

STATE UNIVERSITY
OF NEW YORK
AT FREDONIA



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PRESIDENT'S MESSAGE

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OVERVIEW

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CONSOLIDATED OPERATING BUDGET





Message from the President



President
Stephen H Kolison Jr.

Dear Colleagues:

This is the 24th 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. These include: (1) dollar value of benefit payments, which are held in a SUNY System Administration account; (2) revenues generated by grants and contacts, including the Fredonia Technology Incubator funding, (3) campus capital projects; (4) Fredonia College Foundation; (5) Faculty Student Association and the Student Association funds. These sources of revenue vary considerably each year and are reported separately.

Priorities for the 2021-22 budget year include:

1. Ensuring that Fredonia remains safe and vibrant as the university continues to navigate the COVID-19 pandemic
2. Enhancing enrollment and retention
3. Identifying and implementing cost saving measures aimed at addressing the structural deficit
4. Continuing to strengthen leadership of the university by providing professional development opportunities for Cabinet members and completing searches for key positions including the Chief Information Officer, and Deans for the School of Business and School of Music
5. Continuing the development of a new strategic plan
6. Finding solutions to concerns pertaining to teaching load
7. Continuing to review the academic array to ensure the appropriate mix of programs that will attract students
8. Filling strategic faculty vacancies that are critical to the future growth of the university
9. Undertaking new branding initiatives that will allow effective marketing of the university and its programs
10. Developing and launching a Bicentennial Campaign that will enhance access and persistence
11. Reviewing and enhancing diversity and inclusion efforts
12. Securing commitments from the SUNY Construction Fund for additional construction dollars to undertake needed renovations and maintenance
13. Advocating for state funding to offset mandatory salary increases

The planning budget is based upon the following assumptions:

- Revenue projections based on a 4,100 headcount, increased from the 2020-21 headcount of 4,000.





- Includes all mandatory contractual salary increases related to collective bargaining contracts with no corresponding increases in state funding to support the negotiated agreements.
- Includes restoration of the 25 percent reduction in state funding implemented in 2020-21.
- Offers no tuition increases from the previous year.
- The University Operating Budget of \$56,246,875 includes new investments of \$500,000 to brand and promote the university to prospective students as presented in priority item #9 above and \$250,000 for investing in the development of highly demanded degree programs that can attract more students to the university, as stated in priority item #7.
- The Student Services and Program Charge was restored to its full level totaling \$820 as originally approved by Cabinet prior to the COVID-19 pandemic. The 2020-21 fee was reduced or not charged for services related to the Athletic Fee, Fitness Center, Natatorium and the Fredonia Ticket Office. The total fee in 2020-21 was \$711.
- The realization of savings due to the state fully funding the existing Tap Gap Credit over the next three fiscal years.
- Minimizing the impact of the budget shortfall utilizing the federal stimulus funding, Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account



(SUTRA) funds, campus auxiliary funds, salary savings and other campus-generated revenue.

My sincere thanks and appreciation to the staff of the Division of Finance and Administration, and all persons across campus who labored numerous hours to compile this valuable 2021-2022 Budget Book.

Very truly yours,

Stephen H. Kolison Jr., Ph.D.
President



FREDONIA

STATE UNIVERSITY OF NEW YORK



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 2021-2022 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 in recent years from changing demographics, and the COVID-Pandemic, the campus priorities for 2021-2022 (as identified in the President’s Message) are as follows:

- Ensuring that Fredonia remains safe and vibrant as the university continues to navigate the COVID-19 pandemic
- Enhancing enrollment and retention
- Identifying and implementing cost saving measures aimed at addressing the structural deficit
- Continuing to strengthen leadership of the

university by providing professional development opportunities for Cabinet members and completing searches for key positions including the Chief Information Officer, and Deans for the School of Business and School of Music

- Continuing the development of a new strategic plan
- Finding solutions to concerns pertaining to teaching load
- Continuing to review the academic array to ensure the appropriate mix of programs that will attract students
- Filling strategic faculty vacancies that are critical to the future growth of the university
- Undertaking new branding initiatives that will allow effective marketing of the university and its programs
- Developing and launching a Bicentennial Campaign that will enhance access and persistence
- Reviewing and enhancing diversity and inclusion efforts
- Securing commitments from the SUNY Construction Fund for additional construction dollars to undertake needed renovations and maintenance
- Advocating for state funding to offset mandatory salary increases

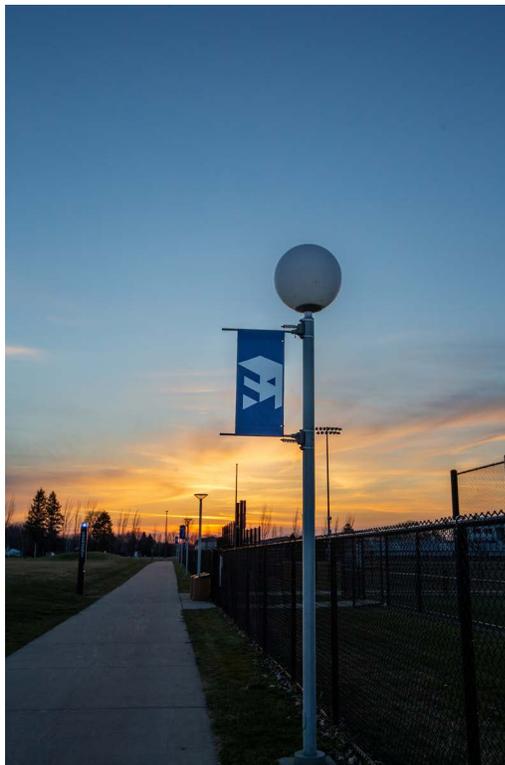




Sustainability

The campus-wide Sustainability Committee, which was established in March 2007, continues to actively review a full range of sustainability issues on campus. The committee is chaired by Sarah Laurie, Director of Environmental Health and Safety and Sustainability. Membership includes 19 faculty, staff and students from throughout the campus who coordinate and promote sustainable operations and education in the campus community and beyond.

During the 2020-2021 academic year the Sustainability Committee suspended in-person meetings due to the COVID19 Pandemic. The committee worked remotely throughout the year to adjust programs and timelines based on the circumstances. Despite a nearly fully remote learning experience for students, the Sustainability Committee worked with faculty to build sustainable learning opportunities into course work. 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:

- Investigated feasibility of Electric Vehicle Charging Stations
- Coordinated with faculty on invasive species pulls, guest speakers, and sustainability focused course projects including life cycle analyses.

Goals of the Sustainability Committee for the 2021-2022 fiscal year include:

- Follow through on installation of Electric Vehicle Charging Stations in conjunction with FSA.
- Implement Commencement Robe Reuse Program

The Sustainability Committee efforts were downscaled for the 2020-2021 year due to the global coronavirus pandemic but the committee continues to work on numerous initiatives to make the campus community more responsive to various sustainability issues. Encompassing a broad definition of sustainability, the committee strives to implement practices and programs across campus that impact the financial, social, and environmental sustainability of Fredonia and the wider community.



Construction

The 2021-2022 New York State Executive Budget provided State-operated/statutory campuses \$550 million in critical maintenance for existing buildings only, the same level as provided in 2020-2021. Of the \$550 million provided in 2021/22, \$153.4 million is allocated to each State-operated/statutory campus from which Fredonia received \$3.294 million (\$32 thousand less than the previously enacted allocation for 2020-2021) and \$396.6 million is provided in a lump sum for priority critical maintenance projects. As was done in the past three years, the \$396.6 million lump sum is allocated for high priority critical maintenance projects, with the highest priority given to projects that address life and safety concerns, core infrastructure in need of replacement that, if not addressed, could disrupt campus operations, and upgrade buildings and infrastructure to meet current building codes and regulations. Beyond the critical maintenance funding program, \$100 million was allocated in the budget for program enhancement and expansion, which included new construction. The \$100 million was provided in a lump sum and is subject to the submission of an annual plan for approval by the State University to the Director of the State Budget. Fredonia did not participate in this program. The 2021-22 Enacted Budget

recommended reauthorization of all prior year appropriations, totaling nearly \$4.0 Billion for SUNY’s capital program.

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

- Substantially Completed: Houghton Hall Rehabilitation Project Phase II Fit-Out (\$20,000,000)
- Substantially Completed: Reed Library Exterior Rehabilitation Project (\$2,900,000)
- Jewett Hall Asbestos Abatement (\$21,000)
- Mason Hall Interior Improvements (\$30,000)
- Natatorium Card Access (\$27,000)
- Residence Hall Interior Painting (\$50,000)
- Roadway Lighting Improvements (\$50,000)
- Rockefeller HVAC Improvements (\$20,000)
- University Commons Boiler Rehab (\$20,000)
- Natatorium Card Access (\$27,000)
- Williams Center Improvements (\$20,000)
- Exterior Concrete and Masonry Improvements (\$40,000)
- Residence Hall Quality of Life Improvements (\$100,000)

Projects currently under construction or beginning during Summer 2021 include:

- Houghton Hall Rehabilitation Project Phase III Animal Colony (\$2,100,000)
- Houghton Hall Rehabilitation Project Phase IV Math Fit-Out (\$3,200,000)
- Dods Hall and McEwen Hall Roof Replacement (\$3,200,000)
- Maytum/Reed/McEwen Plaza Rehabilitation Project (\$4,100,000)
- Fuel Tank System Replacement (\$460,000)
- Campus Wide ITS Building Life Safety System and Infrastructure Upgrade Project (\$1,450,000)
- Exterior Concrete and Masonry Improve-



- ments (\$70,000)
- Residence Hall Interior Painting (\$50,000)
- Roadway Lighting Improvements (\$40,000)
- University Commons Improvements (\$70,000)
- Fire Department Connection Improvements (\$30,000)
- Dods Hall Gym Improvements (\$40,000)
- LoGrasso Hall Improvements (\$20,000)
- Fenton Hall Improvements (\$20,000)
- Residence Hall Fiber Data and Wireless Upgrades (\$200,000)
- Residence Hall Quality of Life Improvements (\$200,000)
- Campus Safety Site Lighting Improvements, Phase 2 (\$150,000)
- Sidewalk Safety Improvements (\$150,000)

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

- Lanford Rehab Project Phase I - Interior (\$1,320,000): Currently in the Bid Phase
- Emergency Lockdown Hardware Project (\$920,000): Planned Bid Phase - August/September 2021
- Card Access System Installations (\$150,000)
- Campus Safety Site Lighting Improvements, Phase 2 (\$150,000)
- Fire Department Connection Rehab (\$30,000)
- Maytum S-3 HVAC Rehab (\$30,000)
 - Natatorium Lighting Improvements (\$40,000)
 - Roadway and Parking Lot Improvements (\$200,000)
 - Sidewalk Safety Improvements (\$150,000)
 - Site Lighting Improvements (\$150,000)
 - Various Flooring and Stairwell Improvements (\$50,000)





FREDONIA Proposed 2021-2022 Consolidated Operating Budget

Overview

The Fredonia 2021-2022 Consolidated Operating budget totals \$91,407,559, which represents a decrease of \$233,441 (.25 percent) from the 2020-2021 Consolidated Operating budget of \$91,641,000. The University Operating budget reflects an increase of \$2,092,421 over the 2020-2021 budget. The University Operating budget contains increases for retro-active contractual salary increases that were not paid in 2020-2021. Any shortfall is anticipated to be covered by institutional funds as well as federal stimulus money.

Planning Assumptions

A budget decrease was recommended for the Income Fund Reimbursable (IFR), Faculty Student Association (FSA) and the College Foundation budgets. A budget increase was recommended for the State Operating, State University Reimbursable Account (SUTRA) and the Residence Halls (Dormitory Income Fund Reimbursable-DIFR) budgets. The key planning assumptions used to develop this year's budgets included the following:

- Campus revenue based on a student head-

count of 4,100 students, an increase from 2020-2021 budgeted headcount of 4,000.

- Includes all mandatory contractual salary increases related to collective bargaining contracts with no corresponding increases in state funding to support these increases.
- Includes a restoration of the 25% reduction in state funding that was budgeted in 2020-2021.
- Reflects no tuition increases from the previous year.
- The University Operating Budget of \$56,246,875 includes new investments of \$500,000 to brand and promote the university to prospective students and \$250,000 for investing in the development of highly demanded degree programs that can attract more students to the university.
- The Student Services and Program Charge was restored to its full level totaling \$820 as originally approved by Cabinet prior to the COVID-19 pandemic. The 2020-21 fee was reduced or not charged for services related to the Athletic Fee, Fitness Center, Natatorium and the Fredonia Ticket Office. The total fee in 2020-21 was \$711.
- Federal stimulus funding, Income Fund Reimbursable (IFR) and State University Tuition Reimbursable Account (SUTRA) cash, campus auxiliary funds, and salary savings will help offset the budget shortfall.

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

- Fredonia (State) Operating budget (61.53 percent).
- Residence Hall (DIFR) operating budget (14.46 percent).
- Faculty Student Association (FSA) budget (15.33 percent).
- Income Fund Reimbursable (IFR) budget (6.57 percent).
- State University Tuition Reimbursable (SU-



TRA) budget (1.37 percent).

- Fredonia College Foundation budget (0.74 percent).

The budget contains all anticipated funds except for estimated employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2021-2022 academic year contains no undergraduate tuition increases this year. Excelsior tuition rates stay frozen at the 2016-17 levels. Overall campus charges for tuition, residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$568 annually. As a result, the direct cost for an on-campus undergraduate student will increase 2.65 percent from \$21,442 to \$22,010. A summary of all direct college costs for the 2021-2022 academic year is presented as follows:

Highlights/Planning Assumptions

Some highlights and planning assumptions from the various segments of the Consolidated Operating budget are listed below.

2021-2022 Fredonia Operating Budget (\$56.25 million)

Budget Section B

- Campus revenue based on a student headcount of 4,100.
- Includes all mandatory contractual salary increases related to collective bargaining contracts with no corresponding increases in state funding to support these increases.
- Includes investments for campus advertising and new programming to enhance enrollment efforts.

2021-2022 Residence Hall Budget/Dormitory Income Fund Reimbursable (DIFR) (\$13.22 million)

Budget Section C

- Includes room rental increase of \$150 per semester for a standard double room.

Provides funding for the following residence hall projects during the 2021-2022 fiscal year:

- Gregory Hall Masonry Repairs

Projected Annual Costs	2021-2022	2020-2021	Change	Percent
Tuition (N.Y. State Undergraduate)	\$7,070.00	\$7,070.00	\$0.00	0.00%
College Fee	50.00	50.00	0.00	0.00%
Residence Hall (Double Room)	7,800.00	7,650.00	150.00	1.96%
Meal Plan	5,450.00	5,250.00	200.00	3.81%
Student Services and Program Charge	1,640.00	1,422.00	218.00	15.33%
Annual Cost	\$22,010.00	\$21,442.00	\$568.00	2.65%

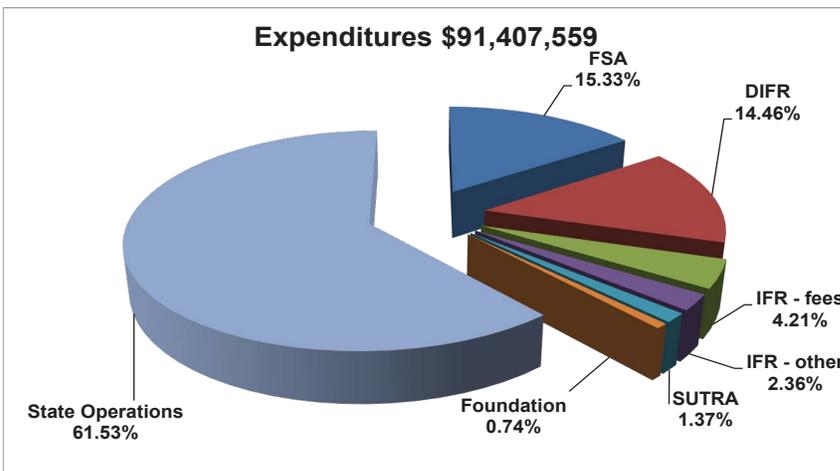
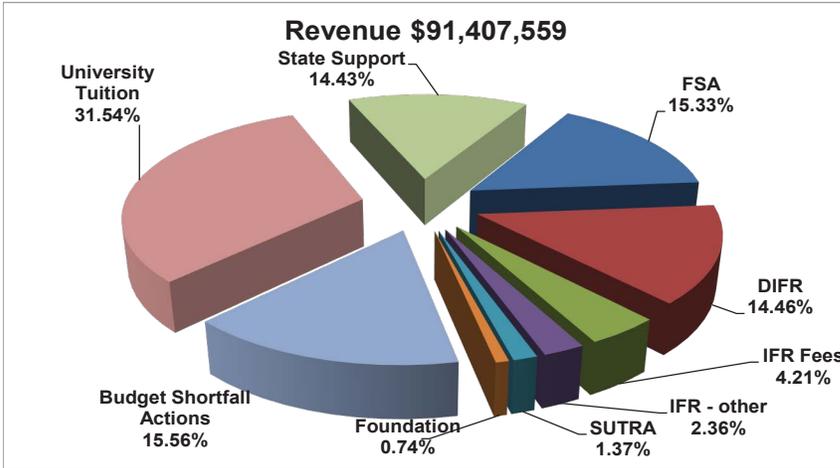


2021-2022 Fredonia Consolidated Operating Budget

FREDONIA

2021-2022 CONSOLIDATED OPERATING BUDGET

Sources and Uses of Funds



- Residence Hall Quality of Life Projects
- Network Upgrades

2021-2022 Faculty Student Association (FSA) (\$14.02 million)

Budget Section D

- Provides over \$450,000 in support to the university for space and utility charges.
- Contributes \$30,000 in support to the Fredonia College Foundation for the Faculty Student Association Fredonia Scholarship Award.
- Provides \$369,860 in restricted program funds and \$142,000 in unrestricted funds.

- Incorporates residential meal plan prices increasing by \$100 per semester.

2021-2022 Income Fund Reimbursable (IFR) (\$6.00 million)

Budget Section E

- Includes a total annual increase in student fees of \$109.00.
- Provides funding for 10.61 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 62.70 percent from 62.39 percent.

2021-2022 State University Tuition Reimbursable Account (SUTRA) (\$1.25 million)

Budget Section F

- The SUTRA budget will fund three Full-Time Equivalent (FTE) positions.
- Funding will assist the Office of International Education in maintaining and delivering international programs and opportunities for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.

2021-2022 Fredonia College Foundation (\$678,700)

Budget Section G

- Provides \$178,500 for grants, awards, and scholarships.
- Interest income is expected to decrease.
- Spending rate will remain at 4.5 percent.



FREDONIA
2021-2022 Consolidated Operating Budget
Budget Summary

	2021-2022 Proposed Allocation	2020-2021 Allocation	Change	Percent Change
University Operating Budget	\$ 56,246,875	\$ 54,154,454	\$ 2,092,421	3.86%
DIFR Budget	13,215,150	13,127,300	87,850	0.67%
FSA Budget	14,016,834	16,188,046	(2,171,212)	-13.41%
IFR Budget	6,000,000	6,250,000	(250,000)	-4.00%
SUTRA Budget	1,250,000	1,225,000	25,000	2.04%
College Foundation	678,700	696,200	(17,500)	-2.51%
TOTAL	\$ 91,407,559	\$ 91,641,000	\$ (233,441)	-0.25%

FREDONIA
Proposed 2021-2022 Consolidated Operating Budget
Campus Total PSR Funded FTE

	2021-2022			2020-2021			Change		
	Inst. FTE	Non Inst. FTE	Total FTE	Inst. FTE	Non Inst. FTE	Total FTE	Inst. FTE	Non Inst. FTE	Total FTE
University Operating Budget	194.00	343.13	537.13	199.00	327.63	526.63	(5.00)	15.50	10.50
DIFR Budget	0.00	69.26	69.26	0.00	69.21	69.21	0.00	0.05	0.05
FSA Budget	0.00	139.00	139.00	0.00	157.00	157.00	0.00	(18.00)	(18.00)
IFR Budget	0.00	10.61	10.61	0.00	10.61	10.61	0.00	0.00	0.00
SUTRA Budget	0.00	3.00	3.00	0.00	3.00	3.00	0.00	0.00	0.00
College Foundation	0.00	4.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00
TOTAL	194.00	569.00	763.00	199.00	571.45	770.45	(5.00)	(2.45)	(7.45)

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes 72 part-time employees and 67 full-time employees. Instructional FTE's do not include full or part time contingent faculty.



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

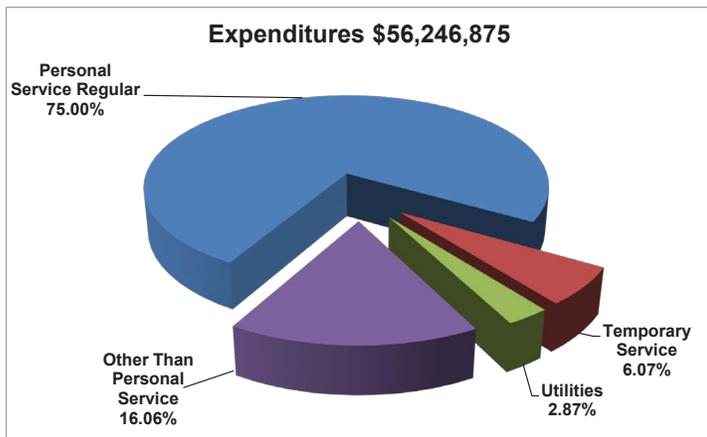
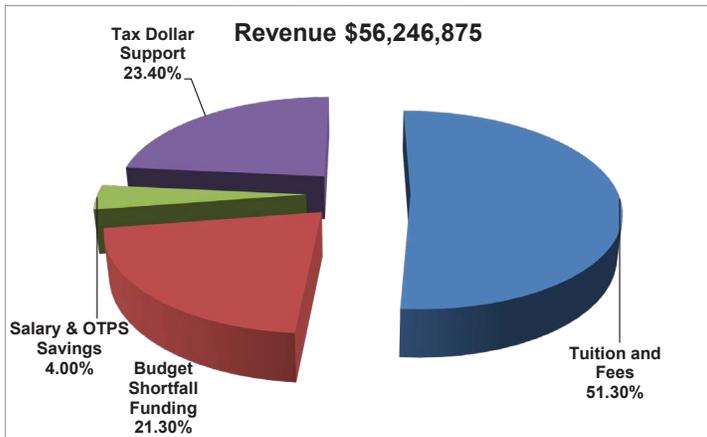
OPERATING BUDGET





FREDONIA

Proposed 2021-2022 Operating Budget Sources and Uses of Funds



FREDONIA 2021-2022 University Operating Budget

Overview

The proposed 2021-2022 University Operating budget totals \$56,246,875, an increase of \$2,092,421 from last year’s budget book. The budget model following financial matching principles continued to be implemented. This model aligned revenues and expenditures to correct funds and responsibility centers. Increases to the State Operating budget include \$1,179,819 in net unfunded bargaining unit salary increases, hires and salary adjustments totaling \$494,430 as well as restoring \$165,100 of positions during the 2020-2021 fiscal

year. Other increases include promotional rank, salary, and balance of contract amounts totaling \$50,472, SUNY and institutional recharges of \$49,700, \$37,800 in costs to replace Automated External Defibrillator (AED) batteries, a \$9,600 presidential car allowance and \$150,000 in Research Foundation costs. The budget also includes funding to maintain a Voice over Internet Protocol (VoIP) system for \$265,500, \$250,000 for strategic investments in new programming, and \$500,000 for campus advertising. The budget incorporates an \$860,000 decrease in TAP Gap scholarships as well as \$200,000 in utility reduction.

The budget includes an increase in tuition revenue of \$1,061,930 and restoration of \$2,832,800 in New York State support that was originally anticipated to be reduced in 2020-2021. A complete description of New York State support and college revenues used in developing the proposed 2021-2022 budget is presented in the chart, “2021-2022 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2021-2022 University Operating Budget includes \$13,185,900 in New York State support and \$42,023,900 in College Revenue long with anticipated salary and OTPS savings. A chart showing the details of the campus support for funding the shortfall is also included on page B4 of this section.

Highlights

Despite the Coronavirus pandemic, the previous year continued to bring much recognition for Fredonia faculty, students, and campus facilities and operations as detailed in the divisional narrative sections of the Budget Book. Under the direction of President, Kolison, and divisional leadership, Fredonia quickly adjusted to federal and state mandates as a result of the pandemic. Faculty and staff continue to make herculean efforts during a volatile year to deliver new modalities of teaching and services across campus.



Budget strategies and priorities outlined for the coming year are addressed in the President’s Message section of this publication.

Planning Assumptions

The Planning Assumptions used in developing the 2021-2022 University Operating budget include the following:

- Revenue projections based on a 4,100 headcount, an increase from the 2020-21 headcount of 4,000.
- Includes all mandatory contractual salary

increases related to collective bargaining contracts with no corresponding increases in state funding to support these increases.

- Includes investments for campus advertising and new programming to enhance enrollment efforts

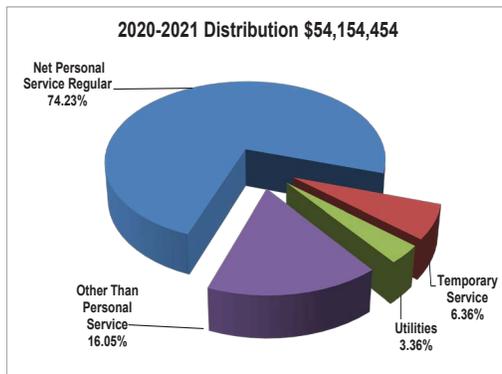
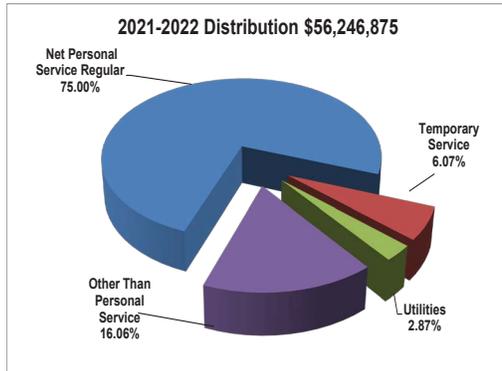
A summary of the 2021-2022 University Operating budget follows:

FREDONIA			
Proposed 2021-2022 Operating Budget			
Campus Total Distribution by Expenditure Type			
	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ 42,182,560	\$ 40,197,939	\$ 1,984,621
Temporary Service	3,412,540	3,445,040	(32,500)
Utilities	1,620,285	1,820,285	(200,000)
Other Than Personal Service	9,031,490	8,691,190	340,300
TOTAL	<u>\$ 56,246,875</u>	<u>\$ 54,154,454</u>	<u>\$ 2,092,421</u>

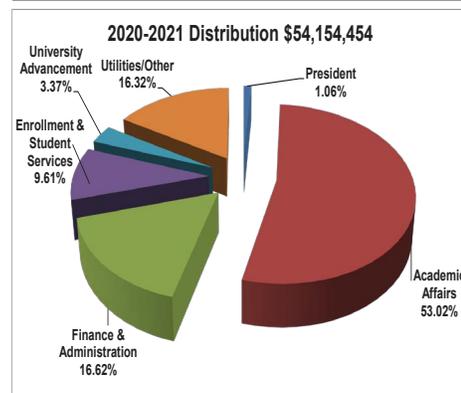
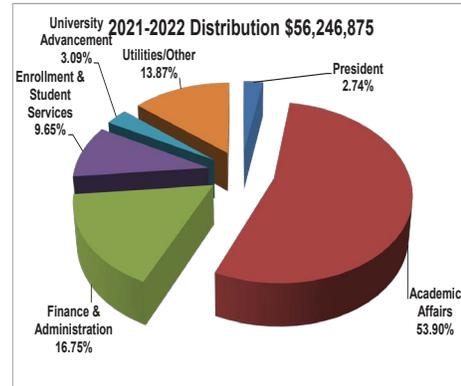


2021-2022 Fredonia Operating Budget

FREDONIA
Proposed 2021-2022 Operating Budget
Dollar Distribution by Expenditure Type



FREDONIA
Proposed 2021-2022 Operating Budget
Dollar Distribution by Area



FREDONIA
Proposed 2021-2022 Operating Budget
Campus Total Distribution by Area

	2021-2022 Proposed Allocation	2020-2021 Allocation	Change	Percent of Total
President	\$ 1,543,240	\$ 572,940	\$ 970,300	2.74%
Academic Affairs	30,324,060	28,711,469	1,612,591	53.91%
Finance & Administration	9,419,695	9,000,165	419,530	16.75%
Enrollment & Student Services	5,425,130	5,206,130	219,000	9.65%
University Advancement	1,735,315	1,825,615	(90,300)	3.09%
Utilities/Other	7,799,435	8,838,135	(1,038,700)	13.87%
TOTAL	\$ 56,246,875	\$ 54,154,454	\$ 2,092,421	100.00%



FREDONIA
University Operating Budget 2021-2022 Budget Projection

2020-2021 Budget Book Allocation	\$54,154,454
<u>I. Adjustments to 2020-2021 Budget Year</u>	
Restored Positions & Increases	165,100
Total 2020-2021 Adjustments	\$165,100
<u>I. Projected 2021-2022 Inflationary & State Mandated Increases</u>	
Net Negotiated Salary Increases & Retro Salary Adjustments	1,179,819
SUNY Wide Agreements & Assessments	46,600
Tuition Credit Scholarship & Adjustments	(860,000)
Total 2021-2022 Inflationary Increases	\$366,419
<u>ii. Permanent Budget Changes</u>	
Campus Advertising	500,000
New Positions/Approved Hires/ Salary Other	469,130
Voice over Internet Protocol (VoIP)	265,500
Strategic Investments	250,000
Research Foundation Costs	150,000
Promotional Rank & Salary Increases / Balance of Contract Payments	75,772
AED Batteries	37,800
Car Allowance	9,600
Institutional OTPS Increases & Recharges	3,100
Utilities	(200,000)
Total 2021-2022 Permanent Budget Changes	\$1,560,902
Total Changes in 2021-2022 Budget Need	\$2,092,421
Projected 2021-2022 Base Budget Operating Need	\$56,246,875
2020-2021 New York State Support (Budget Book)	\$10,353,100
<u>2021-2022 Funding Increases/Decreases</u>	
Restored Anticipated 25% Reduction in Direct State Support-	2,832,800
Total 2021-2022 New York State Support	\$13,185,900
2020-2021 College Tuition Revenue (4,000 HC) (Last Years Budget Book)	\$27,776,070
<u>2021-2022 Funding Increases/Decreases</u>	
Increase in Enrollment & Tuition Revenue Adjustment (4,100 HC)	1,061,930
Total 2021-2022 Adjustments in College Revenue	\$1,061,930
Total 2021-2022 College Tuition Revenue	\$28,838,000
Total Revenue from New York State Support & College Tuition	\$42,023,900
Projected Budget Shortfall	(\$14,222,975)
Anticipated Salary Savings	\$1,500,000
Anticipated OTPS Savings	\$750,000
Projected Budget Shortfall after Salary & OTPS Savings	(\$11,972,975)
<u>Campus Support for Projected Budget Shortfall</u>	
Institutional Recurring Sources	3,453,750
Federal Stimulus	2,991,839
Rollover from Prior Year	5,527,386
Total Campus Support	\$ 11,972,975
Projected shortfall to be covered by additional federal stimulus money	\$0



FREDONIA
Proposed 2021-2022 Operating Budget
Campus Total FTE Distribution by Area

	2021-2022		2020-2021		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	5.00	0.00	4.00	0.00	1.00
Academic Affairs*	194.00	103.38	199.00	93.38	(5.00)	10.00
Finance & Administration	0.00	140.23	0.00	134.23	0.00	6.00
Enrollment and Student Services	0.00	71.12	0.00	71.12	0.00	0.00
University Advancement	0.00	21.00	0.00	21.50	0.00	(0.50)
Utilities/Other	0.00	2.40	0.00	2.40	0.00	0.00
TOTAL	194.00	343.13	199.00	326.63	(5.00)	16.50

President

Transfer Line from UA (Special Assistant)	1.00
Total President FTE Changes	1.00

Academic Affairs (AA)

Add Music Faculty	1.00
Administrative Assistant 1 COE Transfer to ITS	(1.00)
VANM Tenure (Lecturer Hire in 21-22)	1.00
Music Therapy (Lecturer hire in 21-22)	1.00
Digital Librarian (Lecturer hire in 21-22)	1.00
Piano Technician (Change from .50 Temp Service 1. FTE PSR	1.00
Restore FTE for School Of Business Dean	1.00
Total Academic Affairs FTE Changes	5.00

* Five FTES in Arts Center classified as Instructional in 20-21

Finance & Administration (F&A)

Administrative Assistant 1 COE Transfer	1.00
Restore HR Assoc Line	1.00
Restore Admin Asst. 2 Line	1.00
Custodial Hires due to COVID	3.00
Total F&A FTE Changes	6.00

University Advancement (UA)

Increase Career Development positions	0.50
Transfer Line to Pres. Office (Special A	(1.00)
Total UA FTE Changes	(0.50)



President's Office

Overview

Stephen H. Kolison Jr., Ph.D. was named the 14th President of the State University of New York at Fredonia on June 29, 2020, by the State University of New York Board of Trustees. He began his role as president on Aug. 17, 2020.

The President serves as Fredonia's primary spokesperson to regional, state, national, and international constituencies and is responsible for the overall operation of the university. The President's Office and Lanford House (194 Central Avenue) are important points of welcome for external visitors and the community. The President's responsibilities extend to fundraising; government and system relations; strategic planning; regional and specialized accreditation; coordination of efforts across the 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. President Kolison convenes the Cabinet, which consists of the Executive Vice President and Provost for Academic Affairs, the Vice President for Finance and Administration, the Vice President for Enrollment and Student Services, the Vice President for University Advancement and the Assistant to the President. In 2020-2021 the Cabinet expanded to also include the Chief Diversity, Equity and Inclusion Officer, Director of Human Resources and the Director of Marketing and Communications. The President convenes the Cabinet typically two times a week to deal with a wide range of matters. As possible, 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 Assistant to the President, Denise Szalkowski; Secretary 2, Dawn Hunt; Director of Diversity, Equity and Inclusion, Dr. Vicki Sapp; and Special Assistant to the President, Dr. Kevin Kearns. Dr. Kearns's appointment as Special Assistant to the President is a one-year temporary appointment to facilitate his transfer to full-time faculty duties after serving a considerable period of time as a senior administrator. In this role, he will also assist the President with special initiatives during this one-year period. The office coordinates many community-building and fund-raising events each year, including receptions, meals, and tours at Lanford House; the All-Campus Meetings, the President's Award for Excellence Luncheon and events related to external visitors. State and national lobbying efforts are coordinated by the office, and there is full involvement in securing external funding from all sources. The President's Office provides opportunities for student employment and valuable learning experiences, many of which are funded by the Federal Work-Study program.

The President's Office supports campus initiatives and assists in fulfilling the campus mission to educate, challenge, and inspire students to become skilled, connected,



creative, and responsible global citizens and professionals. Committed to graduating well-rounded students, the office helps promote excellence in scholarly and service work consistent with academic and professional strengths. The office ensures that the campus community works together to promote and nurture diversity and inclusion, and advance scholarship, artistic expression, community engagement, and entrepreneurship in ways that positively impact a constantly changing world.

Highlights

- Kept the university open and operational as a residential institution during the pandemic. Ensured that the campus community remained abreast of all COVID-19- related news as well as other campus updates via weekly emails. Thanks to the tremendous coordination of multiple offices on campus, and the actions of the students, faculty, and staff of Fredonia, the university was able to complete the academic year without having to pause.
- Set enrollment targets and renewed retention efforts with initiatives to reverse the nearly 10-year downward trend in enrollment.
- Successfully developed and launched a laptop program to facilitate learning from anywhere, anytime.
- Cabinet and members of the campus community once again made herculean efforts during an unprecedented year of a global pandemic to reduce costs and find efficiencies to help stabilize the State Operating budget.
 - ◊ Reprioritized expenditures and reduced Other Than Personnel Services (OTPS)
 - ◊ Planned the Fiscal Year 2022 budget to include funds to explore program development in areas of high student demand
 - ◊ Set aside funding to improve marketing and expand student recruitment efforts
 - ◊ Put in place a smart hiring freeze. Every position that became vacant/available was moved centrally and discussions were held at the Cabinet level to

decide whether to fill the positions

- ◊ Created a new policy on how to obligate the university financially
- ◊ Embarked on streamlining the process to vet requests for extra service pay and establish appropriate extra service pay standards
- ◊ Prioritized retention and leveraged a generous private donation to conduct a search for a position that will focus on implementing initiatives that will impact student success and increase retention

- Stabilized Senior Leadership by conducting successful searches and appointments of Dr. David A. Starrett as SUNY Fredonia’s new Executive Vice President and Provost, replacing Dr. Kevin Kearns who served as Interim Provost and Vice President for Academic Affairs; Maria Carroll as Director of Human Resources, replacing Acting Director of Human Resources Jennifer Costa, and Dr. Vicki Sapp as Chief Diversity, Equity and Inclusion Officer, replacing Interim Director Sandra Liggins.
- Appointed a committee to develop a new strategic plan that will guide the university during the next five years. The current strategic plan, Blueprint for Excellence, ends in 2022 and a new, robust plan will be necessary for tackling the challenges of the university and taking advantage of new opportunities.
- Created a Joint Task Force on Instructional Load (JTFOIL), charged with examining teaching loads with renewed attention to appropriateness, equity, cost and transparency.
- Ensured that all Middle States Commission on Higher Education supplemental reports and evidence-based documents were submitted from the reaffirmation visit.
- Three outstanding Fredonia employees were named by President Stephen H. Kolison to receive the 2021 President’s Awards for Excellence. Recipients were:
 - ◊ Deborah Dibble, Director of the Student Health Center
 - ◊ I-Fei Chen Markham, Staff Accompanist, School of Music



◇ Jennifer Wilkins, Internship Coordinator/Career Counselor, Career Development Office.

Planning Assumptions

Planning assumptions used in the development of the President's Office budget for 2021-2022:

- Includes oversight of newly-funded promotional and new programs account lines
- Includes funding for the one-year, transitional position of Special Assistant to the President
- Includes funding to support Convocation-related events

Operating Budget

The 2021-2022 President's Operating Budget was influenced by the priorities indicated in the President's message presented earlier in this publication. For example, it was determined

that in order to stop the nearly 10-year trend of declining enrollment, some strategic investments were necessary. The investments included \$250,000 to help develop new degree programs that are in high demand by students with the goal of attracting more students to SUNY Fredonia, and \$500,000 to engage in branding and marketing initiatives with the goal of attracting more students to the university. The funds were made available by reprioritizing some portions of OTPS. In addition, the President's Office will carry a one-year temporary line to facilitate the transition of Dr. Kevin Kearns to a full-time faculty role in the Department to Communication Disorders and Sciences after serving several years as a senior administrator. Consequently, the President's operating budget increased from \$572,940 to a total of \$1,543,240. It is important to note that the majority of the increase was tied to a strategic decision aimed at dealing with the long-term challenges the university has in the enrollment and retention of students.





FREDONIA							
2021-2022 Operating Budget Detail							
President's Office							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
PRESIDENT	860701-01	PRESIDENT'S OFFICE	4.00	611,500	8,500	48,100	668,100
	860701-05	CONVOCATION				10,100	10,100
	860701-20	STRATEGIC INVESTMENTS				250,000	250,000
	860701-30	CAMPUS ADVERTISING				500,000	500,000
PRESIDENT Total			4.00	611,500	8,500	808,200	1,428,200
DIVERSITY	860778-01	DIVERSITY,EQUITY,INCLUSION	1.00	110,000	0	5,040	115,040
DIVERSITY Total			1.00	110,000	0	5,040	115,040
PRESIDENT'S OFFICE Total			5.00	721,500	8,500	813,240	1,543,240

FREDONIA
Proposed 2021-2022 Operating Budget
SUMMARY

President & Reports

2020-2021 Original Base Budget	\$ 572,940
2021-2022 Budget Adjustments	
Contractual and Other Salary Increases	50,380
Campus Advertising	500,000
Strategic Investments	250,000
Line Special Assist from UA with Adjustment	169,920
Sub-Total 2021-2022 Budget Adjustments	970,300
2021-2022 Budget Base	\$ 1,543,240



Division of Academic Affairs

Overview

The Division of Academic Affairs comprises over 53 percent of Fredonia's state operating budget. The division includes the College of Education, the College of Liberal Arts and Sciences, the School of Business and the School of Music. In addition, the division includes the following academic support units: The Registrar's Office, Reed Library, the Learning Center, Academic Advising, General Education, the Office of International Education, Graduate Studies, the Professional Development Center, the Office of Student Creative Activity, and Research, and Grants and Sponsored Programs, Extended and Online Learning and the Honors Program. The Fredonia Technology Incubator also reports to the Provost's Office.

The Provost's Council, composed of direct reports to the Provost, meets biweekly to discuss issues within the division and university. 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 Fredonia's multi-year strategic plan. At its annual winter retreat, the council monitors mid-year progress on annual goals. The Provost's Council set the following goals for the 2021-2022 academic year:

- Initiate and evaluate a pilot program for "meta -majors" for undeclared students
- Create an Academic Master Plan
- Enhance the academic program review process and develop common metrics for assessing academic program success
- Continue to develop and obtain approvals for new academic programs; apply for SUNY Online Plus approval
- Collaborate with the Strategic Enrollment Management (SEM) Retention Council and Recruitment Council, Enrollment and Student Services (ESS), and others to support a robust student recruitment and retention program; hire a Retention

and Academic Success Coach

- Review and enhance budgetary efficiencies, explore new revenue opportunities, and partner with SUNY Research Foundation to improve efficiency of sponsored programs' operations and bolster extramural funding
- Develop a Center for Excellence combining the resources of the School of Business, the Fredonia Technology Incubator and the Career Development Office
- Support and contribute to a positive campus climate that nurtures a diverse body of students, faculty, and staff; participate in SUNY Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth (PRODiG), and the SUNY Diversity fellowship programs to recruit and support Under-Represented Minority (URM) faculty and students
- Register a new graduate level teacher certification program leading to eligibility for The New York State Education Department's Students With Disabilities (SWD) grades 7-12 Generalist Initial and Professional certification.
- Maintain use of GoReact virtual supervision software for Student Teachers and expand its application to Early Field Experience classes for undergraduate students in programs leading to teacher certification.

Highlights

- Fredonia faculty taught successfully in unprecedented times in modalities they were not necessarily comfortable with, and had never had to prepare for previously. They met student needs, they accommodated isolated and quarantined students, and they maintained the campus mission of teaching and learning.
- Fredonia offered its first-ever online program in Fall 2020.
- Extended Learning has continued specific strategies to increase intersession revenue, such as moving to a five-week J-term and offering specific high-need courses. 2020-2021 intersession revenue was the highest it's been since Fredonia started offering intersession courses.



Provost and Executive Vice President for Academic Affairs
David Starrett



- Fredonia’s Professional Development Center has taken a lead role in SUNY Open Education Resources Initiative and continues to be one of the most active campuses, with many Fredonia faculty redesigning their courses to use free, open educational resources. Since starting the initiative, the campus has documented just under \$675,000 in textbook savings to students across 301 unique sections of 65 courses, taught by 84 faculty members.
- The division increased budgetary efficiencies in response to budget reductions while maintaining academic excellence.
- A plan for upgrading infrastructure in Archives and Special Collections at Reed Library was created. A security system including glass breaks, motion detectors and security cameras was installed, and UV filters were put on all windows, lights and display cases.
- Reed Library made a successful transition of all student/faculty services in response to COVID restrictions. Given the popularity of the online services, future delivery methods are being reviewed. It includes text and chat reference, student support for OnCourse, embedded library instruction program through OnCourse, librarian office hours for research courses, individual research appointments via Zoom, Reed to Go contactless pick up for physical materials, and mailing of

materials to faculty offices and e-reserves.

- The Office of Grants and Sponsored Programs provided ongoing close assistance in the transition of pre- and post-awards functions to the SUNY Research Foundation (RF), to enhance both functionality and compliance of operations for external funding applications and awards.
- The Office of Grants and Sponsored Programs supported multiple faculty and staff in submitting new applications to federal (e.g., National Science Foundation, NASA, Department of Education, Small Business Administration), state (New York State Department of Education), county, and foundation funders, as well as assisting them with project management through our RF Integrated Services Team. It celebrated new awards made to Drs. Michael Clarkson-Hendrix, Michael Dunham, Rob Deemer, Michael Jabot, Michael Milligan, Janeil Rey, Courtney Wigdahl-Perry, Kerrie Wilkes, and Junaid Zubairi.
- The Office of Grants and Sponsored Programs continued to support faculty, staff, and students via enhanced research compliance practices by moving Human Subjects Review Committee (HSRC) materials online, providing ongoing assistance and training, conducting course-based outreach to students and on-demand 1:1 support to investigators, and supporting the work of the HSRC.

Planning Assumptions

- The Division of Academic Affairs will continue to implement operational efficiencies and adjust its budget to meet the campus needs in 2020-2021.
- The division will continue to improve administrative efficiency, review commitments to software and other outside vendors, and reduce costs without sacrificing necessary functionality.
- Academic Affairs will continue to support faculty and students’ scholarly and educational needs and maintain the highest level of academic excellence
- The division will conduct searches and fill critical vacancies



in academic leadership positions.

- The Fredonia Technology Incubator (FTI) will develop new programming and educational opportunities for underserved members of the Hispanic community, veterans, women-owned businesses, students and young professionals, while increasing outreach and integration with academic programs.
- The Office of Grants and Sponsored Programs will (a) Continue support to currently-involved faculty/staff – while increasing activity by the campus community – for external funding work to support research/creativity and innovation; (b) Continue to enhance front-end pre-award functionality of supports – as well as efficiency and compliance of post-awards management – through

interleaved work with SUNY Research Foundation Management Team, campus leadership, and campus faculty/staff; and (c) through HSRC, American Association for Laboratory Animal Science (IACUC), training, and 1:1 assistance, continue to support faculty in their own research compliance, as well as in their mentoring of students in student-driven research.

Operating Budget

The 2021-22 Academic Affairs budget totals \$30,324,060. The Academic Affairs budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions.

FREDONIA	
Proposed 2021-2022 Operating Budget	
SUMMARY	
Academic Affairs	
2020-2021 Original Base Budget	\$ 28,711,469
2021-2022 Budget Adjustments	
Contractual and Other Salary Adjustments	1,142,061
Restore School of Business Dean (Net)	121,600
Restore Administrative Assist- VANM	50,405
Funding for Tenure Lines (Filled by Temps)	148,525
Research Foundation - One Year Funding	150,000
Sub-Total 2021-2022 Budget Adjustments	1,612,591
2021-2022 Budget Base	\$ 30,324,060



2021-2022 Fredonia Operating Budget

FREDONIA

ACADEMIC AFFAIRS 2021-2022 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
ACADEMIC AFFAIRS-PROVOST & VP	860001-01	RECRUITMENT				52,855	52,855
	860004-00	HONORARIUMS				5,820	5,820
	860010-01	PHOTOCOPIES & MAINTENANCE				24,000	24,000
	860702-02	DSI AWARD-AA		230,130		0	230,130
	860710-01	PROVOST & V.P. ACADEMIC AFFAIRS	2.00	269,700	5,500	30,510	305,710
	860710-02	ACAD. AFF. ADMINISTRATIVE EQUIP.				19,395	19,395
	860710-07	ACADEMIC SUPPORT		17,000	11,500	3,395	31,895
	860710-08	FACULTY START-UP				43,640	43,640
ACADEMIC AFFAIRS-PROVOST Total			2.00	516,830	17,000	179,615	713,445
CURR, ASMT & ACAD SUPT-AP	420002-01	GENERAL EDUCATION			5,000	4,895	9,895
	860145-01	ASSOC PROVOST CURR/ACAD SUPPORT	1.00	129,400	32,000	12,025	173,425
CURR, ASMT & ACAD SUPT-AP Total			1.00	129,400	37,000	16,920	183,320
ACADEMIC ADVISING	860017	ACADEMIC ADVISING	4.00	219,900	6,000	8,405	234,305
	860045-01	LIBERAL ARTS			5,000	4,055	9,055
ACADEMIC ADVISING Total			4.00	219,900	11,000	12,460	243,360
COLLEGE TUTORING SVCS	500109-01	LEARNING CENTER	4.00	221,200	59,200	3,880	284,280
COLLEGE TUTORING SVCS Total			4.00	221,200	59,200	3,880	284,280
FULL OPPORTUNITY	500109-02	FULL OPPORTUNITY PROGRAM		3,000	6,000	970	9,970
FULL OPPORTUNITY Total				3,000	6,000	970	9,970
HONORS PROGRAM	861581-02	HONORS PROGRAM SUPPORT		5,000	3,000	8,245	16,245
HONORS PROGRAM Total				5,000	3,000	8,245	16,245
REGISTRAR	860555	REGISTRAR	7.00	422,600		29,070	451,670
REGISTRAR Total			7.00	422,600		29,070	451,670
INTERNATIONAL EDUCATION	860044-01	INTERNATIONAL EDUCATION	3.00	193,300		4,850	198,150
INTERNATIONAL EDUCATION Total			3.00	193,300		4,850	198,150
ESL/PATHWAY PROGRAM	630037-01	ESL/PATHWAYS PROGRAM	1.50	79,000		0	79,000
ESL/PATHWAY PROGRAM Total			1.50	79,000		0	79,000
GRAD STD,O&E LRN,L&FAC DEV-AP	550152-01	ASSOCIATE PROVOST	1.00	130,500		1,090	131,590
GRAD STD,O&E LRN,L&FAC DEV-AP Total			1.00	130,500		1,090	131,590
GRADUATE STUDIES	550152-10	OFFICE INITIATIVES				14,425	14,425
	550152-20	MAINTENANCE/SUBSCRIPTIONS				3,005	3,005
	550152-40	TELEPHONE/MAIL				970	970
	550152-50	RECRUITMENT				4,850	4,850
	840010-01	GRADUATE ASSISTANTS	2.00	124,700	157,500	172,720	454,920
GRADUATE STUDIES Total			2.00	124,700	157,500	195,970	478,170
EXTENDED LEARNING	860352-40	TELEPHONE & MAILINGS				485	485
	860352-50	TRAVEL				1,940	1,940
EXTENDED LEARNING Total						2,425	2,425
ONLINE LEARNING	860145-02	ONLINE LEARNING	1.00	77,000	5,000	5,335	87,335
ONLINE LEARNING Total			1.00	77,000	5,000	5,335	87,335
PROFESSIONAL DVLPMNT CNTR	860710-10	FREDONIA PLAN	1.00	88,400	3,000	9,690	101,090
PROFESSIONAL DVLPMNT CNTR Total			1.00	88,400	3,000	9,690	101,090
MARION ART GALLERY	520115-01	GALLERY-RECHARGES & EXPENSES	1.00	66,300	17,800	2,180	86,280
MARION ART GALLERY Total			1.00	66,300	17,800	2,180	86,280
REED LIBRARY	850480-18	ELSEVIER CONTRACT RECHARGE				36,300	36,300
	860405-01	PERSONAL SERVICE T/S NON-INSTRUC	12.00	768,900	22,600	0	791,500
	860405-02	PERSONAL SERVICE STUDENTS			93,000	3,975	96,975
	860405-13	P-JOURNALS				6,785	6,785
	860405-14	PRINT BOOKS				19,395	19,395
	860405-15	GENERAL REFERENCE MATERIALS				9,700	9,700
	860405-17	MUSIC RESOURCES				7,760	7,760
	860405-18	STANDING ORDERS				1,940	1,940
	860405-19	DATABASES				288,605	288,605
	860405-20	BINDERY				4,850	4,850
	860405-30	CONTRACTUAL SERVICES				73,685	73,685
	860405-40	MAINTENANCE SERVICE CONTRACTS				7,760	7,760
	860405-50	SUPPLIES				9,695	9,695
	860405-70	TRAVEL				9,890	9,890
	860405-80	COMPUTER SOFTWARE/HARDWARE				6,790	6,790
REED LIBRARY Total			12.00	768,900	115,600	487,130	1,371,630
ROCKEFELLER ARTS	520116-01	ARTS CENTER-OPERATIONS	5.00	379,200	12,000	21,705	412,905
ROCKEFELLER ARTS Total			5.00	379,200	12,000	21,705	412,905
TICKET OFFICE	860315-01	BOX OFFICE STATE BUYOUT			34,300	0	34,300
TICKET OFFICE Total					34,300	0	34,300
LIBERAL ARTS & SCIENCES-DEAN	420001-01	DEAN, NATURAL & SOCIAL SCIENCES	3.00	284,300		57,775	342,075
	420001-05	INITIATIVES IN THE SCIENCES				7,760	7,760
	520003-01	INTERDISCIPLINARY STU - GENERAL		7,500		3,975	11,475
	520003-09	WOMEN'S & GENDER STUDIES				3,520	3,520
	520003-14	INST. FOR EUROPEAN UNION STUDIES				75	75
	620001-01	DEAN, VISUAL & PERFORMING ARTS		500		9,928	10,428
	860002-02	TRAVEL-CLAS				30,065	30,065
	860201-05	RESEARCH ACTIVITIES-V&PA DEAN				9,215	9,215
LIBERAL ARTS & SCIENCES-DEAN Total			3.00	292,300		122,313	414,613
BIOLOGY	630013-01	BIOLOGY	13.00	933,300		32,390	965,690
BIOLOGY Total			13.00	933,300		32,390	965,690
CHEMISTRY & BIOCHEMISTRY	630018-01	CHEMISTRY & BIOCHEMISTRY	8.00	599,000		19,435	618,435
	630018-02	NUCLEAR REGULATORY EXPENSES				1,455	1,455
CHEMISTRY & BIOCHEMISTRY Total			8.00	599,000		20,890	619,890
COMMUNICATION	630090-01	COMMUNICATIONS	10.00	647,800		8,850	656,650
	630090-03	RADIO STATION	0		5,000	0	5,000



FREDONIA
ACADEMIC AFFAIRS 2021-2022 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
COMMUNICATION Total			10.00	647,800	5,000	8,850	661,650
COMM DISORDERS & SCI	500095-01	COMMUNICATION DISORDERS & SCIENC	10.00	746,200		7,195	753,395
	500140	HENRY YOUNGERMAN CENTER	1.00	87,700		390	88,090
	860335-01	COMMUNICATION DISORDERS STATE BUY	1.00	43,200		0	43,200
COMM DISORDERS & SCI Total			12.00	877,100		7,585	884,685
COMPUTER & INFO SCI	420019-01	COMPUTER & INFORMATION SCIENCES	4.00	377,450	14,500	4,860	396,810
COMPUTER & INFO SCI Total			4.00	377,450	14,500	4,860	396,810
ENGLISH	630031-01	ENGLISH DEPARTMENT	18.00	1,451,100		11,600	1,462,700
ENGLISH Total			18.00	1,451,100		11,600	1,462,700
GEOLOGY & ENVIRONMENTAL SCI	630041-01	GEOLOGY & ENVIRONMENTAL SCIENCES	4.50	276,700		10,395	287,095
GEOLOGY & ENVIRONMENTAL SCI Total			4.50	276,700		10,395	287,095
HISTORY	630046-01	HISTORY	10.50	858,600		8,340	866,940
HISTORY Total			10.50	858,600		8,340	866,940
MATHEMATICAL SCIENCES	630063-01	MATHEMATICS	10.00	864,500		8,480	872,980
MATHEMATICAL SCIENCES Total			10.00	864,500		8,480	872,980
PHILOSOPHY	630073-01	PHILOSOPHY	2.00	197,600		3,370	200,970
PHILOSOPHY Total			2.00	197,600		3,370	200,970
PHYSICS	630076-01	PHYSICS	4.50	338,800		5,855	344,655
PHYSICS Total			4.50	338,800		5,855	344,655
POLITICS & INTL AFFAIRS	630077-01	POLITICS & INTERNATIONAL AFFAIRS	4.70	405,200		4,725	409,925
POLITICS & INTL AFFAIRS Total			4.70	405,200		4,725	409,925
PSYCHOLOGY	630078-01	PSYCHOLOGY	10.00	860,500		15,305	875,805
PSYCHOLOGY Total			10.00	860,500		15,305	875,805
SOCIOCULTURAL & JUSTICE SCI	630088-01	SOCIOCULTURAL & JUSTICE SCIENCES	2.67	231,150		5,745	236,895
	630088-02	CRIMINAL JUSTICE	3.16	194,600		1,940	196,540
	630089-01	SOCIAL WORK	3.47	262,850		1,940	264,790
SOCIOCULTURAL & JUSTICE SCI Total			9.30	688,600		9,625	698,225
WORLD LANGUAGES & CULTURES	630036-01	WORLD LANGUAGES & CULTURES	3.88	256,600		2,850	259,450
WORLD LANGUAGES & CULTURES Total			3.88	256,600		2,850	259,450
THEATRE & DANCE	520090	THEATRE ARTS	15.50	989,750	300	12,490	1,002,540
THEATRE & DANCE Total			15.50	989,750	300	12,490	1,002,540
VISUAL ARTS & NEW MEDIA	630009-01	VISUAL ARTS & NEW MEDIA	13.00	1,031,100		21,465	1,052,565
VISUAL ARTS & NEW MEDIA Total			13.00	1,031,100		21,465	1,052,565
SCHOOL OF MUSIC	690066-01	MUSIC - RECHARGES AND EXPENSES	48.00	3,587,350	8,000	11,540	3,606,890
	690066-02	MUSIC - SUPPLIES AND OPERATIONS			25,200	3,535	28,735
	690066-04	MUSIC-FACULTY TRAVEL & GEN. OTPS				14,102	14,102
SCHOOL OF MUSIC Total			48.00	3,587,350	33,200	29,177	3,649,727
EDUCATION-DEAN	500028-01	EDUCATION	3.00	340,900		14,325	355,225
	860005-02	CAEP				5,820	5,820
EDUCATION-DEAN Total			3.00	340,900		20,145	361,045
EDUCATION	500028-05	EDUCATION DEPT	14.00	1,092,800		10,860	1,103,660
EDUCATION Total			14.00	1,092,800		10,860	1,103,660
FIELD EXPERIENCES	500070-01	OFF-CAMPUS SUPERVISED TEACHING	3.00	185,100		45,665	230,765
	500070-02	SUPERVISED TEACHING HAMBURG PROG				2,520	2,520
FIELD EXPERIENCES Total			3.00	185,100		48,185	233,285
STUDENT SERVICES	500028-10	COE-OFFICE OF STUDENT SERVICES	1.00	55,800			55,800
STUDENT SERVICES Total			1.00	55,800			55,800
INCUBATOR	860301-01	INCUBATOR	1.00	89,700			89,700
INCUBATOR Total			1.00	89,700			89,700
INSTL RSRCH, PLNG & ASMT	860740	INSTITUTIONAL STUDIES	1.00	114,000	39,500	2,705	156,205
INSTL RSRCH, PLNG & ASMT Total			1.00	114,000	39,500	2,705	156,205
SPONSORED PROGRAMS	860717	SPONSORED PROGRAMS	2.00	184,600		156,400	341,000
SPONSORED PROGRAMS Total			2.00	184,600		156,400	341,000
ADJUNCTS	860024	ADJUNCTS FOR VP ACADEMIC AFFAIRS			112,120		112,120
	860034	SABBATICAL REPL COST - PROVOST			120,000		120,000
	860026-99	ADJUNCTS-DEAN,SCHOOL OF BUSINESS		149,200	251,400		400,600
	860027-99	ADJUNCTS - DEAN, ARTS & SCIENCES		1,336,300	1,209,500		2,545,800
	860028-99	ADJUNCTS-DEAN, V & PA		442,200	647,970		1,090,170
	860025-99	ADJUNCTS-DEAN, EDUCATION		165,900	142,700		308,600
	860029-01	ADJUNCTS-ESL/PATHWAYS			30,800		30,800
ADJUNCTS Total				2,093,600	2,514,490	0	4,608,090
SCHOOL OF BUSINESS-DIRECTOR	440001-01	SOB-DIRECTOR	4.00	426,300		9,795	436,095
SCHOOL OF BUSINESS-DIRECTOR Total			4.00	426,300		9,795	436,095
BUSINESS ADMIN PROGRAM	440002-01	ACCOUNTING/FINANCE PROGRAM	6.00	714,500		12,000	726,500
	440004-01	MARKETING/MANAGEMENT PROGRAM	5.00	630,300		10,800	641,100
BUSINESS ADMIN PROGRAM Total			11.00	1,344,800		22,800	1,367,600
ECONOMICS PROGRAM	440003-01	ECONOMICS PROGRAM	4.00	420,100		2,800	422,900
ECONOMICS PROGRAM Total			4.00	420,100		2,800	422,900
MUSIC INDUSTRY PROGRAM	440006-01	MUSIC INDUSTRY PROGRAM	2.00	199,900		1,400	201,300
MUSIC INDUSTRY PROGRAM Total			2.00	199,900		1,400	201,300
SPORT MANAGMENT PROGRAM	440007-01	SPORT MANAGEMENT PROGRAM	2.00	133,900		1,400	135,300
SPORT MANAGMENT PROGRAM Total			2.00	133,900		1,400	135,300
ACADEMIC AFFAIRS DIVISION Total			297.38	25,640,080	3,085,390	1,598,590	30,324,060



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

College of Liberal Arts and Sciences

Overview

The College of Liberal Arts and Sciences (CLAS) includes 17 departments and offers a variety of undergraduate programs, minors and graduate program. In addition to offering specific programs across the arts (e.g., Theatre and Dance), humanities (e.g., History), natural and quantitative sciences (e.g., Biology), social/behavioral sciences (e.g, Criminal Justice), and Interdisciplinary Studies, the CLAS provides much of the core curriculum taken by every Fredonia student and, therefore, plays a central role in providing the educational foundation associated with any university degree.

The college continues to review and modify its curricula (e.g., Computer Science), generate new curricula (e.g., Environmental Sciences), reconsider course offerings (e.g., course section frequency), investigate means of increasing student success (e.g., peer-mentoring models), and explore ways of better integrating high-impact practices (e.g., student scholarship) into the curriculum.

Overall, according to Academic Performance Solutions, enrollments within the college have declined by approximately 8.5 percent between 2015 and 2020. For 2020 - 2021, the CLAS accounted for over 65 percent of attempted student credit hours (SCHs) at Fredonia; approximately 60 percent of the total hours generated by the Department of CLAS were provided by the departments of Biology, Communication, Psychology, Theatre and Dance, and Visual Arts and New Media.

Faculty Highlights

- Dr. Shahin Mehdipour Atae was hired as an Assistant Professor in the Department of Computer and Information Science
- Dr. Justin Conroy received promotion to Professor in the Department of Physics
- Dr. Susan Spangler received promotion to

Professor in the Department of English

- Dixon Reynolds received promotion to Professor in the Department of Theatre and Dance
- Ray Rushboldt received promotion to Senior Lecturer in the Department of Politics and International Affairs
- Dr. Jesse Norris received promotion to Associate Professor in the Department Criminal Justice
- Paula Peters received promotion to Associate Professor in the Department Theater and Dance
- Dr. David Kaplin, who is Associate Professor in English, received the SUNY Chancellor’s Award for Excellence in Teaching
- Michael Igoe, who is Associate Professor in Communication, received the SUNY Chancellor’s Award for Excellence in Teaching

Curriculum/Program Highlights

- The Speech Pathology program obtained reaccreditation.
- Programs within Visual and Performing Arts are currently under review for reaccreditation.
- The B.S. in Social Work is under review for reaffirmation.
- A B.A. in International Studies was fully approved.
- A B.A. in Ethnic and Gender Studies is under review following its announcement.
- A Writing B.S. is under review following its announcement.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 operating budget for the College of Liberal Arts and Sciences include the following:

- The college has been able to restore some critically needed positions. Given the status of the university’s budget, future vacancies



will be filled based on critical need, especially in high-enrollment areas with limited tenure-line coverage (e.g., Public Relations, and Animation and Illustration).

- Equipment necessary to the academic mission will be maintained and/or replaced. Additional equipment will be purchased, when possible.
- The college will continue to monitor class scheduling, balancing efficiencies with student success (e.g., time to degree completion).
- The college will examine how to better integrate into teaching loads support for high-impact practices (e.g., supervision of student scholarship). It will likely be informed, at least in part, by the recommendations to be made by the Joint Task Force on Instructional Loads.
- The college must invest in the success and retention of its students. The development of student retention initiatives (e.g., peer mentoring) will be a focus. During 2020 - 2021, the Communication department added a peer mentoring program and newly-appointed retention coordinators developed a peer-mentoring curriculum.
- The college will continue to contribute the

majority of Fredonia Foundations course sections across most of the categories. Demand will be closely monitored.

- The college will continue to implement and explore new curricula (additional programming is already working its way through the local approval process). The college will also continue to revise existing curricula to better serve the needs of students.

Operating Budget

The 2021-2022 operating budget of the College of Liberal Arts and Sciences should remain stable. Consistent with previous narratives, the college must continue to examine both its curricula and associated enrollments. For example, it must direct resources to those areas exhibiting growth to ensure student success. At the same time, it must continue to explore new or significantly revised program offerings. Student success must always be at the core of the CLAS budget decisions.





College of Education

Overview

During the 2021-2022 academic year the College of Education (COE) will begin its work on transitioning from Council for the Accreditation of Education Preparation (CAEP) to the Association for Advancing Quality in Educator Preparation (AAQEP) accreditation. In April 2021, SUNY Fredonia received formal recognition as a member in good standing with AAQEP. In addition to the Education department, the COE has two support offices: the Office of Field Experiences (OFE) and the Office of Student Services (OSS). In August of 2021, Dr. Anna Thibodeau retired after a distinguished career in the College of Education, ending her tenure as the Interim Dean and Chief Certification Officer for the COE-PEU. Dr. Janeil Rey returned to the College of Education after a five-year hiatus to serve a two-year appointment as Interim Dean and Chief Certification Officer.

The student enrollment in the COE for the 2020-2021 academic year included 335 undergraduate and 77 graduate majors for a total of 413 distinct individuals enrolled within the college. The COE collaborates with content departments in the College of Liberal Arts and Sciences in serving 182 undergraduate Adolescence Education majors, 238 undergraduate Music Education majors and 70 graduate students from the CLAS and the School of Music. The COE-PEU is comprised of 36 active programs leading to initial and/or advanced certifications for teachers and other school professionals. The COE-PEU's educator preparation programs contribute approximately 20 percent of the university's undergraduate students and 65 percent of the graduate student population. The enrollment of the COE-PEU consists of 755 undergraduate and 147 graduate students for a total of 902 in the PEU. The educator preparation programs include 16 undergraduate programs, 17 graduate programs and three multi-degree (B.S.Ed./M.S.Ed.) programs that lead to certification.

The COE Office of Student Services (OSS) documented over 3,500 individual student contacts during Academic Year 2020-2021, not including group advisement or admissions orientations. The COE Office of Field Experiences (OFE) placed a total of 572 candidates in six schools and three childcare facilities for a total of 15,444 hours of early field experience hours, and collaborated with 129 schools in 58 school districts to arrange student teaching placements for program completers. The OFE was able to continue to provide students with practicum placements and supervision despite varying COVID-19 restrictions in effect in partnering school districts. As needed, candidates "zoomed in" to classes remotely and were supervised using the newly adopted GoReact software, which enabled students to record their lesson and share their teaching with their college supervisor through a secure online platform. The software also allowed the COE to offer students the opportunity to student teach in or near their home districts or other locations, regardless of the distance from the Fredonia campus. The COEPEU had 187 initial certification program completers and 93 advanced program completers for a total of 280 program completers during the 2020-2021 academic year.

Highlights

- As noted above, the COE was accepted as a member in good standing with the AAQEP accrediting body.
- An Advanced Certificate in Child Advocacy Studies was launched and enrolled its first students.
- The graduate Literacy program moved to a fully online delivery format transitioned its first group of four-plus-one students into the master's program.
- Students were able to participate in early field experiences and complete student teaching through a combination of remote and in-person experiences dependent on the evolving restrictions of the school district and supported by the GoReact software that allowed for virtual supervision.



- Sarah Conticello, a COE junior from Lake Grove on Long Island, majoring in Childhood Inclusive Education, was selected as one of 27 students throughout SUNY to serve on its newly-formed Student Voices Action Committee.
- Development of a new teacher certification program at the graduate level for currently certified 7-12 teachers who wish to add Students with Disabilities (SWD7-12) was initiated.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 operating budget for the College of Education include the following:

- Use of data from Ad Astra and Educational Advisory Board's (EAB) Academic Performance Solutions (APS) web applications to inform efficient instructional scheduling decisions.
- Continued support for an adequate adjunct budget to ensure coverage for the appropriate number of sections of core education courses and newly implemented courses in the College of Education.
- Consideration of evolving State University of New York (SUNY) and New York State Education Department (NYSED) COVID-related policy and procedural changes and requirements.
- College enrollment targets reflecting more accurate enrollment projections based on the realities of COVID-19's impact, changes in instructional modalities (increased virtual instruction), and inclusion of summer and J-Term starters, especially among graduate students.

Operating Budget

The 2021-2022 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates increased numbers of undergraduates from the return to in-person



instruction and pent up demand from first-year students who may have delayed their matriculation, and graduate students seeking to secure professional certification. The College of Education will be offering three online graduate programs leading to certification in Educational Leadership, Literacy, and Teaching English to Speakers of Other Languages (TESOL). Additionally, a new Advanced Certificate is being offered in Child Advocacy Studies (CAST) for professionals in a position to recognize and intervene for the benefit of children being maltreated. The College of Education will also continue to intentionally and strategically review and revise undergraduate programs and grow new graduate programs to address the region's and the state's needs.



Interim Director of the School of Business
Linda Hall.

School of Business

Overview

The School of Business currently serves over 650 majors and 100 minors with 21 full-time and 29 part-time faculty, a director and associate director, and two administrative assistants, offering nine majors (Accounting, Business Administration, Economics, Finance, Management, Marketing, Music Industry, Public Accountancy and Sport Management), six minors (Accounting, Business Administration, Athletic Coaching, Economics, Music Industry and Sport Management), and a rich set of courses in physical and health education, all at the undergraduate level.

Highlights

- The school successfully delivered face-to-face, remote, hybrid, and online instruction while maintaining course integrity.
- The school maintains accreditation by the Association to Advance Collegiate Schools of Business (AACSB) for its programs in Accounting, Business Administration, Finance, Management, Marketing, and Public Accountancy, joining the ranks of 5 percent of all business programs worldwide that have received such an honor.
- Despite travel limitations, the faculty published 18 scholarly works, delivered 11 conference presentations, and received one best paper award.
- Despite COVID-19 restrictions, the school sponsored 220 internships.
- The school organized six faculty research symposia, and 34 virtual speaker-point events.
- Several Open Educational Resources courses were offered each semester.
- Through the IRS Volunteer Income Tax Assistant Program (VITA), 12 Accounting students prepared more than 200 individual income tax returns for the community, generating more than \$400,000 in refund dollars.
- The Accounting and Finance

faculty organized the first virtual “Meet the Accounting and Finance Professionals” career fair with more than 23 regional and national employers participating.

- Thompson Hall Room W101 was transformed into an experiential learning and performance venue that will be utilized extensively by the Music Industry Program.
- Through a generous donation from the Business Club, the school’s conference room was completely remodeled as a multi-use video conferencing and collaborative learning space.
- The School of Business Advisory Council was expanded, and is actively engaged in curriculum refinement, strategic planning, internship offerings and program enhancement.
- Seniors in the capstone Strategic Management course conducted research projects that directly benefit the school, including the M.S. in Management with stackable credentials, strategic program marketing and Centers for Excellence. The school significantly enhanced its relationship with the Fredonia Technology Incubator.
- A preliminary proposal for an Advanced Certificate in Operational Excellence was submitted to the Graduate Council.
- The school’s LinkedIn Alumni Group grew to over 1,000 members.

Planning Assumptions

Planning assumptions used in the development of the 2021-22 budget for the School of Business (SOB) include the following:

- The School of Business will transition to a traditional academic school/department model with some modification: Interim Dean, Interim Associate Dean, Interim Chairs in Business Administration and Applied Professional Studies, Administrative Assistant 2, Administrative Assistant 1.
- The 3-4 teaching load is applied to all full-time tenure-track faculty without administrative release.



- A reduced Other Than Personnel Service (OTPS) budget will be administered carefully by the Interim Chairs and Dean to meet the needs of the school.
- In this year of record for Association to Advance Collegiate Schools of Business (AACSB) accredited programs, the school will be preparing its Continuous Improvement Report, and making arrangements for a 2022-23 site visit.
- The Advanced Certificate in Operational Excellence will be submitted for approval.
- Alumni outreach and fundraising efforts are ongoing, including an alumni survey and Homecoming reception.

Operating Budget

The 2021-2022 budget will allow the School of Business to continue to make

progress toward its strategic goals and fulfill the missions of its programs. It includes integrating excellence in instruction and relevant faculty scholarship, and providing experiential learning and practical internship opportunities. The school's student-centered academic environment transforms undergraduates into career-ready professionals who will continue either formally or professionally to become lifelong learners making a positive impact on their communities. All necessary courses to allow students to graduate will continue to be offered, and small class sizes will be maintained to the extent possible in order to facilitate personal, research, and professional connections among students, graduates, faculty and community stakeholders.





Interim Director of the School of Music
Daniel Ihasz

School of Music

Overview

The Fredonia School of Music (SOM), has continued its tradition of excellence and distinction. Recruitment, retention and enrollment are all strong with a relative level of stability, with approximately 521 music students, including one of the largest Graduate enrollments on campus.

Fredonia’s reputation is the result of a faculty dedicated to teaching—artist-teachers who have achieved a high level of accomplishment in performance, research, or creative endeavor and who are able to bring that experience into the classroom, the rehearsal and the studio. Students choose from a wide range of programs, including music education, performance, composition, music therapy, sound recording, and music theory and composition.

Highlights

- The School of Music never stopped teaching in-person throughout the 2020-2021 academic year. Some classroom-type courses were taught remotely, while lessons and ensembles were adjusted to continue to make music and instruction face-to-face.
- In January 2021, Fredonia received notification from the National Association of Schools of Music (NASM) accreditors citing six items to be clarified, corrected or resolved. The SOM’s required response is due October 1, 2021.
- The SOM Director, Dr. Melvin Unger, retired at the end of June 2020 and Professor Daniel Ihasz was initially appointed Interim Director as of July 1, 2020. His term has been extended through the 2021-2022 academic year.
- The Summer Music Festival shifted

to an all-virtual format for the second consecutive summer and had participation of nearly 200 attendees.

- The School of Music typically would produce more than 350 public concerts. Unfortunately, due to the restrictions of the COVID pandemic, the SOM was not able to host audiences in-person. The SOM, in response to this, celebrated the ability and skill of the Sound Recording program and livestreamed many concerts and recitals. The SOM was able to produce approximately 221 events in Mason and King Concert halls.
- The Hillman Opera’s fall production of “Beatrice and Benedict” was the first-ever virtual opera production.
- Fredonia faculty and alumni received 15 GRAMMY nominations and seven wins for 2021.
- Fredonia Chamber Choir, under the direction of Dr. Vernon Huff, received an invitation to the prestigious American Choral Directors Association (ACDA) Eastern Conference in Boston, MA. Fredonia is one of only two college choirs from New York State to be invited to the major event, which will take place in February 2022.
- Through the Sorel Organization, the School of Music received funding to begin its first Artist-in-Residence program. The organization will fund the program for a period of three years.
- Faculty were charged with meeting enrollment targets.
- A great deal of effort was invested in partnering with Chautauqua Institution to develop mutually beneficial collaborations.

Planning Assumptions

The School of Music will rely upon a combination of historical data from Institutional Research, Planning & Assessment (IRPA)’s



Fredonia Fact Book and updated workload rosters documents (shared for colleagues to see on Google Drive) to help develop sections and course offerings annually. The SOM is also in the process of assessing and utilizing data from Education Advisory Board (EAB)'s Academic Performance Solutions (APS) for this purpose. For the 2021-2022 academic year the SOM will:

- Utilize new software “Acceptd” for online auditions and follow-up auditions sessions via Zoom in addition to our normal in-person, on-campus auditions
- Recruit and enroll the normal number of students, thereby maintaining a stable enrollment. However, there is the potential for increasing the Graduate enrollment significantly in Music Therapy and Music Education.

Operating Budget

The 2021-2022 Operating Budget will support the mission of the School of Music. The School of Music maintains a full 4-4 workload for tenured and full-time contingent faculty in addition to a heavy reliance upon adjunct faculty to provide required courses. Any significant reduction to the adjunct budget will negatively impact the ability of the School of Music to provide the necessary courses to current and future students. As the SOM plans for the future it is aware that there are a number of faculty who are eligible for retirement and that it needs to plan carefully for the near future.



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Interim Associate Provost for Curriculum, Assessment and Academic Support Carmen Rivera.

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 Academic Advising Services (AAS), Disability Support Services (DSS), Full Opportunity Program (FOP), Honors Program and the Registrar’s Office. During the past year, the office also assumed the supervision of International Education. The units interact with many students during any given day of the academic year. The units are 12-month offices with a consistent workflow throughout the academic year. Dr. Carmen Rivera is serving as Interim Associate Provost.

The APCAAS is responsible for working with chairs, deans, the Academic Affairs Committee, the General Education Committee, and the Graduate Council to revise and develop new courses and programs in alignment with assessment data and local, state and federal guidelines. The APCAAS also serves as the curriculum and assessment liaison to the State University of New York (SUNY) and the New York State Education Department (N.Y.S.E.D.). Curricular revisions and new curriculum is submitted by the APCAAS to SUNY System Administration and N.Y.S.E.D. 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, the General Education Committee and Graduate Council.

Additional responsibility in the Office of the APCAAS includes oversight of student learning assessment, academic program review and the general education program. Dr. Rivera 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. Likewise, the office oversees the academic experience of international students on campus and of Fredonia students abroad.

Highlights

- With the diligence and dedication of each and every office under CAAS, we were able to provide a rich and positive learning experience to students in spite of COVID-19 and increased retention rates. The offices were able to fulfill their missions digitally when the nature of their services is based on human contact.
- Two new advanced online certificates were fully approved by N.Y.S.E.D.: Child Advocacy Studies and Cybersecurity.
- A new Academic Success Coach and Retention Officer was hired in the Academic Advising Office and piloted a 1-credit course on learning strategies for students on probation. .
- A new outreach plan for “Not-Registered Eligible Students” was successfully implemented.
- Supplemental instruction was piloted in four courses across the campus.
- Tutoring Services piloted The CircleIn app which allows students to share information about their classes as well as to work together on projects.
- In spite of the pandemic, the Honors Program offered over 100 events from speakers to guided tours of the local farmers’ market, from presentations about leadership from local administrators to programming on wellness, addressing the three pillars of its mission: “Learn, Live, Lead.”

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- The need to allocate a small amount to Disability Support Services for tutoring of its students.

- The need to allocate a small portion of the adjunct budget to the office of CAAS to support instruction in the Honors' Program and Interdisciplinary Studies. The money will also support expanding Special Studies (SPST) Pillars of Success as part of developing an "Academic Recovery Program" for students at risk and for Liberal Arts (LART).

Operating Budget

The 2021-2022 budget will allow the Office of the Provost to continue working toward various program goals and outcomes within the academic support units, focusing on retention strategies.

Academic Advising (AA): AA is focusing its efforts on retention strategies such as developing a robust "Academic Recovery Program" for students at risk, developing a "Return Plan" for not-returning students so they can finish their degree, expanding the use of Starfish, the Early Alert System, so students can "raise their hands" with their concerns, etc. AA is also working on developing Retention Dashboards, similar to the ones Admissions has.

Disability Support Services (DSS): DSS will continue to provide support to all students registered with the office. In addition, it will identify students with poor midterm grades to provide more direct and intentional outreach to these students.

Full Opportunity Program (FOP): In addition to its regular services, the FOP will be developing a contract for incoming students to ensure they use the resources FOP has to offer.

Honors Program: Honors will be identifying a multi-use space, furnish and equip it to provide an Honors Student Lounge. In addition, working with the e-board and the Faculty Student Association (FSA), the program will offer "Honors@TheTable" providing a space in Cranston Dining Center where students and faculty share meals and experiences.



International Education (IE): IE is hoping to resume study abroad programs in J-Term 2022, launching a new study abroad designed for freshman to fulfill general education requirements.

Registrar's Office: The office will be working with deans and chairs to revise and renew transfer articulation agreements. It will also be revising the way Fredonia develops and builds the course schedule.

Tutoring Services: The office is busy getting ready to reopen face-to-face. Since most of the tutors only have experience with tutoring on-line, they are being retrained to work face-to-face with the students. Both Tutoring Services and DSS are working with Reed Library to develop "wayfinding signs" to make their offices on the 4th floor more accessible to students.



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

Associate Provost for Graduate Studies, Online and Extended Learning, and Faculty Development

Overview

The Associate Provost for Graduate Studies, Online and Extended Learning, and Faculty Development provides leadership to the Professional Development Center (PDC), Graduate Studies, Extended Learning, the Office of Online Learning, the Michael C. Rockefeller Arts Center (RAC), the Cathy and Jesse Marion Art Gallery, the Office of Student Creative Activity and Research, and Reed Library. Summaries of the offices are as follows:

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 by providing individualized consultations and training opportunities. 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.

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

Extended Learning is responsible for orchestrating all operations surrounding J-Term (Joining Term), Summer Sessions, and non-credit continuing education. In addition, it administers the Extended Learning Credit Program and coordinates the scholarly activities of visiting students, post-baccalaureate students, non-matriculated undergraduate

students, non-degree graduate students, local high school students who wish to get a head start on their college careers and community members who wish to audit the college’s credit-bearing courses. In serving its diverse target audiences, it works closely in collaboration with various offices in Academic Affairs, Enrollment and Student Services, Finance and Administration, University Advancement and the Faculty Student Association (FSA).

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

The Rockefeller Arts Center (RAC) encourages, facilitates, sponsors and promotes high quality events in the fine and performing arts for the benefit of students and the community-at-large, and supports academic arts departments and other users of the facilities by providing operational, technical, public relations and marketing support for performances and exhibits in the center. Rockefeller Arts Center oversees the scheduling and operation of the non-dedicated spaces and facilities within the center, serves as the university’s presenter of visiting professional performing artists and companies; oversees and operates the Campus Ticket Office, provides front-of-house services for all public events in the center, and supports the university’s academic program in Arts Administration by providing meaningful experiential learning opportunities to qualified students.

The Marion Art Gallery (MAG) actively engages western New York and campus communities in experiences of contemporary art through exhibitions, interpretation and



education programs. The gallery fosters an appreciation and understanding of the visual arts and their role in contemporary society. By encouraging broad access, global perspectives, and dialogue, the gallery engages diverse audiences and inspires further inquiry. The gallery also serves as a professional exhibition space for Fredonia students and faculty.

The mission of the Office of Student Creative Activity and Research (OSCAR) is to promote and support student scholarly activity and creative work across the Fredonia campus.

Daniel Reed Library collects, organizes, disseminates, teaches, and facilitates access to information in support of the curricular needs of SUNY Fredonia's students and faculty, as well as the intellectual needs of the broader SUNY Fredonia community.

Highlights

The Professional Development Center (PDC)

- eDossier trainings were offered for faculty going up for reappointment, tenure, promotion or awards.
- The Annual Teaching and Learning Conference focused on the Student Experience and Remote Learning.
- The FRED Diversity Facilitators and FRED Diversity Dialogues continued serving units and divisions across campus.
- The Open Educational Resources (OER) Course Redesign Initiative continued, although permanent funding is needed to fully implement it as a regular offering on our campus. To date, over \$500,000 in textbook savings have been realized for Fredonia students.

Graduate Studies

- Graduate Diversity Fellowships totaling \$36,000 were awarded in an effort to recruit, enroll, and retain students who will contribute to the diversity of the student body in Fredonia's graduate programs.



Additionally, over \$300,000 in Graduate Assistantships were awarded to students enrolled in graduate programs. The office is also responsible for facilitating the awarding of three smaller annual scholarships.

Extended Learning

- Summer Sessions 2020 semester credit hours increased by 11.8 percent and headcount increased by 8.2 percent over Summer Sessions 2019; J-Term 2021 semester credit hours increased by 31.4 percent and headcount increased by 10.4 percent as compared to J-Term 2020.
- Successfully implemented a five-week online J-Term option to encourage more faculty to offer condensed time frame classes.
- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2020 featured 61 online course sections and J-Term 2021 featured 34 online course sections.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses are offered for-credit in local high schools. It was piloted in a local school district during the 2015-2016 Academic Year. Thirty-seven students from several high schools successfully completed the program during the 2020-2021 Academic Year.
- Non-credit courses, workshops and



course auditing options experienced a decrease in overall enrollments (linked primarily to the pandemic) while the Extended Learning Credit Program experienced an increase in enrollment.

The Office of Online Learning

- In any academic year, the Office of Online Learning focuses on the student experience, but in the year of COVID and remote instruction the focus took on an all new meaning. To support a positive student experience, the Office of Online Learning created both faculty and student supports. In conjunction with the Digital Instruction Support (DIS) team, Online Learning used the OER “Camp Design Online” by Muhleberg to create an on-demand resource for faculty that supports six different areas of course design pedagogy. A series of workshops was then built, offered, and recorded around each of the areas (nine in total). To continue the conversation and provide more resources, an internal resource was built in OnCourse for faculty to use while developing the courses. Each of the resources promotes clear course design, student engagement and authentic assessment.
- To create a familiar experience for students, content was added to OnCourse to guide instructors when including critical information. The consistent inclusion of important materials made it easier for students to find and use the information. Some of the items include a sample welcome message, contact information and course communication, required materials and a syllabus placeholder. CircleIn was also included in the template.
- In conjunction with Information Technology Services (ITS), Online Learning assisted in writing the [Student Technology Recommendations and Resources](#), [Quick Start Digital Tools for Students](#). The resources support current and future students in understanding what is available to them and how to get support if necessary. A similar document, the [Quick Start Digital Tools for Faculty/Staff](#) was also created to help faculty

find and use campus supported tools.

- The Open SUNY Course Quality Review (OSCQR) rubric was used to review 36 new online courses from Summer 2020 through Spring 2021. It is a significant increase in new courses reviewed and offered (18 new courses were produced from Summer 19 - Spring 20). The OSCQR rubric ensures that the courses are well designed and learner centered by checking against 50 quality checkpoints.
- To support enrollment growth the Office of Online Learning, in conjunction with the Provost’s Office, has targeted the development and offering of high need courses for online offering in the J-Term and summer semesters. The development of master’s level Online Courses has proven to be very successful. Nine master’s Online Courses were developed for Summer 2020. The nine courses generated 154 enrollments in Summer 2020 and an estimated enrollment of 92 in Summer 2021. The cost for development of the nine courses is \$18,000 and tuition paid to the courses in Summer 2020 being approximately \$154,261. The courses continue to be offered in all semester,s increasing flexibility for students.
- Online Learning continued to offer Build Your Online Course (BYOC) to prepare faculty for teaching online. BYOC was offered in Summer 2020 (16 participants), Fall 2020 (10 participants), and Spring 2021 (seven participants) for a total of 33 instructors participating.
- Provided on-demand support for faculty in the LMS through tickets, email, walk-ins and phone. Searchable support was also provided in Answers for the most common questions and support issues.

Rockefeller Arts Center (RAC)

- The Central Ticket Office (CTO), a separate business unit that has been under RAC oversight since 2007, sells tickets for a wide variety of campus events and various forms of transportation. Annual pre-pandemic volume ran at 33,000 tickets annually to 290 events, with a



yearly dollar volume of nearly \$500,000.

- RAC has three ongoing performing arts series: On Stage for Youth is a field trip series for area elementary schools; the Kaleidoscope Family Series is for parents and children to attend together, and its flagship series, the DFT Communication Pops Series, has featured prominent entertainers such as Dave Brubeck and The Canadian Brass. All three series feature professional touring artists. The later series also includes Fredonia's annual Commencement-Eve Pops Concert, which provides an opportunity for Fredonia students to showcase their vocal talents in a festive end-of-season gala.
- In September 2019, as part of the pops series, RAC brought 15 distinguished alumni from all over the country to perform in Rockefeller Arts Center's 50th Anniversary Concert. It was widely regarded by many who attended, including Interim President Dennis Hefner, as one of the best concerts they had ever attended.
- Also in 2019, RAC completed a successful challenge grant campaign, which, with the help of the Logan Foundation, raised over \$50,000 for a 50th Anniversary Endowment to support RAC programming. It brought the total number of endowments created by RAC director Jefferson Westwood to nine, with combined assets of nearly \$500,000.
- RAC's fall membership drive for the Friends of RAC annually generates about \$45,000 to support RAC programming and operations, plus \$15,000 in grants to the School of Music, the Department of Theatre and Dance, the Western New York Chamber Orchestra and the Marion Art Gallery to support the creative activities of these units.
- In spring of 2021, after several years of research and investigation, RAC and the Central Ticket Office recommended a new cost-effective software system for ticketing and annual fundraising. The system, Glitnir Ticketing, will provide an integrated platform for phone, counter, mail order and online sales. Patrons will now have the ability to select their own seating location online, including from their cell phones. The contract with the vendor is currently awaiting review and execution by the Office of University Services.



- Due to having to close in mid-March 2020, both RAC and the Campus Ticket Office incurred significant financial losses over the following 18 months. RAC's losses in ticket sales and rental income amounted to more than \$231,000 and the CTO losses from mid-March 2020 through summer of 2021 came to more than \$110,000. The CTO loss is due to fees it would have been entitled to if events had not been cancelled as well as a one year suspension of the \$4 per semester student fee. Some of the losses will be absorbed by previously-existing fund balances within each unit; most of the balance should be made up from a Small Business Administration Shuttered Venue Operators Grant (SVOG) written and submitted by the RAC director. The grant was approved and the funds were received by the campus.

Marion Art Gallery

- Gallery staff curates and presents three to four professional contemporary art exhibitions, featuring renowned national and international artists, and two to three senior (student) shows, annually. The gallery curates original exhibitions and hosts traveling exhibitions. Among recent original exhibitions are: "Living with Art: Selections from the Frederic P. "Nick" Norton Collection," "Martha Colburn: Imagined Histories," and



“Contrasts in Clay: Susan Beiner and Kwok Pong Tso.” Among the major traveling exhibitions are: “John Buck: Prints and Sculpture,” “William Kentridge: Universal Archives,” “Exploring Photography” and “Artists as Innovators: Three Decades of NYSCA/NYFA Fellowships.”

- The gallery publishes catalogs for major original exhibitions. Among the most popular publications were: “Enrique Chagoya: Aliens Sans Frontieres” (80 pages, bilingual), “Andrea Dezso: Enchanted Fictions” (French-fold cover), and “Kahn and Selesnick: Truppe Fledermaus and the Carnival at the End of the World” (four accordion-fold booklets, won second prize in the 2017 American Alliance of Museums Publications Design Competition). All catalogs are designed by Jason Dilworth, associate professor of Graphic Design.
- Gallery staff coordinates gallery talks, lectures and workshops related to exhibitions for the general public and Fredonia students.
- Gallery staff coordinates and hosts Art Day (exhibition and department tours, workshop and lunch) for at least five Chautauqua County middle and high school students each academic year (pre-pandemic).
- The gallery employs three to six work study students each semester and offers internships to two Fredonia students each spring.
- The Marion Art Gallery funds/rewards student efforts, such as covering the printing and mounting of posters for the senior exhibition, and distributing cash prizes during student competitions (in 2021 a photo competition coordinated by the gallery). In 2020-2021, the gallery distributed \$1,100 and covered \$325 in printing/mounting expenses.
- Gallery staff conducts an average of 25 exhibition tours annually for Fredonia classes (English, Art History, Studio Art, Dance, Costume Design, ESL) and student organizations.
- Average attendance to the Marion Art Gallery is 3,800 annually (pre-pandemic).
- All exhibition and programming expenses are covered by distributions from three endowments held by the Fredonia College

Foundation and competitive grants from the Carnahan Jackson Humanities Fund. The latest endowment, with a principal of almost \$240,000, was established in 2019 after a four-year effort by gallery staff to inventory, research, pack, and disperse the university’s art collection.

OSCAR

- The Donald Nasca Undergraduate Research Award was given to eight students, who will be working on seven different projects during the next year. The total amount distributed was \$4,600.00
- The annual student research EXPO was held virtually in April 2021 with a positive turnout.

Daniel Reed Library

- A plan for upgrading infrastructure in Archives and Special Collections at Reed Library was created. A security system including glass breaks, motion detectors and security cameras was installed, and UV filters were put on all windows, lights and display cases.
- Reed Library made a successful transition of all student/faculty services in response to COVID restrictions. Given the popularity of the online services, future delivery methods are being reviewed. It includes text and chat reference, student support for OnCourse, embedded library instruction program through OnCourse, librarian office hours for research courses, individual research appointments via Zoom, Reed to Go contactless pick up for physical materials, and mailing of materials to faculty offices and e-reserves.

Planning Assumptions

- Funding for Professional Development Center programs and activities will continue at current levels.
- Online Learning will identify the highest priorities from the Open SUNY Institutional Readiness Plan and, with the assistance of the Committee of Online Learning



(COOL), plan and implement the items.

- Extended Learning will strive to develop more programs that align with the university’s mission and support its Strategic Enrollment Management (SEM) initiative. It includes, but is not limited to, non-credit continuing education and high school outreach.
- Extended Learning will strive to grow intersession enrollments through the university-wide implementation of Ad Astra and Platinum Analytics, enabling it to build schedules that better meet student needs.
- Reed Library’s budget will reflect contractual increases and all attempts to streamline purchases with SUNY Library

Consortium guidelines will be made.

- RAC will hire the half-time Events Coordinator needed to make implementing performance offerings successful; for 2021-22, the position will be funded by RAC’s Shuttered Venues Operator Grant.

Operating Budget

All offices will continue at the same level of funding as the previous year.





Vice President for Finance and Administration
Michael D. Metzger.

Division of Finance and Administration

Overview

The Finance and Administration (F&A) division consists of 10 departments with over 300 employees. Finance and Administration employees serve as stewards of Fredonia’s human, financial, information technology and physical resources while providing quality customer service and support to students, faculty, staff and campus visitors. The organization chart may be viewed in Appendix 5.3. Major offices within the division include:

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

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

- Assuring strong financial management practices and services to safeguard fiscal stability and integrity
- Providing a safe and supportive educational environment
- Providing outstanding service to all

- customers of the Fredonia campus
- Assuring well-maintained buildings and grounds
- Providing highly available, user-friendly, scalable, and secure information technology services to the campus community
- Supporting the region’s economic and educational development.

Highlights (from 2020-2021)

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

- The Associate Vice President for Finance and Administration, in conjunction with Executive Director of Enrollment, the Financial Aid Office, and Student Accounts Office, coordinated the proper disbursement, recordkeeping, and reporting of federal stimulus funds with timely communication to the various constituents.
- The Budget Office successfully submitted several versions of Fredonia’s Form 1 spreadsheet detailing department level allocations used to populate the SUNY’s Business Intelligence (BI) accounting system. Incorporated all budgetary changes and reductions with implementation of the SUNY System Administration spending restraints.
- The Environmental Health and Safety and Sustainability (EH&S&S) department took over organizing and administering the campus-wide saliva pool surveillance testing for COVID-19 response, pulling together the team that ran 57,493 tests for the 2020-2021 year.
- Partnered with Chautauqua County Department of Health to distribute on campus over 15,000 COVID vaccinations.
- Facilities Planning began construction of the following: Houghton Hall Phase IV Math Fit-out, Rehab Plaza Maytum/Reed/McEwen, Campus Wide ITS Building Life and Safety System and Infrastructure Upgrade and continued construction of the



Houghton Hall Phase III Animal Colony. Completed construction of the following: Houghton Hall Phase II First and Second Floor Fit-out, Reed Library Exterior Rehab, Dods Hall and McEwen Hall Roof Replacement. Design and bid ready of the following: Rehab Lanford Phase I – Interior and Fredonia’s Emergency Lockdown Door Hardware Project.

- Facilities Services completed many improvements across campus including updating lighting to LED lighting, fire alarm maintenance, plumbing and mechanical improvements, painting of many areas, maintaining the campus grounds, preparing and cleaning the building interiors and exteriors for numerous events across the campus, and ensured the heat, air conditioning, lighting and water were operational each day.
- The Faculty Student Association (FSA) provided over a million dollars in support to the university
- FSA applied for and received two Payroll Protection Plan (PPP) loans amounting to more than \$2.5 million from the U.S. Small Business Association (SBA) to help keep its workforce employed during the COVID-19 pandemic. Both loans were fully forgiven by the federal government.

- Human Resources (HR) performed the United University Professions (UUP) compression study, managed the pandemic as it related to HR, and completed a successful search and hire of a new HR Director.
- Information Technology Services (ITS) successfully migrated the university’s Banner Student Information System (SIS) server hosting environment to the Information Technology Exchange Center (ITEC) data center located in Buffalo, N.Y. The monumental project provided substantial institutional cost savings, additional security protections for the university’s most critical data assets, enhanced business continuity capabilities, provided succession planning for onsite support staff, and addressed mandatory regulatory compliance requirements.
- Finance and Administration continued to maintain a fully-functioning Internal Control Program through the leadership of the Internal Control Officer.
- The Payroll office produced biweekly payrolls for state and Graduate Assistant payees totaling \$44,204,886 during 2020-21.
- The Purchasing Department processed purchase orders and requisitions in two business systems, FMS and Jagger, and continued to transition the campus

FREDONIA	
Proposed 2021-2022 Operating Budget	
SUMMARY	
Finance & Administration	
2020-2021 Original Base Budget	\$ 9,000,165
2021-2022 Budget Adjustments	
Contractual and Other Salary Increases	282,779
Restore Administrative Asst 2	38,205
Three Cleaners - Floaters	98,546
Sub-Total 2021-2022 Budget Adjustments	419,530
2021-2022 Budget Base	\$ 9,419,695



to a goal of being paperless. Additional mandates and initiatives were directed to Purchasing in the area of Electronic Information Technology Accessibility Conformance, requiring the Purchasing Department to make sure that all software, Software as a Service (SaaS), and cloud based technology are reviewed.

- Despite working with limited staff, the Student Accounts Office successfully navigated the increased workload that resulted from the COVID pandemic. The office issued payments and refunds, disbursed federal stimulus money, and did manual certifications of Excelsior Scholarships for students impacted by the COVID pandemic.
- University Accounting devoted a substantial amount of time and energy to create rules, roles and workflows. Also uploading users, departments and account numbers and testing FREDmart, SUNY’s eProcurement software. The university Accounting Office began rolling out FREDmart in production on Sept. 18, 2020, and completed the campus-wide basic training for all departments within 10 months. Accounts Payable (AP) processed 4,079 state vouchers for payment totaling over \$14.4 million. The figures represent a 17 percent

decrease in the number of state vouchers and a 12 percent decrease in the dollar value of payments from the previous year.

- University Services reviewed and approved 27 affiliation and numerous software/miscellaneous agreements for the campus.

Planning Assumptions

Planning assumptions used in the development of the 2021-22 Finance and Administration budget include:

- Identify proper uses of federal stimulus funds and submit data for Federal Emergency Management Agency (FEMA) reimbursement due to the COVID pandemic.
- Work in conjunction with other regional SUNY campuses to identify shared services opportunities.
- Continue the plan of no layoffs of any Finance and Administration employees.
- Work in conjunction with the President, Cabinet, and the Planning and Budget Committee to develop a pathway for fiscal sustainability
- Continue to identify alternative revenue opportunities with a focus on utilizing the campus infrastructure year round.

Operating Budget

The division’s 2021-2022 budget totals \$9,419,695 – a net increase of \$419,530 from the 2020-2021 fiscal year. The Finance and Administration budget represents 16.75 percent of the total University Budget. The operating budget will allow the division to continue to provide a high level of service to the campus community for custodial services, maintenance, information technology, and various financial and administrative services.



FREDONIA
2021-2022 Operating Budget Detail
FINANCE & ADMINISTRATION

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP Finance & Administration	840896-00	EMPLOYEE ASSISTANCE PROGRAM	0.50	25,400	2,425	0	27,825
	860602-00	FACILITIES PLANNING	1.25	103,600	10,000	8,400	122,000
	860630-00	MAINTENANCE MOTORIZED EQUIPMENT	2.40	138,000		35,000	173,000
	860631-00	MOVING & TRUCKING				900	900
	860656-01	ENVIRONMENTAL HEALTH & SAFETY	1.18	71,900	62,515	9,020	143,435
	860656-02	M&O ENVIRON. CHEMICAL REMOVAL				45,000	45,000
	860656-04	FIRE EXTINGUISHER MAINTENANCE				8,000	8,000
	860656-05	CROWD MANAGEMENT		300	3,700	500	4,500
	860702-05	DSI AWARD-F&A		31,030		0	31,030
	860720-01	VP FINANCE & ADMINISTRATION	2.00	233,100		6,200	239,300
	860720-03	F&A PHONE CHARGES				16,400	16,400
	860720-04	F&A COMPUTERS/ACCESSORIES				7,500	7,500
	860745-00	BUSINESS AFFAIRS	1.00	126,100		3,100	129,200
	860747-01	BUSINESS SERVICES	4.00	322,500		9,800	332,300
	860750-00	BUDGETING	2.00	150,800		3,950	154,750
	860760-00	PURCHASING	3.00	179,400	12,500	3,230	195,130
	860765-00	ACCOUNTS PAYABLE	3.00	159,500	4,000	2,800	166,300
	860770-00	PAYROLL	4.00	248,700	10,000	5,100	263,800
	860775-00	HUMAN SERVICES	5.00	372,400	10,000	13,140	395,540
	860780-00	PROPERTY CONTROL	1.00	61,600		2,400	64,000
860785-00	INTERNAL AUDIT	1.00	79,000		2,000	81,000	
860790-00	STUDENT BILLING/CASHIERING	6.20	403,100	4,350	21,600	429,050	
VP Finance & Administration Total			37.53	2,706,430	119,490	204,040	3,029,960
VP Administration M&O	860601-01	M&O MANAGEMENT	1.20	104,250		20,000	124,250
	860601-02	ASBESTOS ABATEMENT		2,000		7,400	9,400
	860601-03	M & O EQUIPMENT				26,000	26,000
	860601-04	M & O TRAINING				6,500	6,500
	860603-01	CUSTODIAL	49.75	1,915,700		163,000	2,078,700
	860603-10	CUSTODIAL OVERTIME - ROCKEFELLER		6,100		0	6,100
	860603-11	CUSTODIAL OVERTIME-DODS & STEELE		13,200		0	13,200
	860603-12	CUSTODIAL OVERTIME - NATATORIUM		100		0	100
	860603-13	CUSTODIAL OVERTIME-WILLIAMS CTR.		450		0	450
	860603-14	CUSTODIAL OVERTIME - MASON HALL		8,800		0	8,800
	860603-15	CUSTODIAL OVERTIME - ADMISSIONS		5,900		0	5,900
	860603-17	CUSTODIAL OVERTIME-REED LIBRARY		100		0	100
	860603-18	CUSTODIAL OVERTIME-COMMENCEMENT		4,100		0	4,100
	860603-19	INCUBATOR - CUSTODIAL	0.50	18,225		0	18,225
	860608-01	REFUSE COLLECTION				54,725	54,725
	860608-03	REFUSE COLLECTION - INCUBATOR				1,200	1,200
	860615-00	MAINT BLDGS STRUCTURAL	5.40	277,400		64,000	341,400
	860620-01	MAINTENANCE EQUIP-ELECTRICAL	3.20	187,000		55,000	242,000
	860620-02	MAINTENANCE EQUIP-PLUMBING	1.60	101,000		64,000	165,000
	860625-00	MAINTENANCE GROUNDS	8.50	435,400		53,000	488,400
860639-00	HVAC/REFRIG	7.70	477,200		100,000	577,200	
860641-00	MANAGEMENT SYSTEMS				36,000	36,000	
860642-00	MAINTENANCE AGREEMENT				30,000	30,000	
860660-01	PHYSICAL PLANT				30,000	30,000	
860660-02	CLASSROOM IMPROVEMENTS				12,500	12,500	
860660-03	PHYSICAL PLANT SPECIAL PROJECTS				37,000	37,000	
VP Administration M&O Total			77.85	3,556,925	0	760,325	4,317,250
INFORMATION TECHNOLOGY SVCS	860009-00	ACADEMIC COMPUTING			44,600	9,180	53,780
	860131-01	CREATIVE SUPPORT SERVICES	12.85	1,017,400	52,880	0	1,070,280
	860835-01	COMPUTER SERVICES	12.00	948,425		0	948,425
INFORMATION TECHNOLOGY SVCS Total			24.85	1,965,825	97,480	9,180	2,072,485
VP FINANCE and ADMINISTRATION TOTAL			140.23	8,229,180	216,970	973,545	9,419,695



Interim Chief Information Officer Benjamin Hartung.

Chief Information Officer

Overview

Information services are utilized in every aspect of Fredonia’s environment. The initial “visit” to Fredonia most likely occurs through the campus home page at www.fredonia.edu, or via social media. The Information Technology Services (ITS) department provides the following baseline services for the campus community:

- ITS Service Center Support
• Network Design, Support, and Development
• Enterprise Reporting Services and Development
• Enterprise Information and Physical Security Systems Support
• Enterprise Information and Physical Security Program Management
• Enterprise Infrastructure Design, Support, and Development
• Enterprise Data Services and Production Support
• IT Project and Portfolio Management

Highlights

Fredonia has been progressive and responsive with offering technologies that continue to be sustainable, secure, and stable for the campus community. Numerous critical technologies were implemented in order to effectively respond to the COVID-19 pandemic over the course of the past year.

Behind-the-scenes maintenance, administration, and service enhancement work delivers a “stable, responsive, secure, and accessible computing environment” enjoyed by the Fredonia campus community. In addition, database, network, software, labs and smart classroom upgrades help maintain state-of-the-art facilities.

Notable accomplishments include:

- During the 2020-2021 fiscal year, the

ITS department successfully completed 9,515 Tracker IT support tickets with an overall customer satisfaction rating score of 4.9 out of 5.

- ITS successfully completed a total of 21 projects on-time and within the estimated budget with an average customer satisfaction rating of 4.9 out of 5.
• ITS completed a six-month project to successfully migrate the university’s Banner Student Information System (SIS) server hosting environment to the Information Technology Exchange Center (ITEC) data center located in Buffalo, N.Y. The monumental project provided substantial institutional cost savings, additional security protections for Fredonia’s most critical data assets, enhanced the university’s business continuity capabilities, provided succession planning for onsite support staff, and addressed mandatory regulatory compliance requirements.
• Fredonia continued to enhance its Internet connection speeds and supporting infrastructure to provide faster downloads, higher quality video streaming and a more responsive overall experience.
• In an effort to maintain a high degree of performance, security, and stability, ITS staff successfully replaced numerous network switches across campus buildings and replaced or newly installed over 1,630 state-of-the-art high-speed Wireless Access Points (WAPs) across campus.
• ITS continued to expand the number of security cameras and card access doors, elevating the security envelope throughout campus.
• As part of a mandated SUNY Chancellor’s initiative, the Information Security Office (ISO) successfully launched a phishing simulation program (KnowBe4) during the past year. The SUNY-wide initiative is to provide additional security for campus email systems, since phishing represents one of the most prevalent threats to the campus community.
• ITS successfully completed the SUNY Strategic Identity Initiative (SSII) as part of a SUNY Chancellor’s initiative during the past year. The completion of the project provides the campus a



far greater level of business continuity capability and resiliency for authenticating its critical cloud hosted computing services such as Oncourse, Google Workspace (Gmail) and Zoom.

- As part of a SUNY-wide Chancellor's initiative to reduce costs, improve security, and centralize services, ITS successfully completed Phase I of the SUNY Managed Print Initiative. The initial phase of the multi-year effort included the deployment of a campus-wide print management agent used to monitor the campus print resource utilization and the comprehensive security hardening of the current printing devices across campus. Phase II of the SUNY Managed Print Initiative will commence in the fall of 2021 as the campus works to meet the compliance requirements set forth in the SUNY [System-wide Print Resource Use Policy \(6902\)](#).
- As part of a SUNY Chancellor's strategic initiative, ITS successfully deployed the [Eduroam](#) as a Wifi service for the campus community during the past year. Eduroam (education roaming), is an encrypted, world-wide wireless service developed for the international research and education community.

Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services' 2021-2022 operating budget include:

- Complete the migration of the university's Centrex phone system over to the new Voice-over-Internet-Protocol (VoIP) phone system to leverage the latest in technology and provide cost savings to the institution. The VoIP unified communication system will enhance teaching, learning, video conferencing and overall campus communications.
- Complete a \$1.4 million capital project to address upgrading critical life and safety campus infrastructure. The project will include ensuring that all campus building exterior doors are on the campus online card access control system, all obsolete security cameras are upgraded, and emergency power and Uninterruptible Power

Sources (UPS) are installed in critical locations across campus to maintain critical services in the event of a power outage.

- Continue to participate in SUNY-wide shared or centralized service opportunities to reduce delivery and administrative costs.
- Implement the SUNY Managed Print Initiatives to reduce the overall cost associated with printing on state-owned devices.
- Further enhance Fredonia's Disaster Recovery and Business Continuity capabilities for applications, environments, and systems used in delivering IT services to the campus community.
- Expand on the use of vendor's technologies delivering "lifetime" product warranties as a method of reducing annual hardware maintenance and support costs.
- Reduce ongoing technology maintenance expenses by procuring more "next-generation bundled" solutions that deliver exceptional value.
- Leverage multi-year support and maintenance agreements to help counter the ever-increasing cost of delivering current versions of academic software.
- Negotiate with vendors and service providers in confirming that Fredonia is procuring products and services at the lowest possible cost.
- Complete the implementation of the SUNY Strategic Identity Initiative (SSII) by improving the business continuity and disaster recovery capabilities of Fredonia's authentication systems.
- As mandated by SUNY, implement the university's first Electronic and Information Technology (EIT) Program.
- Upgrade the university's virtual replicated network storage infrastructure to ensure that the campus's critical data stores are always available.

Operating Budget

The 2021-2022 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure.



Vice President of Enrollment and Student Services
Cedric B. Howard.

Division of Enrollment and Student Services

Overview

The Enrollment and Student Services division includes six departments and one centralized administrative support unit. The departments include: Athletics and Recreation, Enrollment Services, Intercultural Programs and Services, Student Involvement and Development, Student Wellness and Support, and University Police, along with the Office of the Vice President serving as the primary administrative support unit for the division. The Enrollment and Student Services division employs more than 250 full-time, part-time, and student 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

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

- The Fredonia Financial Aid Office continues to be a leader across state campuses, making excellent use of resources in the delivery of its services. During the 2020- 2021 aid year, more than \$38 million in federal, state, and institutional aid was processed. Furthermore, over \$4.9 million in merit and need-based scholarships were awarded to academically qualified students.

- The Campus Life Office, located in the Williams Center, provides leadership development programs for nearly 200 students each year.
- The division continues to co-lead the institution-wide Strategic Enrollment Management (SEM) process, dually focusing on both recruitment and retention of students.
- The division continues to focus on retention-related programs, including Orientation, First-year and Transition Programs. For August 2021, 87 percent of the incoming class participated in in-person Orientation activities.
- In 2020-21, the Office of Admissions returned to limited in-person campus visits in September. Compliance with all COVID-19 safety protocols resulted in no documented transmission through visitation programs.
- The Jump Start orientation program was conducted virtually for the second time. Ninety-three percent of incoming students completed the “Tools for Learning Lesson in FREDReady 2021” mini-course.
- The Educational Development Program (EDP) has moved its Summer Jewel Summer Program online with the same learning objectives and academic components.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 operating budget for the Enrollment and Student Services division include the following:

- Analyze scholarship dollars and implement a new scholarship model to improve student yield from recruitment activities.
- Continue to analyze admissions



travel and marketing expenses, and reallocate budgets as necessary.

- Continue to enhance the existing First-Year and Transition Programs to improve the student retention rate.
- In support of Fredonia’s new strategic plan, the Enrollment and Student Services division will align its organizational structure to:
 - ◊ Address structural soundness and service gaps
 - ◊ Increase capacity to serve students
 - ◊ Consolidate administrative functions from other units as prudent
 - ◊ Re-align funding to appropriate support operations



Operating Budget

The proposed 2021-22 Enrollment and Student Services’ state budget totals \$5,425,130 and represents approximately 9.65 percent of the University Operating budget. The Enrollment and Student Services division works

closely with other divisions to raise funds, write grants, co-sponsor programs, and develop and allocate scholarship dollars. Funding for scholarships has increased to the point where Fredonia can compete with other SUNY and regional campuses. The division frequently works with the Student Association and departmental advisory groups on budget and fee-related issues.



Budgets in all units are reviewed annually and plans are developed to improve the financial status of each unit. 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.



**FREDONIA
Proposed 2021-2022 Operating Budget
SUMMARY**

Enrollment and Student Services

2020-2021 Original Base Budget		\$ 5,206,130
2021-2022 Budget Adjustments		
Contractual and Other Salary Increases	219,000	
Sub-Total 2021-2022 Budget Adjustments		<u>219,000</u>
2021-2022 Budget Base		<u>\$ 5,425,130</u>

FREDONIA 2021-2022 Operating Budget Detail ENROLLMENT & STUDENT SERVICES							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
ENROLLMENT & STUDENT SERVICES	860501-01	VP STUDENT AFFAIRS	2.00	245,500		350	245,850
VICE PRESIDENT	860501-02	STUDENT SERVICES GRAD. ASSTS.			14,400	20,000	34,400
	860501-04	V.P. STUDENT AFFAIRS RECRUITMENT				3,000	3,000
	860702-03	DSI AWARD-ESS		28,400		0	28,400
ENRL&STUDENT SVCS VP			2.00	273,900	14,400	23,350	311,650
ATHLETICS & RECREATION	630045	ATHLETICS	9.13	566,000		13,200	579,200
	860382-01	RECREATIONAL FACILITIES STATE BUYOUT	0.50	31,800	6,830	0	38,630
	861220	ATHLETICS	10.44	574,900		0	574,900
ATHLETICS & RECREATION Total			20.07	1,172,700	6,830	13,200	1,192,730
ADMISSIONS	860510-01	ADMISSIONS OTPS	13.00	850,900	8,500	85,900	945,300
	860510-02	PUBLICATIONS - ADMISSIONS				35,000	35,000
	860510-03	TRAVEL - ADMISSIONS		2,500		66,900	69,400
ADMISSIONS Total			13.00	853,400	8,500	187,800	1,049,700
EDUCATION DEVEL PROGRAM	860525-01	EDUCATIONAL DEV PROGRAM	2.00	135,000	2,000	8,000	145,000
	861555-02	GRADUATE OPPORTUNITY PROGRAM				6,000	6,000
EDUCATION DEVEL PROGRAM Total			2.00	135,000	2,000	14,000	151,000
FINANCIAL AID	860530	FINANCIAL AID	5.00	333,600		24,900	358,500
FINANCIAL AID Total			5.00	333,600		24,900	358,500
FIRST YEAR & TRANSITION	860520-01	FIRST YEAR & TRANSITION PROGRAM	2.00	144,600	10,000	5,000	159,600
FIRST YEAR & TRANSITION Total			2.00	144,600	10,000	5,000	159,600
STUDENT WELNS & SUPPORT SVCS	860564-01	HEALTH CENTER STATE BUYOUT	5.00	357,200		0	357,200
STUDENT WELNS & SUPPORT SVCS Total			5.00	357,200		0	357,200
UNIVERSITY POLICE	860657	UNIVERSITY POLICE	14.05	1,252,100		33,300	1,285,400
UNIVERSITY POLICE Total			14.05	1,252,100		33,300	1,285,400
CAMPUS LIFE	860570	CAMPUS CENTER	4.00	252,250		12,200	264,450
CAMPUS LIFE Total			4.00	252,250		12,200	264,450
MULTICULTURAL SUPPORT SVCS	860542	MULTICULTURAL AFFAIRS	4.00	288,000	750	6,150	294,900
MULTICULTURAL SUPPORT SVCS Total			4.00	288,000	750	6,150	294,900
ENROLLMENT & STUDENT SERVICES DIVISION TOTAL			71.12	5,062,750	42,480	319,900	5,425,130



University Advancement

Overview

The University Advancement division (UA) continues to encourage and promote the State University of New York at Fredonia's mission and vision. One of its important goals is to engage and connect with various constituencies to garner support and secure resources that will enhance Fredonia's place in higher education. University Advancement, in conjunction with the Fredonia College Foundation, is steadfastly committed to serving the interests, priorities and mission of Fredonia.

The shared vision of team members for the division is to take a lead role in developing increased numbers of mutually beneficial initiatives within the multifaceted organization. By expanding external partnerships UA becomes a part of the solution to issues and challenges facing Fredonia. Vital to success is the opportunity to facilitate gifts that will ultimately be transformational for students, faculty, and the university, in total.

UA is positioned to play a key role in the achievement of the university's strategic goals, both in specificity as well as general concepts. The division has the expertise to lead the increase of private gift revenue and enhance the visibility and reputation of Fredonia, while engaging increasingly larger numbers of alumni and friends. Increasing opportunities for embracing new and cost-effective ways to keep in contact with its constituencies is part of the vision and challenge of the division.

The division also includes the Office of Alumni Affairs, the Career Development Office (CDO), Office of Marketing and Communications, and the Western New York Native American Consortium, one of two consortia created by SUNY to address the higher education needs of Native American students and communities.

Highlights

- The Nurturing Innovation Campaign for Fredonia concluded on 12/31/20 and raised \$24,520,307, surpassing the \$20,000,000 goal by over 20 percent. Planning has commenced on a new comprehensive campaign celebrating Fredonia's bicentennial (2026).
- 2020 year-end receipts recorded by the UA/Fredonia College Foundation totaled \$2,405,760.
- 2020 scholarship and program support to the university from unrestricted and endowed funds was \$1.7 million.
- The market value of the endowment as of June 30, 2021, was \$48,696,763.
- Endowments increased to 551 compared to 539 in the previous calendar year.
- Forty videos were produced during academic year 2020-21, including a two-hour 2021 Commencement video by the Marketing and Communication office.
- Over 100 requests to the electronic portal for publicity in the Campus Report and area media were completed in 2020-21.
- Over 150 news releases were sent during the 2020-21 academic year, which included stories forwarded to hometown newspapers whenever possible.
- Marketing and Communication completed 155 graphic design projects, 190 photo sessions, created 1,148 Localist events, and provided 12 Drupal web editor group training sessions in 2020-21.
- Alumni Board members assisted with accepted student events in April and May of 2020.
- Alumni social media engagement in 2020-21 was robust as a result of postings via Facebook, Instagram, LinkedIn, Twitter, YouTube, Pinterest and broadcast emails.
- The Alumni Affairs office completed a virtual Homecoming weekend in October 2020, which included meet-and-greet and E-mixer events for several academic departments and athletics.



Interim Vice President
for University
Advancement
Betty Catania
Gossett, '76.



- Alumni virtual reunions were held throughout the 2020-21 academic year.
- The Senior Class Challenge, coordinated through Alumni Affairs, raised nearly \$7,000 to purchase a new sign for placement in front of the Williams Center.
- The annual alumni Writers@Work series, created to provide enriched student learning, continued to engage students, faculty/staff and the community in 2020-21.
- CDO staff continued to be successful in providing services, appointments and presentations for students and alumni virtually.
- Over 4,800 positions are made available on a daily basis for students and alumni in the FREDNetwork, with approximately 1,000 being internship opportunities.
- The CDO's first-ever virtual Fredonia Employer Showcase was offered for the full month of March 2021. Over 30 presentations were offered by employers with 360 students participating.
- For the class of 2020, 87 percent of graduates who responded to the CDO's First Destination Survey were employed and/or enrolled in additional education.
- Over 42 percent of graduates from

the Class of 2020 enrolled in graduate or professional school (up from 37 percent the previous year).

- Native American students on campus in 2020-21 totaled 23; six students graduated during the past academic year.
- Computer enhancements and digital training was completed for Native American consortium staff in 2020-21.
- As a result of COVID-19, additional free registrations for conferences, workshops and speakers provided more opportunities for Native American students to participate virtually. Conferences and workshops were promoted on the Native American SUNY: Western Consortium's Init-Tho Google-Group.

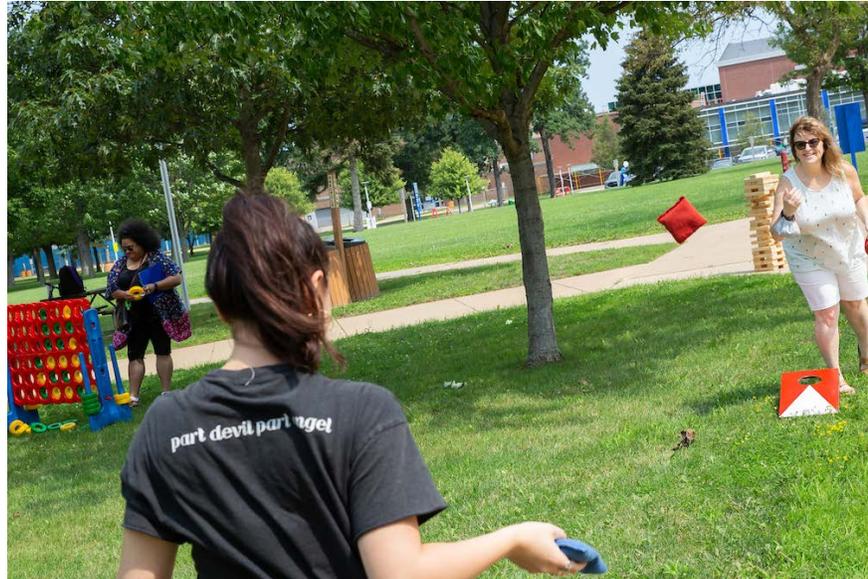
Planning Assumptions

Planning assumptions used in the development of the 2021-2022 operating budget for the University Advancement division, includes the following:

- UA to continue planning process for a targeted fundraising scholarship campaign celebrating Fredonia's bicentennial (1826-2026).
- Increasing the pool of reachable alumni and potential donors to the university will continue to be important.
- Develop and enhance strong sustainable public-private partnerships that benefit the university and the community.
- Identify additional funding sources for scholarship dollars in support of campus-wide recruitment and retention efforts.
- Use of social media in marketing/advertising/fundraising/recruitment initiatives will continue to be vital in supporting the institution's mission and vision.
- Develop a 12-month traditional and digital media marketing/advertising strategy and unveil a new digital signage system across campus to promote on-campus events, services and announcements.



- As part of the new marketing/advertising strategy, identify a marketing/advertising agency to handle campus marketing needs.
- Work with the new Director of Admissions to lay out a 12-month social media recruitment plan.
- Alumni Affairs office will increase participation in regional Admissions recruitment locations.
- UA/Fredonia College Foundation and Alumni Affairs will work to increase alumni giving participation rate/support for current student needs.
- Writers@Work programming will continue in the fall semester with three alumni with direct ties to the FBI invited to speak on campus.
- Nurture concept of giving back to Fredonia through senior challenge and creative involvement with class leadership past and present, and re-engagement with University Ambassadors and Undergraduate Alumni Council members.
- More diverse programming and greater in-personal outreach to Fredonia alumni through regional reunions.
- Increase Alumni Affairs social media promotion, monitoring and engagement.
- Work to increase Alumni Board engagement and diversity among Alumni Board membership.
 - CDO to transition completely to a paperless office while streamlining service delivery and enhancing communication efforts.
 - CDO to return student internship opportunities to pre-COVID levels.
 - Native American Consortium will continue to seek funding in support of growing the campus visitation program for prospective Native American students.
 - Funding for the Native American Consortium will continue to be threatened.
 - All departments within UA will continue to build an infrastructure of solid data and assessment methods.



- Enhanced use of technology will be critical to UA's ability to engage constituents in effective and efficient ways.

Operating Budget

The total 2021-2022 University Advancement division operating budget is \$1,735,315. The budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions section above. Organizational improvements and efficiencies that support these assumptions will be prioritized in the coming academic year.



FREDONIA	
Proposed 2021-2022 Operating Budget	
SUMMARY	
University Advancement	
2020-2021 Original Base Budget	\$ 1,825,615
2021-2022 Budget Adjustments	
Contractual and Other Salary Increases	37,251
Career Development Position .50 to 1.00 FTE	16,849
Redistribution of Line to President's Office	(144,400)
Sub-Total 2021-2022 Budget Adjustments	<u>(90,300)</u>
2021-2022 Budget Base	<u><u>\$ 1,735,315</u></u>

FREDONIA							
2021-2022 Operating Budget Detail							
UNIVERSITY ADVANCEMENT							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP UNIVERSITY ADVANCEMENT	860330-01	ENGAGEMENT & ECONOMIC DVLPMT	1.00	64,400		15,315	79,715
	860330-02	COMMUNITY ENGAGEMENT				300	300
	860702-04	DSI AWARD-AEED		12,700		0	12700
VP UNIVERSITY ADVANCEMENT Total			1.00	77,100		15,615	92,715
ALUMNI	860808-01	ALUMNI	1.00	96,000		18,000	114,000
ALUMNI Total			1.00	96,000		18,000	114,000
CAREER DEVELOPMENT	860540-01	CAREER DEVELOPMENT	5.00	344,600	7,200	17,400	369,200
CAREER DEVELOPMENT Total			5.00	344,600	7,200	17,400	369,200
COLLEGE FOUNDATION	860856-01	COLLEGE FOUNDATION	1.00	89,400		0	89400
COLLEGE FOUNDATION Total			1.00	89,400		0	89400
DEVELOPMENT	860855-01	ADVANCEMENT	5.00	438,700		23,500	462,200
DEVELOPMENT Total			5.00	438,700		23,500	462,200
MARKETING & COMMUNICATIONS	860854	PUBLICATIONS	4.00	577,300		30,500	607,800
	860855-05	MEDIA RELATIONS	4.00	0		0	0
MARKETING & COMMUNICATIONS Total			8.00	577,300		30,500	607,800
UNIVERSITY ADVANCEMENT DIVISION TOTAL			21.00	1,623,100	7,200	105,015	1,735,315

Institutional/Utilities Budget

Overview

The Institutional/Utilities portion of the budget includes funding for campus utilities and a variety of other institutional expenses, including the Tap Gap Scholarship, university-wide and State University of New York (SUNY)-wide recharges, institutional memberships, as well as general campus maintenance accounts. This section of the budget also contains salary provision allocation accounts maintained for promotional rank increases and vacation payouts across the University. This allocation will be distributed to divisional accounts based on actual expenditures.

Highlights

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

- Vacation payouts and promotional rank increases will continue to be budgeted in the Institutional/ Utilities section of the budget book.
- The Tap Gap Scholarships will be phased out over a three- year period. New York State will begin to cover these costs instead of the campus.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 Institutional/Utilities budget include:

- Includes implementation costs of Voice over Internet Protocol (VoIP) of \$265,500.
- Includes costs of \$37,800 to replace Automated External Defibrillator (AED) batteries.
- Includes a \$200,000 decrease in utilities.

Operating Budget

The 2021-2022 Institutional/Utilities budget totals \$7,799,435 – a decrease of \$1,038,700 from the 2020-2021 fiscal year.





FREDONIA Proposed 2021-2022 Operating Budget SUMMARY

Utilities/Other

2020-2021 Original Base Budget		\$ 8,838,135
2021-2022 Budget Adjustments		
Contractual and Other Salary Increases*	(333,000)	
Voice over Internet Protocol (VoIP)	265,500	
Recharge, SUNY Assessments & OTPS Increase:	51,000	
Replace Automated External Defibrillator Batteries	37,800	
Utilities	(200,000)	
Tap Gap Scholarship Phaseout & Adjustments	(860,000)	
Sub-Total 2021-2022 Budget Adjustments		<u>(1,038,700)</u>
2021-2022 Budget Base		<u><u>\$ 7,799,435</u></u>

*Includes Adjustments for Retro Police Settlement





FREDONIA
2021-2022 Operating Budget Detail
INSTITUTIONAL/UTILITIES

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
General Institutional	850755	WEST CAM MOU-FREDONIA				50,000	50,000
	860582	COMMENCEMENT		6,000		0	6,000
	860801-38	EMPLOYEE TUITION WAIVERS				9,400	9,400
	860801-40	VIRTRU				7,700	7,700
	860850	MEMBERSHIP				70,900	70,900
	861515	SUNY TUITION CREDIT PROCESSING				1,440,800	1,440,800
	980041	SALARY PROVISIONAL	0.00	365,000		0	365,000
	980055	PSR ADJUSTMENTS	0.00	137,500		0	137,500
	980755	PSR ADJUSTMENTS	0.00	51,975		26,300	78,275
General Institutional Total			0.00	560,475		1,605,100	2,165,575
State Utilities	840671-18	ISO GROUP ELECTRICAL				421,900	421,900
	860670-01	ELECTRICITY - CAMPUS				444,200	444,200
	860674-01	NATURAL GAS - CAMPUS				277,085	277,085
	860680-01	WATER - CAMPUS				242,600	242,600
	860683-01	SEWER - CAMPUS				234,500	234,500
State Utilities Total						1,620,285	1,620,285
Recharges	840826-18	SYRACUSE HSC TRAINING CENTER	0.00	6,500		0	6,500
	840841-18	ITEC RECHARGE FREDONIA	0.00	134,900		0	134,900
	860801-04	INTL FACULTY/LEGAL CONSULT. FEES				15,000	15,000
	860801-08	SAFETY TRAINING				6,000	6,000
	860801-10	EQUITRAX				5,000	5,000
	860801-12	ADT SECURITY CAMERA MAINT				34,700	34,700
	860801-13	PRE-EMPLOYMENT SCREENING				13,500	13,500
	860801-14	AED				52,800	52,800
	860801-15	SOCCER STADIUM CONTRACT				20,000	20,000
	860801-17	TOUCHNET CREDIT DATA				21,000	21,000
	860801-21	DFT SECURITY SERVICES				500	500
	860801-22	TOUCHNET MARKETPLACE				148,000	148,000
	860801-24	FIRE ALARM MAINTENANCE				115,000	115,000
	860801-25	ELEVATOR MAINTENANCE				67,500	67,500
	860801-26	INCUBATOR - CONTRACTUAL				5,000	5,000
	860801-27	SUSTAINABILITY				7,500	7,500
	860801-29	PRINTING-ALFRED				2,500	2,500
	860801-30	INTERVIEW EXCHANGE				15,000	15,000
	860801-31	WECOMPLY				10,400	10,400
	860801-32	HIREZON-EMPLOYEE ONBOARDING SYS				9,000	9,000
	860801-34	ELLUCIAN				7,100	7,100
	860801-35	DATA BREACH INSURANCE				32,000	32,000
	860801-36	PCI DSS COMPLIANCE PROJECT				14,400	14,400
	860801-37	DUO SECURITY				15,000	15,000
	860801-42	FIELD DEVICE SUP-CARD&CAMERA				7,500	7,500
	860815-01	CENTRAL DUPLICATING (PHOTOCOPY)	0.50	22,025		3,500	25,525
	860845-01	POSTAGE	0.30	13,200		30,000	43,200
	860865-01	STOREHOUSE	1.60	69,650		17,500	87,150
	860875-01	TELEPHONE				339,000	339,000
	860875-02	COLLEGE SERVICES TEMP SERVICE			52,000	0	52,000
	860875-03	TELEPHONE/INTERNET - INCUBATOR				12,000	12,000
860875-05	INTERNET SERVICES-CAMPUS				150,000	150,000	
860875-06	VOIP				265,500	265,500	
Recharges Total			2.40	246,275	52,000	1,441,900	1,740,175
University Wide Accounts	840724-18	FACULTY SENATE RECHARGE	0.00	1,900		2,600	4,500
	840805-18	SYSTEM ADMINISTRATION RECHARGES				84,600	84,600
	840833-18	U-WIDE SICAS CENTER-ONEONTA	0.00	97,300		28000	125,300
University Wide Accounts Total			0.00	99,200		115,200	214,400



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

RESIDENCE LIFE OPERATING BUDGET





FREDONIA
Residence Life
2021-2022 Dormitory Income Fund
Reimbursable (DIFR) Budget

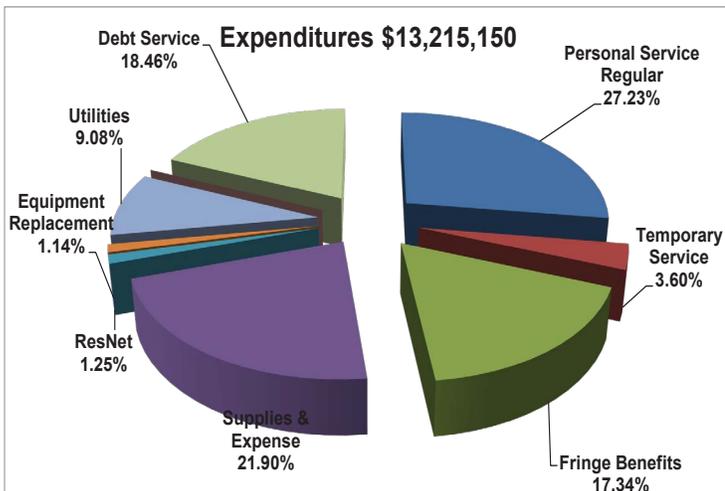
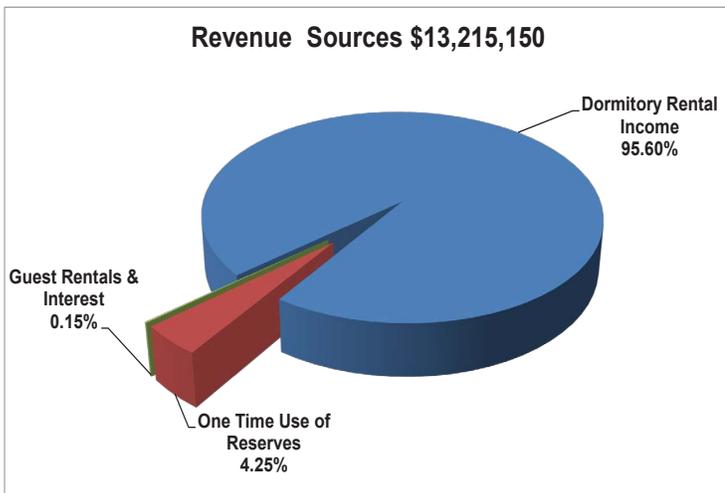
Overview

The Residence Life program on the Fredonia campus supervises the operation of 14 residence halls and a townhouse complex. The total designed bed capacity for all complexes is 2,910; however many of the rooms have been utilized as single room occupancy to meet the needs of the student body. Director of Residence Life Kathy Forster, Associate Director Kevin Hahn and Assistant Director/Townhouse Coordinator Daniel Goodwin oversee the program, while Mark Mackey serves as Resnet Coordinator. Collectively, they supervise six full-time Residence Hall Directors, seven Graduate Assistant Residence Hall Directors (RDs), 63 Resident Assistants (RAs), seven ResNet Technicians and approximately 200 student employees (work-study and student assistants), who provide a quality experience for approximately 1,784 (Fall 2020) residence hall students.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2021-2022 Residence Life budget of approximately \$13.2 million funds 69.26 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 are supported entirely by revenue generated from operations. Consultation with residence hall students concerning proposed 2021-2022 rates and capital projects was conducted in the Spring of 2021.

Proposed 2021-2022 Budget
Dormitory Income Fund Reimbursable (DIFR)

Sources and Uses of Funds



Highlights

The Office of Residence Life strives to provide a comprehensive residence life program



as an integral part of the educational program and academic support services of the institution. The residential life program is committed to providing opportunities for personal growth and development and supports the educational mission of the university by providing facilities and programs to assist students in developing mutually supportive relationships in order to live, work, and learn with people of diverse backgrounds and individual differences.

Highlights for 2020-2021

- Townhouse occupancy is at the highest since 2014
- Instituted enhanced media/marketing outreach for various residence life student processes.
- Created a visually appealing move-in guide with all pertinent information that is “branded” and useful.
- Enhanced RA training to include monthly workshops: Understanding our Intersecting



Move In Day

FREDONIA Proposed 2021-2022 Budget Dormitory Income Fund Reimbursable (DIFR)			
Comparison of 2021-2022 Residence Life Budget to 2020-2021 Budget			
	2021-2022	2020-2021	Change
Revenue Sources:			
Dormitory Rental Income	\$ 12,633,200	\$ 14,763,375	\$ (2,130,175)
One Time Use of Reserves	\$ 561,950	\$ 273,081	\$ 288,869
Guest Rentals & Interest	20,000	20,000	-
Less: Spring 2020 Refunds and Credits		(1,779,156)	1,779,156
Total	\$ 13,215,150	\$ 13,277,300	\$ (62,150)
Expenditures:			
Personal Service Regular	\$ 3,599,050	\$ 3,500,400	\$ 98,650
Temporary Service	475,400	510,200	(34,800)
Fringe Benefits	2,291,700	2,218,700	73,000
Supplies & Expense	2,894,100	2,914,900	(20,800)
ResNet	165,500	180,500	(15,000)
Equipment Replacement	150,000	150,000	-
Utilities	1,200,000	1,250,000	(50,000)
Surplus			-
Debt Service	2,439,400	2,552,600	(113,200)
Total	\$ 13,215,150	\$ 13,277,300	\$ (62,150)



Move In.

Identities, An Exploration in Self-Care, Staff Conflict, Train your Brain, and Career Preparedness, which, due to COVID restrictions, were delivered remotely.

- Retention efforts and collaboration with Academic Advising for student outreach.
- Worked with the Budget Office to discuss budget process improvement for 2021-2022.
- Enhanced Honors Program offerings in Hemingway Hall.
- Established a Fredonia Working Group to begin the implementation of a Housing Master Plan for Fredonia.

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

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

- Wellness Center (Schulz Hall)
- Aerobic Center (Hemingway Hall)
- Diversity Coalition
- e-Sports Lounge, Schulz Hall
- Summer Conference Committee

As part of the Information Technology Services department, the ResNet Office provides residential technology support and campus access control services for students, staff and guests within the residence halls. With an operating budget of approximately \$200,000 a year, ResNet employs seven students each semester as information technology support technicians called ResNet Technicians.

Supported Services

- Campus Access Control Services
- Internet Service Connectivity Support
- University Owned Printer Support
- University Owned Computing Software Support
- Personal Computing Device Repair
- Residence Life Multi-media Equipment Reservation and Checkout
- Residence Life Smart Classrooms
- University Owned Computing Hardware Support
- Student Printing Service
- e-Sports Lounge

The Residence Life information technology 2020-2021 Capital Budget was approximately \$300,000. The area installed new or replaced existing access points in all residence halls that were unable to support current software code. Also added were access points in individual rooms, mostly in the Andrews and Kirkland complexes. Overall, 1,025 wireless access points were replaced or added in the Residence Halls.



Core routing was supplemented as well to increase link speeds from the switches in the residence halls to the core routers.

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

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 Residence Life budget include the following:

- Residence hall room rates for a standard double room will increase by \$150 annually from \$7,650 to \$7,800.
- Residence hall occupancy will remain above 80 percent in the fall and remain above 75 percent in the spring semester.



**FREDONIA
Proposed 2021-2022 Budget
Dormitory Income Fund Reimbursable (DIFR)**

FTE Summary

	2021-22 Non-Inst. FTE	2020-21 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	0.80	0.80	0.00
Custodial	41.25	41.25	0.00
Facilities Planning	0.25	0.25	0.00
Bldgs. - Struct Maint.	2.60	2.55	0.05
Bldgs. - Systems (Electrical)	0.80	0.80	0.00
Bldgs. - Systems (Plumbing)	2.40	2.40	0.00
Maintance Grounds	1.50	1.50	0.00
Motor Equip. Maint.	0.60	0.60	0.00
Administration/Director	12.00	12.00	0.00
ResNet	0.75	0.75	0.00
Utilities Plant	3.30	3.30	0.00
Postage	0.20	0.20	0.00
Security & Safety	1.95	1.95	0.00
EHS&S	0.46	0.46	0.00
Storehouse	0.40	0.40	0.00
Total Residence Life	69.26	69.21	0.05



2021-2022 Fredonia Residence Life Operating Budget



Residence Life Director
Kathy Forster.

- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will remain at \$1,050.

Operating Budget

The 2021-2022 Residence Life operating budget totals \$13.2 million and funds a total of 69.26 FTE positions. It includes the director’s office, administrative staff including the ResNet staff, cleaning staff of 41.25, maintenance staff of 11.2, a portion of the University Police staff and a portion 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). Over 85 television channels are provided to students as well as the availability of HDTV channels and/or digital service.

Some of the projects completed for Summer 2021 included various interior improvements and network upgrades throughout the residence halls.

The 2021-2022 budget amounts for the proposed capital projects are as follows:

• Gregory Hall Masonry Repair	\$650,000
• Residence Hall Quality of Life Projects	200,000
• Network Upgrades	<u>300,000</u>
TOTAL	<u>\$1,110,000</u>

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





FREDONIA
Proposed 2021-2022 Budget
Dormitory Income Fund Reimbursable (DIFR)
DIFR Revenue Projection

RATE STRUCTURE:	2020-21 Rates	2021-22 Proposed	Percentage Change	Annual Rate
Doubles	\$3,825	\$3,900	1.96%	\$7,800
Singles	4,225	4,300	1.78%	8,600
Kitchen Suites - Double	4,025	4,100	1.86%	8,200
Kitchen Suites - Singles	4,425	4,500	1.69%	9,000
Univ. Commons Singles	4,425	4,500	1.69%	9,000
Univ. Commons Doubles	4,025	4,100	1.86%	8,200
Townhouse	4,625	4,700	1.62%	9,400

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2020	Projected Fall 2021	Budgeted Fall 2020	Projected Fall 2021	
Doubles	1,047	836	\$4,004,775	\$3,260,400	(\$744,375)
Singles	445	411	\$1,880,125	\$1,767,300	(112,825)
Kitchen Suites - Double	90	35	\$362,250	\$143,500	(218,750)
Kitchen Suites - Singles	15	36	\$66,375	\$162,000	95,625
Univ. Commons Singles	55	56	\$243,375	\$252,000	8,625
Univ. Commons Doubles	54	49	\$217,350	\$200,900	(16,450)
Townhouse	194	184	\$897,250	\$864,800	(32,450)
Fall Totals	1,900	1,607	\$7,671,500	\$6,650,900	(\$1,020,600)
Percent Change		-15.42%			-13.30%

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2021	Projected Spring 2022	Budgeted Spring 2021	Projected Spring 2022	
Doubles	950	710	\$3,633,750	\$2,769,000	(\$864,750)
Singles	400	411	1,690,000	1,767,300	77,300
Kitchen Suites - Double	90	30	362,250	123,000	(239,250)
Kitchen Suites - Singles	15	30	66,375	135,000	68,625
Univ. Commons Singles	60	50	265,500	225,000	(40,500)
Univ. Commons Doubles	60	40	241,500	164,000	(77,500)
Townhouse	180	170	832,500	799,000	(33,500)
Spring Totals	1,755	1,441	\$7,091,875	\$5,982,300	(\$1,109,575)
Percent Change		-17.89%			-15.65%

COMPARISON OF DIFR REVENUE :

	2020-2021	2021-2022	Change
Projected Dorm Revenue	\$14,763,375	\$12,633,200	(\$2,130,175)
Projected Guest Rental	20,000	20,000	0
Less: Spring 2020 Refunds and Credits	(1,779,156)		1,779,156
Total Revenues	\$13,004,219	\$12,653,200	(\$351,019)
Reserve Need	273,081	561,950	288,869
Total Sources	\$13,277,300	\$13,215,150	(62,150)



REDONIA
STATE UNIVERSITY OF NEW YORK

OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

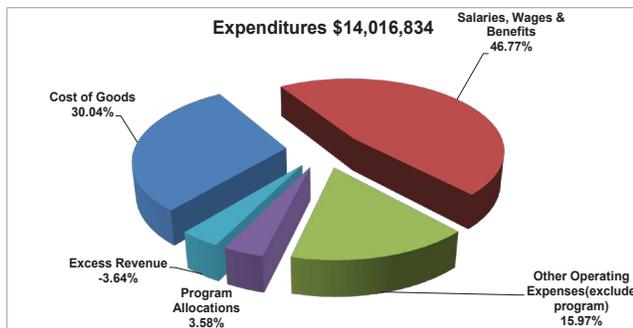
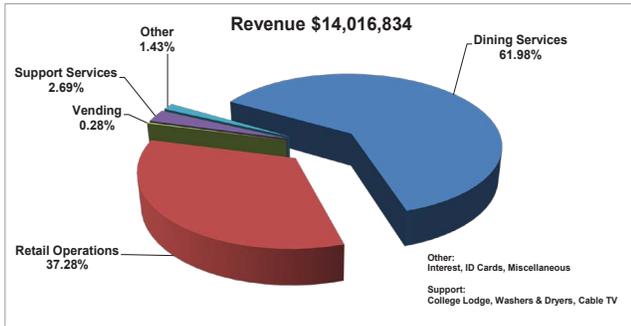
OPERATING BUDGET

FACULTY STUDENT ASSOCIATION OPERATING BUDGET





Sources and Uses of Funds
2021-2022



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

SUNY Auxiliary Services Corporations individually hold Contract Agreements with their respective institutions as specified by Guidelines with the State University of New York. The Fredonia Faculty Student Association has a five-year contract expiring on June 30, 2023. The agreement specifies individual campus activities and services of the corporations. Included in the current agreement are physical space and equipment documentation as well as corporation indemnification of the State University and the State of New York. In addition, specific budget requirements and matters of financial reporting are clarified.

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

The FSA budget includes Dining Services, Retail Operations, Vending, Washer and Dryer, Cable TV, College Lodge, FREDCard, and administrative operations. FSA employs 67 full-time, 72 part-time and approximately 210 student employees.

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



Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2021-2022 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: Michael Metzger, Judy Langworthy, Israel Ortiz, Nyles Panus, and Lylens Lubin.

Highlights and Facts

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

- The COVID-19 pandemic has adversely affected operations. Lower on-campus enrollment and managing expenses are significant challenges. The Payroll Protection Program loans have been much needed.
- COVID-19 safety protocols have been installed and implemented in all FSA locations such as plexiglass shields, face masks, hand sanitizer stations, disinfecting wipes, social distancing floor stickers, etc.
- Procured 15,000 reusable masks for the campus.
- Undergraduate head count was down 8.8 percent for Fall 2020 and is down 8.6 percent in Spring 2021 compared to the corresponding previous semesters. The Fall 2020 meal plan counts were less than FSA meal plan budget assumptions by 21.6 percent for Fall 2020 and 32.3 percent for Spring 2021.
- Textbook sales declined 12.2 percent in 2019-2020 and an additional 41.0 percent for Fall 2020.
- Support and assessments to the campus in the 2020-2021 budget totaled \$1,199,400:
 - ◊ \$588,250 for restricted programs.
 - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment



fund.

Cranston Marché.

- ◊ \$129,150 in unrestricted programs supporting 45 different campus-based programs in residence halls, Campus Life, and academic and student service departments.
- ◊ \$2,000 for groundskeeping.
- ◊ \$450,000 for space and utility charge assessments.

Planning Assumptions

Planning assumptions used to develop the 2021-2022 budget include:

- Maintaining support and assessment level to the campus for total funding of \$991,860:
 - ◊ \$369,860 in restricted program expenditures.
 - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◊ \$142,000 in unrestricted program funds.
 - ◊ \$450,000 in space and utility charge assessments.
- Meal plan enrollment is based on the assumption the Fall 2021 incoming first-year class will be 1,150 and total fall undergraduate enrollment of 3,774. Fall 2020 undergraduate enrollment was 3,883. The



2021-2022 Faculty Student Association Operating Budget

sophomore, junior and senior counts and plan utilization will follow the 2019-2020 statistical trend as classes progress to the next academic year as well as from the fall to the spring semester. The above statistical data projects a total of 4,546 plans for 2021-2022, an increase of 899 meal plans over 2020-2021 actual and 429 less than the 2020-2021 budget.

- The residential meal plan prices have been

increased by \$100.

- Labor budgets are “zero-based” and built position by position.
- The new N.Y.S. minimum wage has been utilized for student labor, Civil Service Employee Association (CSEA) contractual rates applied, and cost of living adjustments for management have been included in planning.

Budget Summary

	2021-2022 Budget	2020-2021 Budget	Difference Increase (Decrease)
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 8,683,758	\$ 9,775,219	\$ (1,091,461)
Cost of Goods Sold	2,213,882	2,445,152	(231,270)
Total Operating Expenses	4,612,451	4,961,653	(349,202)
Other Revenues	3,500	13,000	(9,500)
Allocation of Administrative Expenses	1,166,908	1,125,449	41,459
Excess of Revenues Over/(Under) Expenses	<u>694,017</u>	<u>1,255,965</u>	<u>(561,948)</u>
<u>Retail Operations (Schedule B)</u>			
Total Revenues	4,710,325	5,676,085	(965,759)
Cost of Goods Sold	2,327,385	2,782,856	(455,470)
Total Operating Expenses	2,316,698	2,605,420	(288,722)
Other Revenues	3,000	7,000	(4,000)
Allocation of Administrative Expenses	602,167	622,168	(20,001)
Excess of Revenues Over/(Under) Expenses	<u>(532,925)</u>	<u>(327,359)</u>	<u>(205,566)</u>
<u>Vending (Schedule C)</u>			
Total Revenues	39,750	42,967	(3,217)
Cost of Goods Sold	-	-	-
Total Operating Expenses	23,989	32,013	(8,024)
Other Revenues	-	-	-
Allocation of Administrative Expenses	6,362	8,256	(1,894)
Excess of Revenues Over/(Under) Expenses	<u>9,399</u>	<u>2,699</u>	<u>6,701</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	376,100	479,625	(103,525)
Cost of Goods Sold	-	-	-
Total Operating Expenses	297,789	381,719	(83,930)
Other Revenues	400	400	-
Allocation of Administrative Expenses	54,463	67,586	(13,123)
Excess of Revenues Over/(Under) Expenses	<u>24,248</u>	<u>30,720</u>	<u>(6,472)</u>
Total Revenue from Operations	13,816,834	15,994,296	(2,177,462)
Total Cost of goods and Operating Expenses	13,622,094	15,032,271	(1,410,177)
Excess Revenues from Operations	194,740	962,025	(767,285)
Miscellaneous Revenues (Schedule F)	200,000	193,750	6,250
Unallocated Administrative Office Expenses (Schedule F-1)	945,183	1,143,757	(198,574)
Net Excess of Revenues Over/(Under) Expenses	\$ (550,443)	\$ 12,018	\$ (562,461)



- FREDExpress, McEwen Café and Tea Rex Cafe will be closed until student enrollment increases enough to make operation feasible.
- Blue Devil Grill, Convenience Store, Starbucks, Tim Hortons and Willy C hours will continue the same as Spring 2021.
- Total budgeted labor hours decreased 13.7 percent. Total budgeted wage and benefit dollars decreased by \$545,792 or 7.2 percent from the 2020-2021 budget.
- The \$80,000 capital budget includes basic replacement of items at the end of their useful lives.
- Gifting of the Alumni House to the campus will be completed by May 31, 2021.
- The sale of approximately 170 acres of the College Lodge forest will be completed by May 31, 2021.

Operating Budget

The 2021-2022 FSA budget has \$14,016,834 in sources of revenue. It represents a \$2,171,212 or a 13.4 percent decrease from the 2020-2021 budget of \$16,188,046. The uses of funds consist of \$4,541,267 in cost of goods sold, \$7,070,371 in wages and benefits and \$2,955,639 of operating expenses. The budget is projected to generate expenditures in excess of revenues of \$550,443 or 3.9 percent.



FREDONIA
Faculty Student Association
Dining Services

Overview

The Faculty Student Association Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Willy C’s Food Court and The Blue Devil Grill), a FSA café (Mason Hall) and catering. The bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. The Dining Services division also prepares the food for the Dunkirk-Fredonia Meals on Wheels program. Dining Services employs 36 full-time employees, 57 part-time and approximately 143 student employees.

Highlights

- Engagement with students and continual menu adjustments are made to reflect customer preferences. Recent examples are various international items, rice cookers, an array of popular sauces and spices, etc.
- Cranston Marché’s Chef Creations and Made to Order choices make it a perennial favorite.
- The Willy C’s food court offers kiosk



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

- ordering and new furnishings.
- Blue Devil Grill offers fresh items with robust flavors with a rotation of Mexican, Italian and Mediterranean options.
- Mason café provides high quality food and beverage choices with convenient access. Plant-based food options will be available.
- All locations have been following strict COVID-19 safety protocols such as mask wearing, disposable supplies, limited seating, etc.

Planning Assumptions

Planning assumptions used to develop the 2021-2022 budget include:

- Total meal plans of 4,546 for the year are 429 lower than the 4,975 in the 2020-2021 budget.
- Residential meal plan prices have been increased by \$100.
- Special function and cash revenue will be lower because of summer program cancellations due to the COVID-19 pandemic.
- McEwen and Tea Rex cafés will be closed due to the decrease in undergraduate students.

- Operating hours will remain the same as Spring 2021 semester.
- Labor hours have decreased 16.2 percent.
- The 2021-2022 food cost percentage assumption is 25.49 percent; 25.03 percent was used for 2020-2021. The food cost percentage leaves minimal allowance for changes in the agricultural markets, weather conditions and inflation.

Operating Budget

The 2021-2022 Dining Services budget of \$8,683,758 is \$1,091,461 or an 11.2 percent decrease from the \$9,775,219 for 2020-2021. The revenue consists of \$8,683,758 in contact meal plans plus special function and cash sale revenue. Total contract meal plan revenue is budgeted for \$10,328,535 (includes \$80,000 for additional points added) with \$2,319,227 of that reported in the Retail Operations budget. Total operating expenses of \$4,612,451 have decreased by \$349,202 or 7.0 percent from 2020-2021. The budget is projected to generate excess revenue over expenditures of \$694,017 or 8.0 percent.





Dining Services Budget - Schedule A

<u>Revenues</u>	<u>2021-2022 Budget</u>		<u>2020-2021 Budget</u>
Contract Meals	\$7,651,308	a	\$ 7,690,419
Meal Plan Administrative Fee	\$358,000	b	388,800
Special Functions & other Sales	\$474,450	c	1,196,000
Cash Sales	\$200,000		500,000
Total Revenue	8,683,758		9,775,219
<u>Cost of Goods Sold</u>			
Beginning Inventory	100,000		100,000
Purchases	\$2,213,882		2,445,152
Less: Ending Inventory	100,000		100,000
Cost of Goods Sold	2,213,882	d	2,445,152
Gross Profit on Sales	6,469,876		7,330,067
<u>Operating Expenses</u>			
Salaries, Wages and Employee Benefits	3,613,430	c, e	3,937,069
Supplies and Materials	214,000	c	253,900
Depreciation			
Corporate owned	157,449		142,102
Leasehold Improvements	213,830		222,329
RA Support	13,600	f	13,400
Other Operating Expenses	400,142		392,854
Total Operating Expenses	4,612,451		4,961,653
Excess of Revenues over Expenses	1,857,425		2,368,414
Other Revenues	3,500		13,000
Allocation of Administrative Expenses	1,166,908		1,125,449
Excess of Revenues Over Expenses	\$ 694,017		\$ 1,255,965

Notes:

- a Meal plan count projections are based on multiple years of data related to class progression and specific plan utilization by class. Planning assumptions reflect fall to spring and fall to the next fall trends. With widespread vaccinations expected, fall 2021 under graduate head count is estimated at 3,775. Fall 2021 freshmen enrollment is forecasted at 1,150 which is 12.5% higher than fall 2020. A 2% growth factor is estimated for the fall 2021 sophomore and junior classes. Includes all meal plans on the college bill plus additional points added. The amount excludes \$2,319,227 in meal plan sales in the C-store, Starbucks, and Tim Hortons. That amount is reflected in the Retail Operations revenue.
- b Administrative fee deducted from the All Points plans.
- c Includes Dunkirk-Fredonia Meals on Wheels contract revenue.
- d Weighted average food cost percentage of 25.49% for 2021-2022 and 25.03% for 2020-2021.
- e Reduced hours of operation and work force reductions. Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.
- f RA support is based on 68 RA's and consists of \$200.00 per RA each year towards a meal plan.



Faculty Student Association Associate Executive Director and Controller
Matthew Snyder.





**Dining Services Budget
Schedule A - Addendum 1**

	2021-2022 Budget		2020-2021 Budget
<u>Supplies and Materials</u>			
China/Glass/Silverware/Trays	\$ -		\$ 4,000
Cleaning Supplies	26,000		26,000
Linen	-		5,000
Miscellaneous Food Service Supplies	30,000		50,000
Office Supplies	500		1,400
Paper Supplies & Sustainable wares	150,000	a	160,000
Printing and Marketing	-		-
Uniforms	7,500		7,500
Total Supplies and Materials	<u>214,000</u>		<u>253,900</u>
<u>Other Operating Expenses</u>			
Advertising	-		-
Bad Debts	30,000	b	20,000
Computer Services & Systems Maintenance	28,698	c	13,310
Dues and Subscriptions	800	d	800
Education and Training	4,000		4,000
Equipment Rental	1,000		3,000
Gas and Oil	6,000		6,000
Licenses and Permits	2,900	e	1,000
Professional Services	-		-
Refuse Removal	17,547		17,547
Repairs and Maintenance	25,000		40,000
Telephone	12,000		12,000
Travel	2,000		5,000
Utilities and Space Assessment	270,197		270,197
Total Other Operating Expenses	<u>400,142</u>		<u>392,854</u>
<u>Other Revenues</u>			
Linen Revenue	1,000		9,000
Miscellaneous Revenue	2,500		4,000
Total Other Revenues	<u>\$ 3,500</u>		<u>\$ 13,000</u>

Notes

- a Includes items for Dunkirk-Fredonia Meals on Wheels contract.
- b Higher accounts receivable and required allowance for bad debts.
- c Cbord Symphony and Odyssey annual maintenance fees.
- d Member of NACUFS (National Association of College and University Food Service).
- e Liquor license is a two year renewal in September of odd # year for catering.



Dining Services Budget
Schedule A - Addendum 2

A. Dining Services Operations Program Description

Self Operated: (List)

Cranston Marche
Willy C's Food Court and The Blue Devil Grill
C-Store (Retail Operations)
Starbucks Coffee (Retail Operations)
Tim Hortons (Retail Operations)

Café and Concession Operations:

Mason Hall

B. Contract Meal Plan Information

- (1) Is a Contract Meal Plan ___Optional__ ___Mandatory___
Campus residents except seniors, Disney and Eisenhower Hall kitchen suite, and Townhouse residents.
- (2) If "Mandatory", is there a minimum plan required ___YES___.
- (3)
- (4) Plan #6 is only available to juniors and seniors.
- (5) Plan #5 has a \$400 administrative fee applied, so available points are \$2,275.
- (6) Meals and points accepted in Cranston Marche, Willy C's, Blue Devil Grill, Cafes, Starbucks Coffee, and Tim Hortons.
- (7) Points only accepted at C-Store.
- (8) Meal Plans see below:

Plan #	Meal Plan	Current Cost Per Semester	Budgeted Cost Per Semester	\$ Increase	% Increase	Feed-a-Friend Meals
1	17 Meals + \$325 points	\$2,765	\$2,865	\$100	3.62%	5
2	14 Meals + \$325 points	\$2,625	\$2,725	\$100	3.81%	5
3	10 Meals + \$325 points	\$2,480	\$2,580	\$100	4.03%	5
4	7 Meals + \$600 points	\$2,450	\$2,550	\$100	4.08%	5
5	Max Flex All Points	\$2,575	\$2,675	\$100	3.88%	5
6	7 Meals + \$300 points	\$2,200	\$2,300	\$100	4.55%	5
7	Commuter points	\$925	\$925	\$0	0.00%	0
8	Commuter points	\$700	\$700	\$0	0.00%	0

Plan #	Meal Plan	Budgeted Cost Per Semester	Estimated Fall 2021	Estimated Spring 2022	Revenue
1	17 Meals + \$325 points	\$2,865	987	622	\$ 4,609,785
2	14 Meals + \$325 points	\$2,725	192	231	\$ 1,152,675
3	10 Meals + \$325 points	\$2,580	79	91	\$ 438,600
4	7 Meals + \$600 points	\$2,550	86	114	\$ 510,000
5	Max Flex All Points	\$2,675	421	474	\$ 2,394,125
6	7 Meals + \$300 points	\$2,300	38	41	\$ 181,700
7	Commuter points	\$925	335	299	\$ 586,450
8	Commuter points	\$700	255	281	\$ 375,200
	Total		2,393	2,153	\$10,248,535

Points, Debit Account and FREDFunds prices in Cranston Marche

Breakfast	\$8.50
Lunch	9.25
Dinner	10.75
Total	\$28.50

Increases of \$.25

Cash prices including tax in Cranston Marche

Breakfast	\$10.05
Lunch	12.25
Dinner	14.75
Total	\$37.05

Increases of \$.25

Meal equivalency allowance at Starbucks, and Tim Hortons

\$5.50

Meal equivalency allowance at Willy C's Food Court, The Blue Devil Grill, and Cafes

\$7.50



FREDONIA
Faculty Student Association
Retail Operations

Overview

The Faculty Student Association (FSA) operates several retail operations that include the University Bookstore, Convenience Store (C-Store), Starbucks Coffee, and Tim Hortons Café and Bakeshop. 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 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. The Starbucks Coffee is owned and operated by FSA under a license agreement with Starbucks Coffee Company. The Tim Hortons Café & Bakeshop is owned and operated under a franchise agreement with Tim Hortons, Inc. The Retail Operations division employs 15 full-time, 14 part-time and approximately 68 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:

- The use of Vital Source, competitive textbook pricing software, continues to aid in maintaining market share. The site can be found at www.fredoniabookstore.com.
- The bookstore continues to handle student packages. The package count for the year exceeds 40,000.
- The bookstore offered clerk service for textbooks, adding additional customer service for students and eliminating errors in the selection process. All course materials including web orders, prepack books or pickups are tendered at one location by textbook personnel.
- Produced and shipped over 4,000 care packages to students that had their Spring 2020 semester disrupted by COVID-19.

Planning Assumptions

Planning assumptions used to develop the 2021-2022 budget include:

- FREDExpress will remain closed until enrollment makes operation feasible.
- Operating hours at all other locations will be the same as Spring 2021. C-store, Starbucks, and Tim Hortons daily operating hours have been shortened and Tim Hortons is closed on weekends.
- The COVID-19 pandemic has made it difficult to predict the departmental sales within the bookstore, especially textbooks. Therefore, the 2021-2022 revenue budget is based on the 2020-2021 budget amounts, adjusted by projected declines.
- Textbook sales are projected to be down 20 percent and other bookstore sales decreasing by 5 percent.
- FSA continues to utilize FRED Debit, pre-packs, web orders, and Vital Source for competitive textbook pricing when a customer shops at www.fredoniabookstore.com.





- Labor hours decreased 13.9 percent from the 2020-2021 budget.

\$5,676,085. It includes \$2,319,227 of contract meals used in the Convenience Store, Starbucks and Tim Hortons. Total operating expenses of \$2,316,698 decreased by \$288,722 or 11.1 percent from 2020-2021. The budget is projected to generate excess expenditures over revenue of \$532,925 or a further decline of \$205,566.

Operating Budget

The 2021-2022 Retail Operations budget of \$4,710,325 represents a \$965,759 or 17.0 percent decrease from the 2020-2021 budget of

Retail Operations Budget - Schedule B		
(Bookstore, Convenience Store, Starbucks, and Tim Hortons)		
	2021-2022 Budget	2020-2021 Budget
Revenues		
Books and other Sales	\$ 2,391,099 a	\$ 2,775,518
Contract Meals	2,319,227 a,b	2,900,566
Total Revenue	4,710,325	5,676,085
Cost of Goods Sold		
Beginning Inventory	700,000	700,000
Purchases	2,327,385	2,782,856
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	2,327,385 c	2,782,856
Gross Profit on Sales	2,382,940	2,893,229
Operating Expenses		
Salaries, Wages and Employee Benefits	1,759,471 d	1,945,813
Depreciation Corporate owned	28,686	72,568
Leasehold Improvements	136,342	136,342
Other Operating Expenses	392,198	450,696
Total Operating Expenses	2,316,698	2,605,420
Excess of Revenues over Expenses	66,242	287,809
Other Revenues	3,000	7,000
Allocation of Administrative Expenses	602,167	622,168
Excess of Revenues Over Expenses	\$ (532,925)	\$ (327,359)
Notes:		
a	Reduction in textbook adaption and enrolled student count.	
b	Meal plan use in Convenience Store, Starbucks and Tim Hortons. Reduced hours of operation with lower enrolled student count.	
c	Weighted average cost of goods percentage of 49.94% for 2021-2022 and 49.09% for 2020-2021.	
d	Reduced hours of operation and work force reductions. Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.	



**Retail Operations Budget
Schedule B-Addendum 1**

	<u>2021-2022</u>		<u>2020-2021</u>
	<u>Budget</u>		<u>Budget</u>
<u>Other Operating Expenses</u>			
Advertising	\$ 6,000		\$ 7,500
Bad Debts	12,000		12,000
Computer Services and Systems Maintenance	38,700		37,308
Dues and Subscriptions	6,000	a	6,600
Internet	1,450		732
Licenses & Permits	5,750	b	6,650
Office Supplies	1,500		1,500
Paper Supplies and Miscellaneous	20,000		26,000
Postage	500		4,000
Refuse Removal	11,333		11,333
Repairs and Maintenance	9,000		12,000
Royalties	173,458		215,366
Telephone	8,580		8,580
Travel	3,000		6,000
Utilities and Space Use Assessment	93,927		93,927
Uniforms & Laundry	1,000		1,200
Total Other Operating Expenses	<u>392,198</u>		<u>450,696</u>
 <u>Other Revenues</u>			
Commissions and Miscellaneous	3,000	c	7,000
Total Other Revenues	<u>\$ 3,000</u>		<u>\$ 7,000</u>

Notes:

- a Member of College Stores of America, NACS (National Association of College Stores), New England Buying Consortium, and Vital Source.
- b Starbucks and Tim Hortons licence fees, NYS Dept of Ag, and Chaut Co. Dept of Health.
- c Commissions and miscellaneous revenue consists of book buy commissions, check cashing, fax, and miscellaneous.



FREDONIA Faculty Student Association Vending and Other Support Services

Overview

The Faculty Student Association (FSA) operates vending (sub-contract to The Cuyahoga Group), washers and dryers (sub-contract to ASI/Mac-Gray) and cable TV on campus. The FSA also owns and operates the College Lodge in Brocton, N.Y. There is one manager for the College Lodge. Other management and staffing for Vending and Other Support Services is provided by various positions within FSA and corresponding expense allocations are made.

Highlights

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

- LaundryView allows for the monitoring of machines via a computer or text message by residents. LaundryView also monitors water usage and maintenance needs of machines.
- The solar array at the lodge is providing green power.
- The gas lease and natural gas well at the lodge supplies valuable gas to the main lodge for heating purposes.
- Energy efficient lights and water conserving shower heads, faucets, and toilets are utilized at the lodge.
- Upgraded cable TV service to provides over 80 channels in High Definition (HD) to the residence halls. It includes the addition of five SHOWTIME channels.
- Many Vending machines have been replaced with more modern equipment with enhanced product selection.
- Credit card readers have been installed on more vending machines, allowing for increased purchasing options.

Planning Assumptions

Planning assumptions used to develop the 2021-2022 budget include:

- Operations at the lodge will be closed during the winter months in order to reduce operating costs. The Lodge Manager will be utilized on campus in Dining Services.
- Approximately 168 acres of the College lodge forest has been sold to the Western New York Land Conservancy.
- The ROPES course is old and is potentially unsafe for experiential training.
- College use of the Lodge will continue to decline as resources available for catering are reduced.
- The Alumni House and Conference Center has been gifted to SUNY Fredonia.

Operating Budget

The 2021-2022 Vending and Other Support Services revenue of \$415,850 represents a \$106,742 or 20.4 percent decrease from the 2020-2021 budget of \$522,592. Total operating expenses of \$321,777 decreased \$91,954 or 22.2 percent from the 2020-2021 budget. The budgets are projected to generate revenue in excess of expenditures of \$33,647 which is an improvement of \$228 from the 2020-2021 budget that had revenue in excess of expenditures of \$33,419.





2021-2022 Faculty Student Association Operating Budget

Vending Budget-Schedule C		
	2021-2022 Budget	2020-2021 Budget
<u>Revenues</u>		
Commissions	\$ 39,750	a \$ 42,967
Total Revenue	39,750	42,967
<u>Cost of Goods Sold</u>		
Beginning Inventory	-	-
Purchases	-	-
Less: Ending Inventory	-	-
Cost of Goods Sold	-	-
Gross Profit on Sales	39,750	42,967
<u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	8,382	16,494
Computer Services & Systems Maintenance	3,014	2,926
Utilities and Space Use Assessment	12,593	12,593
Total Operating Expenses	23,989	32,013
Excess of Revenues Over Expenses	15,761	10,955
<u>Allocation of Administrative Expenses</u>		
	6,362	8,256
Excess of Revenues Over Expenses	\$ 9,399	\$ 2,699
<u>Supplemental Information:</u>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<u>Notes:</u>		
a	Net commission received. Revenue is based on full year 2019-2020 trend before Covid-19.	

Other Services Budget : Washers and Dryers-Schedule D-2		
	2021-2022 Budget	2020-2021 Budget
<u>Revenues</u>		
Washer and Dryer Income	\$ 180,000	\$ 220,000
Total Revenue	180,000	220,000
<u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	8,173	7,998
Contracted Service	68,102	a 66,778
Depreciation - Leasehold Improvements	2,887	2,887
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	43,224	43,224
Total Operating Expenses	123,386	121,887
Excess of Revenues Over Expenses	56,614	98,113
<u>Other Revenues</u>		
	400	400
<u>Allocation of Administrative Expenses</u>		
	19,111	21,447
Excess of Revenues Over Expenses	\$ 37,903	\$ 77,066
<u>Supplemental Information:</u>		
Contractor's Name: ASI/Mac-Gray Campus Laundry Solutions, Baltimore, MD		
<u>Notes:</u>		
a	10 year agreement effective July 1, 2014 with new machines. Annual increases begin July 1, 2019.	



Other Services Budget: College Lodge-Schedule D-1

<u>Revenues</u>	2021-2022 Budget	2020-2021 Budget
Lodge Rentals	\$ 2,000	\$ 22,900
Catering	\$ 2,000	3,000
Gas Lease	100	100
Experiential Training Program	-	8,000
Total Revenue	4,100 a	34,000
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits - Direct and Allocated	19,177 b	60,959
Contracted Services	-	-
Depreciation	10,039	11,540
Dues and Subscriptions	-	-
Electric	500	1,500
Gas & Oil	500	1,000
Internet	3,000	3,000
Licenses and Permits	400	400
Marketing	-	-
Miscellaneous Supplies	200	2,500
Refuse Removal	200	1,164
Repairs & Maintenance	5,000	5,000
Telephone	900	1,000
Travel, Mileage and Education	500	500
Total Operating Expenses	40,417	88,563
Excess of Revenues Over Expenses	(36,317)	(54,563)
<u>Allocation of Administrative Expenses</u>	17,934	21,298
Excess of Revenues Over Expenses	\$ (54,251)	\$ (75,861)

Notes:

- a Lodge closed for winter months and events will be minimal until Covid-19 declines.
- b Manager re-assigned to Dining Services most of the time. Includes maintenance wage allocation.





Other Services Budget: Alumni House-Schedule D-3

<u>Revenues</u>	2021-2022 Budget	2020-2021 Budget
Alumni Rental	\$ - ^a	\$ 25,625
Catering Commission	-	500
Other Rentals	-	7,500
Total Revenue	-	33,625
 <u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	-	21,432
Depreciation	-	5,077
Electric	-	3,800
Maintenance and Repairs	-	2,000
Miscellaneous Supplies	-	100
Natural Gas	-	2,000
Refuse Removal	-	1,284
Reimburse State for Grounds work	-	2,000
Telephone and Alarms	-	500
Water & Sewer	-	400
Total Operating Expenses	-	38,593
Excess of Revenues Over Expenses	-	(4,968)
 <u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	-	7,129
Excess of Revenues Over Expenses	\$ -	\$ (12,097)

Other Services Budget : Cable TV-Schedule D-4

<u>Revenues</u>	2021-2022 Budget	2020-2021 Budget
Cable TV Service	\$ 192,000	\$ 192,000
Total Revenue	192,000	192,000
 <u>Operating Expenses</u>		
Wage and Employee Benefit Allocation	12,205	11,979
Depreciation	17,740	17,740
Printing & Supplies	1,000	1,000
Programming and Signal	101,726 ^a	101,641
Repairs & Maintenance	1,000	-
Utilities and Space Use Assessment	316	316
Total Operating Expenses	133,987	132,676
Excess of Revenues Over Expenses	58,013	59,324
 <u>Allocation of Administrative Expenses</u>		
Excess of Revenues Over Expenses	17,418	17,712
Excess of Revenues Over Expenses	\$ 40,595	\$ 41,612

Notes:

^a New contract June 1, 2018 and contractor for DirecTV signal. College programming package increases each January.

2021-2022 Faculty Student Association Operating Budget



Campus Program Support-Schedule E

<u>Programs</u>	Supporting schedule to Administrative Schedule F-1	2021-2022 <u>Budget</u>	2020-2021 <u>Budget</u>
<u>Unrestricted</u>			
Academic Advising - Student Success Initiative		\$ -	\$ 500
Academic Advising - Transfer Mentorship Program		1,000	1,000
Admissions - Multicultural Weekend		3,500	3,500
Admissions - Peer Recruitment		700	-
Campus Host Recognition		1,000	-
Campus Life - Commencement Activities		3,000	3,000
Campus Life - Rising Leaders Academy		500	500
Career Development - Internship Development Program		1,500	1,500
Career Development - Recruitment Program		1,000	500
Community Service Fair & Volunteer Award Ceremony		-	975
Conducting Symposium		-	300
Convocation Committee - Support for Convocation Activities		2,000	2,000
Council for Women's Concerns Functions		550	550
Counseling Center - Student Health & Wellness (formerly ADEPT)		2,000	2,000
DeStress for Success		425	425
EDP Cultural Connections Project		-	5,000
Financial Aid Office Emergency Grant Fund		35,000	35,000
First Year Residential Experience (FYRE)		750	750
Fredwell Lounge & Peer Communities		1,500	1,000
Fredonia Marxonia		255	250
Greek Life Leadership Conference		800	800
Intercultural Enrichment/Programming		38,000	38,000
International Buddy Program		1,000	1,000
International Scholarship Dinner Fundraiser		1,500	1,500
Learning Center		2,000	2,000
Learning Center - Full Opportunity Program (FOP)		200	200
Liberal Arts Brown Bag Lecture Series		1,000	1,000
National Girls and Women in Sports Day		1,000	1,000
New Graduate Student Events & Prospective Student Visits		-	850
Professional Development Seminar		-	2,000
Recruitment, Retention and Community Building Events		1,500	1,000
Residence Life - Buffalo News Kids Day		200	200
Residence Life - Craft Room Programming		700	700
Residence Life - Giving Tree		500	500
Residence Life - Move in Crew		1,000	1,000
Residence Life - Pop-up Programming		750	-
Residence Life - Student Development Connections		1,000	1,000
Reverse Pitch Challenge		-	1,000
Senior Class Picnic		4,500	4,500
Student Athlete Leadership Seminar		2,000	-
Student Parents in Education (SPIE)		-	1,500
Student Research & Creativity Exposition		3,800	3,800
SUNY Fredonia Middle School Honor Band		-	250
Tau Sigma National Honor Society		500	500
Theatre & Dance - Visiting Artists		2,300	2,000
Veteran Affairs Outreach		700	700
Veteran's Remembrance Ceremony		700	700
WHOA - Annual Casino Night		1,500	1,500
WNY Chamber Orchestra Masterclass		1,500	-
Writers at work: Alumni Writers in Residence Series		1,100	1,200
Sub-total		124,430	129,150
<u>Restricted</u>			
FSA Fredonia Scholarship Award Endowment Fund		30,000	30,000
President's Fund		22,925	20,000
Restricted Institutional Programming		329,505	533,250
Restricted Administrative Programming		35,000	35,000
Total Program Expenditures		\$ 541,860	\$ 747,400



Administrative Office Expenses-Schedule F-1

	2021-2022 Budget		2020-2021 Budget
<u>Administrative Office Expenses</u>			
Salaries, Wages and Employee Benefits	\$ 1,649,532	a	\$ 1,614,420
Advertising	6,000		6,000
Armored car service	2,000		3,000
Auditing	19,000		19,000
Bad Debts	5,000		5,000
Campus Program Support	541,860	b	747,400
Computer Services & Systems Maintenance	65,000		53,691
Depreciation - Corporate owned	38,577		50,991
Depreciation - Leasehold	32,471		32,471
Dues & Subscriptions	2,900	c	3,200
Employee Education and Training	8,000		8,000
Employee Recognition	5,000		8,000
Insurance	142,000		141,800
Legal	20,000		20,000
Office and ID card Supplies	42,000		45,000
Postage	3,500		3,500
Printing	6,500		13,000
Professional Services	90,000		90,000
Repairs and Maintenance (Equipment)	10,000		10,000
Service Charges and Bank Fees	40,000		43,000
Tax Return Filing Fees	1,000		1,000
Telephone	11,000		11,000
Travel, Mileage	4,000		8,000
Utilities and Space Use Assessment	29,743		29,743
Total Administrative Office Expenses	2,775,083		2,967,216
<u>Administrative Expenses Allocated to:</u>			
Food Service	1,166,908		1,125,449
Campus Store	602,167		622,168
Vending	6,362		8,256
D-Summary-Support Services	54,463		67,586
Total Allocated Administrative Expenses	1,829,900	d	1,823,459
Unallocated Administrative Office Expense	\$ 945,183		\$ 1,143,757

Notes:

- a Increases in NYS minimum wage, CSEA CBA rates, and management cost of living adjustments.
- b Program Support details on Schedule E.
- 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, SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
- d Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.



Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2021-2022</u> <u>Budget</u>		<u>2020-2021</u> <u>Budget</u>
Net Interest Income	\$ 147,500	a	\$ 136,500
Miscellaneous Income	44,500	b	47,250
ID Card Income	8,000		10,000
Total Miscellaneous Revenues	\$ 200,000		\$ 193,750

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
 - Student Association Fiscal Agent
 - Ancillary ESL Program fees





Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2021-2022 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>	Furniture - bar height chairs (carry over)	\$ 5,000	10
<u>Administration</u>	IT		
	Computers	15,000	5
	Network switches	10,000	5
	General		
	Contingency	50,000	5
	Total Capital Budget	\$ 80,000	





OVERVIEW

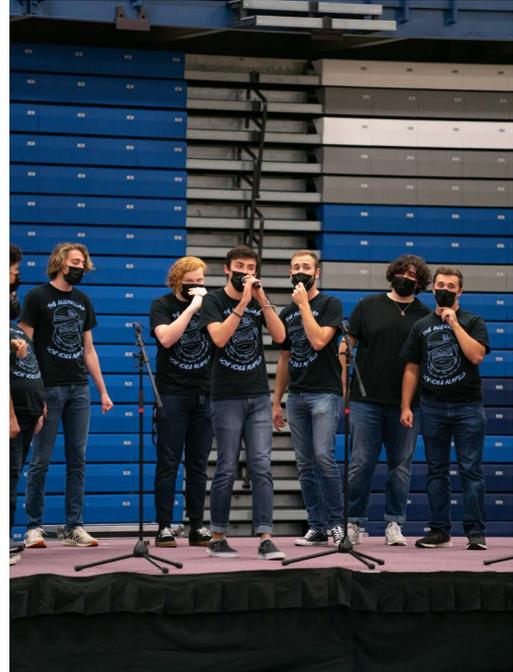
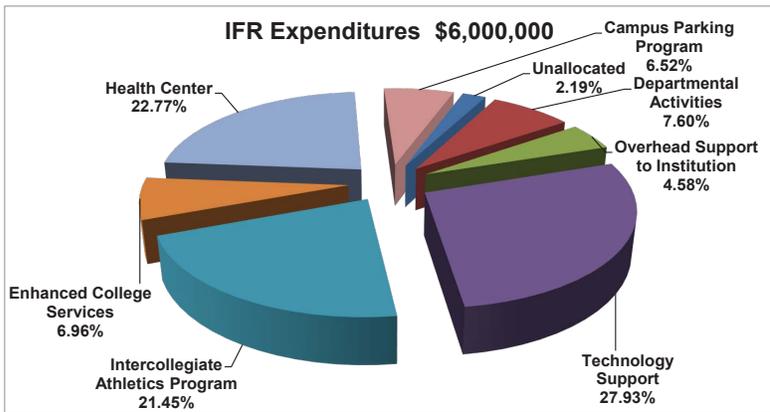
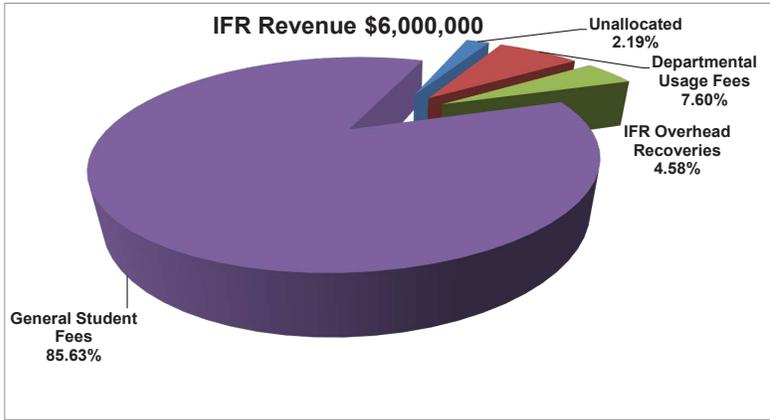
HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

INCOME FUND REIMBURSABLE





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

FREDONIA
2021-2022 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 2020-2021 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2021-2022 is anticipated to be 62.70 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, 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 2021-2022 fiscal year include the following:

- The Budget Shortfall allocation account will be utilized to accommodate the use of unrestricted IFR funds to address the shortage in the University Operating budget.
- The Student Services and Program Charge was restored to its full level totaling \$820 as originally approved by Cabinet prior to the COVID-19 pandemic. The 2020-21 fee was reduced or not charged for services related to the Athletic Fee, Fitness Center, Natatorium and the Fredonia Ticket Office. The total fee in 2020-21 was \$711.
- The Student Services and Program Charge Fees Revenue was calculated at 3,800 FTE's for this publication based on available information at publication time.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 62.70 percent from 62.39 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.

Operating Budget

The 2021-2022 IFR operating budget will decrease to \$6,000,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 10.61 FTE positions.

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ 551,800	\$ 537,100	\$ 14,700
Temporary Service	694,850	676,850	18,000
Other than Personal Service	4,753,350	5,036,050	(282,700)
TOTAL	\$ 6,000,000	\$ 6,250,000	\$ (250,000)



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

The 2021-2022 IFR operating budget was prepared based on SUNY’s general guidelines and IFR principles. Allocations are based on prior activity, projected activity where changes are anticipated, and available cash balances. The final IFR allocation assigned to the campus will be determined by the New York State budget and SUNY allocations. All IFR allocations are contingent upon available cash balances. Expenditures can only be processed to the extent that cash is available to support the allocation. Allocations can be increased for accounts that have cash in excess of the allocation amounts.

FREDONIA
Proposed 2021-2022 Budget
Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2021-2022		2020-2021		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	0.00	0.00	0.00	0.00	0.00
Administration	0.00	0.00	0.00	0.00	0.00	0.00
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Enrollment & Student Services	0.00	10.61	0.00	10.61	0.00	0.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	10.61	0.00	10.61	0.00	0.00



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 \$711.00 per semester to \$820.00. The fee is comprised of the following six groups:

Student Activity Fee – The proposed 2021-2022 budget will remain unchanged at \$114.50. This was supported by the Student Association.

Intercollegiate Athletic Fee – The proposed 2021-2022 budget contains a significant increase. The fee will be doubled from the previous year’s \$90.50 to \$181.00 for 2021-2022. This was supported by the campus Intercollegiate Athletic Board and the reduction was necessary due to COVID 19 restrictions.

Student Health Services Fee – The proposed 2021-2022 budget contains no increases from 2020-2021. The fee will be at \$185.00. This fee was approved by the campus Student Health Advisory Committee.

Student Technology Fee – The proposed 2021-2022 budget contains no changes from the previous year. The rate will remain at a semester charge of \$227.00. This 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 2021-2022 budget contains no increases. The rate will remain at \$55.00. This was supported by the campus Parking Committee.

Enhanced College Services Fee – The proposed 2021-2022 budget will increase \$18.50 from the 2020-2021 fee of \$39.00. The fee is \$57.50. This fee category includes: alumni services, college transcripts, Blue Devil Fitness Center, Intramural Program support, natatorium lifeguard support, Ticket Office services, Summer Orientation support and student engagement support.

Student Services and Program Charge	2021-2022	2020-2021	Change
	Rates	Rates	
Student Activity Fee	\$114.50	\$114.50	\$0.00
Intercollegiate Athletic Fee	181.00	90.50	90.50
Student Health Services Fee	185.00	185.00	0.00
Student Technology Fee	227.00	227.00	0.00
Transportation Services Fee	55.00	55.00	0.00
Enhanced College Services Fee	57.50	39.00	18.50
TOTAL	\$820.00	\$711.00	\$109.00



2021-2022 Fredonia Income Fund Reimbursable (IFR)

The 2021-2022 Student Services and Program Charge of \$820 per semester will generate \$5,954,965.48 in revenue detailed in the chart below:

FREDONIA

PROJECTED 2021-22 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 3,800 FTE Estimated Enrollment Mix as of Fall 2021

Projected Academic Year 2021-2022

	Full-Time Rate	Part-time Rate	Fall 2021 Revenue	Spring 2022 Revenue	Total 2021-22 Revenue
Student Activity Fee	\$ 114.50	\$ 9.50	\$ 421,212.50	\$ 382,107.10	\$ 803,319.60
Health Center Fee	185.00	15.45	680,733.60	617,531.36	1,298,264.96
Athletic Fee	181.00	15.10	665,987.80	604,155.08	1,270,142.88
Technology Fee	227.00	18.95	835,265.60	757,716.16	1,592,981.76
Transportation Services	55.00	4.60	202,391.80	183,600.68	385,992.48
Enhanced College Services	57.50	4.75	211,490.50	191,856.30	403,346.80
Subtotal	<u>\$ 820.00</u>	<u>\$ 68.35</u>	<u>\$ 3,017,081.80</u>	<u>\$ 2,736,966.68</u>	<u>\$ 5,754,048.48</u>

Actual Summer Session 2021 and Estimated J Term 2022

	Full-Time Rate	Part-time Rate	Summer Revenue 2021	Estimated J-Term 2022
Student Activity Fee	\$ -	\$ -	\$ -	\$ 10,982.00
Health Center Fee	0.00	15.45	50,629.65	17,860.20
Athletic Fee	0.00	0.00	0.00	17,455.60
Technology Fee	0.00	18.95	62,099.15	21,906.20
Transportation Services	0.00	0.00	0.00	5,317.60
Enhanced College Services	0.00		9,175.60	5,491.00
Subtotal	<u>\$ -</u>	<u>\$ 34.40</u>	<u>\$ 121,904.40</u>	<u>\$ 79,012.60</u>

2021-22 FISCAL YEAR INCLUDING SUMMER SESSION 2021 & J-TERM 2022

	Fall and Spring Revenue	Summer 2021 Revenue	Estimated J-Term 2022	Total 2021-22 Revenue	Total 2021-22 Revenue Disbursed @ 99.94%
Student Activity Fee	\$ 803,319.60	\$ -	\$ 10,982.00	\$ 814,301.60	\$ 813,813.02
Health Center Fee	1,298,264.96	50,629.65	17,860.20	1,366,754.81	\$ 1,365,934.76
Athletic Fee	1,270,142.88	0.00	17,455.60	1,287,598.48	\$ 1,286,825.92
Technology Fee	1,592,981.76	62,099.15	21,906.20	1,676,987.11	\$ 1,675,980.92
Transportation Services	385,992.48	0.00	5,317.60	391,310.08	\$ 391,075.29
Enhanced College Services	403,346.80	9,175.60	5,491.00	418,013.40	\$ 417,762.59
Subtotal	<u>\$ 5,754,048.48</u>	<u>\$ 121,904.40</u>	<u>\$ 79,012.60</u>	<u>\$ 5,954,965.48</u>	<u>\$ 5,951,392.50</u>



**President’s Office
Budget Statement**

Overview

The President’s Office includes the campus Income Fund Reimbursable Buyout account, and 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 2021 President’s Awards for Excellence recipients were:

- Deborah Dibble, Director of the Student Health Center
- I-Fei Chen Markham, Staff Accompanist, School of Music
- Jennifer Wilkins, Internship Coordinator/ Career Counselor, Career Development Office.



President to address campus funding priorities.

Operating Budget

The 2021-2022 operating budget allocation for the President’s Office amounts to \$12,000.

Planning Assumptions

Allocation from the campus-wide IFR Buyout will be used at the direction of the

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR) President's Office			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	12,000	49,000	(37,000)
TOTAL	\$ 12,000	\$ 49,000	\$ (37,000)



Provost and Executive Vice President for Academic Affairs David Starrett.

Academic Affairs Budget Statement

Overview

Academic Affairs operates over 150 IFR accounts and subaccounts. IFR accounts include all student credit course fees as well as non-credit courses fees, Ticket Office receipts and charges as well as the comprehensive music fees among others.

Highlights

- These accounts support a broad range of academic operations.
- Course Fees cover costs above and beyond regular instruction.
- Several School of Music events, and department of Theatre and Dance performances, are held each year with the Ticket Office collecting the ticket fees and depositing them in IFR accounts, As a result of the

COVID pandemic, fee collection for events is anticipated to be lower.

Planning Assumptions

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

- The School of Music comprehensive music fee will remain at \$250 for the 2021-2022 fiscal year.
- Fees will continue to be waived for non-music majors taking music classes.
- The Box Office Fee will be 4.00 per semester for the 2021-2022 fiscal year.

Operating Budget

Academic Affairs has over 150 IFR accounts and subaccounts with an allocation of \$1,312,570-a decrease of \$134,850 from 2020-2021.

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	170,850	176,350	(5,500)
Other than Personal Service	1,141,720	1,271,070	(129,350)
TOTAL	\$ 1,312,570	\$ 1,447,420	\$ (134,850)



**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. The Student Technology Fee account is also housed in the Finance and Administration Division.

Highlights

The Campus Park and Ride bus annually provided service to over 11,044 riders in 20-21. It is offered to students, faculty, staff, and guests of the university. 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 \$55.00 per semester for the 2021-2022 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 Park & Ride bus shuttle service continues to offer reduced hours of operation to increase budget efficiencies.
- The Technology Fee remained at \$227.00 per semester.

Operating Budget

The Finance and Administrative IFR accounts and subaccounts will have a 2021-2022 allocation of \$2,675,230 a decrease of \$533,950 from 2020-2021. Major accounts within Finance and Administration include the Administrative Overhead, Fredonia Installment Payment Plan (FIPP), Campus Recharge accounts and the Student Technology Fee.

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR) Finance and Administration			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	135,500	133,000	2,500
Other than Personal Service	2,539,730	3,076,180	(536,450)
TOTAL	\$ 2,675,230	\$ 3,209,180	\$ (533,950)



Interim Chief Information Officer
Benjamin Hartung

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 the Chief Information Officer, based on university goals and objectives developed by Information Technology Services (ITS), the Information Technology Advisory Board and the President’s Cabinet.

Funds from the Student Technology Fee support a wide range of campus technology services benefiting students in every program 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

Fredonia has been progressive and responsive with offering technologies that

continue to be sustainable, secure, and stable for the campus community. Numerous critical technologies were implemented in order to effectively respond to the COVID-19 pandemic.

Behind-the-scenes maintenance, administration, and service enhancement work delivered a “stable, responsive, secure, and accessible computing environment” were enjoyed by the Fredonia campus community. In addition, database, network, software, labs and smart classroom upgrades helped maintain state-of-the-art facilities.

Notable accomplishments include:

- During the 2020-2021 fiscal year, the ITS department successfully completed 9,515 Tracker IT support tickets with an overall customer satisfaction rating score of 4.9 out of 5.
- ITS successfully completed a total of 21 projects on-time and within estimated budget with an average customer satisfaction rating of 4.9 out of 5.
- ITS completed a six month project to successfully migrate the university’s Banner Student Information System (SIS) server hosting environment to the Information Technology Exchange Center (ITEC) data center located in Buffalo, N.Y. The monumental project provided substantial

FREDONIA			
Proposed 2021-2022 Budget			
Income Fund Reimbursable (IFR)			
Technology Fee			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	107,500	110,000	(2,500)
Other than Personal Service	948,447	1,580,035	(631,588)
TOTAL	\$ 1,055,947	\$ 1,690,035	\$ (634,088)



institutional cost savings, additional security protections for the university's most critical data assets, enhanced business continuity capabilities, provided succession planning for onsite support staff, and addressed mandatory regulatory compliance requirements.

- As part of President Stephen Kolison's vision to transform the university, the [FRED Laptop Program](#) was successfully developed and implemented by ITS, the Faculty Student Association (FSA), and Enrollment and Student Services (ESS) during the 2020-2021 academic year. The goals of the new lease-to-own program included providing students with a Microsoft Windows or Apple laptop, equipped with the latest technology to meet basic remote computing needs throughout their academic career.
- Fredonia continued to enhance its Internet connection speeds and supporting infrastructure to provide faster downloads, higher quality video streaming and a more responsive overall experience.
- Successfully developed and implemented the [FREDconnect](#) locally hosted student portal. FREDconnect has a focus on student groups and events associated with mentioned groups to improve retention. The portal also integrates with Localist, the event calendar maintained by the Office of Marketing and Communications, as well as with local systems databases.
- In an effort to maintain a high degree of performance, security, and stability, ITS staff successfully replaced numerous network switches across campus buildings and replaced or newly installed over 1,630 state-of-the-art high-speed Wireless Access Points (WAPs) across campus.
- ITS continued to expand the number of security cameras and card access doors, elevating the security envelope throughout campus.
- As part of a mandated SUNY Chancellor's initiative, the Information Security Office (ISO) successfully launched a phishing simulation program (KnowBe4) during the past year. The SUNY-wide initiative's goal is to provide additional security for campus



email systems since phishing represents one of the most prevalent threats to the campus community.

- ITS successfully completed the SUNY Strategic Identity Initiative (SSII) as part of a SUNY Chancellor's initiative during the past year. The completion of the project provides the campus a far greater level of business continuity capability and resiliency for authenticating the university's critical cloud hosted computing services such as Oncourse, Google Workspace (Gmail) and Zoom.
- Due to the implementation of COVID-19 preventative measures, approximately half of the workstations in the computer labs and smart classrooms were required to be taken offline in order to support social distancing compliance. In order to continue to provide critical computer lab resources to students and faculty, ITS successfully implemented the [Fredonia Virtual Labs](#) (FVL) environment to allow students to access the computer lab resources remotely. With the use of FVL, students can access the full range of lab computer resources for homework and/or remote classes from anywhere in the United States.
- As part of a SUNY-wide Chancellor's initiative to reduce costs, improve security, and centralize services, ITS successfully



completed Phase I of the SUNY Managed Print Initiative. The initial phase of the multi-year effort included the deployment of a campus-wide print management agent used to monitor the campus print resource utilization and the comprehensive security hardening of the current printing devices across campus. Phase II of the SUNY Managed Print Initiative will commence in the fall of 2021 as the campus works to meet the compliance requirements set forth in the SUNY [System-wide Print Resource Use Policy \(6902\)](#).

- As part of a SUNY Chancellor’s strategic initiative, ITS successfully deployed the [Eduroam](#) as a Wifi service for the campus community during the past year. Eduroam (education roaming), is an encrypted, world-wide wireless service developed for the international research and education community.

Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services’ 2021-2022 operating budget include:

- Complete a \$1.4 million capital project to address upgrading critical life and safety campus infrastructure. The project will include ensuring that all campus building exterior doors are on the campus online

card access control system, all obsolete security cameras are upgraded, and emergency power and Uninterruptible Power Sources (UPS) are installed in critical locations across campus to maintain critical services in the event of a power outage.

- Continue to participate in SUNY-wide shared or centralized service opportunities to reduce delivery and administrative costs.
- Expand Fredonia’s first student one-for-one laptop program (FRED Laptop Program), which will provide all students with a state-of-art laptop that is fully supported by the campus.
- Replace Fredonia’s existing legacy telephone system with a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Implement the SUNY Managed Print Initiatives to reduce the overall cost associated with printing on state-owned devices.
- Upgrade “Your Connection” self-service login to utilize the existing eServices username/password.
- Further enhance Fredonia’s Disaster Recovery and Business Continuity capabilities for applications, environments, and systems used in delivering IT services to the campus community.
- Expand on the use of vendors’ technologies delivering “lifetime” product warranties as a method of reducing annual hardware maintenance and support costs.
- Migrate to classroom technologies that reduce periodic maintenance activities as a method of aligning staffing work assignments to value-added activities.
- Continue to support the university by leveraging state-of-the-art technologies to enhance online instruction, expand the university’s online presence, and telecommuting capabilities.
- Reduce ongoing technology maintenance expenses by procuring more “next-generation bundled” solutions that deliver exceptional value.
- Leverage multi-year support and



maintenance agreements to help counter the ever-increasing cost of delivering current versions of academic software.

- Negotiate with vendors and service providers in confirming that Fredonia is procuring products and services at the lowest possible cost.
- As mandated by SUNY, implement the university’s first Electronic and Information Technology (EIT) Program.
- Upgrade the university’s virtual replicated

network storage infrastructure to ensure the campus’s critical data stores are always available.

Operating Budget

The 2021-2022 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure.

FREDONIA		
Proposed 2021-22 Budget		
Income Fund Reimbursable (IFR)		
Technology Fee - 3,800 includes J Term & Summer		
 Revenue:		
Projected Revenue @ 99.94%	\$ 1,675,981	
Projected Carryover		
Less: Offset State Expenses	(111,885)	
Less: CISCO Loan Payment	(268,809)	
Less: Admin. Overhead	(83,799)	
Less: Fringe 62.70%	(4,703)	
Less: Maint. Overhead	(150,838)	
Net Revenue		<u>\$ 1,055,947</u>
 Expenses:		
Temporary Service Regular	\$ 7,500	
Temporary Service - Students	\$ 100,000	
Supplies & Expenses	<u>948,447</u>	
Total Expenses		<u>\$ 1,055,947</u>



**Enrollment and Student Services
Budget Statement**

Overview

Enrollment and Student Services (ESS) 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 ESS 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.

Planning Assumptions

Planning assumptions used in the development of the Enrollment and Student Services operating budget include:

- The Intercollegiate Athletic Fee will increase to \$181.00 for 2021-2022.
- The Student Health Services Fee will remain at \$185 per semester.
- 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 2021-2022 academic year.
- The Fitness Center will be restored to \$10.00 as the fee was not charged to students in 2020-2021.

Operating Budget

For the 2021-2022 fiscal year, the Enrollment and Student Services’ IFR accounts will receive an allocation of \$1,979,200 an increase of \$450,800 from last year. A partial reason for this increase is due to restoring fees to pre- COVID pandemic levels.

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR) Enrollment and Student Services			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ 551,800	\$ 537,100	\$ 14,700
Temporary Service	387,500	366,500	21,000
Other than Personal Service	1,039,900	624,800	415,100
TOTAL	\$ 1,979,200	\$ 1,528,400	\$ 450,800



Intercollegiate Athletic Fee

Overview

The Fredonia State 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 (baseball, basketball, cross country, hockey, soccer, swimming and diving, and indoor and outdoor track and field) and 11 women’s sports (basketball, cheer, cross country, lacrosse, soccer, softball, swimming and diving, indoor and outdoor track and field, tennis and volleyball). Fredonia State has a storied history of successful competition on the tracks, athletic fields, courts and ice rinks of New York state. Funding for the Blue Devils athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay. The Department of Athletics and Recreation is led by Director of Athletics Jerry Fisk and assistant directors Angela Pucciarelli Rice and P.J. Gondek.

Highlights

2020-21 was a mixed year. On Feb. 23, 2021, the SUNYAC announced a return to sports. The ability to compete and hold contests was a great step in the direction of normalcy. However, that return did not look the same for each of

our teams. While the spring sports returned to competition, each had a reduced schedule of games which was conference-centric. Most fall sports enjoyed a day of competition after four to six weeks of practice. All teams returned to the Performance Center and practiced.

Student-Athlete Leadership Seminar

In the fall of 2018, the Department of Athletics and Recreation initiated the Student-Athlete Leadership Seminar (SALS) in response to an identified need discovered during the 2017-18 academic year for more leadership and co-curricular skills development.

There were no SALS events during the 2020-21 academic year. The Student-Athlete Advisory Committee was surveyed and based upon that information there were no events scheduled. In lieu of events, there was a significant effort to ensure that student-athletes were aware of the support available to them, both academically and mental health related.

Team Success

Blue Devil spring teams held contests and enjoyed the return to competition. Softball missed out on the playoffs on a tiebreaker after finishing with a 9-7 record in SUNYAC play. The men’s and women’s track and field teams had several student-athletes qualify for regionals.

Student-Athlete Academic Recognition



Director of Athletics
Gerald (Jerry) Fisk.

FREDONIA			
Proposed 2021-2022 Budget			
Income Fund Reimbursable (IFR)			
Intercollegiate Athletics			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Reimbursement to University	\$ 415,000	\$ 415,000	\$ -
Personal Service (Part Time Coaches)	112,000	18,930	93,070
Other than Personal Service	524,446	107,069	417,377
TOTAL	\$ 1,051,446	\$ 540,999	\$ 510,447



- Women’s cross country won the team academic award with a team grade point average (GPA) of 3.73. Women’s volleyball was second at 3.63, and women’s track and field third at 3.61. Overall, 14 of 17 teams had a GPA of 3.0 or higher and eight of those were above a 3.3.
- The SUNYAC Commissioner’s Academic Honor Roll included 137 Blue Devils. The Academic Honor Roll encompasses all student-athletes who contributed to an athletic team and have a cumulative GPA of 3.30 through the spring semester.
- Twenty-five Blue Devils were recognized for their academic excellence and inducted into the Chi Alpha Sigma honor society. The award recognizes seniors who have a cumulative GPA of 3.4 or higher while being a contributing member of a Blue Devil team.
- Eleanor Clarke of women’s track and field, and Jane Chiacchia of women’s tennis, won the SUNYAC Elite 20 Award for Academic Excellence. The Elite 20 Award goes to the championship participant with the highest grade point average. Chiacchia was also named the 2021 SUNYAC Scholar-Athlete of the Year in women’s tennis, as was sophomore Collin Barmore in men’s outdoor track and field.
- Erin Pratt of women’s soccer, Matt Erman of men’s cross country and track and field, and Sam Wagner of men’s soccer were recognized as the Fredonia State

Scholar Athletes of the Year for having the highest GPA among all qualifying senior student-athletes.

Student-Athlete Athletic Recognition

The department recognized its Athletes of the Year at the virtual FREDDYS. Katie Yudin, a graduate student on the softball team, was selected Female Athlete of the Year. Toby Onuoha, a sophomore sprinter/jumper on the men’s track and field team, was named Male Athlete of the Year.

All-America and All-SUNYAC recognition

Regional All-America

- Katie Yudin, a pitcher/utility player, was selected third-team all-region by the National Fastpitch Coaches Association.

All-SUNYAC

- First Team: Katie Yudin (softball), Collin Barmore (men’s outdoor track and field 800m)
- Second Team: Nicole Kumro (softball), TyeRyan Burke, Topher Elkins, Collin Barmore, Toby Onuoha (men’s outdoor track and field, 1600m relay), Eleanor Clarke (women’s outdoor track and field, javelin)
- Third Team: Toby Onuoha (men’s outdoor track and field, high jump), Topher Elkins, Toby Onuoha, Tyler Miller, TyeRyan Burke (men’s outdoor track and field, 400m relay)

Department Events and Outreach

- The 35th Annual National Girls and Women in Sports Day was held virtually Feb. 1-4, 2021. Fredonia State head coaches and student-athletes took to Instagram Live to lead discussions centered around mental health, recruiting, the student-athlete experience and transitioning from high school to college. The sessions were fantastic and really showcased our talented Blue Devil student-athletes.
- NCAA Division III Week is an annual celebration of what it means to be a Division III student-athlete that concludes with National Student-Athlete Day. April 5-11, 2021 was the week designated for recognition of Fredonia’s student-athletes. Social media



posts on Twitter and Instagram, segments to highlight alumni and a campus cleanup were all pieces of the week. National Student-Athlete Day saw all student-athletes receive a complimentary t-shirt to reward their efforts and commemorate the week.

Student-Athlete Assessments

- Fredonia State Athletics conducts student-athlete assessments at the end of each season. Administrators and coaches review the surveys and use them to evaluate each program. The assessments are also used for decision-making purposes.
- Approximately 169 student-athletes took the anonymous surveys in 2020-21. Results included:
 - ◊ 72 percent of respondents stated that participating in varsity athletics has increased their self-confidence either a great deal or considerably.
 - ◊ 80 percent of respondents stated that their coach displays good or excellent sensitivity to their feelings and problems.
 - ◊ 88 percent of respondents stated that their coach displays good or excellent ability to communicate clear objectives and expectations.
 - ◊ 100 percent of respondents stated that their coach communicated and enforced COVID policies and expectations within their teams.

Hall of Fame

The pandemic forced the postponement of the Fredonia State Athletics Class of 2020 Hall of Fame induction (five individuals, three Teams of Distinction). The bi-annual ceremony originally scheduled for October 2020 was postponed and will now be held in 2022 as part of Alumni Weekend.

The following will be inducted as individuals:

- Jordan Basile, '09, baseball
- Matt Borchard, '06, men's soccer
- Sarah Hite-Moore, '05, women's track and field
- Walt Hubbard, '93, men's basketball



- Greg Prechtl, '68, coach and administrator

The following will be Inducted as Teams of Distinction:

- 1981 Men's Cross Country
- 1985 and 1986 Men's Soccer
- 1992-93 Men's Basketball

Yearly Competitions

- The battle for the Lake Erie Cup, head-to-head between SUNY Buffalo State and Fredonia was not held due to the limited number of contests.
- The I-90 Cup -- an annual baseball competition between Fredonia State and Penn State Behrend - was contested. By virtue of the Blue Devils 13-4 victory on April 14, 2021, the I-90 Cup is back in Fredonia.

Planning Assumptions

Planning assumptions used in the development of the 2021-22 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee remains unchanged at \$181 per semester.
- Fredonia will continue to compete in the same sports.



2021-2022 Fredonia Income Fund Reimbursable (IFR)

- The Intercollegiate Athletics budget will reimburse the university for \$415,000 in support of the wages of the coaching staff.

Operating Budget

The proposed 2021-22 Intercollegiate Athletic Fee operating budget is forecast at \$1,286,826. The figure represents the gross fee before reduced by overhead and other fees. The fee supports the operating costs of each intercollegiate sport, and salaries for several coaches and staff members. Operating costs include meals, lodging and transportation; equipment, scouting and recruiting; game administration, and officials and entry fees. The administrative

costs of the Fredonia Intercollegiate Athletics program include: conference and NCAA membership fees, assigning fees for officiating associations, purchase of uniforms and athletic equipment; attendance at professional meetings, sports information, laundry, promotions, post-season competition, and special projects such as field upgrades and locker room and office improvements, as well as the upkeep and periodic replacement of department equipment and vans to transport teams.

FREDONIA		
Proposed 2021-2022 Budget		
Income Fund Reimbursable (IFR)		
Intercollegiate Athletics		
Revenue:		
Projected Revenue @ 99.94%	\$	1,286,826
Prior Year Rollover		15,000
Less: Admin. Overhead (5%)		(64,341)
Less: Maint. Overhead (9%)		(115,814)
Less: Fringe Benefits (62.70%)		<u>(70,224)</u>
Net Revenue		<u><u>\$ 1,051,446</u></u>
Expenses:		
Reimbursement to University	\$	415,000
Personal Service (Part Time Coaches)		112,000
Supplies & Expenses		<u>524,446</u>
Total Expenses		<u><u>\$ 1,051,446</u></u>



Student Health Services Fee

Overview

The Department of Student Wellness and Support includes the Student Health Center, Counseling Center (FCC), and Prevention, Advocacy and Wellness Outreach Services (PAWS), all located in LoGrasso Hall. Executive Director Tracy L. Stenger supervises these units with Deborah Dibble serving as Director of the Student Health Center and Dr. Amy Damiani serving as University Physician. Jeffrey Janicki serves as Clinical Director of Mental Health Services and Julie Bezek oversees Prevention, Advocacy and Wellness Outreach Services (PAWS).

Student Wellness and Support services are completely funded through the Student Health Services Fee. The operational costs of the Health Center and the Counseling Center (which includes the PAWS office) include all costs for staff and fringe benefits, supplies, educational materials and medical equipment.

The Student Health Center employs two 10-month nurse practitioners, with one serving as the administrative director, one part-time physician, one full-time 10-month nurse, one full-time 12-month nurse and a full-time Office Assistant 2. The Counseling Center operation includes one full-time 10-month clinical director who also serves as a clinician, two full-time 9-month clinicians and one full-time 10-month clinician, an additional 10-month clinician who also provides informal consultations (“Let’s Talk”) at the Intercultural Center on a part-time basis, a 10-month Prevention, Advocacy and Wellness Outreach Coordinator and a full-time secretary. The Counseling Center operates during the academic year. The center staff provides crisis services 24 hours a day during the academic year and utilizes the Chautauqua County Mobile Crisis services for after-hours support, as needed.



Executive Director of Student Wellness and Support
Tracy Stenger.

Highlights

Counseling Center

The Fredonia Counseling Center continues

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR)			
Student Health Fee			
Area of Expense	Proposed 2021-2022 Allocation	2020-2021 Allocation	Change
Personal Service Regular*	\$ 412,400	\$ 400,416	\$ 11,984
Reimbursement to University	545,200	545,200	-
Temporary Service	14,000	14,000	-
Other than Personal Service	30,000	42,799	(12,799)
TOTAL	\$ 1,001,600	\$ 1,002,415	\$ (815)



to prioritize accessibility to ensure that the greatest number of students can receive mental health assistance as timely as possible. In the Fall 2020 semester, 7.5 percent of the student population engaged in services. The average wait time for an initial appointment was 4.63 business days. Thirty percent of the intakes were provided on the same day services were initiated (42 percent within 24 hours).

Points of Pride for 2020-2021:

- The counseling staff remained committed to engaging students in innovative ways despite the obstacles related to the COVID-19 pandemic. A commitment to outreach initiatives, including the weekly FSUFREDWELL Monday email and Let’s Talk LGBTQ+ speaker series, demonstrated the center’s commitment to its mission/values to be a highly visible and trusted resource in which skilled and caring professionals empower students to fulfill their potential by imparting emotional regulation and communication skills; by inspiring action, hope and creativity; and by promoting behavior which demonstrates

respect, responsibility and compassion for oneself, the local community, the world community and the environment.

- The counseling staff demonstrated great resiliency in managing personal and professional concerns related to the ongoing pandemic and heightened social tensions surrounding the Black Lives Matter movement, the Federal Presidential election, and increased violence towards Asia-Americans. Staff engaged in thorough self-reflection, candid conversations, and specialized training throughout the academic year to address the concerns in a healthy and productive manner.
- The counseling staff provided competent and ethical clinical tele-services, ensuring a high level of professionalism while working remotely. The center’s clinicians demonstrated a commitment to engaging in training specific to the transition to providing services virtually. The clinicians also were diligent in providing services in a timely and efficient manner, and provided an exceptional learning environment for interns.

FREDONIA	
Proposed 2021-2022 Budget	
Income Fund Reimbursable (IFR)	
Student Health Fee	
Revenue:	
Projected Revenue @ 99.94%	\$ 1,365,935
Rollover from Prior Year	32,745
Additional Revenue Need	61,504
Less: Admin. Overhead	(68,297)
Less: Maint. Overhead	(122,934)
Less: Fringe Benefits (62.70%)	(267,353)
Net Revenue	<u>\$ 1,001,600</u>
Expenses:	
Personal Service	\$ 412,400
Reimbursement to University	545,200
Temporary Service	14,000
Supplies & Expenses	30,000
Total Expenses	<u>\$ 1,001,600</u>



Prevention, Advocacy and Wellness Services

Prevention, Advocacy, and Wellness Services (PAWS) strives to create a campus culture in which members make informed and responsible decisions regarding their personal and community health. PAWS works to reduce the incidence, prevalence, and severity of substance abuse and interpersonal violence-related problems among Fredonia students.

Points of Pride for 2020-2021:

- **FREDwell Lounge:** In collaboration with the offices of Campus Life and Residence Life, PAWS developed the FREDwell Lounge - a space within the Williams Center that offers health and wellness information, student support groups, and various wellness workshops and programs. PAWS provided resource information for on-campus and community resources; donated wellness items for distribution, and assisted in the coordination of peer support groups.
- **Care Coordination for students in isolation and quarantine:** The COVID-19 pandemic brought many challenges to students, especially those who had to quarantine/isolate during the academic year. PAWS coordinated assistance to the students through email, Zoom, and phone call consultations to assess their mental health needs and connect them to relevant resources.

STUDENT HEALTH CENTER

Primarily due to the COVID-19 pandemic, the year 2020-21 was a record-breaking year for the Student Health Center with a total of 7,071 patient encounters. The number includes students who were physically seen in the health center and those seen via telemedicine. The number of encounters is an overall **68 percent increase** from the 4,221 encounters during the 2019-20 academic year.

Points of Pride for 2020-2021:

- **1 - Student Centered - Patient Numbers**



on the Rise: The 2020-21 academic year included many challenges for both the university and the Student Health Center. With the COVID-19 pandemic, the Student Health Center started the semester in a telemedicine mode, and quickly moved into functioning primarily as a COVID clinic - not only physically evaluating those infected with COVID, but performing COVID tests, and caring for students who tested positive as well as those who were direct contacts.

- **2 - Accessibility - Accommodating on the Fly:** The presence of COVID-19 disease in the Western New York area changed the delivery of medical care in the region and changed the way students were seen at the Student Health Center. In order to facilitate pre-screening of appointments, appropriate triage and physical distancing, all care delivered at the health center was by appointment only. It allowed for flexibility in the medical provider's schedules while ensuring that students were cared for safely and on a timely basis. Students were seen in-person or by telemedicine (phone or Zoom).
- **3 - Excellence - COVID Everything:** The Student Health Center staff worked tirelessly over this past academic year to evaluate, diagnose, and care for COVID-19 positive students and students who were



Operating Budget

The 2021-22 proposed operating budget for the Student Wellness and Support operation remains at \$185 per student, per semester. The funds are generated from the Student Health Services Fee, which was established by the SUNY Board of Trustees (April 1991) and is included in the campus Student Services and Program Charge. The fee will allow Student Health Services to continue to provide services in a workable flow in the midst of the implemented state budget proposal.



a direct contact with a COVID positive individual. Students were provided with care, in-person or by telemedicine, sometimes seven days a week, and at all hours of the day and night. The goal was to mitigate the spread of COVID-19 on the Fredonia campus. A total of 338 students tested positive for COVID-19 during the 2020-21 academic year and another 855 students were quarantined as either direct contacts, for precautionary travel quarantine, or due to experiencing COVID-like symptoms. Overall, approximately, one-third of students enrolled at SUNY Fredonia were impacted by COVID during the 2020-21 academic year.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 Student Health Services Fee operating budget include:

- The Student Health Services Fee increased to \$185 per student, per semester, beginning in Fall 2020.





University Advancement
Budget Statement

Overview

The University Advancement Division manages a handful of IFR accounts. The main accounts in this division are the IFR Buyout and the Student Engagement Fee.

Highlights

The Student Engagement IFR accounts maintained by the Division of University Advancement is utilized to facilitate service learning activities; experiential learning opportunities; sustainability

initiatives, civic and community

Planning Assumptions

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

- The Student Engagement Fee will be only \$1.00 per semester.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2021-2022 fiscal year, the total allocation in the IFR accounts for the University Advancement Division will be \$21,000.



Interim Vice President of University Advancement and Executive Director of the College Foundation
Betty Gossett.

FREDONIA Proposed 2021-2022 Budget Income Fund Reimbursable (IFR) University Advancement			
Area of Expense	2021-2022 Proposed Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	1,000	1,000	-
Other than Personal Service	20,000	15,000	5,000
TOTAL	\$ 21,000	\$ 16,000	\$ 5,000





OVERVIEW

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OPERATING BUDGET

STATE UNIVERSITY TUITION
REIMBURSABLE ACCOUNT (SUTRA)
OPERATING BUDGET





**State University of New York at
FREDONIA**
2021-2022 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

The major components of SUTRA on the Fredonia campus include the offices of Extended Learning, and International Education. The various operations within SUTRA operate on the State University of New York (SUNY) concept of self-sufficiency. Expenditures are capped based on available cash balances, which

carry forward to the next fiscal year.

Highlights

- Extended Learning continually strives to grow enrollments in Summer and J-Term. It reviews past transfer data and identifies specific courses that Fredonia should offer to meet student demand, and successfully implemented a five-week J-Term in 2021 to encourage more faculty to offer condensed time frame classes.
- The implementation of new study abroad software starting with Summer 2021 applications will streamline the study abroad application process for students and improve record-keeping and communication among the OIE staff.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 SUTRA operating budget include the following:

- The SUTRA budget will fund 3.00 Full-Time Equivalent (FTE) positions.
- Continued funding of \$100,000 from the Fredonia College Foundation will be utilized for scholarships.

Operating Budget

The total 2021-2022 SUTRA budget is projected at approximately \$1.25 million an increase of about \$25,000 from the 2020-21 fiscal year. Honors Scholarship funding will remain at \$100,000.

Proposed 2021-2022 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Campus Total FTE Distribution			
	2021-2022	2020-2021	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	3.00	3.00	0.00
TOTAL	3.00	3.00	0.00



Extended Learning

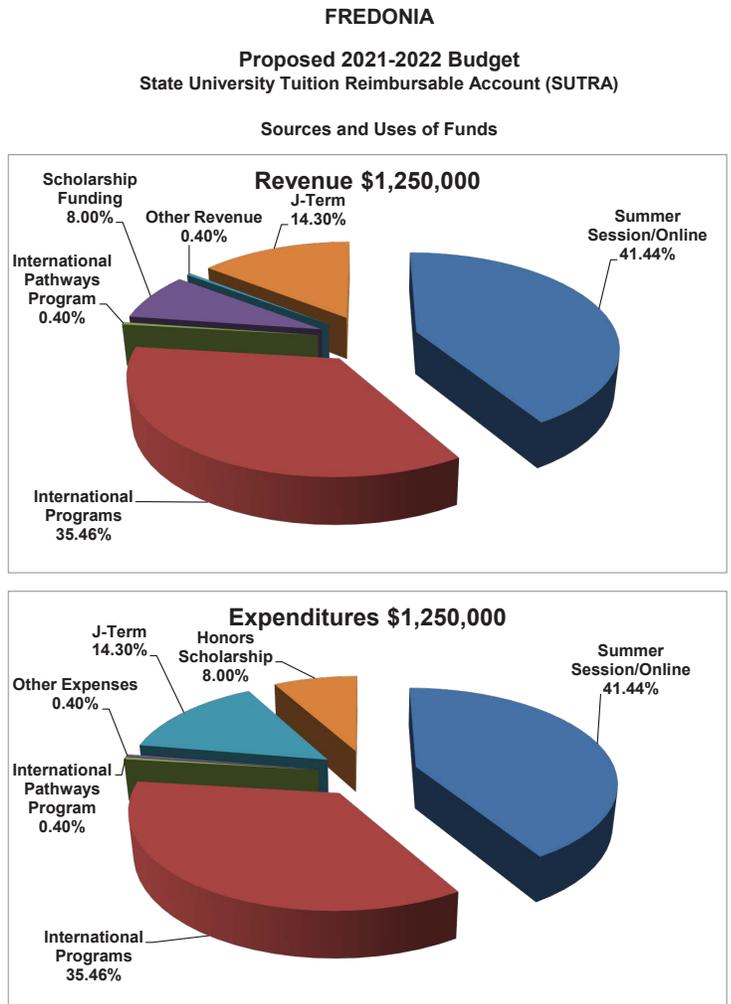
Overview

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

Highlights

Extended Learning reports to the Associate Provost for Academic Affairs. The unit has greatly increased its visibility on campus, making more people aware of its various offerings. It continues to revamp its approach to managing Summer Sessions and J-Term, particularly through enhanced marketing and student-focused scheduling. Some highlights for the Academic Year 2020-2021 include:

- Extended Learning continually strives to grow enrollments in Summer and J-Term. It reviews past transfer data and identifies specific courses that Fredonia should offer to meet student demand, and successfully implemented a five-week J-Term in 2021 to encourage more faculty to offer condensed time frame classes. Summer 2020 semester credit hours increased by 11.8 percent and headcount increased by



8.2 percent over Summer 2019. J-Term 2021 semester credit hours increased by 31.4 percent and headcount increased by 10.4 percent over J-Term 2020.

- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2020 featured 61 online course sections. J-Term 2021 featured 34 online course sections.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses are offered for-credit in local high schools. It was piloted in a local school district during Academic Year 2015-2016; 37 students from several high schools successfully completed the program during AY 2020-2021.
- Noncredit courses, workshops and course auditing options experienced a



2021-2022 Fredonia SUTRA Operating Budget



Director of
Extended Learning
Eric Skowronski.

decrease in overall enrollments (linked primarily to the pandemic) while the Extended Learning Credit Program experienced an increase in enrollment.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Extended Learning will strive to develop more programs that align with

the university's mission and support its Strategic Enrollment Management (SEM) initiative. It includes, but is not limited to, noncredit continuing education and high school outreach.

- Extended Learning will strive to grow intersession enrollments by building schedules that better meet student needs. In addition, it will continue to seek the most effective means of releasing intersession course schedules to coincide with the release of academic year schedules. It will continue to offer J-Term Online with two-, three-, four-, and five-week course options to encourage more course offerings. It will also continue to offer a remote course modality option to encourage more course offerings during the intersessions.
- The Summer Sessions budget will fund 3.00 full-time equivalent (FTE) positions.

Operating Budget

Funding in the 2021-2022 SUTRA budget will help to position Extended Learning for growth, by enabling it to expand its product offerings, engage in new marketing activities and produce greater revenue for the university.

FREDONIA			
Proposed 2021-2022 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Object	Proposed 2021-2022 Allocation	2020-2021 Allocation	Change
Personal Service Regular	\$ 190,000	\$ 186,200	\$ 3,800
Temporary Service	361,300	331,300	\$ 30,000
Other than Personal Service	698,700	707,500	\$ (8,800)
GRAND TOTAL	\$ 1,250,000	\$ 1,225,000	\$ 25,000

FREDONIA	
Proposed 2021-2022 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Session/Online	\$ 518,000
International Programs	443,200
International Pathways Program	5,000
Scholarship Funding	100,000
Other Revenue	5,000
J-Term	178,800
Total	\$ 1,250,000
Expenditures:	
Summer Session/Online	\$ 518,000
International Programs	\$ 443,200
International Pathways Program	\$ 5,000
Other Expenses	\$ 5,000
J-Term	\$ 178,800
Honors Scholarship	\$ 100,000
Total	\$ 1,250,000



Office of International Education

Overview

Reporting to the Associate Provost for Curriculum, Assessment, and Academic Support, Dr. Naomi Baldwin serves as the Director of the Office of International Education (OIE), located in Thompson Hall. International Education is responsible for facilitating partnerships between Fredonia and institutions abroad, developing and coordinating international exchange and study abroad programs, overseeing the university's English as a Second Language (ESL) and International Pathway Program (IPP), 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 the Student and Exchange Visitor Information System (SEVIS), maintain international student records, and assist with international student recruitment and retention.

Highlights

- The J-1 exchange program was transitioned to a consortium model, saving over \$3,500 in SEVIS maintenance fees.
- The OIE staff did an outstanding job continuing to navigate issues related to COVID-19, managing changing federal, state, and campus regulations, offering clear advice to students, and ensuring that academic progress of students was not disrupted.
- OIE has continued developing programs and resources that will help make study abroad more accessible to new audiences including new Fredonia students and graduate students. In addition, new degree maps with 10 Fredonia departments will help students and advisors plan study abroad as part of their Fredonia degree program.
- The implementation of new study abroad software, completed in Summer 2021, has streamlined the study abroad application and communication processes

for students and faculty leaders, and it has improved recordkeeping and communication among the OIE staff.

Planning Assumptions

Planning assumptions used in the development of the 2021-2022 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Limitations on international mobility will impact future participation in both incoming ESL learners and outgoing study abroad students.
- To the extent possible, Fredonia's ESL and International Pathway Program will continue to support international student enrollment and Fredonia's capacity to offer short-term study abroad programs to partners abroad.
- As travel becomes possible, study abroad participation will increase slightly in comparison to past terms in order to serve students whose programs were postponed since Summer 2020. The office anticipates SUNY approval to re-open mobility starting with J-Term 2022 programs.
- Ongoing outreach efforts from the Office of International Education, study abroad fairs, improved faculty advisement resources, and faculty-led initiatives will continue to encourage students to take advantage of study abroad opportunities as they become available.

Operating Budget

Funding in the 2021-2022 SUTRA budget will assist the Office of International Education in maintaining and delivering international programs and opportunities 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.



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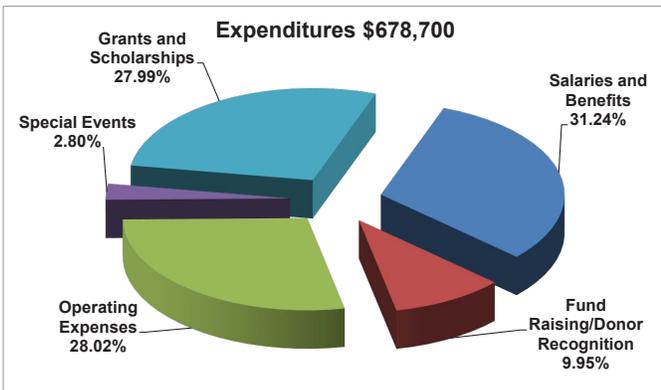
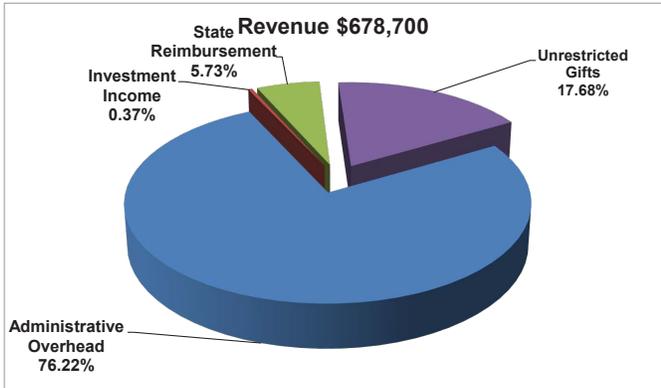
FREDONIA COLLEGE FOUNDATION OPERATING BUDGET





FREDONIA
Proposed 2021-2022 Budget
Fredonia College Foundation Budget

Sources and Uses of Funds



FREDONIA
2021-2022
Fredonia College Foundation Budget

Overview

The Fredonia College Foundation, established in 1964, is a separate nonprofit corporation (501c3) that accepts contributions to support scholarships and academic programs for the university. The foundation board consists of 31 directors who are trustees for the foundation’s total assets of nearly \$54 million. The Executive Director of the foundation is Betty Catania Gossett, who also serves as Interim Vice President for the Division of University Advancement. The Development Office includes professional staff, including fundraisers, a controller and administrative staff.



The 2021 executive committee includes Joseph Falcone (Chair); Dr. Michael A. Marletta, ’73 (Immediate Past Chair); Jeffrey Fancher, ’82 (Vice Chair); Rachel Martinez-Finn, ’82 (Secretary); and Louann Baghat-Laurito, ’88 (Treasurer). The board welcomed new board members Christa Cook, J.D., ’97; Kurt Maytum, and student representative Joshuel Velasco. All board members serve without compensation or reimbursement.

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

Highlights

- Recurring audit opinion that financial statements are presented fairly and all changes in financial positions and cash flows conform with generally accepted accounting principles.
- The Nurturing Innovation campaign for Fredonia raised \$24,520,307 toward its \$20



million goal (ending date was 12/2020).

- During 2020, the foundation received \$2,405,760 in gifts to the university.
- Endowment Market Value as of June 30, 2021, was \$48,696,763.
- Online receipts nearly doubled from prior years, totaling \$222,353 in 2020.
- The foundation board approved a 4.5 percent spending rate.
- Scholarships and grants from restricted and endowment funds were \$1,740,862 during 2020.
- For 2020, the foundation spent over one-third of its unrestricted annual budget (\$245,716) on student financial aid and scholarship grants.
- Endowments increased in number, totaling 551 in 2020, compared with 539 in 2019.
- A Fredonia Student Emergency Relief Fund was established by faculty, staff, and alumni to assist students facing hardships. Over \$210,000 was raised during the year.

Planning Assumptions

Planning assumptions used in the development of the 2021 Fredonia College Foundation operating budget include the following:

- Interest income will decrease.
- Administrative/management fees will remain consistent.
- Foundation receipts are expected to decrease in 2021.
- Spending rate will remain at 4.5 percent.
- Major gifts and planned giving will remain the fundraising focus.
- Focus will remain on increasing Annual Giving Program participation and unrestricted giving
- Travel will increase as COVID restrictions are loosened.
- Donor and scholar recognitions will increase drastically as COVID restrictions are lifted
- University financial support (state support) of the division will likely decrease.
- Additional scholarship dollars and discretionary funding will be needed to support

the university's recruitment and retention efforts.

- Transitioning focus from the campaign to identifying and engaging an additional pool of alumni and potential donors.

Operating Budget

The 2021 Fredonia College Foundation operating budget totals \$678,700. The unrestricted gift income is expected to decrease from 2020. The foundation board approved 30.7 percent of the 2021 operating budget to be allocated for direct university support in the form of scholarships, grants and discretionary spending.

FREDONIA	
2021-2022 Budget	
Fredonia College Foundation Budget	
Revenue Sources and Expenditures	
Revenue Sources:	
Administrative Overhead	\$517,300
Investment Income	2,500
State Reimbursement	38,900
Unrestricted Gifts	<u>120,000</u>
Total	<u><u>\$678,700</u></u>
Expenditures:	
Salaries and Benefits	\$212,000
Fund Raising/Donor Recognition	67,500
Operating Expenses	190,200
Special Events	19,000
Grants and Scholarships	190,000
Total	<u><u>\$678,700</u></u>



2021-2022 Fredonia College Foundation Operating Budget



Interim Vice
President of
University
Advancement and
Executive
Director of the
College Foundation
Betty Gossett.

FREDONIA			
2021-2022 Fredonia College Foundation Budget			
Revenues and Expenses			
	2021-2022 Budget	2020-2021 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$500,000	\$500,000	\$0
Administrative Overhead-Restricted Funds	17,300	17,200	100
Investment Income	2,500	2,000	500
Foundation House/Rent	38,900	42,000	(3,100)
Unrestricted Gifts	120,000	135,000	(15,000)
TOTAL REVENUE	\$678,700	\$696,200	(\$17,500)
Projected Expenses			
Accounting Fees-Auditor	7,600	7,500	\$100
Annual Report	5,000	6,000	(1,000)
Board of Directors Expense	7,500	7,000	500
Brokerage and Bank Fees	12,000	11,000	1,000
Capital Campaign	2,500	20,000	(17,500)
Donor Event	17,500	15,000	2,500
Donor Recognition and Cultivation	35,000	10,000	25,000
Executive Director - VP Expenses	5,000	5,000	0
Insurance	8,500	6,100	2,400
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	5,000	10,000	(5,000)
Membership and Dues	7,500	7,500	0
Miscellaneous	1,000	1,000	0
Office Supplies	4,500	4,500	0
Payroll Processing	4,600	4,300	300
Planned Giving	30,000	30,000	0
Postage	1,000	2,200	(1,200)
President's Associates Events	0	0	0
Presidents Discretionary Fund	5,000	3,000	2,000
Printing	3,500	5,000	(1,500)
Publications	2,000	2,000	0
Salaries and Benefits	212,000	208,000	4,000
Scholarship Recipient Recognition	19,000	19,500	(500)
Software and Support	12,500	14,500	(2,000)
State Fees	1,000	1,000	0
Travel	15,000	20,000	(5,000)
Foundation House			
Depreciation	26,000	28,000	(2,000)
Utilities	5,000	5,000	0
Repairs and Maintenance	7,500	20,000	(12,500)
Custodial Services	12,000	12,000	0
Surplus (Deficit) for the year			0
TOTAL EXPENSES	\$475,200	\$485,600	(\$10,400)
Scholarships	65,000	65,000	0
Honors Scholarship	100,000	100,000	0
Grants and Awards	13,500	12,600	900
Discretionary Support	25,000	33,000	(8,000)
TOTAL EXPENSES AND GRANTS	\$678,700	\$696,200	(\$17,500)



**FREDONIA COLLEGE FOUNDATION
2021 Board of Directors**

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Silver Creek, NY

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Associate Vice President for Advancement, Engagement and Economic
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State University of New York at Fredonia
Fredonia, NY

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New York, NY

CLIFTON TURNER, '84
General Manager, Staples
New York, NY

SUSAN USZACKI-RAK, '81
Business Manager, Double A Vineyards
Fredonia, NY

Honorary Members
David Carnahan
Robert E. Coon, '50
Rocco R. Doino, Ed.D., '52*
Gilean W. French
Richard A. Gilman, Ph.D.
Amos Goodwine, Jr., '72
Wally Gotowka, '81
Stan Lundine
Douglas H. Manly
Jean M. Malinoski, '68, '81
Robert A. Maytum
James H. Mintun, Jr.
J. Brien Murphy, Ed.D., '53, '56
Edward C. Steele*
Kenneth W. Strickler*
Jeffrey J. Wallace, Sr., Ph.D., '68
Carol Eck Ward, '81 *
Henry K. Williams, IV, '95
Nancy L. Yocum, CPA, '90

*deceased

#FREDlast
Class of 2021

MORGAN NICHOLS

*Congratulations Morgan!!
You have arrived at graduation day!!!
Take pride in how far you've come and
have faith in how far you will go!
Embrace the mistakes in life that is
how we learn and grow!!!
We love you!!*

The Mayorgas



APPENDIX 1
Analysis of Funding for
University Operating Budget

APPENDIX 2
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Consolidated Operating
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APPENDIX 4
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APPENDIX 5
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APPENDICES



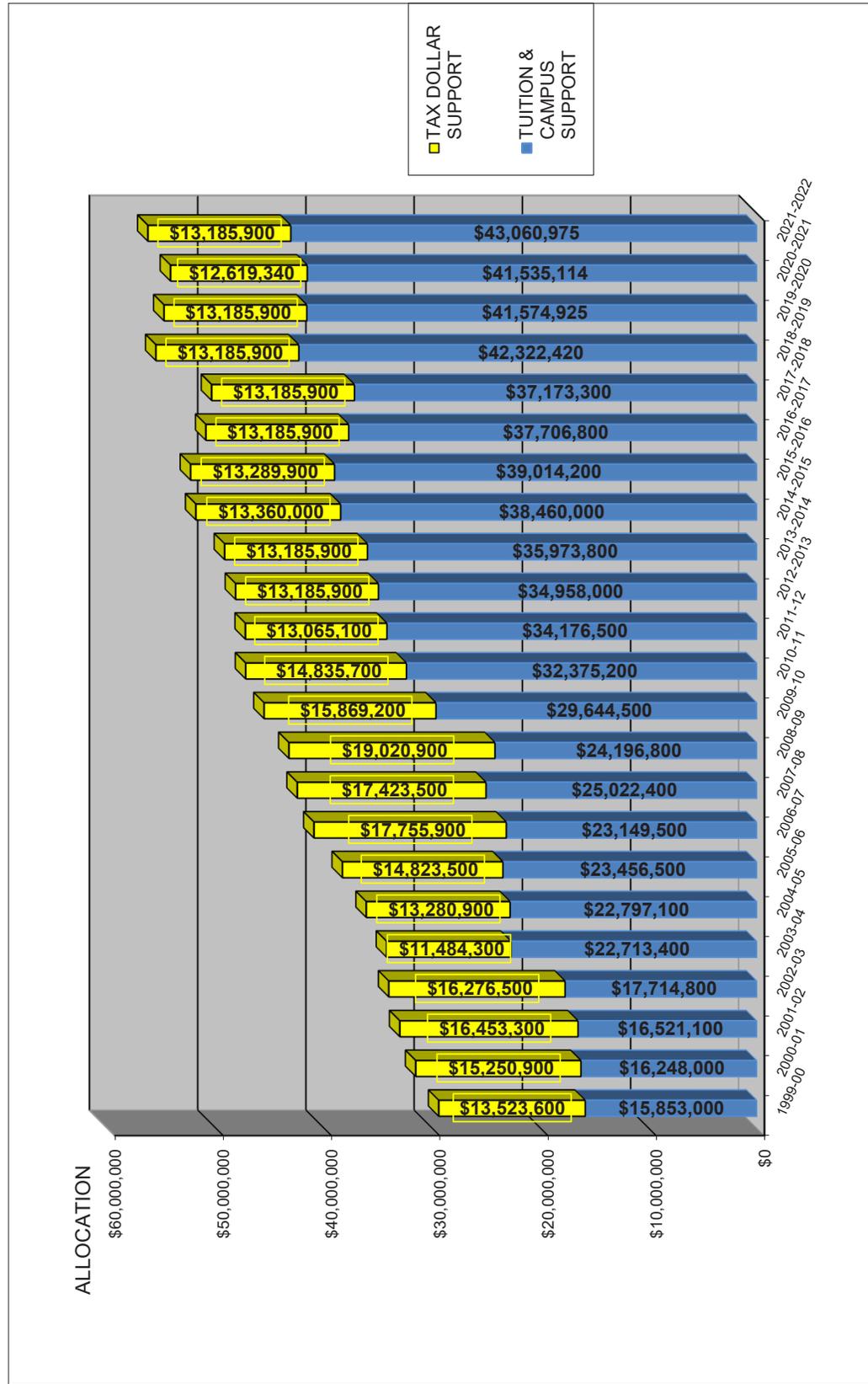


**FREDONIA
ANALYSIS OF STATE SUPPORT AND CAMPUS REVENUE
UNIVERSITY OPERATING BUDGET**

	<u>State Support</u>	<u>%</u>	<u>Campus Revenue</u>	<u>%</u>	<u>Total Budget</u>
2008-09					
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
2009-10					
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
2010-11					
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
2011-12					
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
2012-2013					
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
2013-2014					
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
2014-2015					
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
2015-2016					
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
2016-2017					
Preliminary - Sept 2016	13,185,900	26%	37,706,800	74%	50,892,700
Financial Plan (FORM 1)	13,185,900	26%	37,706,800	74%	50,892,700
2017-2018					
Preliminary - Sept 2017	13,185,900	25%	38,873,300	75%	52,059,200
Financial Plan (FORM 1)	13,185,900	25%	38,873,300	75%	52,059,200
Net Budget after Vacancies	13,185,900	26%	37,173,300	74%	50,359,200
2018-2019					
Preliminary - Sept 2018	13,185,900	24%	42,322,420	76%	55,508,320
Financial Plan (FORM 1)	13,185,900	24%	42,322,420	76%	55,508,320
2019-2020					
Preliminary - Sept 2019	13,185,900	24%	41,574,925	76%	54,760,825
Financial Plan (FORM 1)	13,185,900	24%	41,574,925	76%	54,760,825
Net Budget after Vacancies	13,185,900	24%	40,974,925	76%	54,160,825
2020-2021					
Preliminary - Sept 2020	10,353,100	19%	43,801,354	81%	54,154,454
Financial Plan (FORM 1)*	1,854,700	3%	52,299,754	97%	54,154,454
Final FORM 1 w/State Support	12,619,340	23%	41,535,114	77%	54,154,454
*SUNY had campuses prepare the FORM 1 with only pooled offset and no direct state support. Actual support TBD.					
2021-2022					
Preliminary - June 2021	13,185,900	23%	43,060,975	77%	56,246,875
Financial Plan (FORM 1)*	13,185,900	23%	43,060,975	77%	56,246,875



**FREDONIA
SOURCES OF FUNDING
UNIVERSITY OPERATING BUDGET**





State University of New York at Fredonia Projected 2021-2022 State Operating Base Budget

	President's Office	Academic Affairs	Finance & Administration	Enrollment & Student Services	University Advancement	Utilities/Other Institutional	Total
2020-2021 Final Base Budget - Financial Plan (FORM One)	\$572,940	\$28,711,469	\$9,000,165	\$5,206,130	\$1,825,615	\$8,838,135	\$54,154,454
Additional 2020-2021 Actions:							
Restored Positions & Increases			136,751	11,500	16,849		165,100
2020-2021 Adjusted Base Budget	\$572,940	\$28,711,469	\$9,136,916	\$5,217,630	\$1,842,464	\$8,838,135	\$54,319,554
Projected 2021-2022 Budget Actions							
Contractual Salary Increases & Retro Adjustments	40,780	1,116,289	282,779	207,500	37,251	(383,000)	1,301,599
Campus Advertising	500,000						500,000
New Positions/Approved Hires/ Salary Other	169,920	320,530			(144,400)	1,300	347,350
Voice over Internet Protocol (VoIP)						265,500	265,500
Strategic Investments	250,000						250,000
Research Foundation Costs		150,000					150,000
Promotional Rank & Salary Increases		25,772				50,000	75,772
SUNY Wide Agreements & Assessments						46,600	46,600
AED Batteries						37,800	37,800
Car Allowance	9,600						9,600
Institutional OTPS Increases & Recharges						3,100	3,100
Utilities						(200,000)	(200,000)
Tuition Credit Scholarship & Adjustments						(860,000)	(860,000)
Sub-Total Budget Adjustments	970,300	1,612,591	282,779	207,500	(107,149)	(1,038,700)	1,927,321
Proposed 2021-2022 Base Budget	\$1,543,240	\$30,324,060	\$9,419,695	\$5,425,130	\$1,735,315	\$7,799,435	\$56,246,875



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

FISCAL YEAR	PRESIDENT	ACADEMIC AFFAIRS	ADMIN	UNIVERSITY ADVANCEMENT	ENROLLMENT & STUDENT SERV.	UTILITIES	TOTAL	CHANGE
1999-00								
DOLLAR	\$374,000 1%	\$18,557,900 63%	\$4,212,500 14%	\$813,400 3%	\$2,180,500 7%	\$3,238,300 11%	\$29,376,600 100%	\$804,600 2.8%
FTE*	3.60 1%	342.96 66%	108.43 21%	12.25 2%	49.70 10%		516.94 100%	18.30 3.7%
* Health & Physical Education transferred from Academic Affairs to Student Affairs								
2000-01								
DOLLAR	\$375,800 1%	\$19,185,300 63%	\$4,277,700 14%	\$830,400 3%	\$2,297,900 8%	\$3,558,600 12%	\$30,525,700 100%	\$1,149,100 3.9%
FTE	3.60 1%	351.36 66%	110.93 21%	12.50 2%	51.70 10%		530.09 100%	13.15 2.5%
2001-02								
DOLLAR	\$399,900 1%	\$21,264,400 64%	\$4,641,900 14%	\$906,700 3%	\$2,490,800 8%	\$3,270,700 10%	\$32,974,400 100%	\$2,448,700 8.0%
FTE	3.50 1%	357.72 66%	113.93 21%	13.50 2%	52.70 10%		541.35 100%	11.26 2.1%
2002-03								
DOLLAR	\$422,400 1%	\$21,856,600 66%	\$4,835,400 15%	\$926,800 3%	\$2,566,200 8%	\$2,553,200 8%	\$33,160,600 100%	\$186,200 0.6%
FTE	3.60 1%	358.22 66%	115.18 21%	13.50 2%	52.54 10%		543.04 100%	1.69 0.3%
2003-04								
DOLLAR	\$410,300 1%	\$22,180,800 65%	\$4,683,100 14%	\$826,600 2%	\$2,658,000 8%	\$3,438,900 10%	\$34,197,700 100%	\$1,037,100 3.1%
FTE	3.60 1%	352.75 66%	110.38 21%	14.70 3%	53.54 10%		534.97 100%	-8.07 -1.5%
2004-05								
DOLLAR	\$418,500 1%	\$22,626,200 66%	\$4,903,400 14%	\$1,096,100 3%	\$2,851,100 8%	\$2,581,900 7%	\$34,477,200 100%	\$279,500 0.8%
FTE	3.50 1%	348.86 65%	111.00 21%	16.20 3%	54.14 10%		533.70 100%	-1.27 -0.2%
2005-06								
DOLLAR	\$427,700 11%	\$24,096,300 634%	\$5,186,500 136%	\$1,066,800 28%	\$2,976,600 78%	\$4,526,100 119%	\$38,280,000 100%	\$3,802,800 11.0%
FTE	3.50 35%	360.93 3577%	108.18 1072%	16.20 161%	54.98 545%		543.79 100%	10.09 1.9%
2006-07								
DOLLAR	\$451,900 17%	\$25,289,500 963%	\$5,475,200 209%	\$1,170,600 45%	\$3,152,600 120%	\$5,365,600 204%	\$40,905,400 100%	\$2,625,400 6.9%
FTE	3.50 15%	377.00 1578%	113.00 473%	17.20 72%	56.98 239%		567.68 100%	23.89 4.4%
2007-08								
DOLLAR	\$471,600 28%	\$26,396,000 1549%	\$5,567,000 327%	\$1,251,900 73%	\$3,402,800 200%	\$5,519,700 324%	\$42,609,000 100%	\$1,703,600 4.2%
FTE	3.50 29%	386.70 3222%	113.00 942%	18.00 150%	58.48 487%		579.68 100%	12.00 2.1%
2008-09								
DOLLAR	\$512,000 1%	\$28,604,100 64%	\$6,121,700 14%	\$1,364,000 3%	\$3,967,000 9%	\$3,952,200 9%	\$44,521,000 100%	\$1,912,000 4.5%
FTE	3.50 1%	396.56 66%	114.25 19%	18.00 3%	67.67 11%		599.98 100%	20.30 3.5%
2009-10								
DOLLAR	\$515,300 1%	\$29,258,500 64%	\$6,157,000 14%	\$1,370,900 3%	\$4,026,700 9%	\$4,185,300 9%	\$45,513,700 100%	\$43,601,700 2280.4%
FTE	3.50 1%	390.06 65%	113.25 19%	17.00 3%	64.85 11%		588.66 100%	568.36 2799.8%

* 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	ENROLLMENT & STUDENT SERV.	ENGAGEMENT & ECONOMIC DEV.	UTILITIES OTHER	TOTAL	CHANGE	CUMULATIVE FTE CHANGE
2010-11										
DOLLAR	\$522,000	\$30,189,200	\$6,341,600	\$1,375,900	\$4,195,700		\$4,586,500	\$47,210,900	\$1,697,200	
	1%	64%	13%	3%	9%		10%	100%	3.7%	
FTE	3.50	384.56	113.50	17.00	67.19			585.75	-2.91	70.11
	1%	65%	19%	3%	11%			100%	-0.5%	13.1%
2011-12										
DOLLAR	\$461,000	\$29,736,100	\$6,129,400	\$1,389,800	\$4,230,900		\$5,294,400	\$47,241,600	\$30,700	
	1%	63%	13%	3%	9%		11%	100%	0.1%	
FTE	3.50	375.04	108.35	16.00	65.36			568.25	-17.50	52.61
	1%	65%	19%	3%	12%			100%	-3.0%	9.8%
2012-2013										
DOLLAR	\$536,000	\$29,979,300	\$6,162,000	\$1,424,800	\$4,281,300		\$5,760,500	\$48,143,900	\$902,300	
	1%	62%	13%	3%	9%		12%	100%	1.9%	
FTE	4.00	378.04	108.35	17.00	66.36			573.75	5.50	58.11
	1%	65%	19%	3%	12%			100%	1.0%	10.8%
2013-2014										
DOLLAR	\$705,200	\$29,828,900	\$6,311,200	\$1,433,800	\$4,465,000	\$218,000	\$6,197,600	\$49,159,700	\$1,015,800	
	1%	61%	13%	3%	9%	0%	13%	100%	2.1%	
FTE	6.00	379.10	111.90	17.00	69.36	2.00		585.36	11.61	69.72
	1%	64%	19%	3%	12%	0%		100%	2.0%	13.0%
2014-2015										
DOLLAR	\$667,800	\$31,837,800	\$5,679,600	\$1,430,500	\$4,417,500	\$291,300	\$7,495,500	\$51,820,000	\$2,660,300	
	1%	61%	11%	3%	9%	1%	14%	100%	5.4%	
FTE	6.00	380.38	101.65	17.00	67.55	2.00		574.58	-10.78	58.94
	1%	65%	18%	3%	12%	0%		100%	-1.8%	11.0%
2015-2016										
DOLLAR	\$632,500	\$31,575,600	\$5,585,530	\$1,454,200	\$4,460,000	\$297,300	\$8,298,970	\$52,304,100	\$484,100	
	1%	60%	11%	3%	9%	1%	16%	100%	0.9%	
FTE	5.00	380.51	97.38	17.00	66.94	2.00		568.83	-5.75	53.19
	1%	66%	17%	3%	12%	0%		100%	-1.0%	9.9%
2016-2017										
DOLLAR	\$661,400	\$31,642,990	\$5,602,130	\$1,476,900	\$3,972,800	\$684,015	\$6,852,465	\$50,892,700	(\$927,300)	
	1%	62%	11%	3%	8%	1%	13%	100%	-1.8%	
FTE	5.00	381.11	96.88	17.00	57.43	7.00		564.42	-4.41	48.78
	1%	67%	17%	3%	10%	1%		100%	-0.8%	9.1%
2017-2018*										
DOLLAR	\$2,944,100	\$29,077,190	\$5,620,230	\$1,485,400	\$3,988,800	\$666,215	\$8,277,265	\$52,059,200	\$239,200	
	6%	56%	11%	3%	8%	1%	16%	100%	0.5%	
FTE	35.60	350.61	95.88	17.00	58.43	6.50		564.02	-4.81	48.38
	6%	61%	17%	3%	10%	1%		100%	-0.8%	9.0%
2018-2019**										
DOLLAR	\$3,577,135	\$30,802,900	\$7,213,330	\$0	\$6,784,500	\$1,346,315	\$5,784,140	\$55,508,320	\$3,204,220	
	6%	55%	13%	0%	12%	2%	10%	100%	6.3%	
FTE	41.85	308.40	118.95	0.00	63.49	15.00		547.69	-16.73	32.05
	8%	55%	22%	0%	12%	3%		100%	-3.0%	6.0%
2019-2020+										
DOLLAR	\$577,140	\$29,833,875	\$9,314,135	\$1,866,195	\$7,279,502	\$0	\$5,889,978	\$54,760,825	\$3,868,125	
	1%	54%	17%	3%	13%	0%	11%	100%	7.4%	
FTE	4.00	299.88	141.38	21.50	63.61	15.00	2.4	547.77	-16.25	32.13
	1%	54%	26%	4%	12%	3%		100%	-2.9%	6.0%
2020-2021++										
DOLLAR	\$572,940	\$28,711,469	\$9,000,165	\$1,825,615	\$5,206,130	\$0	\$8,838,135	\$54,154,454	\$2,095,254	
	1%	53%	17%	3%	10%	0%	16%	100%	3.8%	
FTE	4.00	293.38	134.23	21.50	71.12	0.00	2.4	526.63	-21.06	10.99
	1%	55%	25%	4%	14%	0%		100%	-3.8%	2.0%

Percentages are rounded * In 2017-2018 the Information Technology Department was moved from Academic Affairs to the President's Office. ++20-21 Scholarships moved ESS to Inst.
 ** In 2018-2019 University Advancement & Engagement & Economic Development merged into AEED. Marketing & Communications moved from AEED to President's Office.
 Also in 2018-2019, a major correction to align expenditures from other funds occurred. Scholarships moved from Institutional to ESS as well. See 2018-19 publication for details.
 + in 2019-2020 Depts from Pres. Office moved: to F&A, ITS; to AA, IR; to UA, Marketing. Incubator from UA to AA, Copy Center mail room from F&A to Utilities, EED Disbanded



FREDONIA										
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS										
Fiscal Years 1998-99 to 2021-22										
	President	Academic Affairs	Finance & Administration	University Advancement	Enrollment & Student Services	Advancement, Engagement & Economic Dev	Utilities/Other	Totals		
	\$	\$	\$	\$	\$	\$	\$	\$	%	%
1998-99 Base	346,700	17,391,600	3,807,100	692,500	1,696,700	-	4,586,000	28,520,600	100%	
% of Base	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%			
Budget Adjustments										
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 ²	28,100	1,927,600	461,900	76,300	137,900		(1,511,900)	1,119,900		
2002-03	22,500	497,200	60,800	20,100	85,400		217,200	903,200		
2003-04 ³	(12,100)	(86,300)	(84,700)	(150,200)	(36,400)		(532,600)	(902,300)		
2004-05	12,100	1,181,100	401,700	252,800	222,000		(471,700)	1,598,000		
2005-06	26,900	293,900	153,500	(11,800)	180,600		(643,100)	-		
2006-07	16,300	1,024,400	79,300	40,800	111,300		(1,272,100)	-		
2007-08	16,900	513,200	130,500	32,900	(63,200)		(610,300)	-		
2008-09 ⁴	23,500	1,312,300	411,800	83,300	628,300		(614,300)	1,844,900		
2009-10	3,300	1,014,400	185,300	56,900	169,700		160,600	1,590,200		
2010-11 ⁵	6,700	1,165,700	294,600	5,000	224,600		(1,517,300)	178,700		
2011-12	(61,000)	78,600	(25,900)	13,900	115,800		(121,400)	-		
2012-13 ⁶	159,200	(71,300)	93,500	9,000	40,400	224,900	(137,900)	92,900		
2013-14	4,500	(84,700)	99,400	23,000	107,500	(75,500)	(382,900)	(82,900)		
2014-15	(10,800)	924,600	52,800	47,400	89,300	79,700	(1,073,300)	109,700		
2015-16 ⁷	43,900	602,100	16,600	36,100	(315,700)	370,215	(753,215)	-		
2016-17	19,200	50,500	53,800	8,500	41,500	3,100	(176,600)	-		
2017-18 ⁸	2,215,900	(2,215,900)	-	-	-	-	-	-		
2018-19 ⁹	777,425	390,850	1,786,770	(1,485,400)	3,668,650	871,100	(581,825)	5,427,570		
2019-20 ¹⁰	(3,210,178)	(1,901,591)	1,666,503	489,755	(179,705)	-	(287,225)	(3,422,441)		
2020-21 ¹¹	-	-	-	-	(2,544,337)	-	2,544,337	-		
2021-22	-	-	-	-	-	-	-	-		
Adjustments	107,447	7,789,659	6,185,873	(404,745)	3,156,808	1,549,015	(8,620,628)	9,763,429		
Growth, Inflationary Increases & Reductions (GI&R)										
1999-00		400,300	80,900	75,000	40,000		(44,000)	552,200		
2000-01		224,400	42,000	16,000	67,400		470,900	820,700		
2001-02		147,500	35,000		45,000		127,500	355,000		
2002-03		95,000					163,000	258,000		
2003-04		410,500	(67,600)	50,000	128,200		443,300	964,400		
2004-05		25,000	40,000		25,000		192,300	282,300		
2005-06	600	711,700	19,200	3,000	20,400	1,447,100	1,447,100	2,202,000		
2006-07	1,900	579,900	147,900	102,800	71,000	1,721,900	1,721,900	2,625,400		
2007-08	3,500	399,200	54,700	33,600	111,200	1,101,400	1,101,400	1,703,600		
2008-09		382,600	(150,000)	(50,000)	22,400	(337,900)	(597,500)	67,100		
2009-10		(360,000)	(110,000)		(55,000)	72,500	1,518,500	1,518,500		
2010-11		(531,700)	(186,300)		(80,600)		829,300	30,700		
2011-12	65,000	201,700		35,000	50,400		550,200	902,300		
2012-13	20,000	176,400		143,300	1,004,800		1,432,800	1,432,800		
2013-14	(25,200)	1,693,200	88,300	(51,300)	(158,000)	(7,300)	1,713,400	2,491,300		
2014-15	(41,200)	(1,000,400)	(204,370)	1,300	(43,800)		1,704,870	416,400		
2015-16	(15,000)	(534,710)		(13,400)	(171,500)	16,500	(693,290)	(1,411,400)		
2016-17	47,600	(400,400)			(25,500)	20,900	1,601,400	1,166,500		
2017-18	(144,390)	1,334,860	(193,670)		(872,950)	(191,000)	(1,911,300)	(1,978,450)		
2018-19	210,183	932,566	434,302	30,125	674,707		393,063	2,674,946		
2019-20	(4,200)	(1,122,406)	(313,970)	(40,580)	470,965		403,820	(606,371)		
2020-21	970,000	1,612,591	419,530	(90,300)	219,000		2,092,421	2,092,421		
2021-22		5,142,801	(573,278)	101,245	519,622	(202,700)	(1,834,063)	17,962,846		
Totals GI&R	\$ 1,089,093	\$ 5,142,801	\$ (573,278)	\$ 101,245	\$ 519,622	\$ (202,700)	\$ (1,834,063)	\$ 27,726,275		
Total Adjustments	\$ 1,196,540	\$ 12,932,460	\$ 5,612,595	\$ (303,500)	\$ 3,728,430	\$ 1,346,315	\$ 3,213,435	\$ 56,246,875	100%	
% of Adjustments	4.32%	46.64%	20.24%	-1.09%	13.45%	4.86%	11.59%	\$ 7,999,435	13.87%	
Current % of Base	2.74%	53.91%	16.75%	0.69%	9.65%	2.39%	13.87%	\$ 56,246,875	100.00%	

¹Transferred Athletics from Academic Affairs to Student Affairs
²No state funding for negotiated salary increases
³Budget Cuts & Retirement Savings
⁴Transferred Athletic PSR from IFR to State
⁵Transferred COO from SA to EED & EDP from SA to AA
⁶Transferred Information Technology from AA to President
⁷Institutional Research from A.A. to President
⁸Marketing from A.A. merged with EED. Scholarships from Inst. to E&SS



Consolidated Operating Budgets - APPENDIX 3

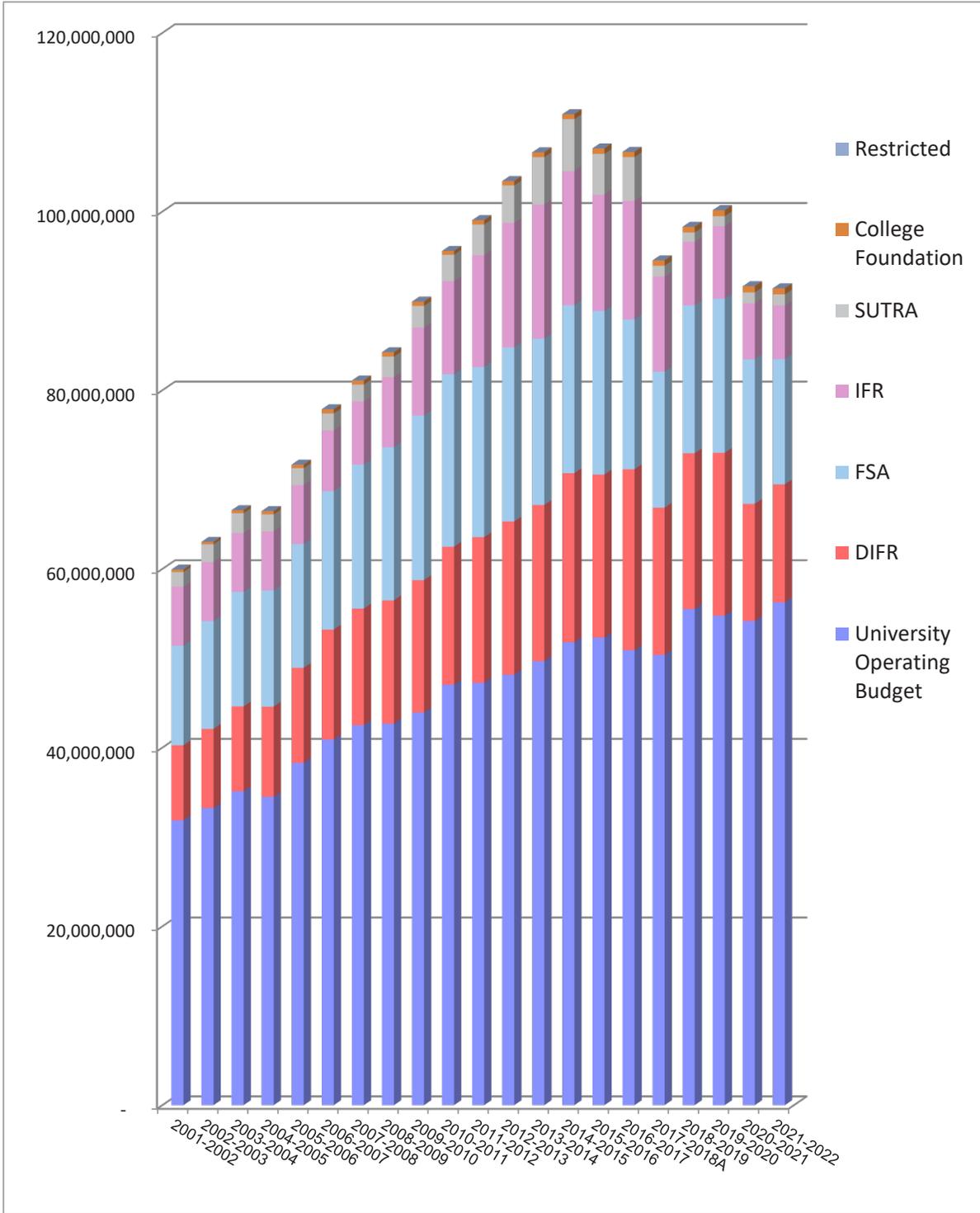
Fredonia
Consolidated Operating Budgets
2001-2002 to 2021-2022

Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation	Restricted	Total	Percent Change
2001-2002	31,854,500	8,395,000	11,151,000	6,600,000	1,650,000	270,500	6,000	59,927,000	7.84%
2002-2003	33,232,400	8,860,000	12,058,640	6,600,000	2,000,000	267,000	9,400	63,027,440	5.17%
2003-2004	35,100,000	9,500,500	12,808,035	6,600,000	2,225,000	325,900	10,700	66,570,135	5.62%
2004-2005	34,480,000	10,091,750	13,028,475	6,600,000	1,900,000	355,000	18,500	66,473,725	-0.14%
2005-2006	38,280,000	10,639,250	13,859,535	6,600,000	1,900,000	389,600	11,100	71,679,485	7.83%
2006-2007	40,905,400	12,300,000	15,493,380	6,800,000	1,900,000	462,030	12,300	77,873,110	8.64%
2007-2008	42,505,400	13,057,000	16,114,475	7,050,000	1,900,000	447,942	13,000	81,087,817	4.13%
2008-2009	42,676,100	13,798,500	17,147,975	7,836,800	2,300,000	482,500	13,400	84,255,275	3.91%
2009-2010	43,923,500	14,813,850	18,423,566	9,826,220	2,450,000	482,310	*	89,919,446	6.72%
2010-2011	47,032,200	15,450,000	19,304,000	10,423,000	2,950,000	431,650		95,590,850	6.31%
2011-2012	47,241,600	16,305,500	19,051,165	12,500,000	3,450,000	485,664		99,033,929	3.60%
2012-2013	48,143,900	17,163,400	19,488,625	13,925,000	4,200,000	492,000		103,412,925	4.42%
2013-2014	49,669,600	17,484,750	18,624,195	15,000,000	5,308,000	544,000		106,630,545	3.11%
2014-2015	51,778,000	18,933,750	18,806,140	15,000,000	5,824,000	552,400		110,894,290	4.00%
2015-2016	52,304,100	18,253,100	18,319,080	13,000,000	4,579,000	608,700		107,063,980	-3.45%
2016-2017	50,892,700	20,257,150	16,773,295	13,250,000	4,925,425	579,650		106,678,220	-0.36%
2017-2018 ^A	50,359,200	16,489,650	15,221,590	10,646,400	1,218,500	601,000		94,536,340	-11.38%
2018-2019	55,508,320	17,432,650	16,566,315	7,100,000	1,050,000	637,250		98,294,535	3.98%
2019-2020	54,760,825	18,229,550	17,236,804	8,125,000	1,125,000	672,900		100,150,079	1.89%
2020-2021	54,154,454	13,127,300	16,188,046	6,250,000	1,225,000	696,200		91,641,000	-8.50%
2021-2022	56,246,875	13,215,150	14,016,834	6,000,000	1,250,000	678,700		91,407,559	-0.25%

* Restricted balances transferred to College Foundation
^A Starting in 2017-2018, IFR & SUTRA budgets reflect expenditures net of state operating shortfall funding. University Operating reported net of any anticipated frictional salary savings.



Fredonia Consolidated Operating Budgets 2001-2002 to 2021-2022





Tuition and Fees - APPENDIX 4

STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1982 - 2022 NYS RESIDENT UNDERGRADUATES

YEAR	TUITION		COLLEGE FEE	STUDENT ACTIVITY FEE		ATHLETIC FEE	STUDENT SERVICES	HEALTH CENTER FEE		TECH-NOLOGY FEE	DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED
	LOWER DIVISION	525.00		42.00	12.50			0.00	0.00					
1982-1983	525.00	42.00	12.50	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	42.00	12.50	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	50.00	12.50	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	51.00	12.50	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	56.00	12.50	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	56.00	12.50	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	56.00	12.50	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	50.00	12.50	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	52.00	12.50	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	52.00	12.50	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	54.00	12.50	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	56.00	12.50	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	62.00	12.50	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	62.00	12.50	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	72.00	12.50	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	0.00	12.50	0.00	0.00	0.00	294.00	0.00	0.00	0.00	1,450.00	1,025.00	4,481.50	4.4%
1997-1998	1,700.00	0.00	12.50	0.00	0.00	0.00	325.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%
1998-1999	1,700.00	0.00	12.50	0.00	0.00	0.00	350.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%
1999-2000	1,700.00	0.00	12.50	0.00	0.00	0.00	375.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%
2000-2001	1,700.00	0.00	12.50	0.00	0.00	0.00	400.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%
2001-2002	1,700.00	0.00	12.50	0.00	0.00	0.00	425.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%
2002-2003	1,700.00	0.00	12.50	0.00	0.00	0.00	474.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%
2003-2004	2,175.00	0.00	12.50	0.00	0.00	0.00	493.50	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%
2004-2005	2,175.00	0.00	12.50	0.00	0.00	0.00	508.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%
2005-2006	2,175.00	0.00	12.50	0.00	0.00	0.00	533.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%
2006-2007	2,175.00	0.00	12.50	0.00	0.00	0.00	553.50	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%
2007-2008	2,175.00	0.00	12.50	0.00	0.00	0.00	583.25	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%
FALL 2008	2,175.00	0.00	12.50	0.00	0.00	0.00	606.50	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%
SPRING 2009	2,485.00	0.00	12.50	0.00	0.00	0.00	606.50	0.00	0.00	0.00	2,825.00	1,760.00	7,539.00	4.3%
2009-2010	2,485.00	0.00	12.50	0.00	0.00	0.00	632.00	0.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%
2010-2011	2,485.00	0.00	12.50	0.00	0.00	0.00	669.00	0.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%
2011-2012	2,635.00	0.00	12.50	0.00	0.00	0.00	696.50	0.00	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%
2012-2013	2,785.00	0.00	12.50	0.00	0.00	0.00	731.50	0.00	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%
2013-2014	2,935.00	0.00	12.50	0.00	0.00	0.00	752.50	0.00	0.00	0.00	3,425.00	2,245.00	9,370.00	5.0%
2014-2014	3,085.00	0.00	12.50	0.00	0.00	0.00	772.75	0.00	0.00	0.00	3,600.00	2,310.00	9,780.25	4.4%
2015-2016	3,235.00	0.00	12.50	0.00	0.00	0.00	789.50	0.00	0.00	0.00	3,800.00	2,375.00	10,212.00	4.4%
2016-2017	3,235.00	0.00	12.50	0.00	0.00	0.00	797.00	0.00	0.00	0.00	3,800.00	2,425.00	10,269.50	0.6%
2017-2018	3,335.00	0.00	12.50	0.00	0.00	0.00	795.50	0.00	0.00	0.00	3,750.00	2,425.00	10,318.00	0.5%
2018-2019	3,435.00	0.00	12.50	0.00	0.00	0.00	796.50	0.00	0.00	0.00	3,750.00	2,425.00	10,419.00	1.0%
2019-2020	3,535.00	0.00	25.00	0.00	0.00	0.00	798.50	0.00	0.00	0.00	3,800.00	2,475.00	10,633.50	2.1%
2020-2021	3,535.00	0.00	25.00	0.00	0.00	0.00	711.00	0.00	0.00	0.00	3,825.00	2,625.00	10,721.00	0.8%
2021-2022	3,535.00	0.00	25.00	0.00	0.00	0.00	820.00	0.00	0.00	0.00	3,900.00	2,725.00	11,005.00	2.6%

(1) DORMITORY RENTAL IS BASED ON DOUBLE OCCUPANCY.

(2) FOOD SERVICE CHARGES ARE BASED ON THE 14 MEAL PLAN PRIOR TO 2007-08 & CURRENTLY (10 MEAL PLAN + \$600 2008-09 - 2015-16)

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

(4) RATES FOR 2021-22 ARE SUBJECT TO CHANGE.



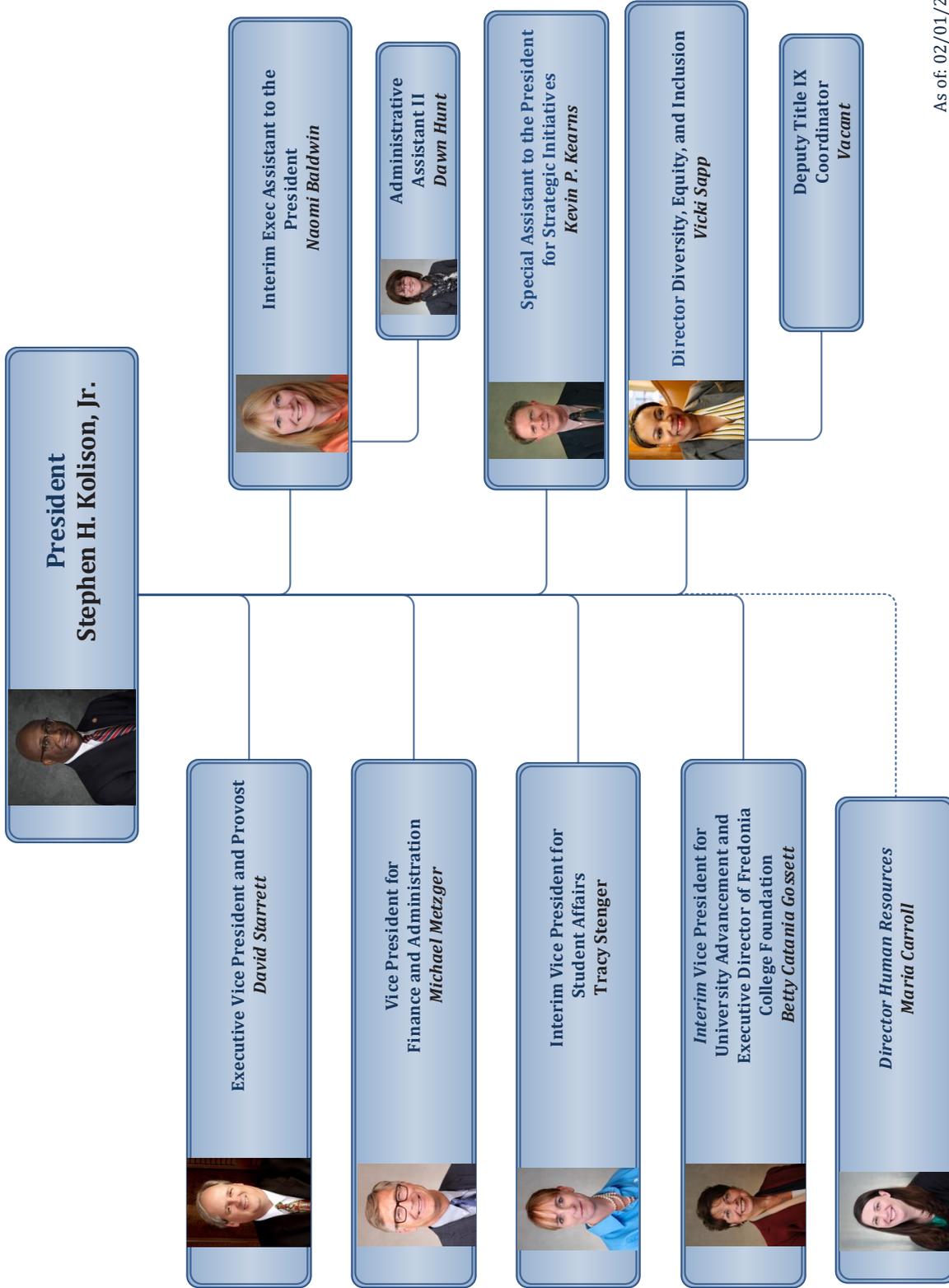
FREDONIA
History of Student Services and Program Charge
2008-2009 through 2021-2022 Academic Years

Summary Of Components In Student Services and Program Charge	2008-2009		2009-2010		2010-2011		2011-2012		2012-2013		2013-2014		2014-2015	
	Full-Time Rate	Part-Time Rate												
Student Activity Fee	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00	\$86.00	\$7.15
Bus Services	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90	12.25	1.00
Athletic Fee	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05	145.00	12.05	155.00	12.90	155.00	12.90
Health Center Fee	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75	165.00	13.75	165.00	13.75	175.00	14.60
Technology Fee	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40	195.00	16.25	203.00	16.90	210.00	17.50
Parking Services	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80	57.50	4.80	57.50	4.80	57.50	4.80
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35	29.00	2.40	29.00	2.40	29.00	2.40
Intramural Support	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75
Natatorium	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40
Alumni Services	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	17.00	1.50	17.00	1.50
Orientation Support	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Box Office	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$606.50	\$50.55	\$632.00	\$52.70	\$669.00	\$55.75	\$696.50	\$58.00	\$731.50	\$60.90	\$752.50	\$62.70	\$772.75	\$64.40

Summary Of Components In Student Services and Program Charge	2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
	Full-Time Rate	Part-Time Rate												
Student Activity Fee	\$88.64	\$7.40	\$95.79	\$8.00	\$98.18	\$8.20	\$99.18	\$8.25	\$99.18	\$8.25	\$99.83	\$8.30	\$99.50	\$8.30
Bus Services	13.36	1.10	13.71	1.15	14.32	1.20	14.32	1.20	14.32	1.20	14.67	1.20	15.00	1.20
Athletic Fee	159.00	13.25	174.00	14.50	174.00	14.50	174.00	14.50	181.00	15.10	90.50	7.55	181.00	15.10
Health Center Fee	178.50	14.90	178.50	14.90	178.50	14.90	178.50	14.90	180.00	15.00	185.00	15.45	185.00	15.45
Technology Fee	217.00	18.10	211.50	17.65	211.50	17.65	211.50	17.65	211.50	17.65	227.00	18.95	227.00	18.95
Parking Services	57.50	4.80	55.00	4.60	55.00	4.60	55.00	4.60	55.00	4.60	55.00	4.60	55.00	4.60
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	29.00	2.45	24.00	2.00	24.00	2.00	24.00	2.00	10.00	0.85	0.00	0.00	10.00	0.85
Intramural Support	9.00	0.75	8.50	0.70	7.50	0.60	7.50	0.60	15.00	1.25	15.00	1.25	15.00	1.25
Natatorium	5.00	0.40	4.50	0.35	4.50	0.35	4.50	0.35	4.50	0.35	4.50	0.35	4.50	0.35
Alumni Services	18.00	1.50	17.50	1.45	17.50	1.45	17.50	1.45	17.50	1.45	17.50	1.45	17.50	1.45
Orientation Support	4.00	0.35	3.50	0.30	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Box Office	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35
Transcripts	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
Career Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Student Engagement	1.00	0.05	1.00	0.05	1.00	0.05	1.00	0.05	1.00	0.05	1.00	0.05	1.00	0.05
Semester Total	\$789.50	\$65.85	\$797.00	\$66.45	\$795.50	\$66.30	\$796.50	\$66.35	\$798.50	\$66.55	\$711.00	\$59.25	\$820.00	\$68.35

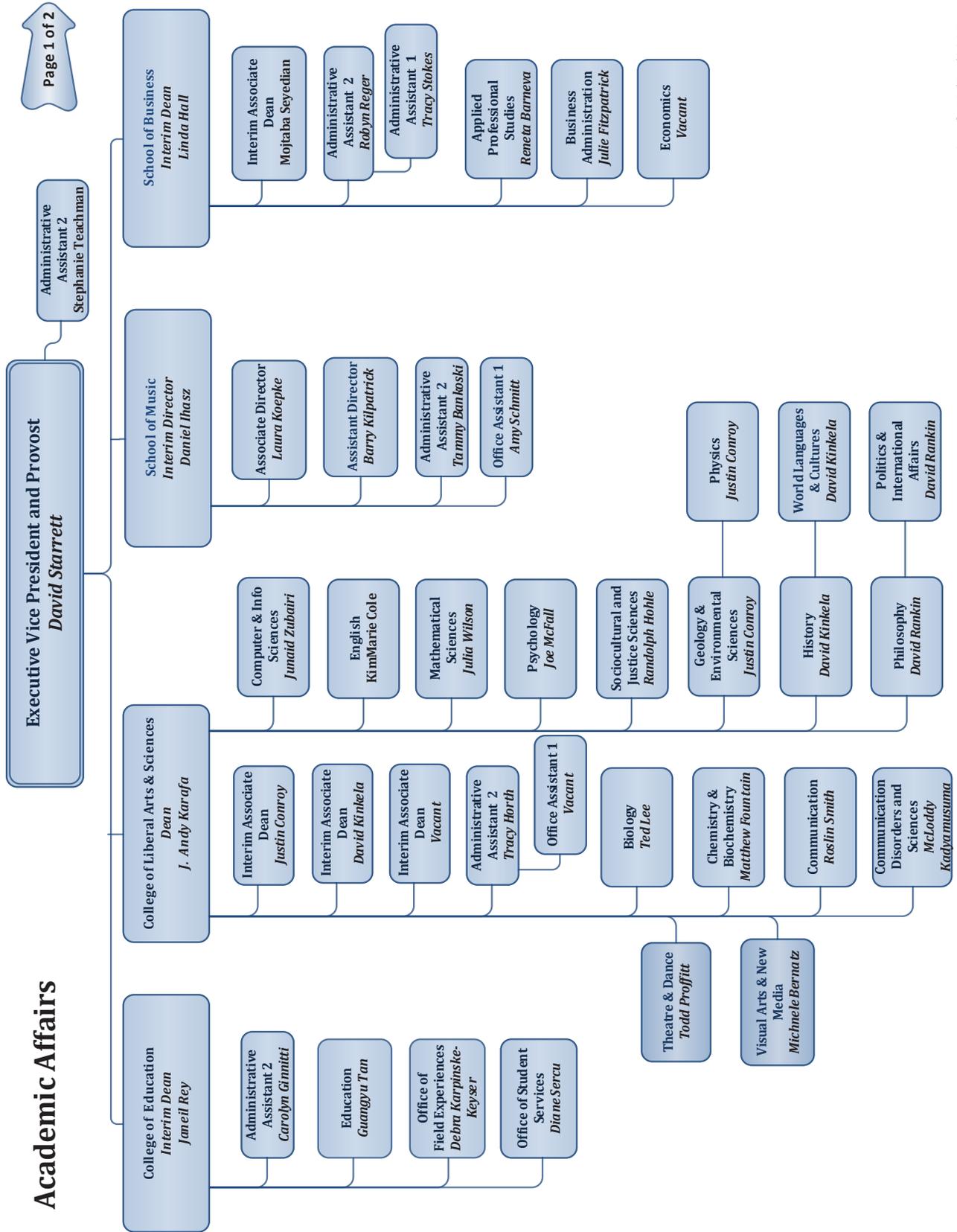


Fredonia President Cabinet and Direct Reports

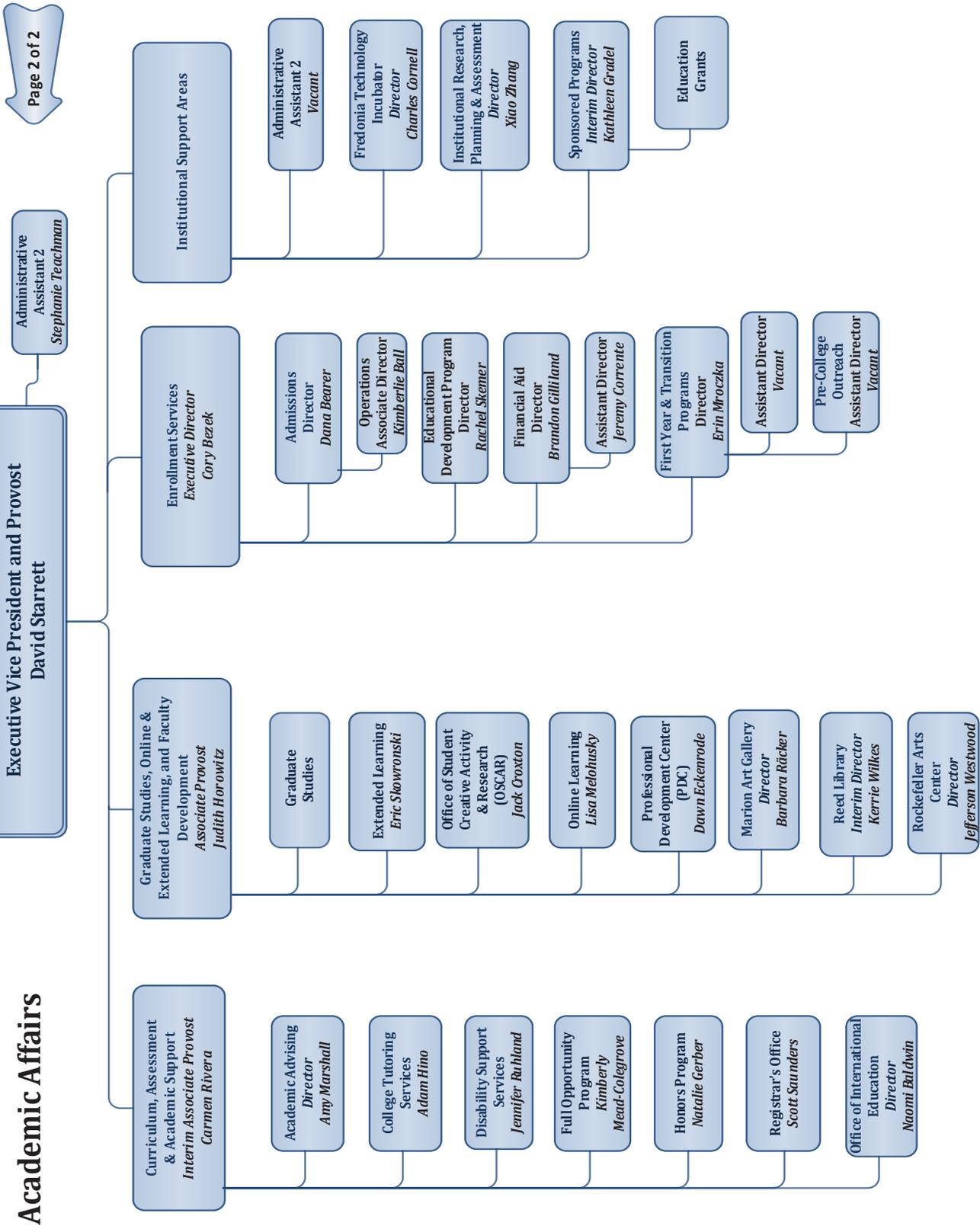


As of: 02/01/2022

NOTE: These Organizational Charts reflect changes made after 7/1/2021



NOTE: These Organizational Charts reflect changes made after 7/1/2021

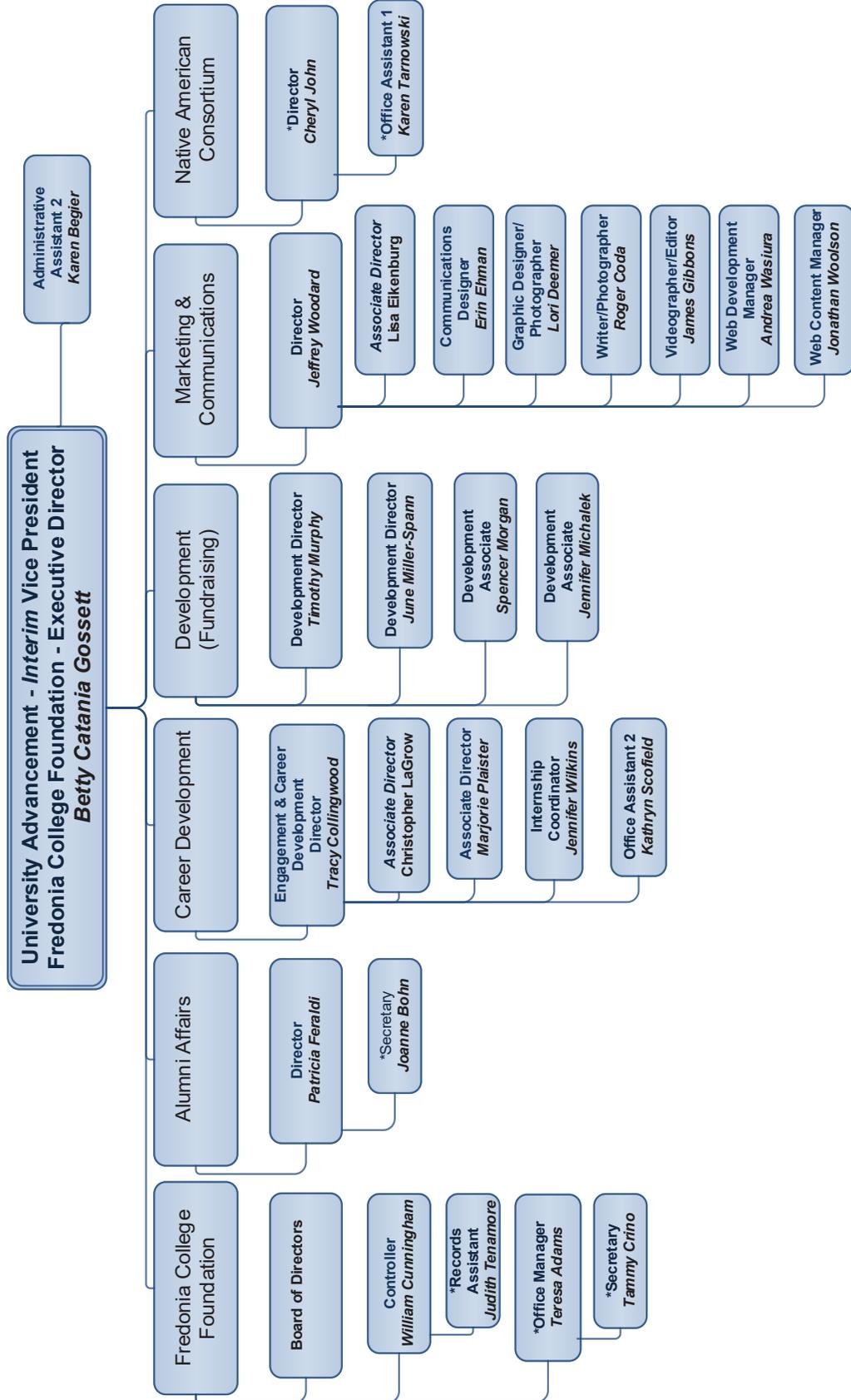


As of: 11/11/2021

NOTE: These Organizational Charts reflect changes made after 7/1/2021



University Advancement/ Fredonia College Foundation

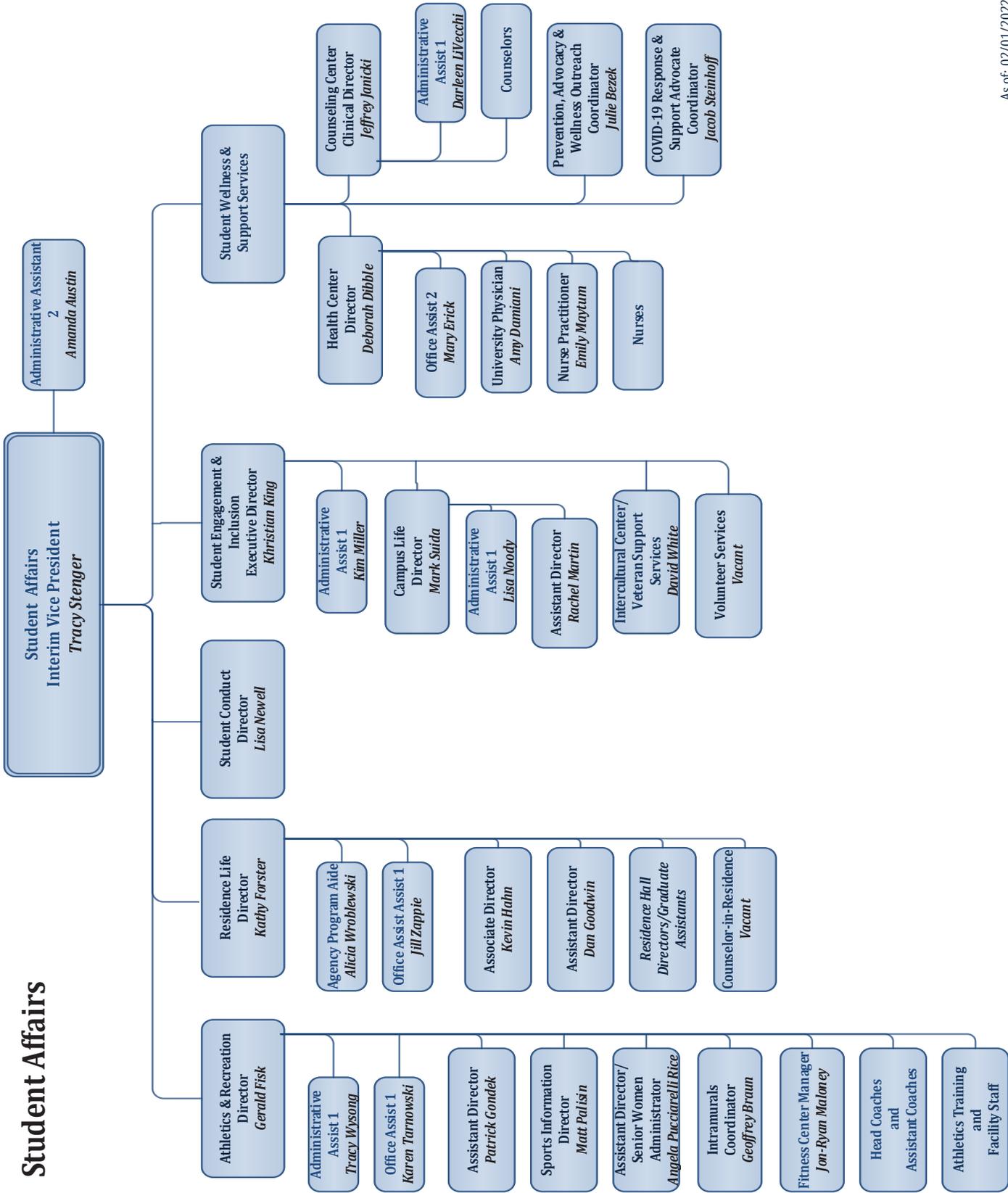


As of: 10/30/2020

*Non State Funded



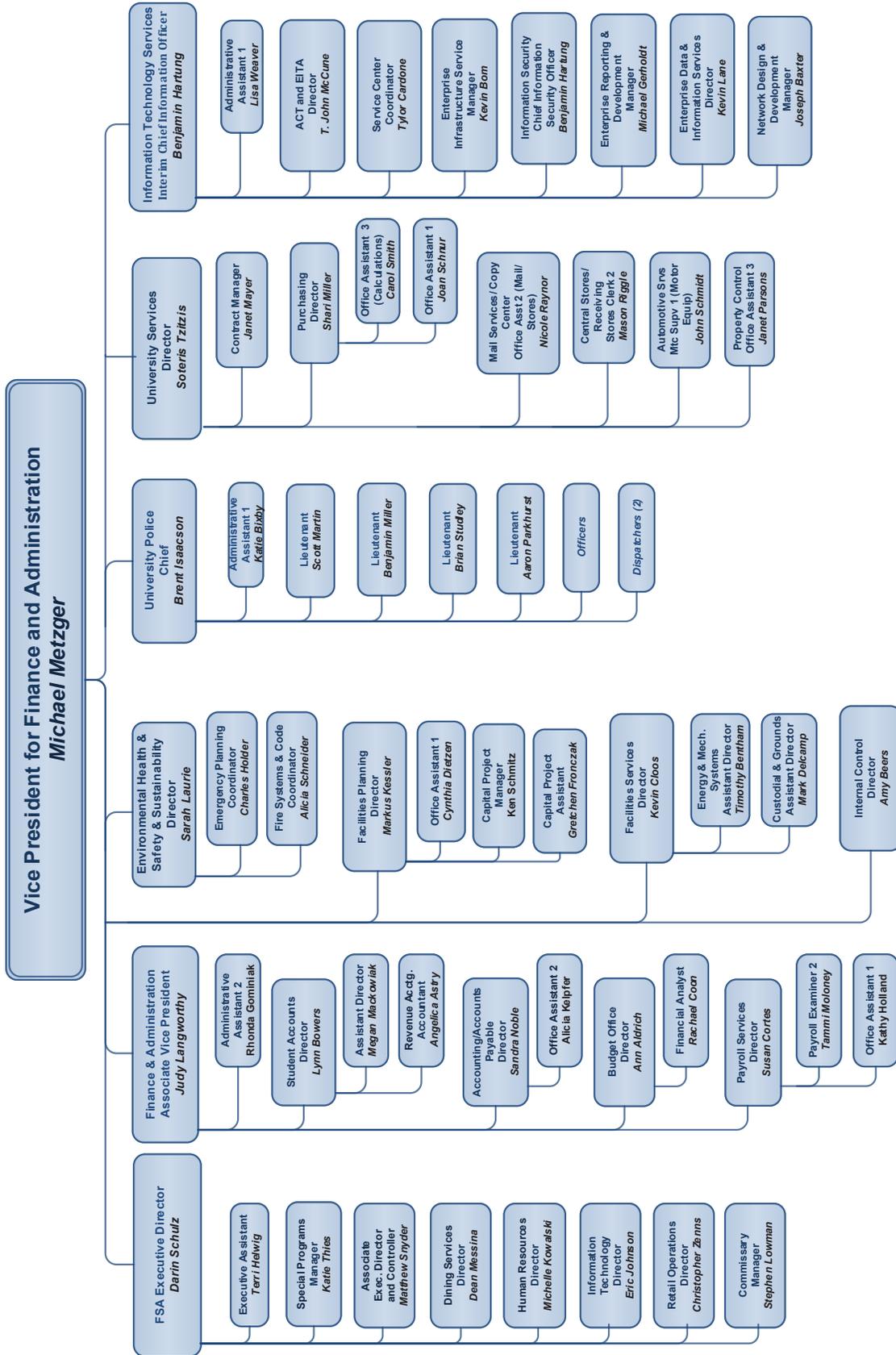
Student Affairs



NOTE: These Organizational Charts reflect changes made after 7/1/2021



Finance and Administration



As of: 11/11/2021

NOTE: These Organizational Charts reflect changes made after 7/1/2021

ACKNOWLEDGEMENTS

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