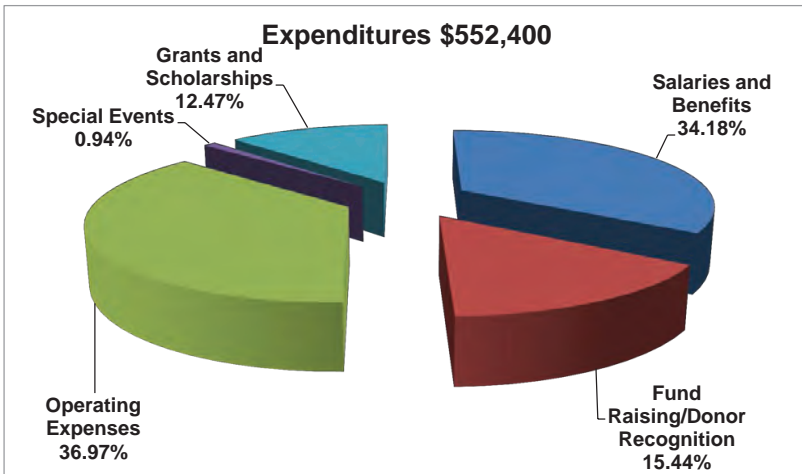
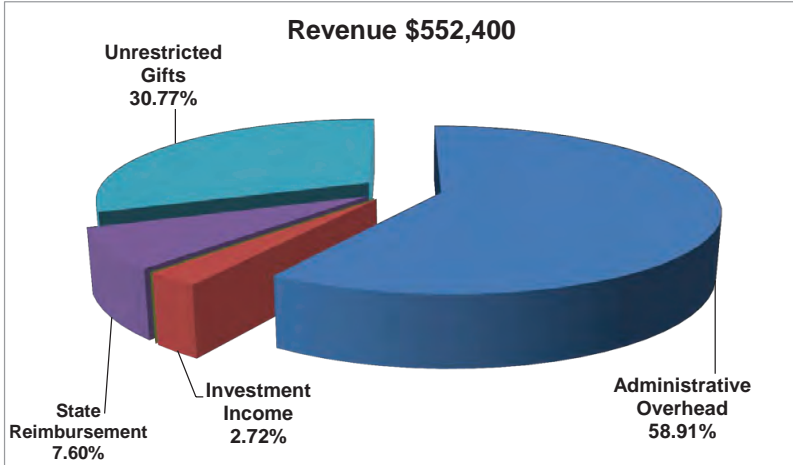
**OPERATING BUDGET**

**FREDONIA COLLEGE  
FOUNDATION OPERATING BUDGET**





# 2014-2015 Fredonia College Foundation Operating Budget



**Scholars Breakfast.**

## SUNY FREDONIA 2014-2015 Budget Fredonia College Foundation

### Overview

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

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

### Highlights

During the 2013 year the foundation collected \$1,799,996 (unaudited), in donations to the university. Unrestricted receipts totaled \$149,722, (2012 unrestricted receipts were





\$206,505). Marketplace online receipts for 2013 were \$40,834, with December receipts amounting to \$18,890. Grants from restricted and endowment funds were \$1,775,249. Endowment funds continued to be closely monitored during 2013 in order to track the impact of equity investments. For 2014 the board of directors approved \$70,000 of unrestricted net assets for student financial aid and scholarship grants.

## Planning Assumptions

Planning assumptions used in the development of the 2014 Fredonia College Foundation operating budget include the following:

- Interest income will grow modestly as a result of the improving national financial situation.
- Administrative/management fees will provide a modest increase over 2013 levels.

## Operating Budget

The 2014 Fredonia College Foundation operating budget totals \$509,222. The unrestricted gift income is expected to remain stable compared to 2013.



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

### SUNY FREDONIA

#### 2014-2015 Budget

#### Fredonia College Foundation Budget Revenue Sources and Expenditures

##### Revenue Sources:

Administrative Overhead	\$325,400
Investment Income	15,000
Awards Banquet	0
State Reimbursement	42,000
Unrestricted Gifts	170,000
<b>Total</b>	<b>\$552,400</b>

##### Expenditures:

Salaries and Benefits	\$188,788
Fund Raising/Donor Recognition	85,300
Operating Expenses	204,212
Special Events	5,200
Grants and Scholarships	68,900
<b>Total</b>	<b>\$552,400</b>



# 2014-2015 Fredonia College Foundation Operating Budget



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

## SUNY FREDONIA 2014-2015 Fredonia College Foundation Budget Revenues and Expenses

	2014-2015 Budget	2013-2014 Budget	Change
<b>Projected Revenue</b>			
Administrative Overhead-Endowed Funds	\$310,700	\$290,000	\$20,700
Administrative Overhead-Restricted Funds	14,700	19,000	(4,300)
Interest Income	15,000	30,000	(15,000)
Distinguished Service Awards Banquet	0	15,000	(15,000)
Foundation House	42,000	50,000	(8,000)
Unrestricted Fund Balance		0	0
Unrestricted Gifts	170,000	140,000	30,000
<b>TOTAL REVENUE</b>	<b>\$552,400</b>	<b>\$544,000</b>	<b>\$8,400</b>
<b>Projected Expenses</b>			
Accounting Fees-Auditor	\$7,000	\$7,000	\$0
Board of Directors Expense	3,400	3,300	100
Credit Card Processing and Bank Fees	6,800	6,600	200
Alumni Leadership Conference	5,200	5,200	0
Capital Campaign	3,000	10,000	(7,000)
Conferences and Seminars	4,600	4,700	(100)
Donor Recognition and Cultivation	15,000	16,000	(1,000)
Scholarship Recipient Recognition	11,000	11,000	0
President's Associates Recognition	4,300	4,200	100
Executive Director's Expenses	7,000	8,000	(1,000)
Legal Fees	500	500	0
Membership and Dues	2,000	2,000	0
Miscellaneous	500	500	0
Office Supplies	700	500	200
Postage	1,000	1,000	0
Printing	14,600	11,000	3,600
Publications	1,600	2,500	(900)
Salaries and Benefits	188,788	152,823	35,965
Travel	28,000	28,000	0
Contingency Fund	3,000	3,000	0
Payroll Processing	2,800	2,800	0
Phonathon	15,000	15,000	0
Annual Fund	15,000	15,000	0
Planned Giving	22,000	23,000	(1,000)
Corporate and Foundation Relations	1,500	1,500	0
Annual Report	22,000	22,000	0
Computer Software and Support	25,000	48,000	(23,000)
Insurance	5,800	1,500	4,300
State Fees	1,100	900	200
Distinguished Service Awards Banquet	0	10,000	(10,000)
Foundation House			
Depreciation	21,100	21,000	100
Utilities	8,300	8,000	300
Repairs and Maintenance	15,000	15,000	0
Custodial Services	11,800	11,500	300
Surplus (Deficit) for the year	9,112	977	8,135
<b>TOTAL EXPENSES</b>	<b>\$483,500</b>	<b>\$474,000</b>	<b>\$9,500</b>
Scholarships	48,900	45,000	3,900
Grants and Awards	20,000	25,000	(5,000)
<b>TOTAL EXPENSES AND GRANTS</b>	<b>\$552,400</b>	<b>\$544,000</b>	<b>\$8,400</b>



## FREDONIA COLLEGE FOUNDATION 2014 Board of Directors

### Officers

**RICHARD JOHNSON, CPA (Chair)**

Johnson, Mackowiak and Associates  
Fredonia, N.Y.

**DENNIS COSTELLO, '72 (Vice Chair)**

Senior Partner, Braemar Energy Ventures  
Boston, Mass.

**DEBORAH KATHMAN (Secretary)**

Executive Director, Chautauqua Striders, Inc. (Ret.)  
Jamestown, N.Y.

**THOMAS H. WARING, JR. '80 (Treasurer)**

President, Waring Financial Group  
Hamburg, N.Y.

**DEBRA HORN STACHURA, '75 (Immediate Past Chair)**

Owner, Buffalo Advertising  
Buffalo, N.Y.

### Ex-Officio

**VIRGINIA S. HORVATH, Ph.D.**

President, SUNY Fredonia  
Fredonia, N.Y.

**DAVID M. TIFFANY, Ph.D. (Executive Director)**

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

**BETTY CATANIA GOSSETT, '76 (Assistant Executive Director)**

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

**DAVID FOUNTAINE, Ph.D., '79 (Alumni Association Representative)**

President, Aquest Consulting  
Hamburg, N.Y.

### Board

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President, Student Association, SUNY Fredonia  
Fredonia, N.Y.

**PHILLIP BELENA, '92**

Vice President, Sales and Marketing, Enfatca  
New York, N.Y.

**DAVID H. CARNAHAN**

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

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Vice President for Student Affairs Emeritus, SUNY Fredonia  
Fredonia, N.Y.

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Owner, Falcone Farms  
Silver Creek, N.Y.

**JEFFREY L. FANCHER, '82**

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

**DAVID W. FOLEY, '89**

Chautauqua County District Attorney/Foley Foley & Passafaro  
Dunkirk, N.Y.

**CARLA GIAMBRONE, '92**

President, Giampro Corp.  
Macedon, N.Y.

**WALTER J. GOTOWKA, '81**

President/Owner, Lawley Tradition LLC  
Fredonia, N.Y.

**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.



**Alumni Golf Tournament at Shorewood Country Club.**

**CATHY MARION, '79**

Director, Marion Foundation  
Houston, Texas

**MICHAEL A. MARLETTA, Ph.D., '73**

President, The Scripps Research Institute  
La Jolla, Calif.

**RACHEL MARTINEZ-FINN, '82**

Cleveland Heights, Ohio

**KURT W. MAYTUM**

President/CTO, DFT Communications  
Fredonia, N.Y.

**CHARLES NOTARO, '68**

Associate Vice President and FSA Director (Ret.)  
Fredonia, N.Y.

**JUDY METZGER**

Director (Ret.), Campus and Community Children's Center, SUNY Fredonia  
Fredonia, N.Y.

**JOHN QUATROCHE, Ph.D., '63**

Consultant  
Terre Haute, Ind.

**DANIEL REININGA**

Owner, Graf Realty Corp.; COO, Lake Shore 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

**CLIFTON TURNER, '84**

General Manager, STAPLES  
New York, N.Y.

**CAROL WARD, '81**

CPA, Ca-La Consulting, LLC  
Calabash, N.C.







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

**APPENDIX 2**  
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**APPENDICES**





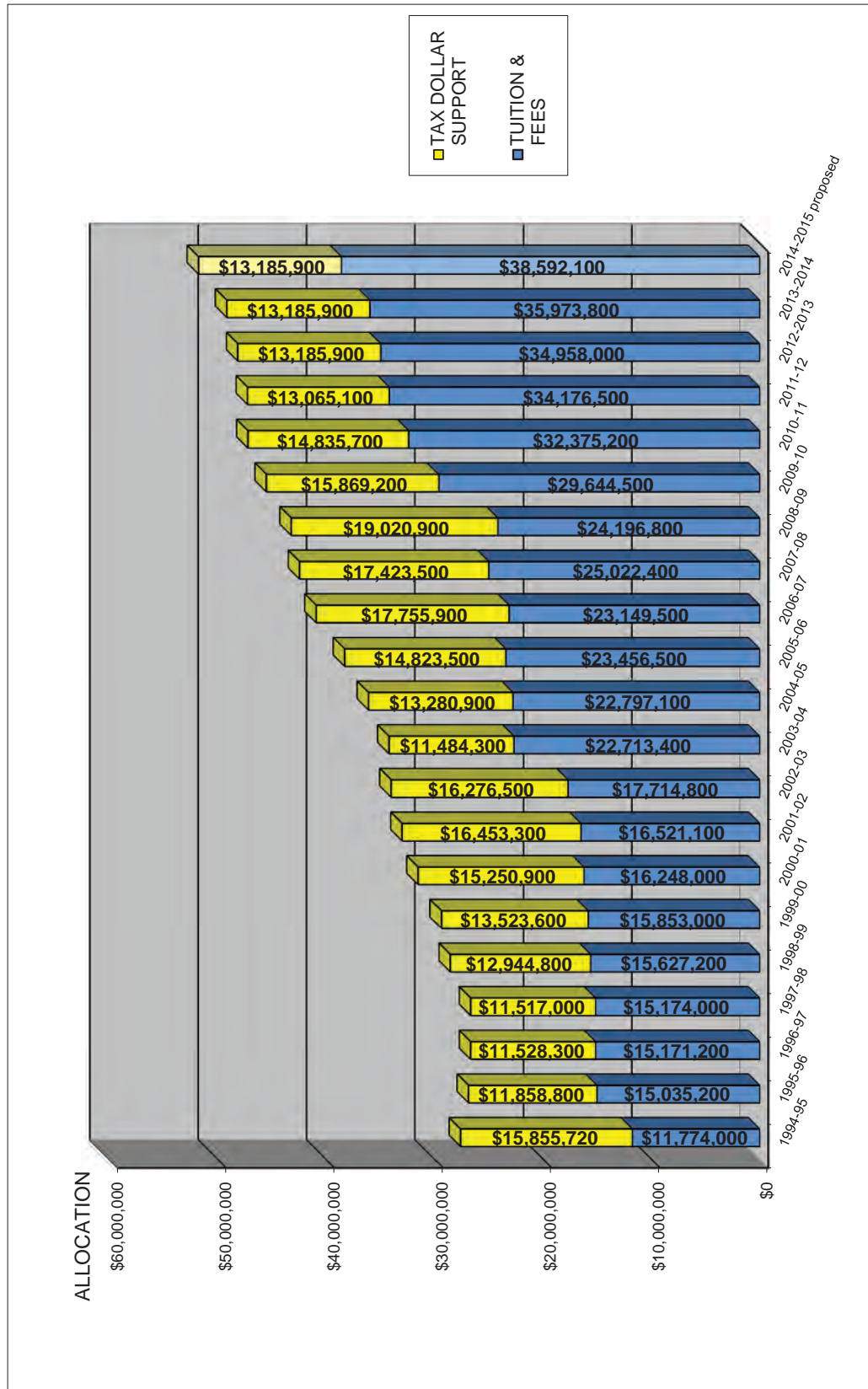
# Analysis of Funding - APPENDIX 1

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

<u>1999-00</u>	<u>State Support</u>	<u>%</u>	<u>Campus Revenue</u>	<u>%</u>	<u>Total Budget</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
<b><u>2000-01</u></b>					
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
<b><u>2001-02</u></b>					
Initial Budget April 2001	\$15,384,100	48%	\$16,470,400	52%	31,854,500
Final-Form I October 5, 2001	16,453,300	50%	16,521,100	50%	32,974,400
<b><u>2002-03</u></b>					
Preliminary - March 2002	\$16,590,000	50%	\$16,642,400	50%	33,232,400
Financial Plan	16,420,800	50%	16,739,800	50%	33,160,600
Actual Budget	16,420,800	48%	17,714,800	52%	34,135,600
Final - January 2003	16,276,500	48%	17,714,800	52%	33,991,300
<b><u>2003-04</u></b>					
Preliminary - March 2003	\$12,315,600	35%	\$22,784,400	65%	35,100,000
Financial Plan	11,484,300	34%	21,813,400	66%	33,297,700
Actual Budget	11,484,300	34%	22,713,400	66%	34,197,700
<b><u>2004-05</u></b>					
Preliminary - March 2004	\$11,484,300	33%	\$22,995,700	67%	34,480,000
Form 1 - September 2004	12,387,900	36%	22,089,300	64%	34,477,200
Final Budget - October 2004	13,280,900	37%	22,797,100	63%	36,078,000
<b><u>2005-06</u></b>					
Preliminary - April 2005	\$15,162,000	40%	\$23,118,000	60%	38,280,000
Financial Plan	14,823,500	40%	22,286,600	60%	37,110,100
Actual Budget	14,823,500	39%	23,456,500	61%	38,280,000
<b><u>2006-07</u></b>					
Preliminary - April 2006	\$17,604,600	43%	23,300,800	57%	40,905,400
Actual Budget	17,755,900	43%	23,149,500	57%	40,905,400
<b><u>2007-08</u></b>					
Preliminary - April 2007	\$19,241,500	45%	23,367,500	55%	42,609,000
Actual Budget	17,423,500	41%	25,022,400	59%	42,445,900
<b><u>2008-09</u></b>					
Preliminary - April 2008	\$19,353,900	45%	23,322,200	55%	42,676,100
Financial Plan (FORM 1)	18,767,000	45%	22,624,200	55%	41,391,200
Adjusted Financial Plan	20,596,300	48%	22,624,200	52%	43,220,500
Financial Plan Spring 09	19,020,900	44%	24,196,800	56%	43,217,700
<b><u>2009-10</u></b>					
Preliminary - April 2009	\$15,100,000	34%	28,823,500	66%	43,923,500
Financial Plan (FORM 1)	17,175,000	39%	26,718,700	61%	43,893,700
Adjusted Financial Plan	17,175,000	40%	26,043,700	60%	43,218,700
Base Budget	17,175,000	38%	28,338,700	62%	45,513,700
Base Budget with Mid-Year Cut	16,212,600	36%	29,301,100	64%	45,513,700
<b><u>2010-11</u></b>					
Preliminary - April 2010	\$15,107,900	32%	31,924,300	68%	47,032,200
Financial Plan (FORM 1)	15,280,600	35%	28,365,000	65%	43,645,600
Base Budget with Mid-Year Cut	14,835,700	31%	32,375,200	69%	47,210,900
<b><u>2011-12</u></b>					
Preliminary - April 2011	13,065,100	28%	34,176,500	72%	47,241,600
Financial Plan (FORM 1)	13,065,100	28%	34,176,500	72%	47,241,600
<b><u>2012-2013</u></b>					
Preliminary - April 2012	13,178,000	27%	34,965,900	73%	48,143,900
Financial Plan (FORM 1)	13,185,900	27%	34,958,000	73%	48,143,900
<b><u>2013-2014</u></b>					
Preliminary - April 2013	12,485,900	25%	37,183,700	75%	49,669,600
Financial Plan (FORM 1)	13,185,900	27%	36,483,700	74%	49,159,700
<b><u>2014-2015</u></b>					
Preliminary - April 2014	13,185,900	25%	38,592,100	75%	51,778,000



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





# Analysis of Allocations - APPENDIX 1

## SUNY FREDONIA Derivation of Proposed 2014-2015 Operating Budget from 2013-2014 Base

	President	Academic Affairs	Finance & Administration	University Advancement	Student Affairs	Engagement & Economic Dev	Utilities/Other Institutional	Total
<b>Original 2013-2014 Proposed Base Budget</b>	\$705,200	\$30,042,900	\$6,311,200	\$1,433,800	\$4,465,000	\$0	\$6,711,500	\$49,669,600
Additional Tuition Credit Scholarship Costs							145,100	145,100
Eliminate Budgeting for 1% Reserve Savings							(430,000)	(430,000)
Eliminate Institutional Equipment Expense							(225,000)	(225,000)
Redistribution of Expenditures		4,000					(4,000)	-
Transfer of Expenditures to Economic Engagement Dev		(218,000)				218,000		-
<b>Sub-Total Budget Adjustments</b>		<b>(214,000)</b>				<b>218,000</b>	<b>(513,900)</b>	<b>(509,900)</b>
<b>Revised 2013-2014 Base Budget Need</b>	<b>705,200</b>	<b>29,828,900</b>	<b>6,311,200</b>	<b>1,433,800</b>	<b>4,465,000</b>	<b>218,000</b>	<b>6,197,600</b>	<b>49,159,700</b>
2012-13 Carry Over Funds							(200,000)	(200,000)
2013-14 IFR Fee Support							(670,000)	(670,000)
FSA & DIFR Utility Support							(700,000)	(700,000)
2012-13 Utility Savings							(600,000)	(600,000)
Over Enrollment Prior Years							(2,158,000)	(2,158,000)
2013-14 Salary Savings							(1,096,200)	(1,096,200)
<b>Adjusted 2013-2014 Allocation (Form 1)</b>	<b>705,200</b>	<b>29,828,900</b>	<b>6,311,200</b>	<b>1,433,800</b>	<b>4,465,000</b>	<b>218,000</b>	<b>773,400</b>	<b>43,735,500</b>
SUTRA (Supplemental) Over Enrollment Prior Years							773,400	773,400
<b>2013-2014 Financial Plan Base</b>	<b>705,200</b>	<b>29,828,900</b>	<b>6,311,200</b>	<b>1,433,800</b>	<b>4,465,000</b>	<b>218,000</b>	<b>773,400</b>	<b>43,735,500</b>
Mid year Budget Reductions							0	0
2013-2014 Adjusted Financial Plan	<b>705,200</b>	<b>29,828,900</b>	<b>6,311,200</b>	<b>1,433,800</b>	<b>4,465,000</b>	<b>218,000</b>	<b>773,400</b>	<b>43,735,500</b>
Additional System Administration Recharges		(55,300)					88,000	32,700
Non Mandated Salary Increases	4,500	57,300	3,000	29,700	4,300			94,300
2013-2014 Negotiated Salary Adjustments/ Position Changes		127,300	96,400	(6,700)	103,200	6,900	(331,600)	-
<b>Final 2013-2014 Base Budget</b>	<b>709,700</b>	<b>29,958,200</b>	<b>6,410,600</b>	<b>1,456,800</b>	<b>4,572,500</b>	<b>224,900</b>	<b>5,954,000</b>	<b>49,286,700</b>
<b>2014-2015 Budget Adjustments</b>								
<b>I. Inflationary Increases</b>								
Funding of Tuition Credit Scholarship							421,100	421,100
Divisional Expenditure Reductions	(25,200)	(310,700)	(222,600)	(51,300)	(158,000)	(7,300)	(775,100)	(775,100)
Institutional Expenditures to IFR ( 10 FTEs)			(450,900)				(450,900)	(450,900)
Additional base Funding for Adjuncts		2,003,900						2,003,900
Presidents Math/ Science Scholarship							100,000	100,000
Bargaining Unit Cost/ Mandatory Increases	(25,200)	1,693,200	(673,500)	(51,300)	(158,000)	(7,300)	1,192,300	1,192,300
<b>Sub-Total Budget Adjustments</b>							<b>1,713,400</b>	<b>2,491,300</b>
<b>Proposed 2014-2015 Base Budget</b>	<b>\$684,500</b>	<b>\$31,651,400</b>	<b>\$5,737,100</b>	<b>\$1,405,500</b>	<b>\$4,414,500</b>	<b>\$217,600</b>	<b>\$7,667,400</b>	<b>\$51,778,000</b>





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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	UNIVERSITY ADVANCEMENT	STUDENT AFFAIRS	UTILITIES	TOTAL	CHANGE
<b>1993-94</b>								
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%	
FTE	6.00 1%	346.79 67%	112.80 22%	10.95 2%	39.10 8%		515.64 100%	
<b>1994-95</b>								
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%
<b>1995-96</b>								
DOLLAR	\$435,303 2%	\$17,231,484 64%	\$4,053,194 15%	\$728,780 3%	\$1,710,641 6%	\$2,669,398 10%	\$26,828,800 100%	(\$570,400) -2.1%
FTE	5.00 1%	329.54 67%	106.91 22%	13.80 3%	39.10 8%		494.35 100%	-28.89 -5.5%
<b>1996-97</b>								
DOLLAR	\$425,500 2%	\$17,064,700 64%	\$3,992,200 15%	\$714,900 3%	\$1,681,200 6%	\$2,821,000 11%	\$26,699,500 100%	(\$129,300) -0.5%
FTE	3.50 1%	311.82 67%	100.30 22%	11.25 2%	37.53 8%		464.40 100%	-29.95 -6.1%
<b>1997-98</b>								
DOLLAR	\$346,700 1%	\$17,061,600 64%	\$3,801,100 14%	\$694,000 3%	\$1,693,700 6%	\$3,093,900 12%	\$26,691,000 100%	(\$8,500) 0.0%
FTE	3.50 1%	322.88 68%	100.18 21%	11.25 2%	38.94 8%		476.75 100%	12.35 2.7%
<b>1998-99</b>								
DOLLAR	\$353,400 1%	\$17,971,500 63%	\$3,999,500 14%	\$714,900 3%	\$1,757,300 6%	\$3,775,400 13%	\$28,572,000 100%	\$1,881,000 7.0%
FTE	3.50 1%	340.16 68%	103.93 21%	11.25 2%	39.80 8%		498.64 100%	21.89 4.6%
<b>1999-00</b>								
DOLLAR	\$374,000 1%	\$18,557,900 63%	\$4,212,500 14%	\$813,400 3%	\$2,180,500 7%	\$3,238,300 11%	\$29,376,600 100%	\$804,600 2.8%
FTE*	3.60 1%	342.96 66%	108.43 21%	12.25 2%	49.70 10%		516.94 100%	18.30 3.7%
* Health & Physical Education transferred from Academic Affairs to Student Affairs								
<b>2000-01</b>								
DOLLAR	\$375,800 1%	\$19,185,300 63%	\$4,277,700 14%	\$830,400 3%	\$2,297,900 8%	\$3,558,600 12%	\$30,525,700 100%	\$1,149,100 3.9%
FTE	3.60 1%	351.36 66%	110.93 21%	12.50 2%	51.70 10%		530.09 100%	13.15 2.5%
<b>2001-02</b>								
DOLLAR	\$399,900 1%	\$21,264,400 64%	\$4,641,900 14%	\$906,700 3%	\$2,490,800 8%	\$3,270,700 10%	\$32,974,400 100%	\$2,448,700 8.0%
FTE	3.50 1%	357.72 66%	113.93 21%	13.50 2%	52.70 10%		541.35 100%	11.26 2.1%
<b>2002-03</b>								
DOLLAR	\$422,400 1%	\$21,856,600 66%	\$4,835,400 15%	\$926,800 3%	\$2,566,200 8%	\$2,553,200 8%	\$33,160,600 100%	\$186,200 0.6%
FTE	3.60 1%	358.22 66%	115.18 21%	13.50 2%	52.54 10%		543.04 100%	1.69 0.3%

\* Percentages are rounded



# Analysis of Allocations - APPENDIX 2

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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	FINANCE & ADMIN	UNIVERSITY ADVANCEMENT	STUDENT AFFAIRS	ENGAGEMENT ECONOMIC DEV.	UTILITIES OTHER	TOTAL	CHANGE
<b>2003-04</b>									
DOLLAR	\$410,300 1%	\$22,180,800 65%	\$4,683,100 14%	\$826,600 2%	\$2,658,000 8%		\$3,438,900 10%	\$34,197,700 100%	\$1,037,100 3.1%
FTE	3.60 1%	352.75 66%	110.38 21%	14.70 3%	53.54 10%			534.97 100%	-8.07 -1.5%
<b>2004-05</b>									
DOLLAR	\$418,500 1%	\$22,626,200 66%	\$4,903,400 14%	\$1,096,100 3%	\$2,851,100 8%		\$2,581,900 7%	\$34,477,200 100%	\$279,500 0.8%
FTE	3.50 1%	348.86 65%	111.00 21%	16.20 3%	54.14 10%			533.70 100%	-1.27 -0.2%
<b>2005-06</b>									
DOLLAR	\$427,700 1%	\$24,096,300 63%	\$5,186,500 14%	\$1,066,800 3%	\$2,976,600 8%		\$4,526,100 12%	\$38,280,000 100%	\$3,802,800 11.0%
FTE	3.50 1%	360.93 66%	108.18 20%	16.20 3%	54.98 10%			543.79 100%	10.09 1.9%
<b>2006-07</b>									
DOLLAR	\$451,900 1%	\$25,289,500 62%	\$5,475,200 13%	\$1,170,600 3%	\$3,152,600 8%		\$5,365,600 13%	\$40,905,400 100%	\$2,625,400 6.9%
FTE	3.50 1%	377.00 66%	113.00 20%	17.20 3%	56.98 10%			567.68 100%	23.89 4.4%
<b>2007-08</b>									
DOLLAR	\$471,600 1%	\$26,396,000 62%	\$5,567,000 13%	\$1,251,900 3%	\$3,402,800 8%		\$5,519,700 13%	\$42,609,000 100%	\$1,703,600 4.2%
FTE	3.50 1%	388.70 67%	113.00 19%	18.00 3%	58.48 10%			579.68 100%	12.00 2.1%
<b>2008-09</b>									
DOLLAR	\$512,000 1%	\$28,604,100 64%	\$6,121,700 14%	\$1,364,000 3%	\$3,967,000 9%		\$3,952,200 9%	\$44,521,000 100%	\$1,912,000 4.5%
FTE	3.50 1%	396.56 66%	114.25 19%	18.00 3%	67.67 11%			599.98 100%	20.30 3.5%
<b>2009-10</b>									
DOLLAR	\$515,300 1%	\$29,258,500 64%	\$6,157,000 14%	\$1,370,900 3%	\$4,026,700 9%		\$4,185,300 9%	\$45,513,700 100%	\$992,700 2.2%
FTE	3.50 1%	390.06 65%	113.25 19%	17.00 3%	64.85 11%			588.66 100%	-11.32 -1.9%
<b>2010-11</b>									
DOLLAR	\$522,000 1%	\$30,189,200 64%	\$6,341,600 13%	\$1,375,900 3%	\$4,195,700 9%		\$4,586,500 10%	\$47,210,900 100%	\$1,697,200 3.7%
FTE	3.50 1%	384.56 65%	113.50 19%	17.00 3%	67.19 11%			585.75 100%	-2.91 -0.5%
<b>2011-12</b>									
DOLLAR	\$461,000 1%	\$29,736,100 63%	\$6,129,400 13%	\$1,389,800 3%	\$4,230,900 9%		\$5,294,400 11%	\$47,241,600 100%	\$30,700 0.1%
FTE	3.50 1%	375.04 65%	108.35 19%	16.00 3%	65.36 12%			568.25 100%	-17.50 -3.0%
<b>2012-2013</b>									
DOLLAR	\$536,000 1%	\$29,979,300 62%	\$6,162,000 13%	\$1,424,800 3%	\$4,281,300 9%		\$5,760,500 12%	\$48,143,900 100%	\$902,300 1.9%
FTE	4.00 1%	378.04 65%	108.35 19%	17.00 3%	66.36 12%			573.75 100%	5.50 1.0%
<b>2013-2014</b>									
DOLLAR	\$705,200 1%	\$29,828,900 61%	\$6,311,200 13%	\$1,433,800 3%	\$4,465,000 9%	\$218,000 0%	\$6,197,600 13%	\$49,159,700 100%	\$1,015,800 2.1%
FTE	6.00 1%	379.10 64%	111.90 19%	17.00 3%	69.36 12%	2.00 0%		585.36 100%	11.61 2.0%

\* Percentages are rounded



**SUNY FREDONIA**  
**SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS**  
 Fiscal Years 1998-99 to 2014-15

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Engagement & Economic Dev	Utilities/Other	Totals
1998-99 Base	\$ 346,700	\$ 17,391,600	\$ 3,807,100	\$ 692,500	\$ 1,696,700	\$ -	\$ 4,586,000	\$ 28,520,600
% of Base	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%	100%
<b>Budget Adjustments</b>								
1998-99	7,300	358,200	217,300	22,400	295,800	-	(849,600)	51,400
1999-00	20,000	378,300	93,200	33,500	152,500	-	(425,100)	252,400
2000-01	(2,200)	436,500	37,200	(9,000)	45,500	-	794,200	1,302,200
2001-02 <sup>2</sup>	28,100	1,927,600	461,900	76,300	137,900	-	(1,511,900)	1,119,900
2002-03	22,500	497,200	60,800	20,100	85,400	-	217,200	903,200
2003-04 <sup>3</sup>	(12,100)	(86,300)	(84,700)	(150,200)	(36,400)	-	(532,600)	(902,300)
2004-05	12,100	1,181,100	401,700	252,800	222,000	-	(471,700)	1,598,000
2005-06	26,900	293,900	153,500	(11,800)	180,600	-	(643,100)	-
2006-07	16,300	1,024,400	79,300	40,800	111,300	-	(1,272,100)	-
2007-08	16,900	513,200	130,500	32,900	(83,200)	-	(610,300)	-
2008-09 <sup>4</sup>	23,500	1,312,300	411,800	83,300	628,300	-	(614,300)	1,844,900
2009-10	3,300	1,014,400	185,300	56,900	169,700	-	160,600	1,590,200
2010-11 <sup>5</sup>	6,700	1,165,700	294,600	5,000	224,000	-	(1,517,300)	178,700
2011-12	(61,000)	78,600	(25,900)	13,900	115,800	-	(121,400)	-
2012-13 <sup>6</sup>	159,200	(71,300)	93,500	9,000	40,400	-	(137,900)	92,900
2013-14	4,500	(84,700)	99,400	23,000	107,500	224,900	(757,500)	(382,900)
<b>Adjustments</b>	<b>272,000</b>	<b>9,939,100</b>	<b>2,609,400</b>	<b>498,900</b>	<b>2,397,100</b>	<b>224,900</b>	<b>(8,292,800)</b>	<b>7,648,600</b>
<b>Growth, Inflationary Increases &amp; Reductions</b>								
1999-00		400,300	80,900	75,000	40,000		(44,000)	552,200
2000-01		224,400	42,000	16,000	67,400		470,900	820,700
2001-02		147,500	35,000		45,000		127,500	355,000
2002-03		95,000					163,000	258,000
2003-04		410,500	(67,600)	50,000	128,200		443,300	964,400
2004-05		25,000	40,000		25,000		192,300	282,300
2005-06	600	711,700	19,200	3,000	20,400		1,447,100	2,202,000
2006-07	1,900	579,900	147,900	102,800	71,000		1,721,900	2,625,400
2007-08	3,500	399,200	54,700	33,600	111,200		1,101,400	1,703,600
2008-09		382,600			22,400		(337,900)	67,100
2009-10		(360,000)	(150,000)	(50,000)	(110,000)		72,500	(597,500)
2010-11		(235,000)	(110,000)		(55,000)		1,918,500	1,518,500
2011-12		(531,700)	(186,300)		(80,600)		829,300	30,700
2012-13	65,000	201,700		35,000	50,400		550,200	902,300
2013-14	20,000	176,400	88,300		143,300		1,004,800	1,432,800
2014-15	(25,200)	1,693,200	(673,500)	(51,300)	(158,000)	(7,300)	1,713,400	2,491,300
<b>Growth, Inflationary Increases &amp; Reductions</b>	<b>\$ 65,800</b>	<b>\$ 4,320,700</b>	<b>\$ (679,400)</b>	<b>\$ 214,100</b>	<b>\$ 320,700</b>	<b>\$ (7,300)</b>	<b>\$ 11,374,200</b>	<b>\$ 15,608,800</b>
<b>Total Adjustments</b>	<b>\$ 337,800</b>	<b>\$ 14,259,800</b>	<b>\$ 1,930,000</b>	<b>\$ 713,000</b>	<b>\$ 2,717,800</b>	<b>\$ 217,600</b>	<b>\$ 3,081,400</b>	<b>\$ 23,257,400</b>
<b>% of Adjustments</b>	<b>1.45%</b>	<b>61.31%</b>	<b>8.30%</b>	<b>3.07%</b>	<b>11.69%</b>	<b>0.94%</b>	<b>13.25%</b>	<b>100%</b>
<b>Current Base</b>	<b>\$ 684,500</b>	<b>\$ 31,651,400</b>	<b>\$ 5,737,100</b>	<b>\$ 1,405,500</b>	<b>\$ 4,414,500</b>	<b>\$ 217,600</b>	<b>\$ 7,667,400</b>	<b>\$ 51,778,000</b>
<b>Current % of Base</b>	<b>1.32%</b>	<b>61.13%</b>	<b>11.08%</b>	<b>2.71%</b>	<b>8.53%</b>	<b>0.42%</b>	<b>14.81%</b>	<b>100.00%</b>

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



# Consolidated Operating Budgets - APPENDIX 3

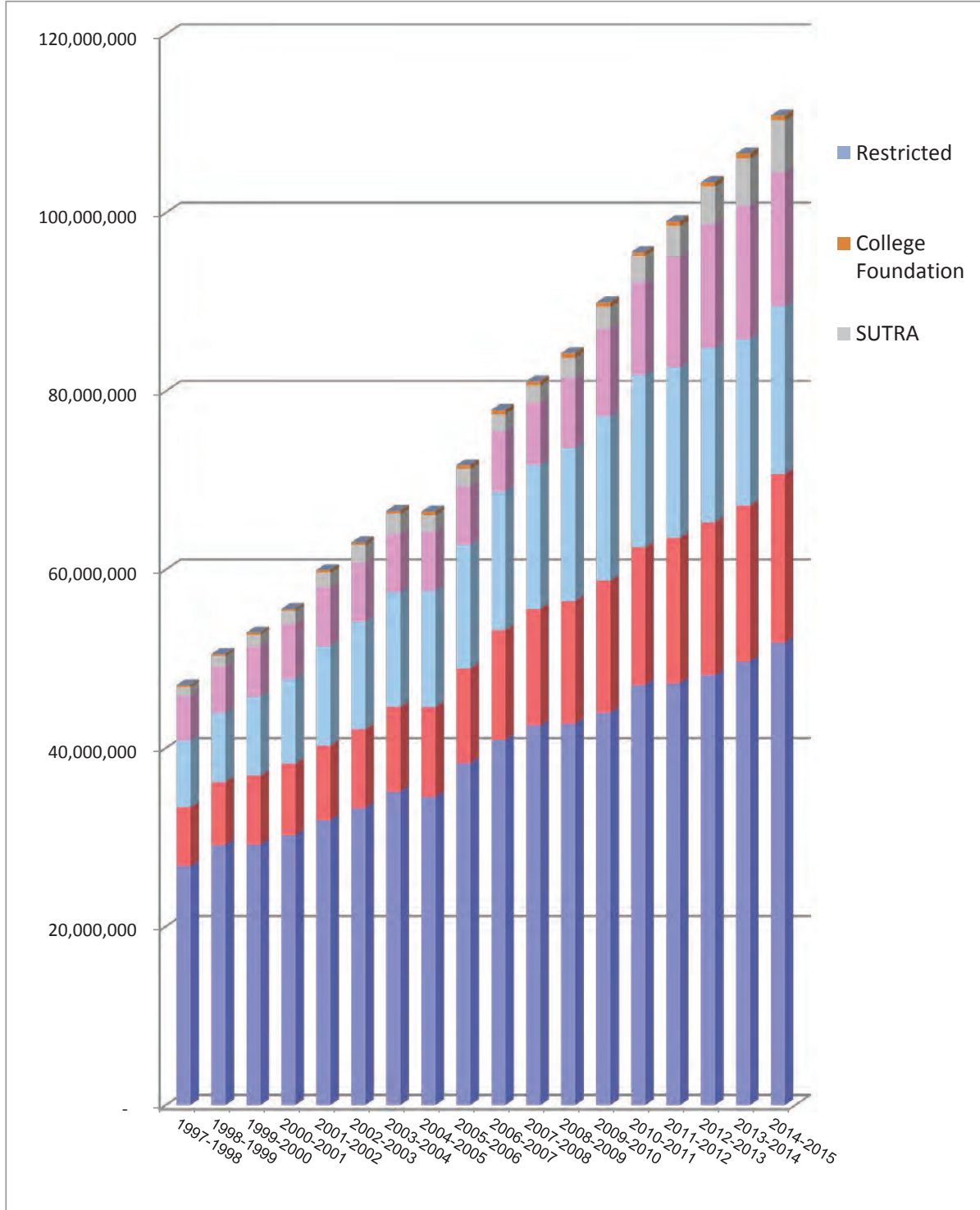
## SUNY Fredonia Consolidated Operating Budgets 1997-1998 to 2014-15

Year	University Operating Budget							College Foundation			Total	Percent Change
	DIFR	FSA	IFR	SUTRA	Restricted	Foundation	Restricted					
1997-1998	26,691,000	6,637,100	7,507,275	4,961,100	1,050,000	165,250	7,600	47,019,325				
1998-1999	29,091,000	7,071,400	7,762,200	5,184,000	1,200,000	211,650	6,600	50,526,850			7.46%	
1999-2000	29,124,200	7,747,400	8,831,625	5,700,000	1,300,000	215,300	6,200	52,924,725			4.75%	
2000-2001	30,197,300	8,058,300	9,480,675	6,200,000	1,400,000	227,000	6,000	55,569,275			5.00%	
2001-2002	31,854,500	8,395,000	11,151,000	6,600,000	1,650,000	270,500	6,000	59,927,000			7.84%	
2002-2003	33,232,400	8,860,000	12,058,640	6,600,000	2,000,000	267,000	9,400	63,027,440			5.17%	
2003-2004	35,100,000	9,500,500	12,808,035	6,600,000	2,225,000	325,900	10,700	66,570,135			5.62%	
2004-2005	34,480,000	10,091,750	13,028,475	6,600,000	1,900,000	355,000	18,500	66,473,725			-0.14%	
2005-2006	38,280,000	10,639,250	13,859,535	6,600,000	1,900,000	389,600	11,100	71,679,485			7.83%	
2006-2007	40,905,400	12,300,000	15,493,380	6,800,000	1,900,000	462,030	12,300	77,873,110			8.64%	
2007-2008	42,505,400	13,057,000	16,114,475	7,050,000	1,900,000	447,942	13,000	81,087,817			4.13%	
2008-2009	42,676,100	13,798,500	17,147,975	7,836,800	2,300,000	482,500	13,400	84,255,275			3.91%	
2009-2010	43,923,500	14,813,850	18,423,566	9,826,220	2,450,000	482,310	*	89,919,446			6.72%	
2010-2011	47,032,200	15,450,000	19,304,000	10,423,000	2,950,000	431,650		95,590,850			6.31%	
2011-2012	47,241,600	16,305,500	19,051,165	12,500,000	3,450,000	485,664		99,033,929			3.60%	
2012-2013	48,143,900	17,163,400	19,488,625	13,925,000	4,200,000	492,000		103,412,925			8.18%	
2013-2014	49,669,600	17,484,750	18,624,195	15,000,000	5,308,000	544,000		106,630,545			7.67%	
2014-2015	51,778,000	18,933,750	18,806,140	15,000,000	5,824,000	552,400		110,894,290			7.23%	





**SUNY Fredonia  
Consolidated Operating Budgets  
1997-1998 to 2014-2015**





# Tuition and Fees - APPENDIX 4

YEAR	TUITION		STUDENT		ATHLETIC		STUDENT		HEALTH		TECH-		DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED
	LOWER DIVISION	COLLEGE FEE	ACTIVITY FEE	FEE	FEE	SERVICES	CENTER FEE	NOLOGY FEE	RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED				
1974-1975	325.00	12.50	35.00	0.00	0.00	0.00	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	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	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	0.00	0.00	0.00	375.00	380.00	1,177.50	0.0%	
1978-1979	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	375.00	400.00	1,197.50	1.7%	
1979-1980	450.00	12.50	38.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00	430.00	1,331.00	11.1%	
1980-1981	450.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	475.00	468.00	1,445.50	8.6%	
1981-1982	525.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	550.00	529.00	1,656.50	14.6%	
1982-1983	525.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	625.00	579.00	1,783.50	7.7%	
1983-1984	675.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	700.00	618.00	2,047.50	14.8%	
1984-1985	675.00	12.50	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,182.50	6.6%	
1985-1986	675.00	12.50	51.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,183.50	0.0%	
1986-1987	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	699.00	2,217.50	1.6%	
1987-1988	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	850.00	699.00	2,292.50	3.4%	
1988-1989	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	895.00	760.00	2,398.50	4.6%	
1989-1990	675.00	12.50	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	915.00	795.00	2,467.50	2.9%	
FALL 1990	675.00	12.50	52.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	965.00	815.00	2,544.50	3.1%	
SPRING 1991	825.00	12.50	52.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	965.00	815.00	2,694.50	5.9%	
1991-1992	1,075.00	12.50	54.00	0.00	0.00	0.00	35.00	0.00	0.00	0.00	0.00	1,050.00	885.00	3,136.50	16.4%	
1992-1993	1,325.00	12.50	56.00	0.00	0.00	0.00	42.50	0.00	0.00	0.00	0.00	1,095.00	895.00	3,453.00	10.1%	
1993-1994	1,325.00	12.50	62.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	1,175.00	925.00	3,579.50	3.7%	
1994-1995	1,325.00	12.50	62.00	0.00	0.00	0.00	55.00	0.00	0.00	0.00	0.00	1,250.00	960.00	3,714.50	3.8%	
1995-1996	1,700.00	12.50	72.00	0.00	0.00	0.00	75.00	50.00	0.00	0.00	0.00	1,375.00	960.00	4,294.50	15.6%	
1996-1997	1,700.00	12.50	0.00	0.00	0.00	294.00	0.00	0.00	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	0.00	325.00	0.00	0.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%	
1998-1999	1,700.00	12.50	0.00	0.00	0.00	350.00	0.00	0.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%	
1999-2000	1,700.00	12.50	0.00	0.00	0.00	375.00	0.00	0.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%	
2000-2001	1,700.00	12.50	0.00	0.00	0.00	400.00	0.00	0.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%	
2001-2002	1,700.00	12.50	0.00	0.00	0.00	425.00	0.00	0.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%	
2002-2003	1,700.00	12.50	0.00	0.00	0.00	474.00	0.00	0.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%	
2003-2004	2,175.00	12.50	0.00	0.00	0.00	493.50	0.00	0.00	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%	
2004-2005	2,175.00	12.50	0.00	0.00	0.00	508.00	0.00	0.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%	
2005-2006	2,175.00	12.50	0.00	0.00	0.00	533.00	0.00	0.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%	
2006-2007	2,175.00	12.50	0.00	0.00	0.00	553.50	0.00	0.00	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%	
2007-2008	2,175.00	12.50	0.00	0.00	0.00	583.25	0.00	0.00	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%	
FALL 2008	2,175.00	12.50	0.00	0.00	0.00	606.50	0.00	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%	
SPRING 2009	2,485.00	12.50	0.00	0.00	0.00	606.50	0.00	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,539.00	4.3%	
2009-2010	2,485.00	12.50	0.00	0.00	0.00	632.00	0.00	0.00	0.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%	
2010-2011	2,485.00	12.50	0.00	0.00	0.00	669.00	0.00	0.00	0.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%	
2011-2012	2,635.00	12.50	0.00	0.00	0.00	696.50	0.00	0.00	0.00	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%	
2012-2013	2,785.00	12.50	0.00	0.00	0.00	731.50	0.00	0.00	0.00	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%	
2013-2014	2,935.00	12.50	0.00	0.00	0.00	752.50	0.00	0.00	0.00	0.00	0.00	3,425.00	2,245.00	9,370.00	5.0%	
2014-2015	3,085.00	12.50	0.00	0.00	0.00	769.50	0.00	0.00	0.00	0.00	0.00	3,600.00	2,310.00	9,777.00	4.9%	

(1) DORMITORY RENTAL IS BASED ON DOUBLE OCCUPANCY.  
 (2) FOOD SERVICE CHARGES ARE BASED ON THE 14 MEAL PLAN PRIOR TO 2007-08, CURRENTLY 10 MEAL PLAN + \$600  
 (3) TOTALS ARE BASED ON LOWER DIVISION TUITION, WHERE APPLICABLE.  
 (4) RATES FOR 2014-2015 ARE SUBJECT TO CHANGE.

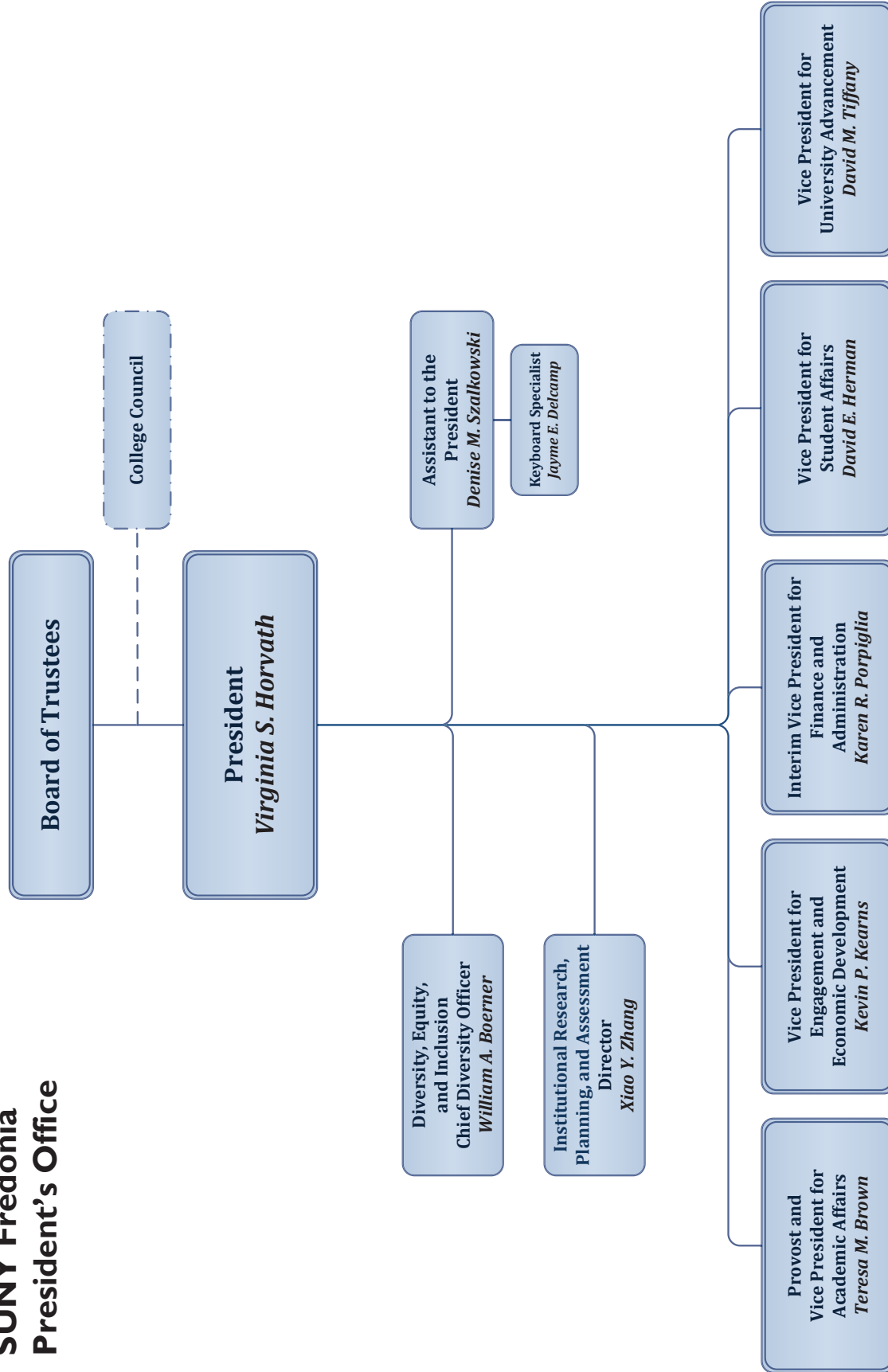


**SUNY FREDONIA**  
**History of Student Services and Program Charge**  
**2001-2002 through 2014-2015 Academic Years**

Summary Of Components In Student Services and Program Charge	2001-2002		2002-2003		2003-2004		2004-2005		2005-2006		2006-2007		2007-2008	
	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	\$74.00	\$6.15	\$75.50	\$6.30	\$77.50	\$6.45	\$77.75	\$6.50	\$78.25	\$6.50	\$79.25	\$6.60	\$80.25	\$6.70
Bus Services	7.50	0.65	8.00	0.65	9.50	0.80	10.25	0.85	10.25	0.85	10.25	0.85	10.50	0.85
Athletic Fee	90.00	7.50	95.00	7.95	100.00	8.35	103.00	8.60	113.00	9.40	118.00	9.85	123.00	10.65
Health Center Fee	75.00	6.25	100.00	8.35	105.00	8.75	108.00	9.00	113.00	9.40	118.00	9.85	123.00	10.25
Technology Fee	106.00	8.85	120.00	10.00	125.00	10.45	129.00	10.75	135.00	11.25	140.00	11.65	148.00	12.35
Parking Services	35.00	2.95	38.00	3.15	39.00	3.25	40.00	3.30	41.00	3.45	45.00	3.75	48.00	4.00
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	3.50	0.30	3.50	0.30	3.50	0.30	3.50	0.30	4.00	0.35	4.50	0.40	5.00	0.50
Intramural Support	3.00	0.25	4.50	0.40	4.50	0.40	4.50	0.40	4.50	0.40	4.00	0.35	4.00	0.35
Natorium	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.30	4.50	0.40	4.50	0.40	5.00	0.40
Alumni Services	12.50	1.05	12.50	1.05	12.50	1.05	14.00	1.15	14.50	1.20	15.00	1.25	16.00	1.35
Orientation Support	2.00	0.15	2.00	0.15	2.00	0.15	2.00	0.20	3.00	0.25	3.00	0.25	3.00	0.25
Box Office	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Leader	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10
Uncollectable Allowance	1.50	0.10	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$425.00</b>	<b>\$35.40</b>	<b>\$474.00</b>	<b>\$39.50</b>	<b>\$493.50</b>	<b>\$41.15</b>	<b>\$508.00</b>	<b>\$42.30</b>	<b>\$533.00</b>	<b>\$44.40</b>	<b>\$553.50</b>	<b>\$46.15</b>	<b>\$583.25</b>	<b>\$48.60</b>
<b>Summary Of Components</b>														
<b>In Student Services and</b>	<b>2008-2009</b>		<b>2009-2010</b>		<b>2010-2011</b>		<b>2011-2012</b>		<b>2012-2013</b>		<b>2013-2014</b>		<b>2014-2015</b>	
<b>Program Charge</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>	<b>Full-Time Rate</b>	<b>Part-Time Rate</b>
Student Activity Fee	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00	\$83.85	\$7.00
Bus Services	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05	155.00	12.90	155.00	12.90
Health Center Fee	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75	165.00	13.75	175.00	14.60
Technology Fee	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25	203.00	16.90	210.00	17.50
Parking Services	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80	57.50	4.80	57.50	4.80	57.50	4.80
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40	29.00	2.40	29.00	2.40
Intramural Support	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75
Natorium	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Alumni Services	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	17.00	1.50	17.00	1.50
Orientation Support	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Box Office	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Leader	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$606.50</b>	<b>\$50.55</b>	<b>\$632.00</b>	<b>\$52.70</b>	<b>\$669.00</b>	<b>\$55.75</b>	<b>\$696.50</b>	<b>\$58.40</b>	<b>\$731.50</b>	<b>\$60.90</b>	<b>\$752.50</b>	<b>\$62.70</b>	<b>\$769.50</b>	<b>\$64.15</b>



# SUNY Fredonia President's Office



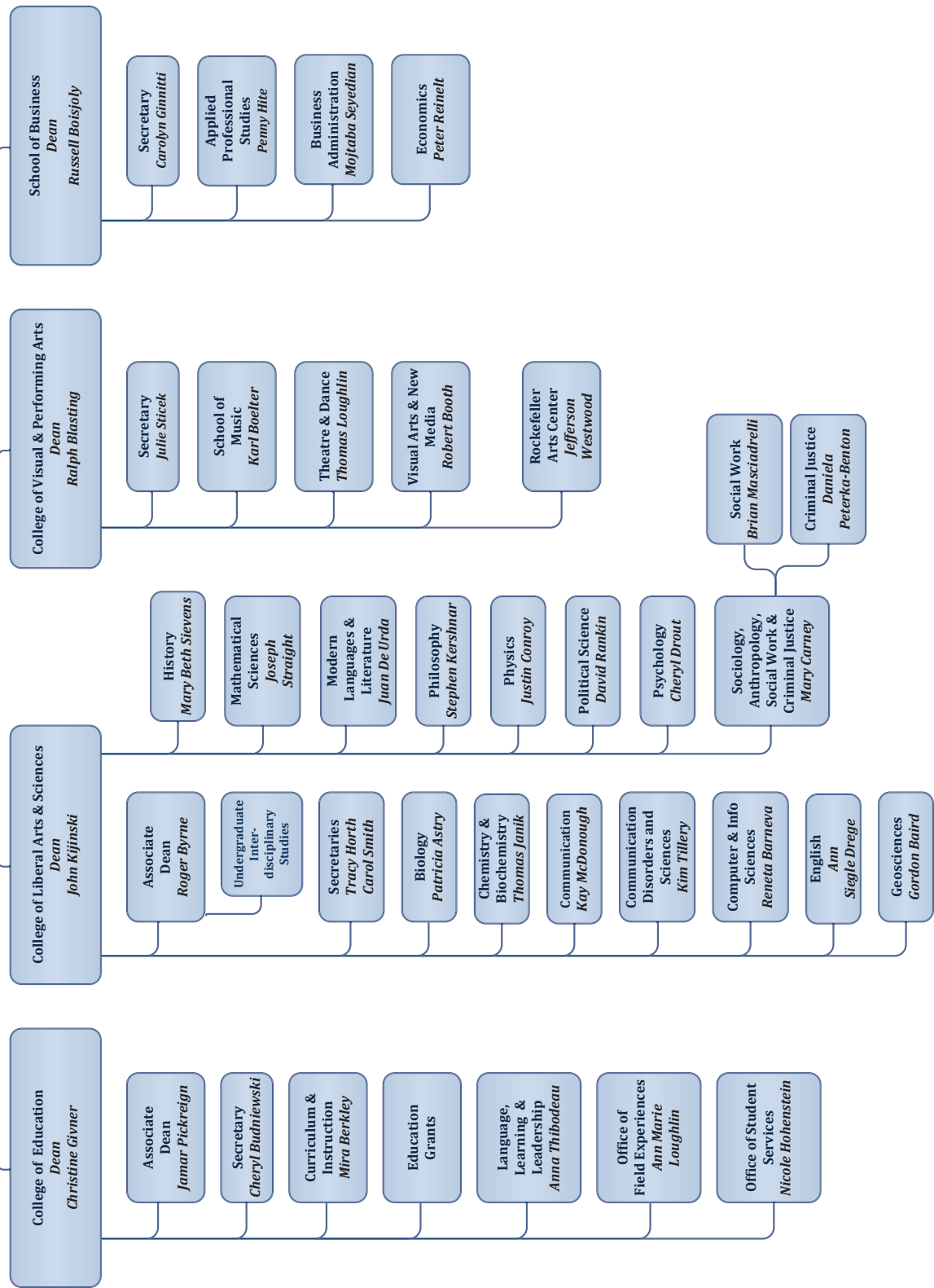


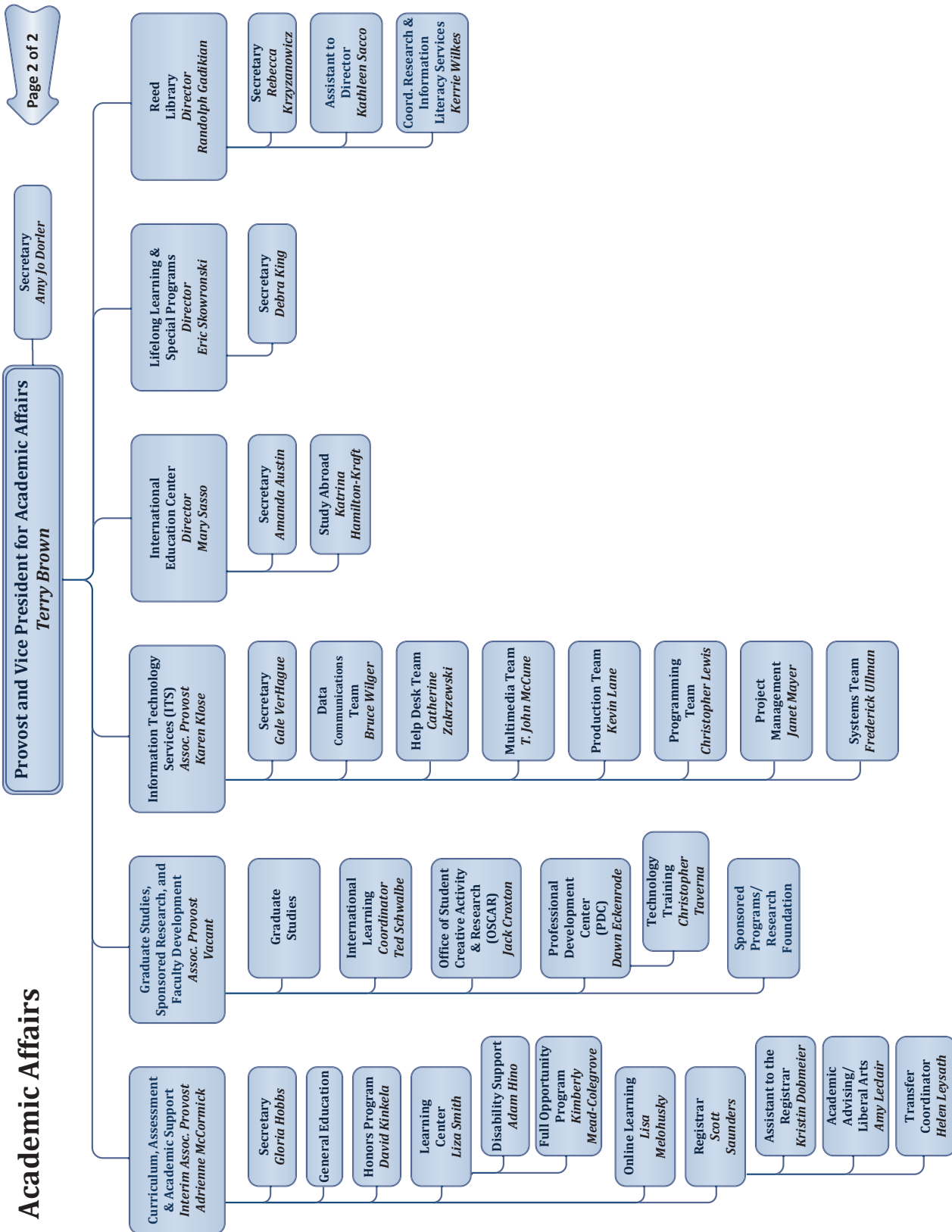


Secretary  
*Amy Jo Dorler*

Provost and Vice President for Academic Affairs  
*Terry Brown*

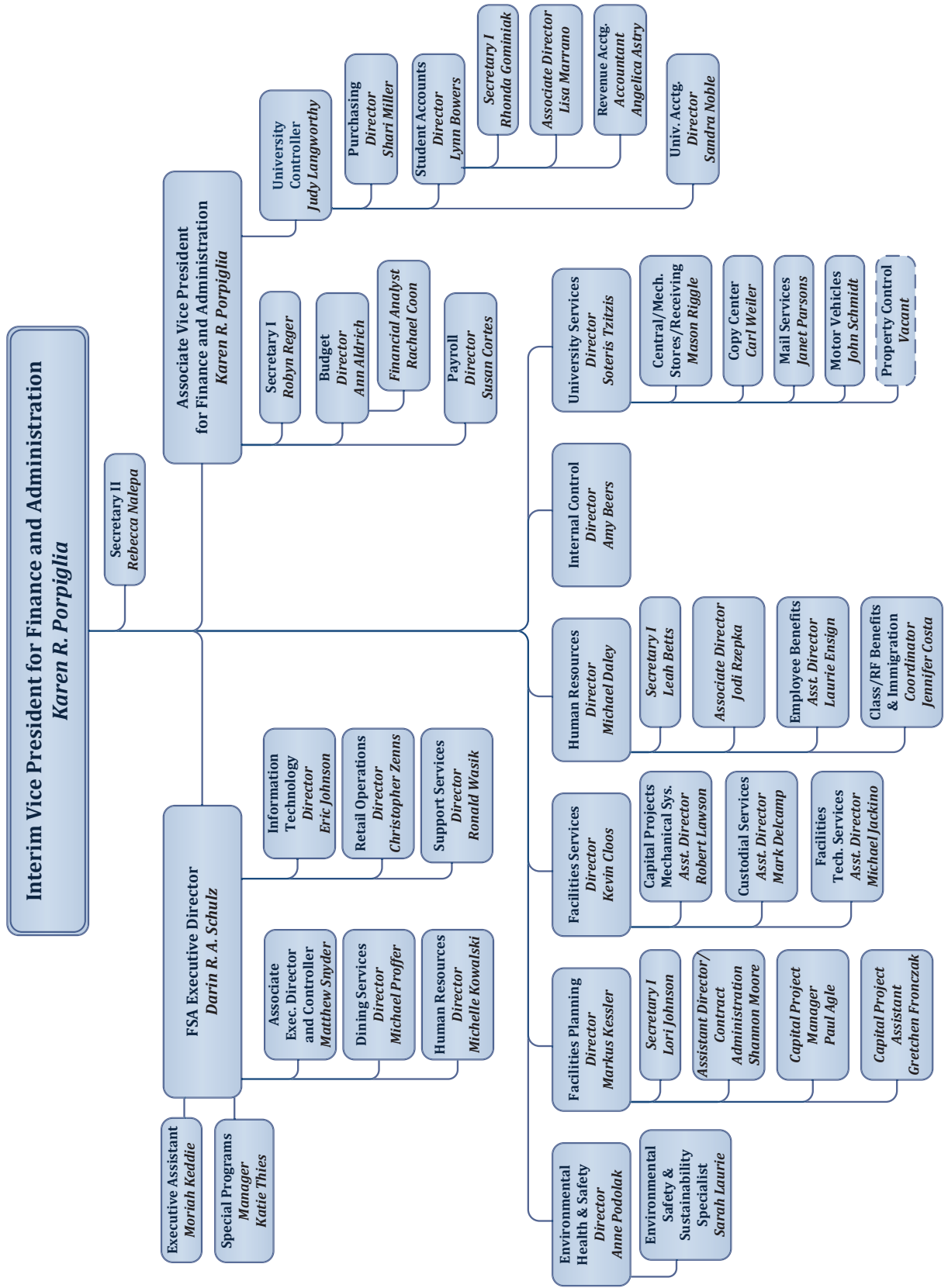
Academic Affairs







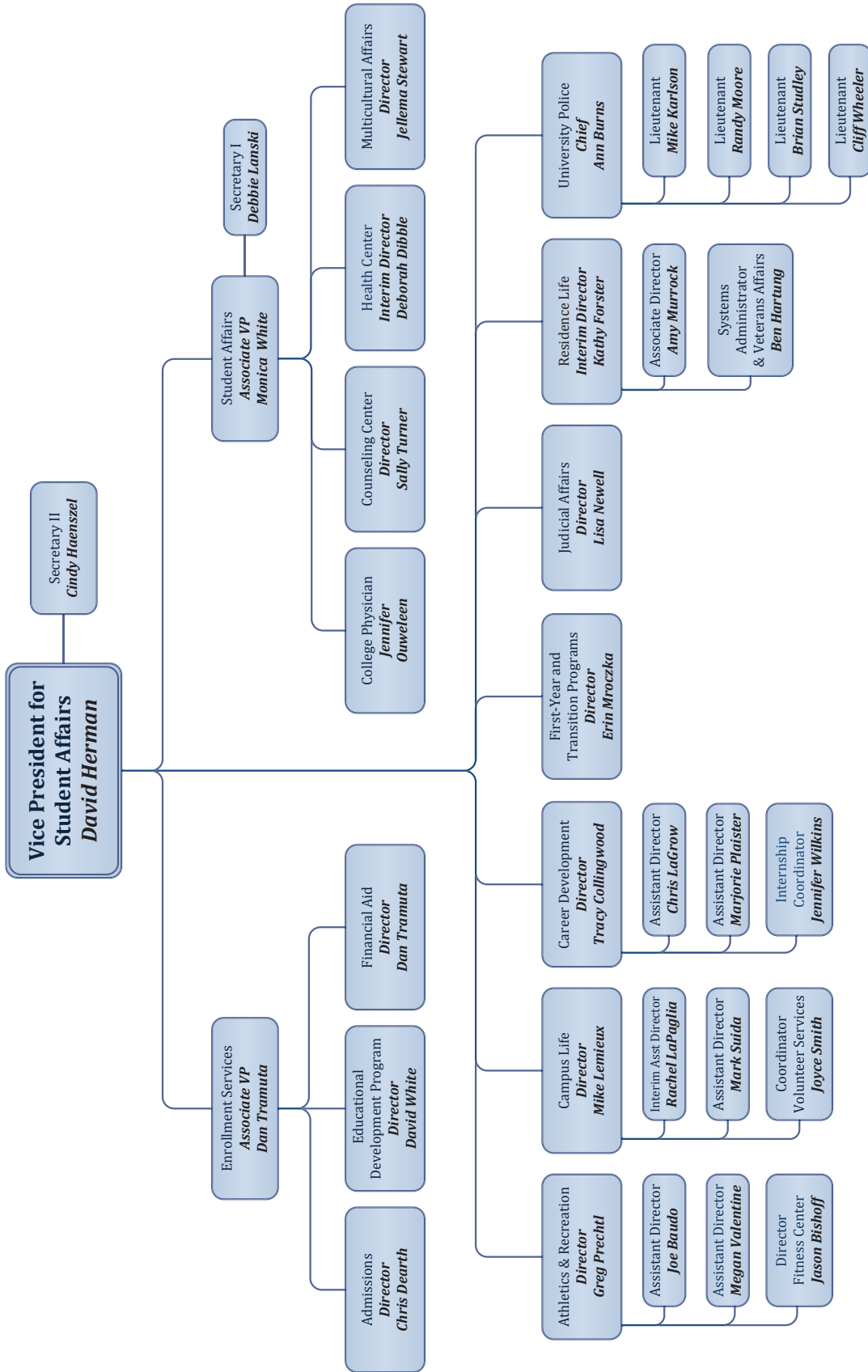
Finance and Administration





# Organizational Charts - APPENDIX 5

## Student Affairs

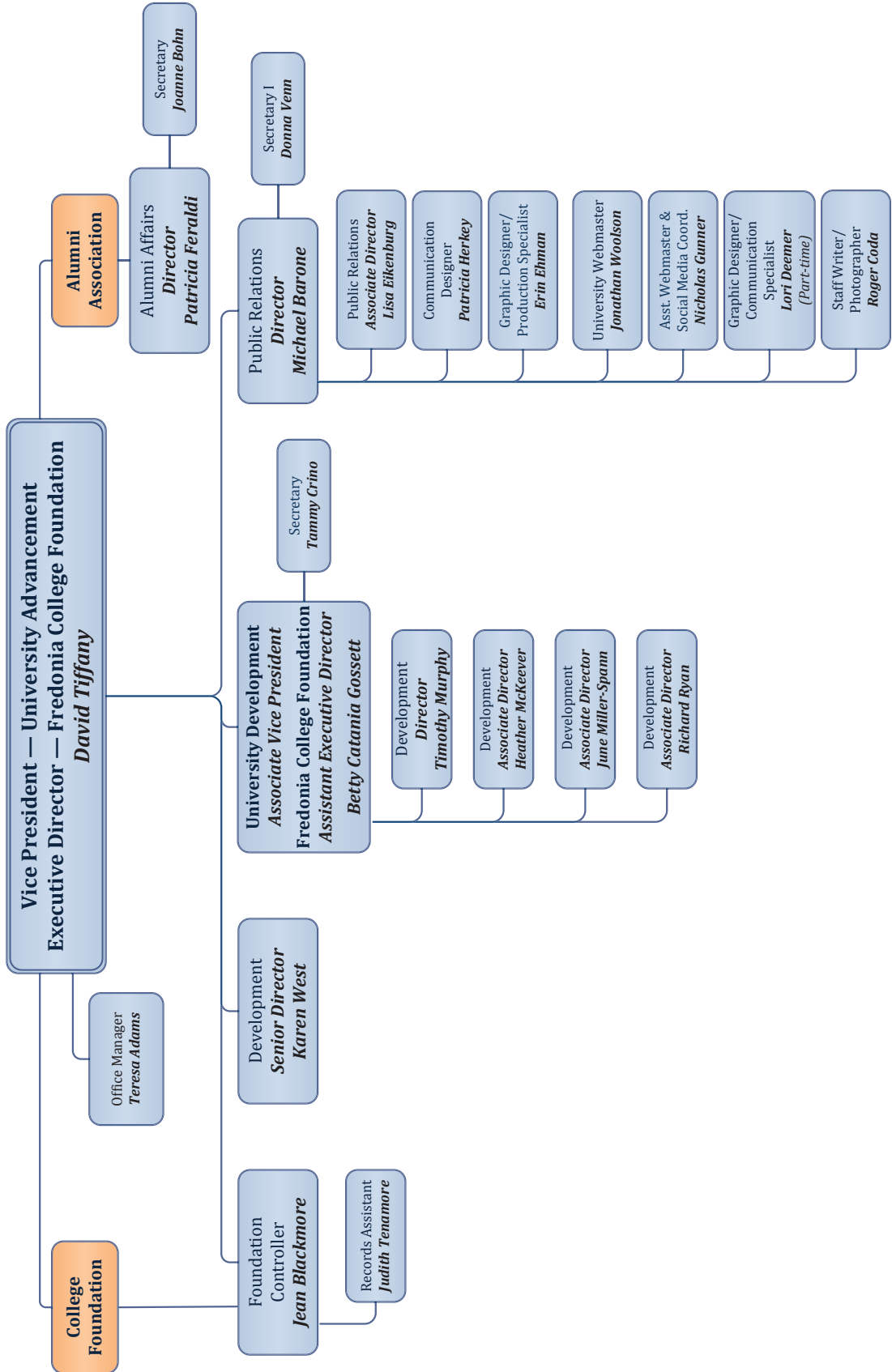






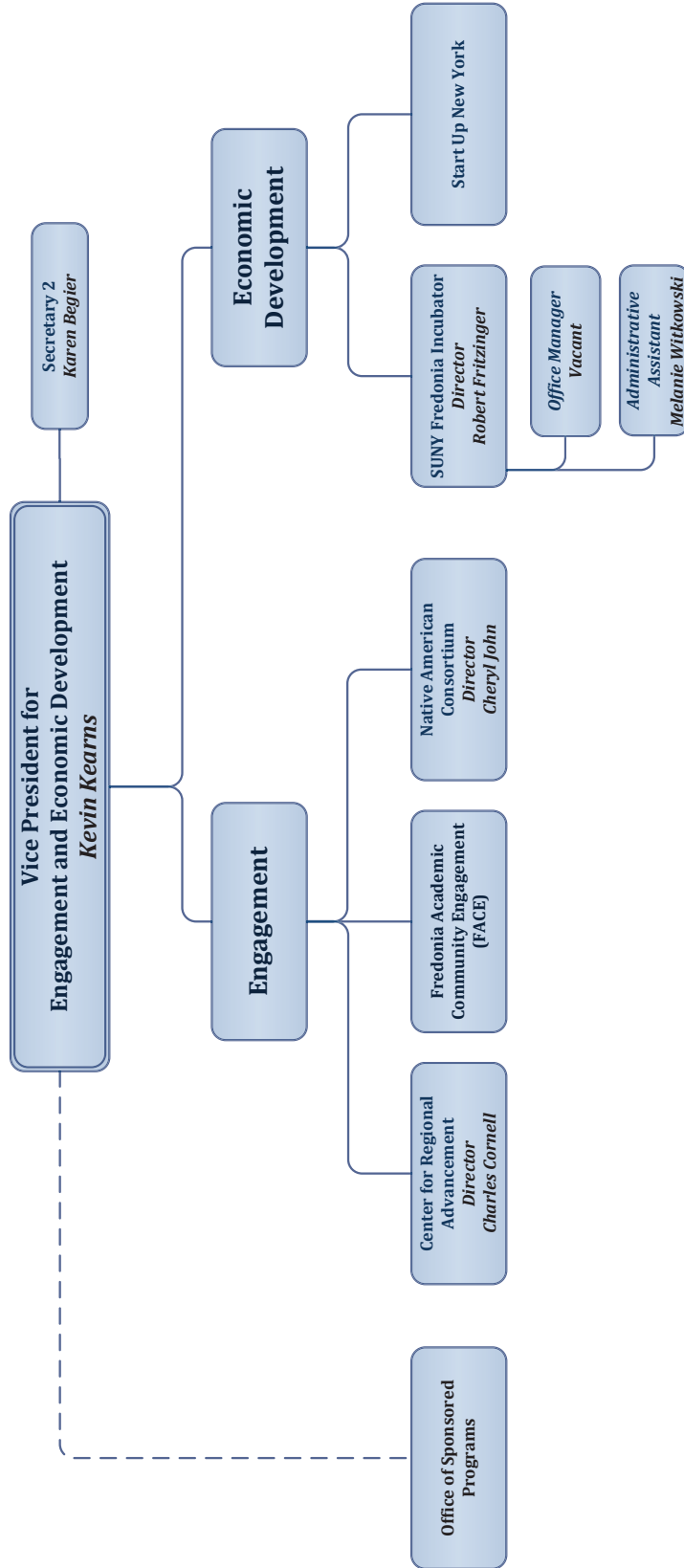
# Organizational Charts - APPENDIX 5

## University Advancement/ Fredonia College Foundation





# Engagement and Economic Development



# ACKNOWLEDGEMENTS

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Denise Szalkowski, *Assistant to the President*  
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