

# STATE UNIVERSITY OF NEW YORK AT FREDONIA



**Consolidated Operating Budget 2015-2016**

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**FREDONIA**  
STATE UNIVERSITY OF NEW YORK

**CONSOLIDATED  
OPERATING BUDGET**

**OVERVIEW**

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**CONSOLIDATED  
OPERATING BUDGET**







## Message from the President



*President Virginia Schaefer Horvath*

Dear Colleagues:

This is the 19th consecutive year that the proposed use for campus funds has been reported in a single document. Although the report illustrates most major operating dollars, some campus sources are not reported here: 1) the dollar value of benefit payments associated with salaries because they are held in a SUNY System Administration account; 2) the funds generated by grants and contracts, which vary considerably each year and are usually not known in advance; 3) capital project funds; 4) residence hall capital project funds; 5) Fredonia College Foundation funds; 6) Technology Incubator funds; 7) Faculty Student Association funds; and 8) Student Association funds.

Priorities for the coming year are ensuring quality education for all students, continuing to implement the goals of the Power of Fredonia plan, supporting the work of faculty and staff, and aggressively addressing the carry-forward shortfall in state funding through reducing costs and exploring new revenue sources. The goal is to reduce campus-wide expenditures by \$1,244,300 in 2015-2016. The rational tuition policy, in its fifth of five years, has a \$150/semester tuition increase for next year. Of the increase, approximately 29 percent will be used to fund the Tuition Credit Scholarship. The remaining amount will be used where possible to fill vacancies from recent years and to address the continuing budget shortfall.

Planning in the budget is based upon the following assumptions:

- The budget is based on state funding of 5,100 Full Time Equivalent (FTE) students, a reduction from the 5,250 budgeted in 2014-2015. Because our projected enrollment (according to early estimates) is considerably below the budgeted target, adjustments will continue to be made.
- There will be no layoffs of those in permanent/continuing lines.
- The university will receive \$104,000 of

funding towards \$1,110,000 of mandatory salary increases negotiated through collective bargaining.

- Tuition beyond the budgeted enrollment reserves, utilities savings, vacancy savings, year-end savings, and certain fees will be used to address a portion of the shortfall.
- The Faculty Student Association will provide \$350,000 in support to the university.
- Residence Hall operations will provide \$350,000 in support to the university.
- The university will use \$20,000 of combined summer and J-Term revenues in support of the budget.
- The Student Services and Program Charge fee will increase by \$16.75 per semester. Seven dollars of the increase will be used to enhance student technology by funding additional costs related to computer labs, software licensing, hardware replacements and classroom technology. Four dollars will be used to fund much-needed capital projects, increased wages, and overall higher costs in the Athletics department. The Student Health Services Fee increase by \$3.50 is necessary to fund needed staff in the Health Center and Counseling Center, as well as wellness programs. The remaining increase of \$3.75 will be in the Student Activity Fee. The Career Development Fee of \$1.50 was eliminated.
- The six-month delay in filling staff vacancies will continue for the next year, with an anticipated impact of \$200,000 toward shortfall funding. Any exceptions – based on threats to health/safety or significant negative impact on a program – will still require Cabinet approval.

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

Sincerely,

*Virginia S. Horvath*  
Virginia Schaefer Horvath  
President



## Fredonia Mission Statement

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

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

## Institutional Priorities

The 2015-2016 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus because of decreased enrollments from changing demographics, the campus has continued to make progress in key institutional priorities. They include:

1. The Power of Fredonia Strategic Plan
2. 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 Fredonia from 2012-2017. With a central theme of “an integrated learning community for all,” the plan builds on the strength of Fredonia as a community and sets goals in four areas: Fredonia as a Community of Learning, Fredonia as an Engaged Community, Fredonia as a Sustainable Community and Fredonia as a Global Community. The plan offers President Virginia Horvath and the Fredonia campus a clear blue-

print for programs, initiatives and identity in the next five years.

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

## 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 2014-2015 academic year the Sustainability Committee met on a regular basis. The committee worked diligently throughout the year to identify areas of improvement for the campus, as well as to institutionalize sustainable operations practices. In addition, the committee focused attention on increasing awareness on campus. More information can be found on the Sustainability web site at: <http://www.fredonia.edu/sustainability>.



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

- Participated in the implementation of the new Fredonia Strategic Plan.
- Completed the semi-annual progress report as required by the American College and University President's Climate Commitment.
- Awareness themes
- Facilitated a No Impact Week challenge for faculty, students, and staff which encouraged participants to examine environmental impacts of all daily actions and take steps to reduce those impacts long-term.



Goals of the Sustainability Committee for the 2015-2016 fiscal year include:

- Implementing a campus-wide biking program.
- Work to increase sustainability awareness and activism across all divisions of campus.
- Continue to improve upon metrics outlined in the Strategic Plan.

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



## Construction

The 2015-2016 New York State Executive Budget provided \$200 million in additional funding for critical maintenance, restricted to projects in existing facilities (no funding for new construction). Disbursement targets for the bonded capital program were increased to accommodate the additional appropriation. A 30-Day amendment issued by the Executive converted individual campus allocations to a lump sum to be managed by the Construction Fund with Division of Budget oversight. At the time this narrative was written, the State Budget had not been finalized, and both the Assembly and Senate bills maintained individual campus allocations. The Senate bill also added \$275 million for Strategic Initiatives and Hospitals.

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

- Science Center (\$60 million) – The project consisted 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 provides up to six townhouse-style residence halls on campus and can house 200 students.





# 2015-2016 Fredonia Institutional Priorities



*Townhouse complex.*

- Disney Hall Lobby Upgrade (\$450,000) – The project consisted 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) – Upgraded elevator cab, installed new sump pit and new elevator hydraulic cylinder.
- Igoe Hall Window Replacement (\$1.08 million) – The project consisted of replacing all student room, lounge and lobby windows.
- Kirkland Complex Lighting Rehabilitation, Phase I (\$150,000)
- Maytum Hall Basement Structural Repairs (\$100,000)

Projects currently under construction or beginning during Summer 2015 include:

- Kirkland Complex Lighting Rehabilitation, Phase 2 (\$160,000) – The project consists of the installation of new lighting and occupancy sensors in the hallways and suite areas leading to student rooms in Disney Hall and Eisenhower Hall.
- Fenton Hall Exterior Stair and Ramp Reconstruction (\$90,000) – The project consists of the removal and replacement of the existing exterior ramp and stairs on the north end of Fenton Hall.

- Mason Hall Masonry Restoration (\$100,000) – The project consists of repointing, replacement of failed caulk joints and replacement of broken bricks on the exterior of Mason Hall.
- Tennis Court/Basketball Court Surface Repairs (\$75,000) – The project consists of milling, resurfacing and coating all courts.
- Roadway and Parking Lot Improvements (\$140,000) – The project consist of resurfacing Academic Avenue, parking lot striping and stamped asphalt crosswalk coating.
- 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.
- 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.
- 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.
- Schulz Hall Window Replacement (\$1.2 million) – The project consists of replacing all student room, lounge and lobby windows.

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

- Houghton Hall Rehab (\$33 million) – The renovations will provide spaces for Physics, Geosciences, Computer and Information Sciences and Mathematical Sciences. The rehab will also provide common flexible spaces for all sciences, smart classrooms, and a lecture hall and conference room, as well as the opportunity to create collaborative, open work areas that will help maximize effectiveness, experiences, and



creativity for students, faculty and the community.

- Houghton Hall Surge/Science Center Basement Fit-Out (\$700,000) – The project consists of constructing two classrooms and an Exercise Science classroom/research lab. The new spaces will help provide surge space for the Houghton Hall Rehab as well as provide much needed classroom space for the future.
- McEwen Hall Exterior Rehab (\$4.5 million) – Remove the existing windows and replace with new, energy efficient units. Repair all of the cracked and spalled exterior, board formed concrete to match the finish and color of the existing surrounding concrete. Abate all hazardous material associated with the existing windows.
- Dods Hall Exterior Rehab (\$1.7 million) – The proposed project is to remove the existing windows and entry doors and install new energy window systems, doors and frames.
- Rockefeller Arts Center Third Floor HVAC/Sprinkler System (\$4.08 million) – Provide new HVAC throughout the third floor and provide fire protection sprinkler system.
- Academic Space Study (\$200,000) – Assess academic space needs with two perspectives. One with and one without a new academic building.



*In Fall 2014, hundreds of Fredonia students, professors, administrators and alumni joined elected officials to dedicate the new \$60 million Science Center.*

- Admissions Center (\$6.1 million) – The new building will house undergraduate and graduate Admissions offices, classrooms, meeting rooms, calling center, campus reception area and several additional program activities.
- 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.





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

## FREDONIA Proposed 2015-2016 Consolidated Operating Budget

### Overview

The Fredonia 2015-2016 Consolidated Operating budget totals \$107,063,980 which represents a decrease of \$3,830,310 (3.45 percent) from the 2014-2015 Consolidated Operating budget of \$110,894,290. The University Operating budget reflects an increase of \$526,100 over the 2014-2015 budget. The University Operating budget begins the 2015-2016 fiscal year with a \$6.099 million deficit.

### Planning Assumptions

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

- Budget based on New York State funding of 5,100 Full Time Equivalent (FTE) students.
- The Fredonia operating budget was developed using a \$150 per semester tuition increase as part of the fifth year of a five-year rational tuition plan. Approximately 29 percent of the increase will be used to fund the Tuition Credit Scholarship.
- The university will receive \$104,000 of funding towards \$1,110,000 of mandatory salary increases negotiated through collective bargaining.
- Summer Session and J-Term to contribute \$20,000 of combined revenue to offset the shortfall deficit.
- The university will implement expenditure reductions campus wide of \$1,244,300.
- The 6 month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Tuition beyond the budgeted enrollment, utilities savings, vacancy savings, yearend 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.
- There will be no layoffs of those in permanent/continuing lines.
- The Student Services and Program Charge fee will increase by \$16.75 per semester. Seven dollars of the increase will be utilized to enhance student technology by funding additional costs related to computer labs, software licensing, hardware replacements and classroom technology. Four dollars will be utilized to fund much needed capital projects, increased wages and overall higher costs in the Athletics department. Three dollars and 50 cents of the increase will go toward the Student Health Services Fee. The increase is necessary to fund the staffing needs of the Health Center and the



# 2015-2016 Fredonia Consolidated Operating Budget



Counseling Center, as well as wellness programs. The remaining increase of three dollars and 75 cents will be in the student activity fee. The Career Development Fee of \$1.50 was eliminated.

Major sources of income for the 2015-2016 Consolidated University budget include:

- 36.43 percent from university revenues including budget shortfall (34.80 percent in 2014-2015).
- 17.11 percent from the Faculty Student Association (16.96 percent in 2014-2015).
- 17.05 percent from Residence Hall operations (17.07 ) percent in 2014-2015).
- 12.41 percent from New York State support (11.89 percent in 2014-2015).

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

- Fredonia Operating budget (48.85 percent).
- Residence Hall (DIFR) operating budget (17.05 percent).
- Faculty Student Association (FSA) budget (17.11 percent).

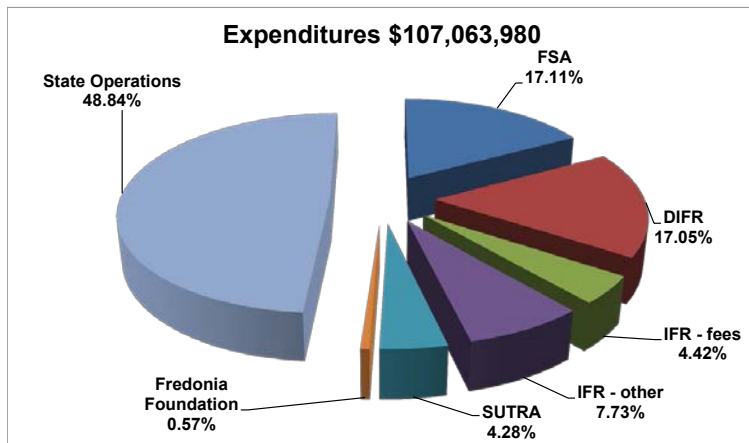
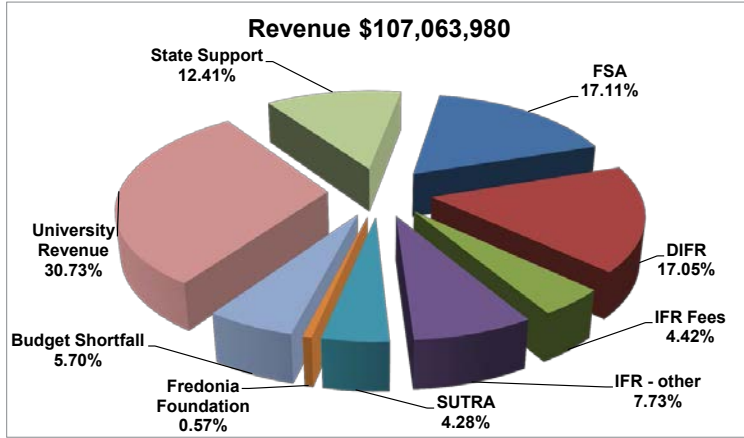
- Income Fund Reimbursable (IFR) budget (12.14 percent).
- State University Tuition Reimbursable (SUTRA) budget (4.28 percent).
- Fredonia College Foundation budget (0.57 percent).

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 2015-2016 academic year contains a \$300 tuition increase for year five of the five year rational tuition policy which authorizes SUNY trustees to increase tuition by up to \$300 per year. Campus charges for residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$863.50 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$19,560.50 to \$20,424 – an increase of 4.41 percent. A summary of all direct college costs for the 2015-2016 academic year is presented as follows:

<b>Projected Annual Costs</b>	<b>2015-2016</b>	<b>2014-2015</b>	<b>Change</b>	<b>Percent</b>
Tuition (N.Y. State Undergraduate)	\$6,470.00	\$6,170.00	\$300.00	4.86%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	7,600.00	7,200.00	400.00	5.56%
Meal Plan	4,750.00	4,620.00	130.00	2.81%
Student Services and Program Charge	1,579.00	1,545.50	33.50	2.17%
<b>Annual Cost</b>	<b>\$20,424.00</b>	<b>\$19,560.50</b>	<b>\$863.50</b>	<b>4.41%</b>



# 2015-2016 Consolidated Operating Budget



## Highlights

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

### 2015-2016 Fredonia Operating Budget (\$52.3 million)

#### Budget Section B

- Budget based on state funding of 5,100 FTE students.
- Includes \$1,110,000 for unfunded bargaining unit salary increases, \$421,100 increased funding for the NYS Tuition Assistance Credit Scholarships (TAP Gap), \$55,200 (two years) in increased recharges

from System Administration, \$42,100 of anticipated increases in Elsevier charges, and \$100,000 in promotional and rank salary increases. A SUTRA funded international education position was also reverted to state funding for \$42,000.

- Institutional expenditure reductions of \$1,244,300 towards a \$2,100,000 budget reduction target were implemented.
- Vacancy savings and delays in hiring, utility savings, certain fees, year -end savings, tuition over-enrollment funds, and support from the Faculty Student Association and Residence Hall operations will be used to provide approximately \$6.099 million to balance this year's budget.
- Includes an increase in college costs of \$863.50 (4.41 percent) per year for the typical undergraduate student living on campus. A summary of college costs is presented in Appendix 4.1.

### 2015-2016 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$18.25 million)

#### Budget Section C

- Includes a \$200 increase in the standard double residence hall room rate from \$3,600 per semester to \$3,800 an increase of 5.55 percent.
- Provides funding for the following residence hall projects during the 2015-2016 fiscal year:
  - ◊ Shulz Hall - window replacement.
  - ◊ Various residence halls – network & interior upgrades.

### 2015-2016 Faculty Student Association (FSA) (\$18.3 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 \$65 increase per semester (2.81 percent) for Meal Plan 2.
- Provides capital budget purchases of \$490,100.

## 2015-2016 Income Fund Reimbursable (IFR) (\$13 million)

### Budget Section E

- Includes a total annual increase in student fees of \$33.50 (2.17 percent). This includes:
  - ◊ \$7 annual increase for the Student Health Services Fee.
  - ◊ \$14 annual increase for the Student Technology Fee.
  - ◊ \$8 annual increase for the Intercollegiate Athletic Fee.
  - ◊ \$7.50 annual increase for the Student Activity Fee.
  - ◊ \$3.00 annual elimination of the Career Development Fee.
- No increases for the 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 37.65 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will decrease to 55.88 percent from 56.86 percent.



## 2015-2016 State University Tuition Reimbursable Account (SUTRA) (\$4.58 million)

### Budget Section F

- Over-enrollment funds will continue to address the budget shortfall for the 2015-2016 fiscal year.
- Includes a \$615,000 allocation for the Fredonia scholarship program.
- The SUTRA budget will fund three Full-Time Equivalent (FTE) positions.

## 2015-2016 Fredonia College Foundation (\$608,700)

### Budget Section G

- Provides \$113,900 for unrestricted grants, awards, and scholarships.
- Administrative/management fees will provide a modest increase over 2014 levels.





# 2015-2016 Fredonia Consolidated Operating Budget

## FREDONIA 2015-2016 Consolidated Operating Budget Budget Summary

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

## FREDONIA Proposed 2015-2016 Consolidated Operating Budget Campus Total FTE

	2015-2016			2014-2015		Change	
	Inst. FTE	Non Inst. FTE	Student Employee Headcount	Inst. FTE	NonInst. FTE	Inst. FTE	NonInst. FTE
University Operating Budget	239.50	329.33	216.00	240.50	326.28	(1.00)	3.05
DIFR Budget	0.00	94.97	225.00	0.00	95.70	0.00	(0.73)
FSA Budget	0.00	177.00	285.00	0.00	185.00	0.00	(8.00)
IFR Budget	0.00	37.65	198.00	0.00	43.65	0.00	(6.00)
SUTRA Budget	0.00	3.00	0.00	0.00	5.80	0.00	(2.80)
College Foundation	0.00	4.00	4.00	0.00	4.00	0.00	0.00
<b>TOTAL</b>	<b>239.50</b>	<b>645.95</b>	<b>928.00</b>	<b>240.50</b>	<b>660.43</b>	<b>(1.00)</b>	<b>(14.48)</b>

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



**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

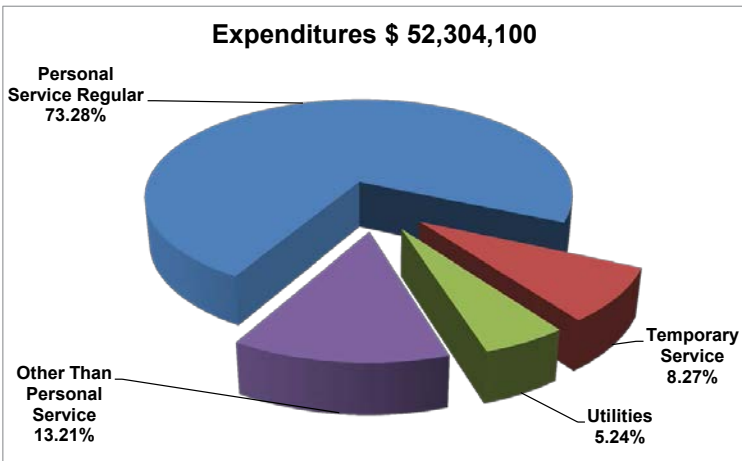
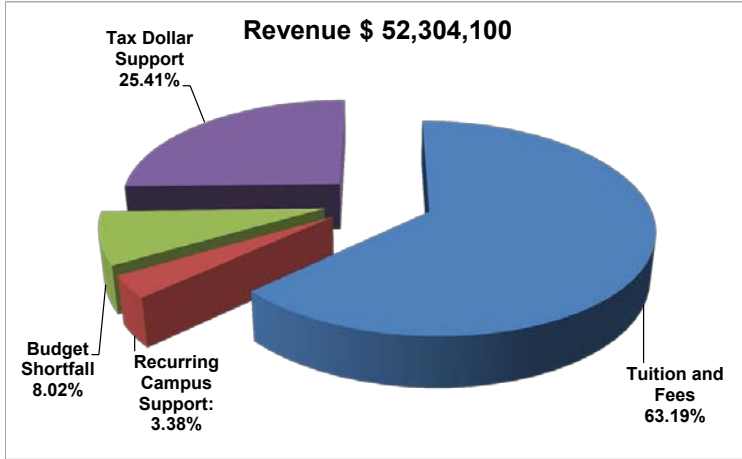
**OPERATING  
BUDGET**







# 2015-2016 Fredonia Operating Budget



## FREDONIA 2015-2016 University Operating Budget

### Overview

The proposed 2015-2016 University Operating budget of \$52,304,100 represents an increase of \$526,100 over the 2014-2015 operating budget. This amount includes \$1,110,000 for unfunded bargaining unit salary increases, \$421,100 increased funding for the NYS Tuition Assistance Credit Scholarships (TAP Gap), \$55,200 (two years) in increased recharges from System Administration, \$42,100 of anticipated increases in Elsevier charges, and \$100,000 in promotional and rank salary increases.

A SUTRA funded international education position was also reverted to state funding for \$42,000. Along with the above stated increases, the University incorporated \$1,244,300 of institutional expenditure reductions towards a \$2,100,000 budget reduction target.

The budget includes an increase of tuition revenue of \$594,800. A complete description of New York State support and College Revenues used in developing the proposed 2015-2016 budget is presented in the chart, "2015-2016 Budget Projection," which is presented on page B4 of this budget section. The proposed 2015-2016 University Operating Budget includes \$13,289,900 (25.4 percent) in New York State support and \$39,014,200 (74.6 percent) in College Revenue. The budget includes a shortfall of \$6,099,000. A chart showing the campus plan for funding the shortfall is included on page B4 of this section.

### Highlights

The campus continues to be regarded as an outstanding value in higher education. Combined with its strong academic reputation and outstanding physical appearance, the university continues to attract students. The past year brought much recognition for Fredonia faculty, students, and campus facilities and operations including finalizing construction for the \$60 million Science Center project.

### Planning Assumptions

The Planning Assumptions used in developing the 2015-2016 University Operating budget include the following:

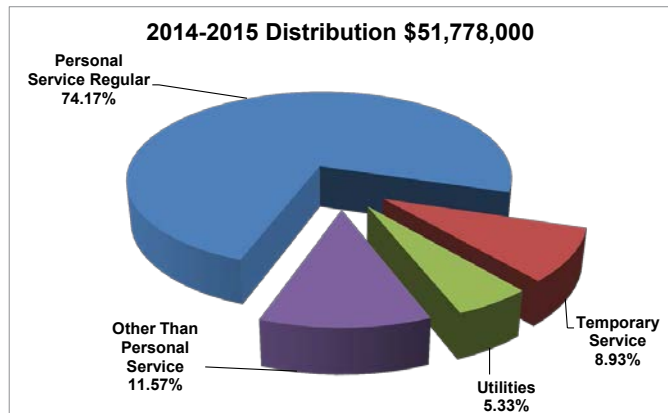
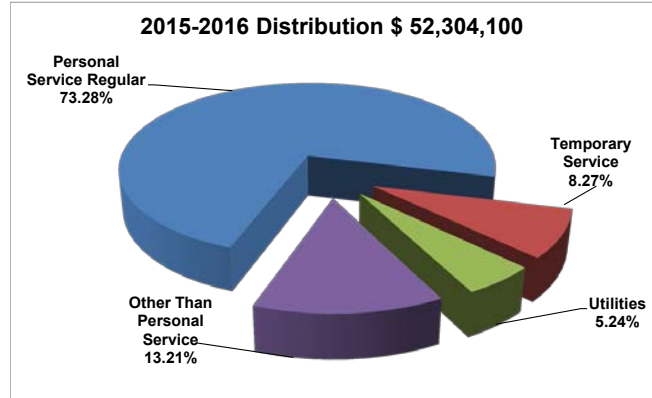
- Budget based on New York State funding of 5,100 Full Time Equivalent (FTE) students.
- The Fredonia operating budget was developed using a \$150 per semester tuition increase as part of the fifth year of a five-year rational tuition plan. Approximately 29 percent of the increase will be used to fund the Tuition Credit Scholarship.



- The university will receive \$104,000 of funding towards \$1,110,000 of mandatory salary increases negotiated through collective bargaining.
- Summer Session and J-Term to contribute \$20,000 of combined revenue to offset the shortfall deficit.
- The university will implement expenditure reductions campus wide of \$1,244,300.
- The 6 month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Tuition beyond the budgeted enrollment, utilities savings, vacancy savings, yearend savings and certain fees will be used to address a portion of the \$6,099,000 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.
- There will be no layoffs of those in permanent/continuing lines.

A summary of the 2015-2016 University Operating budget follows:

## FREDONIA PROPOSED 2015-2016 OPERATING BUDGET Dollar Distribution by Expenditure Type

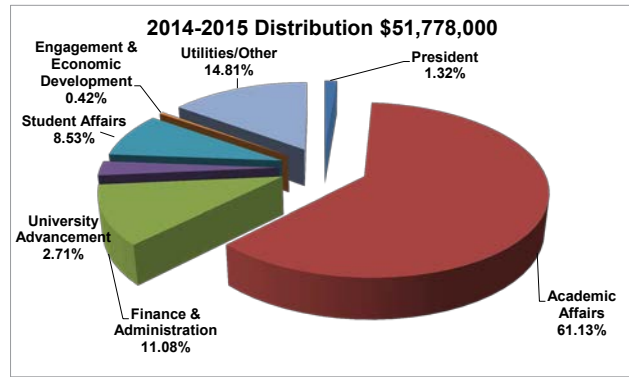
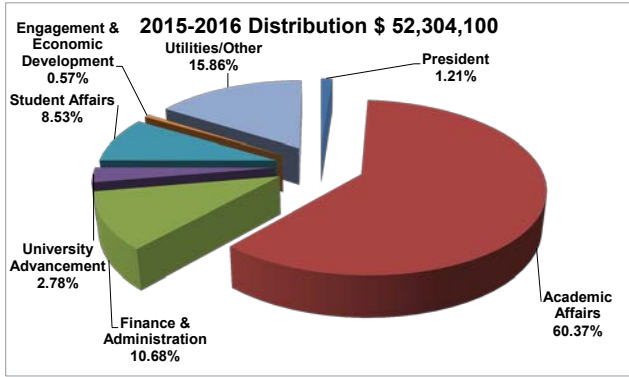


FREDONIA Proposed 2015-2016 Operating Budget Campus Total Distribution by Area			
	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
President	\$ 632,500	\$ 684,500	\$ (52,000)
Academic Affairs	31,575,600	31,651,400	(75,800)
Finance & Administration	5,585,530	5,737,100	(151,570)
University Advancement	1,454,200	1,405,500	48,700
Student Affairs Engagement & Economic Development	4,460,000 297,300	4,414,500 217,600	45,500 79,700
Utilities/Other	8,298,970	7,667,400	631,570
<b>TOTAL</b>	<b>\$ 52,304,100</b>	<b>\$ 51,778,000</b>	<b>\$ 526,100</b>



# 2015-2016 Fredonia Operating Budget

## FREDONIA PROPOSED 2015-2016 OPERATING BUDGET Dollar Distribution by Area



FREDONIA Proposed 2015-2016 Operating Budget Campus Total Distribution by Area			
	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
President	\$ 632,500	\$ 684,500	\$ (52,000)
Academic Affairs	31,575,600	31,651,400	(75,800)
Finance & Administration	5,585,530	5,737,100	(151,570)
University Advancement	1,454,200	1,405,500	48,700
Student Affairs	4,460,000	4,414,500	45,500
Engagement & Economic Development	297,300	217,600	79,700
Utilities/Other	8,298,970	7,667,400	631,570
<b>TOTAL</b>	<b>\$ 52,304,100</b>	<b>\$ 51,778,000</b>	<b>\$ 526,100</b>



# 2015-2016 Fredonia Operating Budget



<b>FREDONIA</b>		
<b>University Operating Budget 2015-2016 Budget Projection</b>		
<b>2014-2015 Budget Book Allocation</b>		<b><u>\$51,778,000</u></b>
<b>I. <u>Adjustments to 2014-2015 Budget Year</u></b>		
Shift Funding of International Staff back to State from SUTRA	\$42,000	
System Administration Recharges	25,600	
Elsevier Charges - Library	42,100	
<i>Total 2014-2015 Adjustments</i>		109,700
<b>II. <u>Projected 2015-2016 Inflationary &amp; State Mandated Increases</u></b>		
2015-2016 Negotiated Salary Increases	1,110,000	
Funding of Tuition Credit Scholarship	421,100	
System Administration & SICA Center Recharges	29,600	
<i>Total 2015-2016 Inflationary Increases</i>		1,560,700
<b>III. <u>Permanent Budget Changes</u></b>		
Divisional Expenditure Reductions	(1,244,300)	
Promotional Rank Salary Increases	100,000	
<i>Total 2015-2016 Permanent Budget Changes</i>		(1,144,300)
<b>Total Changes in 2015-2016 Budget Need</b>		<b><u>\$526,100</u></b>
<b>Projected 2015-2016 Operating Budget Need</b>		<b><u>\$52,304,100</u></b>
2014-2015 New York State Support (Last Years Budget Book)		\$13,185,900
<u>2014-2015 Funding Increases/Decreases</u>		
Additional One Time Funding for Contractual Increases	174,100	
<i>Total 2014-2015 Adjustments in State Support</i>		174,100
<u>2015-2016 Mandatory Funding Increases/Decreases</u>		
Eliminate 2014-2015 One Time Funding For Contractual Increases	(174,100)	
2015-2016 One Time Funding for Contractual Increases	104,000	
<i>Subtotal 2015-2016 Mandatory Increases/Decreases</i>		(70,100)
<i>Total 2015-2016 Changes in State Support</i>		\$104,000
<b>Total 2015-2016 New York State Support</b>		<b><u>\$13,289,900</u></b>
College Revenue (5,250 FTE) (Last Years Budget Book)		\$32,518,000
<u>2014-2015 Funding Increases/Decreases</u>		
Reverse Estimated Increase Enrollment 50 Students	(307,500)	
Adjustments to Financial Plan (Campus)	229,900	
Reclassify Revenue to Shortfall Contribution	(120,000)	
<i>Total 2014-2015 Adjustments in College Revenue</i>		\$ (197,600)
<u>2015-2016 Funding Increases/Decreases</u>		
2015-2016 Tuition Revenue (5,100 FTE)	1,545,900	
Decreased FTE Revenue Adjustment	(951,100)	
<i>Total 2015-2016 Adjustments in College Revenue</i>		\$594,800
<b>Total 2015-2016 College Revenue</b>		<b><u>\$32,915,200</u></b>
<b>Total Budget Support</b>		<b><u>\$46,205,100</u></b>
<b>Projected Budget Shortfall</b>		<b><u>(\$6,099,000)</u></b>
<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
<u>Remaining Campus Support:</u>		
Over-enrollment Tuition Revenue	2,559,000	
2014-2015 Additional Year End Carry-Over Funds	750,000	
Additional Summer Session Revenue (\$5k) & J-Term Revenue (\$15k)	20,000	
Salary Savings from Budgeted Vacant Positions	800,000	
Delayed Hired Savings	200,000	
		<u>\$ 4,329,000</u>
<b>Total Additional Campus Revenue</b>		<b><u>\$6,099,000</u></b>



# 2015-2016 Fredonia Operating Budget

## FREDONIA Proposed 2015-2016 Operating Budget Campus Total FTE Distribution by Area

	2015-2016		2014-2015		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>	239.50	140.01	240.50	137.08	(1.00)	2.93
<b>Finance &amp; Administration</b>	0.00	97.38	0.00	96.65	0.00	0.73
<b>University Advancement</b>	0.00	17.00	0.00	17.00	0.00	0.00
<b>Student Affairs</b>	0.00	66.94	0.00	67.55	0.00	(0.61)
<b>Engagement &amp; Economic Dev.</b>	0.00	2.00	0.00	2.00	0.00	0.00
<b>Utilities/Other</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>239.50</b>	<b>329.33</b>	<b>240.50</b>	<b>326.28</b>	<b>(1.00)</b>	<b>3.05</b>

<b>President</b>	FTE	
Eliminate Office Assistant (2) Keyboarding	(1.00)	
Total President FTE Changes		(1.00)
<b>Academic Affairs</b>	FTE	
Transfer 1.80 FTE from Summer Session SUTRA funding. Admin Transfer FTE to IFR	1.80	
Transfer International Education Position From SUTRA	1.00	
Increase Transcript Evaluator Line From .58 to 1.00	0.42	
Transfer .29 FTE for Director of Officer of Sponsored Programs to IFR	(0.29)	
Total Academic Affairs FTE Changes		2.93
<b>Finance &amp; Administration</b>		
Transfer 1 FTE to 900760.00 To Buyout 1.80 in Summer Session FTE's	(1.00)	
Transfer 4 FTE to Institutional Reduction accounts 860720.01 & 860745.00	(4.00)	
Increase FTE Clerk 1 in Human Resources from .80 FTE to 1.00 FTE	0.20	
2015-16 Position Reductions - EH&S (2 FTE), Facility Services (2 FTE), Custodial (1 FTE)	(5.00)	
Reorganization of EH&S(.03) & Facilities Planning(.5)	0.53	
Add Back 10 FTE's from IFR Funding Done For - Institutional Reductions in 14-15	10.00	
Total Finance and Administration FTE Changes		0.73
<b>Student Affairs</b>		
Judicial affairs line 00275 increase	0.05	
Sec 1 changed to 10 month position	(0.16)	
Reassign .50 FTE from Career Development to Residence Halls Budget	(0.50)	
Total Student Affairs FTE Changes		(0.61)
Total FTE changes		<u>2.05</u>



## President's Office

### Overview

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

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



*All campus meeting.*

efforts are coordinated by the office in cooperation with Dr. David Tiffany, liaison for government affairs, and there is full involvement in securing external funding from all sources.

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

### Highlights

The past year brought recognitions for Fredonia faculty, students, and campus facilities and operations. Most notably, Fredonia was recognized with the elective Carnegie classification of Community Engaged Campus, completed an economic impact study, added several new degree programs, and had the campus StartUp NY plan accepted by the Governor's office. In addition, the campus successfully completed a Periodic Review Report evaluation through Middle States and prepared for Fall 2015 specialized accreditation site visits from the Council on Accreditation of Educator Preparation (education) and the





# 2015-2016 Fredonia Operating Budget

Association for Accreditation of Colleges and Schools of Business (business management).

Although the budget situation remains challenging - particularly in light of the enrollment issues in Western New York - continued collaboration across divisions and with governance and union leaders is leading to new efforts in a number of areas. The internationalization plan developed last year is being implemented; progress continues on the full implementation of the Power of Fredonia plan; the revised general education program is in the next level of preparation; fundraising continues to be strong; the Rockefeller Arts Center renovation and addition are moving forward on schedule; and graduation and retention rates remain strong. Fredonia is completing the metrics for the SUNY Excels Performance Improvement Plan and will submit six white papers in the competition for Performance and Innovation Funding from SUNY. Two construction projects are nearly ready to go as soon as funding is secured: the Houghton Hall renovation and the construction of an Admissions Center near the campus entrance. The 2015-2016 academic year will be important in developing a Strategic Enrollment Management Plan, a community

engagement plan, a transition to a new Learning Management System, a new business intelligence system, and new approaches to marketing, recruitment, and retention.

## Planning Assumptions

These are the planning assumptions used in the development of the President’s Office budget for 2015-2016:

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

## Operating Budget

The 2015-2016 Operating Budget for the President’s Office and reporting units is \$632,500. It is a decrease of \$52,000 from 2014-2015, as part of the campus-wide expenditure reduction to close the budget gap and redistribution of allocation to help fund the operations of the Engagement and Economic Development division.





<b>FREDONIA</b>			
<b>Proposed 2015-2016 Operating Budget</b>			
<b>President</b>			
	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
President's Office Personnel	\$ 291,000	\$ 316,800	\$ (25,800)
Institutional Studies	\$ 158,400	\$ 165,700	(7,300)
Affirmative Action	61,500	61,200	300
Overtime	100	100	-
<b>Personal Service Regular</b>	<b>\$ 511,000</b>	<b>\$ 543,800</b>	<b>\$ (32,800)</b>
<b>Temporary Service</b>	<b>9,600</b>	<b>6,100</b>	<b>3,500</b>
<b>Other Than Personal Service</b>	<b>111,900</b>	<b>134,600</b>	<b>(22,700)</b>
<b>TOTAL</b>	<b>\$ 632,500</b>	<b>\$ 684,500</b>	<b>\$ (52,000)</b>

<b>FREDONIA</b>	
<b>Proposed 2015-2016 Operating Budget</b>	
<b>SUMMARY</b>	
<b>President's Office</b>	
2014-2015 Original Base Budget	\$ 684,500
2014-2015 Campus Adjustments	
Transfer To Engagement & Econ. Develop.	(10,000)
Redistribution of Allocation	(6,700)
2014-2015 Salary Adjustments	5,900
Sub-Total Permanent Adjustments	<u>(10,800)</u>
2014-2015 Final Base Budget	\$ 673,700
2015-2016 Budget Adjustments	
Divisional Expenditure Reductions	(41,200)
Sub-Total 2015-2016 Budget Adjustments	<u>(41,200)</u>
<b>2015-2016 Base Budget</b>	<b>\$ 632,500</b>



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

## Division of Academic Affairs

### Overview

The Division of Academic Affairs comprises over 70 percent of 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. The Chair of the University Senate has been included on the council in order to facilitate communication and shared decision-making. At its annual summer retreat, the Provost’s Council reflects on progress made in the past academic year and sets goals for the upcoming year based on the Power of Fredonia, the institution’s multi-year strategic plan. At its winter retreat in January, the council monitors mid-year progress on annual goals.

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

### Highlights

- Through a close collaboration with Student Affairs, the Division of Academic Affairs has been engaged in a process of strategic enrollment management that integrates curricular, co-curricular, fiscal, space and enrollment planning to achieve optimum enrollment and ensure fiscal sustainability for the institution.
- In November 2014, Donna Hay, associate director for Strategic Research at the higher education think tank Educational Advisory Board, gave a presentation to the Academic Leadership and Enrollment Services staff on enrollment strategies in a time of “demographic decline.” The presentation on “future students, future revenues” grounded the work in a shared understanding of enrollment challenges and opportunities. As high school graduation rates, particularly in the Northeast region, decline, and as state support declines, universities and colleges are presented with revenue “tailwinds.” Universities and colleges are developing strategies for reaching underserved undergraduate student segments, including low income, high ability students, international and English language learners, community college transfers, adult degree completers and graduate students seeking professional master’s degrees.
- Fredonia has made significant progress in attracting international students and English language learners through its partnership with EC English, a third-party provider of non-credit English language training. Students who are academically well prepared for college but do not yet have proficiency in English now have a formal pathway to matriculation at Fredonia. The EC English program has served over 50 students in its first year and expects to grow substantially. Through its partnership with EC English, Fredonia now has access to over 150 international recruiters around the world.
- Academic Affairs developed and implemented important tools to support the retention and timely graduation of students. First, academic departments and admissions counselors collaborated to develop one-page degree maps for each academic





degree program to assist with recruiting students. The degree maps have been used as tools for recruitment, timely graduation, and retention at universities and colleges. Second, [DegreeWorks](#) is an online degree audit tool that allows students and advisors to review and monitor progress towards degree. DegreeWorks will provide an interactive planning tool for students and advisors to work together to plan future semesters.

As enrollments and revenue declines, the Division of Academic Affairs has worked assiduously to reduce expenditures through increased efficiency of academic departments and support units in order to reallocate resources to enhance quality in serving students. Through a rigorous review of operations, the division reduced its personnel expenditures by over \$850,000.

- The division has taken several steps to improve the collection, management and governance of data to support academic decisions. The Provost’s Office, working with the Office of Institutional Research, Planning and Assessment (IRPA), budget office, and deans, created a dashboard on instructional costs and productivity to assist with evaluating the resource implications of academic decisions. The work resulted in the review of the selection and launch of an affordable enterprise reporting solution to address needs of all divisions. The Business Intelligence Solutions Evaluation Project recommended the Argos Enterprise Reporting Solution for Fredonia. Argos

is currently being implemented and will significantly improve timely access to accurate data to inform decision-making.

- The Fall 2014 department chairs retreat in late August focused on improving course-scheduling process to increase institutional effectiveness and create a more student-centered schedule. The discussion generated ideas for improvement in procedures, data support, policies, digital tools, and coordinated communication. A task force of department chairs, deans and the Registrar, led by Associate Provost Lisa Hunter, was appointed to improve the current process of course scheduling. The group has evaluated the process to be sure that the best decisions are made, with the most accurate and timely data, as the division builds schedules, and helps students register and enroll to fulfill degree requirements.
- As a result of the work of the course scheduling task force, Fredonia has submitted a proposal for funding from the SUNY Investment and Performance Fund to support a transformative partnership between Ad Astra Information Systems and SUNY campuses. The partnership will result in a comprehensive analysis of course offerings, course capacity, and space utilization in order to establish campus-specific goals for improved access and efficiency in course scheduling. Although ensuring that students have access to the courses that they need is fundamental to every institution’s strategy for improving student success and completion, current practices

<b>FREDONIA</b>			
<b>Proposed 2015-2016 Operating Budget</b>			
<b>Academic Affairs</b>			
	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
<b>Personal Service Regular</b>	<b>\$ 26,187,900</b>	<b>\$ 26,140,800</b>	<b>47,100</b>
<b>Temporary Service</b>	<b>3,868,950</b>	<b>4,043,700</b>	<b>(174,750)</b>
<b>Other Than Personal Service</b>	<b>1,518,750</b>	<b>1,466,900</b>	<b>51,850</b>
<b>TOTAL</b>	<b>\$ 31,575,600</b>	<b>\$ 31,651,400</b>	<b>\$ (75,800)</b>



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may rely more on history than effective use of analytics, with results that are expensive to institutions and obstructive to degree attainment. An institution may retain students from the first to second year, provide adequate financial aid, help students engage in and out of the classroom, and provide them with a clear roadmap to graduation, but students cannot succeed if they cannot get the courses they need. Within just a few months, Fredonia will be using data from its student information system to create course schedules that accelerate students' time to degree completion, more effectively meet student needs with full-time faculty, alleviate space and program bottlenecks, and leverage campus financial, human, and physical resources more efficiently.

- The Division of Academic Affairs has conducted reviews of administrative and academic support areas to be sure that it is making the best use of resources. Based on those reviews, the division has reorganized the Office of International Education, Information Technology Services, and the Office of Sponsored Programs to improve efficiency and effectiveness. It will continue review of operations and staffing in other academic support in the coming year.

The decrease of expenditures in some areas has allowed the division to invest through reallocation in preserving and enhancing high quality academic programs. The institution

will look to invest in permanent allocation for sabbaticals that demonstrate a high value to the institution. After a careful review of vacant full-time faculty positions, and following an inclusive, data-informed process of review for requests for tenure track faculty, the President's Cabinet approved 18 tenure track searches for 2015-2016. The hiring of faculty is one of the most important investments that an institution makes. Fredonia's academic program array is dynamic, reflecting the changing demands of students and needs of employers. As some academic programs are discontinued, new programs are launched.

### *Deactivated and Discontinued Programs*

- SUNY has approved Fredonia's request to deactivate and discontinue the B.A. in German. Final approval by the New York State Education Department (NYSED) is pending;
- The request to deactivate the B.S. in Geophysics was approved by SUNY;
- The request to deactivate and discontinue the Certificate of Advanced Study in TESOL Special Education was approved by SUNY and NYSED in July 2015.

### *New Program Development*

- The Certificate in Advanced Study in Professional Writing, developed by the Department of English, has

<b>FREDONIA</b>	
<b>Proposed 2015-2016 Operating Budget</b>	
<b>SUMMARY</b>	
<b>Academic Affairs</b>	
2014-2015 Original Base Budget	\$ 31,651,400
2014-2015 Campus Adjustments	
Redistribution of Allocation	14,100
Additional System Administration Recharges	42,100
Transfer Funding to Engagement & Economic Dev	(63,700)
2014-2015 Salary Adjustments/Position Changes	932,100
Sub-Total Permanent Adjustments	924,600
2014-2015 Final Base Budget	\$ 32,576,000
2015-2016	
Divisional Expenditure Reductions	(891,300)
Reclassify Institutional & System Admin. Recharges	(109,100)
Sub-Total 2015-2016 Budget Adjustments	(1,000,400)
<b>2015-2016 Base Budget</b>	<b>\$ 31,575,600</b>



been approved by SUNY and is awaiting approval by NYSED;

- The M.A. in Language and Learning was approved by SUNY and by NYSED in July 2015.
- The B.S. in Music Industry was submitted to SUNY for approval in August 2015.

Fredonia just received notice that its request to develop a Certificate of Advanced Study in Information Security was approved for funding by the competitive SUNY High Needs Grant Program. Fredonia will receive \$54,400 in 2015-2016 to support the development of the certificate.

## Planning Assumptions

The Provost's Council has developed a multi-year plan to help immediately address the institutional budget shortfall. Planning assumptions for 2015-2016 are based on the plan to increase revenue and decrease expenditures through strategic enrollment management, reallocation of resources, and transformation of the curriculum. In order to achieve the goals, the following operating assumptions will be used:

- The division will continue to track expenditures precisely according to the best cost accounting practices.
- 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.
- Resources will align with students taught and served. Allocations for contingent faculty will be reduced to align with the decline in Semester Credit Hours generated.
- Rigorous review of operations and staffing in academic support areas will continue to ensure administrative efficiency and effectiveness. Requests to hire non-instructional staff in Academic Affairs must

be accompanied by a detailed position description and explanation for why duties cannot be completed with existing staff.

- Working within shared governance, Academic Affairs will review the faculty workload policy and update the University Handbook.
- The institution will conduct a comprehensive review of the current academic program array in order to "right-size" the curriculum, reducing in some areas and developing new programs in other areas.
- In order to increase efficiency and effectiveness of instruction, the provost, the deans, and departments will carefully scrutinize 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.
- Fredonia will partner with Ad Astra Information Systems to conduct a rigorous and methodical review of the course schedule to increase efficiency, reduce cost of instruction, and increase student "velocity" to completion.
- During Fall 2015, 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 \$891,300 will be implemented.

## Operating Budget

The 2015-2016 Academic Affairs budget totals \$31,575,600 – a decrease of \$75,800 from the 2014-2015 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.





# 2015-2016 Fredonia Operating Budget

## Proposed 2015-2016 Operating Budget Academic Affairs

	2015-2016 Allocation	2014-2015 Allocation	Change
General College Program	0	8,000	(8,000)
Computer and Information Sciences	661,700	724,500	(62,800)
Education	122,400	117,200	5,200
Education C & I	725,900	850,500	(124,600)
Education LLL	935,500	888,600	46,900
Office of Field Experiences	129,100	125,000	4,100
Communication Disorders & Sciences	682,400	662,700	19,700
Learning Center	253,300	255,400	(2,100)
Speech & Hearing Clinic	73,400	71,700	1,700
Dean, College of Arts & Sciences	241,000	238,800	2,200
Interdisciplinary Studies	18,500	18,500	-
Theatre & Dance	1,019,700	877,100	142,600
Fine Arts Activities	389,400	380,100	9,300
Gallery	55,000	0	55,000
Assoc. VP Graduate Studies & Research	53,500	51,000	2,500
Dean, Visual & Performing Arts	197,200	194,500	2,700
Visual Arts & New Media	968,000	1,010,800	(42,800)
Biology	920,900	956,900	(36,000)
Business	1,369,900	1,322,200	47,700
School of Business	205,500	202,900	2,600
Chemistry	677,400	748,100	(70,700)
Economics	465,800	450,100	15,700
Applied Professional Studies	213,200	211,400	1,800
English	1,333,300	1,492,500	(159,200)
Modern Languages	500,000	487,700	12,300
Geology	411,900	438,500	(26,600)
History	917,300	1,008,100	(90,800)
Mathematical Sciences	806,300	879,500	(73,200)
Philosophy	382,900	432,600	(49,700)
Physics	375,100	311,400	63,700
Political Science	459,100	519,800	(60,700)
Psychology	905,500	911,100	(5,600)
Sociology	810,800	550,300	260,500
Criminal Justice (moved to Soc 14-15)	0	55,000	(55,000)
Social Work (moved to Soc 14-15)	0	204,200	(204,200)
Communications	866,800	867,900	(1,100)
Music	2,948,800	2,788,700	160,100
Dean, College of Education	199,800	198,500	1,300
Academic Computing	204,500	200,900	3,600
Academic Advising	46,000	38,400	7,600
Adjuncts	229,800	0	229,800
Non Instructional Payments	31,400	0	31,400
Assoc. VPAA	161,600	174,800	(13,200)
International Education	152,300	102,000	50,300
Creative Support Services	583,600	565,400	18,200
Library - Personal Service	962,300	992,700	(30,400)
Registrar	386,700	386,200	500
VP Academic Affairs	217,300	214,600	2,700
Academic Support	47,000	50,000	(3,000)
Fredonia Plan	205,100	199,700	5,400
Research Administration	213,900	219,900	(6,000)
Contract & Grant Administration	65,100	55,700	9,400
Computer Services	1,110,500	1,048,900	61,600
Data Communications	169,000	161,300	7,700
Honors Program	5,000	5,000	-
SUNY ITEC Support Recharges	100,500	213,500	(113,000)
<b>Personal Service Regular (PSR) &amp; PSR Stipend:</b>	<b>\$ 26,187,900</b>	<b>\$ 26,140,800</b>	<b>\$ 47,100</b>



## College of Liberal Arts and Sciences

### Overview

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

### Highlights

- The new Science Center was opened in fall of 2014. It brought to fruition years of planning; a special thanks and congratulations should go out to Project Shepherd Holly Lawson and also to the chairs of Biology and Chemistry and Biochemistry, Pat Astry and Tom Janik.
- The college conducted a number of successful searches for tenure-track faculty. The following hires were made:
  - ◊ Dr. Courtney Wigdahl-Perry, Freshwater Ecology
  - ◊ Dr. Michael Scialdone, Computer Information Systems
  - ◊ Dr. McLoddy Kadyamusuma, Communication Disorders and Sciences
- Dr. Lisa Denton, Psychology
- Dr. Darrin Rogers, Psychology
- Ms. Roslin Smith, Communication - Video
- Dr. Anny Castilla-Earls of the Department of Communication Disorders and Sciences was awarded a three-year National Institutes of Health (NIH) R-15 \$440,000 grant to: support meritorious research expose students to research, and, strengthen the research environment of the institution.
- Dr. Kim Tillery of the Department of Communication Disorders and Sciences received the 2014 Distinguished Achievement Award from the New York State Speech-Language-Hearing Association (NYSSLHA).
- The Medical Technology program was awarded 'licensure-eligible' status by the New York State Education Department (NYSED).
- Science Suite (part of Honors House) was developed and approved.
- Four Computer and Information Sciences (CIS) students attended summer school in Beijing Jiatong University on a full scholarship, which included tuition, airfare, and room and board.
- English hosted its third annual professional development workshop for local teachers.
- Fredonia's First Middle and High School Science Fair was held on May 10, 2013.
- The Geosciences 50th Alumni Homecoming Event (Oct. 11-12, 2013) was a major success.
- The Department of Geosciences hosted the 85th Annual New York State Geological Association field conference on Sept. 20-22, 2013.
- Department of History faculty member Dr. Dave Kinkela received the Best Special Issue Award from the Council of Editors of Learned Journals for the Radical History Review issue "Water: History, Power, Crisis" (Vol. 116, Spring 2013), which he co-edited with Teresa Meade and Enrique Ochoa.



*Interim Dean of the College of Liberal Arts and Sciences  
Roger Bryne.*



*The newly constructed Science Center houses over \$4.2 million in new scientific equipment.*

- The Department of Modern Languages and Literatures (now World Languages and Cultures) received American Council on the Teaching of Foreign Languages (ACTFL), Spanish (SPA) National recognition for their Adolescence Education Programs in French and in Spanish.
- Department of Philosophy faculty member Dr. Steve Kershner was promoted to SUNY Distinguished Teaching Professor.
- Ivani Vassoler of the Department of Political Science (now Politics and International Affairs) was selected to serve as Chairperson of the Latin American Studies Association.
- Department of Psychology faculty member Dr. Andrea Zevenbergen was recognized with the President’s Award for Excellence.
- The Criminal Justice program became a member of the Criminal Justice Honor Society, Alpha Phi Sigma, and has inducted the first students into the society.
- Gordon Baird, chair of the Department of Geosciences, received the “Teacher of the Year” award from the Eastern Section of the American Association of Petroleum Geologists.
- Departments that maintain laboratories were granted the ability to establish modest laboratory fees.

## Planning Assumptions

Planning assumptions used in the development of the 2015-16 operating budget for the College of Liberal Arts and Sciences include the following:

- The college will be able to restore some of the critically needed 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.
- The college will continue to pursue efficiency in scheduling.
- The college will continue to monitor the adjunct budget with the goal of continuing to cut costs in this area.

## Operating Budget

The 2015-16 operating budget of the College of Liberal Arts and Sciences continues to pose serious challenges. Hopes are to be able to fill all critical tenure-track positions and eventually add positions in growth areas.

The college will continue to rely on adjuncts 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) ended its first official year (FY 2014) with a state allocation budget balance of plus 3.92 percent on a total of approximately \$600,000. It represents only a portion of the fiscal operation, but indicates that the college is running a complex organization responsibly. The School of Music, the Department of Theater and Dance, the Department of Visual Arts and New Media, and Rockefeller Performing Arts Center together serve over 1,000 majors and include 83 full-time faculty and staff. The college's mission is to be a premiere institution in the training and education of students in the arts, and a cultural center for the residents of Western New York.

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

The establishment of the new college is evidence of Fredonia's commitment to the arts as central to the mission of the university. Name recognition, reputation, recruitment, retention, and community engagement relies on a tradition of strong programming and training in the arts. A \$38 million expansion and renovation of Rockefeller Arts Center began 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. The college has used existing resources to establish a full-time position for the Director of the Cathy and Jesse Marion Gallery, who began on July 1,

2014. The college's programs meet or exceed national academic standards by seeking accreditation from the Council of Arts Accrediting Associations. Fredonia has recently been re-accredited in music and theatre, expects to be approved this year for the first accreditation in art and design, and intends to seek separate accreditation in dance over the next five years.

### Highlights

- Construction of the \$38 million Rockefeller Arts Center Addition and Renovation has begun and is on track to be complete for the fall semester of 2016.
- Enrollment and Retention
  - ◊ Enrollments for first-year, full-time students exceeded targets in Theatre/Dance and Visual Arts/New Media by 17 and eight respectively, and fell short in Music by seven. Total enrollments remain strong. While the total number of majors in CVPA fell from 1,117 in Fall 2013 to 1,095 in Fall 2014, the percentage of the university total enrollment increased from 18.9 percent to 19.6 percent.
  - ◊ Student retention rates in CVPA programs range from 81 percent to 87 percent, exceeding the university average of 78.5 percent.
- Hiring: The CVPA successfully filled three positions bringing in a new Director of the Marion Gallery, a new scenic designer and a new music theorist (subsidized with external funding).
- The School of Music
  - ◊ Professor Carolyn Stonefelt was promoted to SUNY Distinguished Professor. All three Distinguished Professors on the Fredonia campus are from the CVPA.
  - ◊ Eight jazz vocalists performed with the Buffalo Philharmonic Orchestra at Kleinhans Music Hall.
  - ◊ Hosted Quartetto Gelato, a Canadian progressive ensemble, for master classes and a concert.
- The Department of Theatre and Dance
  - ◊ Received a \$75,000 challenge grant from the Margaret L. Wendt



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



Foundation to support the purchase of equipment to create digital scenery.

- ◇ Staged the classic comedy, “A Midsummer Night’s Dream”.
- ◇ Hosted Native American dancer Rosy Simas for a performance and guest artist residency, funded by grants from the National Dance Project and the Carnahan-Jackson Humanities Fund.
- ◇ Produced, in collaboration with the School of Music, highly successful performances of “Susannah”, the 2014 Hillman Opera production.
- The Department of Visual Arts and New Media
  - ◇ Received unconditional first-time accreditation through the National Association of Schools of Art and Design. The initial accreditation is good for five years.
  - ◇ Had nine student entries accepted to the nationally competitive Student Experimental Film Festival in Binghamton. Only 49 films were accepted, from schools such as Virginia Commonwealth University, CalArts, Berkeley, Rhode Island School of Design and Emerson College. Fredonia had the most entries accepted of any institution. The other SUNY

schools represented were Binghamton (seven entries), Purchase (three), and one from the University of Buffalo.

- ◇ Collaborated in hiring the first full-time director of the Cathy and Jesse Marion Art Gallery. The gallery activities are funded entirely through the Marion endowment with the Fredonia College Foundation.
- Rockefeller Arts Center
  - ◇ Produced a highly successful Christmas Big Band spectacular.
  - ◇ Welcomed over 48,000 patrons in the 2013-14 season.

### Planning Assumptions

In developing the 2015-16 operating budget for the College of Visual and Performing Arts, it is assumed:

- That the college will receive approval to search for faculty lines identified as critical to current operations.
- That Strategic Enrollment Management will remain a critical focus as the college carefully manages enrollments in areas at capacity, direct recruiting towards those which can take more students, and focus on retention.
- That the college will continue to rely on student fees to maintain equipment, because of flat or decreasing state appropriations.
- That the college will continue to be accountable for contingent faculty budgets at the college level, posing opportunities for efficient staffing but challenges to absorb state-mandated increases.
- That the addition to and renovation of the Rockefeller Arts Center will post challenges to logistical operations and ticket revenue. The theater and dance department relies entirely on ticket sales for its production budget, and will lose use of the 400-seat Marvel Theatre for the Spring 2016 semester.
- That decisions about how the college spends the equipment budget for the Rockefeller project will be guided by what is needed, to best prepare students for today’s profession.



- That collaborative fundraising will be a critical part of the college’s activities as spaces are named for the Rockefeller Arts Center in the upcoming Fredonia fundraising Campaign.
- The college will continue to rely on ticket revenue and therefore marketing—especially in the Department of Theatre and Dance and Rockefeller Arts Center.

## Operating Budget

The 2015-16 operating budget of the College of Visual and Performing Arts poses serious challenges, similar to that of the entire university. As the college contributes to university-wide efforts to increase revenue and decrease expenditures, it will continue to feel challenged to find innovative ways to maintain top-quality teaching, performances and facilities. State-mandated salary increases for contingent faculty will make this even harder. The university has made great strides in making contingent faculty funding more transparent and consistent, and in giving deans responsibility for managing them. However, mandated increases at the college level will pose challenges similar to those faced by the university.



The addition to the Rockefeller Arts Center will enhance the university’s reputation when completed. During the second year of construction, the challenge will be to maintain performance opportunities and audience services while operating within a construction and renovation mode. The college will be guided in decisions by the baccalaureate goals, asking how decisions help students to become more skilled, creative, connected and responsible.







*Dean of the College of Education  
Christine Givner.*

## 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). 2014-2015 Academic Year Enrollment in the College of Education includes 401 undergraduate students and 142 graduate students, for a total of 543 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 552 Adolescence Education and Music Education undergraduate majors, and 85 graduate students. The COE-PEU is comprised of 28 programs leading to initial and advanced certifications for teachers and other school professionals. As of January 2015, there were 1,076 distinct candidates enrolled in COE-PEU programs for the 2014-2015 Academic Year, accounting for approximately 17 percent of all undergraduates and 82 percent of all graduates enrolled at the university. The COE Office of Field Experience was responsible for oversight of

more than 453 student teaching placements and more than 388 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 283 students complete the initial certification program and 90 students complete the advanced program for a total of 373 students completing programs in the 2013-2014 academic year.

### Highlights

- Full implementation of the SUNY Teacher and Leader Education Network (S-TEN) campus partnership initiative in which 12 COE-PEU faculty and staff collaborated with educators in three different school districts to enhance P-12 student achievement while building the capacity of the local schools to serve as rich clinical experiences for our candidates. Fredonia received \$28,000 from the New York State Education Department (NYSED) Race to the Top (RTTT) federal grant for the initiative, in the final year of the grant.
- Successful submission of the Council for the Accreditation of Educator Preparation (CAEP) Self Study Report in January 2015.
- Full implementation of the new state required teacher performance assessment (edTPA) for all initial certification candidates.
- Development and initial implementation of





the COE Strategic Enrollment Management Plan to ensure that the college is being proactive, intentional, and persistent in efforts to recruit potential students in high need areas and provide a supportive environment to ensure student retention to graduation.

- Received state approval for a graduate Literacy specialist master's degree program leading to dual certification in Literacy: Birth to Grade 6 and Literacy: Grades 5-12, and also a graduate advanced certificate in Bilingual Education.
- Initial implementation of a new required course for all of the COE initial certification programs— EDU 295 Introduction to Educational Assessment.
- Expanded international education/ study abroad opportunities for COE-PEU teacher education students:
  - ◊ In January 2015, 24 teacher candidates and four faculty from Fredonia participated in a service-learning project in Belize. The Fredonia students and faculty worked with four schools in Belize for two weeks, providing classroom materials, learning activities and professional development to teachers.
  - ◊ Four TESOL student teachers completed a four-week student teaching practicum in Oaxaca, Mexico, in partnership with University of Puebla (UPAEPE).
  - ◊ Successful visit of 11 University of Plymouth, United Kingdom, students to Fredonia in early June 2014.
  - ◊ Successful visit of 10 Fredonia students and one faculty tutor to Plymouth, United Kingdom, to participate in a three-week early field practicum in public schools in Plymouth.

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 operating budget for the College of Education include the following:

- Funding for needed faculty positions.
- Continued support for an adequate adjunct



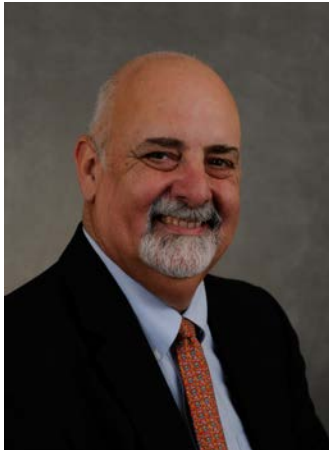
*Student teachers participating in an Educator Teacher Performance Assessment (edTPA) writing boot camp.*

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 2015.

## Operating Budget

The 2015-2016 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 newly registered dual certification graduate program in Literacy, and the Bilingual Advanced Certificate program. The College of Education plans to expand online course offerings during the next academic year with more offerings to practicing educational professionals across the state. The College of Education also plans to grow the international student population.



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

## 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 1,100 students with 21 full-time faculty, 26 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 is preparing to submit its second Progress Report to the Initial Accreditation Committee of the Association to Advance Collegiate Schools of Business (AACSB). In November 2014, the SOB was visited by Dean Emeritus of LaSalle University, Greg Bruce, who was assigned as the SOB AACSB mentor. Mr. Bruce reviewed the Standards Alignment Plan, the strategic plan, the Assurance of Learning process, and a draft of the Progress Report. 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 2015-2016 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 in real business settings. During the past year, 212 School of Business students had internships with various local companies, including Fredonia's Technology Incubator, Chautauqua County Visitors Bureau, City of Dunkirk Finance Office, Dunkirk Economic Development, RAE Foods, Chautauqua County Chamber of Commerce, Cott Beverages and Nestle Purina. Various students also had internships with out-of-state companies such as Disney Cruise Lines in Lake Buena Vista, Florida 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 Cincinnati and advanced to the quarterfinals where they finished 60<sup>th</sup> out of 200 universities. It was the 17th 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.

### Alumni and Student Highlights include:

- The School of Business Chartered Financial Analyst (CFA) Challenge Team under the guidance of Dr. Tai Yi competed against 12 other universities from Upstate and Western New York. The team finished third and won a Bronze Medal for the excellence of their presentation. The Fredonia Team was the only undergraduate team to finish in the top 10 at the competition.
- Seventeen students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting 169 clients to receive over \$280,000 in tax refunds.



- At a dinner reception, the Business Club presented the 2014 Business Person of the Year Award to Rita Canfora and Debbie Michalak of Cutting Crew.

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 budget for the School of Business include the following:

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

## Operating Budget

The 2015-2016 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.



*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  
Lisa Hunter.*

## Associate Provost for Curriculum, Assessment and Academic Support

### Overview

The Office of the Associate Provost for Curriculum, Assessment and Academic Support (APCAAS) supervises several of the academic support units, including the Learning Center, 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 throughout the academic year. Dr. Lisa Hunter began as the APCAAS in August 2014.

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

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. The APCAAS assists the director

of the Honors Program and oversees the General Education Program (also known as the College Core Curriculum - CCC). Dr. Hunter represents the Provost's Office in matters related to attracting, retaining, and enhancing the experience of transfer students, including the development, implementation and maintenance of transfer articulation agreements.

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

### Highlights

- The Registrar's Office released DegreeWorks to students, department chairs and advisors, and is preparing to add on reporting features as appropriate and available.
- The Registrar's Office transitioned to EMS online course scheduling software, allowing greater flexibility and ease of course scheduling for departments.
- The APCAAS and the Institutional Effectiveness Committee will submit the Middle States Periodic Review Report (PRR) and Higher Education Opportunity Act Compliance documents on June 1, 2015. The PRR will go through peer review by members of the Middle States Commission and will result in an official accreditation action.
- The Student Learning Assessment Committee reviewed and disseminated the National Survey of Student Engagement data to the Fredonia campus for discussion and development of recommendations for future planning.



# 2015-2016 Fredonia Operating Budget

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- No increases in budget allocations.
- Development and implementation of a First Year Seminar.
- Continued discussion regarding a revised general education program.
- A new Learning Management System (LMS) will provide an opportunity to discuss and plan for the future of online learning and other advance learning technologies on campus, including identification of a dedicated budget for an Office of Online Learning.
- Support for annual hosting fees and associated training for the Smart Catalog, a web-based editing tool.
- An increase in Full Opportunity Program (FOP) student enrollment requires additional support services for students.

## Operating Budget

The 2015-2016 budget will allow the Office of the APCAAS to continue to make progress toward various program goals within the academic support units. The Registrar will continue working with Institutional Research, Planning and Assessment to provide SUNY with the latest changes in Banner-reporting data; the office will also be continue to provide training for newly implemented features and reporting functions of DegreeWorks (a SUNY system advisement tool), and will continue to provide support and data for EMS Academic Scheduler. The Coordinator of Academic Advising and Liberal Arts will continue to update the web presence for campus advisement, creating a toolkit for advisors that will be user-friendly and mesh well with departmental advisement, and requires ongoing temporary service funding to staff orientation efforts.

Additional advisement services support will be needed as the campus continues to encourage students who truly want to explore various degree programs to enroll as a Liberal Arts major. The Learning Center continues to operate at a deficit after the retirement of the Assistant Director, 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 are focused on efficient and effective methods and tools needed to accurately and appropriately collect assessment information and documents. Exploration of a syllabus repository and online course evaluation tool are currently being discussed. E-portfolios have been eliminated as part of the general education discussion, but continue to be discussed as a possible Baccalaureate Goals assessment tool. It is possible that the new LMS will provide options for the area assessments, but all alternatives should be explored to find the best solution for the campus. In addition, the General Education Committee will explore standardized assessment options as a part of the general education assessment plan. First-year seminars have been discussed and resources will be needed to fully implement such a plan for all new first-year students.





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

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

### Overview

The Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development oversees the Professional Development Center (PDC), the Office of Sponsored Programs (OSP) and Graduate Studies. The search for the Associate Provost was successful, and Dr. Judith Horowitz started at Fredonia in June 2014.

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

The Office of Sponsored Programs (OSP) coordinates the development, application and administration of all sponsored programs on campus. During the 2013-2014 year, the office managed 36 sponsored awards totaling approximately \$2.4 million in expenditures. The indirect cost recovery from these awards is used to support campus-wide research, faculty development and other related academic endeavors. In addition to grant development and administration, the office also oversees compliance issues associated with research including human subjects use and protection, animal care and the responsible conduct of research.

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 includes two professionals: Wendy Dunst and a recruiter yet to be hired. The office employs a graduate assistant who aids in recruitment and retention efforts and serves as the organizing leader of the Graduate Student Organization.

### Highlights

#### The Professional Development Center (PDC)

- Coordinated faculty and staff programming for the campus’ inaugural Professional Development Day.
- Awarded \$59,000 to support faculty and staff development through the following programs: Instructional Incentive Award, Faculty Summer Research and Creativity Award, Professional Development Award, Amy Everett Award, the PDC Associates Program, CIEE Faculty Development Seminar Award and the Japan Studies Institute Program.
- Hosted Fredonia’s eighth Annual Teaching and Learning Conference, as well as numerous learning opportunities for faculty and staff throughout the academic year.

#### The Office of Sponsored Programs (OSP)

- Reorganization of the office has allowed for an increased level of efficiency in operations as well as a solid level of support for faculty research, scholarship and creative activity on campus during the year.
- The OSP expects to hire a Director in the 2015-2016 fiscal year to provide further support and leadership for faculty seeking extramural funds.
- The OSP created a two-year Strategic Plan focusing on creativity, collaboration and compliance.
- The National Institute of Health (NIH) awarded a three-year, \$440,000 grant to Dr. Anny Castilla-Earls of the Department of Communication Disorders and Sciences to further her research and study on language impairments in Spanish-speaking children.



## The Office of Graduate Studies

- New graduate courses and programs were approved in the areas of English, Bilingual Education, and TESOL. Graduate Computer Science courses are expected to be approved in upcoming months, laying the foundation for a Professional Science Masters (PSM) degree and certificate program at Fredonia
- An increase both in the number of grants submitted as well as the amount of indirect costs (IDCs) collected in the next year.
- The AVP and Graduate Studies office created a strategic plan for 2014-2016 that emphasizes creating foundational data points to create and execute strategic enrollment plans, promotes program growth and new program creation and aligns resources appropriately.
- EC English started campus operations in Summer 2014 and has become a partner in recruiting international graduate students and assisting accepted graduate students in improving their English language skills.
- The Graduate Studies office awarded seven Graduate Diversity Fellowships in 2014-2015, allowing the university to recruit diverse graduate students. Fellowships were awarded to those who have overcome challenges in attaining a graduate education. Minorities that have been historically underrepresented in higher education, first generation college students, those raised in a single-parent household and heads of single-parent families are all eligible to apply. Fredonia disbursed over \$28,000 in fellowships in 2014-2015.
- The Graduate Student Organization (GSO) continues to build a vibrant community with the support and collaboration of the Graduate Studies office and the Graduate Council. Each year, the GSO applies for Faculty Student Association grant money, which allows the organization to sponsor Convocation events in the fall and spring semesters. A graduate student banquet will complete the Convocation series.
- 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 of the depth and variety of learning opportunities and close faculty-student collaboration available across campus.

## Planning Assumptions

- That funding for Professional Development Center programs and activities will continue at current levels.
- The Office of Sponsored Programs will continue funding for all existing positions in the office, as well as for the Director.
- The OSP will strive to increase the number of grants submitted as well as the amount of Indirect Costs (IDCs) collected in the next year.
- The Graduate Studies office will seek full funding for all existing positions and search for a professional recruiter position in the office.
- The Graduate Studies office will also continue funding for online graduate software for admissions, recruitment and communication services.
- The Graduate Studies office will continue maintenance of current graduate academic programs and certificates and exploration of opportunities for growth in interdisciplinary collaborations leading to new certificates and partnerships.
- The Graduate Office will explore 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

The Professional Development Center (PDC), the Office of Sponsored Programs (OSP) and Graduate Studies office will continue at the same level of funding as the previous year.



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

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

### Overview

The Associate Vice President for Information Technology Services (ITS ) and Chief Information Officer provides leadership and oversight for the Information Technology Services unit and oversight for the Student Technology Fee budget. Information Technology Services strives to provide reliable, secure, and accessible computing infrastructure, in addition to implementing new and maintaining current services for students, faculty, and staff use as articulated in the unit’s mission statement. Stephen Rieks currently serves as Fredonia’s Associate Vice President for Information Technology Services and Chief Information Officer. In addition, the ITS department has 34 staff members who provide 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 university Cabinet, the Information Technology Advisory Board (ITAB) and associated steering committees, ITS Leadership, and ITS staff members.

Information services are utilized in every aspect of the Fredonia environment. The initial “visit” to 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, secure wireless network (FREDsecure) access, 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 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:

- Installed or upgraded instructional technology in four computer labs, six conference rooms and 33 classrooms.
- Implemented new business continuity and disaster recovery data center to maintain critical campus-wide services in the event of unscheduled or scheduled outages.
- Implemented new Intrusion Prevention System to enhance the overall security posture for the institution.
- Expanded wireless network access coverage in Mason Hall by installing 37 new wireless access points.
- Completed nine new smart classroom renovations throughout the academic buildings on campus.
- Installed 2,586 new Ethernet network connections, 191 new wireless network access points, 161 new FREDcard door access control readers, 18 new video surveillance cameras within the seven new Townhouses, Conference Center and Science Center.
- Implemented new ITS Project and Contract Management frameworks to enhance overall efficiency of communication and completion of projects campus wide.





- Completed the renovation of the first floor of Maytum Hall and reunited ITS programming staff.

## Planning Assumptions

Planning assumptions used in development of the Information Technology Services' 2015-2016 operating budget include the following:

- Full funding for existing positions.
- Information Technology infrastructure will continually be required to be upgraded based on performance requirements and equipment life-cycles.
- New information technology services and infrastructure will require ongoing maintenance and an increase in staffing.
- Annual support and maintenance agreements will continue to increase in cost.

## Operating Budget

The 2015-2016 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 and computing equipment 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.



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



*Vice President for Finance and Administration Elizabeth Praetorius.*

## 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 and Sustainability
- Facilities Planning
- Facilities Services – Custodial, Grounds and Landscaping, Maintenance, Motor Vehicles
- Faculty Student Association Executive - Auxiliary Services
- Human Resources
- Internal Control
- Payroll
- Purchasing
- Student Accounts
- University Accounting
- University Controller
- University Services – Central Receiving, Contract Administration, Copy Center, Mail Services, and Property Control

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

- Assuring strong financial management practice and services.
- Providing a safe and supportive educational environment.
- Providing outstanding service to all customers of the Fredonia campus
- Assuring well-maintained buildings and grounds.
- Supporting the region’s economic and educational development.

### Highlights

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

- Elizabeth Praetorius commenced the role as Vice President for Finance and Administration on August 1, 2014 following the conclusion of a national search.
- Construction was finalized and occupancy completed for the \$30 million University Village Townhouse project and the \$60 million Science Center project. Worked collaboratively with the campus community in delivering outstanding events for the Science Center Dedication and the Townhouse’s Ribbon Cutting.
- Continued use of an interactive “Budget Road Map” to assist Cabinet in budget planning for FY 2015-16 and continued update and presentation of five-year budget forecasts and projections.
- Worked with the President’s Cabinet in early Spring 2015, identified \$1.2M in budget reductions towards a \$2.1M reduction target for FY 2015-16 which were implemented for the Form 1 submission.
- Identified an estimated \$40,000 in utility savings by reducing the campus’ use of 6,486 sq. feet of building space in the Administrative Office Complex.
- Completed a multi-departmental reorganization that reduced staffing costs by over \$90,000, providing two staff members with promotions to director positions.
- The Budget Office worked in conjunction with Academic Affairs and Finance and Administration in the implementation of raising the base pay for all contingent faculty to \$900/credit hour.
- Implemented the SUNY online Time and Attendance System (TAS) for all United University Professionals (UUP) (non-hourly) and Management Confidential (M/C) employees, moving employees away from paper timesheet submissions.



- Continued to work with Minority and Women Business Enterprises (MWBE) vendors towards the SUNY wide procurement goal of 30 percent and the New York State Office of General Services goal of 6 percent for Combat Disabled Veteran Businesses.
- Construction continued on the \$36 million Rockefeller Arts Addition with completion scheduled for the summer of 2016.
- Initiated a design project for a \$6.3 million capital project for a new Admissions Center.
- Continued efforts to secure construction funding from State University Construction Fund (SUCF) for the \$33 million Houghton Hall Rehabilitation project.
- Continued support of campus-wide sustainability initiatives including the annual Community Electronics Recycling Day with 1,176 vehicles being unloaded and filling five trailers with recycle materials.
- The hard work of the campus custodial and grounds staff has resulted in the campus consistently being recognized for its outstanding appearance and cleanliness.
- Installed a solar array at the College Lodge which has produced approximately 120 percent of the lodge's summer power needs. The net metering will offset the power consumption at the lodge during the winter months.
- The Faculty Student Association (FSA) has partnered with Tapingo to bring online ordering to all FSA units. The Tapingo app allows students to utilize Meal Plans, Points, FREDFunds, Debit, Credit, Apple Pay, Google Wallet, and PayPal to pre-purchase food and pick up at designated locations.
- In concert with Academic Affairs and UUP local leadership, successfully negotiated revisions to the Handbook on Appointments, Re-appointments and Promotions (HARP).
- Provided bus shuttle services to over 80,000 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.

<b>FREDONIA</b>		
<b>Proposed 2015-2016 Operating Budget</b>		
<b>SUMMARY</b>		
<b>Finance &amp; Administration</b>		
2014-2015 Original Base Budget		\$ 5,737,100
2014-2015 Campus Adjustments		
Redistribution of Allocation	(400)	
2014-2015 Salary Adjustments	53,200	
Sub-Total Permanent Adjustments		52,800
2014-2015 Final Base Budget		\$ 5,789,900
2015-2016 Budget Adjustments		
Divisional Expenditure Reductions	(249,300)	
Reclassify Institutional & System Admin Recharges	44,930	
Sub-Total 2015-2016 Budget Adjustments		(204,370)
<b>2015-2016 Base Budget</b>		<b>\$ 5,585,530</b>





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

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 Finance and Administration budget include:

- Replacements for open positions will continue to be subject to a six month delay before a search can commence.
- Implemented over \$249,300 in expenditure reductions, which included reducing staff by 4.5 Full Time Equivalents (FTEs).
- There are no planned layoffs of any Finance and Administration employees.



## Operating Budget

The division's 2015-2016 budget totals \$5,585,530 – a decrease of \$151,570 from the 2014-2015 fiscal year. The Finance and Administration budget represents 10.68 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.





**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**Finance & Administration**

	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
Employee Assistance Program	\$ 20,800	\$ 20,300	\$ 500
M&O Admin & Management	35,700	40,900	(5,200)
Facilities Planning	44,300	76,100	(31,800)
Custodial	1,537,000	1,550,600	(13,600)
Technology Incubator	15,000	14,200	800
Bldgs - Structural Maintenance	171,500	-	171,500
Bldgs - Systems - Electrical	87,500	-	87,500
Bldgs - Systems - Plumbing	150,500	-	150,500
Refrigeration	-	34,400	(34,400)
Grounds	262,000	251,300	10,700
Motorized Equip	99,700	95,000	4,700
HVAC/Refrig	246,200	203,600	42,600
Health & Safety	35,200	104,300	(69,100)
VP Administration*	-	217,800	(217,800)
Business Affairs*	-	221,500	(221,500)
College Services	203,200	120,100	83,100
Budgeting	119,400	116,000	3,400
Accounting	62,100	60,600	1,500
Purchasing	134,600	131,200	3,400
Accounts Payable	22,600	21,500	1,100
Payroll	151,600	188,600	(37,000)
Personnel	237,000	308,500	(71,500)
Property Control	46,200	40,100	6,100
Internal Audit	61,900	55,500	6,400
Student Billing	289,100	300,800	(11,700)
Central Duplicating	29,800	35,000	(5,200)
Mail & Messenger	30,800	40,500	(9,700)
Central Stores	28,900	69,200	(40,300)
Overtime	127,400	127,400	-
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
<b>Personal Service Regular</b>	<b>\$ 4,265,700</b>	<b>\$ 4,460,700</b>	<b>\$ (195,000)</b>
<b>Temporary Service</b>	<b>126,215</b>	<b>149,100</b>	<b>(22,885)</b>
<b>Other Than Personal Service</b>	<b>1,193,615</b>	<b>1,127,300</b>	<b>66,315</b>
<b>TOTAL</b>	<b>\$ 5,585,530</b>	<b>\$ 5,737,100</b>	<b>\$ (151,570)</b>

\* Funding moved to an IFR account



*Vice President  
for University  
Advancement  
David Tiffany.*

## Division of University Advancement

### Overview

The University Advancement division supports, encourages, and promotes the State University of New York at Fredonia’s academic mission and vision by 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 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 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 2014 giving was \$3,281,353, a 75 percent increase from the previous year when receipts totaled \$1,799,996.
- Annual Fund giving in 2014 was \$385,123, a decrease of 7.8 percent from 2013 receipts of \$417,563.
- All-Campus Appeal: payroll deduction pledges made for 2014 included 149 pledges worth \$62,025, a 7.5 percent decrease from 2013 which included pledges totaling \$67,089.

- The Scholars Breakfast was a highlight of Family Weekend with over 1,000 scholarship recipients, family members, donors, faculty and foundation board members in attendance.
- There are now 425 endowments in the Fredonia College Foundation.

### Planning Assumptions

Planning assumptions used in the development of the 2015-2016 operating budget for the Division of University Advancement includes the following:

- Fredonia College Foundation receipts are expected to decrease by 20 percent in 2015.
- 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 2015-2016 totals \$1,454,200. 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.





**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**SUMMARY**

**University Advancement**

2014-2015 Original Base Budget		\$ 1,405,500
2014-2015 Campus Adjustments		
2014-2015 Salary Adjustments	47,400	
Sub-Total Permanent Adjustments		47,400
2014-2015 Final Base Budget		\$ 1,452,900
2015-2016 Budget Adjustments		
Divisional Expenditure Reductions	1,300	
Sub-Total 2015-2016 Budget Adjustments		1,300
<b>2015-2016 Base Budget</b>		<b>\$ 1,454,200</b>

**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**University Advancement**

	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
Alumni Relations	\$ 78,200	\$ 76,400	\$ 1,800
Office of Creative Design	228,400	222,800	5,600
University Information Services	595,000	582,700	12,300
VP University Advancement	315,000	311,000	4,000
<b>Personal Service Regular</b>	<b>\$ 1,216,600</b>	<b>\$ 1,192,900</b>	<b>\$ 23,700</b>
<b>Temporary Service</b>	<b>34,000</b>	<b>25,000</b>	<b>9,000</b>
<b>Other Than Personal Service</b>	<b>203,600</b>	<b>187,600</b>	<b>16,000</b>
<b>TOTAL</b>	<b>\$ 1,454,200</b>	<b>\$ 1,405,500</b>	<b>\$ 48,700</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 First-Year and Transition 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 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 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 recently-renovated Williams Center, provides leadership development programs for nearly 200 students each year.
- Campus Life and Volunteer and Community Services at Fredonia continue to promote student involvement in local service related activities and programs.
- 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 for campuses in Western New York and in the current economic environment. As a result, Admissions staffing, travel and marketing expenses have been increased.
- 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 2015-2016 operating budget for the Student Affairs division include the following:

- The addition of a full-time temporary 10-month Admissions Counselor, to improve recruitment in the New York City region.
- Increased funding for travel and marketing expenses.
- Continue to enhance the existing First-Year and Transition programs to improve the student retention rate.
- Increasing scholarship dollars to improve the student yield from recruitment activities.
- Expenditure reductions of \$43,800 were implemented towards a divisional goal of \$209,292.





## Operating Budget

The proposed 2015-2016 Student Affairs operating budget totals \$4,460,000 and represents approximately 8.53 percent of the University Operating budget. The budget provides funding for 66.94 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 the competition. 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. With SUNY budgets being 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. With recent enrollment declines, and without the state funding for mandated increases, the budget situation at Fredonia is of great concern. The campus will need help from the state and SUNY to maintain quality and get through these difficult times.



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





# 2015-2016 Fredonia Operating Budget

## FREDONIA Proposed 2015-2016 Operating Budget SUMMARY

### Student Affairs

2014-2015 Original Base Budget		\$ 4,414,500
2014-2015 Campus Adjustments		
2014-2015 Salary Adjustments	89,300	
Sub-Total Permanent Adjustments		89,300
2014-2015 Final Base Budget		\$ 4,503,800
2015-2016 Budget Adjustments		
Divisional Expenditure Reductions	(43,800)	
Sub-Total 2015-2016 Budget Adjustments		(43,800)
<b>2015-2016 Base Budget</b>		<b>\$ 4,460,000</b>

## FREDONIA Proposed 2015-2016 Operating Budget Student Affairs

	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
VP Student Affairs	\$ 396,800	\$ 412,500	\$ (15,700)
Admissions	769,900	784,300	(14,400)
First-Year Program	67,300	65,700	1,600
Educational Opportunity Program	121,500	118,900	2,600
Financial Aid	294,300	284,700	9,600
Career Development	294,800	307,500	(12,700)
Health & Physical Education	493,000	478,500	14,500
Multicultural Affairs	135,500	131,300	4,200
Campus Center	307,700	300,700	7,000
University Police	677,600	691,300	(13,700)
Athletics	379,300	370,100	9,200
<b>Personal Service Regular</b>	<b>\$ 3,937,700</b>	<b>\$ 3,945,500</b>	<b>\$ (7,800)</b>
<b>Temporary Service</b>	<b>178,200</b>	<b>124,900</b>	<b>53,300</b>
<b>Other Than Personal Service</b>	<b>344,100</b>	<b>344,100</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 4,460,000</b>	<b>\$ 4,414,500</b>	<b>\$ 45,500</b>



## Division of Engagement and Economic Development

### Overview

The Division of Engagement and Economic Development (EED) facilitates and supports university-community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of the region through active community engagement and partnerships with local and regional agencies, governments, businesses and universities. Kevin P. Kearns serves as the Vice President for Engagement and Economic Development. EED partners with the community through the Fredonia Technology Incubator (SFTI) in Dunkirk, N.Y., the Innovation Hot Spot Program, StartUp NY and other units across the university.

### Highlights

- EED oversaw a university-wide committee that gathered data and information in support of the university'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. Fredonia's Carnegie Classification for Community Engagement was approved and is valid through 2025.
- Chuck Cornell assumed the duties as the Interim Director of the Fredonia Technology Incubator (FTI). He oversaw the successful transition of the incubator that sharpened its mission on the interface of arts and technology. Several new businesses were welcomed into the incubator including two faculty businesses and a student business. The incubator and its clients hosted approximately two dozen student interns during the academic year.

- FTI continues to host economic development activities as part of its mission as the economic development hub of Northern Chautauqua County. The incubator hosted 159 community events during the academic year which were attended by an estimated 2,464 individuals.
- A second John R. Oishei Foundation grant was secured to support an expansion of incubator programming for arts related initiatives. The three-year \$300,000 grant (\$500,000 with matching funds) supported the hiring of Monica Kemp as the new FTI Administrative Assistant and Program Manager.
- An FTI Consolidated Funding Application (CFA) Incubator Grant has been submitted to N.Y.S. The purpose of the grant is to support expanded programming and staff. Specifically, funding is requested to expand the FTI focus on the arts and technology, and provide outreach and programming for Hispanic individuals, Veterans, and young professionals/ entrepreneurs. The three-year request is for \$375,000.
- EED spearheaded the resubmission of the \$17.5 million grant, Fredonia 2020 Lake Erie Discovery Center (LEDC). 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 deep water research vessel.
- The Fredonia StartUP NY campus plan was approved. The plan focuses on recruitment of businesses in three clusters: agribusiness, technology and the arts, and Lake Erie research and development and tourism. EED is working closely with local, regional and state government officials and other SUNY universities to maximize the potential of the program to create jobs and revitalize the regional economy.
- EED was responsible for administering the National Assessment of Service and Community Engagement (NASCE) survey conducted by the Siena College Research Institute. The web-based survey quantitatively measures Fredonia's overall level of community engagement by evaluating the rate, frequency, and depth of student community service activities across



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



nine areas of human need. NASCE most specifically provides evidence of impact of community engagement on students as it allows Fredonia to track patterns over time. Results were generally consistent with previous findings. Approximately one half of Fredonia students (52 percent) are engaged in community service, a “higher overall percentage of service” compared to the general NASCE sample. In addition, the vast majority of Fredonia students (78 percent) agree that the university promotes community service among the student body.

- EED coordinated the campus celebration of “Earth Month.” The Sustainability Committee organized “No Impact Week” for the campus and Mark Dixon gave a keynote address on “YERT – Your Environmental Road Trip.” There were over forty campus presentations by Fredonia faculty, staff and community members.
- A highlight of Earth Month was the annual Fredonia Electronics Recycling Day.
- EED worked with the State University at Buffalo’s (UB) Regional Institute and all divisions of the university to conduct a comprehensive economic impact study for Fredonia. The report provides a baseline of key impact indicators, shedding light, through data and quantitative analysis, on Fredonia’s contributions to the local and regional economy.
- The analysis of Fredonia’s economic data demonstrates that the university has a substantial impact on the economy of Western New York’s Southern Tier. Statewide, Fredonia’s impact is estimated to be \$330.81 million. The majority of the total - \$240.36 million – accrues to the region, while nearly half of total (\$157.02 million) impacted the local Fredonia-Dunkirk community.

### Planning Assumptions

- Continue efforts that establish a greater understanding of Fredonia’s community and economic development activities.

- Invest in actions and initiatives related to implementing the Power of Fredonia plan, particularly those involving community engagement.
- Establish a broad based Fredonia Applied Learning Council to advise EED and the campus on engagement activities including service learning, community engagement and economic development.
- Develop and enhance strong sustainable partnerships that benefit both the university and the community.
- Seek extramural funding for EED initiatives and explore the development of future revenue streams through public-private partnerships.
- Hold a campus-wide Engagement Visioning Forum to obtain input from all constituents on strategic directions and goals for Fredonia’s community engagement activities.
- Partner with the Division of Academic Affairs, the Career Development Office, and others to foster the growth and development of service learning.
- Support economic development activities and opportunities through the Fredonia Technology Incubator, StartUP NY, the Innovation Hot Spot program, and other state and regional programs.

### Operating Budget

The total 2015-2016 Engagement and Economic Development operating budget is \$297,300. The EED budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Organizational and infrastructure improvements that support the assumptions will be a priority for the upcoming academic year.





**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**SUMMARY**

**Engagement & Economic Development**

2014-2015 Original Base Budget		\$ 217,600
2014-2015 Campus Adjustments		
2014-2015 Salary Adjustments	6,000	
Transfer Funding from President's Office	73,700	
Sub-Total Permanent Adjustments		79,700
2014-2015 Final Base Budget		\$ 297,300
2015-2016 Budget Adjustments		
Divisional Expenditure Reductions	-	
Sub-Total 2015-2016 Budget Adjustments		-
<b>2015-2016 Base Budget</b>		<b>\$ 297,300</b>

**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**Engagement & Economic Development**

	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
<b>Personal Service Regular</b>	\$ 217,800	\$ 215,100	\$ 2,700
<b>Temporary Service</b>	67,000	-	67,000
<b>Other Than Personal Service</b>	12,500	2,500	10,000
<b>TOTAL</b>	<b>\$ 297,300</b>	<b>\$ 217,600</b>	<b>\$ 79,700</b>



## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$1,110,000
- SUNY System Administration recharges of \$55,200 (two -year amount).
- Tap Credit Scholarships increasing by an additional \$421,100.
- Promotional rank salary increases of \$100,000.
- Reduction of utility expenditures of at least \$20,000 due to the closure of the Administration Office Complex.

## Operating Budget

The 2015-2016 Institutional/Utilities budget totals \$8,298,970 – an increase of \$631,570 from the 2014-2015 fiscal year.

## Institutional/Utilities Budget

### Overview

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

### Highlights

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

- Utility savings realized during 2014-2015 were utilized to help fund the State Operating budget shortfall.
- Monthly monitoring of various institutional recharge accounts allowed for accurate tracking of expenditures by the administrative department.





**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**SUMMARY**

**Utilities/Other**

2014-2015 Original Base Budget		\$ 7,667,400
2014-2015 Campus Adjustments		
Redistribution of Allocation	(7,000)	
Additional System Admin Recharges	25,600	
2014-2015 Salary Adjustments	(1,091,900)	
Sub-Total Permanent Adjustments		<u>(1,073,300)</u>
2014-2015 Final Base Budget		\$ 6,594,100
2015-2016 Budget Adjustments		
Reclassify Institutional & System Admin. Recharg	93,770	
Divisional Expenditure Reductions	(20,000)	
Tuition Credit Scholarship	421,100	
Promotional Rank Salary Increases	100,000	
2015-2016 Bargaining Unit Salary Increases	1,110,000	
Sub-Total 2015-2016 Budget Adjustments		<u>1,704,870</u>
<b>2015-2016 Base Budget</b>		<b><u>\$ 8,298,970</u></b>

**FREDONIA**  
**Proposed 2015-2016 Operating Budget**  
**Utilities/Other**

	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
<b>Personal Service Regular</b>	\$ 1,991,100	\$ 1,903,900	\$ 87,200
<b>Temporary Service</b>	40,470	272,900	(232,430)
<b>Utilities</b>	2,740,100	2,760,100	(20,000)
<b>Other Than Personal Service</b>	3,527,300	2,730,500	796,800
<b>TOTAL</b>	<b><u>\$ 8,298,970</u></b>	<b><u>\$ 7,667,400</u></b>	<b><u>\$ 631,570</u></b>





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**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

# **RESIDENCE LIFE OPERATING BUDGET**





# 2015-2016 Fredonia Residence Life Operating Budget



University Commons.

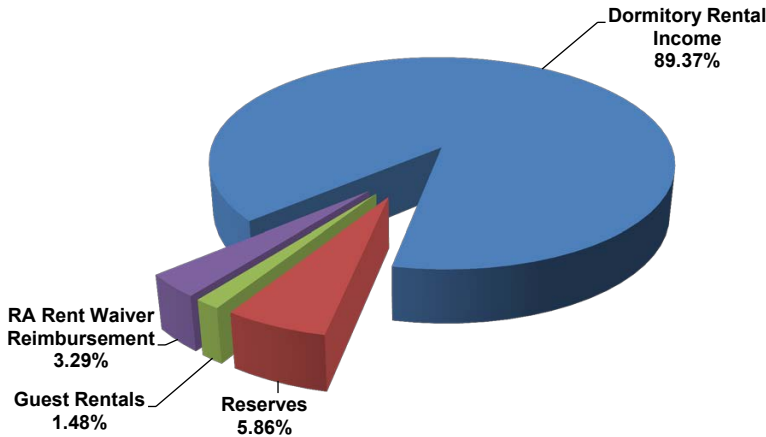
## FREDONIA Residence Life 2015-2016 Dormitory Income Fund Reimbursable (DIFR) Budget

### Overview

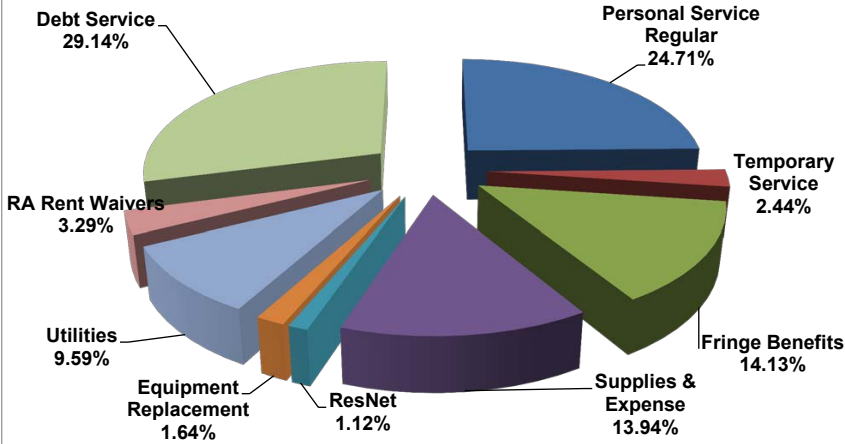
The Residence Life program on the Fredonia campus supervises the operation of 14 residence halls, and one newly constructed townhouse complex, with a designed capacity of 2,910 beds. Director of Residence Life Kathy Forster and Assistant Director/Townhouse Coordinator Dan Goodwin oversee the program, while Tylor Cardone serves as Resnet Coordinator. Collectively, they coordinate a staff of 13 Residence Directors (RDs), 68 Resident Assistants (RAs), and approximately 12 ResNet Technicians who provide a quality experience for its 2,453 (Fall 2014) residents.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2015-2016 Residence Life budget of approximately \$20.9 million funds 95.30 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 2015-2016 rates and capital projects was conducted on Dec. 9, 2014.

### Revenue Sources \$18,253,100



### Expenditures \$18,253,100



### Highlights

The 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 (survey will be re-administered during the 2015-2016 Academic Year) which measures student

# 2015-2016 Fredonia Residence Life Operating Budget



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 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.



*Nixon Hall.*

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

## FREDONIA Proposed 2015-2016 Budget Dormitory Income Fund Reimbursable (DIFR)

### Comparison of 2015-2016 Residence Life Budget to 2014-2015 Budget

	2015-2016	2014-2015	Change
<b>Revenue Sources:</b>			
Dormitory Rental Income	\$ 16,313,400	\$ 18,048,750	\$ (1,735,350)
One Time Use of Reserves*	\$ 1,069,700	\$ 48	\$ 1,069,652
Guest Rentals	270,000	260,000	10,000
RA Rent Waiver Reimbursement	600,000	625,000	(25,000)
<b>Total</b>	<b>\$ 18,253,100</b>	<b>\$ 18,933,798</b>	<b>\$ (680,698)</b>
*One Time Use of Reserves to Offset Two Missed Bond Payments from 2012-2013 Bond Sale			
<b>Expenditures:</b>			
Personal Service Regular	\$ 4,509,400	\$ 4,719,000	\$ (209,600)
Temporary Service	445,300	480,300	(35,000)
Fringe Benefits	2,578,800	2,740,702	(161,902)
Supplies & Expense	2,545,000	2,755,000	(210,000)
ResNet	205,000	209,000	(4,000)
Equipment Replacement	300,000	-	300,000
Utilities	1,750,000	1,650,000	100,000
RA Rent Waivers	600,000	625,000	(25,000)
Debt Service	5,319,600	5,754,700	(435,100)
<b>Total</b>	<b>\$ 18,253,100</b>	<b>\$ 18,933,702</b>	<b>\$ (680,602)</b>





# 2015-2016 Fredonia Residence Life Operating Budget



**2014-2015  
Residence Life  
Staff.**

life. Much of the success of the Fredonia Residence Life program comes from staff efforts to assist students to develop the skills and understanding to participate as productive members of a community with mutual respect and civility toward others. Many programs are offered throughout the academic year to enhance or assist resident students with these interpersonal skills. Students who live on campus become Skilled, Connected, Creative and Responsible as reflected in the university’s Mission Statement, through their co-curricular involvement and the Residence Life program.

A sampling of some of the events and programs from the past year includes the following:

- 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 2014 semester.
- WHOA – Weekend Hangout Activities. A collaboration with Campus Life to provide weekend activities.
- SOTM – Student of the Month. Residence Life seeks nominations from the faculty/staff. One student is chosen each month by a Residence Life Committee and recognized during a luncheon.
- Academic advising and tutoring programs.

- Community service opportunities – Participation in angel gifts, assisted living/nursing homes volunteer projects, Boys and Girls Club, bloodmobile, and Fall Sweep.
- Buffalo News Kids Day – 285 students from 22 student groups and staff raised more than \$2,946 for the Women and Children’s Hospital of Buffalo in April 2014.
- Resident Assistant training each semester, train peer mentors to assist residence hall students (topics include diversity, inclusion, mental health, emergency response, judicial affairs, etc.).

Other services provided to residence hall students include:

- The Wellness Center, Aerobics Center and Craft Room: The Aerobics Center has over 20 group fitness classes for students to choose from. The classes are taught by trained student/staff instructors. The Wellness Center is a fitness facility open to all students and is staffed by students. The Craft Room has two student managers and they schedule weekly craft classes for residential students. The center is partially funded by a Faculty Student Association grant.
- The ResNet team undergoes frequent training and exposure to the latest developments in technology throughout the year. They collaborate and integrate frequently with the Academic Information Technology Services staff to provide stable, secure and user friendly services for the residence halls. With an operating budget of approximately \$260,000 per year, the office employs six to eight student technicians to provide services and support for students, staff and guests living in the residence halls.

The Residence Life information technology 2014-2015 Capital Budget was approximately \$550,000. The funds were used to perform upgrades to the campus security and network systems. The largest capital project included the following:

# 2015-2016 Fredonia Residence Life Operating Budget



- Seven new townhouses and a new conference center which included 1,116 new network connections, 155 new wireless access points, 55 new card access readers, eight new security cameras, and two new conference rooms with multimedia equipment.

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

## FREDONIA Proposed 2015-2016 Budget Dormitory Income Fund Reimbursable (DIFR)

### FTE Summary

	2015-2016 Non-Inst. FTE	2014-2015 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	41.50	41.50	0.00
Facilities Planning	0.50	1.10	-0.60
Bldgs. - Struct Maint.	5.00	5.00	0.00
Bldgs. - Systems (Electrical)	3.00	3.00	0.00
Bldgs. - Systems (Plumbing)	4.00	4.00	0.00
Motor Equip. Maint.	1.00	1.00	0.00
Administration/Director	13.00	14.00	-1.00
ResNet	2.00	2.00	0.00
Utilities Plant	8.00	8.00	0.00
RH Student Life	1.95	2.00	-0.05
Administrative Overhead	5.62	5.30	0.32
Security & Safety	6.40	5.80	0.60
<b>Total Residence Life</b>	<b>94.97</b>	<b>95.70</b>	<b>-0.73</b>



# 2015-2016 Fredonia Residence Life Operating Budget



*Residence Life Director  
Kathy Forster.*

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

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$400 annually from \$7,200 to \$7,600.
- Residence halls will contribute \$350,000 toward the University Operating budget.
- Residence hall occupancy will remain above 85 percent in the fall and remain above 80 percent in the spring semester.
- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will increase to \$1,050 from \$900.
- An increase in utility costs of \$100,000.
- Decrease in temporary service costs of \$35,000.
- An additional allocation of \$416,669 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 2015-2016 Residence Life Operating Budget.

## Operating Budget

The 2015-2016 Residence Life operating budget totals \$18.3 million and funds a total of 94.97 FTE positions. It includes the director's office, administrative staff including the ResNet staff of two, cleaning staff of 41.5, maintenance staff of 24, six members of the University Police staff and one member of the Facilities Planning staff.

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

During Summer 2014 the \$30 million, 200 resident townhouse complex was completed along with window replacements for Igoe and lobby renovations in Disney Hall. Various interior upgrades were done throughout the residence halls as well as fiber optic and access control upgrades.

Some of the projects on tap for Summer 2015 include window replacement for Schulz Hall, various interior improvements, and network upgrades throughout the residence halls.

The 2015-2016 budget amounts for the proposed capital projects are as follows:

• Schulz Hall –	
Window Replacement	\$1,250,000
• Various Interior Upgrades	320,000
• Network Upgrades	125,000
<b>TOTAL</b>	<b><u>\$1,695,000</u></b>

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

# 2015-2016 Fredonia Residence Life Operating Budget



## FREDONIA Proposed 2015-2016 Budget Dormitory Income Fund Reimbursable (DIFR)

### DIFR Revenue Projection

RATE STRUCTURE:	2014-15	2015-2016	Percentage	Annual
	Proposed	Proposed	Change	Rate
Doubles	\$3,600	<b>\$3,800</b>	5.56%	\$7,600
Kitchen Suites	3,950	<b>4,000</b>	1.27%	8,000
Singles - Fall Semester	4,300	<b>4,400</b>	2.33%	8,800
University Commons Singles	4,400	<b>4,450</b>	1.14%	8,900
University Commons Doubles	3,950	<b>4,050</b>	2.53%	8,100
Townhouse	4,500	<b>4,500</b>	N/A	9,000
Temporary	2,900	<b>3,050</b>	5.17%	6,100
RA Waivers	4,300	<b>4,400</b>	2.33%	8,800

### FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2014	Projected Fall 2015	Budgeted Fall 2014	Projected Fall 2015	
Doubles	2,025	<b>1,700</b>	\$7,290,000	<b>\$6,460,000</b>	(\$830,000)
Kitchen Suites	125	<b>140</b>	493,750	<b>560,000</b>	66,250
Singles - Fall Rate	50	<b>70</b>	215,000	<b>308,000</b>	93,000
University Commons Singles	35	<b>52</b>	154,000	<b>231,400</b>	77,400
University Commons Doubles	50	<b>56</b>	197,500	<b>226,800</b>	29,300
Townhouse	200	<b>147</b>	900,000	<b>661,500</b>	(238,500)
Temporary	0	<b>0</b>	0	<b>0</b>	0
Fall Totals	2,485	<b>2,165</b>	\$9,250,250	<b>\$8,447,700</b>	(\$802,550)
Percent Change		<b>-12.88%</b>			<b>-8.68%</b>

### SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2015	Projected Spring 2016	Budgeted Spring 2015	Projected Spring 2016	
Doubles	1,905	<b>1,600</b>	\$6,858,000	<b>\$6,080,000</b>	(\$778,000)
Kitchen Suites	120	<b>130</b>	474,000	<b>520,000</b>	46,000
Singles - Spring Rate	50	<b>50</b>	215,000	<b>220,000</b>	5,000
University Commons Singles	35	<b>47</b>	154,000	<b>209,150</b>	55,150
University Commons Doubles	50	<b>51</b>	197,500	<b>206,550</b>	9,050
Townhouse	200	<b>140</b>	900,000	<b>630,000</b>	(270,000)
Temporary	0	<b>0</b>	0	<b>0</b>	0
Spring Totals	2,360	<b>2,018</b>	\$8,798,500	<b>\$7,865,700</b>	(\$932,800)
Percent Change		<b>-14.49%</b>			<b>-10.60%</b>

### COMPARISON OF DIFR REVENUE :

	2014-2015	2015-2016	Change
Projected Dorm Revenue	\$18,048,750	<b>\$16,313,400</b>	(\$1,735,350)
Projected Guest Rental	260,000	<b>270,000</b>	10,000
RA Waivers	625,000	<b>600,000</b>	(25,000)
Total Revenues	\$18,933,750	<b>\$17,183,400</b>	(\$1,750,350)
Reserve Need	48	<b>1,069,700</b>	1,069,652
Total Sources	\$18,933,798	<b>18,253,100</b>	(680,698)





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Starbucks.

**Fredonia - Starbucks**  
*Spring Break Hours*  
Friday, March 13, 7:00 am to 7:00 pm  
Saturday, March 14, 9:00 am to 2:00 pm  
Sunday, March 15, 9:00 am to 2:00 pm  
Monday, March 16, 7:00 am to 5:00 pm  
Tuesday, March 17, 7:00 am to 5:00 pm  
Wednesday, March 18, 7:00 am to 5:00 pm  
Thursday, March 19, 7:00 am to 5:00 pm  
Friday, March 20, 7:00 am to 5:00 pm  
Saturday, March 21, 9:00 am to 2:00 pm  
Sunday, March 22, 9:00 am to 2:00 pm  
Regular hours resume on Sep 1st.



**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

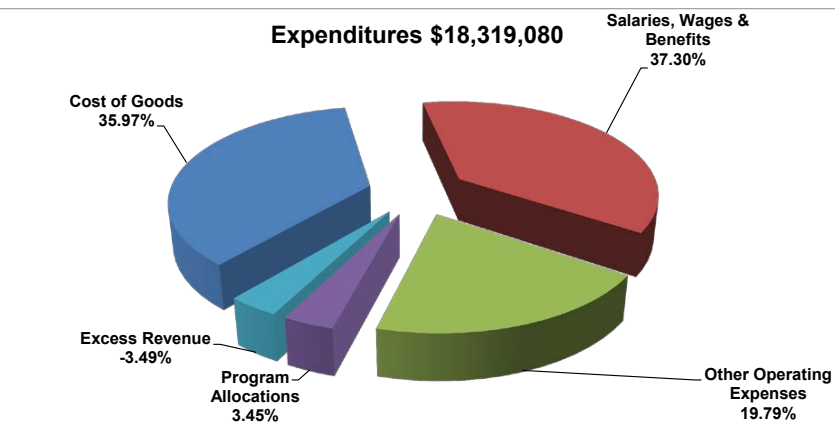
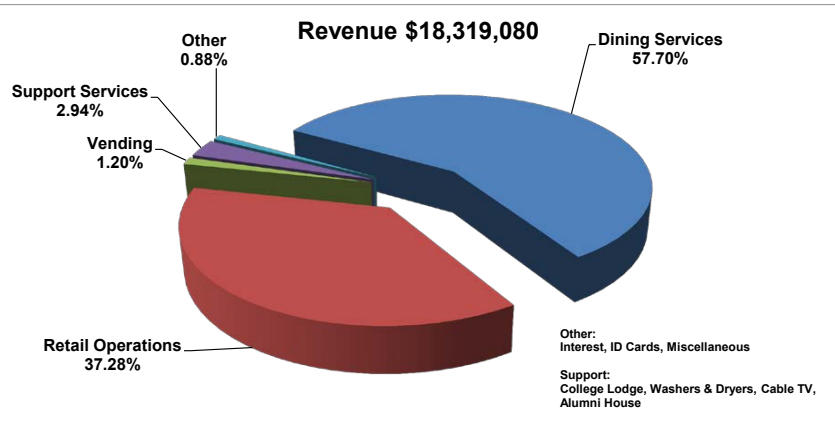
**OPERATING BUDGET**

# **FACULTY STUDENT ASSOCIATION OPERATING BUDGET**





# 2015-2016 Faculty Student Association Operating Budget



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

## FREDONIA Faculty Student Association

### Overview

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

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

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





The agreement guidelines include areas of organization, which specify board composition and structure. Specific services are listed in each agreement with the opportunity for additional services to be 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, Washers and Dryer, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 79 full-time, 98 part-time and approximately 285 student employees.

Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2015-2016 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: Liz Praetorius, Kathleen Sacco, Jefferson Dedrick, Antonio Regulier and Christopher Sanchez.

## 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:

- The EC English program successfully commenced and is growing.
- Support and assessments to the campus in the 2014-2015 budget totaled \$1,183,525:
  - ◇ \$485,000 for restricted programs.
  - ◇ \$166,525 in restricted programs supporting 52 different campus-based programs in residence halls, Campus Life, and academic and student service departments.
  - ◇ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.



*Starbucks Coffee.*

- ◇ \$2,000 for groundskeeping.
- ◇ \$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 2015-2016 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,131,515, which is \$50,000 less than in 2014-2015:
  - ◇ \$485,000 in restricted program expenditures.
  - ◇ \$164,515 in unrestricted program funds.
  - ◇ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
  - ◇ \$2,000 for groundskeeping.
  - ◇ \$450,000 in space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions will be \$300,000.
- Hours of operation were reviewed and some locations will have the opening and/or closing times curtailed on specific days of the week.





# 2015-2016 Faculty Student Association Operating Budget

<b>Budget Summary</b>			
	<b>2015-2016 Budget</b>	<b>2014-2015 Budget</b>	<b>Difference Increase (Decrease)</b>
<b><u>Dining Services (Schedule A)</u></b>			
Total Revenues	\$ 10,557,892	\$ 10,913,263	\$ (355,371)
Cost of Goods Sold	2,959,517	3,059,021	(99,504)
Total Operating Expenses	5,991,682	6,285,692	(294,009)
Other Revenues	11,500	11,500	-
Allocation of Administrative Expenses	1,017,966	1,028,210	(10,244)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>600,226</u></b>	<b><u>551,840</u></b>	<b><u>48,386</u></b>
<b><u>Retail Operations (Schedule B)</u></b>			
Total Revenues	6,808,263	6,803,102	5,161
Cost of Goods Sold	3,961,865	4,084,806	(122,941)
Total Operating Expenses	1,909,939	1,849,236	60,704
Other Revenues	22,000	50,000	(28,000)
Allocation of Administrative Expenses	651,109	635,315	15,794
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>307,350</u></b>	<b><u>283,745</u></b>	<b><u>23,604</u></b>
<b><u>Vending (Schedule C)</u></b>			
Total Revenues	220,000	300,080	(80,080)
Cost of Goods Sold	162,800	222,059	(59,259)
Total Operating Expenses	28,791	25,747	3,044
Other Revenues	-	-	-
Allocation of Administrative Expenses	10,596	12,458	(1,862)
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>17,813</u></b>	<b><u>39,816</u></b>	<b><u>(22,003)</u></b>
<b><u>Support Services (Schedule D)</u></b>			
Total Revenues	536,875	527,625	9,250
Cost of Goods Sold	-	-	-
Total Operating Expenses	520,087	518,696	1,391
Other Revenues	800	800	-
Allocation of Administrative Expenses	77,527	75,436	2,091
<b>Excess of Revenues Over/(Under) Expenses</b>	<b><u>(59,939)</u></b>	<b><u>(65,707)</u></b>	<b><u>5,768</u></b>
<b>Total Revenue from Operations</b>	<b>18,157,330</b>	<b>18,606,370</b>	<b>(449,040)</b>
<b>Total Cost of goods and Operating Expenses</b>	<b><u>17,291,880</u></b>	<b><u>17,796,676</u></b>	<b><u>(504,796)</u></b>
<b>Excess Revenues from Operations</b>	<b>865,450</b>	<b>809,694</b>	<b>55,756</b>
<b>Miscellaneous Revenues (Schedule F)</b>	<b>161,750</b>	<b>199,770</b>	<b>(38,020)</b>
<b>Unallocated Administrative Office Expenses (Schedule F-1)</b>	<b><u>1,036,510</u></b>	<b><u>1,075,897</u></b>	<b><u>(39,388)</u></b>
<b>Net Excess of Revenues Over/(Under) Expenses</b>	<b><u>\$ (9,310)</u></b>	<b><u>\$ (66,433)</u></b>	<b><u>\$ 57,124</u></b>



- The meal plan structures will remain the same as 2014-2015 with residential plan price increases not to exceed 3.1 percent.
- Catering prices will be held to the same as in 2014-2015.
- Meal plan utilization by plan is based on the previous corresponding semester totals less a declining enrollment trend assumption by semester.
- Labor for each location has been thoroughly reviewed and modifications have been made to reduce costs.
- The NYS minimum wage increase to \$9.00 effective Jan. 1, 2016, CSEA contractual increases, and cost of living wage adjustments for management have been included.
- Total budgeted labor hours decreased 4.8 percent. Total budgeted wage and benefit dollars decreased by 1.17 percent.
- The \$490,100 capital budget includes a renovation of Starbucks and the remaining balance for replacement of items at the end of their useful lives.

## Operating Budget

The 2015-2016 FSA budget has \$18,319,080 in sources of revenue. It represents a \$305,115 or 1.64 percent decrease from the 2014-2015 budget of \$18,624,195. The uses of funds consist of \$7,084,183 in cost of goods sold, \$7,346,651 in wages and benefits, and \$3,897,557 of operating expenses (includes \$679,515 in program expenditures). The budget is projected to generate expenditures in excess of revenue of \$9,310 or a negative .05 percent.



**FSA Café**  
**McEwen is one of four cafés on campus that offers a wide range of breakfast and lunch items as well as coffee and snacks.**

## FREDONIA Faculty Student Association

### Dining Services Overview

The Faculty Student Association (FSA) Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and El Diablo Azul Mexican Grill), Tim Hortons Café & Bakeshop, four FSA Cafés (Fenton Hall, Mason Hall, McEwen Hall and TeaRex in the Science Center), two concession units (Breakaway at University Stadium and Timeout in Steele Hall), and catering. The FSA bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 50 full-time employees, 80 part-time and approximately 225 student employees.

### Highlights

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



# 2015-2016 Faculty Student Association Operating Budget



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

- Service hours and food offerings were creatively adjusted to provide service to EC English and other international students when dining units have been historically closed during breaks, etc.
- El Diablo Azul Mexican Grill remains a popular dining location.
- Opened TeaRex Café, featuring specialty tea and other drinks, and launched a smoothie program in other cafes with significant positive customer response.
- 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. Menu diversification will continue to reflect customer preferences, including international items, e.g. rice cookers with an array of popular sauces and sauces, schwarma, etc.
- Demand for catering services by the campus continues as we seek to attract external customers.
- In conjunction with our primary food vendor, Maplevale Farms, local food purchases exceed 15 percent.
- Meal plan structures have been held constant. Price increases for residential plans have been held to an average of 2.88 percent.
- The meal allowance at Centre Pointe, concessions, FSA cafés, Starbucks Coffee and the Williams Center Tim Hortons was held at \$6.50.
- Labor budgets have been reviewed and adjusted to control and reduce costs. Labor hours have been reduced by 5.89 percent.

## Operating Budget

The 2015-2016 Dining Services budget of \$10,569,392 consists of \$8,925,642 in contact meal plans plus special function and cash sale revenue. It represents a \$355,371 or a 3.25 percent decrease from the 2014-2015 budget of \$10,924,763. Total contract meal plan revenue is budgeted for \$12,081,905 (includes \$180,000 for additional points added) with \$3,156,263 reported in the Retail Operations budget. Total operating expenses of \$5,991,682 have been decreased by \$294,010 or 4.68 percent from 2014-2015. The budget is projected to generate excess revenue over expenditures of \$600,226 or 5.69 percent.

## Planning Assumptions

Planning assumptions used to develop the 2015-2016 budget include:

- A 3.0 percent decrease in meal plans from 6,499 to 6,305 based on continual challenges with college age population, recruitment and retention.
- Slight reduction in hours of operation for cafés, Centre Pointe Food Court and Tim Hortons.
- Agricultural markets and weather conditions remain a threat to drive up food costs above typical inflation rates. However, the food cost assumption of 28 percent has been used for both years.



# 2015-2016 Faculty Student Association Operating Budget



## Dining Services Budget - Schedule A

	2015-2016 <u>Budget</u>		2014-2015 <u>Budget</u>
<b>Revenues</b>			
Contract Meals	\$ 8,925,642	a	\$ 9,361,013
Special Functions	900,000		865,000
Cash & Other Sales	<u>\$732,250</u>	b	<u>687,250</u>
<b>Total Revenue</b>	<b>10,557,892</b>		<b>10,913,263</b>
<b>Cost of Goods Sold</b>			
Beginning Inventory	100,000		100,000
Purchases	\$2,959,517		3,059,021
Less: Ending Inventory	<u>100,000</u>		<u>100,000</u>
<b>Cost of Goods Sold</b>	<b>2,959,517</b>	c	<b>3,059,021</b>
<b>Gross Profit on Sales</b>	<b>7,598,374</b>		<b>7,854,242</b>
<b>Operating Expenses</b>			
Salaries, Wages and Employee Benefits	4,485,975		4,647,559
Supplies and Materials	354,000		379,000
Depreciation			
Corporate owned	201,197		244,704
Leasehold Improvements	374,100		375,517
RA Support	13,600	d	13,600
Other Operating Expenses	<u>562,810</u>		<u>625,312</u>
<b>Total Operating Expenses</b>	<b>5,991,682</b>		<b>6,285,692</b>
<b>Excess of Revenues over Expenses</b>	<b>1,606,692</b>		<b>1,568,550</b>
<b>Other Revenues</b>	<b>11,500</b>		<b>11,500</b>
<b>Allocation of Administrative Expenses</b>	<b>1,017,966</b>		<b>1,028,210</b>
<b>Excess of Revenues Over Expenses</b>	<b><u>\$ 600,226</u></b>		<b><u>\$ 551,840</u></b>

**Notes:**

- a Total meal Plan count projections are based on the prior corresponding semesters with planning assumptions reflected. The amount excludes \$3,156,263 in meal plan sales in the C-store, FREDEXpress, and Starbucks. That amount is reflected in the Bookstore revenue.
- b Includes ESL program - ESL students are conditionally admitted to SUNY Fredonia, will have the option of residing in on-campus housing, and have access to student services.
- c Food cost percentage of 28% for both years. 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.**



# 2015-2016 Faculty Student Association Operating Budget

## Dining Services Budget Schedule A - Addendum 1

	<b>2015-2016 Budget</b>		<b>2014-2015 Budget</b>
<b><u>Supplies and Materials</u></b>			
China/Glass/Silverware/Trays	\$ 3,000		\$ 5,000
Cleaning Supplies	45,000		50,000
Linen	2,000		5,000
Miscellaneous Food Service Supplies	30,000		30,000
Office Supplies	2,000		2,000
Paper Supplies & Sustainable wares	245,000		245,000
Printing and Marketing	2,000		2,000
Uniforms	25,000		40,000
<b>Total Supplies and Materials</b>	<b><u>354,000</u></b>		<b><u>379,000</u></b>
<b><u>Other Operating Expenses</u></b>			
Advertising	5,000		5,000
Bad Debts and Sales Tax	20,000		20,000
Computer Services & Systems Maintenance	13,293		13,027
Dues and Subscriptions	1,000	a	1,000
Education and Training	2,000		5,000
Equipment Rental	3,000		3,000
Gas and Oil	7,000		7,000
Licenses and Permits	1,000	b	2,500
Professional Services & Nutritional Consulting	2,000		2,000
Refuse Removal	28,760	c	52,338
Repairs and Maintenance	57,000	d	40,000
Royalties	127,500		114,750
Telephone	11,000		11,000
Travel	5,000		8,000
Utilities and Space Assessment	279,258	e	340,698
<b>Total Other Operating Expenses</b>	<b><u>562,810</u></b>		<b><u>625,312</u></b>
<b><u>Other Revenues</u></b>			
Linen Revenue	8,500		8,500
Miscellaneous Revenue	3,000		3,000
<b>Total Other Revenues</b>	<b><u>\$ 11,500</u></b>		<b><u>\$ 11,500</u></b>

**Notes**

- a Member of NACUFS (National Association of College and University Food Service).
- b Liquor license is a two year renewal in even year. Franchise fee amortization.
- c New waste disposal agreement.
- d Includes several refurbish projects.
- e Correction to square footage allocation.



# 2015-2016 Faculty Student Association Operating Budget



## Dining Services Budget Schedule A - Addendum 2

### A. Dining Services Operations Program Description

#### Self Operated: (List)

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

#### Café and Concession Operations:

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

### B. Contract Meal Plan Information

- (1) Is a Contract Meal Plan \_\_\_Optional\_\_\_X\_\_\_Mandatory  
Campus residents except seniors, Disney and Eisenhower Hall kitchen suite residents.
- (2) If "Mandatory", is there a minimum plan required \_\_\_YES\_\_\_.
- (3) If yes, which plan? First semester resident freshmen required to maintain plan 1 .
- (4) 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:

Plan #	Meal Plan	Current Cost Per Semester	Budgeted Cost Per Semester	\$ Increase	% Increase	Feed-a- Friend Meals
1	10 Meals + \$750 points	\$2,450	\$2,515	\$65	2.65%	5
2	10 Meals + \$600 points	\$2,310	\$2,375	\$65	2.81%	5
3	7 Meals + \$600 points	\$2,165	\$2,230	\$65	3.00%	5
4	5 Meals + \$925 points	\$2,135	\$2,200	\$65	3.04%	5
5	Max Flex All Points	\$2,260	\$2,325	\$65	2.88%	5
6	Commuter points	\$800	\$825	\$25	3.13%	0
7	Commuter points	\$575	\$600	\$25	4.35%	0

Plan #	Meal Plan	Budgeted Cost Per Semester	Estimated Fall 15	Estimated Spring 16	Revenue
1	10 Meals + \$750 points	\$2,515	1,122	573	\$ 4,262,925
2	10 Meals + \$600 points	\$2,375	77	80	\$ 372,875
3	7 Meals + \$600 points	\$2,230	88	103	\$ 425,930
4	5 Meals + \$925 points	\$2,200	270	358	\$ 1,381,600
5	Max Flex All Points	\$2,325	811	978	\$ 4,159,425
6	Commuter points	\$825	425	429	\$ 704,550
7	Commuter points	\$600	520	471	\$ 594,600
Total			<b>3,313</b>	<b>2,992</b>	<b>\$11,901,905</b>

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

Breakfast	\$7.00
Lunch	7.75
Dinner	9.25
<b>Total</b>	<b>\$24.00</b>

*Increases of \$.50, \$.50 and \$.55*

#### Cash prices including tax in Cranston Marche

Breakfast	\$8.50
Lunch	10.75
Dinner	13.20
<b>Total</b>	<b>\$32.45</b>

*Increased each of \$.25*

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

\$6.50



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

## FREDONIA Faculty Student Association

### Retail Operations Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDEExpress, and Starbucks Coffee. The Bookstore offers academic supplies, apparel, computers, electronics, giftware, textbooks, trade books and various miscellaneous items. The Bookstore also offers a full service e-commerce site that includes all textbook titles as well as 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. FREDEExpress 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, continues to aid in maintaining market share. The site can be found at [www.fredoniabookstore.com](http://www.fredoniabookstore.com).
- Adding the ability for students to use the Fredonia Debit Account as a tender on the e-commerce website has helped web orders grow dramatically. Orders doubled in one year.
- Continually seeks out new product lines and suppliers for Convenience Store, giftware and clothing.

### Planning Assumptions

Planning assumptions used to develop the 2015-2016 budget include:

- Hours of operation have been decreased in FREDEExpress by closing earlier.
- Staffing adjustments have been made to the entire Retail Operations area and resulted in a 2.55 percent decrease in labor hours.
- The textbook market continues to change significantly and the annual impact is always an uncertainty. The convenience features implemented by FSA are all intended to mitigate erosion of textbook sales.
- Continue to utilize VERBA for competitive textbook pricing when a customer shops at [www.fredoniabookstore.com](http://www.fredoniabookstore.com).
- The Convenience Store sales continue to grow and the gross profit margin on items is higher than that of textbooks. The overall Gross Profit percentage of 41.8 percent for Retail Operations is expected to be 1.8 percent higher than the 40.0 percent in the 2014-2015 budget. It equates to \$122,000 in additional net revenue.
- The 10 year renovation of Starbucks Coffee that includes a complete replacement of millwork, flooring and furniture is expected to cost in excess of \$200,000.





# 2015-2016 Faculty Student Association Operating Budget



## Operating Budget

The 2015-2016 Retail Operations budget of \$6,830,263 represents a \$22,839 or a .01 percent decrease from the 2014-2015 budget of \$6,853,102. It includes \$3,156,263 of

contract meals used in the Convenience Store, FREDEExpress and Starbucks Coffee. Total operating expenses of \$1,909,939 increased by \$60,704 or 3.28 percent from 2014-2015. The budget is projected to generate excess revenue over expenditures of \$307,350 or 4.51 percent.

<b>Retail Operations Budget - Schedule B</b>		
<b>(Bookstore, Convenience Store, FREDEExpress and Starbucks)</b>		
	<b>2015-2016 Budget</b>	<b>2014-2015 Budget</b>
<b><u>Revenues</u></b>		
Books and other Sales	\$ 3,652,000	\$ 3,705,000
Contract Meals	3,156,263 <sup>a</sup>	3,098,102
<b>Total Revenue</b>	<b>6,808,263</b>	<b>6,803,102</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	700,000	700,000
Purchases	3,961,865	4,084,806
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	3,961,865 <sup>b</sup>	4,084,806
<b>Gross Profit on Sales</b>	<b>2,846,398</b>	<b>2,718,296</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	1,292,096	1,266,945
Depreciation Corporate owned	110,728	84,751
Leasehold Improvements	124,052	124,052
Other Operating Expenses	383,063	373,488
<b>Total Operating Expenses</b>	<b>1,909,939</b>	<b>1,849,236</b>
<b>Excess of Revenues over Expenses</b>	<b>936,459</b>	<b>869,060</b>
<b><u>Other Revenues</u></b>	<b>22,000</b>	<b>50,000</b>
<b><u>Allocation of Administrative Expenses</u></b>	<b>651,109</b>	<b>635,315</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ 307,350</b>	<b>\$ 283,745</b>
<b>Notes:</b>		
a	Meal plan use in Convenience Store, FREDEExpress and Starbucks.	
b	Weighted average cost of goods percentage of 58.2% for '15-'16 and 60% for '14-'15.	



# 2015-2016 Faculty Student Association Operating Budget

## Retail Operations Budget Schedule B-Addendum 1

	<b>2015-2016</b>		<b>2014-2015</b>
	<b><u>Budget</u></b>		<b><u>Budget</u></b>
<b><u>Other Operating Expenses</u></b>			
Advertising	\$ 20,650		\$ 19,890
Bad Debts	10,000		15,000
Computer Services and Systems Maintenance	31,769		31,700
Dues and Subscriptions	2,000	a	2,500
Education and Training	-		-
Licenses & Permits	950		1,200
Office Supplies	2,000		3,200
Paper Supplies and Miscellaneous	76,875		78,825
Postage	4,000		4,500
Printing	-		-
Refuse Removal	3,852		6,725
Repairs and Maintenance	13,500	b	11,100
Royalties	115,400		113,820
Telephone	6,200		6,600
Travel	10,000		9,800
Utilities and Space Use Assessment	84,867	c	67,628
Uniforms & Laundry	1,000		1,000
<b>Total Other Operating Expenses</b>	<b><u>383,063</u></b>		<b><u>373,488</u></b>
<b><u>Other Revenues</u></b>			
Commissions and Miscellaneous	22,000	d	50,000
<b>Total Other Revenues</b>	<b><u>\$ 22,000</u></b>		<b><u>\$ 50,000</u></b>

Notes:

- a Member of College Stores of America, NACS (National Association of College Stores), NACS (National Association of College Stores) , NACS (National Association of Convenience Stores), and New England Buying Consortium.
- b Includes specific refurbish projects.
- c Correction to square footage allocation.
- d Commissions and miscellaneous revenue consists of:
  - Apple Computer On Campus agreement commissions
  - Book buy commissions - decline in sales and buy back
  - Check cashing, fax, miscellaneous, stamps, and textbook rental fees



## FREDONIA Faculty Student Association

### Vending and Other Support Services Overview

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

### Highlights

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

- LaundryView allows for the monitoring of machines via a computer or text message by residents. LaundryView also monitors water usage and maintenance needs of machines. New washers and dryers will provide 10 more years of quality service to resident students.
- The College Lodge continues to offer a workforce experiential training program.
- The windmills at the lodge were struck by lightning and they were not producing electricity as expected, so FSA sold the windmills and is re-investing the insurance settlement proceeds in a new solar array at the lodge.
- The gas lease and two natural gas wells at the lodge supply gas to the main lodge for heating purposes. It 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.



- A few weddings each year at the College Lodge provide services for a niche market and provide much needed catering related revenue.

### Planning Assumptions

Planning assumptions used to develop the 2015-2016 budget include:

- Credit card readers will be installed in select vending machines to add convenience for students and other customers. The action should help stabilize the continual decline in vending sales.
- The solar array at the lodge will reduce electricity costs.
- Royalties from the gas wells will provide minor revenue, but valuable internal use of gas for the lodge.
- The lodge will be available for weddings and other large events.
- No changes are expected with Cable TV.

### Operating Budget

The 2015-2016 Vending and Other Support Services revenue of \$756,875 represents a \$70,830 or 8.56 percent decrease from 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.*



# 2015-2016 Faculty Student Association Operating Budget

2014-2015 budget of \$827,705. Total operating expenses of \$548,878 increased \$4,435 or .81 percent over the 2014-2015 budget. The budgets are projected to generate expenditures in excess of revenue of \$42,127 which is a \$16,235 or 62.7 percent increase from the 2014-2015 budget.

<b>Vending Budget-Schedule C</b>		
	<b>2015-2016 Budget</b>	<b>2014-2015 Budget</b>
<b><u>Revenues</u></b>		
Vending Subcontracted	\$ 220,000	\$ 300,080
<b>Total Revenue</b>	<b>220,000</b> <sup>a</sup>	<b>300,080</b>
<b><u>Cost of Goods Sold</u></b>		
Beginning Inventory	-	-
Purchases	162,800	222,059
Less: Ending Inventory	-	-
Cost of Goods Sold	<u>162,800</u>	<u>222,059</u>
<b>Gross Profit on Sales</b>	<b>57,200</b>	<b>78,021</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	13,514	12,766
Computer Services & Systems Maintenance	2,684	2,644
Utilities and Space Use Assessment	12,593	10,337
<b>Total Operating Expenses</b>	<u>28,791</u>	<u>25,747</u>
<b>Excess of Revenues Over Expenses</b>	<u>28,409</u>	<u>52,274</u>
<b><u>Allocation of Administrative Expenses</u></b>		
	10,596	12,458
<b>Excess of Revenues Over Expenses</b>	<u><b>\$ 17,813</b></u>	<u><b>\$ 39,816</b></u>
<b><u>Supplemental Information:</u></b>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<b>Notes:</b>		
a	Declining sales. Installation of credit card readers will add convenience and stabilize sales.	

<b>Other Services Budget : Washers and Dryers-Schedule D-1</b>		
	<b>2015-2016 Budget</b>	<b>2014-2015 Budget</b>
<b><u>Revenues</u></b>		
Washer and Dryer Income	\$ 215,000	\$ 210,000
<b>Total Revenue</b>	<b>215,000</b>	<b>210,000</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	12,824	12,290
Contracted Service	72,937 <sup>a</sup>	72,198
Depreciation - Leasehold Improvements	5,607	5,607
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	43,224	56,130
<b>Total Operating Expenses</b>	<u>135,592</u>	<u>147,225</u>
<b>Excess of Revenues Over Expenses</b>	<u>79,408</u>	<u>62,775</u>
<b><u>Other Revenues</u></b>		
	<b>800</b>	<b>800</b>
<b><u>Allocation of Administrative Expenses</u></b>		
	21,035	20,074
<b>Excess of Revenues Over Expenses</b>	<u><b>\$ 59,173</b></u>	<u><b>\$ 43,501</b></u>
<b><u>Supplemental Information:</u></b>		
Contractor's Name: Mac-Gray, Waltham, MA		
<b>Notes:</b>		
a	New 10 year agreement effective July 1, 2014 with all new machines.	





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

<b><u>Revenues</u></b>	<b>2015-2016 <u>Budget</u></b>	<b>2014-2015 <u>Budget</u></b>
Lodge Rentals	\$ 28,000	\$ 25,000
Catering	\$ 6,000	10,000
College Lodge Services	24,000	23,000
Gas Lease	2,000	2,000
Experiential Training Program	9,000	10,000
<b>Total Revenue</b>	<b>69,000</b>	<b>70,000</b>
<b><u>Operating Expenses</u></b>		
Salaries, Wages and Employee Benefits	96,065	100,089
Computer Services & Systems Maintenance	-	-
Contracted Services	1,000	1,000
Depreciation	18,601 a	18,096
Dues and Subscriptions	300	300
Electric	4,500 b	6,000
Gas & Oil	1,500	1,500
Licenses and Permits	500	600
Marketing	1,000	1,000
Miscellaneous Supplies	5,000	5,000
Office Supplies	50	50
Refuse Removal	803	1,136
Repairs & Maintenance	22,000 c	7,000
Telephone and Cable	1,500	1,500
Travel, Mileage and Education	2,000	2,000
<b>Total Operating Expenses</b>	<b>154,820</b>	<b>145,272</b>
<b>Excess of Revenues Over Expenses</b>	<b>(85,820)</b>	<b>(75,272)</b>
<b><u>Allocation of Administrative Expenses</u></b>	26,751	26,691
<b>Excess of Revenues Over Expenses</b>	<b>\$ (112,571)</b>	<b>\$ (101,963)</b>

**Notes:**

- a Includes removal of windmills and addition of solar panels.
- b Reduction due to solar panels.
- c Includes multiple repair projects.





## 2015-2016 Faculty Student Association Operating Budget

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

<u>Revenues</u>	<u>2015-2016</u> <u>Budget</u>	<u>2014-2015</u> <u>Budget</u>
Alumni Rental	\$ 24,375 <sup>a</sup>	\$ 24,125
Catering Commission	2,500	2,500
Other Rentals	11,000	11,000
<b>Total Revenue</b>	<b>37,875</b>	<b>37,625</b>
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	25,793	27,792
Depreciation	19,281	17,268
Maintenance and Repairs	8,500 <sup>b</sup>	3,500
Miscellaneous Supplies	1,000	1,000
Refuse Removal	321	692
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	1,500	1,500
Utilities	7,000	7,500
<b>Total Operating Expenses</b>	<b>65,395</b>	<b>61,251</b>
Excess of Revenues Over Expenses	<b>(27,520)</b>	<b>(23,626)</b>
 <u>Allocation of Administrative Expenses</u>		
	8,706	8,597
<b>Excess of Revenues Over Expenses</b>	<b>\$ (36,226)</b>	<b>\$ (32,223)</b>

**Notes:**

- a Lease agreement with Alumni Association has a mid-year increase.
- b Includes multiple repair projects.

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

<u>Revenues</u>	<u>2015-2016</u> <u>Budget</u>	<u>2014-2015</u> <u>Budget</u>
Cable TV Service	\$ 215,000	\$ 210,000
<b>Total Revenue</b>	<b>215,000</b>	<b>210,000</b>
 <u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	15,016	14,405
Depreciation	9,112	8,504
Printing & Supplies	2,000	2,000
Programming and Signal	135,837	137,487
Travel	2,000	2,000
Utilities and Space Use Assessment	316	553
<b>Total Operating Expenses</b>	<b>164,281</b>	<b>164,949</b>
<b>Excess of Revenues Over Expenses</b>	<b>50,719</b>	<b>45,051</b>
 <u>Allocation of Administrative Expenses</u>		
	21,035	20,074
<b>Excess of Revenues Over Expenses</b>	<b>\$ 29,684</b>	<b>\$ 24,977</b>

# 2015-2016 Faculty Student Association Operating Budget



<b>Campus Program Support-Schedule E</b>			
Supporting schedule to Administrative Schedule F-1			
<b>Programs</b>		<b>2015-2016</b>	<b>2014-2015</b>
<b>Unrestricted</b>		<b>Budget</b>	<b>Budget</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	2,000
Campus Life - New Student Orientation		1,500	3,000
Career Development - Internship Development Program		2,000	2,000
Career Development - Professional Development Seminar		2,200	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
Crowned Rubies(formerly Sisters Supporting Sisters Retention Retreat)		1,500	1,500
Department of World Languages and Cultural- Learning Communities		1,200	-
DeStress for Success		350	140
EDP Cultural Connections Project		5,000	4,000
Employee Assistance Program - Wellness Fair		-	1,100
Enactus - Green Wave		-	500
Environmental Education for the Early Childhood Classroom		-	700
Financial Aid - FSA Emergency Fund		35,000	35,000
First Year Promise Student Success Programming		1,100	-
Facing Diversity and Adversity in Sports: Challenging Gender, Racial, Health and Military Experienc		1,000	-
Fredonia Dance Ensemble - Guest Artist Residency		1,500	1,035
Graduate Council - Graduate Convocation & Graduate Alumni Event		-	500
Graduate Literacy Program - Roundtable Receptions		750	750
History Department - Lincoln: The Constitution and the Civil War		-	1,200
International Buddy Program		1,000	-
International Education Center - Slush Rush		400	400
Learning Center		2,100	2,100
Learning Center - Full Opportunity Program (FOP)		200	200
Marion Art Gallery - Albert Paley:Humanizing the Material		800	-
Multicultural Enrichment/Programming		35,000	35,000
National Girls and Women in Sports Day		800	800
Office of Diversity, Equity and Inclusion - Campus Community Inclusive Initiatives		1,000	1,000
Professional Development Center - Annual Teaching and Learning Conference		800	1,300
Remote Sensing and Ground Truthing		265	-
Residence Life - Buffalo News Kids Day		250	250
Residence Life - Craft Room Programming		700	700
Residence Life - Little Siblings Weekend		-	500
Residence Life - Move in Crew		1,000	1,000
Residence Life - Student Development Committee		1,500	2,000
School of Music - Fredonia Madrigal Feaste		-	1,750
Secretarial/Clerical Professional Development Committee		-	3,000
Senior Class Picnic		4,200	4,200
Student Affairs - Emergency Assistance Fund		1,000	1,000
Student Association - SUNY Student Assembly Conferences		4,000	3,200
Student Parents in Education (SPIE)		4,500	4,500
Student Research & Creativity Exposition		4,000	4,000
SUNY Fredonia Honors Program		1,200	1,200
The Art Incubator - Community Arts Summit		-	300
Theatre & Dance - Visiting Artists		2,000	2,000
Transfer Connections		1,000	-
Up Til Dawn - St. Jude		500	500
Veterans Day Wtiting Working Shop and Keynote by Phil Kay		1,000	-
Veteran's Remembrance Ceremony		700	700
Western New York Chamber Orchestra - World Premier Operatic Production		1,000	-
WHOA - Annual Casino Night		2,000	1,000
Sub-total		<b>144,515</b>	<b>146,525</b>
<b>Restricted</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>\$ 679,515</b>	<b>\$ 681,525</b>



# 2015-2016 Faculty Student Association Operating Budget

## Administrative Office Expenses-Schedule F-1

	<b>2015-2016 Budget</b>	<b>2014-2015 Budget</b>
<b><u>Administrative Office Expenses</u></b>		
Salaries, Wages and Employee Benefits	\$ 1,405,368	\$ 1,351,768
Advertising	7,000	7,000
Armored car service	4,700	4,700
Auditing	16,800	16,000
Bad Debts	8,000	8,000
Campus Program Support	679,515 a	681,525
Computer Services & Systems Maintenance	49,795 b	60,829
Depreciation - Corporate owned	97,868	105,614
Depreciation - Leasehold	39,669	39,556
Dues & Subscriptions	4,200 c	4,200
Employee Education and Training	6,750	6,750
Employee Recognition	8,000	8,000
Insurance	149,500	149,500
Interest Expense	-	98,000 d
Legal	40,000 e	15,000
Office and ID card Supplies	70,000	65,000
Postage	8,500	8,500
Printing	14,000	14,000
Professional Services	72,800	81,500
Repairs and Maintenance (Equipment)	5,500	5,500
Service Charges and Bank Fees	45,000	40,000
Tax Return Filing Fees	1,000	1,000
Telephone	12,500	13,220
Travel, Mileage	17,500	17,500
Utilities and Space Use Assessment	29,743	24,655
<b>Total Administrative Office Expenses</b>	<b><u>2,793,708</u></b>	<b><u>2,827,316</u></b>
<b><u>Administrative Expenses Allocated to:</u></b>		
Food Service	1,017,966	1,028,210
Campus Store	651,109	635,315
Vending	10,596	12,458
D-Summary-Support Services	77,527	75,436
<b>Total Allocated Administrative Expenses</b>	<b><u>1,757,198</u></b> f	<b><u>1,751,419</u></b>
<b>Unallocated Administrative Office Expense</b>	<b><u>\$ 1,036,510</u></b>	<b><u>\$ 1,075,897</u></b>

**Notes:**

- a Program Support details on Schedule E. New SUNY financial reporting format as of fiscal year 5/31/15.
- b Switch to CBORD's Get Funds from JSA for Fredonia Debit Account transaction processing.
- c Member of ACAP (Association of College Administration Professionals), ACCED-I (Association of Collegiate Conference and Events Directors International), ICLA (International Collegiate Licensing Association), NACAS (National Association of College Auxiliary Services, NACCU (National Association of Campus Card Users), NRA (National Restaurant Association), SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- d Paid off loan at Lake Shore Savings for the Williams Center basement renovation in 2008.
- e Extra legal and arbitration fees for CSEA arbitration filings.
- f Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.





**Miscellaneous Revenue-Schedule F**

<u>Miscellaneous Revenues</u>	<u>2015-2016 Budget</u>	a	<u>2014-2015 Budget</u>
Net Interest Income	\$ 110,000		\$ 149,000
Miscellaneous Income	39,750	b	38,770
ID Card Income	12,000		12,000
<b>Total Miscellaneous Revenues</b>	<b><u>\$ 161,750</u></b>		<b><u>\$ 199,770</u></b>

Notes:

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





# 2015-2016 Faculty Student Association Operating Budget

## Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2015-2016 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>	Pantry renovation	\$ 20,000	5
<u>Centre Pointe</u>	Flat top grill	6,500	5
	Cooker/warmer	4,000	5
	Turbochef Sato ovens (2)	15,000	5
	Soft seating	10,000	5
	Get Food software	6,100	5
<u>Cafes</u>			
<u>Catering</u>			
<u>Commissary</u>	Commercial dryer	10,500	7
	Floor scrubber	4,000	5
	Food label printer	2,500	5
	Point-to-point encrypted card readers (19)	9,500	5
<u>Tim Hortons</u>			
<u>Bookstore/C-Store</u>	Flooring	20,000	5
	Point-to-point encrypted card readers (15)	7,500	5
<u>Starbucks</u>	Renovation	225,000	7
<u>Cable TV</u>			
<u>College Lodge</u>	Heating system	25,000	5
	Chairs	2,500	5
<u>Alumni House</u>	Heating system	15,000	5
<u>Administration</u>	IT		
	Computers (15)	14,000	5
	Servers (3)	18,000	5
	Laptops	5,000	5
	Network switches	20,000	5
	General		
	Contingency	50,000	5
	Total Capital Budget	<u>\$ 490,100</u>	





**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

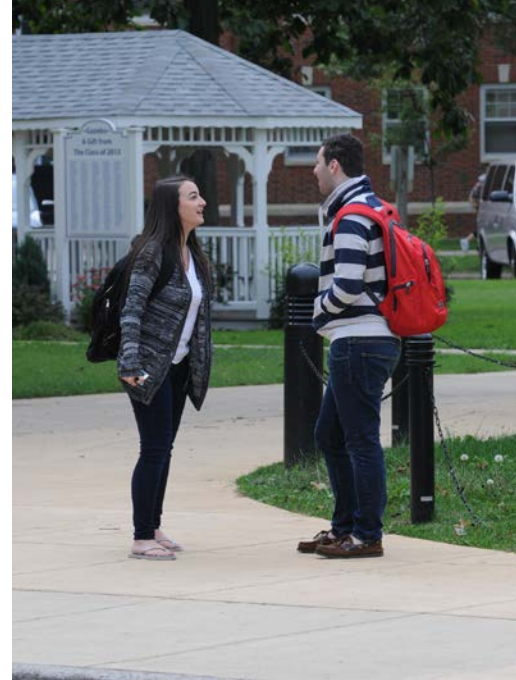
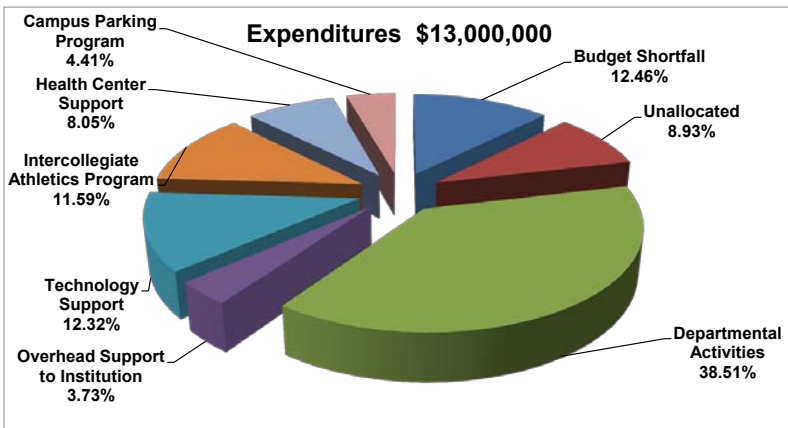
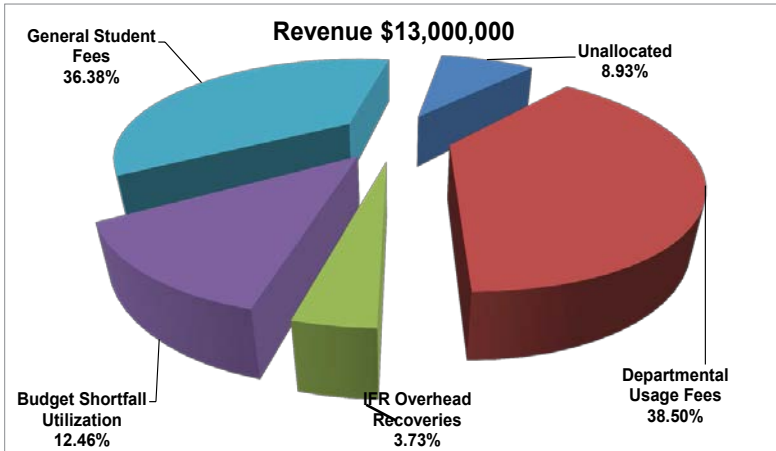
**INCOME FUND  
REIMBURSABLE**







# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



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

## FREDONIA 2015-2016 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 2014-2015 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2015-2016 is anticipated to be 55.88 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 2015-2016 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 \$16.75 to \$789.50 per semester. This includes \$102.00 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 decrease to 55.88 percent from 56.86 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.



*The Guerrillas, an all-male a cappella group is one of the student organizations supported by the Student Activity Fee.*

**Operating Budget**

The 2015-2016 IFR operating budget will decrease to \$13,000,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 37.65 FTE positions.

The 2015-2016 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

FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type			
Area of Expense	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
Personal Service Regular	\$ 2,383,000	\$ 1,933,300	\$ 449,700
Temporary Service	1,119,300	1,202,400	(83,100)
Other than Personal Service	9,497,700	11,864,300	(2,366,600)
<b>TOTAL</b>	<b>\$ 13,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ (2,000,000)</b>



# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



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

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

## FREDONIA

### Proposed 2015-2016 Budget Income Fund Reimbursable (IFR)

#### Campus Total FTE Distribution by Area

Division/Area	2015-2016		2014-2015		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	0.00	0.00	0.00	0.00	0.00
Academic Affairs	0.00	1.00	0.00	2.00	0.00	-1.00
Administration	0.00	16.00	0.00	20.00	0.00	-4.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Student Affairs	0.00	20.65	0.00	21.65	0.00	-1.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>0.00</b>	<b>37.65</b>	<b>0.00</b>	<b>43.65</b>	<b>0.00</b>	<b>-6.00</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 \$772.75 per semester to \$789.50, an increase of \$16.75. The fee is comprised of the following six groups:

**Student Activity Fee** – The proposed 2015-2016 budget contains an increase of \$3.75 from \$98.25 to \$102.00. This increase was supported by the Student Association.

**Intercollegiate Athletic Fee** – The proposed 2015-2016 budget contains an increase of \$4 from \$155 to \$159. This increase was supported by the campus Intercollegiate Athletic Board.

**Student Health Services Fee** – The proposed 2015-2016 budget contains an increase of \$3.50 from \$175 to \$178.50. This fee increase was approved by the campus Student Health Advisory Committee.

**Student Technology Fee** – The proposed 2015-2016 budget contains an increase of \$7 from \$210 to \$217. 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 2015-2016 budget contains no increase from 2014-2015. The fee will remain at \$57.50. This fee was supported by the campus Parking Committee.

**Enhanced College Services Fee** – The proposed 2015-2016 budget will decrease to \$75.50. This category includes: alumni services, college transcripts, Blue Devil Fitness Center, Intramural Program support, natatorium lifeguard support, College Lodge services, Ticket Office services, Summer Orientation support and student engagement support.

<b>Student Services and Program Charge</b>	2015-2016		Change
	Rates	Rates	
Student Activity Fee	\$102.00	\$98.25	\$3.75
Intercollegiate Athletic Fee	159.00	155.00	4.00
Student Health Services Fee	178.50	175.00	3.50
Student Technology Fee	217.00	210.00	7.00
Transportation Services Fee	57.50	57.50	0.00
Enhanced College Services Fee	75.50	77.00	-1.50
<b>TOTAL</b>	<b>\$789.50</b>	<b>\$772.75</b>	<b>\$16.75</b>





## 2015-2016 Fredonia Income Fund Reimbursable (IFR)

The 2015-2016 Student Services and Program Charge of \$789.50 per semester will generate \$7,936,389 in revenue detailed in the chart below:

### FREDONIA

#### PROJECTED 2015-16 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 5100 FTE Enrollment Mix

##### Projected Academic Year 2015-16

	Full-Time Rate	Part-time Rate	Fall 2015 Revenue	Spring 2016 Revenue	Total 2015-16 Revenue
Student Activity Fee	\$ 102.00	\$ 8.50	\$ 519,205.00	\$ 483,591.00	\$ 1,002,796.00
Health Center Fee	178.50	14.90	908,644.00	846,316.00	1,754,960.00
Athletic Fee	159.00	13.25	809,350.00	753,832.00	1,563,182.00
Technology Fee	217.00	18.10	1,104,607.00	1,028,837.00	2,133,444.00
Transportation Services	57.50	4.80	292,701.00	272,623.00	565,324.00
Enhanced College Services	75.50	6.30	384,325.00	357,963.00	742,288.00
Subtotal	<u>\$ 789.50</u>	<u>\$ 65.85</u>	<u>\$ 4,018,832.00</u>	<u>\$ 3,743,162.00</u>	<u>\$ 7,761,994.00</u>

##### Projected Summer Session 2015

	Full-Time Rate	Part-time Rate	Summer 2015 Revenue
Student Activity Fee	\$ 98.25	\$ 8.15	\$ 22,070.20
Health Center Fee	175.00	14.60	39,536.80
Athletic Fee	155.00	12.90	34,933.20
Technology Fee	210.00	17.50	47,390.00
Transportation Services	57.50	4.80	12,998.40
Enhanced College Services	77.00	6.45	17,466.60
Subtotal	<u>\$ 772.75</u>	<u>\$ 64.40</u>	<u>\$ 174,395.20</u>

##### 2015-16 FISCAL YEAR (INCLUDING SUMMER SESSION 2015)

	Fall and Spring Revenue	Summer 2015 Revenue	Total 2015-16 Revenue
Student Activity Fee	\$ 1,002,796.00	\$ 22,070.20	\$ 1,024,866.20
Health Center Fee	\$ 1,754,960.00	\$ 39,536.80	1,794,496.80
Athletic Fee	\$ 1,563,182.00	\$ 34,933.20	1,598,115.20
Technology Fee	\$ 2,133,444.00	\$ 47,390.00	2,180,834.00
Transportation Services	\$ 565,324.00	\$ 12,998.40	578,322.40
Enhanced College Services	\$ 742,288.00	\$ 17,466.60	759,754.60
Subtotal	<u>\$ 7,761,994.00</u>	<u>\$ 174,395.20</u>	<u>\$ 7,936,389.20</u>



**President’s Office  
Budget Statement**

**Overview**

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

**Highlights**

The President’s Award for Excellence and Service Recognition IFR account allows staff to register and pay a nominal amount for the annual awards luncheon. The 2015 President’s Awards for Excellence recipients were:

- Timothy Frerichs, Professor, Visual Arts and New Media (President’s Award for Excellence in Teaching and Learning)
- Cynthia Haase, Agency Program Aide, Accounts Payable (President’s Award for Excellence in University Service)
- Christina Jarvis, Professor, English (College Council Award for Community Engagement)
- Jefferson Westwood, Director, Rockefeller Arts Center (College Council Award for Community Engagement)



*President Virginia Schaefer Horvath.*

**Planning Assumptions**

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

**Operating Budget**

The 2015-2016 operating budget allocation for the President’s IFR Buyout account will decrease to \$69,500.

<b>FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) President</b>			
<b>Area of Expense</b>	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	69,500	88,800	(19,300)
<b>TOTAL</b>	<b>\$ 69,500</b>	<b>\$ 88,800</b>	<b>\$ (19,300)</b>



# 2015-2016 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 \$217 per semester in the 2015-2016 fiscal year.
- The School of Music comprehensive music fee will remain at \$250 for the 2015-2016 fiscal year.
- Will provide funding for one Full Time Equivalents (FTE's).

### Operating Budget

Academic Affairs has over 200 IFR accounts and subaccounts with an allocation of \$3,787,900—an increase of \$242,100 from 2014-2015. The major IFR account within Academic Affairs is the Student Technology Fee account with an allocation of \$1,601,484.

FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
Personal Service Regular	\$ 60,200	\$ 96,100	\$ (35,900)
Temporary Service	353,400	357,100	(3,700)
Other than Personal Service	3,374,300	3,092,600	281,700
<b>TOTAL</b>	<b>\$ 3,787,900</b>	<b>\$ 3,545,800</b>	<b>\$ 242,100</b>



## Student Technology Fee

### Overview

A significant portion of funding for institutional technology investments is supported by the Student Technology Fee, a component of the campus Student Services and Program Charge. The Student Technology Fee budget is managed by Associate Vice President for Information Technology and Chief Information Officer 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:

- Installed or upgraded instructional technology in four computer labs, six conference rooms and 33 classrooms.
- Implemented new business continuity and disaster recovery data center to maintain critical campus-wide services in the event of unscheduled or scheduled outages.
- Implemented new Intrusion Prevention System to enhance the overall security posture for the institution.
- Expanded wireless network access coverage in Mason Hall by installing 37 new wireless access points.
- Completed nine new smart classroom renovations throughout the academic buildings on campus.

- Installed 2,586 new Ethernet network connections, 191 new wireless network access points, 161 new FREDcard door access control readers, 18 new video surveillance cameras with in the seven new Townhouses, Conference Center and Science Center.
- Implemented new ITS Project and Contract Management frameworks to enhance overall efficiency of communication and completion of projects campus wide.
- Completed the renovation of the first floor of Maytum Hall and reunited ITS programming staff.

### Planning Assumptions

Planning assumptions used in the development of the 2015-2016 Student Technology Fee operating budget include the following:

- Continue to move personnel expense out of the Income Fund Reimbursable (IFR) budget as feasible.
- Information Technology infrastructure will continually be required to be upgraded based on performance requirements and equipment life-cycles.
- New information technology services and infrastructure will require ongoing maintenance and an increase in staffing.
- Annual support and maintenance agreements will continue to increase in cost.
- The Student Technology Fee will increase by \$7 per semester (\$14 annually).

### Operating Budget

The 2015-2016 Student Technology Fee will generate \$2,180,834 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,



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





# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



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.

*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.*

### FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Technology Fee

Revenue:

Gross Projected Revenue	\$ 2,180,834	
Less: Reserve for Shortfall	230,000	
Less: Admin. Overhead	109,042	
Less: Maint. Overhead	196,275	
Less: Fringe Benefits	44,033	
Net Revenue		<u>\$ 1,601,484</u>

Expenses:

Personal Service	\$ 49,600	
Temporary Service Regular	\$ 29,200	
Temporary Service - Students	\$ 80,000	
Supplies & Expenses	1,442,684	
Total Expenses		<u>\$ 1,601,484</u>

### FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Technology Fee

Area of Expense	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
Personal Service Regular	\$ 49,600	\$ -	\$ 49,600
Temporary Service	109,200	85,000	24,200
Other than Personal Service	1,442,684	1,482,070	(39,386)
<b>TOTAL</b>	<u>\$ 1,601,484</u>	<u>\$ 1,567,070</u>	<u>\$ 34,414</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 2015-2016 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 2015-2016 allocation of \$5,661,800 a decrease of \$1,009,800 from 2014-2015. 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.*

FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Finance and Administration			
Area of Expense	2015-2016 Proposed Allocation	2014-2015 Allocation	Change
Personal Service Regular	\$ 1,162,100	\$ 615,400	\$ 546,700
Temporary Service	400,500	411,500	(11,000)
Other than Personal Service	4,099,200	5,644,700	(1,545,500)
<b>TOTAL</b>	<b>\$ 5,661,800</b>	<b>\$ 6,671,600</b>	<b>\$ (1,009,800)</b>



# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



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

## University Advancement Budget Statement

### Overview

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

### Highlights

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

### Planning Assumptions

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

- The IFR allocation will decrease by \$1,900 from the 2014-2015 year.
- All IFR accounts will be operated on a self-sustaining basis.

### Operating Budget

For the 2015-2016 fiscal year, the total allocation in the IFR accounts for University Advancement will decrease to \$5,500.

<b>FREDONIA</b>				
<b>Proposed 2015-2016 Budget</b>				
<b>Income Fund Reimbursable (IFR)</b>				
<b>University Advancement</b>				
<b>Area of Expense</b>	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>	
Personal Service Regular	\$ -	\$ -	\$ -	-
Temporary Service	500	500	-	-
Other than Personal Service	5,000	6,900	(1,900)	-
<b>Total</b>	<b>\$ 5,500</b>	<b>\$ 7,400</b>	<b>\$ (1,900)</b>	<b>-</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 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.



*Pink the Rink.*

**Planning Assumptions**

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

- The Intercollegiate Athletic Fee will increase four dollars per semester to \$159 for 2015-2016.
- The Student Health Services Fee will increase \$3.50 per semester to \$178.50. 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

<b>FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Student Affairs</b>			
<b>Area of Expense</b>	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 1,160,700	\$ 1,221,800	\$ (61,100)
Temporary Service	354,900	433,300	(78,400)
Other than Personal Service	1,922,200	2,977,800	(1,055,600)
<b>TOTAL</b>	<b>\$ 3,437,800</b>	<b>\$ 4,632,900</b>	<b>\$ (1,195,100)</b>





# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



**Girls soccer.**

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.

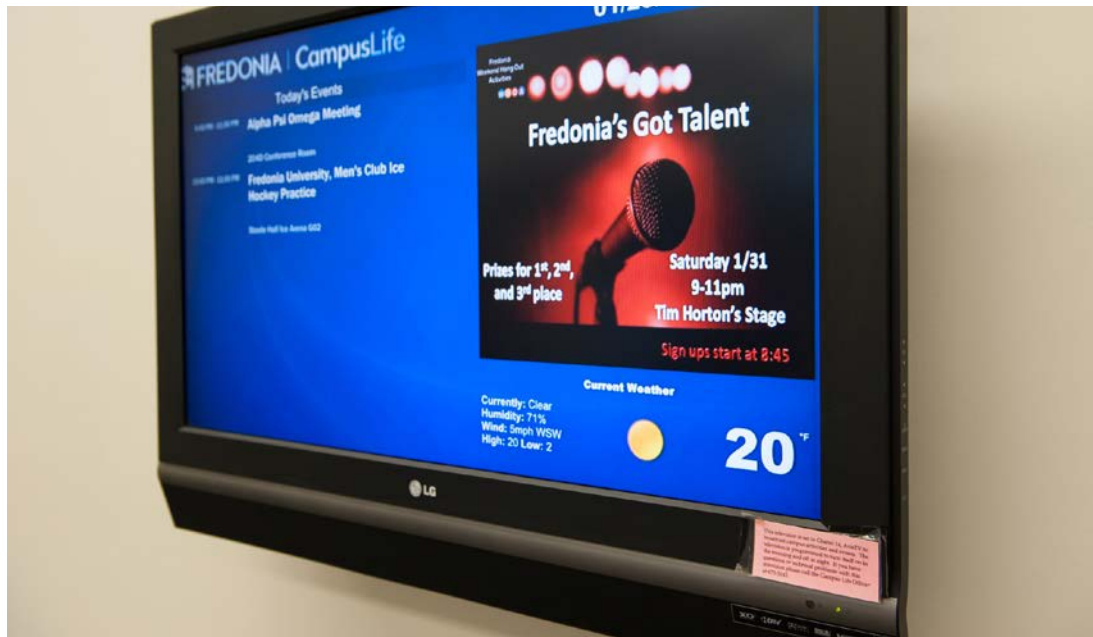
- The Intercollegiate Athletics program will continue to compete in 19 NCAA Division III sports programs.
- The Escort van will continue to provide service to students at the same level as during the 2014-2015 academic year.

- The Fitness Center Fee will remain at \$29 per semester to fund the operation of the new facility.

## Operating Budget

For the 2015-2016 fiscal year, the Student Affairs' IFR accounts will receive an allocation of \$3,437,800—a decrease of \$1,195,100 from last year. A partial reason for this reduction is due to the decrease in enrollment in recent years and shrinkage in revenue from the student service related fees.

**Campus Life.**





**Intercollegiate Athletic Fee**

**Overview**

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



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

**Highlights**

The Fredonia Blue Devils have received a number of individual and team honors over the past year. The Devils’ most important accomplishment, however, may be “Student-Athlete Graduation Rate 6 Years after Enrollment” which was 83 percent—fifteen percentage points higher than their non-athlete cohort.

Some of the highlights include:

**Team Honors:**

- The men’s and women’s swimming and diving teams were each awarded “Scholar All-American Team” designations by the College Swimming Coaches Association of America (CSCAA) for their outstanding team Grade Point Averages.

<b>FREDONIA</b>			
<b>Proposed 2015-2016 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Intercollegiate Athletics</b>			
<b>Area of Expense</b>	<b>2015-2016 Proposed Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
Reimbursement to University	\$ 441,800	\$ 441,800	\$ -
Personal Service	154,400	220,900	(66,500)
Other than Personal Service	910,735	1,045,700	(134,965)
<b>TOTAL</b>	<b>\$ 1,506,935</b>	<b>\$ 1,708,400</b>	<b>\$ (201,465)</b>



# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



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

- The women’s lacrosse team earned a trip to the National Collegiate Athletic Association (NCAA) post-season tournament and defeated Rensselaer Polytechnic Institute to advance to the national Sweet Sixteen before falling to No. 3 ranked Trinity College.
- The men’s and women’s cross country teams were cited as NCAA Division III All-Academic teams by the United States Track Field/Cross Country Coaches Association. The men had a cumulative Grade Point Average of 3.31 while the women earned an impressive 3.47 team GPA.
- The volleyball team went 23-11 and advanced to the semifinal round of the SUNYAC tournament.
- The men’s swim team finished second at the 2014 SUNYAC swimming and diving championships at the Bert Flickinger Aquatic Center in Buffalo. This was the team’s highest finish in nearly two decades.
- The men’s cross country team placed seventh out of 40 teams at the NCAA Atlantic Regional meet.

### Individual Athlete Honors:

- Sprinter Anna Dambacher was named SUNYAC’s 2014 Outstanding Female Track Athlete by a vote of conference coaches. Adrian Van Hall (men’s swimming) and Cherise Gunnell (softball) were selected as SUNY Chancellor’s Award recipients. Van Hall carried a 3.81 GPA while Gunnell earned a 3.84.
- Zakk Hess finished fourth at the Atlantic Region cross country meet, earning a trip to the NCAA Division III championship meet in Wilmington, Ohio.
- Jeff Matter and Ashley Keller were recognized as the top divers in the conference when they received Male and Female “Diver of the Meet” designations at the SUNYAC championship swimming and diving meet in Buffalo.

- Becky Hebert was a National Finalist for the Josten’s Trophy given annually to the Top Division III basketball player in the country. Hebert graduated as Fredonia’s all-time leading scorer (1,604 points) in women’s basketball.
- Ms. Keller, Katelyn Haley, and Aaron Carlson earned All-American Honorable Mention recognition at the NCAA Diving Championships in Indianapolis, Ind.
- Alexis Cheatham was named SUNYAC Rookie of the Year in women’s basketball.
- John Estanislau was named Honorable Mention “Scholar All-America” by the College Swimming Coaches Association of America. Estanislau was also tabbed the James Fulton Award winner by SUNYAC coaches.

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

### Planning Assumptions

Planning assumptions used in the development of the 2015-2016 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will increase to \$159 per semester.
- 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.
- The Intercollegiate Athletic Fee will contribute \$130,000 to the University Operating budget to assist with New York State budget cuts.





**Operating Budget**

The proposed 2015-16 Intercollegiate Athletic Fee operating budget is \$1,585,015.

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

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



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

<b>FREDONIA</b>			
<b>Proposed 2015-2016 Budget</b>			
<b>Income Fund Reimbursable (IFR)</b>			
<b>Intercollegiate Athletics</b>			
 Revenue:			
Projected Revenue	\$	1,598,115	
Prior Year Rollover		38,820	
Less: Reserve for Shortfall		130,000	
Net Revenue			<b>\$ 1,506,935</b>
 Expenses:			
Reimbursement to University	\$	441,800	
Personal Service		154,400	
Supplies & Expenses		910,735	
Total Expenses			<b>\$ 1,506,935</b>





# 2015-2016 Fredonia Income Fund Reimbursable (IFR)



**Counseling Center Staff.**

while Deborah Dibble serves as Director of the Health Center; Dr. Tracy Stenger serves as Director of the Counseling Center; and Dr. Amy Damiani serves as University Physician.

The student health and counseling services are completely supported through the Student Health Services Fee. The operational 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.

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 part time consulting psychiatrist and a full time

## Student Health Services Fee

### Overview

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

<b>FREDONIA</b>	
<b>Proposed 2015-2016 Budget</b>	
<b>Income Fund Reimbursable (IFR)</b>	
<b>Student Health Fee</b>	
Revenue:	
Projected Revenue	\$ 1,794,497
Rollover from Prior Year	72,570
Student Association Revenue	9,600
Additional Revenue Need	13,334
Less: Reserve for Shortfall	250,000
Less: Admin. Overhead	90,205
Less: Fringe Benefits	502,696
Net Revenue	<u>\$ 1,047,100</u>
Expenses:	
Personal Service	\$ 884,600
Temporary Service	25,000
Supplies & Expenses	137,500
Total Expenses	<u>\$ 1,047,100</u>



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.

- The Student Health Services Fee will be increased an additional \$3.50 per semester.
- The Student Health Services Fee will reallocate \$250,000 toward the University Operating budget.

## Highlights

Student Health and Wellness Services promotes an atmosphere of healthy living for Fredonia students. It provides students with preventative approaches to student health care. Through its health and counseling education programs such as the FRED Well, Health and Wellness Internship program, Stress Management workshops, the “Health Matters” electronic newsletter, a self-care center, flu shot clinics, and Fredonia C.A.R.E.S. seminars, students get a first-hand introduction to managing their own health care and mental health needs.

## Operating Budget

The 2015-2016 proposed operating budget for the Student Health and Wellness Services will generate \$1,794,497 in revenues – a decrease of \$7,568 from the prior year. The funds are generated from the Student Health Services Fee which was established by the SUNY Board of Trustees (April 1991) and is included in the campus Student Services and Program Charge. The fee will allow Student Health Services to continue to provide services in the midst of the implemented state budget proposal.



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

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 Student Health Services Fee operating budget include:

<b>FREDONIA Proposed 2015-2016 Budget Income Fund Reimbursable (IFR) Student Health Fee</b>			
<b>Area of Expense</b>	<b>Proposed 2015-2016 Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
Personal Service Regular	\$ 884,600	\$ 929,600	\$ (45,000)
Temporary Service	25,000	32,000	(7,000)
Other than Personal Service	137,500	140,000	(2,500)
<b>TOTAL</b>	<b>\$ 1,047,100</b>	<b>\$ 1,101,600</b>	<b>\$ (54,500)</b>









OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

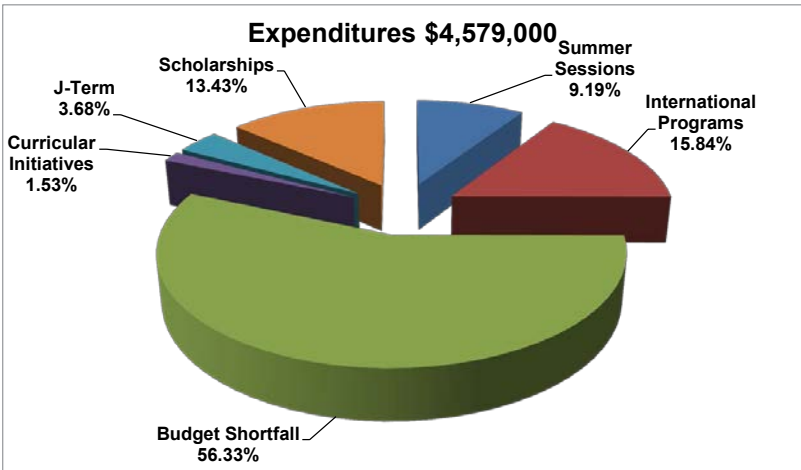
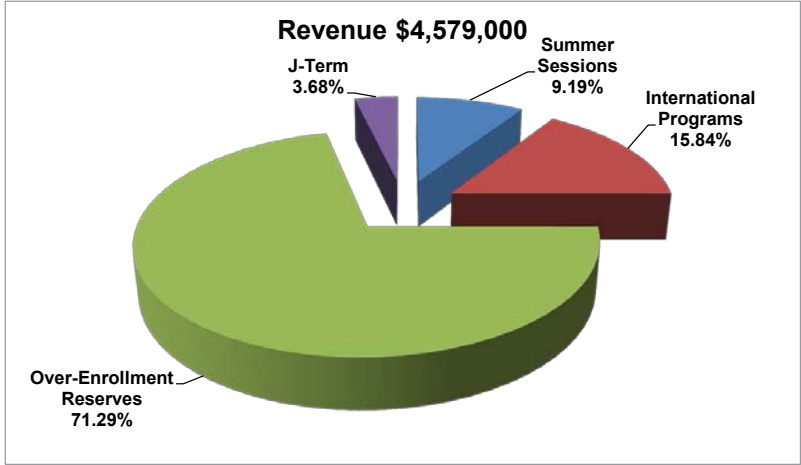
OPERATING BUDGET

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





# 2015 - 2016 Fredonia SUTRA Operating Budget



## State University of New York at FREDONIA 2015-2016 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 State University of New York (SUNY) concept of self-sufficiency. Expenditures are capped based on available cash balances which carry forward to the next fiscal year.

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 OpenSUNY 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.

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



## Highlights

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, 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 2014-2015, Fredonia was approved as a host institution for Brazilian J-1 Visa exchange students through the Brazil Scientific Mobility Program (BSMP). The Brazilian government-sponsored program provides full scholarships to undergraduate 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.

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

A proposal was submitted to the Proyecta 100,000 scholarship program for Mexican students and professionals. The scholarship would support short-term programs for students learning English as a second language and short-term summer programs to provide professional development to teachers.

<b>FREDONIA</b>	
<b>Proposed 2015-2016 Budget</b>	
<b>State University Tuition Reimbursable Account (SUTRA)</b>	
<b>Revenue Sources and Expenditures</b>	
<b>Revenue Sources:</b>	
Summer Sessions	\$ 421,000
International Programs	725,500
Over-Enrollment Reserves	3,264,000
J-Term	168,500
<b>Total</b>	<b><u>\$ 4,579,000</u></b>
<b>Expenditures:</b>	
Summer Sessions	\$ 421,000
International Programs	\$ 725,500
Budget Shortfall	\$ 2,579,000
Curricular Initiatives	\$ 70,000
J-Term	\$ 168,500
Scholarships	\$ 615,000
<b>Total</b>	<b><u>\$ 4,579,000</u></b>



# 2015 - 2016 Fredonia SUTRA Operating Budget



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

## Planning Assumptions

Planning assumptions used in the development of the 2015-2016 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 3.00 Full-Time Equivalent (FTE) positions.
- The Fredonia Academy will offer non-credit programs throughout the calendar year.
- 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.



<b>FREDONIA</b>			
<b>Proposed 2015-2016 Budget</b>			
<b>State University Tuition Reimbursable Account (SUTRA)</b>			
<b>Object</b>	<b>Proposed 2015-2016 Allocation</b>	<b>2014-2015 Allocation</b>	<b>Change</b>
<b>Academic Affairs</b>			
Personal Service Regular	\$ 178,500	\$ 297,000	\$ (118,500)
Temporary Service	271,500	688,000	(416,500)
Other than Personal Service	750,000	739,000	11,000
<b>TOTAL</b>	<b>\$ 1,200,000</b>	<b>\$ 1,724,000</b>	<b>\$ (524,000)</b>
<b>Administration</b>			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	2,764,000	3,485,000	(721,000)
<b>TOTAL</b>	<b>\$ 2,764,000</b>	<b>\$ 3,485,000</b>	<b>\$ (721,000)</b>
<b>Student Affairs</b>			
Personal Service Regular		\$ -	\$ -
Temporary Service		-	-
Other than Personal Service	615,000	615,000	-
<b>TOTAL</b>	<b>\$ 615,000</b>	<b>\$ 615,000</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>	<b>\$ 4,579,000</b>	<b>\$ 5,824,000</b>	<b>\$ (1,245,000)</b>





## Operating Budget

The total 2015-2016 SUTRA budget is projected at \$4.6 million, a decrease of \$1.2million from the 2014-2015 fiscal year. The 2015-2016 SUTRA budget includes over-enrollment spending of \$2.6million to assist with anticipated budget shortfalls. Funding for scholarships remained at \$615,000.

Funding in the 2015-2016 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.



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

### FREDONIA Proposed 2015-2016 Budget State University Tuition Reimbursable Account (SUTRA) Campus Total FTE Distribution

	2015-2016	2014-2015	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
<b>Academic Affairs</b>	<b>3.00</b>	<b>5.80</b>	<b>-2.80</b>
<b>TOTAL</b>	<b>3.00</b>	<b>5.80</b>	<b>-2.80</b>





# 2015 - 2016 Fredonia SUTRA Operating Budget

## FREDONIA Proposed 2015-2016 Budget State University Tuition Reimbursable Account (SUTRA)

Account Number	Account Title	Proposed 2015-2016 Allocation	2014-2015 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	295,000	740,000	(445,000)
960005.XX	J-Term	153,500	200,000	(46,500)
960130.03	Curricular Initiatives	70,000	-	70,000
960003.00	International Programs - Fredonia	490,500	500,000	(9,500)
	<b>TOTAL</b>	<b>\$ 1,200,000</b>	<b>\$ 1,724,000</b>	<b>\$ (524,000)</b>
<b>Administration</b>				
960002.00	International Prog. - Tuition Exchange	\$ 185,000	\$ 185,000	\$ -
960005.XX	Budget Shortfall (Over-Enrollment & Reserves)	2,579,000	3,300,000	(721,000)
	<b>TOTAL</b>	<b>\$ 2,764,000</b>	<b>\$ 3,485,000</b>	<b>\$ (721,000)</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*	0	100,000	(100,000)
961581.XX	Fredonia Promise Award	100,000	0	100,000
	<b>TOTAL</b>	<b>\$ 615,000</b>	<b>\$ 615,000</b>	<b>\$ -</b>
*Funded only through 14-15 with SUTRA.				
	<b>GRAND TOTAL*</b>	<b>\$ 4,579,000</b>	<b>\$ 5,824,000</b>	<b>\$ (1,245,000)</b>

**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.  
2015-2016 Allocation was adjusted to better align with actual expenditures rather than inflated allocation budgeted in prior years.



**FREDONIA**

STATE UNIVERSITY OF NEW YORK



**OVERVIEW**

**HIGHLIGHTS**

**PLANNING ASSUMPTIONS**

**OPERATING BUDGET**

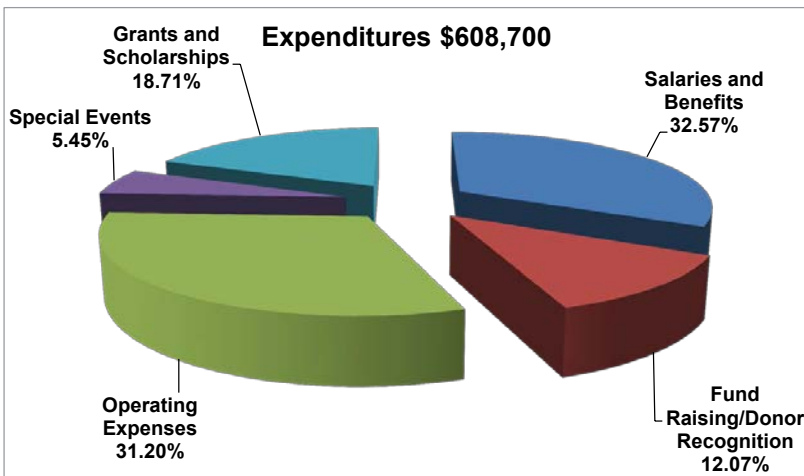
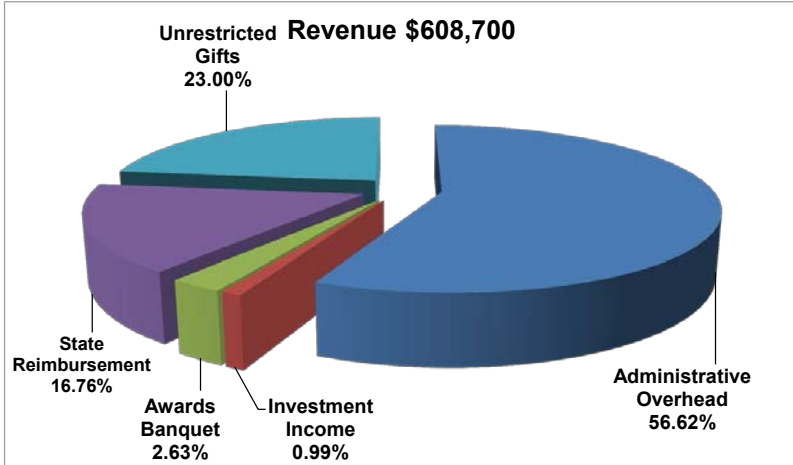
**FREDONIA COLLEGE  
FOUNDATION OPERATING BUDGET**







# 2015-2016 Fredonia College Foundation Operating Budget



*Scholars Breakfast.*

## FREDONIA 2015-2016 College Foundation Budget

### 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 2014 year the foundation collected \$3,100,034 (unaudited), in donations to the university. Unrestricted receipts in 2014 totaled \$1,391,949 (2013 unrestricted receipts were \$149,722). Marketplace online receipts

# 2015-2016 Fredonia College Foundation Operating Budget



for 2014 were \$48,837, with December receipts amounting to \$34,211. Scholarships and grants from restricted and endowment funds were \$1,762,308. Endowment funds continued to be closely monitored during 2014 in order to track the impact of equity investments. For 2015 the board of directors approved \$113,900 of unrestricted net assets for student financial aid and scholarship grants.

## Planning Assumptions

Planning assumptions used in the development of the 2015 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 2014 levels.

## Operating Budget

The 2015 Fredonia College Foundation operating budget totals \$692,152. The unrestricted gift income is expected to remain stable compared to 2014.



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

<b>FREDONIA</b>	
<b>2015-2016 Budget</b>	
<b>Fredonia College Foundation Budget</b>	
<b>Revenue Sources and Expenditures</b>	
<b>Revenue Sources:</b>	
Administrative Overhead	\$344,700
Investment Income	6,000
Awards Banquet	16,000
State Reimbursement	102,000
Unrestricted Gifts	140,000
<b>Total</b>	<b>\$608,700</b>
<b>Expenditures:</b>	
Salaries and Benefits	\$198,227
Fund Raising/Donor Recognition	73,500
Operating Expenses	189,873
Special Events	33,200
Grants and Scholarships	113,900
<b>Total</b>	<b>\$608,700</b>



# 2015-2016 Fredonia College Foundation Operating Budget



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

## FREDONIA 2015-2016 Fredonia College Foundation Budget Revenues and Expenses

	2015-2016 Budget	2014-2015 Budget	Change
<b>Projected Revenue</b>			
Administrative Overhead-Endowed Funds	\$330,000	\$310,700	\$19,300
Administrative Overhead-Restricted Funds	14,700	14,700	0
Investment Income	6,000	15,000	(9,000)
Distinguished Service Awards Banquet	16,000	0	16,000
Foundation House	42,000	42,000	0
Franklin Property- University Reimbursement	60,000	0	60,000
Unrestricted Gifts	140,000	170,000	(30,000)
<b>TOTAL REVENUE</b>	<b>\$608,700</b>	<b>\$552,400</b>	<b>\$56,300</b>
<b>Projected Expenses</b>			
Accounting Fees-Auditor	\$9,000	\$7,000	\$2,000
Alumni Campaign	7,500	15,000	(7,500)
Alumni Leadership Conference	5,200	5,200	0
Annual Report	18,000	22,000	(4,000)
Board of Directors Expense	3,400	3,400	0
Brokerage and Bank Fees	6,800	6,800	0
Capital Campaign	30,000	3,000	27,000
Contracted Accounting Services	5,850	0	5,850
Corporate and Foundation Relations	5,000	1,500	3,500
Distinguished Service Awards Banquet	12,000	0	12,000
Donor Recognition and Cultivation	10,000	15,000	(5,000)
Executive Director's Expenses	7,000	7,000	0
Franklin Properties	60,000	0	60,000
Insurance	5,800	5,800	0
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	4,600	4,600	0
Membership and Dues	2,000	2,000	0
Miscellaneous	1,500	700	800
Office Supplies	6,000	700	5,300
Payroll Processing	4,000	2,800	1,200
Phonathon	2,000	15,000	(13,000)
Planned Giving	24,000	22,000	2,000
Postage	6,000	1,000	5,000
President's Associates Recognition	0	4,300	(4,300)
Presidents Contingency Fund	3,000	3,000	0
Printing	6,000	14,600	(8,600)
Publications	1,600	1,600	0
Salaries and Benefits	198,227	188,788	9,439
Scholarship Recipient Recognition	16,000	11,000	5,000
Software and Support	30,000	25,000	5,000
State Fees	875	1,100	(225)
Travel	35,000	28,000	7,000
Foundation House			
Depreciation	21,100	21,100	0
Utilities	8,300	8,300	0
Repairs and Maintenance	15,000	15,000	0
Custodial Services	7,000	11,800	(4,800)
Surplus (Deficit) for the year	(83,452)	8,912	(92,364)
<b>TOTAL EXPENSES</b>	<b>\$494,800</b>	<b>\$483,500</b>	<b>\$11,300</b>
Scholarships	48,900	48,900	0
Honors Scholarship	50,000	0	50,000
Grants and Awards	15,000	20,000	-5,000
<b>TOTAL EXPENSES AND GRANTS</b>	<b>\$608,700</b>	<b>\$552,400</b>	<b>\$56,300</b>



## FREDONIA COLLEGE FOUNDATION 2015 Board of Directors

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Fredonia, N.Y.

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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  
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State University of New York Fredonia  
Fredonia, N.Y.

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State University of New York at Fredonia  
Fredonia, N.Y.

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Fredonia, N.Y.

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President, Aquest Consulting  
Hamburg, N.Y.

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State University of New York at Fredonia  
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New York, N.Y.

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

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State University of New York at Fredonia  
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Lita Annenberg Hazen Professor of Chemistry;  
Chairman, Dept. of Molecular and Experimental Medicine  
The Scripps Research Institute  
La Jolla, Calif.



*Alumni Golf Tournament at Shorewood Country Club.*

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

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Director, Marion Foundation  
Houston, Texas

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La Jolla, Calif.

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Fredonia, N.Y.

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State University of New York at Fredonia  
Fredonia, N.Y.

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State University of New York at Fredonia  
Fredonia, N.Y.

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Consultant  
Terre Haute, IN

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COO, Lakeshore Savings  
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Senior Portfolio Manager, UBS  
Hudson, Ohio

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

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





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

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

**APPENDIX 3**  
**Consolidated Operating**  
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**APPENDIX 4**  
**Tuition and Fees**

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**Organizational Charts**

**APPENDICES**





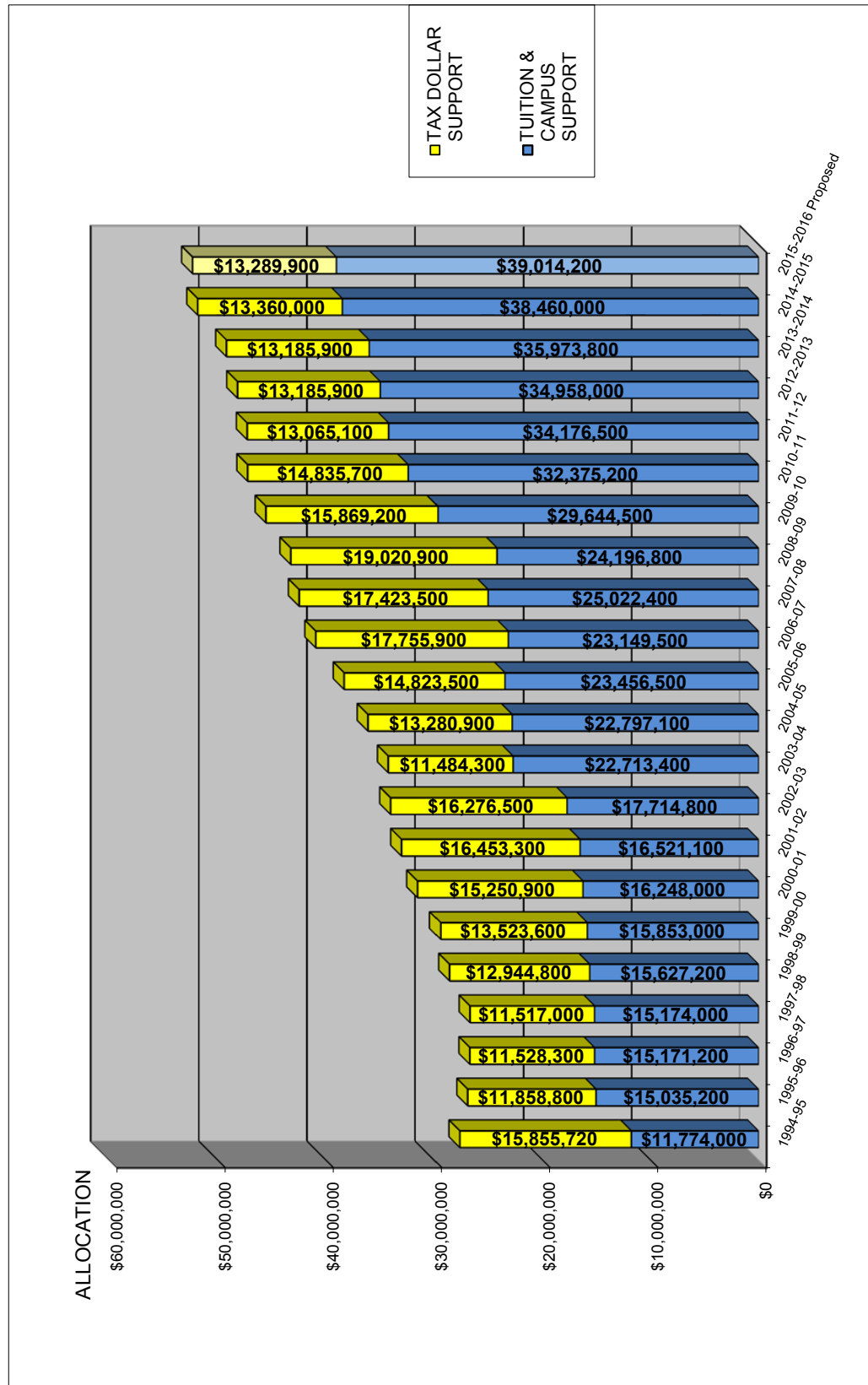
# Analysis of Funding - APPENDIX 1

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

<b>2000-01</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>2001-02</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>2002-03</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>2003-04</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>2004-05</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>2005-06</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>2006-07</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>2007-08</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>2008-09</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>2009-10</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>2010-11</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>2011-12</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>2012-2013</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>2013-2014</b>					
Preliminary - April 2013	12,485,900	25%	37,183,700	75%	49,669,600
Financial Plan (FORM 1)	13,185,900	27%	35,973,800	73%	49,159,700
<b>2014-2015</b>					
Preliminary - April 2014	13,185,900	25%	38,592,100	75%	51,778,000
Financial Plan (FORM 1)	13,360,000	26%	38,460,000	74%	51,820,000
<b>2015-2016</b>					
Preliminary - Sept 2015	13,289,900	25%	39,014,200	75%	52,304,100
Financial Plan (FORM 1)	13,289,900	25%	39,014,200	75%	52,304,100



**FREDONIA  
SOURCES OF FUNDING  
UNIVERSITY OPERATING BUDGET**







# Analysis of Allocations - APPENDIX 1

## FREDONIA Derivation of Proposed 2015-2016 Operating Budget from 2014-2015 Base

### Original 2014-2015 Proposed Base Budget

	President	Academic Affairs	Finance & Administration	University Advancement	Student Affairs	Engagement & Economic Dev	Utilities/Other Institutional	Total
	\$684,500	\$31,651,400	\$5,737,100	\$1,405,500	\$4,414,500	\$217,600	\$7,667,400	\$51,778,000
Distribute Temporary Service Contractual Increases		146,500	500		3,000		(150,000)	
Salary Adjustments		(18,600)	10,000	25,000			(16,400)	
Transfer Funding to Engagement & Economic Development	(10,000)	(63,700)				73,700		
Redistribution of Allocation	(6,700)	14,100	(400)				(7,000)	
Redistribution of Employees - Summer Session Buyout		66,100	(67,600)				1,500	
Assistant Study Abroad Position from SUTRA		42,000						42,000
<b>Sub-Total Budget Adjustments</b>	<b>(16,700)</b>	<b>186,400</b>	<b>(57,500)</b>	<b>25,000</b>	<b>3,000</b>	<b>73,700</b>	<b>(171,900)</b>	<b>42,000</b>

### Revised 2014-2015 Base Budget Need

	667,800	31,837,800	5,679,600	1,430,500	4,417,500	291,300	7,495,500	51,820,000
2013-14 Carry Over Funds							-200,000	(200,000)
2014-15 IFR Fee Support							-670,000	(670,000)
FSA & DIFR Utility Support							-700,000	(700,000)
2013-14 Utility Savings							-200,000	(200,000)
Over Enrollment Prior Years							-2,936,000	(2,936,000)
Additional Current Year Over Enrollment							-307,500	(307,500)
Additional Scholarship Support							-100,000	(100,000)
Additional Support, j-Term & Summer Session							-20,000	(20,000)
2014-15 Salary Savings							-1,006,100	(1,006,100)
<b>Adjusted 2014-2015 Allocation (Form 1)</b>	<b>667,800</b>	<b>31,837,800</b>	<b>5,679,600</b>	<b>1,430,500</b>	<b>4,417,500</b>	<b>291,300</b>	<b>1,355,900</b>	<b>45,680,400</b>

### SUTRA (Supplemental) Over Enrollment Prior Years

	667,800	31,837,800	5,679,600	1,430,500	4,417,500	291,300	1,355,900	45,680,400
Mid year Budget Reductions							0	

### 2014-2015 Adjusted Financial Plan

	667,800	31,837,800	5,679,600	1,430,500	4,417,500	291,300	1,355,900	45,680,400
Additional System Administration Recharges	5,900	42,100					25,600	67,700
2014-2015 Negotiated Salary Adjustments/ Position Changes		696,100	110,300	22,400	86,300	6,000	(927,000)	

### Final 2014-2015 Base Budget

	673,700	32,576,000	5,789,900	1,452,900	4,503,800	297,300	6,594,100	51,887,700
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### 2015-2016 Budget Adjustments

#### I. Inflationary Increases

							421,100	421,100
Funding of Tuition Credit Scholarship							100,000	100,000
Promotional Salary Increases to Base							(20,000)	(1,244,300)
Divisional Expenditure Reductions	(41,200)	(891,300)	(249,300)	1,300	(43,800)		25,600	29,600
System Administration Recharges		4,000					68,170	
Reclassify Institutional & System Admin. Recharges		(113,100)	44,930				1,110,000	1,110,000
Bargaining Unit Cost/ Mandatory Increases							1,704,870	416,400
<b>Sub-Total Budget Adjustments</b>	<b>(41,200)</b>	<b>(1,000,400)</b>	<b>(204,370)</b>	<b>1,300</b>	<b>(43,800)</b>	<b>-</b>	<b>1,704,870</b>	<b>416,400</b>

### Proposed 2015-2016 Base Budget

	\$632,500	\$31,575,600	\$5,585,530	\$1,454,200	\$4,460,000	\$297,300	\$8,298,970	\$52,304,100
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**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>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%
<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%

\* Percentages are rounded



# Analysis of Allocations - APPENDIX 2

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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	FINANCE & ADMIN	UNIVERSITY ADVANCEMENT	STUDENT AFFAIRS	ENGAGEMENT ECONOMIC DEV.	UTILITIES OTHER	TOTAL	CHANGE
<b>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%	386.70 67%	113.00 19%	18.00 3%	58.48 10%			579.68 100%	12.00 2.1%
<b>2008-09</b>									
DOLLAR	\$512,000 1%	\$28,604,100 64%	\$6,121,700 14%	\$1,364,000 3%	\$3,967,000 9%		\$3,952,200 9%	\$44,521,000 100%	\$1,912,000 4.5%
FTE	3.50 1%	396.56 66%	114.25 19%	18.00 3%	67.67 11%			599.98 100%	20.30 3.5%
<b>2009-10</b>									
DOLLAR	\$515,300 1%	\$29,258,500 64%	\$6,157,000 14%	\$1,370,900 3%	\$4,026,700 9%		\$4,185,300 9%	\$45,513,700 100%	\$992,700 2.2%
FTE	3.50 1%	390.06 65%	113.25 19%	17.00 3%	64.85 11%			588.66 100%	-11.32 -1.9%
<b>2010-11</b>									
DOLLAR	\$522,000 1%	\$30,189,200 64%	\$6,341,600 13%	\$1,375,900 3%	\$4,195,700 9%		\$4,586,500 10%	\$47,210,900 100%	\$1,697,200 3.7%
FTE	3.50 1%	384.56 65%	113.50 19%	17.00 3%	67.19 11%			585.75 100%	-2.91 -0.5%
<b>2011-12</b>									
DOLLAR	\$461,000 1%	\$29,736,100 63%	\$6,129,400 13%	\$1,389,800 3%	\$4,230,900 9%		\$5,294,400 11%	\$47,241,600 100%	\$30,700 0.1%
FTE	3.50 1%	375.04 65%	108.35 19%	16.00 3%	65.36 12%			568.25 100%	-17.50 -3.0%
<b>2012-2013</b>									
DOLLAR	\$536,000 1%	\$29,979,300 62%	\$6,162,000 13%	\$1,424,800 3%	\$4,281,300 9%		\$5,760,500 12%	\$48,143,900 100%	\$902,300 1.9%
FTE	4.00 1%	378.04 65%	108.35 19%	17.00 3%	66.36 12%			573.75 100%	5.50 1.0%
<b>2013-2014</b>									
DOLLAR	\$705,200 1%	\$29,828,900 61%	\$6,311,200 13%	\$1,433,800 3%	\$4,465,000 9%	\$218,000 0%	\$6,197,600 13%	\$49,159,700 100%	\$1,015,800 2.1%
FTE	6.00 1%	379.10 64%	111.90 19%	17.00 3%	69.36 12%	2.00 0%		585.36 100%	11.61 2.0%
<b>2014-2015</b>									
DOLLAR	\$667,800 1%	\$31,837,800 61%	\$5,679,600 11%	\$1,430,500 3%	\$4,417,500 9%	\$291,300 1%	\$7,495,500 14%	\$51,820,000 100%	\$2,660,300 5.4%
FTE	6.00 1%	380.38 65%	101.65 18%	17.00 3%	67.55 12%	2.00 0%		574.58 100%	-10.78 -1.8%

\* Percentages are rounded



**FREDONIA**  
**SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS**  
 Fiscal Years 1998-99 to 2015-16

	President	Academic Affairs	Administration	University Advancement	Student Affairs	Engagement & Economic Dev	Utilities/Other	Totals
<b>1998-99 Base</b>	<b>\$ 346,700</b>	<b>\$ 17,391,600</b>	<b>\$ 3,807,100</b>	<b>\$ 692,500</b>	<b>\$ 1,696,700</b>	<b>\$ -</b>	<b>\$ 4,586,000</b>	<b>\$ 28,520,600</b>
<b>% of Base</b>	<b>1.22%</b>	<b>60.98%</b>	<b>13.35%</b>	<b>2.43%</b>	<b>5.95%</b>	<b>0.00%</b>	<b>16.08%</b>	<b>100%</b>
<b>Budget Adjustments</b>								
1998-99	7,300	358,200	217,300	22,400	295,800	-	(849,600)	51,400
1999-00	20,000	378,300	93,200	33,500	152,500	-	(425,100)	252,400
2000-01	(2,200)	436,500	37,200	(9,000)	45,500	-	794,200	1,302,200
2001-02 <sup>2</sup>	28,100	1,927,600	461,900	76,300	137,900	-	(1,511,900)	1,119,900
2002-03	22,500	497,200	60,800	20,100	85,400	-	217,200	903,200
2003-04 <sup>3</sup>	(12,100)	(86,300)	(84,700)	(150,200)	(36,400)	-	(532,600)	(902,300)
2004-05	12,100	1,181,100	401,700	252,800	222,000	-	(471,700)	1,598,000
2005-06	26,900	293,900	153,500	(11,800)	180,600	-	(643,100)	-
2006-07	16,300	1,024,400	79,300	40,800	111,300	-	(1,272,100)	-
2007-08	16,900	513,200	130,500	32,900	(83,200)	-	(610,300)	-
2008-09 <sup>4</sup>	23,500	1,312,300	411,800	83,300	628,300	-	(614,300)	1,844,900
2009-10	3,300	1,014,400	185,300	56,900	169,700	-	160,600	1,590,200
2010-11 <sup>5</sup>	6,700	1,165,700	294,600	5,000	224,000	-	(1,517,300)	178,700
2011-12	(61,000)	78,600	(25,900)	13,900	115,800	-	(121,400)	-
2012-13 <sup>6</sup>	159,200	(71,300)	93,500	9,000	40,400	224,900	(137,900)	92,900
2013-14	4,500	(84,700)	99,400	23,000	107,500	79,700	(757,500)	(382,900)
2014-15	(10,800)	924,600	52,800	47,400	89,300	-	(1,073,300)	109,700
<b>Adjustments</b>	<b>261,200</b>	<b>10,863,700</b>	<b>2,662,200</b>	<b>546,300</b>	<b>2,486,400</b>	<b>304,600</b>	<b>(9,366,100)</b>	<b>7,758,300</b>
<b>Growth, Inflationary Increases &amp; Reductions</b>								
1999-00	400,300	80,900	80,900	75,000	40,000	-	(44,000)	552,200
2000-01	224,400	42,000	42,000	16,000	67,400	-	470,900	820,700
2001-02	147,500	35,000	35,000	-	45,000	-	127,500	355,000
2002-03	95,000	95,000	(67,600)	50,000	128,200	-	163,000	258,000
2003-04	410,500	25,000	40,000	-	25,000	-	443,300	964,400
2004-05	711,700	19,200	19,200	3,000	20,400	-	1,447,100	2,202,000
2005-06	1,900	579,900	147,900	102,800	71,000	-	1,721,900	2,625,400
2006-07	3,500	399,200	54,700	33,600	111,200	-	1,101,400	1,703,600
2008-09	382,600	382,600	(150,000)	(50,000)	22,400	-	(337,900)	67,100
2009-10	(360,000)	(360,000)	(110,000)	(110,000)	(110,000)	-	72,500	(597,500)
2010-11	(235,000)	(235,000)	(110,000)	(55,000)	(55,000)	-	1,918,500	1,518,500
2011-12	(531,700)	(531,700)	(186,300)	-	(80,600)	-	829,300	30,700
2012-13	65,000	201,700	88,300	35,000	143,300	-	550,200	902,300
2013-14	20,000	176,400	673,500	(51,300)	(158,000)	(7,300)	1,004,800	1,432,800
2014-15	(25,200)	1,693,200	(204,370)	1,300	(43,800)	-	1,713,400	2,491,300
2015-16	(41,200)	(1,000,400)	(883,770)	215,400	276,900	(7,300)	1,704,870	416,400
<b>Growth, Inflationary Increases &amp; Reductions</b>	<b>\$ 24,600</b>	<b>\$ 3,320,300</b>	<b>\$ (883,770)</b>	<b>\$ 215,400</b>	<b>\$ 276,900</b>	<b>\$ (7,300)</b>	<b>\$ 13,079,070</b>	<b>\$ 16,025,200</b>
<b>Total Adjustments</b>	<b>\$ 285,800</b>	<b>\$ 14,184,000</b>	<b>\$ 1,778,430</b>	<b>\$ 761,700</b>	<b>\$ 2,763,300</b>	<b>\$ 297,300</b>	<b>\$ 3,712,970</b>	<b>\$ 23,783,500</b>
<b>% of Adjustments</b>	<b>1.20%</b>	<b>59.64%</b>	<b>7.48%</b>	<b>3.20%</b>	<b>11.62%</b>	<b>1.25%</b>	<b>15.61%</b>	<b>100%</b>
<b>Current Base</b>	<b>\$ 632,500</b>	<b>\$ 31,575,600</b>	<b>\$ 5,585,530</b>	<b>\$ 1,454,200</b>	<b>\$ 4,460,000</b>	<b>\$ 297,300</b>	<b>\$ 8,298,970</b>	<b>\$ 52,304,100</b>
<b>Current % of Base</b>	<b>1.21%</b>	<b>60.37%</b>	<b>10.88%</b>	<b>2.78%</b>	<b>8.53%</b>	<b>0.57%</b>	<b>15.87%</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>Prinship closed  
<sup>6</sup>Transferred Institutional Research from Academic Affairs to President





# Consolidated Operating Budgets - APPENDIX 3

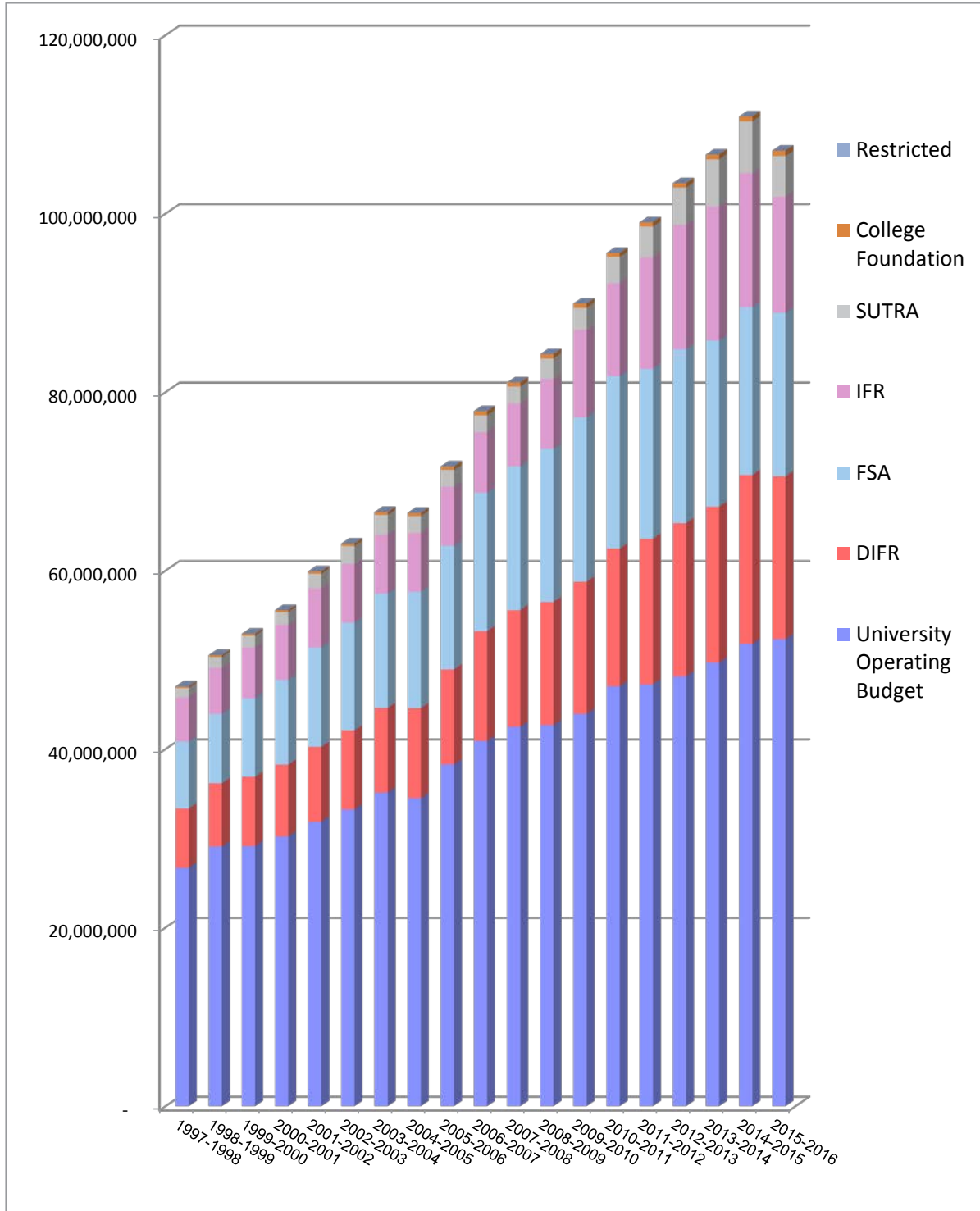
## Fredonia Consolidated Operating Budgets 1997-1998 to 2015-16

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

\* Restricted balances transferred to College Foundation



**Fredonia  
Consolidated Operating Budgets  
1997-1998 to 2015-2016**





# 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	FEE	CENTER FEE	NOLOGY FEE	RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED				
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	20.00	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	25.00	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	25.00	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	25.00	0.00	0.00	0.00	35.00	0.00	0.00	1,050.00	885.00	3,136.50	16.4%	
1992-1993	1,325.00	12.50	56.00	0.00	27.00	0.00	0.00	0.00	42.50	0.00	0.00	1,095.00	895.00	3,453.00	10.1%	
1993-1994	1,325.00	12.50	62.00	0.00	30.00	0.00	0.00	0.00	50.00	0.00	0.00	1,175.00	925.00	3,579.50	3.7%	
1994-1995	1,325.00	12.50	62.00	0.00	50.00	0.00	0.00	0.00	55.00	0.00	0.00	1,250.00	960.00	3,714.50	3.8%	
1995-1996	1,700.00	12.50	72.00	0.00	50.00	0.00	0.00	0.00	75.00	50.00	0.00	1,375.00	960.00	4,294.50	15.6%	
1996-1997	1,700.00	12.50	0.00	0.00	0.00	0.00	294.00	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	0.00	325.00	0.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%	
1998-1999	1,700.00	12.50	0.00	0.00	0.00	0.00	350.00	0.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%	
1999-2000	1,700.00	12.50	0.00	0.00	0.00	0.00	375.00	0.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%	
2000-2001	1,700.00	12.50	0.00	0.00	0.00	0.00	400.00	0.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%	
2001-2002	1,700.00	12.50	0.00	0.00	0.00	0.00	425.00	0.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%	
2002-2003	1,700.00	12.50	0.00	0.00	0.00	0.00	474.00	0.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%	
2003-2004	2,175.00	12.50	0.00	0.00	0.00	0.00	493.50	0.00	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%	
2004-2005	2,175.00	12.50	0.00	0.00	0.00	0.00	508.00	0.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%	
2005-2006	2,175.00	12.50	0.00	0.00	0.00	0.00	533.00	0.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%	
2006-2007	2,175.00	12.50	0.00	0.00	0.00	0.00	553.50	0.00	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%	
2007-2008	2,175.00	12.50	0.00	0.00	0.00	0.00	583.25	0.00	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%	
FALL 2008	2,175.00	12.50	0.00	0.00	0.00	0.00	606.50	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%	
SPRING 2009	2,485.00	12.50	0.00	0.00	0.00	0.00	606.50	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,539.00	4.3%	
2009-2010	2,485.00	12.50	0.00	0.00	0.00	0.00	632.00	0.00	0.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%	
2010-2011	2,485.00	12.50	0.00	0.00	0.00	0.00	669.00	0.00	0.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%	
2011-2012	2,635.00	12.50	0.00	0.00	0.00	0.00	696.50	0.00	0.00	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%	
2012-2013	2,785.00	12.50	0.00	0.00	0.00	0.00	731.50	0.00	0.00	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%	
2013-2014	2,935.00	12.50	0.00	0.00	0.00	0.00	752.50	0.00	0.00	0.00	0.00	3,425.00	2,245.00	9,370.00	5.0%	
2014-2014	3,085.00	12.50	0.00	0.00	0.00	0.00	772.75	0.00	0.00	0.00	0.00	3,600.00	2,310.00	9,780.25	4.4%	
2015-2016	3,235.00	12.50	0.00	0.00	0.00	0.00	789.50	0.00	0.00	0.00	0.00	3,800.00	2,375.00	10,212.00	4.4%	

(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 2015-2016 ARE SUBJECT TO CHANGE.



# Tuition and Fees - APPENDIX 4

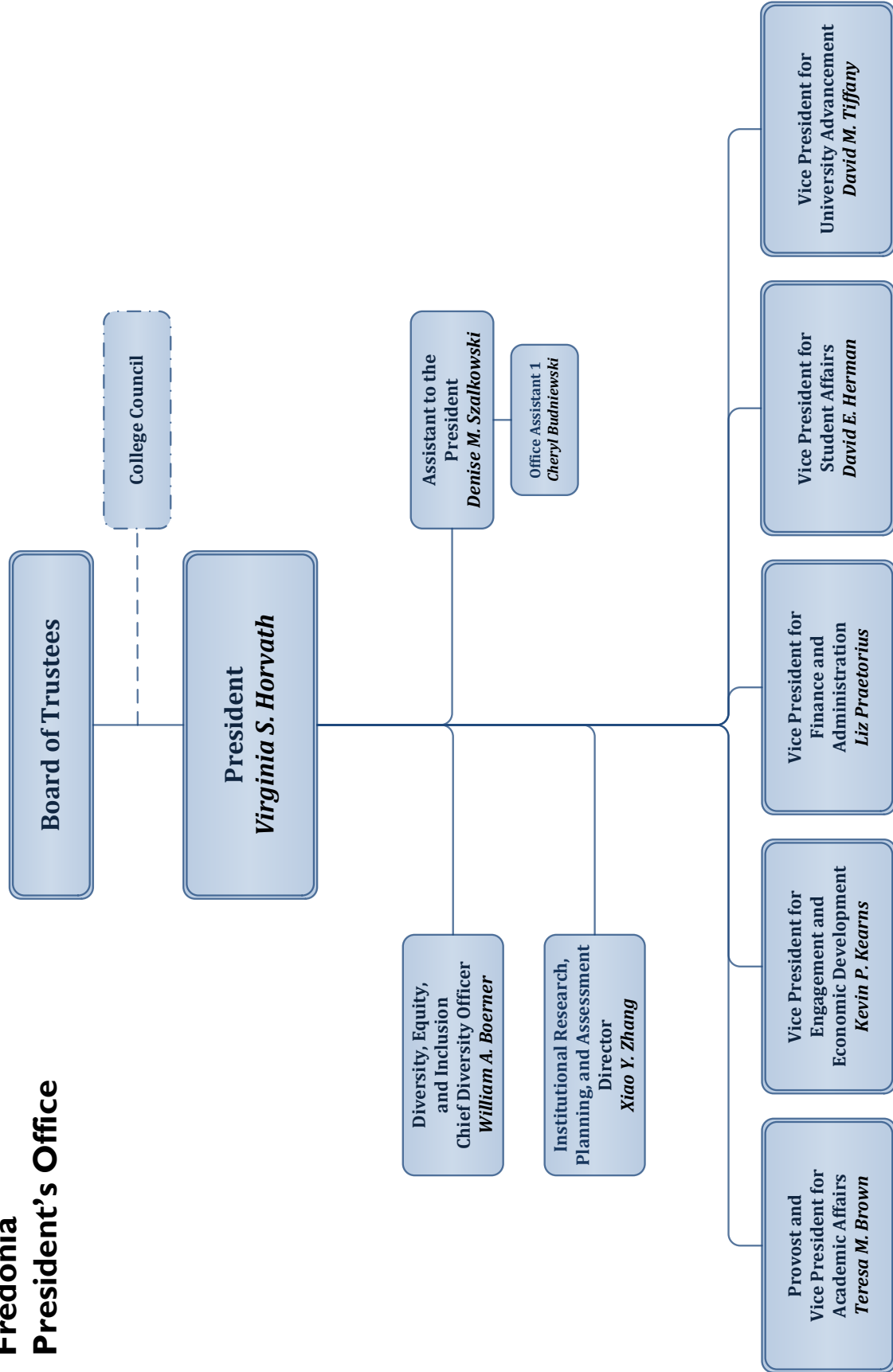
## FREDONIA History of Student Services and Program Charge 2002-2003 through 2015-2016 Academic Years

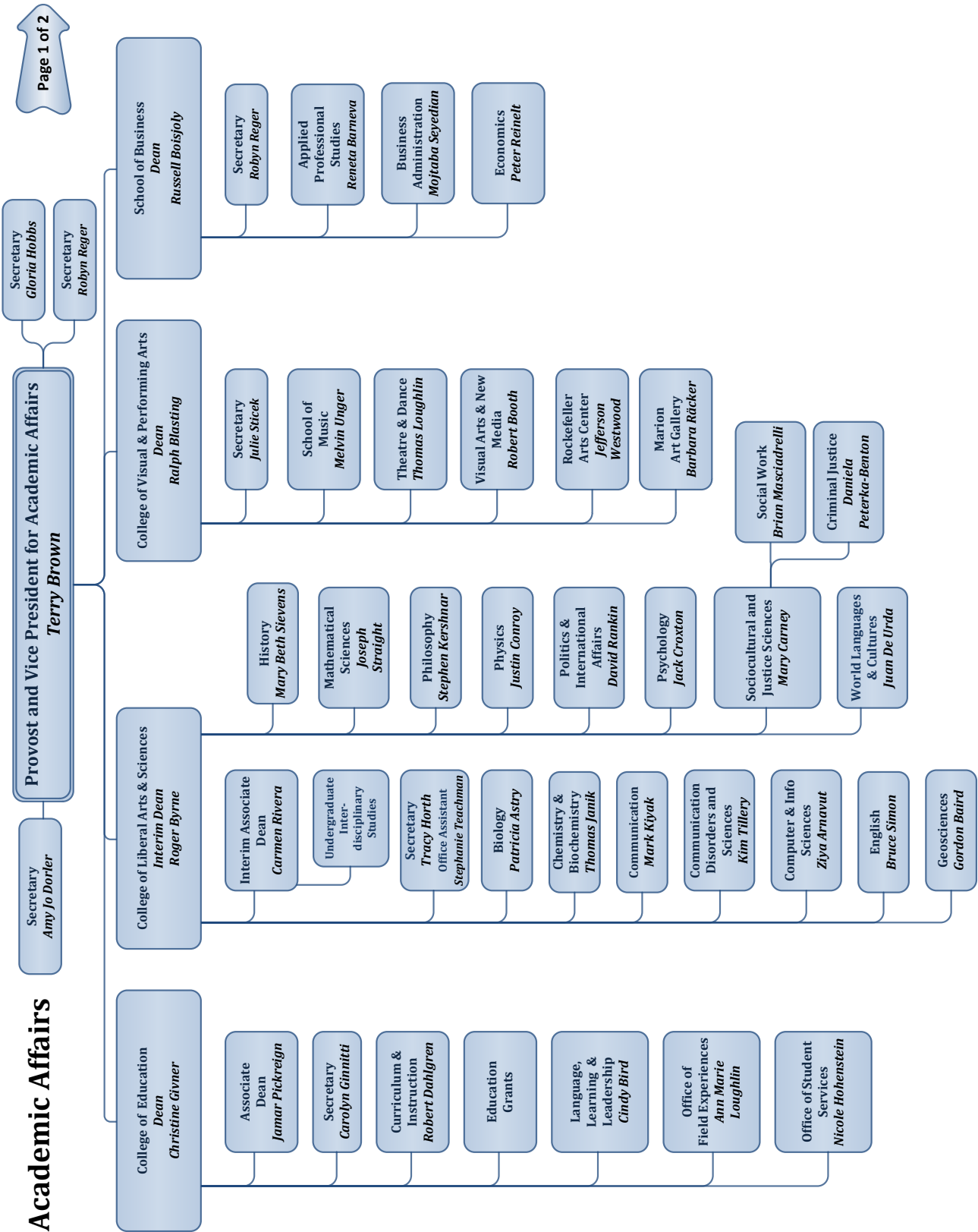
	2002-2003		2003-2004		2004-2005		2005-2006		2006-2007		2007-2008		2008-2009	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
<b>Summary Of Components In Student Services and Program Charge</b>														
Student Activity Fee	\$75.50	\$6.30	\$77.50	\$6.45	\$77.75	\$6.50	\$78.25	\$6.50	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80
Bus Services	8.00	0.65	9.50	0.80	10.25	0.85	10.25	0.85	10.25	0.85	10.50	0.85	11.15	0.90
Athletic Fee	95.00	7.95	100.00	8.35	103.00	8.60	113.00	9.40	118.00	9.85	128.00	10.65	133.00	11.10
Health Center Fee	100.00	8.35	105.00	8.75	108.00	9.00	113.00	9.40	118.00	9.85	123.00	10.25	130.00	10.85
Technology Fee	120.00	10.00	125.00	10.45	129.00	10.75	135.00	11.25	140.00	11.65	148.00	12.35	155.00	12.90
Parking Services	38.00	3.15	39.00	3.25	40.00	3.30	41.00	3.45	45.00	3.75	48.00	4.00	50.00	4.20
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	4.00	0.35	4.50	0.40	5.00	0.50	6.00	0.50
Intramural Support	4.50	0.40	4.50	0.40	4.50	0.40	4.50	0.40	4.00	0.35	4.00	0.35	4.00	0.35
Natorium	3.00	0.25	3.00	0.25	4.00	0.30	4.50	0.40	4.50	0.40	5.00	0.40	5.00	0.40
Alumni Services	12.50	1.05	12.50	1.05	14.00	1.15	14.50	1.20	15.00	1.25	16.00	1.35	16.00	1.35
Orientation Support	2.00	0.15	2.00	0.15	2.00	0.20	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Box Office	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10	1.50	0.10
Student Engagement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$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>\$606.50</b>	<b>\$50.55</b>
<b>Summary Of Components In Student Services and Program Charge</b>														
Student Activity Fee	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00	\$86.00	\$7.15	\$88.64	\$7.40
Bus Services	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	12.25	1.00	13.36	1.10
Athletic Fee	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05	155.00	12.90	155.00	12.90	159.00	13.25
Health Center Fee	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75	165.00	13.75	175.00	14.60	178.50	14.90
Technology Fee	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25	203.00	16.90	210.00	17.50	217.00	18.10
Parking Services	52.00	4.35	55.00	4.60	57.50	4.80	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	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40	29.00	2.40	29.00	2.40	29.00	2.45
Intramural Support	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75
Natorium	5.00	0.40	6.00	0.50	5.00	0.40	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	17.00	1.50	17.00	1.50	18.00	1.50
Orientation Support	3.00	0.25	4.00	0.35	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	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Transcripts	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	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	0.00
Student Engagement	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Semester Total</b>	<b>\$632.00</b>	<b>\$52.70</b>	<b>\$669.00</b>	<b>\$55.75</b>	<b>\$696.50</b>	<b>\$58.00</b>	<b>\$731.50</b>	<b>\$60.90</b>	<b>\$752.50</b>	<b>\$62.70</b>	<b>\$772.75</b>	<b>\$64.40</b>	<b>\$789.50</b>	<b>\$65.85</b>





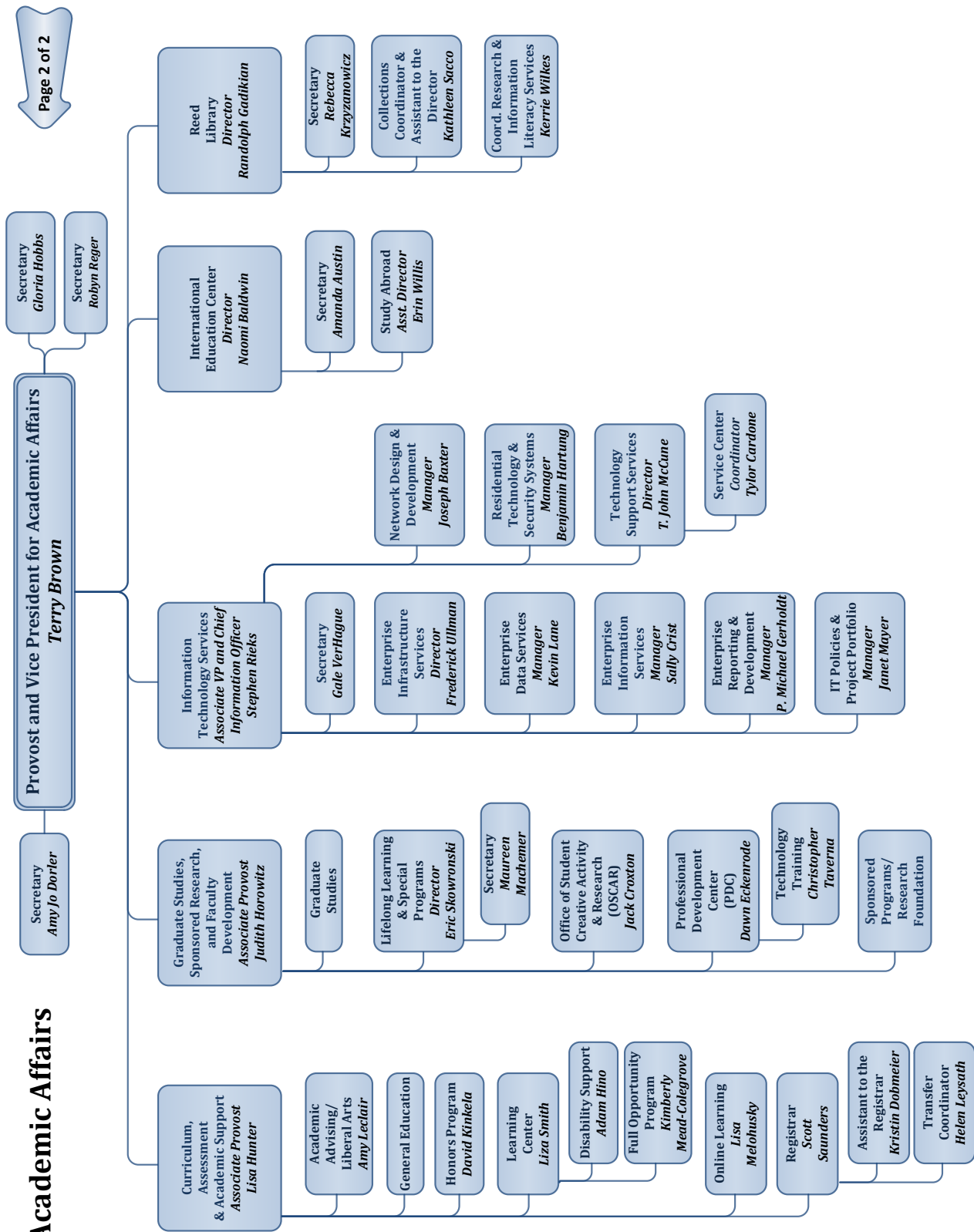
# Fredonia President's Office





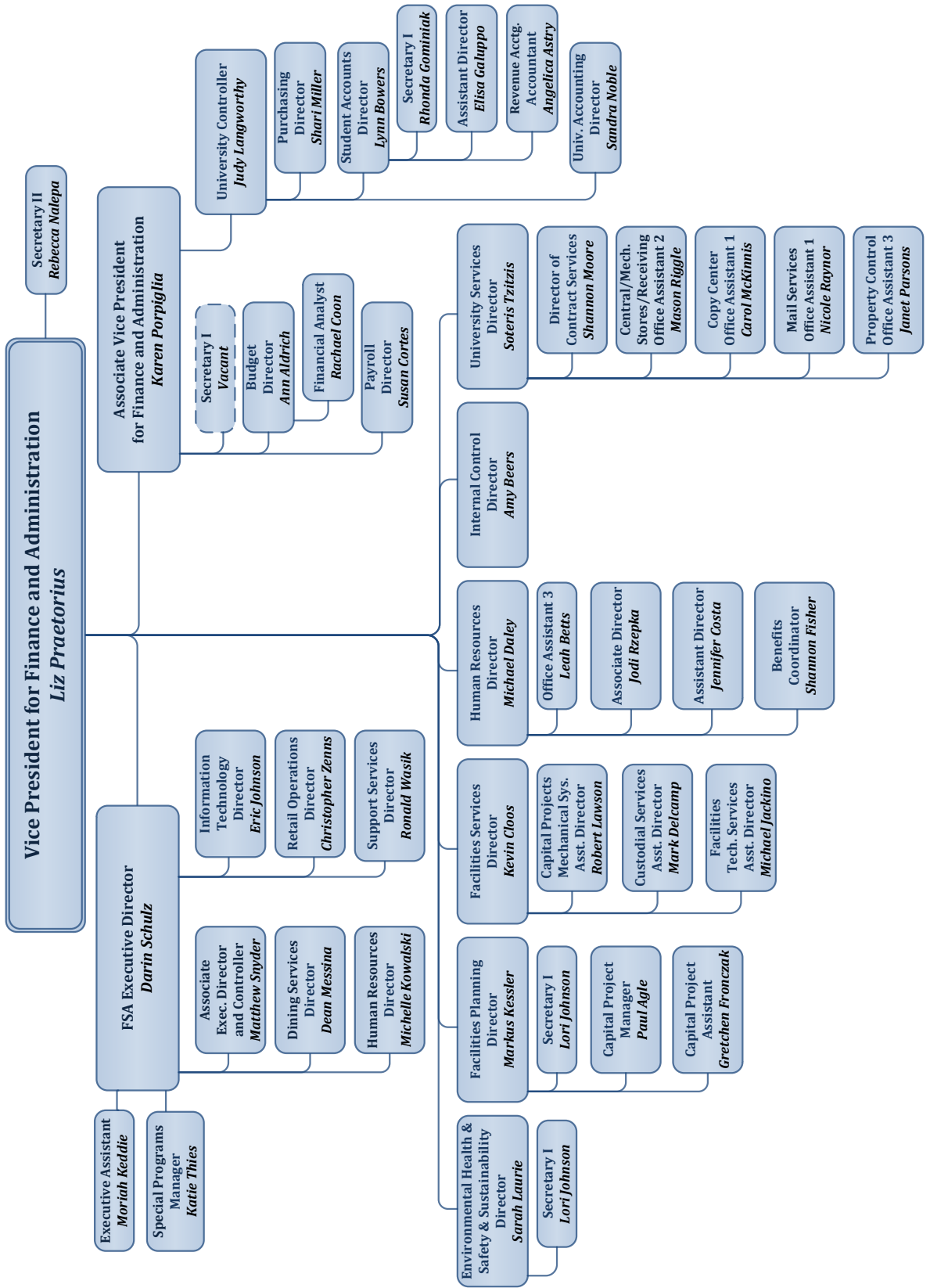


Academic Affairs





Finance and Administration

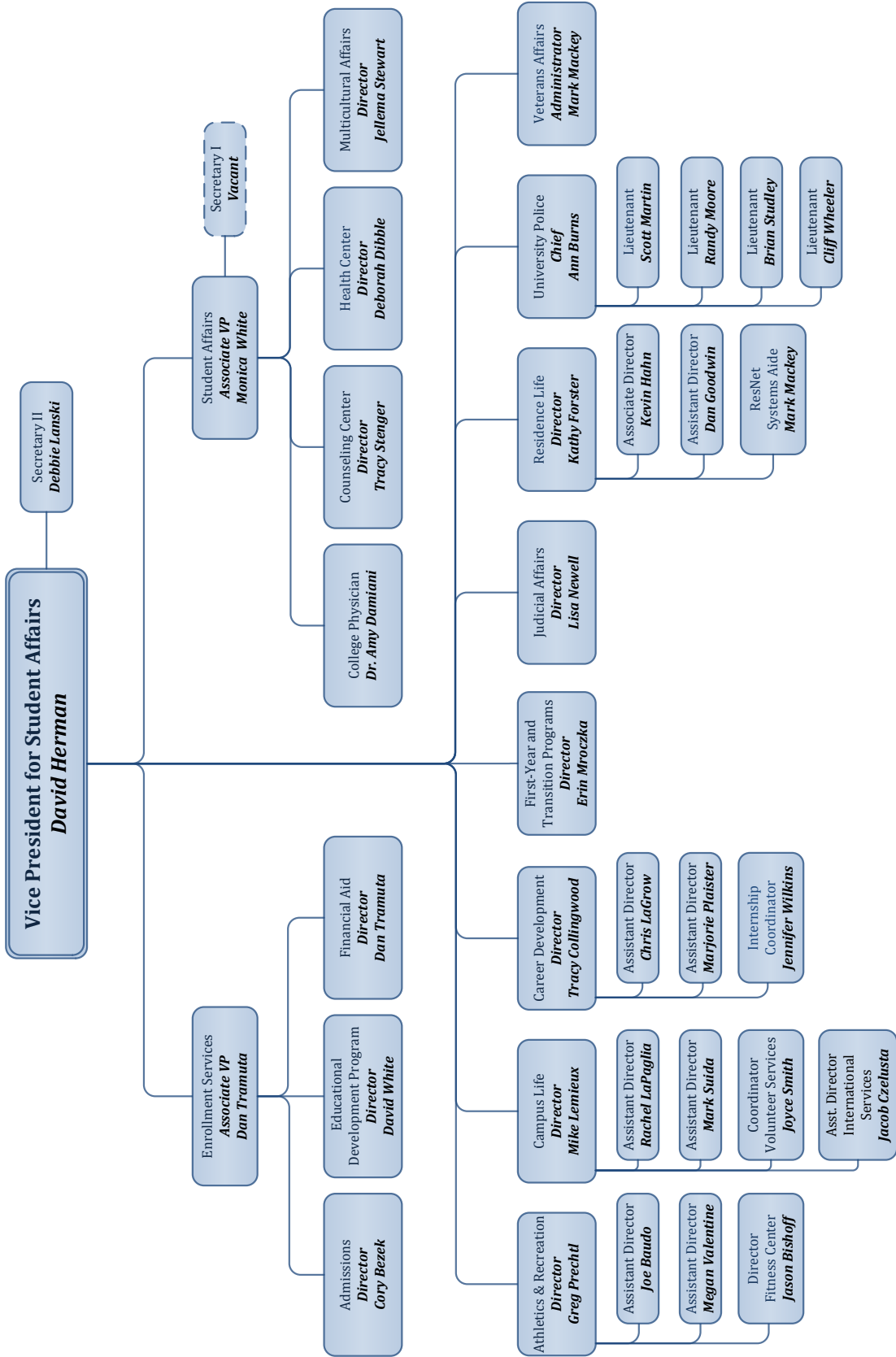






# Organizational Charts - APPENDIX 5

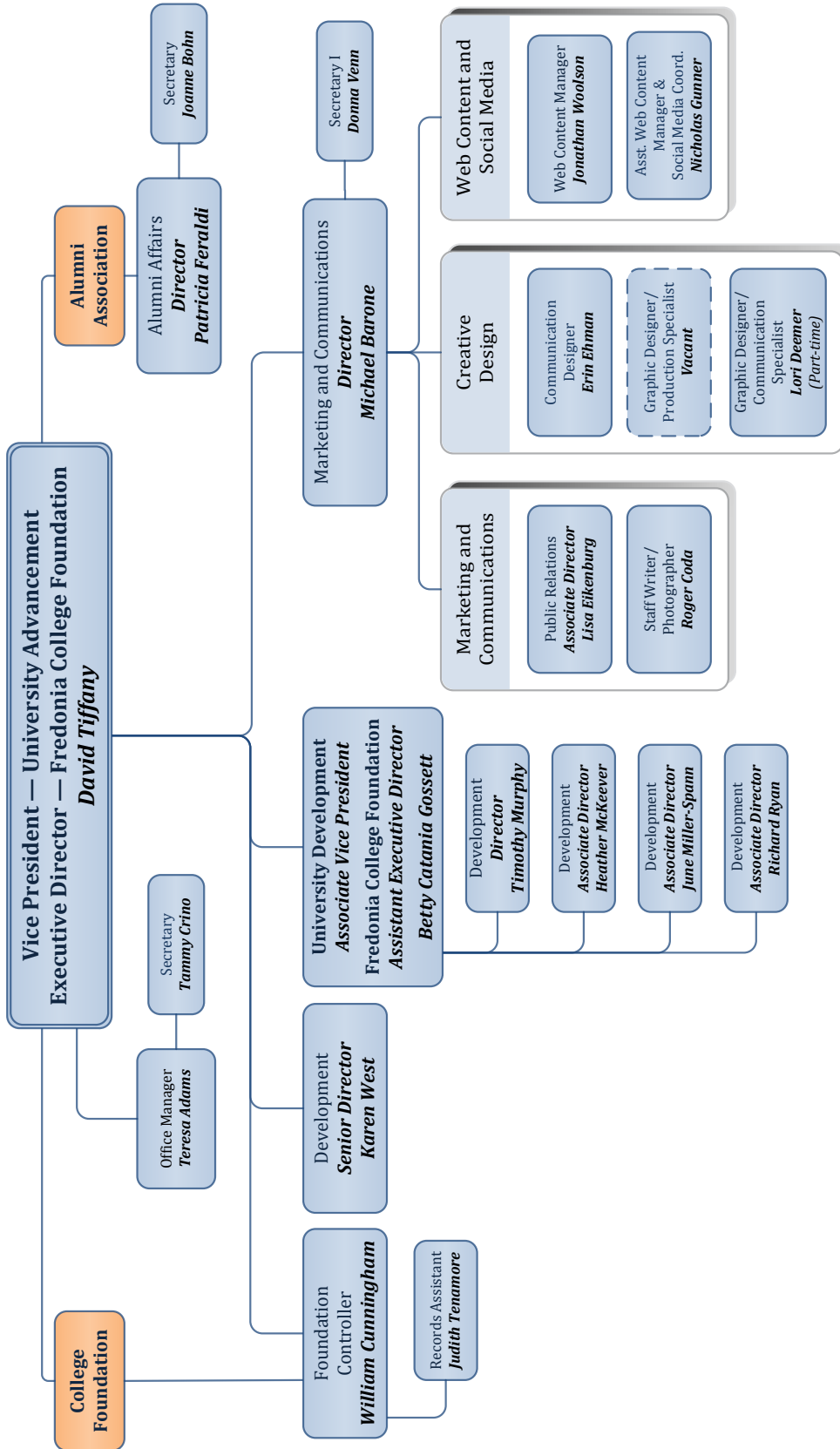
## Student Affairs





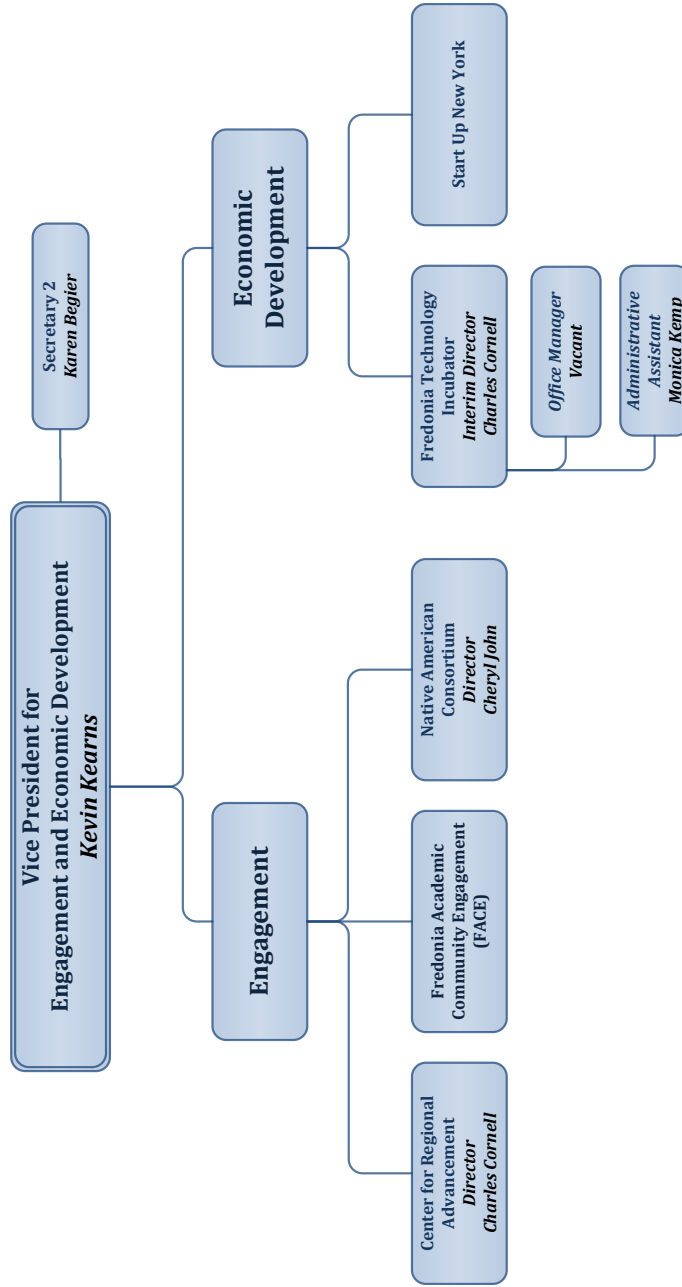
# Organizational Charts - APPENDIX 5

## University Advancement/ Fredonia College Foundation





## Engagement and Economic Development



# ACKNOWLEDGEMENTS

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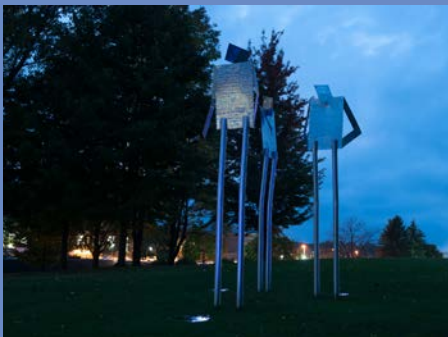
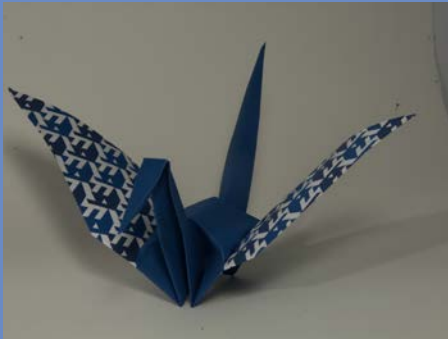
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