
Budget Realignment

President's Office <President.Office@fredonia.edu>
To: Faculty/Staff group <facultystaff@fredonia.edu>

Sat, Jul 15, 2023 at 7:03 PM

July 15, 2023

Dear SUNY Fredonia Campus Community:

Over the past several years, SUNY Fredonia has communicated the financial headwinds facing the institution as enrollment has declined, reserves dwindled, and the recent pandemic-related stimulus funds have been exhausted. Along the way, Fredonia has strategically and significantly reduced expenditures while maintaining a solid academic foundation.

As you know, Fredonia is not the only SUNY institution with financial challenges. There are other SUNY institutions that face similar structural deficits and shrinking reserves. As we all could anticipate, SUNY administration is now developing a long-term plan to address the financial stability of its campuses. Consequently, SUNY is directing financially stressed universities to take a hard look at their expenditures and devise a plan to address their financial shortfalls.

In view of the foregoing, the President's Cabinet will spend the coming weeks developing a financial sustainability plan or, a roadmap for managing our shortfall while protecting programs and services vital to our core academic mission. As appropriate, we will be consulting with stakeholders as part of this very challenging endeavor. Our financial sustainability plan will be submitted to SUNY in an expeditious manner for review and approval to ensure that we are in full compliance with SUNY's directive.

Our structural deficit, as we have discussed, is precipitated by compensation (total salary including negotiated salary increases) that exceeds enrollment generated and related revenues (financial planning revenue). Very unfortunately and realistically, this situation is not sustainable. Consequently, I do not anticipate that any plan submitted to SUNY that does not deal with this difficult challenge in a holistic way would be acceptable to SUNY. Thus, as a first step in the effort to gain acceptance of our plan, we will revisit all positions that were approved recently for recruiting and continue to scrutinize, with greater intensity, all hiring requests and, as advised by SUNY, prioritizing hiring as follows:

1. Staff:

- Health and safety;
- Areas that would aid in student recruitment and retention, and required leadership;
- Positions covered by student fees;

2. Faculty:

- Prioritized if they are in areas of demonstrated high-need and high enrollment;

3. Faculty and Staff:

- Prioritized if revenue generating, and revenue generation is known.

How can you help? You may recall that I asked our faculty and staff some time ago to suggest items, work, or activities that we currently perform that are no longer necessary. If you have not had the chance to develop a list, there is time for you to do so. Please send the list of your suggestions to your Vice President or, a Cabinet member from your area as soon as possible. Please know that your Vice President or, a Cabinet member from your area is available to answer questions that you might have. And, very importantly, please remain hopeful, positive, and constructive. We will work diligently to overcome this challenge.

I intend to communicate with you again next month, at the All-Fredonia Faculty and Staff Conference before the start of the academic year, with a more detailed plan about how we will move forward.

Best regards,

Dr. K

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

President