

STATE UNIVERSITY OF NEW YORK AT FREDONIA



Consolidated Operating Budget 2018-2019

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PRESIDENT'S MESSAGE

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SUSTAINABILITY

CONSTRUCTION

**CONSOLIDATED
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OVERVIEW

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OPERATING BUDGET

CONSOLIDATED OPERATING BUDGET





Message from the President



President Virginia Schaefer Horvath

Dear Colleagues:

This is the 21th consecutive year that the proposed use for campus funds has been reported in a single document. Although the report illustrates most major operating dollars, some campus sources are not reported here: 1) the dollar value of benefit payments associated with salaries because they are held in a SUNY System Administration account; 2) the funds generated by grants and contracts, which vary considerably each year and are usually not known in advance; 3) capital project funds; 4) residence hall capital project funds; 5) Fredonia College Foundation funds; 6) Fredonia Technology Incubator funds; 7) Faculty Student Association funds; and 8) Student Association funds.

Priorities for the coming year are ensuring quality education for all students, continued implementation of the Strategic Enrollment Management Plan, supporting the work of faculty and staff, and aggressively addressing the carry-forward shortfall in state funding through reducing costs, finding efficiencies, and stabilizing and exploring new revenue sources. The state operating budget includes direct institutional expenditures reductions of over \$4.2 million. These reductions are offset by unfunded contractual salary increases as well as proper alignment of expenditures to the state operating budget from other funds. Revenue commitments were also made to help address the budget shortfall.

There is a \$200 tuition increase approved by the SUNY Board of Trustees for this academic year. The Excelsior Scholarship program, announced by Governor Andrew Cuomo last April, may provide funding opportunities for over 500 students. The Right Serving, Right Sizing (RSRS) initiative led to many suggestions across campus for improved services and programs, with some cost benefits reaped throughout 2017-18. This initiative, however, did not yield the enough costs savings to make a substantial impact on the structural deficit. In

July 2018, the university will commence the Procedures for Emergency Program Reduction/Elimination (PEPRE process) which was approved by the University Senate in February 2013. The PEPRE process is to be implemented only after thorough consideration of all cost-cutting and revenue-generating options, and all options other than workforce reduction have been exhausted. The PEPRE process will examine ways that programs or services can be reduced or eliminated to help address the structural deficit.

Planning the budget is based upon the following assumptions:

- The budget is based on a student headcount of 4,700.
- A new budget model following financial matching principles was implemented. This model aligned revenues and expenditures to correct funds and responsibility centers (departments). In addition, if a position was not to be filled during the current year it was eliminated from the budget.
- There will be no layoffs of those in permanent/continuing lines.
- The university expects to receive no state funding for mandatory contractual salary increases related to collective bargaining.
- Income Fund Reimbursable (IFR) reserves, campus auxiliary funds, other campus generated revenue will be used to address the shortfall.
- The university will use \$75,000 of combined Summer Session and J-Term revenues in support of the budget.
- The total Student Services and Program Charge fee will increase by \$1.00 per semester due to an increase in the Student Activity Fee.

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

Sincerely,

Virginia Schaefer Horvath, President



Fredonia Mission Statement

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

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

Institutional Priorities

The 2018-2019 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, the campus has continued to make progress in key institutional priorities. They include:

- Implementing the New Strategic Plan:
Fredonia: Blueprint for Excellence
- The Strategic Enrollment Plan (SEM)
- Implementing the Procedures for Emergency Program Reduction/Elimination (PEPRE) Process
- Reducing the Structural Deficit

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

Implementing the New Strategic Plan: Fredonia: Blueprint for Excellence

In December 2016, President Virginia Horvath charged a steering committee of Fredonia stakeholders with leading the campus in developing a new strategic plan to replace the Fredonia Plan in order to guide the university's direction and focus for the next five years. The Blueprint was approved in open sessions of the University Senate. The common themes of the Strategic Plan and the Statement of Values are as follows:

- **Student Experience:** Fredonia is dedicated to providing a high quality experience for students inside and outside the classroom. Alumni accomplishments throughout their lives and careers, in addition to their service to communities, are the ultimate measures of our university's success. Building a foundation of academic excellence takes the whole university, and empowers students to achieve their goals and develop interdisciplinary solutions to critical issues in the region and world.
- **Scholarship and Creative Activities:** As a public comprehensive university, Fredonia values the scholarship, creative activities, participation and leadership in academic and professional communities of its students, faculty, and staff.
- **Growth:** To thrive, the university will need to grow. Yet growth alone is not the goal. Our growth is a measure of the relevance of the exciting promise we offer to students, faculty and staff in ways that are ever more varied and valued.
- **Equity and Culture:** Fredonia takes pride in the diversity of our campus and is committed to cultivating a sense of belonging for every student, faculty and staff member. Embracing and valuing differences leads to an enriched campus and a vibrant learning community. Fredonia's internationalization efforts are important in the creation of responsible global citizens. Central to our vision and core values, the university promotes equity for all, while placing a high degree of importance on student, faculty, and staff morale.
- **Environmental Sustainability:** Fredonia's mission is to integrate environmental sustainability into all aspects of the campus through education and awareness. Ethical stewardship inspires innovation and creativity impacting environmental solutions.



Strategic Enrollment Management (SEM) Plan

In September 2015, the State University of New York at Fredonia initiated a yearlong process of developing a Strategic Enrollment Management (SEM) Plan. In August 2016, Fredonia launched its inaugural SEM plan to stabilize Fredonia’s declining student enrollment. Since its inception, the SEM plan and process made significant progress in its implementing the six strategies and tactics outlined within the overarching goals stated below:

- Goal 1:** Develop markets and increase enrollment beyond the traditional-age, residential students in the Western New York region.
- Goal 2:** Differentiate Fredonia from its competition.
- Goal 3:** Keep Fredonia financially manageable for students through multiple mechanisms, while maintaining the fiscal viability of the institution.
- Goal 4:** Engage all faculty and staff, across divisions, units, and departments, in the common goal of helping students succeed.
- Goal 5:** Engage students in the curriculum and co-curriculum by setting high expectations and providing support in keeping with the belief that all students belong.

For the first two years, the SEM Plan had three groups dedicated to elements of SEM – a Steering Committee, a Recruitment Council, and a Retention Council. While there were benefits to this structure, it was sometimes challenging to coordinate communication. The new structure to start in Fall 2018 combines elements of recruitment and retention under one coordinating body, the SEM Council. The new council’s co-chairs will be the Provost and Vice President for Enrollment and Student Services with the SEM Council reporting to the President.

The charge of the SEM Council is to update and implement Fredonia’s SEM plan and to set and monitor key performance indicators for recruitment and retention. The SEM Council will recommend enrollment targets to be approved by Cabinet. The Council will meet regularly from 8:30-10:00 a.m. on the first and third Wednesday of the month to coordinate recruitment and retention activities in line with the SEM plan, and to monitor progress on SEM goals.

Procedures for Emergency Program Reduction/Elimination (PEPRE) Process

The PEPRE Process was developed through shared governance as a strategic approach to budgeting. The Process was compiled by the Planning & Budget Advisory Committee, in consultation with representatives from each of the university’s divisions. PEPRE was submitted to the University Senate and President Hefner in March 2012, and approved by the University Senate and President Horvath in February 2013. During the April 2018 University Senate meeting, and the campus wide presentation on April 30, 2018. President Horvath announced that Fredonia will be initiating the PEPRE process. A timeline of this process was shared via a campus wide announcement from the President. The goal in implementing PEPRE was to consider ways to achieve cost



savings for 2019-2020 by making difficult choices about programs (in all areas), administrative structures, and services that we need to reduce or eliminate. The President reiterated in her announcement, “at the center of all choices we make are considerations of our mission and the ways we can best educate, challenge, and inspire students to become skilled, connected, creative, and responsible global citizens and professionals.”

Reducing the Structural Deficit

Since 2007, Fredonia has had a structural deficit in the state operating deficit. This deficit increased from, \$400,000 in 2007-2008 to over \$9.6 million for the current 2018-2019 budget year. Despite covering the deficit for more than ten years with one time funds and reserves and reducing expenditures, the combination of declining enrollment and unfunded state mandates for contractual salary increases has the university utilizing all its reserves in future budget projections.

The strategy for the 2018-2019 budget was to reduce the structural deficit by about \$5 million dollars. Reduction targets were set for each division, based not on across-the-board percentages, but on perceived opportunities in each division. Vice presidents were given planning packets including detailed information on their existing personnel, budgets, suggestions for reductions, and three years of expenditure history. Vice Presidents worked to explore what would have to happen to programs if they were to reach the suggested target reduction. Depending on the size and complexity of the unit, other leaders participated in these discussions. In a budget retreat, the Executive Cabinet



reviewed these targets and determined that the university could not reach the suggested reductions in some areas without affecting the ability to deliver academic programs and services that students need. Cabinet agreed to protect certain commitments, even if that meant other areas increased their budget targets. Cabinet also agreed to use some one-time funds to close the gap. Between expenditure reductions and revenue commitments, the university reached over \$4.9 million of its \$5 million target.

Budget planning has begun for reducing the deficit by another \$4.5 million during the 2019-2020 year. As part of the process, a retirement incentive was developed and sent to State University of New York (SUNY) Administration for approval to be implemented before June 30, 2019. The retirements will set the stage for further reorganizations of departments, and assist meeting divisional expenditure reduction targets. Results of the PEPRE process may also contribute to budgetary savings.



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

During the 2017-2018 academic year the Sustainability Committee met on a regular basis. The committee worked diligently throughout the year to identify areas of improvement for the campus, as well as to institutionalize sustainable operations practices. 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:

- Provided a representative on the Strategic Planning Steering Committee which developed the 2018-2023 campus strategic plan including a section on Environmental Sustainability.

- Reviewed and provided feedback and recommendations on a student-lead bikesharing proposal.
- Produced a monthly newsletter.
- Organized EarthMonth activities.
- Made a recommendation to President Virginia Horvath on the continuation of the campus Second Nature membership.

Goals of the Sustainability Committee for the 2018-2019 fiscal year include:

- Use the campus strategic plan to develop a Sustainability Plan for the campus.
- Work with leaders of all divisions to further implement programs scored by the Sustainability Tracking, Assessment and Rating System (STARS) Report.
- Develop more robust methods by which curriculum data is obtained for future reports.

The Sustainability 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 2018-2019 New York State Executive Budget provided \$550 million in funding for critical maintenance. Of the \$550 million, \$196.6 million is provided in a lump sum, managed by the State University Construction Fund (SUCF) for high priority critical maintenance projects in existing buildings, and \$353.4 million is allocated to specific campuses for critical maintenance on existing buildings. As in the previous 2017-2018 budget, the 2018-2019 enacted budget did not include unrestricted funds for critical maintenance or new construction. Fredonia's share is \$8.669 million restricted to critical maintenance use in existing buildings. In addition, Fredonia expects to receive a portion of the \$196.6 million funding for priority critical maintenance projects managed by SUCF.

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

- Air Handling Unit and Upgrade Controls Phase II (Reed Library North) and Phase III (McEwen Hall Computer Lab) Project (\$1,350,000)
- Air Handling Unit and Upgrade Controls Phase IV (McEwen Hall) Project (\$1,900,000)
- Demolition of Academic Spine Bridge Project Phase II (\$907,000)
- Carbon Monoxide Detection System Project (\$320,000)
- Energy Metering and Conservation Project (\$700,000)
- Reconstruct Varsity Drive Project (\$350,000)
- Dods Hall Gym Improvements (\$50,000)
- Dods Hall Performance Center Renovations (\$75,000)
- Exterior Site Lighting Improvements (\$100,000)
- Gregory Hall Center Lobby Restroom Rehab (\$25,000)
- Gregory Hall Marketing and Communications Office Suite (\$360,000)
- Gregory Hall University Police Office Renovations (\$75,000)
- Roadway and Parking Lot Improvements (\$200,000)

Projects currently under construction or beginning during Summer 2018 include:

- Houghton Hall Rehab Phase I Demo/Abate and Envelope (\$6,400,000)
- Admissions Move (\$443,000)
- Access Control and Closed-Circuit Television Installation (\$50,000)
- Campus Safety Site Lighting Improvements (\$110,000)
- Carnahan Jackson Center Elevator Rehab (\$30,000)
- Gregory Hall Penthouse Kitchen Improvements, Phase 1 (\$50,000)
- Exterior Concrete and Masonry Improvements (\$50,000)
- Exterior Door Replacements (\$30,000)
- Mason Hall Heating, Ventilating and Air-Conditioning Improvements (\$100,000)
- Mason Hall Lighting and Ceiling Rehab (\$70,000)
- Mason Hall Ventilation Improvements (\$20,000)
- Mass Notification Exterior Speaker Upgrade (\$150,000)
- Various Sidewalk Replacements (\$140,000)

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

- Houghton Hall Rehabilitation Project Phase II Fit-Out (\$20,000,000)
- Marvel Theater/Mason Hall Annex Roof Replacement Project (\$500,000)
- Replace Windows Rockefeller Arts Center Project (\$1,700,000)



2018-2019 Construction



- Natatorium Lighting Improvements (\$40,000)
- Roadway and Parking Lot Improvements (\$200,000)
- Services Complex Fire Alarm Upgrade (\$150,000)
- Services Complex Lighting Rehab (\$40,000)
- Sidewalk Safety Improvements (\$100,000)
- Site Lighting Improvements (\$150,000)
- University Commons Boiler Rehab (\$30,000)
- Various Flooring and Stairwell Improvements (\$50,000)

- Maytum/Reed/McEwen Plaza Rehabilitation Project (\$3,150,000)
- Reed Library Exterior Rehabilitation Project (\$2,250,000)
- Air Handling Unit and Upgrade Controls Phase V (Mason Hall) Project (\$2,200,000)
- Steele Hall Ice Rink Refrigeration System Upgrade (\$620,000)
- Dods Hall Gymnasium Bleacher Replacement (\$400,000)
- McEwen Hall TV Teaching Studio Lighting Rehab (\$350,000)
- Gregory Hall Center Lobby Restroom Rehab (\$75,000)
- Various Sidewalk Replacements (\$140,000)
- Access Control and Closed-Circuit Television Installation (\$50,000)
- Gregory Hall Penthouse House Kitchen Improvements, Phase 2 (\$70,000)
- Maintenance Building Service Road Reconstruction (\$140,000)





FREDONIA Proposed 2018-2019 Consolidated Operating Budget

Overview

The Fredonia 2018-2019 Consolidated Operating budget totals \$98,294,535, which represents a decrease of \$3,758,195 (3.98 percent) from the 2017-2018 Consolidated Operating budget of \$94,536,340. The University Operating budget reflects an increase of \$5,149,120 over the 2017-2018 budget. The University Operating budget begins the 2018-2019 fiscal year with a \$9.67 million deficit.

Planning Assumptions

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

- Campus revenue based on a student headcount of 4,700 students, a decrease from original budget projections of 4,800 but an increase from the 4,532 HC budgeted in 2017-2018.
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.
- The university will receive no funding for mandatory salary increases negotiated through collective bargaining as of this publication.
- \$75,000 of Summer Session and J-Term revenue will be utilized to offset the shortfall deficit.
- The university implemented state operating expenditure reductions campus wide of over \$4.2 million.



- A new budget model following financial matching principles was implemented. This model aligned revenues and expenditures to correct funds and responsibility centers (departments). In addition, if a position was not to be filled during the current year it was eliminated from the budget.
- IFR reserves, campus auxiliary funds, other campus generated revenue will be used to address the shortfall.
- There will be no layoffs in permanent/continuing lines.
- The total Student Services and Program Charge fee will increase by \$1.00 per semester due to an increase in the Student Activity Fee

Major sources of income for the 2018-2019 Consolidated University budget include:

- 43.06 percent from university revenues including budget shortfall (39.32 percent in 2017-2018).
- 16.85 percent from the Faculty Student Association (16.10 percent in 2017-2018).
- 17.74 percent from Residence Hall operations (17.44 percent in 2017-2018).
- 13.41 percent from New York State support (13.95 percent in 2017-2018).



2018-2019 Fredonia Consolidated Operating Budget



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

- Fredonia (State) Operating budget (56.46 percent).
- Residence Hall (DIFR) operating budget (17.74 percent).
- Faculty Student Association (FSA) budget (16.85 percent).
- Income Fund Reimbursable (IFR) budget (2.92 percent).
- State University Tuition Reimbursable (SUTRA) budget (1.07 percent).
- Fredonia College Foundation budget (0.65 percent).

The budget contains all anticipated funds except for employee fringe benefit costs (which are paid through a SUNY System Administration account), research grants and capital construction projects. The 2018-2019 academic year contains a \$200 tuition increase for year one of a four year predictable tuition policy which authorizes SUNY trustees to increase tuition by up to \$200 per year. Campus charges for residence hall rooms, meal plans, and the Student Services and Program Charge will increase by \$2 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$20,636 to \$20,838 – an increase of .98 percent or \$202. A summary of all direct college costs for the 2018-2019 academic year is presented as follows:

Projected Annual Costs	2018-2019	2017-2018	Change	Percent
Tuition (N.Y. State Undergraduate)	\$6,870.00	\$6,670.00	\$200.00	3.00%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	7,500.00	7,500.00	0.00	0.00%
Meal Plan	4,850.00	4,850.00	0.00	0.00%
Student Services and Program Charge	1,593.00	1,591.00	2.00	0.13%
Annual Cost	\$20,838.00	\$20,636.00	\$202.00	0.98%

Highlights/Planning Assumptions

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

2018-2019 Fredonia Operating Budget (\$55.5 million)

Budget Section B

- Campus revenue based on a student head-count of 4,700.
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.
- Includes \$300,800 for increased scholarship commitments, \$1,871,015 for unfunded bargaining unit salary increases, and \$248,030 in promotional and rank salary increases as well as balance of contract payments.
- Incorporated \$4.2 million of institutional expenditure reductions as well as an increase of \$5.4 million due to realignment of budgeted expenditures to their correct funds and responsibility centers.
- IFR reserves, campus auxiliary funds, and other campus generated revenue will be used to address the \$9,673.520 shortfall.



2018-2019 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$17.43 million)

Budget Section C

- No room rental increase for a standard double room.
- Provides funding for the following residence hall projects during the 2018-2019 fiscal year:
 - ◊ McGinnies Hall Roof Replacement
 - ◊ Res. Hall Quality of Life Projects
 - ◊ Res. Hall Master Plan
 - ◊ Nixon Hall Plumbing Condition Test
 - ◊ Networks Upgrades

2018-2019 Faculty Student Association (FSA) (\$16.57 million)

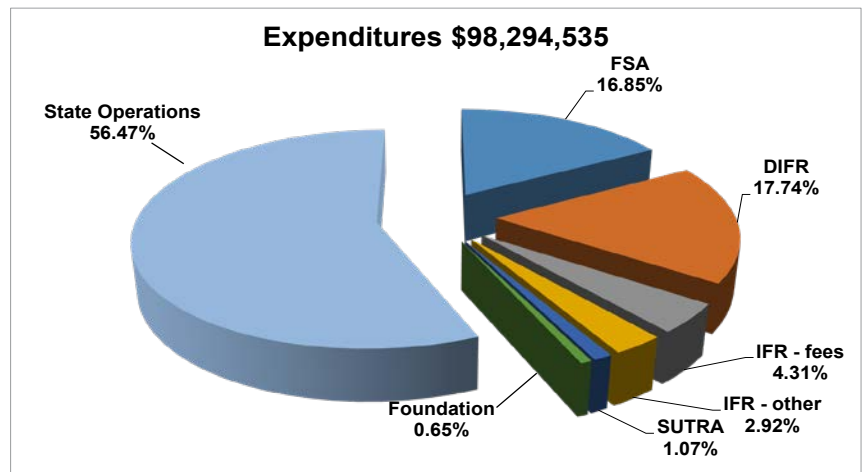
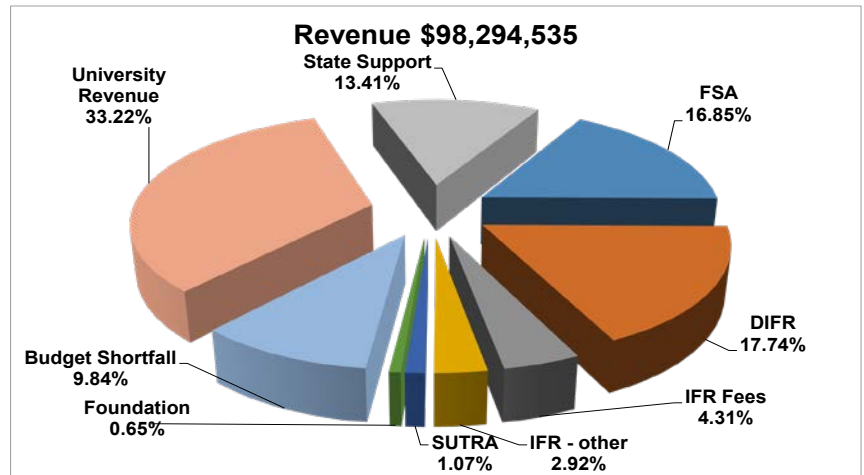
Budget Section D

- Provides over \$430,000 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 \$590,995 in restricted program funds and \$142,000 in unrestricted funds.
- There are no changes to the residential meal plan structure and meal plan prices remain the same as 2017-2018.
- Provides a capital budget of \$634,800 which includes renovations to Cranston Marché, Centre Pointe and the Gregory Hall office.

FREDONIA

2018-2019 CONSOLIDATED OPERATING BUDGET

Sources and Uses of Funds



2018-2019 Income Fund Reimbursable (IFR) (\$7.1 million)

Budget Section E

- Includes a total annual increase in student fees of \$2.00. This increase is in the Student Activity Fee.
 - Provides funding for 16.19 Full Time Equivalent (FTE) positions.
 - The fringe benefit rate assessed on IFR personal service expenses will increase to 63.89 percent from 61.48 percent.



2018-2019 Fredonia Consolidated Operating Budget



2018-2019 Fredonia College Foundation (\$637,250)

Budget Section G

- Provides \$170,000 for unrestricted grants, awards, and scholarships.
- Foundation receipts are expected to increase in 2018.
- Spending rate will remain at 4.5 percent.

2018-2019 State University Tuition Reimbursable Account (SUTRA) (\$1.05 million)

Budget Section F

- The SUTRA budget will fund two 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.



2018-2019 Fredonia Consolidated Operating Budget



FREDONIA				
2018-2019 Consolidated Operating Budget				
Budget Summary				
	2018-2019 Proposed Allocation	2017-2018 Allocation	Change	Percent Change
University Operating Budget	\$ 55,508,320	\$ 50,359,200	\$ 5,149,120	10.22%
DIFR Budget	17,432,650	16,489,650	943,000	5.72%
FSA Budget	16,566,315	15,221,590	1,344,725	8.83%
IFR Budget	7,100,000	10,646,400	(3,546,400)	-33.31%
SUTRA Budget	1,050,000	1,218,500	(168,500)	-13.83%
College Foundation	637,250	601,000	36,250	6.03%
TOTAL	\$ 98,294,535	\$ 94,536,340	\$ 3,758,195	3.98%

FREDONIA									
Proposed 2018-2019 Consolidated Operating Budget									
Campus Total PSR Funded FTE									
	2018-2019			2017-2018			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	198.00	350.69	548.69	238.50	325.52	564.02	(40.50)	25.17	(15.33)
DIFR Budget	0.00	75.60	75.60	0.00	91.97	91.97	0.00	(16.37)	(16.37)
FSA Budget	0.00	166.00	166.00	0.00	163.00	163.00	0.00	3.00	3.00
IFR Budget	0.00	16.19	16.19	0.00	36.35	36.35	0.00	(20.16)	(20.16)
SUTRA Budget	0.00	2.00	2.00	0.00	4.00	4.00	0.00	(2.00)	(2.00)
College Foundation	0.00	4.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00
TOTAL	198.00	614.48	812.48	238.50	624.84	863.34	(40.50)	(10.36)	(50.86)

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes 93 part-time employees and 73 full-time employees. Instructional FTE's do not include full or part time contingent faculty.



2018-2019 Fredonia Operating Budget





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**OPERATING
BUDGET**

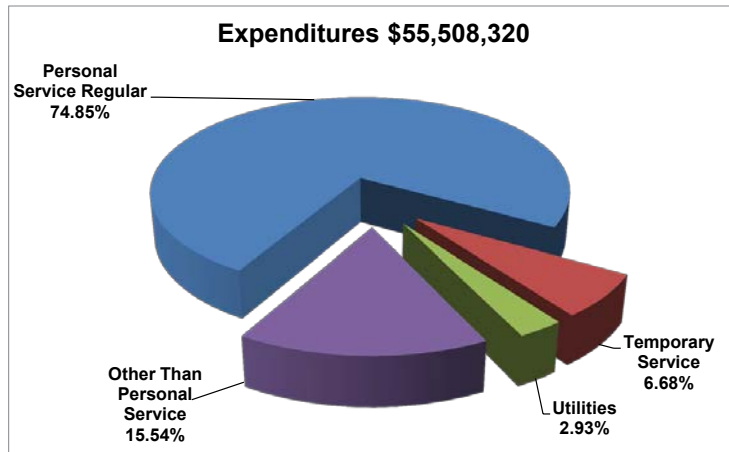
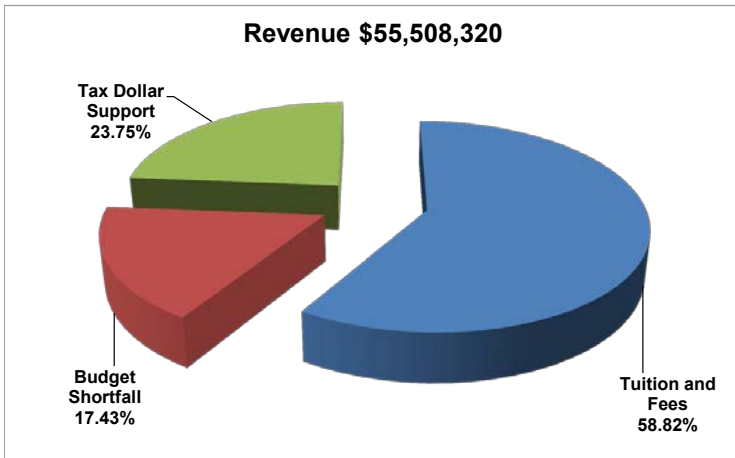




2018-2019 Fredonia Operating Budget

Proposed 2018-2019 Operating Budget

Sources and Uses of Funds



FREDONIA 2018-2019 University Operating Budget

Overview

The proposed 2018-2019 University Operating Budget totals \$55,508,320 an increase of \$3,449,120 from last year’s budget book. A new budget model following financial matching principles was implemented. This model aligned revenues and expenditures to correct funds and responsibility centers. This new model resulted in \$5,427,570 of expenditures realigned from Dormitory Income Fund Reimbursable (DIFR), Income Fund Reimbursable, (IFR) and the State University Tuition Reimbursable Account (SUTRA) Budgets to

the State Operating Budget. Other increases to the State Operating Budget include \$1,871,015 in unfunded bargaining unit salary increases, \$300,800 for scholarship commitments (including \$130,000 for increased NYS Tuition Assistance Credit Scholarships), \$248,030 in promotional and rank salary increases and balance of contract payments, \$21,500 for an emergency planning coordinator position, a net decrease in OTPS of \$129,400 and a one-time transfer of scholarship expenses of \$1,250,000 to the DIFR budget. The university incorporated \$3,040,395 of expenditure reductions as part of a multi-year reduction plan to reduce the university’s structural deficit

The budget includes a net increase in of tuition revenue of \$1,311,910 and no increase in New York State support. A complete description of New York State support and college revenues used in developing the proposed 2018-2019- budget is presented in the chart, “2018-2019 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2018-2019 University Operating Budget includes \$13,185,900 (23.75 percent) in New York State support and \$42,322,420 (76.25 percent) in College Revenue. The budget includes a shortfall of \$9,673,520 for the year. A chart showing the campus plan for funding the shortfall is also included on page B4 of this section.

Highlights

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. Efforts put forth within the Strategic Enrollment Management (SEM) Plan yielded one of the largest incoming freshmen class in Fredonia’s history. The *Right Serving, Right Sizing (RSRS)* initiative came to a closure with implementation of many suggestions across campus for improved services and programs, with some cost benefits and well as the departmental re-organizations. These improvements, however, did not yield substantial cost savings. In July 2018, the university



will commence the Procedures for Emergency Program Reduction/Elimination (PEPRE Process) which was approved by the University Senate in February 2013. The PEPRE Process will examine ways that programs or services can be reduced or eliminated to help address efficiencies and the structural deficit.

Planning Assumptions

The Planning Assumptions used in developing the 2018-2019 University Operating budget include the following:

- Campus revenue based on a student headcount of 4,700.
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.

- A new budget model following financial matching principles was implemented. This model aligned revenues and expenditures to correct funds and responsibility centers (departments). In addition, if a position was not to be filled during the current year it was eliminated from the budget.
- The university will receive no funding for mandatory salary increases negotiated through collective bargaining.
- \$75,000 of Summer Session and J-Term revenue will be utilized to offset the shortfall deficit.
- IFR reserves, campus auxiliary funds, other campus generated revenue will be used to address the shortfall.
- There will be no layoffs in permanent/continuing lines.

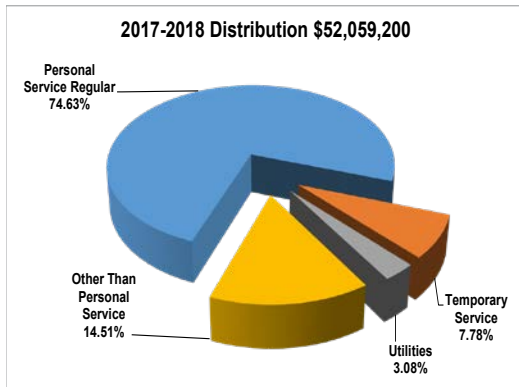
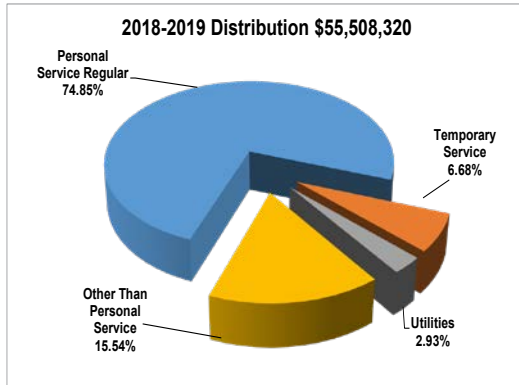
A summary of the 2018-2019 University Operating budget follows:

FREDONIA				
Proposed 2018-2019 Operating Budget				
Campus Total Distribution by Area				
	2018-2019 Proposed Allocation	2017-2018 Allocation	Change	Percent of Total
President & Reports	\$ 3,577,135	\$ 2,944,100	\$ 633,035	6.44%
Academic Affairs	30,802,900	29,077,190	1,725,710	55.49%
Finance & Administration	7,213,330	5,620,230	1,593,100	13.00%
Enrollment & Student Services Advancement, Engagement and Economic Development	6,784,500	3,988,800	2,795,700	12.22%
Utilities/Other	5,784,140	8,277,265	(2,493,125)	10.42%
TOTAL	\$ 55,508,320	\$ 52,059,200	\$ 3,449,120	100.00%

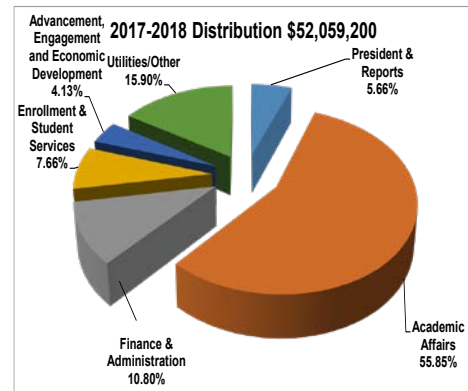
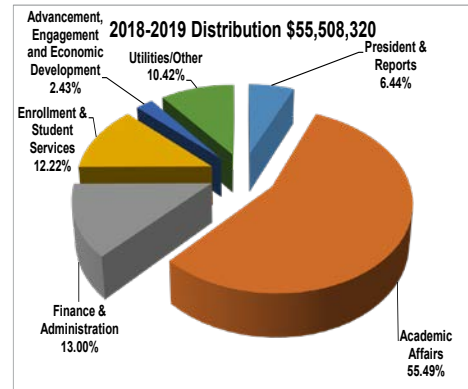


2018-2019 Fredonia Operating Budget

FREDONIA
Proposed 2018-2019 Operating Budget
Dollar Distribution by Expenditure Type



FREDONIA
Proposed 2018-2019 Operating Budget
Dollar Distribution by Area



FREDONIA Proposed 2018-2019 Operating Budget Campus Total Distribution by Expenditure Type			
	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 41,548,090	\$ 38,851,130	\$ 2,696,960
Temporary Service	3,707,530	4,050,755	(343,225)
Utilities	1,625,285	1,601,285	24,000
Other Than Personal Service	8,627,415	7,556,030	1,071,385
TOTAL	\$ 55,508,320	\$ 52,059,200	\$ 3,449,120



FREDONIA
University Operating Budget 2018-2019 Budget Projection

2017-2018 Budget Book Allocation (With Vacancies)	\$52,059,200
I. <u>Projected 2018-2019 Inflationary & State Mandated Increases</u>	
2018-2019 Negotiated Salary Increases & Retro Salary Adjustments	1,871,015
Funding of Tuition Credit Scholarship	130,000
System Administration & SICA Center Recharges	2,900
Total 2018-2019 Inflationary Increases	\$2,003,915
II. <u>Permanent Budget Changes</u>	
Reclassification of Expenditures from SUTRA, DIFR & IFR	3,657,570
Move Funding of Tuition Credit Scholarship from IFR to State	1,770,000
Promotional Rank Salary Increases & Balance of Contract Payments	248,030
Net Scholarship Expenses	170,800
Emergency Planning Coordinator - Temp Service	21,500
Duo Security Fob Tokens	9,200
Reverse AED Purchases made in 2017-2018	(141,500)
One Time Scholarship Expense funded by DIFR	(1,250,000)
Net Divisional Expenditure Reductions	(3,040,395)
Total 2018-2019 Permanent Budget Changes	\$1,445,205
Total Changes in 2018-2019 Budget Need	\$3,449,120
Projected 2018-2019 Base Budget Operating Need	\$55,508,320
2017-2018 New York State Support - No Changes for 2018-2019	\$13,185,900
2017-2018 College Tuition Revenue (4,532 HC) (Last Years Budget Book)	\$30,240,200
<u>2017-2018 Funding Increases/Decreases</u>	
Revenue Target Adjustment (4,631 HC)	1,096,790
Total 2017-2018 Adjustments in College Revenue	\$1,096,790
<u>2018-2019 Funding Increases/Decreases</u>	
Tuition Increase - \$200	800,570
Increased FTE Revenue Adjustment (4,700 HC)	511,340
Total 2018-2019 Adjustments in College Revenue	\$1,311,910
Total Changes in College Tuition Revenue	\$2,408,700
Total 2018-2019 College Tuition Revenue	\$32,648,900
Total Revenue from New York State Support & College Tuition	\$45,834,800
Projected Budget Shortfall	(\$9,673,520)
<u>Campus Support for Projected Budget Shortfall</u>	
Institutional Recurring Sources	2,214,000
One Time IFR Funds	1,958,678
Strategic Investment Reserves	3,926,087
Scholarship Reserves	1,000,000
Summer Session Revenue (\$60k) & J-Term Revenue (\$15k)	75,000
Recurring Sources (18-19 Revenue Budget Actions)	499,755
Total Campus Support	\$ 9,673,520
Uncovered Shortfall	\$0



2018-2019 Fredonia Operating Budget

FREDONIA Campus 2018-2019 Total FTE Distribution by Area

	2018-2019		2017-2018		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	42.85	0.00	35.60	0.00	7.25
Academic Affairs	198.00	110.40	238.50	112.11	(40.50)	(1.71)
Finance & Administration	0.00	118.95	0.00	95.88	0.00	23.07
Enrollment and Student Services	0.00	63.49	0.00	58.43	0.00	5.06
Advancement Engagement & Economic Development	0.00	15.00	0.00	23.50	0.00	(8.50)
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	198.00	350.69	238.50	325.52	(40.50)	25.17

*University Advancement and Engagement and Economic Development merged in 2018-2019

President

Line Transferred to Marketing and Communications	(1.00)	
Unfund Line-Instructional Support Specialist	(1.00)	
Marketing & Communication Move	9.00	
Partial Alignment of Resnet IT Staff from DIFR	0.25	
Total President FTE Changes	<u>0.25</u>	7.25

Academic Affairs

Add .50 FT Events Coordinator	0.50	
Add 1.00 for Graduate Admissions Coordinator (From SUTRA)	1.00	
Unfund Vacant Faculty Lines	(37.00)	
Unfund Vacant UUP/CSEA Staff	(2.71)	
Funded Lecturers to Adjunct Budget	(4.00)	
Total Academic Affairs FTE Changes	<u>(42.21)</u>	(42.21)

Finance & Administration

SUNY Campus Workers (In lieu of contractors)	2.00	
Transfer Positions from IFR to Offset	12.45	
Unfunded University Controller	(1.00)	
Unfunded Secretary 1	(1.00)	
Unfund OFA2 - Calculations Clerk - Student Accounts	(1.00)	
Maintenance & Operations Reorganization	(1.80)	
Adjust Line from Structural to Grounds	0.20	
Voluntary Reduction - Revenue Accountant	(0.30)	
Voluntary Reduction of Staff- Facilities	(0.10)	
Redistribution of Positions from DIFR	21.97	
Redistribution of Positions to DIFR	(8.35)	
Total Finance and Administration FTE Changes	<u>23.07</u>	23.07

Enrollment and Student Services

Unfund OFA1 Financial Aid	(1.00)	
Athletic Positions Swap with IFR	1.71	
University Police Alignment from DIFR to State	4.65	
University Police Alignment from State to DIFR	(2.25)	
Align FTES from DIFR	1.95	
Total Enrollment and Student Services FTE Changes	<u>5.06</u>	5.06

Advancement, Engagement & Economic Development

Line Transferred from Information Technology Department	1.00	
Unfund Vice President Position	(1.00)	
Fund New Fundraiser Position	1.00	
Unfund Senior Staff Associate	(1.00)	
Lines Transferred to President Area - Marketing and Communications	(9.00)	
Reduce Program Aide to .50 FTE	(0.50)	
Fund Director of Tech Incubator Position (Previously Temporary Service)	1.00	
Total Advancement, Engagement & Economic Development FTE Change	<u>(8.50)</u>	(8.50)

Grand Total FTE changes (15.33)



President's Office and Reports

Overview

Dr. Virginia S. Horvath, appointed the 13th University President in July 2012, serves as Fredonia's primary spokesperson to regional, state, national, and international constituencies and is responsible for the overall operation of the university. The President's Office and Lanford House (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. On a weekly basis, she convenes the Cabinet, which consists of the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the Vice President for Enrollment and Student Services, the Vice President for Advancement, Engagement and Economic Development; the Chief Diversity Officer, the Chief Information Officer, the Director of the Office of Institutional Research, Planning, and Assessment; and the Assistant to the President. The Executive Cabinet, consisting of the Vice Presidents and President, meets once each month. The President also convenes the President's Networking Session and the Student Cabinet monthly during the academic year, meets regularly with governance and union leaders, and serves on a number of internal and external committees and boards.

The President's Office staff consists of the President, Assistant to the President Denise Szalkowski, and Secretary 2 Dawn Hunt. Student workers also assist on a



part-time basis. 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 in cooperation with Dr. Kevin Kearns, liaison for government affairs, and there is full involvement in securing external funding from all sources.

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



Highlights

Fredonia continued its efforts of the Strategic Enrollment Management (SEM) Plan, which engaged the campus in new approaches to recruitment and retention and focused attention on student success. The initiative yielded one of the largest incoming first-year classes in Fredonia’s history.

The Executive Cabinet and members of the campus community made great efforts this past year to reduce costs and find efficiencies in efforts to stabilize the State Operating budget. The efforts will continue throughout the 2018-2019 budget year.

Completed a successful hire of a Secretary 2 in the President’s Office.

Planning Assumptions

Planning assumptions used in the development of the President’s Office budget for 2018-2019:

- \$20,000 in funding will continue for the implementation of the next strategic plan.
- The Marketing and Communications department will report to the President’s Office beginning in July 2018.
- Implementing \$237,590 in permanent expenditures reductions as part of the university’s commitment to reduce the State Operating structural deficit.

Operating Budget

The 2018-2019 Operating Budget for the President’s Office and reporting units is \$3,577,135. It is an increase of \$633,035 from 2017-2018. The increase reflects the addition of the Marketing and Communications department reporting to the President’s Office.





FREDONIA							
2018-2019 Operating Budget Detail							
President & Reports							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
PRESIDENT	860701-01	PRESIDENT'S OFFICE	3.00	368,800	8,500	63,100	440,400
	860701-05	CONVOCATION				10,100	10,100
	860710-12	STRATEGIC PLAN				20,000	20,000
	860740	INSTITUTIONAL STUDIES	2.00	168,700		2,790	171,490
	860778-01	DIVERSITY,EQUITY,INCLUSION	1.00	72,500		5,040	77,540
PRESIDENT Total			6.00	610,000	8,500	101,030	719,530
INFORMATION TECHNOLOGY SERVICES (ITS)	860009	ACADEMIC COMPUTING				9,180	9,180
	860131-01	CREATIVE SUPPORT SERVICES	12.85	954,000	145,500		1,099,500
	860702-01	DSI AWARD		23,100			23,100
	860835-01	COMPUTER SERVICES	15.00	1,091,225			1,091,225
INFORMATION TECHNOLOGY SERVICES Total			27.85	2,068,325	145,500	9,180	2,223,005
MARKETING & COMMUNICATIONS	860854	PUBLICATIONS	4.00	252,800		24,000	276,800
	860855-05	MEDIA RELATIONS	5.00	333,800		24,000	357,800
MARKETING & COMMUNICATIONS Total			9.00	586,600		48,000	634,600
PRESIDENT & REPORTS Total			42.85	3,264,925	154,000	158,210	3,577,135

FREDONIA	
Proposed 2018-2019 Operating Budget SUMMARY	
President & Reports	
2017-2018 Original Base Budget	\$ 2,944,100
2018-2019 Budget Adjustments	
Contractual and Other Salary Increases	93,200
Reclass of SUTRA, DIFR & IFR Expenses	12,800
Divisional/Institutional Reclass of Expense*	764,625
Net Divisional Expenditure Reductions	(237,590)
Sub-Total 2018-2019 Budget Adjustments	633,035
2018-2019 Budget Base	\$ 3,577,135
* Starting July 2018, the Marketing & Communications Department was moved under President's area.	



Chief Information Officer
Stephen Rieks.

Chief Information Officer

Overview

Information services are utilized in every aspect of the Fredonia’s environment. The initial “visit” to Fredonia most likely occurs through the campus home page, www.fredonia.edu, or via social media which often leads to an on-campus visit. The infrastructure and support provided and maintained by Information Technology Services (ITS) includes:

- High-speed and widely deployed secure and guest wireless network access
- Access to an extensive portfolio of library resources
- A state-of-the-art Learning Management platform (Moodle rooms a.k.a. Fredonia branded “OnCourse”)
- Numerous social media venues
- Vast academic and administrative applications
- Over 500 student use computers used for instruction and general-use purposes
- Classrooms equipped with lecture capture and wireless projector capabilities
- Residential technology support programs enhancing a living and learning environment
- Various security and life-safety systems

Highlights

Fredonia has been progressive in adding additional Internet bandwidth to meet the needs of the campus community. The university has surpassed many SUNY peer institutions in this critical category. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the features available. Furthermore, Fredonia uses multiple Internet service providers, which greatly reduces the chances of a campus-wide Internet failure.

Behind-the-scenes maintenance, administration, and troubleshooting work provides 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 projects include:

- Fredonia expects to nearly double the useable bandwidth by the end of the Fall 2018 semester. Fredonia has been progressive in adding additional Internet bandwidth to meet the needs of the campus community and as such, has surpassed many SUNY peer institutions. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the features available. Furthermore, Fredonia uses multiple Internet service providers, which greatly reduces the chances of a campus-wide Internet failure.
- Over 100 wireless access points were added in various residential halls as to enhance the student wireless experience.
- Expanded the number of security cameras and card access doors, elevating the security envelope throughout campus.
- Continued to implement a new Content Management System used to deliver and integrate social media with active elements and various new online mobile accessible templates.
- Greatly increased the amount of file server storage space available to each student, allowing students to securely store more educational related data.
- Began the desktop migration to Microsoft Windows 10 and Office 2016 as to maintain a secure and modern teaching and learning environment.
- Finalized and implemented a new lecture capture system used by faculty to digitize many on-premise course lectures.
- Successfully deployed the DUO multi-factor authentication system as a method of protecting sensitive university data and login credentials to all Fredonia staff members. Plans include deploying DUO to all faculty by the end of the 2018-2019 academic year.
- Completed the installation of Fredonia’s next-gen Firewall and Intrusion Prevention System (IPS) used to monitor, filter, identify, and

actively stop non-authorized third parties from attacking administrative, academic and student technologies.

- Partnered with the Office of Diversity, Equity, and Inclusion to implement a “Chosen Name” initiative, allowing members of the campus community to select and display a chosen first name in various teaching and learning systems.
- Expanded the number of computer labs and smart classrooms to aid in fostering a better overall teaching and learning experience.
- Implemented a new incident tracking system, branded TRACKER, and a new central knowledgebase system, branded ANSWERS, as a method of efficiently and effectively providing support to the campus community through problem resolution and knowledge dissemination.
- Continued to expand upon and enhance Fredonia’s virtual server environment used to provide academic, administrative, research and lab services to the campus community.
- Enhanced the student printing experience in Reed Library as to allow for secure printing of sensitive data and to enhance the campus sustainability posture by reducing the waste generated by uncollected prints.
- Augmented wired and wireless networking services in Reed Library by investing in numerous new switches and high-speed backbones.
- Completed an online Graduate application migrating the system from a cloud based product to an integrated BANNER based service.
- Began Fredonia’s migration to BANNER 9 as a method of enhancing Fredonia’s current workflow processes and portal capabilities as well as to maintain application compliance and support.
- Created a framework and a multi-year plan aimed in replacing Fredonia’s aging telephone system with an integrated unified communication system. The system will provide not only dial-tone service but also conference calling, video calling, and technologies that can be utilized for both synchronous and asynchronous teaching, learning, video conferencing, and overall campus communications.



Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services’ 2018-2019 operating budget include:

- Migrate Fredonia’s existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.
- Complete the migration to BANNER 9 and integrate the “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.
- Began work on a Password Administration Self-Service (PASS) system that will allow members of the campus community to activate/reset their eServices password and auto-enroll in eServices’ new multi-factor security system (DUO).
- Expand on the use of vendor’s 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.



Operating Budget

The 2018-2019 operating budget provides hardware, software, fees for consultants, and supporting technologies for developing and maintaining a reliable, secure and responsive Information Technology infrastructure. Capital funding for university network and computing equipment upgrades remains a cornerstone requirement in maintaining and expanding the infrastructure necessary to provide secure and modern IT services throughout the university.

- Continue to expand upon Fredonia's eServices Identity Management system with a notable goal being the elimination of multiple eServices accounts per individuals.
- 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 Fredonia is procuring products and services with the lowest possible cost.



Division of Academic Affairs

Overview

The Division of Academic Affairs comprises over 56 percent of Fredonia’s state operating budget. The division includes the College of Education, the College of Liberal Arts and Sciences, the College of Visual and Performing Arts and the School of Business. In addition, Academic Affairs includes several academic support units, including Daniel Reed Library and the Office of International Education. The Office of the Provost oversees Graduate Studies, the Professional Development Center, the Office of Student Creative Activity and Research, Sponsored Programs, and Extended and Online Learning, as well as the academic support areas of the Registrar’s Office, the Learning Center, Academic Advising, General Education and the Honors Program.

The Provost’s Council, comprised of direct reports to the Provost, meets biweekly to discuss issues within the division and university. The Chair of the University Senate has been included on the council in order to facilitate communication and shared decision-making. At its annual summer retreat, the Provost’s Council reflects on progress made in the past academic year and sets goals for the upcoming year based on the Power of Fredonia, the institution’s multi-year strategic plan. At its winter retreat in January, the council monitors mid-year progress on annual goals. The Provost’s Council set the following goals for the 2018-2019 academic year:

- Develop a plan to improve the quality and suitability of learning spaces across campus;
- Continue to reduce the operating budget significantly;
- Establish faculty teams to study retention data and make recommendations for institutional, college, and departmental action;
- Complete the next steps in Building Toward Student Success to improve service and support to students;

- Develop and launch an International Program Pathway with EC English to recruit international students with various levels of proficiency;
- Implement the Assessment Management plan, including the launch of Watermark.

Highlights

- The Provost appointed a group of faculty and staff to consider alternatives to the Department Data Notebooks. After conducting its review, the group recommended subscribing to EAB’s Academic Performance Solutions. The Provost brought the recommendation to the President’s Cabinet, which approved it with the understanding that the resource would be valuable if the institution was able to use to make significant, cost-saving decisions.
- The Division of Academic Affairs has made significant progress on an International Pathway Program that will recruit and retain more international students. The program will have a ‘soft launch’ in Spring 2019.
- The Provost developed a plan to address faculty salaries, which was shared with the Cabinet. The Cabinet approved a part of the plan, increasing the salary increment that faculty receive at the time of promotion. The change went into effect in August 2018.
- Fredonia continues to lead the SUNY System in the implementation of Ad Astra course scheduling data analysis, which has led to increased efficiency in course scheduling, reduction in reliance on part-time adjunct faculty and a slight increase in student credit load per semester.

Planning Assumptions

The Division of Academic Affairs will need to make another significant reduction in its operating expenses. The division will continue to improve administrative efficiency and reduce the cost of instruction through a number of strategies: reduction in the workforce through the retirement incentive;



Provost and Vice President for Academic Affairs Terry Brown.



2018-2019 Fredonia Operating Budget



evaluation of vacancies; elimination and reduction of selected academic programs and services; and reorganization to reduce administrative costs, which has the potential to achieve the greatest savings.

Operating Budget

The 2018-19 Academic Affairs budget totals \$30,802,900. The Division of Academic Affairs, through a consultative process, made a \$1.25 million reduction in its operating budget by June 30, 2018. The cuts were realized through the elimination of vacancies, reductions in stipends and reductions in OTPS. The Academic Affairs budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above.

FREDONIA	
Proposed 2018-2019 Operating Budget	
SUMMARY	
Academic Affairs	
2017-2018 Original Base Budget	\$ 29,077,190
2018-2019 Budget Adjustments	
Contractual and Other Salary Increases	2,345,280
Reclass of SUTRA, DIFR & IFR Expenses	389,600
Divisional/Institutional Reclass of Expense	1,250
Net Divisional Expenditure Reductions	(1,158,450)
Balance of Contract Payments	148,030
Sub-Total 2018-2019 Budget Adjustments	<u>1,725,710</u>
2018-2019 Budget Base	<u><u>\$ 30,802,900</u></u>

2018-2019 Fredonia Operating Budget



FREDONIA - Academic Affairs 2018-2019 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	TS	OTPS	Total
ACAD AFFAIRS PROVOST	860001-01	RECRUITMENT				54,500	54,500
	860004	HONORARIUMS				6,000	6,000
	860702-02	DSI AWARD-AA		181,300			181,300
	860710-01	PROVOST(Includes \$315,880 PSR 18-19 savings)	2.00	555,880	5,500	31,600	592,980
	860710-02	ACAD. AFF. ADMINISTRATIVE EQUIP.				20,000	20,000
	860710-07	ACADEMIC SUPPORT		17,000	21,500	3,500	42,000
	860710-08	FACULTY START-UP				45,000	45,000
ACAD AFFAIRS PROVOST Total			2.00	754,180	27,000	160,600	941,780
CA&AS-ASSOC PROVOST	420002-01	GENERAL EDUCATION			5,000	5,100	10,100
	860045-01	LIBERAL ARTS			5,000	4,200	9,200
	860145-01	ASSOC PROVOST CURR/ACAD SUPPORT	1.00	126,400		12,400	138,800
CA&AS-ASSOC PROVOST Total			1.00	126,400	10,000	21,700	158,100
CA&AS-HONORS PGRM	861581-02	HONORS PROGRAM SUPPORT		5,000	3,000	8,500	16,500
CA&AS-HONORS PGRM Total			0.00	5,000	3,000	8,500	16,500
CA&AS-ACAD ADVISING	500109-01	LEARNING CENTER	5.00	281,900	59,200	4,000	345,100
	860017	ACADEMIC ADVISING	4.00	201,200	6,000	8,800	216,000
CA&AS-ACAD ADVISING Total			9.00	483,100	65,200	12,800	561,100
CA&AS-REGISTRAR	860555	REGISTRAR	7.00	395,500		30,000	425,500
CA&AS-REGISTRAR Total			7.00	395,500		30,000	425,500
CA&AS-EDP	860525-01	EDUCATIONAL DEV PROGRAM	2.00	128,200	2,000	8,000	138,200
	861555-02	GRADUATE OPPORTUNITY PROGRAM				6,000	6,000
CA&AS-EDP Total			2.00	128,200	2,000	14,000	144,200
CA&AS-FULL OPPORTUNITY	500109-02	FULL OPPORTUNITY PROGRAM			6,000	1,000	7,000
CA&AS-FULL OPPORTUNITY Total					6,000	1,000	7,000
GS,SR&FD-ASSOC PROVOST	840010-01	GRADUATE ASSISTANTS	1.00	64,400	166,000		230,400
GS,SR&FD-ASSOC PROVOST Total			1.00	64,400	166,000		230,400
GS,SR&FD-GRAD STUDIES	550152-01	ASSOCIATE PROVOST	1.00	51,900		1,125	53,025
	550152-10	OFFICE INITIATIVES				14,875	14,875
	550152-20	MAINTENANCE/SUBSCRIPTIONS				3,100	3,100
	550152-40	TELEPHONE/MAIL				1,000	1,000
	550152-50	RECRUITMENT				5,000	5,000
	861555-01	GRAD ASSISTANT TUITION WAIVER-AA				169,600	169,600
GS,SR&FD-GRAD STUDIES Total			1.00	51,900		194,700	246,600
GS,SR&FD-PROF DVLPMNT CNTR	860710-10	FREDONIA PLAN	2.00	173,000	3,000	10,000	186,000
GS,SR&FD-PROF DVLPMNT CNTR Total			2.00	173,000	3,000	10,000	186,000
GS,SR&FD-SP PGRM/RSCH	860717	SPONSORED PROGRAMS	2.00	182,800		6,600	189,400
	860718	CONTRACT & GRANT ADMINISTRATION	1.00	72,900			72,900
GS,SR&FD-SP PGRM/RSCH Total			3.00	255,700		6,600	262,300
GS,SR&FD-SP EXTENDED LRN	860352-40	TELEPHONE & MAILINGS				500	500
	860352-50	TRAVEL				2,000	2,000
GS,SR&FD-SP EXTENDED LRN Total						2,500	2,500
GS,SR&FD-SP ONLINE LRNG	860145-02	ONLINE LEARNING	1.00	72,300	5,000	5,500	82,800
GS,SR&FD-SP ONLINE LRNG Total			1.00	72,300	5,000	5,500	82,800
REED LIBRARY	850480-18	ELSEVIER CONTRACT RECHARGE				60,200	60,200
	860405-01	PERSONAL SERVICE T/S NON-INSTRUC	14.00	832,500	22,600		855,100
	860405-02	PERSONAL SERVICE STUDENTS			93,000	4,100	97,100
	860405-13	P-JOURNALS				7,000	7,000
	860405-14	PRINT BOOKS				20,000	20,000
	860405-15	GENERAL REFERENCE MATERIALS				10,000	10,000
	860405-17	MUSIC RESOURCES				8,000	8,000
	860405-18	STANDING ORDERS				2,000	2,000
	860405-19	DATABASES				300,000	300,000
	860405-20	BINDERY				5,000	5,000
	860405-30	CONTRACTUAL SERVICES				76,000	76,000
	860405-40	MAINTENANCE SERVICE CONTRACTS				8,000	8,000
	860405-50	SUPPLIES				10,000	10,000
	860405-70	TRAVEL				10,200	10,200
	860405-80	COMPUTER SOFTWARE/HARDWARE				7,000	7,000
REED LIBRARY Total			14.00	832,500	115,600	527,500	1,475,600
LA&S-DEAN	420001-01	DEAN, NATURAL & SOCIAL SCIENCES	3.00	255,000		85,870	340,870
	420001-05	INITIATIVES IN THE SCIENCES				8,000	8,000
	520003-01	INTERDISCIPLINARY STU - GENERAL		6,500		4,100	10,600
	520003-09	WOMEN'S & GENDER STUDIES				3,900	3,900
	520003-14	INST. FOR EUROPEAN UNION STUDIES				100	100
	860002-02	TRAVEL-CLAS				31,000	31,000
	LA&S-DEAN Total			3.00	261,500		132,970
LA&S-BIOLOGY	630013-01	BIOLOGY	13.00	897,600		33,500	931,100
LA&S-BIOLOGY Total			13.00	897,600		33,500	931,100
LA&S-CHEM & BIOCHEM	630018-01	CHEMISTRY & BIOCHEMISTRY	8.00	560,900		20,060	580,960
	630018-02	NUCLEAR REGULATORY EXPENSES				1,500	1,500
LA&S-CHEM & BIOCHEM Total			8.00	560,900		21,560	582,460
LA&S-COMMUNICATION	630090-01	COMMUNICATIONS	11.00	747,400	3,800	11,000	758,400
	630090-03	RADIO STATION				5,000	5,000
LA&S-COMMUNICATION Total			11.00	747,400	5,000	12,200	763,400



2018-2019 Fredonia Operating Budget

FREDONIA - Academic Affairs 2018-2019 Operating Budget Detail

Reporting Area	Account	Account Description	FTE	PSR	TS	OTPS	Total
LA&S-COMM DISORDER S & SCI	500095-01	COMMUNICATION DISORDERS & SCIENC	10.00	700,200		9,100	709,300
	500140	HENRY YOUNGERMAN CENTER	1.00	82,100		400	82,500
LA&S-COMM DISORDER S & SCI Total			11.00	782,300		9,500	791,800
LA&S-COMPUTER & INFO SCI	420019-01	COMPUTER & INFORMATION SCIENCES	7.00	542,350	14,500	5,600	562,450
LA&S-COMPUTER & INFO SCI Total			7.00	542,350	14,500	5,600	562,450
LA&S-ENGLISH	630031-01	ENGLISH DEPARTMENT	17.00	1,291,900		11,600	1,303,500
LA&S-ENGLISH Total			17.00	1,291,900		11,600	1,303,500
LA&S-GEOSCIENCES	630041-01	GEOLOGY & ENVIRONMENTAL SCIENCES	2.50	158,600		11,700	170,300
LA&S-GEOSCIENCES Total			2.50	158,600		11,700	170,300
LA&S-HISTORY	630046-01	HISTORY	14.00	1,035,800		10,200	1,046,000
LA&S-HISTORY Total			14.00	1,035,800		10,200	1,046,000
LA&S-MATH SCI	630063-01	MATHEMATICS	10.00	821,000		12,600	833,600
LA&S-MATH SCI Total			10.00	821,000		12,600	833,600
LA&S-PHILOSPHY	630073-01	PHILOSOPHY	2.50	242,300		3,900	246,200
LA&S-PHILOSPHY Total			2.50	242,300		3,900	246,200
LA&S-PHYSICS	630076-01	PHYSICS	4.50	325,900		6,070	331,970
LA&S-PHYSICS Total			4.50	325,900		6,070	331,970
LA&S-POLTCS & INT'L AFFAIRS	630077-01	POLITICS & INTERNATIONAL AFFAIRS	5.70	437,400		5,100	442,500
LA&S-POLTCS & INT'L AFFAIRS Total			5.70	437,400		5,100	442,500
LA&S-PSYCHOLOGY	630078-01	PSYCHOLOGY	11.00	865,100		19,700	884,800
LA&S-PSYCHOLOGY Total			11.00	865,100		19,700	884,800
LA&S-CRIMINAL JUSTICE	630088-02	CRIMINAL JUSTICE	3.30	190,300		2,000	192,300
LA&S-CRIMINAL JUSTICE Total			3.30	190,300		2,000	192,300
LA&S-SOCIAL WORK	630089-01	SOCIAL WORK	4.50	304,450		2,000	306,450
LA&S-SOCIAL WORK Total			4.50	304,450		2,000	306,450
LA&S-SOCIOLOGY	630088-01	SOCIOCULTURAL & JUSTICE SCIENCES	3.50	266,450		8,700	275,150
LA&S-SOCIOLOGY Total			3.50	266,450		8,700	275,150
LA&S-WORLD LANG & CLTR	630036-01	WORLD LANGUAGES & CULTURES	4.90	328,600		5,000	333,600
LA&S-WORLD LANG & CLTR Total			4.90	328,600		5,000	333,600
EDU-DEAN	500028-01	EDUCATION	1.00	95,100		11,000	106,100
	860005-02	CAEP				6,000	6,000
	860105-01	DEAN, COLLEGE OF EDUCATION	2.00	217,400		4,100	221,500
EDU-DEAN Total			3.00	312,500		21,100	333,600
EDU-CURR&INST	500028-02	C&I	9.00	645,900		5,600	651,500
EDU-CURR&INST Total			9.00	645,900		5,600	651,500
EDU-LANG,LRNING & LDRSH	500028-04	LLL	7.00	541,900		5,600	547,500
EDU-LANG,LRNING & LDRSH Total			7.00	541,900		5,600	547,500
EDU-OFC OF FIELD EXP	500070-01	OFF-CAMPUS SUPERVISED TEACHING	2.00	119,100		47,100	166,200
	500070-02	SUPERVISED TEACHING HAMBURG PROG				2,600	2,600
EDU-OFC OF FIELD EXP Total			2.00	119,100		49,700	168,800
ADJUNCTS-PROVOST	860034	SABBATICAL REPL COST - PROVOST			120,000		120,000
ADJUNCTS-PROVOST Total					120,000		120,000
ADJUNCTS-99 SUBS	860026-99	ADJUNCTS-DEAN, SCHOOL OF BUSINESS		140,700	303,700		444,400
	860025-01	ADJUNCTS-DEAN, EDUCATION		194,900	254,000		448,900
	860027-99	ADJUNCTS - DEAN, ARTS & SCIENCES		1,370,100	1,197,340		2,567,440
	860028-99	ADJUNCTS-DEAN, V & PA		737,800	940,900		1,678,700
ADJUNCTS-99 SUBS Total				2,443,500	2,695,940		5,139,440
BUSINESS-DEAN	630014	TRAVEL - SCHOOL OF BUSINESS				2,300	2,300
	630017	SCHOOL OF BUSINESS	2.00	217,100		14,400	231,500
	630117	DEAN, SCHOOL OF BUSINESS				2,500	2,500
BUSINESS-DEAN Total			2.00	217,100		19,200	236,300
BUSINESS-APLD PROF STDY	630028	APPLIED PROF STUDIES	4.50	360,600		2,500	363,100
BUSINESS-APLD PROF STDY Total			4.50	360,600		2,500	363,100
BUSINESS-ADMINISTRATION	630015	BUSINESS ADMINISTRATION	13.00	1,465,900		16,800	1,482,700
BUSINESS-ADMINISTRATION Total			13.00	1,465,900		16,800	1,482,700
BUSINESS-ECONOMICS	630027	ECONOMICS	4.50	409,800		4,150	413,950
BUSINESS-ECONOMICS Total			4.50	409,800		4,150	413,950
V&PA-DEAN	520115-01	GALLERY-RECHARGES & EXPENSES	1.00	62,300	16,000		80,550
	620001-01	DEAN, VISUAL & PERFORMING ARTS	2.00	216,100		16,300	232,400
	860002-03	TRAVEL-CVPA				2,000	2,000
	860201-05	RESEARCH ACTIVITIES				17,000	17,000
V&PA-DEAN Total			3.00	278,400	16,000	37,550	331,950
V&PA-SCHOOL OF MUSIC	690066-01	MUSIC - RECHARGES AND EXPENSES	43.00	3,120,780	8,000	11,900	3,140,680
	690066-02	MUSIC - SUPPLIES AND OPERATIONS			25,200	3,800	29,000
V&PA-SCHOOL OF MUSIC Total			43.00	3,120,780	33,200	15,700	3,169,680
V&PA-THEATRE & DANCE	520090	THEATRE ARTS	14.50	957,650	300	12,900	970,850
V&PA-THEATRE & DANCE Total			14.50	957,650	300	12,900	970,850
V&PA-VISUAL ARTS & NEW MEDIA	630009-01	VISUAL ARTS & NEW MEDIA	14.00	1,094,900		22,300	1,117,200
V&PA-VISUAL ARTS & NEW MEDIA Total			14.00	1,094,900		22,300	1,117,200
V&PA-ROCKEFELLER ARTS CNTR	520116-01	ARTS CENTER-OPERATIONS	6.50	420,500		22,700	443,200
V&PA-ROCKEFELLER ARTS CNTR Total			6.50	420,500		22,700	443,200
INT'L EDU CNTR-DIRECTOR	860044-01	INTERNATIONAL EDUCATION	3.00	175,700		5,000	180,700
INT'L EDU CNTR-DIRECTOR Total			3.00	175,700		5,000	180,700
ACADEMIC AFFAIRS -Total			308.40	25,966,260	3,286,540	1,550,100	30,802,900

College of Liberal Arts and Sciences

Overview

The College of Liberal Arts and Sciences (CLAS) is comprised of 15 departments and offers a variety of undergraduate programs, minors, and graduate degrees. In addition to offering specific programs across the humanities (e.g., English, History, etc.), STEM (Science, Technology, Engineering and Mathematics), social/behavioral sciences (e.g., Communication Disorders and Sciences, Psychology, etc.), and Interdisciplinary Studies, 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 college degree. Given this role, it will continue to be a lead participant in the newly-created general education system known as Fredonia Foundations.

The college continues to review and modify its curricula (e.g., reduction of tracks), generate new curricula (e.g., multi-award programs in science education and English education), reconsider course offerings (e.g., course section frequency) and consider means of increasing student success (e.g., evaluation of D, F, W rates for gateway courses). Overall enrollments within the college have declined by approximately 15 percent between 2012 and 2017. A corresponding 15 percent decrease of student credit hours has also been observed for the same time period. The overall trend does not tell the whole story: Approximately half of the programs offered by the college have exhibited either growth or relative stability.

During the Right Serving, Right Sizing (RSRS) process initiated during academic year 2016-2017, it was determined that CLAS provided 56 percent of the revenue associated with all academic departments between 2014 and 2016. Although this has likely dropped a bit due to the trend described above, it seems reasonable to assume that it still hovers around 50 percent.

Faculty/Department Highlights

- The college conducted nine successful searches for tenure-track faculty. The following new faculty members began in 2018:

◇ Dr. Jonathan Kniss, Biology

◇ Dr. Toluwani Oloke, Communication

◇ Mr. David Norman, Communication

◇ Dr. Emily Zane, Communication Disorders and Sciences

◇ Dr. Nikki Go, Communication Disorders and Sciences

◇ Dr. Wentao Cao, Geology and Environmental Sciences

◇ Dr. Bernadette Marson, Sociocultural and Justice Sciences, Social Work

◇ Dr. Jessica Finkeldey, Sociocultural and Justice Sciences, Criminal Justice

◇ Dr. Ignacio Sarmiento Panes, World Languages and Cultures

- Department of Mathematical Sciences faculty member Kimberly Conti was recognized with the President's Award for Excellence in Teaching and Learning.
- Department of English faculty member Dr. Bruce Simon was awarded the SUNY Chancellor's Award in Faculty Service and Department of Computer and Information Sciences faculty member Dr. Junaid Zubairi was recognized with the SUNY Chancellor's Award for Excellence in Scholarship and Creative Activities.
- Two students from the College of Liberal Arts and Sciences were recognized with the SUNY Chancellor's Award for Student Excellence.
- The Heinz Family Foundation named Dr. Sherri Mason, Professor of Chemistry, as the recipient of the prestigious 23rd Heinz Award in the Public Policy category.
- Department of Psychology faculty member Dr. Andrea Zevenbergen was named SUNY Distinguished Teaching Professor.



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



- The observatory continues to offer public viewing nights hosted by Michael Dunham, assistant professor in the Department of Physics.
- The Department of Computer and Information Sciences hosted a high school competition.
- The Department of Mathematical Sciences hosted a math challenge for local high schools.
- The college and Department of Communication hosted Western New York Media Day.
- Departments participated in a wide variety of recruitment events, including outreach to prospective students, awarded scholarships, participated in Exploration Days, held summer camps, hosted high school visits, etc.
- Dr. Birger VanWesenbeeck, a faculty member in the Department of English, was awarded a Fulbright award in Turkey.

Planning Assumptions

Planning assumptions used in the development of the 2018-19 operating budget for the College of Liberal Arts and Sciences include the following:

- The college has been able to restore some of the critically needed positions that have been left vacant. Future vacancies will be filled according to their contributions to maintaining and enhancing the academic mission. Salaries will be determined by balancing market demands and equity.
- Equipment that is necessary to the academic mission will be maintained. 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 contribute the majority of Fredonia Foundation course sections across most of the categories. This may require adding sections based on category demands.
- The college continues to implement and explore curriculum.
- Both State University Tuition Reimbursable Account (SUTRA) and travel funding will be more efficiently and maximally utilized across the college by better planning and local decision making.

Operating Budget

The 2018-2019 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 (e.g., reducing overloaded course sections, improving the student-to-professor ratio, etc.). At the same time, it must continue to explore new or significantly revised program offerings. Student success must always be at the core of CLAS budget decisions.



College of Visual and Performing Arts

Overview

The College of Visual and Performing Arts (CVPA) ended its fifth consecutive year (Fiscal Year 2018) with a balanced budget, indicating continued fiscal responsibility in a complex organization. The School of Music, the Department of Theatre and Dance, the Department of Visual Arts and New Media, Michael C. Rockefeller Arts Center, and the Marion Art Gallery now serve the largest number of arts majors in the past 10 years at 1,053 primary majors. After a moderate decline of approximately 4 percent over three years (FY 2015-17), enrollment was up 10.3 percent from Fall 2016 to Fall 2017, with continued growth into Fall 2018.

The college has adopted a new Mission and Vision statement, emphasizing that the college “prepares students for contemporary careers requiring skill, collaboration, creativity and perseverance.” It aligns clearly with the university’s new Strategic Plan.

The budget overview has become more challenging and the university now faces an imminent shortfall. The Division of Academic Affairs cut \$1.25 million for the current fiscal year, and is facing an unknown additional reduction this year. At a time of our highest enrollments in 10 years, we are simultaneously reviewing every degree program and academic support unit for viability and efficiency. With the review process being carried out by the Cabinet and its stated timeline, by Feb. 15 the college should know what changes, if any, needs to implement.

The arts continue to contribute powerfully to the campus in recruitment, retention and reputation. However, arts training requires intensive support in personnel, equipment and facilities. The college needs to maintain or increase state budget allocations and student fees, increase ticket revenue without compromising the academic mission, and work vigorously to secure external funds through donations and grants.

All of the college’s programs except Dance are fully accredited by the appropriate division of the Council of Arts Accrediting Associations. Both the School of Music and the Department of Visual Arts and New Media are currently preparing self-study reports, in preparation for accreditors’ site visits in Fall 2019. Dance accreditation is being considered as an undertaking within the next two years.

Highlights

- Enrollment and efficiency: increase over last year by 99 students or 10.4 percent, bringing the CVPA to its largest enrollment since its founding in 2013 at 1,053 primary majors (Fact Book 2017). Student credit hours per full time equivalent in each department reached their highest ratios since Fall 2010.
- Fredonia Foundations: the CVPA had 13 courses approved and is offering 420 seats in Arts and Social Sciences for Fall 2018.
- The Department of Visual Arts and New Media led the enrollment increases by raising its overall enrollment from 164 to 188, or 14.6 percent, in a single year.
- The School of Music committed increased efforts across the faculty in recruitment and retention.
- The School of Music continued the Wind Ensemble Recording Project with significant grant funding from the Sorel Organization and from Sigma Alpha Iota.
- The Department of Theater and Dance turned its production budget, which relies entirely on ticket sales, from running an annual deficit to carrying a modest surplus into next season.
- The Cathy and Jesse Marion Gallery accomplished the professional disposition of its artworks which were being stored inadequately, with the realized funds of over \$200,000 used to create an unrestricted endowment for gallery operations.
- Rockefeller Arts Center managed significant staffing changes by replacing a secretary of 47 years’ service, and replacing the full-time position of Assistant Director with a half-time Events Coordinator, contributing substantial salary savings to the university.



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



Planning Assumptions

In developing the 2018-19 operating budget for the College of Visual and Performing Arts, it was assumed:

- That Strategic Enrollment Management will remain a critical focus as the college carefully manages enrollments in areas at capacity, directing recruiting towards those which can take more students, and focus on retention.
- That the college will continue to rely on student fees to maintain equipment, because of flat or decreasing state appropriations.
- That the college will continue to be accountable for contingent faculty budgets at the college level, posing opportunities for efficient staffing but challenges in meeting the needs of large incoming classes.
- That the addition to and renovation of the Rockefeller Arts Center will pose challenges to our existing staff and budgets as we equip and maintain 30 percent more space.
- That collaborative fundraising will be a critical part of the college’s activities as spaces continue to be named for the Rockefeller Arts Center in the upcoming Fredonia College Foundation fundraising campaign.
- That the college will continue to rely on ticket revenue and therefore, marketing — especially in the Department of Theatre and Dance and Rockefeller Arts Center.

Operating Budget

The 2018-19 operating budget of the College of Visual and Performing Arts remains virtually unchanged, despite the significant budget cut undertaken by Academic Affairs. The Provost specifically attempted to leave operating budgets in place, recognizing that they represent about 5 percent of the overall academic budget. Cuts were made in vacant positions, and in release time and stipends allocated for faculty doing administrative duties. This has not improved morale, but has brought some equity and economy to all Academic Affairs units.

The College of Visual and Performing Arts offers the most comprehensive array of degree programs of any institution in the SUNY system. We recruit and retain students in all of our programs at rates above the university averages. We will continue our commitment to direct our energies and resources to the success of our students.





College of Education

Overview

The College of Education (COE) consists of two departments: Language, Learning and Leadership; and Curriculum and Instruction, and two support offices: the Office of Field Experiences and the Office of Student Services. Dr. Christine Givner serves as Founding Dean of the College of Education and the Chief Certification Officer for all of teacher education on campus (College of Education - Professional Education Unit or COE-PEU). The 2017-2018 Academic Year Enrollment in the College of Education include 362 undergraduate students and 116 graduate students, for a total of 478 students. The College of Education collaborates with the deans and content departments in the College of Liberal Arts and Sciences and in the College of Visual and Performing Arts, in also serving Adolescence Education and Music Education undergraduate majors and graduate students. The COE-PEU is comprised of 29 programs leading to initial and advanced certifications for teachers and other school professionals.

The COE-PEU's educator preparation programs contribute approximately 19 percent of the university's undergraduate students and 98 percent of the graduate student population. The enrollment of the COE-PEU consists of 798 undergraduate and 199 graduate students for a total of 997 in the PEU. The COE Office of Field Experiences was responsible for oversight of more than 427 student teaching placements and more than 398 early field experience placements for the academic year. The COE Office of Student Services had over 2,000 individual student contacts, not including group advisement or admissions orientations for the academic year. As of June 12, 2018, the COEPEU had 154 initial certification program completers and 50 advanced program completers for a total of 204 program completers for the 2017-2018 academic year (from July 2017 through May 2018).

Highlights

- During the past year the COE revised, updated, and gained external approval for the entire core curriculum in each of our four initial certification programs, concentrations, and middle school extensions. The purpose for the significant set of revisions was to reduce time to graduation and to update programs to reflect the need to prepare educators to effectively support the learning of an ethnically, linguistically and ability diverse student population. The COE is now in the process of initial implementation of the newly revised programs with incoming first year and transfer students.
- The COE developed and gained external approval for a multi-award program (five year B.S.Ed. – M.S.Ed.) in Childhood Inclusive Education and Literacy: B-12. The program affords candidates the ability to earn four certifications (Childhood Education, Students with Disabilities: 1-6, Literacy: B -6 and Literacy: 5-12) and two degrees (B.S.Ed. and M.S.Ed) in five years.
- Fredonia's educational leadership preparation programs, Certificate of Advanced Study (CAS) in School Business Leadership (SBL) and School District Leadership (SDL), are currently in the process of revising and developing a revised, combined online program to be responsive to the new National Educational Leadership Preparation (NELP) standards and to better address the regional needs for the P-12 educational leadership pipeline.
- Completed the first year of implementation of the Dr. Harold Johnson Innovation in Education Fund to support innovation and sustain the Helen L. Johnson Fredonia-Hamburg Internship Program.
- Continued international education/study abroad opportunities for COE-PEU teacher education students:
 - ◊ In January 2018, over 20 teacher candidates and two faculty from Fredonia participated in a service-learning



*Dean of the College of Education
Christine Givner.*



adjunct budget to ensure coverage for the appropriate number of sections of core education courses and newly implemented courses in the College of Education.

- An increase in the college enrollment targets for Fall 2019 to reflect a more assertive enrollment projection.

Operating Budget

The 2018-2019 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates increased numbers of undergraduates enrolled in the newly approved Accelerated Multi-Award Childhood Inclusive Education (BS. Ed.)-Literacy B-12 (MS.Ed.) program, as well as an additional number of graduate students expected to apply to the M.A. in Language and Learning program, the Curriculum and Instruction graduate program, the dual certification graduate program in Literacy and the Bilingual Advanced Certificate program. The College of Education plans to initiate an online Educational Leadership graduate program during the next academic year with more offerings to practicing educational professionals across the state. The College of Education also plans to intentionally grow its international student population.

project in Belize. The Fredonia students and faculty worked with four schools in Belize for two weeks, providing classroom materials, learning activities and professional development to teachers.

- ◇ There was a successful visit of 10 Fredonia students and one faculty tutor to Plymouth, United Kingdom, to participate in a three-week early field practicum in public schools in Plymouth in early Summer 2018.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 operating budget for the College of Education include the following:

- Use of data from Ad Astra and Educational Advisory Board (EAB) Academic Performance Solutions (APS) web applications to inform instructional scheduling decisions.
- Initial implementation of the Watermark assessment management system to automate the COE quality assurance system.
- Funding for needed faculty positions.
- Continued support for an adequate



School of Business

Overview

The School of Business includes three academic departments: Applied Professional Studies, Business Administration and Economics. The school serves about 815 students with 21 full-time and 22 part-time faculty, and three staff members, offering eight majors (Accounting, Finance, Management, Marketing, Music Industry, Public Accountancy, Sport Management, and Economics), five minors (Accounting, Business Administration, Athletic Coaching, Economics and Sport Management), and a rich set of courses in physical and health education, all at the undergraduate level.

Highlights

- The school maintains the highly prestigious accreditation by The Association to Advance Collegiate Schools of Business (AACSB) for its programs in Accounting, Public Accountancy, Finance, Management, and Marketing, joining the ranks of 5 percent of all business programs worldwide that have received such an honor.
- The Sports Management program of the Applied Professional Studies department underwent an external review by two experts in the fields, who complimented the department for the high quality of the program and called for additional resources because of enrollment growth.
- The faculty contributed 52 scholarly works at professional venues, sponsored 332 internships, and participated at numerous regional, national and international conferences.
- The following new courses were developed and offered: Freshman Seminar (BUAD/MUSB/SPMG 100), Understanding Business (BUAD 101), Supply Chain

Management (BUAD 350), Small Business Finance (BUAD 374), Barre (PHED 199), Stress Management (PHED 199), Digital Marketing for Music Industry (MUSB 351) and Digital Marketing for Sport Management (SPMG 351).

- The following courses were approved for Fredonia Foundations: Macroeconomics (ECON 205), Senior Seminar (ECON 450), Sport in Diverse Societies (SPMG 230), Leadership and Management in Sport (SPMG 330) and Digital Marketing for Music Industry (MUSB 351).
- The course, Sport in Diverse Societies (SPMG 230) was approved for inclusion in the Honors Program, the first for the school.
- SPMG 351 and 440 were approved as Open Educational Resources (OER) courses.
- Two highly qualified full-time faculty in Accounting and Economics, as well as a highly qualified secretary for the Applied Professional Studies/Economics departments, were hired.
- Through the IRS Volunteer Income Tax Assistant Program (VITA), accounting students prepared 420 individual tax returns for the community, generating \$750,000 in refunds.
- Music Industry students organized the charity event, “Lend a Paw for Autism”, while Sport Management students volunteered at Super Bowl 53.
- The Accounting and Finance faculty organized the “Meet the Accounting and Finance Professionals” career fair with many regional companies in attendance.
- The school hosted the ERASMUS+ Scholar, Dr. Murat Ertugrul from Turkey, who participated in a week-long educational activity.
- The school re-activated its Business Advisory Council and the Dean’s Student Advisory Council.



Interim Dean of the School of Business Mojtaba Seyedian.



Planning Assumptions

Planning assumptions used in the development of the 2018-19 budget for the School of Business include the following:

- Search for tenure-track positions in Accounting and Sport Management.
- No lay-offs
- Minimum loss to course offerings
- Keep Other Than Personnel Services (OTPS) budget intact
- Contribute \$197,250 toward the reduction of the university's budget deficit by eliminating three vacant full-time faculty lines and hiring several contingent faculty.
- Increase the adjunct budget by the amount necessary to pay the salaries of the instructors of physical education courses.
- Use the fee charged for the physical education courses solely for the purchase of needed equipment.

Operating Budget

The 2018-2019 budget will allow the School of Business to continue to make progress on strategic goals. Fredonia's Business programs are accredited by AACSB (Association to Advance Collegiate Schools of Business), which puts Fredonia among the top 5% of business programs world-wide. The School of Business will continue to give students the tools to succeed by offering; small class sizes for personal connections with professional faculty, internships with local businesses working on real-world initiatives, and opportunities to study abroad to reach a global understanding of business practices. All necessary courses to allow students to graduate on time will continue to be offered.



Meet the Accountants.



Associate Provost for Curriculum, Assessment and Academic Support

Overview

The Office of the Associate Provost for Curriculum, Assessment and Academic Support (APCAAS) supervises several of the academic support units, including the Learning Center, Academic Advising, Educational Development Program, Full Opportunity Program, Honors Program and the Registrar's Office. The units interact with vast numbers of students during any given day of the academic year. The units are 12-month offices with a consistent workflow throughout the academic year. Dr. Lisa Hunter began as the APCAAS in August 2014.

The APCAAS is responsible for working with chairs, deans, the Academic Affairs 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 APCAAS serves as project director for the online University Catalog and ensures that all curricula is accurate per the last posted update.

Additional responsibility in the Office of the APCAAS includes oversight of student learning assessment, academic program review and the general education program. Dr. Hunter represents the Provost's Office in matters related to attracting, retaining, and enhancing the experience of transfer students, including the development, implementation and maintenance of transfer articulation agreements.

Dr. Hunter serves as the institution's Accreditation Liaison Officer to the Middle States Commission on Higher Education and is chair of the Institutional Effectiveness Committee. She also chairs the Strategic Scheduling Team and Retention Council, and is a member of several other campus committees, ensuring alignment between assessment, planning and institutional effectiveness.

Highlights

- Ad Astra, a course scheduling predictive analytics software, was implemented and used in optimization of the course schedule.
- A software tool, Academic Performance Solutions, hosted by the Education Advisory Board was implemented and used to inform decision-making regarding instructional costs.
- Fredonia's early alert program was implemented using the software tool, Starfish. Engagement from the faculty exceeds the average within SUNY and the average of all institutions using Starfish.
- Fredonia Foundations, the new general education program at Fredonia, was implemented in Fall 2018.
- A reorganization of Academic Support Services was completed to improve student services and maximize efficiency of services.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- No increases in budget allocations.
- Anticipated increase in new student and transfer student enrollment in Fall 2019
- Increases in minimum wage require the university to adjust student services and budgets as necessary to maintain adequate tutoring support in the Learning Center and work student/student assistant support in all academic support areas.



*Associate Provost
for Curriculum,
Assessment and
Academic Support
Lisa Hunter.*



outlined below are aligned to Fredonia’s Mission and to the Strategic Enrollment Management (SEM) Plan Retention Goals. Academic Support services assists students on their path to become skilled, connected, creative and responsible graduates of Fredonia.

Academic Advising: Academic Advising services will review, revise, and implement a change of oversight for student withdrawals and leaves. The unit will also complete a meta major proposal for undeclared students, expand faculty/staff resources for advising, expand pop-up offerings, increase the user features of Starfish, Fredonia’s early alert tool, and provide support course scheduling analysis, first-year student scheduling building and summer Jump Start/orientation programming.

- Implementation of Banner 9 upgrade.
- Implementation of assessment management plan and software.
- Implementation of a summer bridge program for the Full Opportunity Program
- Implementation of revised curriculum, budget, facilities, and staffing of the Honors Program in 2018-2019.

Disability Support Services: Disability Support Services is under new leadership as part of the re-organization. The new coordinator will focus on review and acquisition of technology support for students such as note taking software to support high-quality services for students with disabilities. The coordinator will also review ways that technology can support the administrative work of the office such as production of accommodation memos and confidential delivery of exams to/from instructors. Such software may be necessary to support the office as student demand for services increases with an increase in enrollment.

Operating Budget

The 2018-2019 budget will allow the Office of the APCAAS to continue to make progress toward various program goals and outcomes within the academic support units. Academic Support services has been re-organized to reflect institutional goals and to bolster efficiencies in support services. The APCAAS will evaluate all processes and procedures of the office to promote strong communication and participation among stakeholders. The APCAAS will co-chair the Middle States Self-Study Steering Committee and will co-lead implementation of a campus assessment management system, including assessment planning, assessment implementation and integration with assessment management software. Both initiatives include stakeholders from the entire campus. In addition, the APCAAS will work with direct reports to achieve the goals and outcomes listed below. The goals and outcomes

Educational Development Program: The Educational Development Program (EDP) will have an interim director for 2018-2019. The APCAAS will conduct a search for a permanent director position as well as ensure appropriate counselor support for incoming students. The EDP team with the APCAAS will conduct a review and assessment of operations during 2018-2019 to make changes when/where appropriate.

Full Opportunity Program: The Full Opportunity Program received a SUNY Performance Improvement Fund (PIF) grant to develop a summer bridge program. A pilot



was run in 2017-2018 introducing a peer mentoring program and a brief transition to the college experience. In 2018-2019, the FOP Director will expand the transition experience and propose a model for campus consideration to extend beyond the duration of the grant.

Honors Program: The Honors Program conducted an extensive program review in 2016-2017 and has been using the results of the program review to revise the program as appropriate. A new curricular model will be submitted to the Academic Affairs Committee in Fall 2018. In addition, a search for a new director and assistant director will be completed by the end of Spring 2019. The new curriculum, if approved, will be implemented in Fall 2019.

Registrar's Office: As a result of the re-organization of Curriculum, Assessment, and Academic Support, oversight and leadership of the University Catalog will move from the Office of the APCAAS to the Registrar's Office to have a more seamless and efficient relationship to university curriculum approvals and processes. The campus is upgrading Banner software, which has a significant impact on the operations in the Registrar's Office and Banner users. Users associated with Academic Affairs will be trained by the Registrar in Spring 2019. The Registrar is also a primary stakeholder in implementing the New York State Excelsior Award. Other primary goals include updating Degree Works to reflect the new general education program, review of Advanced Placement credit to align with the new general education program and retention efforts, and oversight and leadership for student readmission and reinstatement procedures. It is important to note that several other campus initiatives require personnel resources from the Registrar's Office such as the Chosen Name Initiative and Learning Space updates.



Tutoring Services: In 2017-2018, Tutoring Services was led by the Coordinator of Disability Support Services, fulfilling both positions. With the re-organization of academic support services, Tutoring Services now has a designated coordinator. Primary goals for Tutoring Services include exploration of ways to collaborate with the library and preparing peer tutors with research knowledge. The coordinator plans to conduct a thorough program review to determine areas that can be enhanced to increase support services for students in high demand areas. Possible expansion might include supplemental instruction and guided studies models. As the minimum wage continues to increase, the budget for peer tutoring must carefully be monitored to ensure resource alignment with student need.



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

Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development

Overview

The Associate Provost for Graduate Studies, Sponsored Programs and Faculty Development provides leadership to the Professional Development Center (PDC), the Office of Sponsored Programs (OSP), Graduate Studies, Extended Learning and the Office of Online Learning. 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 consultation and training opportunities for technology-related issues. The center’s goal is to provide a centralized location for collecting and disseminating information about professional development opportunities taking place on campus and beyond. The center is committed to fostering a culture in which knowledge and expertise are shared among diverse constituencies, and providing a gathering place in which the dialog can occur.

The OSP coordinates the development, application and administration of all sponsored programs and faculty grants on campus. During the 2017-2018 year, the office managed 36 sponsored awards totaling approximately \$2 million in expenditures and submitted 18 grants totaling \$3,766,587 with Indirect Cost Recovery (IDC) at \$722,386. The Indirect Cost Recovery from the awards is used to support campus-wide research, faculty development and other related academic endeavors. In addition to grant development and administration, the office also oversees compliance issues associated with research including Human Subjects use and protection, institutional animal care and use committee (IACUC), community outreach and the responsible conduct of research.

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.

The Extending Learning office 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-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, Advancement, Engagement and Economic Development 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.

Highlights

The Professional Development Center (PDC)

- Awarded \$47,500 to support faculty through the Open Educational Resources (OER) and Applied Learning course redesign initiatives.
- Hosted Fredonia’s 11th Teaching and Learning Conference (with a focus on



Inclusive Pedagogy), campus-wide Professional Development Days, and numerous learning opportunities for faculty and staff throughout the academic year.

- Began trainings specific to Operational Service Unit Civil Service Employees Association (CSEA) members

Office of Sponsored Programs (OSP)

- The office recently implemented a more comprehensive assessment and benchmark system to include annualized tracking of submitted and funded applications, revenues returned to campus, funding inquiries, public service requests and Human Subjects applications.
- Process mapping was implemented during the year to help identify areas of improvement in the proposal development process which will be addressed in the new fiscal year.
- The OSP is currently engaged in training for the SUNY Research Foundation's new initiative, the Pre-Award Compliance System (PACS). The system is designed to streamline the Institutional Review Board (IRB) review and application routing processes and will provide additional staff time for outreach and workshops.
- OSP staff attended and/or presented at University Colleges Research Council (UCRC) conferences during the year in order to remain updated on current funding trends and regulation changes as well as to further the UCRC research support network. Grant Developer Benson completed the Research Foundation Mentoring program with SUNY Plattsburgh OSP Director Michael Simpson.
- The office revised the Human Subjects review application process and provided a Frequently Asked Questions (FAQ) resource for faculty and students in order to reduce review time. The IRB will be the first PACS module implemented on campus.

Graduate Studies

- The Graduate Studies moved to Maytum Hall and began cross-training with Undergraduate Admissions on some initiatives.

- The Graduate Studies office awarded 10 Graduate Diversity Fellowships in 2017-2018, totalling \$36,000, to recruit, enroll, and retain students who will contribute to the diversity of the student body in Fredonia's graduate programs.
- Graduate Studies professional staff participated in several recruitment opportunities, including regional graduate fairs. Graduate School Week and the annual Fredonia Graduate Fair allowed the office to promote Fredonia's graduate programs. The office presented or co-presented on the graduate application process, crafting a statement of intent, and an open office hours session to allow prospective students the opportunity to feel confident about their graduate school search.
- Graduate Studies professional staff provided input through campus work on Strategic Enrollment Management (SEM), Global and Internationalization Engagement Council (GIEC), and Middle States initiatives.

Extended Learning

- Extended Learning made a decision to grow enrollments in Summer and J-Term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer 2017 semester credit hours increased by 2 percent and headcount increased by 3 percent over Summer 2016. J-Term 2018 semester credit hours decreased by 9.1 percent and headcount decreased by 7.5 percent over J-Term 2017. J-Term 2018 semester credit hours increased by 16 percent and headcount increased by 13 percent over J-Term 2016-indicating an overall upward trend.
- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2017 featured 49 online course sections (up from 36 for Summer 2016). J-Term 2018 featured 16 online course sections.
- A proposal to revise the pay scale for faculty teaching in Summer Sessions and J-Term, again, with the intent on increasing the offerings during the intersessions, was endorsed and implemented for Summer 2017 courses.



- A business model was created for Fredonia's summer youth camps, and open-enrollment youth programs continued under the FREDcamps Summer Youth Programs umbrella. As part of Fredonia's Strategic Enrollment Management (SEM) initiative, the university seeks to create multiple, intentional pathways for students from elementary school through high school and community college in order to stabilize its first-year, first-time enrollment. One tactic involves creating a comprehensive and vibrant array of academic year and summer programs for prospective students in elementary, middle and high school, primarily aligned with Fredonia's academic programs.
- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses would be offered for-credit in local high schools. The office worked closely with a Fredonia faculty member to conduct a pilot with a local school district during the 2015-2016 academic year, which ran again in 2017-2018.
- The office continues to serve community members with a mix of non-credit courses, workshops and course auditing options.
- In March 2018 a new Instructional Designer was added to the department to assist in developing online courses, offering workshops on the use of the LMS, and assisting faculty and students in creating and using tools in the LMS.
- Cabinet approved Fredonia's Online Implementation Plan in July 2018; the plan was sent to SUNY Central for inclusion in their records.
- The Office of Online Learning was awarded a SUNY Performance Improvement Fund (PIF) grant of \$130,000 (over two years) to develop accessibility guidelines and tools.

The Office of Online Learning

- The Office of Online learning offered a variety of workshops throughout the year including Introduction to OnCourse, OnCourse Gradebook, Assessments, Assignments and Advanced Forums.
- Building Your Online Course (BYOC) was completed by 16 faculty members during three sessions. It prepares faculty to teach online by completing four on-demand microcourses and a four-week, fully-online course, dedicated to online pedagogy.
- 109 online courses were offered from Summer 2017 through Spring 2018. It is a 12 percent increase in online course offerings from the previous year, allowing a 24 percent increase in students enrolled in an online course.
- 21 new online courses were developed and offered for the first time from Summer 2017 through Spring 2018.

Planning Assumptions

- Funding for Professional Development Center programs and activities will continue at current levels.
- The OSP will strive to strategically increase the number of grants submitted as well as the amount of Indirect Costs (IDCs) collected in the next year.
- 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 these 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, summer youth camps 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.

Operating Budget

The Office of Sponsored Programs and Extended Learning will continue at the same level of funding as the previous year. Both the Professional Development Center and Online Learning now have permanent funding for their activities.



Division of Finance and Administration

Overview

The Finance and Administration (F&A) division consists of nine departments with over 340 employees. Finance and Administration employees serve as stewards of Fredonia’s human, financial, 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
- 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 practice and services.
- Providing a safe and supportive educational environment.
- Providing outstanding service to all customers of the Fredonia campus

- Assuring well-maintained buildings and grounds.
- Supporting the region’s economic and educational development.

Highlights

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

- Michael D. Metzger completed his first year as Vice President for Finance and Administration.
- Dr. Judy L. Langworthy was promoted to Associate Vice President for Finance and Administration.
- A new budget model was established that followed financial matching principles. Several expenditure and revenue accounts, along with personnel positions, were analyzed and realigned to correct departmental accounts and funds.
- Assisted Cabinet in budget planning for Fiscal Year (FY) 2018-19. Established a budget reduction target of \$4.9 million for the university. Successfully implemented \$4.85 million of the target.
- Continued support of campus-wide sustainability initiatives included hosting the annual Community Electronics Recycling Day in April 2018.
- Completed Phase 2 of the Academic Spine Bridge project which included the construction of a pedestrian walkway, adjacent landscaping and a new canopy over the entrance to McEwen Hall. Continued work on Phase 1 of the Houghton Hall Rehabilitation project. The design phase and beginning construction for the Houghton Hall Rehabilitation Phase II Fit-Out Project construction is the next step in the project.
- Completed the refurbishment of the Dods Hall gymnasium. Renovations to the lower level Fitness Center of Dods Hall into a Performance Center used by athletes were completed in October 2018.



*Vice President
for Finance and
Administration
Michael D. Metzger.*



2018-2019 Fredonia Operating Budget

- Low Mow Zones were identified and implemented across campus.
- The Faculty Student Association (FSA) provided over \$1 million in support to the university.
- In concert with Academic Affairs and United University Professions (UUP) local leadership, Human Resources reviewed aspects of the Handbook on Appointments, Re-appointments and Promotions (HARP). A standardized process was developed to implement UUP Appendix A-28 salary increase requests and a flowchart detailing the process was included in the HARP Handbook.
- 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 1,028 state and Graduate Assistant payees totaling \$45,995,228 during 2017-2018.
- Work continued with the western campus consortium to implement SciQuest (renamed Jaggaer) an electronic procurement application. Assessment of the feasibility of the proposal for Fredonia is also continuing.
- Student Accounts worked closely with other campus personnel, the Student Information and Campus Administration Systems (SICAS) Center, Higher Education Services Corporation (HESC), and SUNY System Administration in the implementation of the Excelsior Scholarship Program. The Excelsior Scholarship Program allows eligible students to attend college tuition free.
- Continued to educate the campus on SUNY 's online Business Intelligence (BI) Financial Reporting system. The Director of Accounting conducted several campus-wide training sessions to aid departments in accessing and monitoring their accounting information on BI.
- Proposed a revised Park and Ride shuttle service to meet the needs of students while reducing the carbon footprint and costs to the university. Implementation began in Fall 2018.
- Implemented and addressed progress of Right Serving, Right Sizing (RSRS) initiatives throughout 2017-18. Initiated in 2016-2017 by President Virginia Horvath, RSRS was a process of evaluating programs and services to determine how well needs are met, where attention and resources should be directed, and how each division could increase efficiency, decrease costs, and explore additional or enhanced revenue sources.

FREDONIA	
Proposed 2018-2019 Operating Budget	
SUMMARY	
Finance & Administration	
2017-2018 Original Base Budget	\$ 5,620,230
2018-2019 Budget Adjustments	
Contractual and Other Salary Increases	376,830
Reclass of SUTRA, DIFR & IFR Expenses	1,589,970
Divisional/Institutional Reclass of Expense	196,800
Net Divisional Expenditure Reductions	(592,000)
Temp Emergency Coordinator Hire	21,500
Sub-Total 2018-2019 Budget Adjustments	1,593,100
2018-2019 Budget Base	\$ 7,213,330



Planning Assumptions

Planning assumptions used in the development of the 2018-2019 Finance and Administration budget include:

- Implement pertinent Right Serving, Right Sizing (RSRS) initiatives.
- Implement the new budget model following financial matching principles. Finance and Administration will realign numerous positions and expenditures to correct funds.
- Will implement over \$600,000 of budgetary reductions in the Finance and Administration division.
- Continue the plan of no layoffs of any Finance and Administration employees.
- Implementation of a new model for FSA to make additional contributions to the university based on enrollment changes.

Operating Budget

The division's 2018-2019 budget totals \$7,213,330 – an increase of \$1,611,200 from the 2017-2018 fiscal year. The majority of the increase is due to moving and correctly realigning expenditures that were previously reported on the Dormitory Income Fund Reimbursable (DIFR) and Income Fund Reimbursable (IFR) budgets to the State Operating Budget. The Finance and Administration budget represents 13 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, and various financial and administrative services.





2018-2019 Fredonia Operating Budget

FREDONIA							
2018-2019 Operating Budget Detail							
Finance and Administration							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP Finance and Administration	840896	EMPLOYEE ASSISTANCE PROGRAM	0.50	23,500	2,425		25,925
	860602	FACILITIES PLANNING	1.70	123,700	10,000	10,600	144,300
	860656-01	ENVIRONMENTAL HEALTH & SAFETY	0.80	50,800	48,415	9,020	108,235
	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		13,000			13,000
	860720-01	VP FINANCE & ADMINISTRATION	2.00	229,000		36,200	265,200
	860720-03	F&A PHONE CHARGES				16,400	16,400
	860720-04	F&A COMPUTERS/ACCESSORIES				7,500	7,500
	860745	BUSINESS AFFAIRS	1.00	121,800		3,100	124,900
	860747-01	BUSINESS SERVICES	3.00	229,000	12,500	9,800	251,300
	860750	BUDGETING	2.00	138,200		3,950	142,150
	860760	PURCHASING	3.00	168,900	10,000	3,230	182,130
	860765	ACCOUNTS PAYABLE	3.00	160,300	4,000	2,800	167,100
	860770	PAYROLL	4.00	230,000	17,500	5,100	252,600
	860775	HUMAN SERVICES	5.00	372,200	10,000	13,140	395,340
	860780	PROPERTY CONTROL	1.00	54,800		2,400	57,200
	860785	INTERNAL AUDIT	1.00	69,400		2,000	71,400
	860790	STUDENT BILLING/CASHIERING	7.20	430,000	4,350	21,600	455,950
860815-01	CENTRAL DUPLICATING (PHOTOCOPY)	0.50	19,525		3,500	23,025	
860845-01	POSTAGE	0.30	11,800			11,800	
860865-01	STOREHOUSE	1.60	64,550		17,500	82,050	
VP Administration Total			37.60	2,510,775	122,890	221,340	2,855,005
VP Finance and Administration M&O	860601-01	M&O MANAGEMENT	1.80	135,950	5,000	21,100	162,050
	860601-02	ASBESTOS ABATEMENT		2,000		6,500	8,500
	860601-03	M & O EQUIPMENT				20,000	20,000
	860601-04	M & O TRAINING				6,500	6,500
	860603-01	CUSTODIAL	47.70	1,759,000	21,000	135,000	1,915,000
	860603-10	CUSTODIAL OVERTIME - ROCKEFELLER		6,100			6,100
	860603-11	CUSTODIAL OVERTIME-DODS & STEELE		13,200			13,200
	860603-12	CUSTODIAL OVERTIME - NATATORIUM		100			100
	860603-13	CUSTODIAL OVERTIME-WILLIAMS CTR.		450			450
	860603-14	CUSTODIAL OVERTIME - MASON HALL		8,800			8,800
	860603-15	CUSTODIAL OVERTIME - ADMISSIONS		5,900			5,900
	860603-17	CUSTODIAL OVERTIME-REED LIBRARY		100			100
	860603-18	CUSTODIAL OVERTIME-COMMENCEMENT		4,100			4,100
	860603-19	INCUBATOR - CUSTODIAL	0.50	16,325			16,325
	860607-02	NATATORIUM SUPPLIES				5,500	5,500
	860608-01	REFUSE COLLECTION				40,000	40,000
	860608-03	REFUSE COLLECTION - INCUBATOR				1,200	1,200
	860615	MAINT BLDGS STRUCTURAL	7.05	337,800		64,000	401,800
	860620-01	MAINTENANCE EQUIP-ELECTRICAL	2.40	130,600		50,000	180,600
	860620-02	MAINTENANCE EQUIP-PLUMBING	1.75	103,200		68,000	171,200
	860625	MAINTENANCE GROUNDS	9.35	433,100	26,000	50,000	509,100
	860630	MAINTENANCE MOTORIZED EQUIPMENT	2.40	128,300		35,000	163,300
	860631	MOVING & TRUCKING				900	900
	860639	HVAC/REFRIG	8.40	474,500		105,600	580,100
	860641	MANAGEMENT SYSTEMS				15,000	15,000
	860642	MAINTENANCE AGREEMENT				40,000	40,000
	860660-01	PHYSICAL PLANT				30,000	30,000
860660-02	CLASSROOM IMPROVEMENTS				15,000	15,000	
860660-03	PHYSICAL PLANT SPECIAL PROJECTS				37,500	37,500	
VP Administration M&O Total			81.35	3,559,525	52,000	746,800	4,358,325
VP Administration Total			118.95	6,070,300	174,890	968,140	7,213,330



Division of Enrollment and Student Services

Overview

The Enrollment and Student Services division includes six departments and one centralized administrative support unit. The departments are: 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 technology in the delivery of its services. During the 2017-18 award year, an all-time high of over \$60 million in federal, state, institutional and private-based financial aid was awarded to financial aid recipients.

- The Financial Aid Office has continued to expand its financial aid funnel delivery, awareness and literacy outreach to parents and prospective students via financial aid seminars and workshops extending to the opposite end of the state by increasing its outreach programs to high school students, parents, and counselors by more than 40 percent.
- The Campus Life Office, located in the recently-renovated Williams Center, provides leadership development programs for nearly 200 students each year, including 60 students with a Leadership Studies minor.
- The Volunteer and Community Services Office supports student involvement in local service-related activities and programs, and is a proud member of the President’s Higher Education Community Service Honor Roll.
- The division contracted enrollment consultants to develop and implement an institution-wide Strategic Enrollment Management (SEM) Plan, based on a thorough assessment of demographics, data, and possible new models for admissions, retention and degree completion.
- The division continues to focus on retention-related programs, including orientation, first-year and transition programs.
- In 2017-18, the Office of Admissions hosted eight regional receptions for admitted students throughout New York State with an overall yield of 70 percent. The Accepted Student Reception on campus hosted more than 400 admitted students and their families which saw a yield of 80 percent.
- The division’s increased focus on New York City (NYC) with the hiring of a full-time, NYC recruiter, which has shown immediate success. There was a record number of deposits from NYC for Fredonia and it is expected to be a growth opportunity area in the future. Yield stayed consistent at 16 percent for the population, but the university was able to expand the number of acceptance offers to qualified students.



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



Operating Budget

The proposed 2018-2019 Enrollment and Student Services’ state budget totals \$6,784,500 and represents approximately 12 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.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 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, *Blueprint for Excellence*, 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





FREDONIA
Proposed 2018-2019 Operating Budget
SUMMARY

Enrollment and Student Services

2017-2018 Original Base Budget		\$ 3,988,800
2018-2019 Budget Adjustments		
Contractual and Other Salary Increases	529,675	
Reclass of SUTRA, DIFR & IFR Expenses	382,500	
Divisional/Institutional Reclass of Expense	127,150	
Net Divisional Expenditure Reductions	(152,625)	
Scholarship Redistribution	3,159,000	
Scholarship Expense Funded by DIFR	(1,250,000)	
Sub-Total 2018-2019 Budget Adjustments		<u>2,795,700</u>
2018-2019 Budget Base		<u>\$ 6,784,500</u>

FREDONIA 2018-2019 Operating Budget Detail Enrollment and Student Services							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
ENRL&STUDENT SVCS VP	860501-01	VP STUDENT AFFAIRS	3.00	371,800		350	372,150
	860501-02	STUDENT SERVICES GRAD. ASSTS.			14,400	20,000	34,400
	860501-04	V.P. STUDENT AFFAIRS RECRUITMENT				3,000	3,000
	860582	COMMENCEMENT				4,700	4,700
	860702-03	DSI AWARD-ESS			23,600		23,600
ENRL&STUDENT SVCS VP Total			3.00	395,400	14,400	28,050	437,850
E&SS-SI&DVLPMT	860570	CAMPUS CENTER	6.00	436,450		12,200	448,650
E&SS-SI&DVLPMT Total			6.00	436,450		12,200	448,650
E&SS-SS&S-INTCLTRL AFFRS	860542	MULTICULTURAL AFFAIRS	3.00	168,600		6,900	175,500
E&SS-SS&S-INTCLTRL AFFRS Total			3.00	168,600		6,900	175,500
E&SS-ENR SVCS-FIN AID	860530	FINANCIAL AID	5.00	301,400		24,900	326,300
E&SS-ENR SVCS-FIN AID Total			5.00	301,400		24,900	326,300
	861541-98	DIFR OVERAWARD SCHOLARSHIP				1,559,000	1,559,000
	861581-01	HONORS PROGRAM				50,000	50,000
	861581-15	PRESIDENT'S SCI/MATH SCHOLARSHIP				300,000	300,000
E&SS-ENR SVCS-FIN AID-SCHOL Total						1,909,000	1,909,000
E&SS-ENR SVCS-ADM	860510-01	ADMISSIONS OTPS	13.00	764,100	8,500	85,900	858,500
	860510-02	PUBLICATIONS - ADMISSIONS				35,000	35,000
	860510-03	TRAVEL - ADMISSIONS		2,500		66,900	69,400
E&SS-ENR SVCS-ADM Total			13.00	766,600	8,500	187,800	962,900
E&SS-ENR SVCS-NEW STD&TRANS	860520-01	FIRST YEAR & TRANSITION PROGRAM	2.00	134,800	10,000	5,000	149,800
E&SS-ENR SVCS-NEW STD&TRANS Total			2.00	134,800	10,000	5,000	149,800
E&SS-ATHLETICS&REC	630045	ATHLETICS	9.13	535,200		13,200	548,400
	861220	ATHLETICS - BUYOUT	10.36	549,100			549,100
E&SS-ATHLETICS&REC Total			19.49	1,084,300		13,200	1,097,500
E&SS-UNIV POLICE	860657	UNIVERSITY POLICE	12.00	1,243,700		33,300	1,277,000
E&SS-UNIV POLICE Total			12.00	1,243,700		33,300	1,277,000
ENRL&STUDENT SVCS VP Total			63.49	4,531,250	32,900	2,220,350	6,784,500



Vice President for Advancement, Engagement, and Economic Development

Division of Advancement, Engagement, and Economic Development

Overview

The Division of Advancement, Engagement, and Economic Development (AEED) facilitates and supports university-community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of the university and region through fund raising, active community engagement, and partnerships with local and regional agencies, governments, businesses and universities. Kevin P. Kearns serves as the Vice President for Advancement, Engagement, and Economic Development. Betty Gossett is the Associate Vice President, and Executive Director of the Fredonia College Foundation. Within the division, University Advancement and the Fredonia College Foundation oversee university fundraising efforts. The division also includes the office of Alumni Affairs, the Career Development Office (CDO), the Fredonia Technology Incubator (FTI), the SUNY Western New York Native American Consortium, the Fredonia Program Evaluation Center and the Fredonia StartUp NY program.

Highlights

- The Nurturing Innovation Capital campaign raised over \$16,500,000 to support university students, faculty, and programs.
- The Fredonia College Foundation Board of Directors oversaw nearly 514 endowed funds with a market value of over \$36 million. Total spending to support students and academic program activities exceeded \$2 million during the last academic year.
- Fredonia FREDlanthropy Day, the annual campus' annual day of giving, raised over \$70,000. Once again the level of campus and alumni engagement in social media exceeded all expectations.

- The Scholars Breakfast was a highlight of Family Weekend with nearly 1,000 scholarship recipients, benefactors, family members, faculty, staff and foundation board members in attendance.
- Homecoming weekend, the annual signature event coordinated by the Office of Alumni Affairs, attracted over 1,600 alumni and family members to campus. Fiftieth anniversary events for the class of 1968 were a highlight of the weekend.
- The successful alumni Writers at Work Series, created to provide enriched student learning, welcomed nine alumni this year and 550 students, faculty and community participants. The program is sponsored by the Carnahan Jackson Humanities Fund, the Fredonia College Foundation, the Department of History, the Mary Louise White Fund and the Faculty Student Association.
- The Fredonia Alumni Association's Brick Walkway Alumni Scholarship program sold over 110 bricks, raising \$21,000. Bricks continue to be installed near the Williams Center.
- The Fredonia Technology Incubator (FTI) was awarded a five year \$625,000 N.Y.S Consolidated Funding Application (CFA) Incubator Grant to provide new and enhanced services and programs for startups in the music, multimedia innovation (gaming and VR) and the food industries.
- The Fredonia Applied Learning Council (ALC), a university-wide committee chaired by Director of Engagement and Career Development Tracy Collingwood, continues to coordinate activities with the Professional Development Center, the Division of Academic Affairs, and others to support university applied learning objectives.
- The Fredonia American Democracy Project was actively involved promoting civic engagement, educating students about the electoral process, providing information and access to voter registration, and encouraging high voter turnout among students. The non-partisan effort sponsored debate watch events, guest lecturers, and hosted an election results watch night. AEED provided transportation to the voting polls for students, faculty and staff.



- The Fredonia Technology Incubator (FTI) hosted economic development activities as part of its mission as the economic development hub of Northern Chautauqua County. The incubator hosted 400 community events during the academic year that were attended by an estimated 6,500 individuals. The FTI, in collaboration with faculty in the College of Visual and Performing Arts, continued the successful Arts and Business luncheon series. Forty student interns were hosted by FTI and its clients during the academic year.
- Fredonia students completed 562 credit-bearing internships through the Career Development Office. The experiences translate into 68,052 student work hours in applied learning settings.
- The division AEED partnered with the Chautauqua County Department of Mental Health and Chautauqua Tapestry to allow students to have access to myStrength a free online tool that teaches skills to reduce stress, improve your mood, and overcome other challenges of university life.
- The staff will continue to partner with local communities, economic development agencies, county, and N.Y.S. officials to support local economic development and workforce initiatives.
- The FTI will develop new programming and educational opportunities for underserved members of the Hispanic community, veterans, women-owned businesses, students and young professionals.
- The Native American Consortium will seek funds to support additional campus visits by Native American students.
- The Career Development Office (CDO) will enhance the Employer-in-Residence program, on-campus interviews, long-distance interviews, and other activities that connect students and alumni with employers.
- The division will support and help implement the Fredonia Applied Learning plan, and enhance campus engagement priorities and activities including service learning, community engagement, and economic development.
- AEED will develop and enhance strong sustainable public-private partnerships that benefit both the university and the community.
- The division will seek extramural funding for its initiatives, and explore the development of future revenue streams through public-private partnerships.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 operating budget for the Division of Advancement, Engagement, and Economic Development includes the following:

- Continue to integrate units within the newly formed division to ensure successful completion of our community engagement and funding raising activities that support student success.
- Continue the successful Nurturing Innovation campaign and meet or exceed the campaign goal.
- Increase the level of fund raising from corporate partners and private foundations.
- AEED will continue the fruitful partnership with the Chautauqua County Department of Mental Health and Chautauqua Tapestry to bring additional faculty, staff, and student training and mental health support to campus.

Operating Budget

The total 2018-2019 Advancement, Engagement and Economic Development operating budget is \$1,346,315. The budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Organizational improvements and efficiencies that support the assumptions will be a priority for the upcoming academic year.



2018-2019 Fredonia Operating Budget

FREDONIA Proposed 2018-2019 Operating Budget SUMMARY

Advancement, Engagement & Economic Development

2017-2018 Original Base Budget* \$ 2,151,615

2018-2019 Budget Adjustments

Contractual and Other Salary Increases	187,730	
Reclass of SUTRA, DIFR & IFR Expenses	6,800	
Divisional/Institutional Reclass of Expense*	(621,100)	
Net Divisional Expenditure Reductions	(378,730)	
Sub-Total 2018-2019 Budget Adjustments	(805,300)	

2018-2019 Budget Base \$ 1,346,315

* Starting July 2018, The University Advancement Division, with the exception of the marketing department, merged with Engagement and Economic Development and formed one new division. The marketing department now reports to the President's Division.

FREDONIA 2018-2019 Operating Budget Detail Advancement, Engagement and Economic Development							
Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
VP Advance, Engmt & Econ Devlpmt	860330-01	ENGAGEMENT & ECONOMIC DVLPMT	4.00	457,000		25,315	482,315
	860330-02	COMMUNITY ENGAGEMENT				7,800	7,800
	860540-01	CAREER DEVELOPMENT	4.00	296,700	7,200	19,900	323,800
	860702-04	DSI AWARD-AEED		6,500			6,500
	860808-01	ALUMNI	1.00	87,400		3,000	90,400
	860855-01	ADVANCEMENT	6.00	379,500		56,000	435,500
VP Advancement, Engmt & Econ Devlpmt Total			15.00	1,227,100	7,200	112,015	1,346,315





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:

- All contractual and mandatory salary increases were budgeted at the divisional account level instead of budgeting all the increases in one account in the Institutional/Utilities area starting in 2018-2019. This change will accurately align the payroll budgets by account.
- Tap Gap Scholarship was budgeted as a state expenditure instead of an Income Fund Reimbursable (IFR) expenditure.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 Institutional/Utilities budget include:

- Mandatory personal service incremental costs moved to divisional accounts.
- All scholarship allocation was moved to the Division of Enrollment and Student Services with the exception of the Tap Gap Scholarship.
- Include promotional rank and institutional salary increases of \$100,000.
- Decreased utility expenditures \$326,000 as part of 2018-2019 budget reduction target.

Operating Budget

The 2018-2019 Institutional/Utilities budget totals \$5,784,140 – a decrease of \$2,493,125 from the 2017-2018 fiscal year. This large decrease is due to reallocating expenditures to different divisions for direct oversight.





2018-2019 Fredonia Operating Budget

FREDONIA Proposed 2018-2019 Operating Budget SUMMARY

Utilities/Other

2017-2018 Original Base Budget \$ 8,277,265

2018-2019 Budget Adjustments

Contractual and Other Salary Increases*	(1,661,700)
Reclass of SUTRA, DIFR & IFR Expenses	3,045,900
Divisional/Institutional Reclass of Expense	(468,725)
Net Divisional Expenditure Reductions	(521,000)
Tap Gap Scholarship	130,000
Institutional Salary Increases	100,000
Duo Security Fob Tokens	9,200
SUNY Wide Agreements and Assessments	2,900
Budget for AED Purchases in 17-18 Reversed	(141,500)
Net Scholarship Aid	170,800
Scholarship Redistribution to ESS Division	(3,159,000)
Sub-Total 2018-2019 Budget Adjustments	<u>(2,493,125)</u>

2018-2019 Budget Base **\$ 5,784,140**

* Beginning July 2018, contractual salary increases will be budgeted at the department level and not at the institutional division which includes utilities/other.



2018-2019 Fredonia Operating Budget



FREDONIA 2018-2019 Operating Budget Detail Institutional

Reporting Area	Account	Account Description	FTE	PSR	Temp Service	OTPS	Total
General Institutional	850755	WEST CAM MOU-FREDONIA				50,000	50,000
	860801-38	EMPLOYEE TUITION WAIVERS				9,400	9,400
	860850	MEMBERSHIP				83,900	83,900
	861515	SUNY TUITION CREDIT PROCESSING				1,978,800	1,978,800
	980041	SALARY PROVISIONAL		100,000			100,000
	980055	PSR ADJUSTMENTS - VACATION /HOLIDAY		139,475			139,475
	980755	PSR ADJUSTMENTS		12,680		4,600	17,280
	980479	PROVISION ACCOUNTS - TAP BALANCING				245,900	245,900
General Institutional Total				252,155		2,372,600	2,624,755
State Utilities	840671-18	ISO GROUP ELECTRICAL				725,700	725,700
	860670-01	ELECTRICITY - CAMPUS				340,400	340,400
	860674-01	NATURAL GAS - CAMPUS				232,085	232,085
	860680-01	WATER - CAMPUS				142,600	142,600
	860683-01	SEWER - CAMPUS				184,500	184,500
State Utilities Total						1,625,285	1,625,285
Recharges	840826-18	SYRACUSE HSC TRAINING CENTER		6,500			6,500
	840841-18	ITEC RECHARGE FREDONIA		129,900			129,900
	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
	860801-11	DISABLED STUDENT SERVICES				15,000	15,000
	860801-12	ADT SECURITY CAMERA MAINT				38,000	38,000
	860801-13	PRE-EMPLOYMENT SCREENING				13,500	13,500
	860801-14	AED				15,000	15,000
	860801-15	SOCCER STADIUM CONTRACT				20,000	20,000
	860801-17	TOUCHNET CREDIT DATA				17,000	17,000
	860801-20	BOWMAC				2,000	2,000
	860801-21	DFT SECURITY SERVICES				500	500
	860801-22	TOUCHNET MARKETPLACE				152,000	152,000
	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				9,500	9,500
	860801-32	HIREZON-EMPLOYEE ONBOARDING SYS				9,000	9,000
	860801-34	ELLUCIAN				7,100	7,100
	860801-35	DATA BREACH INSURANCE				20,000	20,000
	860801-36	PCI DSS COMPLIANCE PROJECT				14,400	14,400
	860801-37	DUO SECURITY				9,200	9,200
	860845-01	POSTAGE				47,000	47,000
	860875-01	TELEPHONE				395,000	395,000
	860875-02	COLLEGE SERVICES TEMP SERVICE			52,000		52,000
	860875-03	TELEPHONE/INTERNET - INCUBATOR				12,000	12,000
860875-05	INTERNET SERVICES-CAMPUS				150,000	150,000	
Recharges Total				136,400	52,000	1,184,700	1,373,100
University Wide Accounts	840724-18	FACULTY SENATE RECHARGE		2,400		1,800	4,200
	840805-18	SYSTEM ADMINISTRATION RECHARGES				59,500	59,500
	840833-18	U-WIDE SICAS CENTER-ONEONTA		97,300			97,300
University Wide Accounts Total			0.00	99,700		61,300	161,000
Institutional Total				488,255	52,000	5,243,885	5,784,140





2018-2019 Fredonia Residence Life Operating Budget





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**RESIDENCE LIFE
OPERATING BUDGET**





2018-2019 Fredonia Residence Life Operating Budget



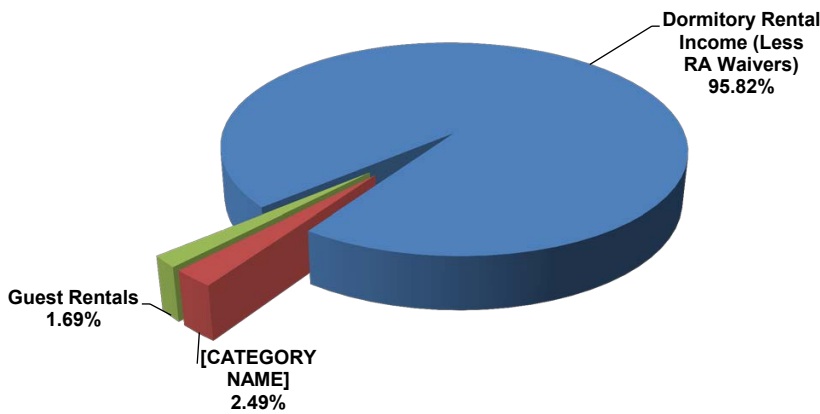
FREDONIA Residence Life 2018-2019 Dormitory Income Fund Reimbursable (DIFR) Budget

Overview

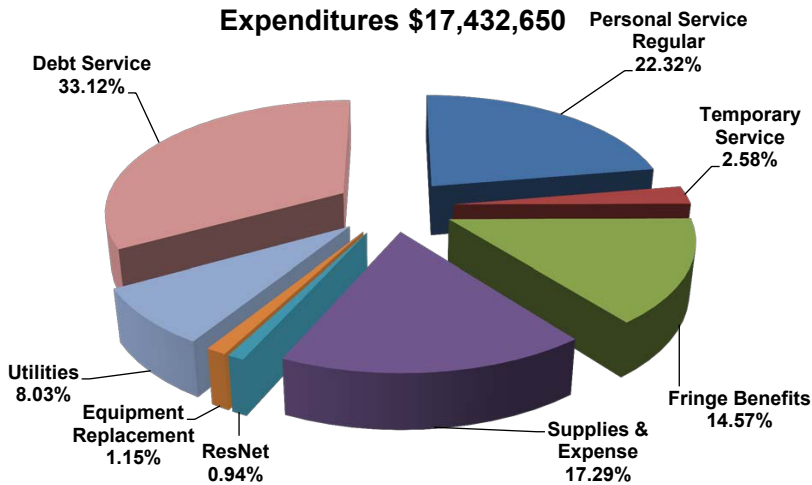
The Residence Life program on the Fredonia campus supervises the operation of 14 residence halls, and a townhouse complex that was completed in the fall of 2014. The total bed capacity for all complexes is 2,910. Director of Residence Life Kathy Forster, Associate Director Kevin Hahn and Assistant Director/Townhouse Coordinator Daniel Goodwin oversee the program, while Mark Mackey serves as Resnet Coordinator. Collectively, they supervise seven full-time Residence Hall Directors, six Graduate Assistant Residence Hall Directors (RDs), 64 Resident Assistants (RAs), seven ResNet Technicians and approximately 200 student employees (work-study and student assistants), who provide a quality experience for approximately 2,300 (Fall 2018) residence hall students.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2018-2019 Residence Life budget of approximately \$17.4 million funds 75.60 Full-Time Equivalent (FTE) positions. The budget has been prepared in accordance with the flexibility granted by the SUNY Dormitory Devolution procedures. The procedures grant campuses greater flexibility in the management of the residence hall operations. SUNY residence halls are totally self-sufficient and supported entirely by revenue generated from operations. Consultation with residence hall students concerning proposed 2018-2019 rates and capital projects was conducted on Dec. 8, 2017.

Revenue Sources \$17,432,650



Expenditures \$17,432,650



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

- Continued to expand collaboration with other Enrollment and Student Services offices, including new initiatives with Athletics and the academic component of the Honors program.
- First-Year Living Learning Communities included Leadership and Service House, Global Connections House, Substance Free House and expanded Gender Inclusive Living options for all students.



Fall sweep.

FREDONIA Proposed 2018-2019 Budget Dormitory Income Fund Reimbursable (DIFR)

Comparison of 2018-2019 Residence Life Budget to 2017-2018 Budget

	2018-2019	2017-2018	Change
Revenue Sources:			
Dormitory Rental Income	\$ 17,248,600	\$ 15,677,200	\$ 1,571,400
One Time Use of Reserves	\$ 433,050	\$ 1,012,850	\$ (579,800)
Guest Rentals	295,000	290,000	5,000
Less: RA Rent Waiver	(544,000)	(490,400)	(53,600)
Total	\$ 17,432,650	\$ 16,489,650	\$ 943,000
Expenditures:			
Personal Service Regular	\$ 3,890,100	\$ 4,465,300	\$ (575,200)
Temporary Service	449,800	425,750	24,050
Fringe Benefits	2,540,650	2,808,100	(267,450)
Supplies & Expense	3,014,700	2,386,500	628,200
ResNet	163,500	205,000	(41,500)
Equipment Replacement	200,000	200,000	-
Utilities	1,400,000	1,710,000	(310,000)
Debt Service	5,773,900	4,289,000	1,484,900
Total	\$ 17,432,650	\$ 16,489,650	\$ 943,000



2018-2019 Fredonia Residence Life Operating Budget



Move In Crew.

- Expanded the department’s collaboration with the Honors program and sponsorship of the program.
 - Enhanced current student recognition committees to include Student of the Month, RA of the Month and Program of the Month.
 - Worked collaboratively with third party vendors and sponsorship programs to provide accommodations including EC English, Niigata University of Pharmacy and Applied Sciences (NUPALS) and other international initiatives.
 - Hosted over 16 summer programs in the residence halls in collaboration with Faculty Student Association conferencing to increase summer revenue through residence hall rental.
 - Summer quality of life improvements completed included two kitchen renovations in Gregory Hall penthouses, McGinnies Hall carpeting and furniture replacement in Schulz Hall.
 - Winter quality of life improvements included updating storage rooms to include laundry facilities for live-in RD staff.
 - Enhanced RA training to include RA-facilitated presentations as well as developed a programming model based around Fredonia’s Baccalaureate Goals (skilled, creative, connected and responsible) and a revamped programming model to focus on community development.
- Developed a Diversity Coalition within Residence Life to focus on awareness training for members within Residence Life and across campus.
 - Residence Life is working with the Dormitory Authority of the State of New York (DASNY) to conduct a Housing Master Plan study beginning in Fall 2018.
- 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
 - 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 \$203,500 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
- Residence Life Event Management Digital Signage
- University Owned Computing Hardware Support
- Student Printing Service – including two new printing options in Kasling/Grissom Hall Smart Classrooms



2018-2019 Residence Life Staff.

FREDONIA Proposed 2018-2019 Budget Dormitory Income Fund Reimbursable (DIFR)

FTE Summary

	2018-2019 Non-Inst. FTE	2017-2018 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	1.40	3.00	-1.60
Custodial	41.80	39.50	2.30
Facilities Planning	0.30	0.50	-0.20
Bldgs. - Struct Maint.	4.30	7.00	-2.70
Bldgs. - Systems (Electrical)	1.60	3.00	-1.40
Bldgs. - Systems (Plumbing)	3.25	3.00	0.25
Maintance Grounds	1.50	0.00	1.50
Motor Equip. Maint.	0.60	1.00	-0.40
Administration/Director	12.00	13.00	-1.00
ResNet	0.75	1.00	-0.25
Utilities Plant	3.30	7.00	-3.70
Postage	0.20	0.00	0.20
RH Student Life	0.00	1.95	-1.95
Administrative Overhead	0.00	5.62	-5.62
Security & Safety	4.00	6.40	-2.40
EHS&S	0.20	0.00	0.20
Storehouse	0.40	0.00	0.40
Total Residence Life	75.60	91.97	-16.37



2018-2019 Fredonia Residence Life Operating Budget



*Residence Life Director
Kathy Forster.*

The Residence Life information technology 2017-2018 Capital Budget was approximately \$290,000. The funds were used to perform critical upgrades to the campus physical security system, wireless network infrastructure and Residence Life computing environment. The capital projects included the following:

- Augmented the campus wireless network system by installing new wireless access points to increase coverage and improve performance throughout Gregory Hall.
- Performed upgrades to core network infrastructure to improve overall performance and maintain pace with technology changes within the environment.
- Completed upgrades to the physical and network security systems to provide a secure computing and living environment within the residence halls.

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

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 Residence Life budget include the following:

- Residence hall room rates for a standard double room will remain at \$7,500 a year.
- Residence hall occupancy will remain above 80 percent in the fall and remain above 75 percent in the spring semester.
- Hendrix Hall will reopen due to increased occupancy.
- Mandated salary increases are included within the budget.
- Resident Assistant annual stipends will remain at \$1,050.

The financial and operational assumptions above serve as the basis for the development of the 2018-2019 Residence Life Operating Budget.

Operating Budget

The 2018-2019 Residence Life operating budget totals \$17.4 million and funds a total of 75.60 FTE positions. It includes the director’s office, administrative staff including the ResNet staff, cleaning staff of 41.8, maintenance staff of 16.75, four members 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 discussed for Summer 2018 included design for the McGinnies Hall Roof, Mass Notification Systems in Nixon Hall, various interior improvements and network upgrades throughout the residence halls.

The 2018-2019 budget amounts for the proposed capital projects are as follows:

• McGinnies Hall Roof Replacement	\$600,000
• Res. Hall Quality of Life Projects	170,000
• Res. Hall Master Plan	150,000
• Nixon Hall Plumbing Condition Test	60,000
• Network Upgrades	<u>273,000</u>

TOTAL **\$1,253,000**

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.

2018-2019 Fredonia Residence Life Operating Budget



FREDONIA Proposed 2018-2019 Budget Dormitory Income Fund Reimbursable (DIFR) DIFR Revenue Projection

RATE STRUCTURE:	2017-18 Rates	2018-19 Proposed	Percentage Change	Annual Rate
Doubles	\$3,750	\$3,750	0.00%	\$7,500
Singles	4,000	4,000	0.00%	8,000
Kitchen Suites - Double	3,750	3,750	0.00%	7,500
Kitchen Suites - Singles	4,250	4,250	0.00%	8,500
Univ. Commons Singles	4,400	4,400	0.00%	8,800
Univ. Commons Doubles	4,000	4,000	0.00%	8,000
Senior/Grad Singles	3,750	3,750	0.00%	7,500
Senior/Grad Doubles	3,500	3,500	0.00%	7,000
Townhouse	4,500	4,500	0.00%	9,000

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Fall 2017	Projected Fall 2018	Budgeted Fall 2017	Projected Fall 2018	
Doubles	1,350	1,420	\$5,062,500	\$5,325,000	\$262,500
Singles	305	400	\$1,220,000	\$1,600,000	380,000
Kitchen Suites - Double	137	140	\$513,750	\$525,000	11,250
Kitchen Suites - Singles	2	5	\$8,500	\$21,250	12,750
Univ. Commons Singles	57	60	\$250,800	\$264,000	13,200
Univ. Commons Doubles	54	50	\$216,000	\$200,000	(16,000)
Senior/Grad Singles	45	60	\$168,750	\$225,000	56,250
Senior/Grad Doubles	20	20	\$70,000	\$70,000	0
Townhouse	130	145	\$585,000	\$652,500	67,500
Fall Totals	2,100	2,300	\$8,095,300	\$8,882,750	\$787,450
Percent Change		9.52%			9.73%

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		Revenue Change
	Budgeted Spring 2018	Projected Spring 2019	Budgeted Spring 2018	Projected Spring 2019	
Doubles	1,250	1,320	\$4,687,500	\$4,950,000	\$262,500
Singles	300	395	1,200,000	1,580,000	380,000
Kitchen Suites - Double	130	133	487,500	498,750	11,250
Kitchen Suites - Singles	1	4	4,250	17,000	12,750
Univ. Commons Singles	56	59	246,400	259,600	13,200
Univ. Commons Doubles	50	47	200,000	188,000	(12,000)
Senior/Grad Singles	39	52	146,250	195,000	48,750
Senior/Grad Doubles	20	20	70,000	70,000	0
Townhouse	120	135	540,000	607,500	67,500
Spring Totals	1,966	2,165	\$7,581,900	\$8,365,850	\$783,950
Percent Change		10.12%			10.34%

COMPARISON OF DIFR REVENUE :

	2017-2018	2018-2019	Change
Projected Dorm Revenue	\$15,677,200	\$17,248,600	\$1,571,400
Projected Guest Rental	290,000	295,000	5,000
RA Waivers	(490,400)	(544,000)	(53,600)
Total Revenues	\$15,476,800	\$16,999,600	\$1,522,800
Reserve Need	1,012,850	433,050	(579,800)
Total Sources	\$16,489,650	17,432,650	943,000



2018-2019 Faculty Student Association Operating Budget





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

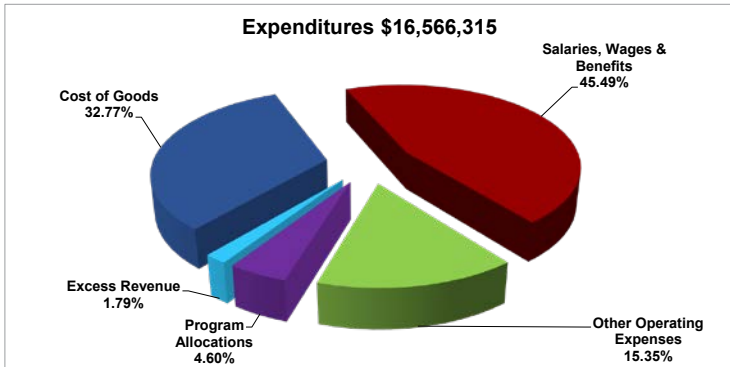
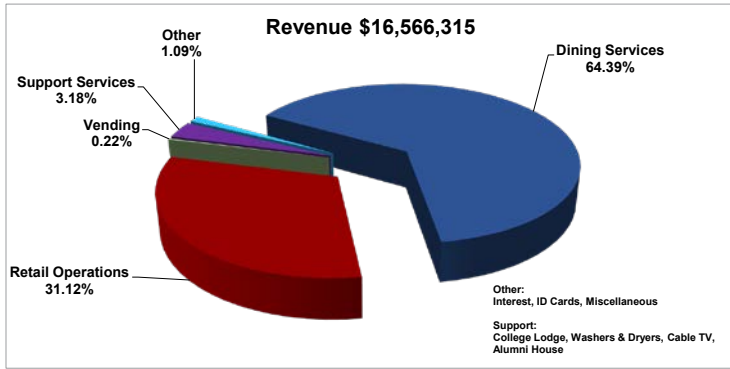
**FACULTY STUDENT ASSOCIATION
OPERATING BUDGET**





2018-2019 Faculty Student Association Operating Budget

Sources and Uses of Funds
2018-2019



Tim Hortons Cafe and Bakeshop employees.

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.

FREDONIA Faculty Student Association Overview

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

The mission of the Faculty Student Association is to identify and provide appropriate goods and services that may not be otherwise provided by the State of New York.

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

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



The FSA budget includes Dining Services, Bookstore, Vending, Washer and Dryer, Cable TV, College Lodge, Alumni House, FREDCard, and administrative operations. FSA employs 73 full-time, 93 part-time and approximately 250 student employees.

Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2018-2019 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, Mary Kay Taylor, Matthew Anderson and Joshua Ranney.



Cranston Marché.

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:

- Undergraduate head count was up .1 percent for Fall 2017 and is up 1.0 percent in Spring 2018 compared to the corresponding previous semesters. With improvements in recruiting, the Fall 2017 first-year class exceeded FSA meal plan budget assumptions by 5.1 percent for Fall 2017 and 5.6 percent for Spring 2018.
- Textbook sales declined 18.9 percent in 2016-2017 and an additional 12.0 percent for Fall 2017.
- Support and assessments to the campus in the 2017-2018 budget totaled \$1,054,971:
 - ◊ \$430,000 for restricted programs.
 - ◊ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◊ \$142,971 in restricted programs supporting 50 different campus-based programs in residence halls, Campus Life, academic and student service departments.
 - ◊ \$2,000 for grounds keeping.
 - ◊ \$430,000 for space and utility charge assessments.

Planning Assumptions

Planning assumptions used to develop the 2018-2019 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,214,995:
 - ◊ \$590,995 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.
 - ◊ \$2,000 for grounds keeping.
 - ◊ \$450,000 in space and utility charge assessments.
- Meal plan enrollment is based on the assumption that the Fall 2018 incoming first-year class will remain the same as the Fall 2017 first-year class and the sophomore, junior and senior counts and plan utilization will follow the average trend for the past two years as classes progress to the next academic year as well as from the fall to the spring semester. The above statistical data projects to an increase of 143 meal plans over 2017-2018 actual and 417 over the 2017-2018 budget.



2018-2019 Faculty Student Association Operating Budget

- There are no changes to the residential meal plan structure and meal plan prices have been held the same as 2017-2018.
- Textbook sales are expected to decline another 10 percent.
- 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. Two management positions that were eliminated in the 2017-2018 budget have been added back.
- Total budgeted labor hours increased 5.0 percent. Total budgeted wage and benefit dollars increased by \$539,064 or 7.7 percent from the 2017-2018 budget. The budgeted benefit percentage was increased to keep pace with actual experience for higher health and workmen’s compensation insurance.

Budget Summary

	2018-2019 Budget	2017-2018 Budget	Difference Increase (Decrease)
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 10,654,515	\$ 9,465,615	\$ 1,188,900
Cost of Goods Sold	2,663,629	2,258,548	405,081
Total Operating Expenses	5,478,709	5,275,583	203,126
Other Revenues	13,000	11,500	1,500
Allocation of Administrative Expenses	1,151,005	1,087,981	63,024
Excess of Revenues Over/(Under) Expenses	<u>1,374,172</u>	<u>855,003</u>	<u>519,168</u>
<u>Retail Operations (Schedule B)</u>			
Total Revenues	5,147,700	4,883,300	264,400
Cost of Goods Sold	2,765,245	2,686,000	79,245
Total Operating Expenses	1,952,534	1,871,646	80,888
Other Revenues	7,000	22,000	(15,000)
Allocation of Administrative Expenses	525,703	535,574	(9,871)
Excess of Revenues Over/(Under) Expenses	<u>(88,782)</u>	<u>(187,919)</u>	<u>99,138</u>
<u>Vending (Schedule C)</u>			
Total Revenues	35,775	38,425	(2,650)
Cost of Goods Sold	-	-	-
Total Operating Expenses	30,869	29,622	1,247
Other Revenues	-	-	-
Allocation of Administrative Expenses	7,184	8,395	(1,211)
Excess of Revenues Over/(Under) Expenses	<u>(2,278)</u>	<u>408</u>	<u>(2,686)</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	526,725	526,875	(150)
Cost of Goods Sold	-	-	-
Total Operating Expenses	487,838	480,643	7,195
Other Revenues	800	800	-
Allocation of Administrative Expenses	69,264	79,268	(10,004)
Excess of Revenues Over/(Under) Expenses	<u>(29,577)</u>	<u>(32,236)</u>	<u>2,659</u>
Total Revenue from Operations	16,385,515	14,948,515	1,437,000
Total Cost of goods and Operating Expenses	<u>15,131,979</u>	<u>14,313,259</u>	<u>818,720</u>
Excess Revenues from Operations	1,253,536	635,256	618,280
Miscellaneous Revenues (Schedule F)	180,800	166,500	14,300
Unallocated Administrative Office Expenses (Schedule F-1)	<u>1,138,090</u>	<u>979,607</u>	<u>158,483</u>
Net Excess of Revenues Over/(Under) Expenses	<u>\$ 296,246</u>	<u>\$ (177,851)</u>	<u>\$ 474,097</u>



- The \$634,800 capital budget includes renovations to Cranston Marché, Centre Pointe and the Gregory Hall office as well as basic replacement of items at the end of their useful lives.
- Catering prices will be adjusted slightly for inflation.

Operating Budget

The 2018-2019 FSA budget has \$16,566,315 in sources of revenue. It represents a \$1,344,725 or 8.8 percent increase from the 2017-2018 budget of \$15,221,590. The uses of funds consist of \$5,428,874 in cost of goods sold, \$7,535,066 in wages and benefits, and \$3,145,635 of operating expenses. The budget is projected to generate revenue in excess of expenditures of \$296,246 or 1.8 percent.

FREDONIA Faculty Student Association Dining Services Overview

The Faculty Student Association (FSA) Dining Services division operates one all-you-can-eat dining hall (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and El Diablo Azul), Tim Hortons Café & Bakeshop, four FSA cafes (Fenton Hall, Mason Hall, McEwen Hall, and TeaRex in the Science Center), two concession units (Breakaway at University Stadium and Timeout in Steele Hall) and catering. Our bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 44 full-time employees, 75 part-time and approximately 210 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.



Sprout Café.

- Cranston Marche’s Chef Creations and Made to Order choices make it a perennial favorite.
- Centre Pointe enhanced the Homestyle offerings and continues to offer fast food staples.
- El Diablo Azul Mexican Grill offers fresh items with robust flavors.
- The Fenton, Mason, McEwen and TeaRex cafes provide high quality food and beverage choices with convenient access in classroom buildings.
- Tim Hortons Café & Bakeshop remains a popular dining location.
- Demand for catering services by the campus continues as FSA seeks to attract external customers.
- In conjunction with FSA’s primary food vendor, Maplevale Farms, local food purchases exceed 15 percent.

Planning Assumptions

Planning assumptions used to develop the 2018-2019 budget include:

- The increase in Fall 2018 first-year student enrollment has greatly improved revenue and operating results.



2018-2019 Faculty Student Association Operating Budget



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

- An 8.1 percent increase in meal plans from 5,150 to 5,567 is based on an assumption of the same size incoming first-year student class and historical trends as current class levels progress.
- Expanded operating hours at Centre Pointe on the weekend, Mason Café on weekdays and Tim Hortons daily.
- Labor hours have increased 7.1 percent.
- A 2018-2019 food cost percentage assumption of 25.0 percent. 23.9 percent was used for 2017-2018. It allows some factor for changes in Agricultural markets, weather conditions and inflation, especially when meal plan prices have been held the same for the third consecutive academic year.
- Meal plan structure and prices have been kept the same as in 2017-2018.

Operating Budget

The 2018-2019 Dining Services budget of \$10,654,515 consists of \$8,684,065 in contact meal plans plus special function and cash sale revenue. It represents a \$1,188,900 or a 12.6 percent increase from the 2017-2018 budget of \$9,465,615. Total contract meal plan revenue is budgeted for \$11,414,515 (includes \$120,000 for additional points added) with \$2,280,000 reported in the Retail Operations budget. Total operating expenses of \$5,478,709 have increased by \$203,126 or 3.9 percent from 2017-2018. The budget is projected to generate excess revenue over expenditures of \$1,374,172 or 12.9 percent.



El Diablo Azul - Mexican Grill.



Dining Services Budget - Schedule A

<u>Revenues</u>	<u>2018-2019 Budget</u>		<u>2017-2018 Budget</u>
Contract Meals	\$8,684,065	a	\$ 7,486,690
Meal Plan Administrative Fee	\$450,450	b	444,925
Special Functions	870,000		880,000
Cash & Other Sales	\$650,000		654,000
Total Revenue	10,654,515		9,465,615
<u>Cost of Goods Sold</u>			
Beginning Inventory	100,000		100,000
Purchases	\$2,663,629		2,258,548
Less: Ending Inventory	100,000		100,000
Cost of Goods Sold	2,663,629	c	2,258,548
Gross Profit on Sales	7,990,886		7,207,068
<u>Operating Expenses</u>			
Salaries, Wages and Employee Benefits	4,427,133	d	4,011,980
Supplies and Materials	310,500		286,897
Depreciation	133,686		101,107
Corporate owned	70,243	e	368,932
Leasehold Improvements	12,600	f	12,600
RA Support	524,548		494,066
Other Operating Expenses	524,548		494,066
Total Operating Expenses	5,478,709		5,275,583
Excess of Revenues over Expenses	2,512,177		1,931,484
<u>Other Revenues</u>	13,000		11,500
<u>Allocation of Administrative Expenses</u>	1,151,005		1,087,981
Excess of Revenues Over Expenses	\$ 1,374,172		\$ 855,003

Notes:

- a Fall 2018 freshmen enrollment is expected to be the same as fall 2017. 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. The amount excludes \$2,280,000 in meal plan sales in the C-store, FREDExpress, and Starbucks. That amount is reflected in the Retail Operations revenue.
- b Administrative fee deducted from the All Points plans.
- c Weighted average food cost percentage of 25.0% for 2018-2019 and 23.9% for 2017-2018.
- d Two management positions eliminated in the 2017-2018 budget have been added back into the 2018-2019 budget after actual operations proved they remain to be necessary. Increases in: hours of operations, \$.70 in minimum wage, CSEA CBA rates, and COLAs. Also, rates and experience rate modifiers to worker's comp and health insurance.
- e 2008 renovation of Centre Pointe is fully depreciated.
- f RA support is based on 63 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.*





2018-2019 Faculty Student Association Operating Budget

Dining Services Budget Schedule A - Addendum 1

	2018-2019 Budget		2017-2018 Budget
<u>Supplies and Materials</u>			
China/Glass/Silverware/Trays	\$ 5,000		\$ 5,000
Cleaning Supplies	27,000		25,000
Linen	3,500		3,500
Miscellaneous Food Service Supplies	90,000		42,997
Office Supplies	1,400		1,400
Paper Supplies & Sustainable wares	167,600		200,000
Printing and Marketing	6,000		-
Uniforms	10,000		9,000
Total Supplies and Materials	<u>310,500</u>	a	<u>286,897</u>
<u>Other Operating Expenses</u>			
Advertising	1,000		1,000
Bad Debts	25,000		30,000
Computer Services & Systems Maintenance	16,770		14,993
Dues and Subscriptions	1,000	b	1,000
Education and Training	700		700
Equipment Rental	4,000		3,000
Gas and Oil	5,000		4,750
Licenses and Permits	2,500	c	4,900
Professional Services	2,000		2,200
Refuse Removal	29,320		27,924
Repairs and Maintenance	40,000		44,000
Royalties	102,000	a	78,003
Telephone	12,000		12,000
Travel	4,000		2,750
Utilities and Space Assessment	279,258	d	266,846
Total Other Operating Expenses	<u>524,548</u>		<u>494,066</u>
<u>Other Revenues</u>			
Linen Revenue	9,000		8,500
Miscellaneous Revenue	4,000		3,000
Total Other Revenues	<u>\$ 13,000</u>		<u>\$ 11,500</u>

Notes

- a Higher meal plan counts and utilization.
- b Member of NACUFS (National Association of College and University Food Service).
- c Liquor license is a two year renewal in even year for catering and new RAC license. Franchise fee amortization.
- d \$20,000 increase in total space & utility assessment.

2018-2019 Faculty Student Association Operating Budget



Dining Services Budget Schedule A - Addendum 2

A. Dining Services Operations Program Description

Self Operated: (List)

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

Café and Concession Operations:

Fenton Hall
Mason Hall
McEwen Hall
TeaRex Café
Steele Hall
University Stadium

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) If yes, which plan? First semester resident freshmen required to maintain plan 1 .
- (4) Plan #6 is only available to juniors and seniors.
- (5) Plan #5 has a \$325 administrative fee applied, so available points are \$2,050.
- (6) Meals and points accepted in Cafes, Centre Pointe, Concessions, Cranston Marche, Starbucks Coffee, and Tim Hortons.
- (7) Points only accepted at C-Store and FREDEXpress.
- (8) Meal Plans see below:

<u>Plan #</u>	<u>Meal Plan</u>	<u>Current Cost Per Semester</u>	<u>Budgeted Cost Per Semester</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>Feed-a-Friend Meals</u>
1	17 Meals + \$225 points	\$2,565	\$2,565	\$0	0.00%	5
2	14 Meals + \$225 points	\$2,425	\$2,425	\$0	0.00%	5
3	10 Meals + \$225 points	\$2,280	\$2,280	\$0	0.00%	5
4	7 Meals + \$500 points	\$2,250	\$2,250	\$0	0.00%	5
5	Max Flex All Points	\$2,375	\$2,375	\$0	0.00%	5
6	7 Meals + \$200 points	\$2,000	\$2,000	\$0	0.00%	5
7	Commuter points	\$850	\$850	\$0	0.00%	0
8	Commuter points	\$625	\$625	\$0	0.00%	0

<u>Plan #</u>	<u>Meal Plan</u>	<u>Budgeted Cost Per Semester</u>	<u>Estimated Fall 2018</u>	<u>Estimated Spring 2019</u>	<u>Revenue</u>
1	17 Meals + \$225 points	\$2,565	1,233	771	\$ 5,140,260
2	14 Meals + \$225 points	\$2,425	142	193	\$ 812,375
3	10 Meals + \$225 points	\$2,280	65	91	\$ 355,680
4	7 Meals + \$500 points	\$2,250	111	150	\$ 587,250
5	Max Flex All Points	\$2,375	642	744	\$ 3,291,750
6	7 Meals + \$200 points	\$2,000	19	22	\$ 82,000
7	Commuter points	\$850	395	317	\$ 605,200
8	Commuter points	\$625	331	341	\$ 420,000
Total			2,938	2,629	\$11,294,515

Points, Debit Account and FREDFunds prices in Cranston Marche

Breakfast	\$7.75
Lunch	8.50
Dinner	10.00
Total	\$26.25

Increases of \$.25

Cash prices including tax in Cranston Marche

Breakfast	\$9.30
Lunch	11.50
Dinner	14.00
Total	\$34.80

Increases of \$.25

Meal equivalency allowance at Starbucks, and Tim Hortons

\$5.50

Meal equivalency allowance at Cafes, Centre Pointe, Concessions, and El Diablo Azul *

\$7.50

* \$.50 increase



Starbucks Coffee.

FREDONIA Faculty Student Association Retail Operations Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDExpress and Starbucks Coffee. The Bookstore offers academic supplies, apparel, computers, electronics, giftware, textbooks, trade books and various miscellaneous items. The Bookstore also offers a full service e-commerce site that includes all textbook titles as well as its most popular selections of imprinted giftware and clothing. The Convenience Store offers a full assortment of food and health and beauty items with several products from local suppliers. FREDExpress is a full service snack shop that includes a Tim Hortons coffee kiosk. Starbucks Coffee is owned and operated by FSA under a license agreement with Starbucks Coffee Company. The Bookstore area employs 13 full-time, 16 part-time and approximately 40 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 VERBA, competitive textbook pricing software, continues to aid in maintaining market share. The site can be found at www.fredoniabookstore.com.
- Re-branding of the Debit Account as FRED Debit with membership benefits such as pre-pack, special promotions, 5 percent discount on certain items, and a two day extension for textbook returns may help with lagging text sales and decreasing Debit utilization.
- Continually seeking out new product lines and suppliers for the Convenience Store, giftware and clothing.
- The renovation of Starbucks, creating a fresh, new experience for student enjoyment.

Planning Assumptions

Planning assumptions used to develop the 2018-2019 budget include:

- Textbook sales are projected to decrease another 10 percent in 2018-2019.
- The increase in freshmen and sophomore enrollment, and therefore meal plan counts, will increase revenue for Retail Operations.
- The FSA continues to utilize the FRED Debit, pre-packs, web orders, and VERBA for competitive textbook pricing when a customer shops at www.fredoniabookstore.com.
- Labor hours have been kept the same as in 2017-2018.



2018-2019 Faculty Student Association Operating Budget



Operating Budget

The 2018-2019 Retail Operations budget of \$5,147,700 represents a \$264,400 or 5.4 percent increase from the 2017-2018 budget of \$4,883,300. This includes \$2,280,000 of

contract meals used in the Convenience Store, FREDEExpress and Starbucks. Total operating expenses of \$1,952,534 increased by \$80,888 or 4.3 percent from 2017-2018. The budget is projected to generate excess expenditures over revenue of \$88,782 or a \$99,138 improvement.

Retail Operations Budget - Schedule B		
(Bookstore, Convenience Store, FREDEExpress and Starbucks)		
	2018-2019 Budget	2017-2018 Budget
<u>Revenues</u>		
Books and other Sales	\$ 2,867,700	\$ 2,858,300
Contract Meals	2,280,000 ^a	2,025,000
Total Revenue	5,147,700	4,883,300
<u>Cost of Goods Sold</u>		
Beginning Inventory	700,000	700,000
Purchases	2,765,245	2,686,000
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	2,765,245 ^b	2,686,000
Gross Profit on Sales	2,382,455	2,197,300
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	1,402,329 ^c	1,347,598
Depreciation Corporate owned	63,287	69,830
Leasehold Improvements	136,517	135,286
Other Operating Expenses	350,401	318,932
Total Operating Expenses	1,952,534	1,871,646
Excess of Revenues over Expenses	429,921	325,655
<u>Other Revenues</u>	7,000	22,000
<u>Allocation of Administrative Expenses</u>	525,703	535,574
Excess of Revenues Over Expenses	\$ (88,782)	\$ (187,919)
Notes:		
a	Meal plan use in Convenience Store, FREDEExpress and Starbucks.	
b	Weighted average cost of goods percentage of 53.7% for 2018-2019 and 55.0% for 2017-2018.	
c	Increased minimum wage, CSEA CBA rates, COLAs as well as worker's compensation and health insurance rates.	



2018-2019 Faculty Student Association Operating Budget

Retail Operations Budget Schedule B-Addendum 1

	2018-2019 Budget		2017-2018 Budget
<u>Other Operating Expenses</u>			
Advertising	\$ 16,300		\$ 14,035
Bad Debts	7,500		10,000
Computer Services and Systems Maintenance	33,600		31,878
Dues and Subscriptions	1,900	a	1,800
Internet	732		732
Licenses & Permits	4,400	b	1,000
Office Supplies	1,700		1,500
Paper Supplies and Miscellaneous	52,300		50,850
Postage	4,000		3,800
Refuse Removal	3,931		3,744
Repairs and Maintenance	5,000		3,500
Royalties	121,120	c	102,930
Telephone	6,850		5,968
Travel	6,000		6,000
Utilities and Space Use Assessment	84,867	d	81,095
Uniforms & Laundry	200		100
Total Other Operating Expenses	<u>350,401</u>		<u>318,932</u>
<u>Other Revenues</u>			
Commissions and Miscellaneous	7,000	e	22,000
Total Other Revenues	<u>\$ 7,000</u>		<u>\$ 22,000</u>

Notes:

- a Member of College Stores of America, NACS (National Association of College Stores), NACS (National Association of College Stores) , NACS (National Association of Convenience Stores), and New England Buying Consortium.
- b Starbucks and FREExpress Tim Hortons licence fees, NYS Dept of Ag, and Chaut Co. Dept of Health.
- c Higher Starbucks sales.
- d \$20,000 increase in total space & utility assessment.
- e Commissions and miscellaneous revenue consists of book buy commissions, check cashing, fax, and miscellaneous. Large decrease in book buy commissions 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 Alumni House and Conference Center (286 Central Ave.) and the College Lodge in Brocton, N.Y. There is one full-time manager for the College Lodge. Other management and staffing for vending and Support Services is provided by various positions within the FSA.

Highlights

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

- LaundryView allows for the monitoring of machines via a computer or text message by residents. LaundryView also monitors water usage and maintenance needs of machines.
- The College Lodge continues to offer a workforce experiential training program.
- The solar array at the lodge is providing green power.
- The lodge finally was able to get released from the very costly requirement of Demand electricity pricing.
- The gas lease and two natural gas wells at the Lodge supply 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.
- The digital Cable TV system that includes 18 high definition channels is a quality amenity for resident students.
- A few weddings each year at the College Lodge provide services for a niche market and provide much-needed catering related revenue.



Planning Assumptions

Planning assumptions used to develop the 2018-2019 budget include:

- Declining enrollment continues to pressure vending sales.
- The Lodge Student Services fee has been eliminated by the university.
- Royalties from the gas wells will provide minor revenue, and valuable internal use of gas for the lodge.
- The lodge will be available for weddings and other large events.
- The Cable TV contract expires May 31, 2018, and a new contract will be sought.
- Vending sales will continue to decline another 5 percent.

Operating Budget

The 2018-2019 Vending and Other Support Services revenue of \$562,500 represents a \$2,800 or .5 percent decrease from the 2017-2018 budget of \$565,300. Total operating expenses of \$518,706 increased \$8,441 or 1.7 percent from the 2017-2018 budget. The budgets are projected to generate expenditures in excess of revenue of \$31,855 which is a \$27 or 0.1 percent regression from the 2017-2018 budget.

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



2018-2019 Faculty Student Association Operating Budget

Vending Budget-Schedule C		
	2018-2019 Budget	2017-2018 Budget
<u>Revenues</u>		
Commissions	\$ 35,775	\$ 38,425
Total Revenue	35,775	38,425
<u>Cost of Goods Sold</u>		
Beginning Inventory	-	-
Purchases	-	-
Less: Ending Inventory	-	-
Cost of Goods Sold	-	-
Gross Profit on Sales	35,775 a	38,425
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	15,491	14,885
Computer Services & Systems Maintenance	2,785	2,704
Utilities and Space Use Assessment	12,593	12,033
Total Operating Expenses	30,869	29,622
Excess of Revenues Over Expenses	4,906	8,803
<u>Allocation of Administrative Expenses</u>		
	7,184	8,395
Excess of Revenues Over Expenses	\$ (2,278)	\$ 408
<u>Supplemental Information:</u>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<u>Notes:</u>		
a	Net commission received.	

Other Services Budget : Washers and Dryers-Schedule D-2		
	2018-2019 Budget	2017-2018 Budget
<u>Revenues</u>		
Washer and Dryer Income	\$ 220,000	\$ 220,000
Total Revenue	220,000	220,000
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	13,619	13,800
Contracted Service	66,172	66,172
Depreciation - Leasehold Improvements	2,887	3,567
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	43,224	41,303
Total Operating Expenses	126,902	125,841
Excess of Revenues Over Expenses	93,099	94,159
<u>Other Revenues</u>		
	800	800
<u>Allocation of Administrative Expenses</u>		
	19,902	25,165
Excess of Revenues Over Expenses	\$ 73,997	\$ 69,794
<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. No increases until July 1, 2019.	



Other Services Budget: College Lodge-Schedule D-1

<u>Revenues</u>	2018-2019 Budget	2017-2018 Budget
Lodge Rentals	\$ 27,000	\$ 27,000
Catering	\$ 8,000	8,000
Gas Lease	600	1,000
Experiential Training Program	7,000	7,000
Total Revenue	42,600	43,000
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	108,245 a	100,974
Contracted Services	1,000	1,000
Depreciation	20,362	16,477
Dues and Subscriptions	300	300
Electric	1,500	1,200
Gas & Oil	1,700	1,000
Internet	3,000	-
Licenses and Permits	400	300
Marketing	1,000	1,000
Miscellaneous Supplies	2,500	4,800
Office Supplies	100	100
Refuse Removal	819	780
Repairs & Maintenance	10,000	10,000
Telephone	1,020	1,500
Travel, Mileage and Education	500	500
Total Operating Expenses	152,446	139,932
Excess of Revenues Over Expenses	(109,846)	(96,932)
<u>Allocation of Administrative Expenses</u>	21,981	19,919
Excess of Revenues Over Expenses	\$ (131,827)	\$ (116,851)

Notes:

a Increased CSEA CBA rates, COLAs as well as worker's compensation and health insurance rates.





2018-2019 Faculty Student Association Operating Budget

Other Services Budget: Alumni House-Schedule D-3

<u>Revenues</u>	<u>2018-2019 Budget</u>	<u>2017-2018 Budget</u>
Alumni Rental	\$ 25,125 a	\$ 24,875
Catering Commission	1,000	1,000
Other Rentals	13,000	13,000
Total Revenue	39,125	38,875
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	26,296	25,984
Depreciation	5,021 b	9,048
Electric	3,000	3,000
Maintenance and Repairs	4,000	4,000
Miscellaneous Supplies	500	1,100
Natural Gas	2,000	1,500
Refuse Removal	328	312
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	500	500
Water & Sewer	500	600
Total Operating Expenses	44,145	48,044
Excess of Revenues Over Expenses	(5,020)	(9,169)
<u>Allocation of Administrative Expenses</u>	7,482	8,447
Excess of Revenues Over Expenses	\$ (12,502)	\$ (17,616)

Other Services Budget : Cable TV-Schedule D-4

<u>Revenues</u>	<u>2018-2019 Budget</u>	<u>2017-2018 Budget</u>
Cable TV Service	\$ 225,000	\$ 225,000
Total Revenue	225,000	225,000
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	11,140 a	16,438
Depreciation	6,929	9,048
Printing & Supplies	2,000	2,000
Programming and Signal	143,961 b	139,038
Travel	-	-
Utilities and Space Use Assessment	316	302
Total Operating Expenses	164,346	166,826
Excess of Revenues Over Expenses	60,654	58,174
<u>Allocation of Administrative Expenses</u>	19,899	25,737
Excess of Revenues Over Expenses	\$ 40,755	\$ 32,437

Notes:

- a Change in wage allocation to reflect new service staff.
- b DirecTV signal. Contract expires May 31, 2018.

2018-2019 Faculty Student Association Operating Budget



Campus Program Support-Schedule E			
Programs	Supporting schedule to Administrative Schedule F-1	2018-2019	2017-2018
Unrestricted		Budget	Budget
Admissions - Multicultural Weekend		\$ 3,500	\$ 3,500
Campus Life - Commencement Activities		5,400	5,400
Campus Life - Leadership Development Program		1,200	1,500
Campus Life - New Student Orientation		-	500
Career Development - Internship Development Program		2,000	2,000
Career Development - Professional Development Seminar		2,300	2,300
Career Development - Spotlight Series		1,700	1,900
College of Education - Professional Advancement Center for Education (PACE)		-	280
Convocation Committee - Support for Convocation Activities		2,000	2,000
Council for Women's Concerns Functions		550	550
Counseling Center - Student Health & Wellnes (formerly ADEPT)		2,000	2,500
Crowned Rubies (combined into Multicultural Enrichment)		-	1,500
Cultural Competency Institute		1,750	-
Cultural Enrichment for International Music Students		1,200	1,200
DeStress for Success		425	425
EDP Cultural Connections Project		5,000	5,000
Financial Aid Office Emergency Grant Fund		35,000	35,000
First Year Residential Experience (FYRE)		750	750
First Year Success Programming		-	1,100
Fredonia Dance Ensemble - Guest Artist Residency		1,500	1,500
History Department - Day of the Dead		-	467
International Buddy Program		1,000	1,000
International Education Center - Slush Rush		-	400
International Scholarship Dinner Fundraiser		1,500	1,500
Learning Center		2,100	2,100
Learning Center - Full Opportunity Program (FOP)		200	200
Liberal Arts Brown Bag Lecture Series		1,000	1,000
MAKE for Childrenhood Education		-	599
Multicultural Enrichment/Programming		38,000	35,000
National Girls and Women in Sports Day		1,000	800
Office of Diversity, Equity and Inclusion - Campus Community Inclusive Initiatives		1,500	1,500
Professional Development Center - Annual Teaching and Learning Conference		-	800
Residence Life - Buffalo News Kids Day		250	250
Residence Life - Craft Room Programming		700	700
Residence Life - Move in Crew		1,000	1,000
Residence Life - Student Development Connections		1,500	1,500
School of Music - A Festival of Spirituals		200	-
Senior Class Picnic		4,375	4,250
Student Affairs - Emergency Assistance Fund		1,000	-
Student Association - SUNY Student Assembly Conferences		4,400	4,400
Student Athlete Leadership Seminar		2,000	-
Student Parents in Education (SPIE)		2,000	2,500
Student Research & Creativity Exposition		3,800	4,000
SUNY Fredonia Honors Program		-	1,500
Theatre & Dance - Visiting Artists		2,000	2,000
Transfer Connections		-	1,500
Turn it Blue		500	-
Veterans Day 5k		550	700
Veteran's Remembrance Ceremony		700	700
Visiting Author Sharon Flake/Alumni and Homecoming Event		250	-
WHOA - Annual Casino Night		1,500	2,500
WHOA - Oscar Party		1,000	-
Writers at work: Alumni Writers in Residence Series		1,200	1,200
Sub-total		141,500	142,971
Restricted			
FSA Fredonia Scholarship Award Endowment Fund		30,000	30,000
President's Fund		20,000	20,000
Restricted Institutional Programming		535,995	375,000
Restricted Administrative Programming		35,000	55,000
Total Program Expenditures		\$ 762,495	\$ 622,971



2018-2019 Faculty Student Association Operating Budget

Administrative Office Expenses-Schedule F-1

	2018-2019 Budget		2017-2018 Budget
<u>Administrative Office Expenses</u>			
Salaries, Wages and Employee Benefits	\$ 1,530,813	a	\$ 1,464,343
Advertising	6,000		6,000
Armored car service	4,800		4,800
Auditing	18,000		18,200
Bad Debts	3,000		3,000
Campus Program Support	762,495	b	622,971
Computer Services & Systems Maintenance	60,560		62,600
Depreciation - Corporate owned	56,587		62,658
Depreciation - Leasehold	32,248		35,532
Dues & Subscriptions	4,000	c	3,600
Employee Education and Training	8,000		8,000
Employee Recognition	8,000		8,000
Insurance	132,500		130,000
Legal	20,000		20,000
Office and ID card Supplies	41,000		50,000
Postage	3,500		3,500
Printing	5,000		10,000
Professional Services	90,000		72,000
Repairs and Maintenance (Equipment)	10,000		12,200
Service Charges and Bank Fees	45,000		45,000
Tax Return Filing Fees	1,000		1,000
Telephone	11,000		11,000
Travel, Mileage	8,000		8,000
Utilities and Space Use Assessment	29,743		28,421
Total Administrative Office Expenses	2,891,246		2,690,825
<u>Administrative Expenses Allocated to:</u>			
Food Service	1,151,005		1,087,981
Campus Store	525,703		535,574
Vending	7,184		8,395
D-Summary-Support Services	69,264		79,268
Total Allocated Administrative Expenses	1,753,156	d	1,711,218
Unallocated Administrative Office Expense	\$ 1,138,090		\$ 979,607

Notes:

- a Increased CSEA CBA rates, COLAs as well as worker's compensation and health insurance rates.
- b Program Support details on Schedule E. \$20,000 adjustment with space & utility assessment from 2017-2018 budget.
- 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, NRA (National Restaurant Association), SASA (SUNY Auxiliary Services Association), and various Chautauqua County organizations.
Updated usage.
- d Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.



Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2018-2019</u> <u>Budget</u>		<u>2017-2018</u> <u>Budget</u>
Net Interest Income	\$ 123,000	a	\$ 115,000
Miscellaneous Income	48,000	b	42,000
ID Card Income	9,800		9,500
Total Miscellaneous Revenues	<u>\$ 180,800</u>		<u>\$ 166,500</u>

Notes:

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





2018-2019 Faculty Student Association Operating Budget

Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2018-2019 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>			
	Hot hold displays (6)	120,000	5
	Paint	\$ 15,000	5
	Electrical	\$ 5,000	5
<u>Centre Pointe</u>			
	Tile, lighting, and paint (scramble area)	100,000	10
	Paint (seating area)	20,000	5
	Induction cooking units	10,000	5
	Salad bar	9,000	5
	Ice Maker	6,000	5
<u>Cafes</u>			
<u>Catering</u>			
	Linens	5,000	5
	Plate warmer	5,000	5
<u>Commissary</u>			
	Proofer	10,000	5
	Countertop and cabinets (bake shop)	10,000	5
	Refrigeration upgrades	12,000	5
	Towels and bedding	5,000	5
	Passenger vehicle	30,000	5
<u>Tim Hortons</u>			
	Sure shot cream dispenser	1,800	5
	Ovens	10,000	5
<u>Bookstore/C-Store</u>			
<u>Starbucks</u>			
<u>Cable TV</u>			
	Signal distribution equipment	30,000	5
<u>College Lodge</u>			
		10,000	5
	Plow truck w/ v-plow	30,000	5
<u>Alumni House</u>			
	Exterior paint	6,000	5
<u>Administration</u>			
	IT		
	Computers	15,000	5
	Card access switches	5,000	5
	Data backup system	15,000	5
	General		
	Customer service counter and office refresh	100,000	10
	Contingency	50,000	5
	Total Capital Budget	<u>\$ 634,800</u>	



2018-2019 Fredonia Income Fund Reimbursable (IFR)





OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

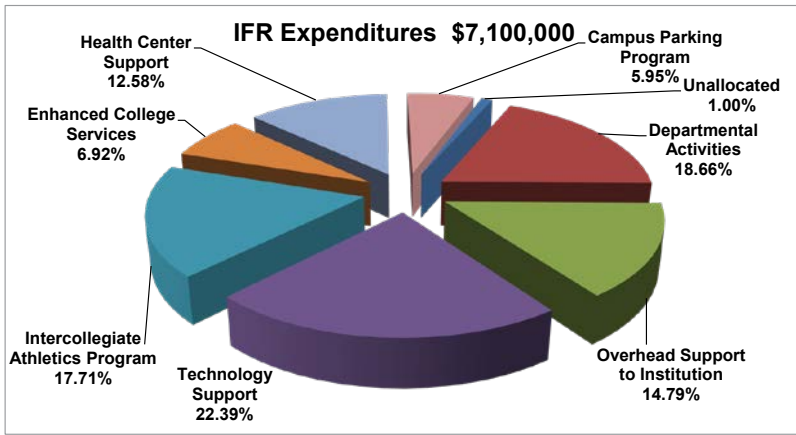
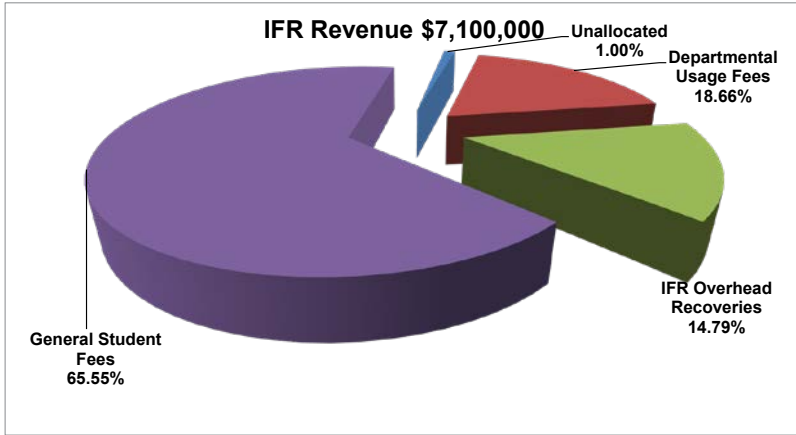
OPERATING BUDGET

**INCOME FUND
REIMBURSABLE**





2018-2019 Fredonia Income Fund Reimbursable (IFR)



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

FREDONIA 2018-2019 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 2108-2018 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2018-2019 is anticipated to be 63.89 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.



Tour guides.

Planning Assumptions

Planning assumptions used in developing the various IFR operating budgets for the 2018-2019 fiscal year include the following:

- The Budget Shortfall allocation account will be utilized to accommodate the use of IFR Reserve funds to address the shortage in the University Operating budget.
- The total Student Services and Program Charge will increase by \$1.00 to \$796.50 per semester. This includes \$113.50 per semester for the Student Activity Fee.
- The NYS Tuition Assistance Scholarship will be funded by the State Operating Budget for 2018-2019.
- Positions previously funded from IFR accounts were realigned to correct functions within State Operating accounts.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 63.89 percent from 61.48 percent.
- The campus overhead assessment will remain at 14 percent.
- All campus IFR accounts will operate in accordance with SUNY's policy of self-sufficiency.

Operating Budget

The 2018-2019 IFR operating budget will decrease to \$7,100,000. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 16.19 FTE positions.

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Campus Total by Expenditure Type			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 926,300	\$ 2,154,200	\$ (1,227,900)
Temporary Service	788,698	827,000	(38,302)
Other than Personal Service	5,385,002	7,665,200	(2,280,198)
TOTAL	\$ 7,100,000	\$ 10,646,400	\$ (3,546,400)



2018-2019 Fredonia Income Fund Reimbursable (IFR)

The 2018-2019 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. -



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

FREDONIA
Proposed 2018-2019 Budget
Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2018-2019		2017-2018		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President & Reports	0.00	0.00	0.00	0.00	0.00	0.00
Academic Affairs	0.00	1.00	0.00	1.29	0.00	-0.29
Administration	0.00	0.00	0.00	16.50	0.00	-16.50
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Enrollment & Student Services	0.00	15.19	0.00	18.56	0.00	-3.37
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	16.19	0.00	36.35	0.00	-20.16



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 \$795.50 per semester to \$796.50 an increase of \$1.00. The fee is comprised of the following six groups:

Student Activity Fee – The proposed 2018-2019 budget contains an increase of \$1.00 from \$112.50 to \$113.50. This increase was supported by the Student Association.

Intercollegiate Athletic Fee – The proposed 2018-2019 budget contains no increases and will remain at \$174. This was supported by the campus Intercollegiate Athletic Board.

Student Health Services Fee – The proposed 2018-2019 budget contains no increase from 2017-2018. The fee will remain at \$178.50. This fee was approved by the campus Student Health Advisory Committee.

Student Technology Fee – The proposed 2018-2019 budget contains no increases. The rate will remain at \$211.50. 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 2018-2019 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 2018-2019 budget will remain at \$64.00. This 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.

	2018-2019	2017-2018	
Student Services and Program Charge	Rates	Rates	Change
Student Activity Fee	\$113.50	\$112.50	\$1.00
Intercollegiate Athletic Fee	174.00	174.00	0.00
Student Health Services Fee	178.50	178.50	0.00
Student Technology Fee	211.50	211.50	0.00
Transportation Services Fee	55.00	55.00	0.00
Enhanced College Services Fee	64.00	64.00	0.00
TOTAL	\$796.50	\$795.50	\$1.00



2018-2019 Fredonia Income Fund Reimbursable (IFR)

The 2018-2019 Student Services and Program Charge of \$796.50 per semester will generate \$7,189,450 in revenue detailed in the chart below:

FREDONIA

PROJECTED 2018-19 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 4700 Head Count and Enrollment Mix as of 05/24/2018

Projected Academic Year 2018-19

	Full-Time Rate	Part-time Rate	Fall 2018 Revenue	Spring 2019 Revenue	Total 2018-19 Revenue
Student Activity Fee	\$ 113.50	\$ 9.45	\$ 520,105.69	\$ 481,772.40	\$ 1,001,878.09
Health Center Fee	178.50	14.90	818,032.88	757,751.30	1,575,784.18
Athletic Fee	174.00	14.50	797,365.88	738,601.00	1,535,966.88
Technology Fee	211.50	17.65	969,257.44	897,830.80	1,867,088.24
Transportation Services	55.00	4.60	252,071.25	233,498.20	485,569.45
Enhanced College Services	64.00	5.25	293,132.44	271,507.50	564,639.94
Subtotal	<u>\$ 796.50</u>	<u>\$ 66.35</u>	<u>\$ 3,649,965.58</u>	<u>\$ 3,380,961.20</u>	<u>\$ 7,030,926.78</u>

Projected Summer Session 2018

	Full-Time Rate	Part-time Rate	Summer 2018 Revenue
Student Activity Fee	\$ 112.50	\$ 9.40	\$ 22,475.40
Health Center Fee	178.50	14.90	35,625.90
Athletic Fee	174.00	14.50	34,669.50
Technology Fee	211.50	17.65	42,201.15
Transportation Services	55.00	4.60	10,998.60
Enhanced College Services	64.00	5.25	12,552.75
Subtotal	<u>\$ 795.50</u>	<u>\$ 66.30</u>	<u>\$ 158,523.30</u>

2018-19 FISCAL YEAR (INCLUDING SUMMER SESSION 2018)

	Fall and Spring Revenue	Summer 2018 Revenue	Total 2018-19 Revenue	Total 2018-19 Revenue Disbursed @ 98.91%
Student Activity Fee	\$ 1,001,878.09	\$ 22,475.40	\$ 1,024,353.49	\$ 1,013,188.04
Health Center Fee	\$ 1,575,784.18	\$ 35,625.90	1,611,410.08	\$ 1,593,845.71
Athletic Fee	\$ 1,535,966.88	\$ 34,669.50	1,570,636.38	\$ 1,553,516.44
Technology Fee	\$ 1,867,088.24	\$ 42,201.15	1,909,289.39	\$ 1,888,478.14
Transportation Services	\$ 485,569.45	\$ 10,998.60	496,568.05	\$ 491,155.46
Enhanced College Services	\$ 564,639.94	\$ 12,552.75	577,192.69	\$ 570,901.29
Subtotal	<u>\$ 7,030,926.78</u>	<u>\$ 158,523.30</u>	<u>\$ 7,189,450.08</u>	<u>\$ 7,111,085.07</u>



**President’s Office & Reports
Budget Statement**

Overview

The President’s Office and direct reporting entities IFR accounts include the campus Income Fund Reimbursable Buyout account, Institutional Equipment account and the President’s Award for Excellence account as well as Technology Fee accounts, which are presented in a different section of this publication.

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 2018 President’s Awards for Excellence recipients were:

- Kimberly Conti, Senior Lecturer, Mathematical Sciences (President’s Award for Excellence in Teaching and Learning)
- Amy Jo Dorler, Secretary 2, Academic Affairs, Office of the Provost (President’s Award for Excellence in University Service)
- Tracy Collingwood, Director, Engagement and Career Development in University Service)



President's picnic.

Planning Assumptions

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

Operating Budget

The 2018-2019 operating budget allocation for the President’s Office and direct reporting entities amount to \$1,656,100.

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
President & Reports			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	117,600	132,900	(15,300)
Other than Personal Service	1,538,500	1,412,300	126,200
TOTAL	\$ 1,656,100	\$ 1,545,200	\$ 110,900



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 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 benefitting 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

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

- Fredonia expects to nearly double its useable bandwidth by the end of the Fall 2018 semester. The university has been progressive in adding additional Internet bandwidth to meet the needs of the campus community and as such, surpassing many SUNY peer institutions. Faster downloads, higher quality video streaming, and more responsive online gaming are only a few of the features available. Furthermore, Fredonia uses multiple Internet service providers, which greatly reduces the chances of a campus-wide Internet failure
- Added over 100 wireless access points in various residential halls as to enhance the student wireless experience.
- Continued to expand the number of security cameras and card access doors, elevating the security envelope throughout campus.
- Continued the implementation of a new Content Management System used to deliver and integrate social media with active elements and various new online mobile accessible templates.
- Greatly enhanced the amount of file server storage space available to each student, allowing students to securely store more educational related data.
- Began the desktop migration to Microsoft Windows 10 and Office 2016 as to maintain a secure and modern teaching and learning environment.
- Finalized and implemented a new lecture capture system to be used by faculty to digitize many on premise course lectures.
- Successfully deployed the DUO multi-factor authentication system as a method of protecting sensitive university data

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Technology Fee			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	100,000	132,900	(32,900)
Other than Personal Service	1,490,612	1,189,815	300,797
TOTAL	\$ 1,590,612	\$ 1,322,715	\$ 267,897



and login credentials to all Fredonia staff members. Plans include deploying DUO to all faculty by the end of the 2018-2019 academic year.

- Completed the installation of Fredonia’s next-generation Firewall and Intrusion Prevention System (IPS) used to monitor, filter, identify, and actively stop non-authorized third parties from attacking administrative, academic and student technologies.
- Partnered with the Office of Diversity, Equity, and Inclusion to implement a “Chosen Name” initiative, allowing members of the campus community to select and display a chosen first name in various teaching and learning systems.
- Expanded the number of computer labs and smart classrooms as to aid in fostering a better overall teaching and learning experience.
- Implemented a new incident tracking system, branded TRACKER, and a new central knowledgebase system, branded ANSWERS, as a method of efficiently and effectively providing support to the campus community through problem resolution and knowledge dissemination.
- Continued to expand upon and enhance Fredonia’s virtual server environment used to provide academic, administrative, research and lab services to the campus community.
- Enhanced the student printing experience in Reed Library as to allow for secure printing of sensitive data and to improve the campus sustainability posture by reducing the waste generated by uncollected prints.
- Augmented wired and wireless networking services in Reed Library by investing in numerous new switches and high-speed backbones.
- Completed an online Graduate application migrating the system from a cloud based product to an integrated BANNER based service.
- Begin Fredonia’s migration to BANNER 9 as a method of enhancing Fredonia’s current workflow processes and portal capabilities as well as to maintain application compliance and support.

- Created a framework and a multi-year plan aimed in replacing Fredonia’s aging telephone system with an integrated unified communication system. The system will provide not only dial-tone service but also conference calling, video calling, and technologies that can be utilized for both synchronous and asynchronous teaching, learning, video conferencing and overall campus communications.



*Chief Information Officer
Stephen J. Rieks*

Planning Assumptions

Plans and Planning assumptions for future technology initiatives for Information Technology Services’ 2018-2019 operating budget include:

- Migrate Fredonia’s existing legacy telephone system to a new VoIP unified communication system that will enhance teaching, learning, video conferencing and overall campus communications.

FREDONIA Proposed 2018-2019 Budget Income Fund Reimbursable (IFR) Technology Fee	
Revenue:	
Gross Projected Revenue	\$ 1,888,478
Estimated J Term	9,094
Less: Offset State Expenses	41,300
Less: Admin. Overhead	94,879
Less: Maint. Overhead	170,781
Net Revenue	<u>\$ 1,590,612</u>
Expenses:	
Temporary Service - Students	\$ 100,000
Supplies & Expenses	<u>1,490,612</u>
Total Expenses	<u>\$ 1,590,612</u>



2018-2019 Fredonia Income Fund Reimbursable (IFR)



- 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 Fredonia is procuring products and services with the lowest possible cost.

Operating Budget

The 2018-2019 Student Technology Fee will generate \$1,888,478 in revenue. The majority of technology expenditures covered by the Student Technology Fee are continuing expenses such as Internet bandwidth, expansion and upkeep of the wireless network, computer lab consumables, computer lab upgrades, software licensing, smart classroom equipment upgrades, student employee salaries and network appliance maintenance expense. All renovations and upgrades are carefully planned within those allocations. A portion of the fee will again cover administrative overhead.

- Complete the migration to BANNER 9 and integrate the “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.
- Begin work on a Password Administration Self-Service (PASS) system that will allow members of the campus community to activate/reset their eServices password and auto-enroll in eServices new multi-factor security system (DUO).
- 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 expand upon Fredonia’s eServices Identity Management system with one notable goal being the elimination of multiple eServices accounts per individual.
- Reduce ongoing technology maintenance expenses by procuring more “next-generation bundled” solutions that deliver exceptional value.



**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.

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 2018-2019 fiscal year.



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

- Fees will continue to be waived for non-music majors taking music classes.
- Will provide funding for one Full Time Equivalents (FTE's).

Operating Budget

Academic Affairs has over 180 IFR accounts and subaccounts with an allocation of \$1,470,250—a decrease of \$382,950 from 2017-2018.

FREDONIA Proposed 2018-2019 Budget Income Fund Reimbursable (IFR) Academic Affairs			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 38,000	\$ 61,200	\$ (23,200)
Temporary Service	172,350	225,900	(53,550)
Other than Personal Service	1,259,900	1,566,100	(306,200)
TOTAL	\$ 1,470,250	\$ 1,853,200	\$ (382,950)

Information Technology Services moved to the President's Office in 2017-2018.



2018-2019 Fredonia Income Fund Reimbursable (IFR)

Finance and Administration Budget Statement

Overview

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

Highlights

The Campus Park and Ride bus annually provided service to over 75,555 riders. 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 2018-2019 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 revised its hours of operation to increase budget efficiencies.
- A thorough budget review of positions resulted in moving all Finance and Administration staff off IFR accounts in 2018-19 and funding them on state accounts according to their proper function.

Operating Budget

The Finance and Administrative IFR accounts and subaccounts will have a 2018-2019 allocation of \$1,417,650 a decrease of \$3,094,750 from 2017-2018. The major reason for this decrease is the reallocation of staff to their correct function on the State Operating Budget. Major accounts within Finance and Administration include the Administrative Overhead, Fredonia Installment Payment Plan (FIPP), and the Campus Recharge accounts.

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Finance and Administration			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 2,000	\$ 1,065,800	\$ (1,063,800)
Temporary Service	61,000	73,000	(12,000)
Other than Personal Service	1,354,650	3,373,600	(2,018,950)
TOTAL	\$ 1,417,650	\$ 4,512,400	\$ (3,094,750)



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 Student Affairs include summer Orientation, Campus Life, Intramurals, Fitness Center and the campus Escort van, which is funded through the student parking fee.

Highlights

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

Planning Assumptions

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

- The Intercollegiate Athletic Fee will remain at \$174 for 2018-2019.
- The Student Health Services Fee will remain at \$178.50 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 2018-2019 academic year.
- The Fitness Center Fee will remain at \$24 per semester.

Operating Budget

For the 2018-2019 fiscal year, the Enrollment and Student Services' IFR accounts will receive an allocation of \$2,527,000 a decrease of \$174,400 from last year. A partial reason for this reduction is due to the decrease in enrollment in recent years and shrinkage in revenue from the student service related fees.

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Enrollment and Student Services			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 886,300	\$ 1,027,200	\$ (140,900)
Temporary Service	432,748	379,200	53,548
Other than Personal Service	1,207,952	1,295,000	(87,048)
TOTAL	\$ 2,527,000	\$ 2,701,400	\$ (174,400)



2018-2019 Fredonia Income Fund Reimbursable (IFR)



*Director of Athletics
Gerald (Jerry) Fisk.*

Intercollegiate Athletic Fee

Overview

The Fredonia Intercollegiate Athletics program competes in 19 intercollegiate athletic NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC). It includes competition in eight men’s sports (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 has a storied history of successful competition on the tracks, athletic fields, courts and rinks of New York State. Funding for the Fredonia athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay. The Director of Athletics and Recreation is Jerry Fisk, who started in December of 2018.

Highlights

The Fredonia Blue Devils received a number of individual and team honors over the past year. The Devils have much to be proud of, both in the classroom and athletic venues. The Athletics Gala held on May 9 celebrated many of these accomplishments.

- Junior Luke Rivera was one of five national finalists for the Hockey Humanitarian Award. The award has been given each year since 1996 to recognize a student-athlete who makes significant contributions not only to his or her team, but also to the community-at-large through leadership in volunteerism.
- Rivera, along with sophomore cheerleader Ally Zwerka-Gentle, were recognized at the gala with the inaugural Athletic Director’s Award. The award was established to recognize an individual or individuals who have positively influenced a program or the community and have made significant contributions above and beyond his/her position within Fredonia State Athletics
- Luke Kuczewski, a junior pitcher on the baseball team, was named Fredonia Male Athlete of the Year. Brittany Feldman and Courtney Poirier, track and field and volleyball, respectively, were co-recipients of the Fredonia Female Athlete of the Year.

Team Success

- Three Blue Devil teams qualified for SUNYAC post-season play and two reached the SUNYAC finals in 2017-18. The women’s volleyball team defeated Geneseo in the semifinals before dropping the championship match. The men’s hockey team won two games on the road, defeating Plattsburgh in the first round and nationally ranked (#5) Oswego in

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Intercollegiate Athletics			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Reimbursement to University	\$ 415,000	\$ 389,800	\$ 25,200
Personal Service	118,000	206,400	(88,400)
Other than Personal Service	724,125	768,000	(43,875)
TOTAL	\$ 1,257,125	\$ 1,364,200	\$ (107,075)



the semifinals, before coming up short in the championship. In addition, the women's tennis team went 10-3 for the second consecutive year and qualified for the SUNYAC tournament. The 10 wins represent a program record.

Individual Honors

- SUNYAC Champions: Four track and field team members won SUNYAC championships: senior Damone Brown won the indoor shot put, senior Justyn Haines won the outdoor pole vault, senior Brittany Feldman won the 400 meters, and senior Sarah Couperus won the high jump.
- In women's volleyball, seniors Courtney Poirier, Hallie Christopher, Kristen Stanek, along with junior Kailey Falk, was named the All-SUNYAC Team in women's volleyball. Poirier was also named Defensive Player of the Year. She and Hallie Christopher were named American Volleyball Coaches Association (AVCA) All-Region Honorable Mention.
- In men's cross country, senior Merlin Joseph Jr. and junior Ethan Francis were named All-SUNYAC. Francis was also All-Atlantic Region and was named to the SUNYAC Cross Country Hall of Fame.
- Junior Brenna Donovan was named Second Team All-SUNYAC in women's cross country.
- Lauren Cullinan, a freshman on the women's soccer team, was Second Team All-SUNYAC.
- Junior tennis player Olivia Miller was named All SUNYAC.
- In men's basketball, senior Ian Helps was Third Team All-SUNYAC. It was the fourth year Ian has received a SUNYAC post-season award. He ended his career third all-time in scoring at Fredonia.
- In women's basketball, junior Jenna Einink was Second Team All-SUNYAC, and senior Jacque Law was Third Team.
- Men's hockey senior forward Oskar Gerhardson and junior forward Jacob Haynes made the SUNYAC All-Tournament Team.

- All-conference in men's swimming and diving were seniors Graham Jones and Bill Bradley, and sophomore Christian Krasnek. Krasnek went on to become Honorable Mention NCAA Division III All-America in springboard diving.
- In baseball, junior pitcher Luke Kuczewski and senior utilityman Steve Zaprowski made First Team All-SUNYAC. Senior catcher Patrick Sheehan made Second Team.
- Softball was represented by freshman second baseman Makenzie Keeler on the First Team and senior first baseman Katelyn Dennis on the Second Team All-SUNYAC. Dennis finished her career with career records for home runs and slugging percentage.

In the Classroom

- Student-athletes continued to graduate at a higher rate than the student body at large. The 2017-18 Student-Athlete Graduation Rate Six Years after Enrollment (the measure the NCAA uses to assess graduation) was 71 percent – 8 percentage points higher than the non-athlete cohort.
- Ethan Francis, a runner on the track and cross country teams, and Jacque Law of women's basketball, won the SUNY Chancellor's Awards in their respective sports.
- Francis also won the 2017 Men's Cross Country Student-Athlete of the Year for attaining the highest grade-point average among all SUNYAC cross country runners.
- The U.S. Track & Field and Cross Country Coaches Association recognized the following Blue Devils for their academic achievement: Kristen Guarino in cross country, Hannah Kurbs in cross country and indoor track, and Brenna Donovan in cross country, Ethan Francis in cross country and indoor track and Dakota Dugan and Justyn Haines in indoor track.
- Seniors Katelyn Dennis and Lauren Pixley, junior Cassie Herman, and sophomore Sam Seegar received National Fast-Pitch Coaches Association scholar-athlete awards.



2018-2019 Fredonia Income Fund Reimbursable (IFR)

- Senior Hallie Christopher of women’s volleyball earned an Academic All-District award from the College Sports Information Directors of America.
- Junior Mike Freeman was the SUNYAC Elite 20 winner in men’s hockey. Mike had the highest GPA among all players who participated in the conference championship game.
- Seventeen Blue Devil senior student-athletes were inducted into the Chi Alpha Sigma honor society, recognizing them for a GPA over 3.4 and outstanding contributions to campus and their athletic teams.

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

Operating Budget

The proposed 2018-19 Intercollegiate Athletic Fee operating budget is \$1,553,516. The athletic fee also supports the operating costs of each intercollegiate sport. Operating costs include meals, lodging and transportation; equipment, scouting and recruiting; game administration, officials and entry fees, as well as reimbursement to the university in support of coaching staff. The administrative costs of the Fredonia Intercollegiate Athletics program include: conference membership fees, assigning fees for officiating associations, purchase of uniforms and athletic equipment; attendance at professional meetings, costs associated with sports information, laundry, promotions, post-season competition, and special projects such as field upgrades and locker room and office improvements, as well as the upkeep and periodic replacement of vans to transport teams.

Planning Assumptions

Planning assumptions used in the development of the 2018-19 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will remain at \$174 per semester.
- Fredonia will continue to compete in the same sports.

FREDONIA		
Proposed 2018-2019 Budget		
Income Fund Reimbursable (IFR)		
Intercollegiate Athletics		
Revenue:		
Projected Revenue	\$	1,553,516
Prior Year Rollover		0
Additional Revenue Adjustment		14,149
Less: Admin. Overhead (5%)		(94,060)
Less: Maint. Overhead (9%)		(141,090)
Less: Fringe Benefits (63.89%)		<u>(75,390)</u>
Net Revenue		<u><u>\$ 1,257,125</u></u>
Expenses:		
Reimbursement to University	\$	415,000
Personal Service (Part Time Coaches)		118,000
Supplies & Expenses		<u>724,125</u>
Total Expenses		<u><u>\$ 1,257,125</u></u>



Student Health Services Fee

Overview

The Department of Student Wellness and Support includes the Student Health Center, Counseling Center, 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, Dr. Amy Damiani serving as University Physician. Jeffrey Janicki serving as Clinical Director of Mental Health Services, and Julie Bezek overseeing Prevention, Advocacy and Wellness Outreach Services.

Student Wellness and Support services are completely supported 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 Health Center employs two 10-month nurse practitioners, with one serving as the administrative Director, one part-time physician, two full-time 10-month nurses and a full-time Office Assistant 2. Two student workers are employed to cover the front desk during lunch hour and transportation for students to local medical appointments is provided by the Adventure Cab company as coordinated by the Student Health Center. The Student Health Center also coordinates services with FredASSIST, Fredonia’s student advocacy group and sexual health clinic.

The Counseling Center operation includes one full-time 10-month clinical director who also serves as a clinician, two full-time 10-month clinicians, an additional 10-month clinician who also provides informal consultations (“Let’s Talk”) at the Intercultural



*Executive Director of Student Wellness and Support
Tracy Stenger.*

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Student Health Fee			
Revenue:			
Projected Revenue	\$	1,593,845	
Additional Revenue Need		5,027	
Less: Admin. Overhead		79,692	
Less: Maint. Overhead		143,446	
Less: Fringe Benefits		482,449	
Net Revenue		893,285	\$ 893,285
Expenses:			
Personal Service	\$	715,000	
Temporary Service		55,125	
Supplies & Expenses		123,160	
Total Expenses		893,285	\$ 893,285



2018-2019 Fredonia Income Fund Reimbursable (IFR)

Center on a part-time basis, a full-time (academic calendar) per diem clinician, a 10-month Prevention, Advocacy and Wellness Outreach Coordinator, a per diem psychiatric provider and a full-time secretary. The Counseling Center operates during the academic year. The consulting psychiatric provider sees students eight hours a week to address medication needs. The Counseling Center staff provides crisis services 24 hours a day during the academic year.

Highlights

The Counseling Center at Fredonia (FCC) has experienced a continued increase in the demand for services. In spite of a reduction in the overall population of students at Fredonia, the FCC served 17.4 percent of the student population in 2017-18, a 4.4 percent increase in the percentage of students served since 2013-14. In an effort to address the high demand, the Counseling Center has implemented or augmented the following:

- **“Let’s Talk”** - In its inaugural year (2017-18), “Let’s Talk” launched with the hiring of a new counselor who was charged with facilitating the initiative,

targeting traditionally underserved populations. Offering walk-in services in the Intercultural Center eight hours per week during each semester, “Let’s Talk” provided services through 94 visits.

- **Walk-In Services** - Beginning in January 2018, the FCC implemented walk-in services with the intention to remove barriers and provide access to therapeutic interventions as it enables students to see a trained clinician at their chosen moments of need. Walk-in services are first-come, first served and are available Monday through Friday from 1 to 4:00 p.m. when classes are in session. In its inaugural semester, 153 unique clients utilized 211 walk-in sessions (19 percent of clients seen in 2017-18).
- **Wellness Programming and Services** - This year, eight FredWELL interns (four each semester) provided wellness programming to approximately 375 students on topics including stretching and movement, mindfulness meditation, healthy relationships, and bystander training for sexual assault prevention. Additionally, the Health Hut (providing daily health and wellness outreach to students in the Williams Center) provided 1370 visits throughout the academic year.

FREDONIA			
Proposed 2018-2019 Budget			
Income Fund Reimbursable (IFR)			
Student Health Fee			
Area of Expense	Proposed 2018-2019 Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 715,000	\$ 726,900	\$ (11,900)
Temporary Service	55,125	20,000	35,125
Other than Personal Service	123,160	186,500	(63,340)
TOTAL	\$ 893,285	\$ 933,400	\$ (40,115)

STUDENT HEALTH CENTER - POINTS OF PRIDE

Over the course of the 2017-18 academic year, the Student Health Center staff has worked to improve the overall student experience. During the 2017-2018 academic year, the Student Health Center had a total of 5,387 visits. Of these visits, 80 percent were seen by a medical provider (physician or nurse practitioner) with the remainder seen by the nursing staff for tuberculosis skin testing, injections, or emergency contraception.

In addition to those students who were seen in the Student Health Center, the front desk staff processed required immunization records for all incoming students. The Student Health Center continues to work in collaboration with Admissions, the First-Year Program and the Department of International Education to improve efforts in keeping within the New York State regulations for post-secondary school immunization requirements.

- **Self-Care Station** – As the self-care station has existed for many years in the Student Health Center, with recent renovations, there has been large increase in its use over this past academic year, resulting in the distribution of 1,511 items including Ibuprofen, Tylenol, cold packets and wound packets.
- **Flu Shots** - The Student Health Center has gave a total of 250 flu shots to students, faculty and staff over the course of the academic year.
- **STI Testing** – The Student Health Center has been working collaboratively with FredASSIST, providing low cost Sexual Transmitted Infection (STI) testing to the Fredonia student population. The number has tripled since last year.
- **Food Pantry** – The food pantry has become a huge success over the past academic year. The Fredonia Campus Food Pantry is now available throughout each semester in the vestibule of LoGrasso Hall and at the Williams Center Information Desk (with the assistance of Campus Life).



Paws to Relax.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 Student Health Services Fee operating budget include:

- The Student Health Services Fee will remain the same for the 2018-2019 year.

Operating Budget

The 2018-2019 proposed operating budget for the Student Wellness and Support operation will remain the same at \$178. 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.



2018-2019 Fredonia Income Fund Reimbursable (IFR)



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

Advancement, Engagement and Economic Development Budget Statement

Overview

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

Highlights

The IFR accounts maintained by the Division of Advancement Engagement and Economic Development (AEED) are utilized to facilitate and support university - community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of

our region. Such collaborations include active community engagement and partnerships with local and regional organizations, governments, businesses, and universities.

Planning Assumptions

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

- The IFR allocation will be \$29,000 for the 2018-2019 year.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2018-2019 fiscal year, the total allocation in the IFR accounts for the Advancement, Engagement and Economic Development Division will be \$29,000. This is a decrease of \$5,200 from 2017-2018.

FREDONIA Proposed 2018-2019 Budget Income Fund Reimbursable (IFR) Advancement, Engagement and Economic Development			
Area of Expense	2018-2019 Proposed Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	5,000	16,000	(11,000)
Other than Personal Service	24,000	18,200	5,800
TOTAL	\$ 29,000	\$ 34,200	\$ (5,200)

*Fredonia
Technology
Incubator.*





2018 - 2019 Fredonia SUTRA Operating Budget





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





State University of New York at FREDONIA 2018-2019 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 made a decision to grow enrollments in Summer Sessions and J-Term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer student credit hours increased for Summer Sessions 2017 and J-Term 2018 as a result.
- Students' studying abroad on SUNY/Fredonia programs has remained strong with 168 participants over the 2017-2018 academic year.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 SUTRA operating budget include the following:

- The SUTRA budget will fund 2.00 Full-Time Equivalent (FTE) positions.
- Continued funding of \$100,000 from the Fredonia College Foundation will be utilized for scholarships.

Operating Budget

The total 2018-2019 SUTRA budget is projected at approximately \$1.05 million a decrease of about \$168,000 from the 2017-2018 fiscal year. Honors Scholarship funding will remain at \$100,000.



Office of Extended Learning

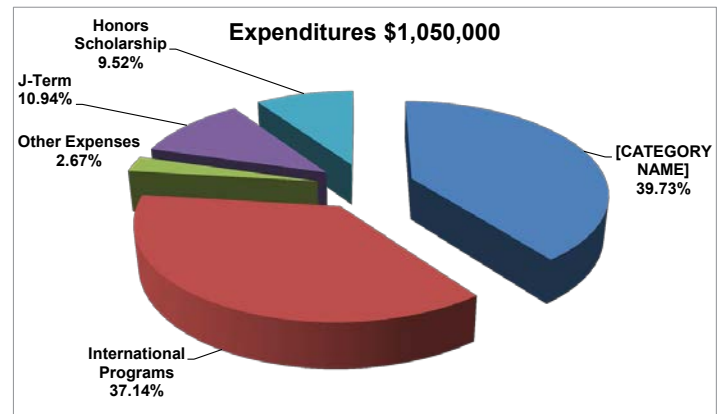
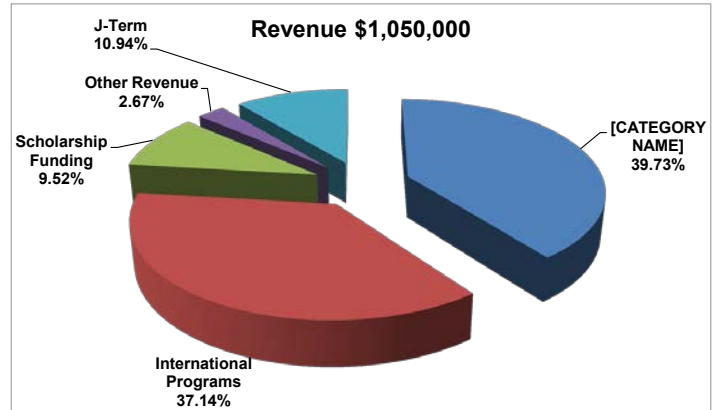
Overview

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-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, Advancement, Engagement and Economic Development 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 2017-2018 include:

- Extended Learning made a decision to grow enrollments in Summer Sessions and J-Term by reviewing past transfer data and identifying specific courses that Fredonia should offer to meet student demand. Summer Sessions 2017 saw a total headcount of 694 students while J-Term 2018 saw a total headcount of 282.
- A business model was created for Fredonia's summer youth camps, and open-enrollment youth programs continued under the FREDcamps Summer Youth Programs umbrella.



- A business model was created for Fredonia-in-the-High School, in which select Fredonia courses will be offered for-credit in local high schools. It was piloted in a local school district during 2015-16, and ran again in 2017-18.
- The office served 154 community members with a mix of noncredit courses, workshops and course auditing options.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:



2018 - 2019 Fredonia SUTRA Operating Budget



Director of
Extended Learning
Eric Skowronski.

- Extended Learning will strive to develop more programs that align with the university's mission and support its Strategic Enrollment Management (SEM) initiative. This includes, but is not limited to, noncredit 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. In addition, it will build and release intersession course schedules in conjunction

with academic year course schedules to facilitate student and faculty planning.

- The Summer Sessions budget will fund 3.00 full-time equivalent (FTE) positions.

Operating Budget

Funding in the 2018-2019 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 2018-2019 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Object	Proposed 2018-2019 Allocation	2017-2018 Allocation	Change
Personal Service Regular	\$ 129,100	\$ 234,700	\$ (105,600)
Temporary Service	278,000	219,500	\$ 58,500
Other than Personal Service	642,900	764,300	\$ (121,400)
GRAND TOTAL	\$ 1,050,000	\$ 1,218,500	\$ (168,500)



FREDONIA	
Proposed 2018-2019 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Sessions	\$ 417,100
International Programs	390,000
Scholarship Funding	100,000
Other Revenue	28,000
J-Term	114,900
Total	\$ 1,050,000
Expenditures:	
Summer Sessions	\$ 417,100
International Programs	\$ 390,000
Other Expenses	\$ 28,000
J-Term	\$ 114,900
Honors Scholarship	\$ 100,000
Total	\$ 1,050,000



Office of International Education

Overview

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

Highlights

- Students studying abroad on State University of New York and Fredonia programs has remained strong with a total of 168 participants over the 2017-2018 academic year.
- New international partnerships/programs include a faculty-led program on social justice and public health in Honduras.
- Scholarships awarded to study abroad students totaled \$50,575 and were funded through Fredonia College Foundation scholarships, German Academic Exchange Service (DAAD), and Benjamin A. Gilman International Scholarships.

Planning Assumptions

Planning assumptions used in the development of the 2018-2019 State University Tuition Reimbursable Account (SUTRA) operating budget include the following:

- Fredonia’s partnership and development of an international program with EC English will continue to support additional international student enrollment and Fredonia’s capacity to offer short-term study abroad programs for university partners.
- Outreach efforts from Study Abroad Ambassadors, study abroad fairs, improved faculty advisement resources, and faculty-led initiatives will continue to encourage students to take advantage of study abroad opportunities.



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

Operating Budget

Funding in the 2018-2019 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.

FREDONIA			
Proposed 2018-2019 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Campus Total FTE Distribution			
	2018-2019	2017-2018	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	2.00	3.00	-1.00
TOTAL	2.00	3.00	-1.00



2018-2019 Fredonia College Foundation Operating Budget





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FREDONIA COLLEGE FOUNDATION OPERATING BUDGET

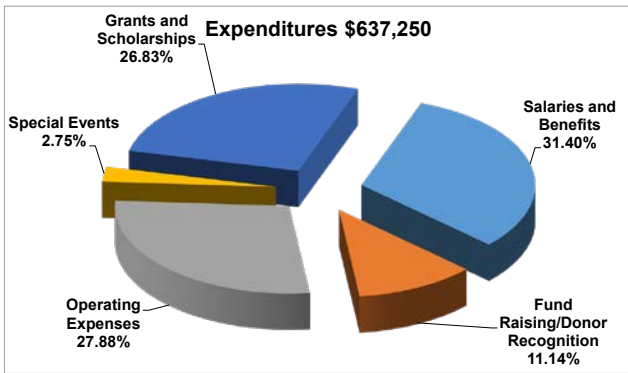
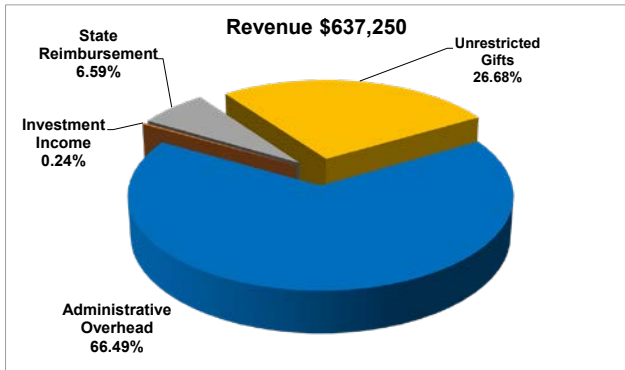




FREDONIA 2018-2019 Fredonia College Foundation Operating Budget

FREDONIA Proposed 2018-2019 Budget Fredonia College Foundation Budget

Sources and Uses of Funds



Scholarship recipient.

The 2018 executive committee includes Dr. Michael A. Marletta, '73 (Chair); Dennis Costello, '72 (Immediate Past Chair); Joseph Falcone (Vice Chair); Rachel Martinez-Finn, '82 (Secretary); and Thomas H. Waring, Jr., '80 (Treasurer); The board welcomed new board members Dr. Shaun Nelms, '99; Kirk Krull, '78; Michael Steele, and Dr. Prudence Bradley '68. 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 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.

FREDONIA 2018-2019 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 32 directors who are trustees for endowed funds with a market value of over of \$35 million. The Executive Director of the foundation is Betty Catania Gossett, who also served as Interim Vice President for University Advancement during the 2017-2018 academic year. The Development Office includes professional staff, including fundraisers, a controller and administrative staff.

Highlights

- The public phase of the Nurturing Innovation campaign for Fredonia was announced October 2017 with over \$13 million raised toward the \$20 million goal.
- During 2017, the foundation collected \$3,166,287 donations to the university.
- Unrestricted receipts in 2017 totaled \$151,522.



- Market value as of January 2017 was \$35,354,023.
- Online receipts continue to show growth and were \$147,731 for 2017, including December 2017 receipts amounting to \$41,355.
- The foundation board approved a 4.5 percent spending rate.
- Scholarships and grants from restricted and endowment funds were \$2,465,168. For 2018, the board of directors approved \$171,000 of unrestricted net assets for student financial aid and scholarship grants.
- Endowments increased in number, totaling 504, compared to 468 in 2017.
- The annual Scholars Breakfast welcomed over 1,000 benefactors, students and families
- FREDlanthropy Day, Fredonia's day of giving, raised \$71,976 from 270 donors in 2017 an increase from \$55,975 and 217 donors in 2016.
- Bequests are at an all-time high in number and value.



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

- The Executive Director and Vice President job titles have been separated. The Interim Executive Director will take on the role of Executive Director of the Foundation.

Planning Assumptions

Planning assumptions used in the development of the 2018 Fredonia College Foundation operating budget include the following:

- Interest income will decrease modestly.
- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Administrative/management fees will provide a modest increase over 2017 levels.
- Foundation receipts are expected to increase in 2018.
- Spending rate will remain at 4.5 percent
- Board and staff will focus efforts on the comprehensive campaign.
- Major gifts and planned giving will be the fundraising focus
- A strategic planning process will focus on the Annual Giving Program.
- Travel will increase as fundraisers add territories and donor engagement activities.
- Additional scholarship dollars will be needed to support the university's recruitment and retention efforts.

Operating Budget

The 2018 Fredonia College Foundation operating budget totals \$637,250. The unrestricted gift income is expected to increase by 10 to 15 percent over 2017.

FREDONIA	
2018-2019 Budget	
Fredonia College Foundation Budget	
Revenue Sources and Expenditures	
Revenue Sources:	
Administrative Overhead	\$423,750
Investment Income	1,500
State Reimbursement	42,000
Unrestricted Gifts	170,000
Total	\$637,250
Expenditures:	
Salaries and Benefits	\$200,100
Fund Raising/Donor Recognition	71,000
Operating Expenses	177,650
Special Events	17,500
Grants and Scholarships	171,000
Total	\$637,250



2018-2019 Fredonia College Foundation Operating Budget



*Betty Catania
Gossett, '76
Associate Vice
President
for Advancement,
Engagement, and
Economic
Development.*

FREDONIA			
2018-2019 Fredonia College Foundation Budget			
Revenues and Expenses			
	2018-2019 Budget	2017-2018 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$405,000	\$382,500	\$22,500
Administrative Overhead-Restricted Funds	18,750	18,500	250
Investment Income	1,500	2,500	(1,000)
Distinguished Service Awards Banquet	0	15,500	(15,500)
Foundation House	42,000	42,000	0
Franklin Property- University Reimbursement	0	0	0
Unrestricted Gifts	170,000	140,000	30,000
TOTAL REVENUE	\$637,250	\$601,000	\$36,250
Projected Expenses			
Accounting Fees-Auditor	7,000	7,250	(\$250)
Alumni Campaign	0	1,000	(1,000)
Annual Report	12,000	18,000	(6,000)
Board of Directors Expense	5,000	5,000	0
Brokerage and Bank Fees	7,250	6,500	750
Capital Campaign	17,000	25,000	(8,000)
Corporate and Foundation Relations	2,500	5,000	(2,500)
Distinguished Service Awards Banquet	0	12,000	(12,000)
Donor Recognition and Cultivation	17,000	22,000	(5,000)
Executive Director - VP Expenses	7,000	7,000	0
Franklin Properties	70,000	65,000	5,000
Insurance	5,900	5,800	100
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	4,000	8,500	(4,500)
Membership and Dues	7,000	7,000	0
Miscellaneous	1,000	1,500	(500)
Office Supplies	5,000	6,000	(1,000)
Payroll Processing	4,000	4,000	0
Phonathon	0	0	0
Planned Giving	30,000	28,000	2,000
Postage	1,000	2,000	(1,000)
President's Associates Events	7,000	0	7,000
Presidents Discretionary Fund	3,000	3,000	0
Printing	4,200	4,000	200
Publications	2,000	4,200	(2,200)
Salaries and Benefits	200,100	190,480	9,620
Scholarship Recipient Recognition	17,500	16,000	1,500
Software and Support	14,800	22,000	(7,200)
State Fees	1,000	1,000	0
Travel	25,000	25,000	0
Foundation House			
Depreciation	25,000	25,000	0
Utilities	6,500	7,500	(1,000)
Repairs and Maintenance	20,000	15,000	5,000
Custodial Services	7,000	7,000	0
Surplus (Deficit) for the year	(70,000)	(126,230)	56,230
TOTAL EXPENSES	\$466,250	\$431,000	\$35,250
Scholarships	60,000	60,000	0
Honors Scholarship	100,000	100,000	0
Grants and Awards	11,000	10,000	1,000
TOTAL EXPENSES AND GRANTS	\$637,250	\$601,000	\$36,250



FREDONIA COLLEGE FOUNDATION 2018 Board of Directors

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Department of Chemistry and Department of Molecular and Cell Biology
University of California, Berkeley, CA

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Owner, Falcone Farms
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State University of New York at Fredonia
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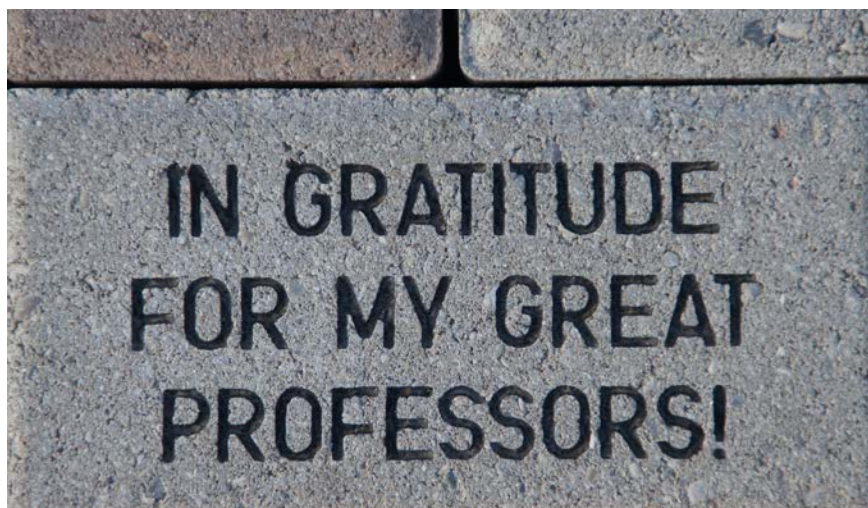
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Associate Vice President & FSA Director (Ret.)
Fredonia, N.Y.



Alumni brick walkway.

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Re/Max United Real Estate
Edgewater, MD

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Dunkirk, N.Y.

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Hudson, Ohio

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

SUSAN USZACKI-RAK, '81
Business Manager, Double A Vineyards
Fredonia, N.Y.

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APPENDIX 1
Analysis of Funding for
University Operating Budget

APPENDIX 2
Analysis of Allocations

APPENDIX 3
Consolidated Operating
Budgets

APPENDIX 4
Tuition and Fees

APPENDIX 5
Organizational Charts





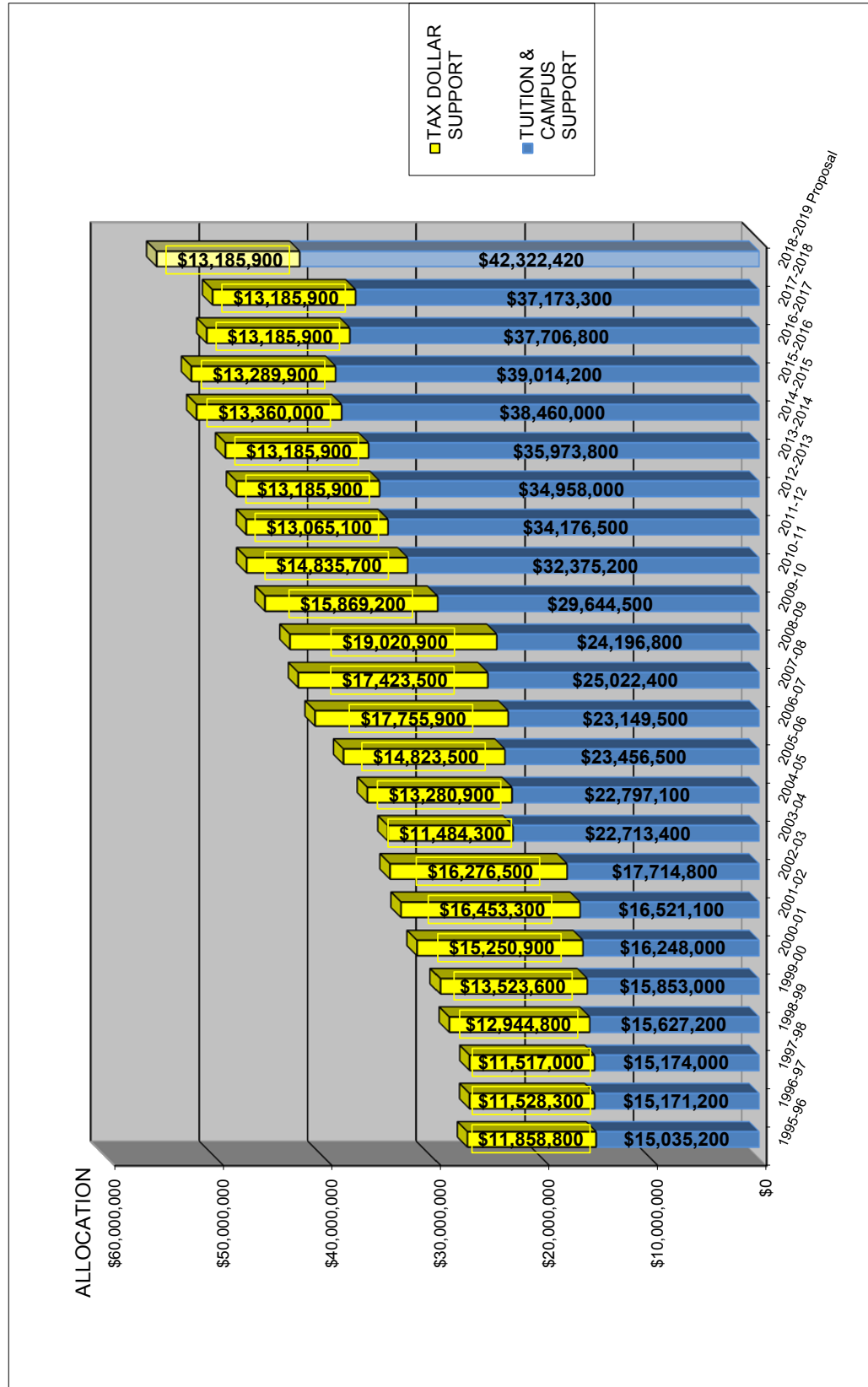
Analysis of Funding - APPENDIX 1

FREDONIA ANALYSIS OF STATE SUPPORT AND CAMPUS REVENUE UNIVERSITY OPERATING BUDGET

2004-05					
Preliminary - March 2004	\$11,484,300	33%	\$22,995,700	67%	34,480,000
Form 1 - September 2004	12,387,900	36%	22,089,300	64%	34,477,200
Final Budget - October 2004	13,280,900	37%	22,797,100	63%	36,078,000
2005-06					
Preliminary - April 2005	\$15,162,000	40%	\$23,118,000	60%	38,280,000
Financial Plan	14,823,500	40%	22,286,600	60%	37,110,100
Actual Budget	14,823,500	39%	23,456,500	61%	38,280,000
2006-07					
Preliminary - April 2006	\$17,604,600	43%	23,300,800	57%	40,905,400
Actual Budget	17,755,900	43%	23,149,500	57%	40,905,400
2007-08					
Preliminary - April 2007	\$19,241,500	45%	23,367,500	55%	42,609,000
Actual Budget	17,423,500	41%	25,022,400	59%	42,445,900
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 2017	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



**FREDONIA
SOURCES OF FUNDING
UNIVERSITY OPERATING BUDGET**





State University of New York at Fredonia Derivation of Proposed 2018-2019 Operating Budget from 2017-2018 Base

	President & Reports*	Academic Affairs	Finance & Administration	Enrollment & Student Services	Advancement Engagement & Economic Dev**	Utilities/Other Institutional	Total
Original 2017-2018 Base Budget	\$2,944,100	\$29,077,190	\$5,620,230	\$3,988,800	\$2,151,615	\$8,277,265	\$52,059,200
2018-2019 Budget Actions							
Contractual & Other Salary Increases	93,200	2,345,280	376,830	529,675	187,730	(1,661,700)	1,871,015
Reclassification of Expenditures from SUTRA, DIFR, IFR	12,800	389,600	1,589,970	382,500	6,800	3,045,900	5,427,570
Divisional/ Institutional Reclassification of Expenditures/Depts.	764,625	1,250	196,800	127,150	(621,100)	(468,725)	-
Balance of Contract Payments		148,030					148,030
Emergency Planning Coordinator Temp Service (80%)			21,500				21,500
Increase Tap Credit Scholarship						130,000	130,000
Institutional Salary Increases						100,000	100,000
Duo Security & Fob Tokens						9,200	9,200
SUNY Wide Agreements & Assessments						2,900	2,900
Reverse 2016-2017 AED Purchase						(141,500)	(141,500)
Net Scholarship Add						170,800	170,800
Scholarship Redistribution				3,159,000		(3,159,000)	-
One time Contribution (scholarship expense funded by DIFR)				(1,250,000)			(1,250,000)
Net Divisional Expenditure Reductions	(237,590)	(1,158,450)	(592,000)	(152,625)	(378,730)	(521,000)	(3,040,395)
Sub-Total Budget Adjustments	633,035	1,725,710	1,593,100	2,795,700	(805,300)	(2,493,125)	3,449,120
Proposed 2018-2019 Base Budget	\$3,577,135	\$30,802,900	\$7,213,330	\$6,784,500	\$1,346,315	\$5,784,140	\$55,508,320

* Marketing & Communications moved from Advancement, Engagement, and Economic Development to President's & Reports effective 07/01/2018.

**University Advancement & Engagement & Economic Development merged into one division effective 07/01/2018.

Analysis of Allocations - APPENDIX 2



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
1996-97								
DOLLAR	\$425,500 2%	\$17,064,700 64%	\$3,992,200 15%	\$714,900 3%	\$1,681,200 6%	\$2,821,000 11%	\$26,699,500 100%	(\$129,300) -0.5%
FTE	3.50 1%	311.82 67%	100.30 22%	11.25 2%	37.53 8%		464.40 100%	-29.95 -6.1%
1997-98								
DOLLAR	\$346,700 1%	\$17,061,600 64%	\$3,801,100 14%	\$694,000 3%	\$1,693,700 6%	\$3,093,900 12%	\$26,691,000 100%	(\$8,500) 0.0%
FTE	3.50 1%	322.88 68%	100.18 21%	11.25 2%	38.94 8%		476.75 100%	12.35 2.7%
1998-99								
DOLLAR	\$353,400 1%	\$17,971,500 63%	\$3,999,500 14%	\$714,900 3%	\$1,757,300 6%	\$3,775,400 13%	\$28,572,000 100%	\$1,881,000 7.0%
FTE	3.50 1%	340.16 68%	103.93 21%	11.25 2%	39.80 8%		498.64 100%	21.89 4.6%
1999-00								
DOLLAR	\$374,000 1%	\$18,557,900 63%	\$4,212,500 14%	\$813,400 3%	\$2,180,500 7%	\$3,238,300 11%	\$29,376,600 100%	\$804,600 2.8%
FTE*	3.60 1%	342.96 66%	108.43 21%	12.25 2%	49.70 10%		516.94 100%	18.30 3.7%
* Health & Physical Education transferred from Academic Affairs to Student Affairs								
2000-01								
DOLLAR	\$375,800 1%	\$19,185,300 63%	\$4,277,700 14%	\$830,400 3%	\$2,297,900 8%	\$3,558,600 12%	\$30,525,700 100%	\$1,149,100 3.9%
FTE	3.60 1%	351.36 66%	110.93 21%	12.50 2%	51.70 10%		530.09 100%	13.15 2.5%
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%

* 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
2007-08									
DOLLAR	\$471,600 1%	\$26,396,000 62%	\$5,567,000 13%	\$1,251,900 3%	\$3,402,800 8%		\$5,519,700 13%	\$42,609,000 100%	\$1,703,600 4.2%
FTE	3.50 1%	386.70 67%	113.00 19%	18.00 3%	58.48 10%			579.68 100%	12.00 2.1%
2008-09									
DOLLAR	\$512,000 1%	\$28,604,100 64%	\$6,121,700 14%	\$1,364,000 3%	\$3,967,000 9%		\$3,952,200 9%	\$44,521,000 100%	\$1,912,000 4.5%
FTE	3.50 1%	396.56 66%	114.25 19%	18.00 3%	67.67 11%			599.98 100%	20.30 3.5%
2009-10									
DOLLAR	\$515,300 1%	\$29,258,500 64%	\$6,157,000 14%	\$1,370,900 3%	\$4,026,700 9%		\$4,185,300 9%	\$45,513,700 100%	\$992,700 2.2%
FTE	3.50 1%	390.06 65%	113.25 19%	17.00 3%	64.85 11%			588.66 100%	-11.32 -1.9%
2010-11									
DOLLAR	\$522,000 1%	\$30,189,200 64%	\$6,341,600 13%	\$1,375,900 3%	\$4,195,700 9%		\$4,586,500 10%	\$47,210,900 100%	\$1,697,200 3.7%
FTE	3.50 1%	384.56 65%	113.50 19%	17.00 3%	67.19 11%			585.75 100%	-2.91 -0.5%
2011-12									
DOLLAR	\$461,000 1%	\$29,736,100 63%	\$6,129,400 13%	\$1,389,800 3%	\$4,230,900 9%		\$5,294,400 11%	\$47,241,600 100%	\$30,700 0.1%
FTE	3.50 1%	375.04 65%	108.35 19%	16.00 3%	65.36 12%			568.25 100%	-17.50 -3.0%
2012-2013									
DOLLAR	\$536,000 1%	\$29,979,300 62%	\$6,162,000 13%	\$1,424,800 3%	\$4,281,300 9%		\$5,760,500 12%	\$48,143,900 100%	\$902,300 1.9%
FTE	4.00 1%	378.04 65%	108.35 19%	17.00 3%	66.36 12%			573.75 100%	5.50 1.0%
2013-2014									
DOLLAR	\$705,200 1%	\$29,828,900 61%	\$6,311,200 13%	\$1,433,800 3%	\$4,465,000 9%	\$218,000 0%	\$6,197,600 13%	\$49,159,700 100%	\$1,015,800 2.1%
FTE	6.00 1%	379.10 64%	111.90 19%	17.00 3%	69.36 12%	2.00 0%		585.36 100%	11.61 2.0%
2014-2015									
DOLLAR	\$667,800 1%	\$31,837,800 61%	\$5,679,600 11%	\$1,430,500 3%	\$4,417,500 9%	\$291,300 1%	\$7,495,500 14%	\$51,820,000 100%	\$2,660,300 5.4%
FTE	6.00 1%	380.38 65%	101.65 18%	17.00 3%	67.55 12%	2.00 0%		574.58 100%	-10.78 -1.8%
2015-2016									
DOLLAR	\$632,500 1%	\$31,575,600 60%	\$5,585,530 11%	\$1,454,200 3%	\$4,460,000 9%	\$297,300 1%	\$8,298,970 16%	\$52,304,100 100%	\$484,100 0.9%
FTE	5.00 1%	380.51 66%	97.38 17%	17.00 3%	66.94 12%	2.00 0%		568.83 100%	-5.75 -1.0%
2016-2017									
DOLLAR	\$661,400 1%	\$31,642,990 62%	\$5,602,130 11%	\$1,476,900 3%	\$3,972,800 8%	\$684,015 1%	\$6,852,465 13%	\$50,892,700 100%	(\$927,300) -1.8%
FTE	5.00 1%	381.11 67%	96.88 17%	17.00 3%	57.43 10%	7.00 1%		564.42 100%	-4.41 -0.8%
2017-2018**									
DOLLAR	\$2,944,100 6%	\$29,077,190 56%	\$5,620,230 11%	\$1,485,400 3%	\$3,988,800 8%	\$666,215 1%	\$8,277,265 16%	\$52,059,200 100%	(\$244,900) -0.5%
FTE	35.60 6%	350.61 61%	95.88 17%	17.00 3%	58.43 10%	6.50 1%		564.02 100%	-0.40 -0.1%

* Percentages are rounded

** In 2017-2018 the Information Technology Department was moved from Academic Affairs to the President's Office.



FREDONIA
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS
 Fiscal Years 1998-99 to 2018-19

	President & Reports	Academic Affairs	Finance & Administration	University Advancement	Enrollment & Student Services	Advancement, Engagement & Economic Dev	Utilities/Other	Totals
1998-99 Base	\$ 346,700	\$ 17,391,500	\$ 3,807,100	\$ 692,500	\$ 1,696,700	\$ -	\$ 4,586,000	\$ 28,520,600
% of Base	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%	100%
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	(83,200)	-	(610,300)	-
2008-09 ⁴	23,500	1,312,300	411,800	83,300	628,300	-	(614,300)	1,844,900
2009-10	3,300	1,014,400	185,300	56,900	169,700	-	160,600	1,590,200
2010-11 ⁵	6,700	1,165,700	294,600	5,000	224,000	-	(1,517,300)	178,700
2011-12	(61,000)	78,600	(25,900)	13,900	115,800	-	(121,400)	-
2012-13 ⁶	159,200	(71,300)	93,500	9,000	40,400	-	(137,900)	92,900
2013-14	4,500	(84,700)	99,400	23,000	107,500	224,900	(757,500)	(382,900)
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
Adjustments	3,317,625	9,691,250	4,519,370	(894,500)	5,880,850	1,549,015	(10,877,740)	13,185,870
Growth, Inflationary Increases & Reductions								
1998-00		400,300	80,900	75,000	40,000		(44,000)	552,200
2000-01		224,400	42,000	16,000	67,400		470,900	820,700
2001-02		147,500	35,000		45,000		127,500	355,000
2002-03		95,000					163,000	258,000
2003-04		410,500	(67,600)	50,000	128,200		443,300	964,400
2004-05		25,000	40,000		25,000		192,300	282,300
2005-06	600	711,700	19,200	3,000	20,400		1,447,100	2,202,000
2006-07	1,900	579,900	147,900	102,800	71,000		1,721,900	2,625,400
2007-08	3,500	399,200	54,700	33,600	111,200		1,101,400	1,703,600
2008-09		382,600			22,400		(337,900)	67,100
2009-10		(360,000)	(150,000)	(50,000)	(110,000)		72,500	(697,500)
2010-11		(235,000)	(110,000)		(55,000)		1,918,500	1,518,500
2011-12		(531,700)	(186,300)		(80,600)		829,300	30,700
2012-13		201,700		35,000	50,400		550,200	902,300
2013-14	65,000	176,400			143,300		1,004,800	1,432,800
2014-15	(25,200)	1,693,200	(673,500)	(51,300)	(158,000)	(7,300)	1,713,400	2,491,300
2015-16	(41,200)	(1,000,400)	(204,370)	1,300	(43,800)		1,704,870	416,400
2016-17	(15,000)	(534,710)		(13,400)	(171,500)	16,500	(693,290)	(1,411,400)
2017-18	47,600	(400,400)	(35,700)		(25,500)	(20,900)	1,601,400	1,166,500
2018-19	(144,390)	1,334,860	(193,670)		(872,950)	(191,000)	(1,911,300)	(1,978,450)
Growth, Inflationary Increases & Reductions	\$ (87,190)	\$ 3,720,050	\$ (1,113,140)	\$ 202,000	\$ (793,050)	\$ (202,700)	\$ 12,075,880	\$ 13,801,850
Total Adjustments	\$ 3,230,435	\$ 13,411,300	\$ 3,405,230	\$ (692,500)	\$ 5,087,800	\$ 1,346,315	\$ 1,198,140	\$ 26,987,720
% of Adjustments	11.97%	49.69%	12.62%	-2.57%	18.85%	4.99%	4.44%	100%
Current % of Base	6.44%	30,802,900	7,213,330	0.00%	6,784,500	1,346,315	5,784,140	55,508,320
		55.49%	13.00%	0.00%	12.22%	2.43%	10.42%	100.00%

¹Transferred Athletics from Academic Affairs to Student Affairs
²No state funding for negotiated salary increases
³Budget Cuts & Retirement Savings
⁴Transferred Athletics from Academic Affairs to Student Affairs
⁵Printshop closed
⁶Institutional. Research from A.A. to President
⁷Transferred Athletic PSR from IFR to State
⁸Transferred Information Technology from AA to President
⁹Marketing from AEED to President. U.A. merged with EED. Scholarships from Inst. to E&SS
 2018-2019 Also saw major reclassification of expenses & positions from SUTRA, IFR, & DIFR



Consolidated Operating Budgets - APPENDIX 3

Fredonia Consolidated Operating Budgets 1998-1999 to 2018-2019

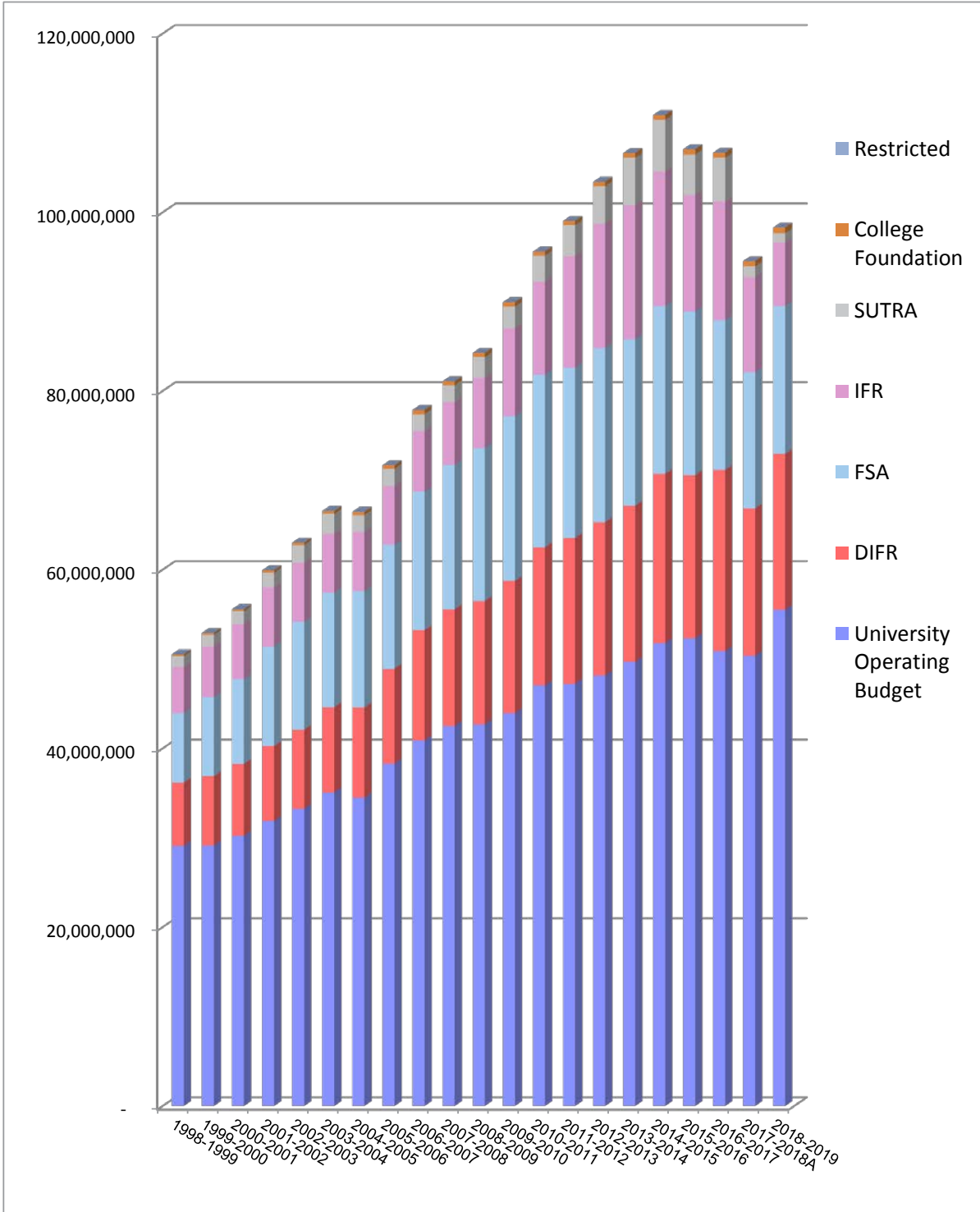
Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation	Restricted	Total	Percent Change
1998-1999	29,091,000	7,071,400	7,762,200	5,184,000	1,200,000	211,650	6,600	50,526,850	7.46%
1999-2000	29,124,200	7,747,400	8,831,625	5,700,000	1,300,000	215,300	6,200	52,924,725	4.75%
2000-2001	30,197,300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

* 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
1998-1999 to 2018-2019**





Tuition and Fees - APPENDIX 4

STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1979 - 2019 NYS RESIDENT UNDERGRADUATES														
YEAR	TUITION			STUDENT			HEALTH			TECH-			SEMESTER TOTAL (3)	PERCENT INCREASED
	LOWER DIVISION	COLLEGE FEE	ACTIVITY FEE	ATHLETIC FEE	STUDENT SERVICES	CENTER FEE	NOLOGY FEE	DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED			
1979-1980	450.00	12.50	38.50	0.00	0.00	0.00	0.00	400.00	430.00	1,331.00	11.1%			
1980-1981	450.00	12.50	40.00	0.00	0.00	0.00	0.00	475.00	468.00	1,445.50	8.6%			
1981-1982	525.00	12.50	40.00	0.00	0.00	0.00	0.00	550.00	529.00	1,656.50	14.6%			
1982-1983	525.00	12.50	42.00	0.00	0.00	0.00	0.00	625.00	579.00	1,783.50	7.7%			
1983-1984	675.00	12.50	42.00	0.00	0.00	0.00	0.00	700.00	618.00	2,047.50	14.8%			
1984-1985	675.00	12.50	50.00	0.00	0.00	0.00	0.00	775.00	670.00	2,182.50	6.6%			
1985-1986	675.00	12.50	51.00	0.00	0.00	0.00	0.00	775.00	670.00	2,183.50	0.0%			
1986-1987	675.00	12.50	56.00	0.00	0.00	0.00	0.00	775.00	699.00	2,217.50	1.6%			
1987-1988	675.00	12.50	56.00	0.00	0.00	0.00	0.00	850.00	699.00	2,292.50	3.4%			
1988-1989	675.00	12.50	56.00	0.00	0.00	0.00	0.00	895.00	760.00	2,398.50	4.6%			
1989-1990	675.00	12.50	50.00	0.00	0.00	0.00	0.00	915.00	795.00	2,467.50	2.9%			
FALL 1990	675.00	12.50	52.00	0.00	0.00	0.00	0.00	965.00	815.00	2,544.50	3.1%			
SPRING 1991	825.00	12.50	52.00	0.00	0.00	0.00	0.00	965.00	815.00	2,694.50	5.9%			
1991-1992	1,075.00	12.50	54.00	25.00	0.00	35.00	0.00	1,050.00	885.00	3,136.50	16.4%			
1992-1993	1,325.00	12.50	56.00	27.00	0.00	42.50	0.00	1,095.00	895.00	3,453.00	10.1%			
1993-1994	1,325.00	12.50	62.00	30.00	0.00	50.00	0.00	1,175.00	925.00	3,579.50	3.7%			
1994-1995	1,325.00	12.50	62.00	50.00	0.00	55.00	0.00	1,250.00	960.00	3,714.50	3.8%			
1995-1996	1,700.00	12.50	72.00	50.00	0.00	75.00	50.00	1,375.00	960.00	4,294.50	15.6%			
1996-1997	1,700.00	12.50	0.00	0.00	294.00	0.00	0.00	1,450.00	1,025.00	4,481.50	4.4%			
1997-1998	1,700.00	12.50	0.00	0.00	325.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%			
1998-1999	1,700.00	12.50	0.00	0.00	350.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%			
1999-2000	1,700.00	12.50	0.00	0.00	375.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%			
2000-2001	1,700.00	12.50	0.00	0.00	400.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%			
2001-2002	1,700.00	12.50	0.00	0.00	425.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%			
2002-2003	1,700.00	12.50	0.00	0.00	474.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%			
2003-2004	2,175.00	12.50	0.00	0.00	493.50	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%			
2004-2005	2,175.00	12.50	0.00	0.00	508.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%			
2005-2006	2,175.00	12.50	0.00	0.00	533.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%			
2006-2007	2,175.00	12.50	0.00	0.00	553.50	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%			
2007-2008	2,175.00	12.50	0.00	0.00	583.25	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%			
FALL 2008	2,485.00	12.50	0.00	0.00	606.50	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%			
SPRING 2009	2,485.00	12.50	0.00	0.00	606.50	0.00	0.00	2,675.00	1,760.00	7,539.00	4.3%			
2009-2010	2,485.00	12.50	0.00	0.00	632.00	0.00	0.00	2,825.00	1,840.00	7,794.50	3.4%			
2010-2011	2,485.00	12.50	0.00	0.00	669.00	0.00	0.00	2,975.00	1,930.00	8,071.50	3.6%			
2011-2012	2,635.00	12.50	0.00	0.00	696.50	0.00	0.00	3,125.00	2,020.00	8,489.00	5.2%			
2012-2013	2,785.00	12.50	0.00	0.00	731.50	0.00	0.00	3,275.00	2,120.00	8,924.00	5.1%			
2013-2014	2,935.00	12.50	0.00	0.00	752.50	0.00	0.00	3,425.00	2,245.00	9,370.00	5.0%			
2014-2014	3,085.00	12.50	0.00	0.00	772.75	0.00	0.00	3,600.00	2,310.00	9,780.25	4.4%			
2015-2016	3,235.00	12.50	0.00	0.00	789.50	0.00	0.00	3,800.00	2,375.00	10,212.00	4.4%			
2016-2017	3,235.00	12.50	0.00	0.00	797.00	0.00	0.00	3,800.00	2,425.00	10,269.50	0.6%			
2017-2018	3,335.00	12.50	0.00	0.00	795.50	0.00	0.00	3,750.00	2,425.00	10,318.00	4	0.5%		
2018-2019	3,435.00	12.50	0.00	0.00	796.50	0.00	0.00	3,750.00	2,425.00	10,419.00	4	1.0%		

(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 2018-19 ARE SUBJECT TO CHANGE.

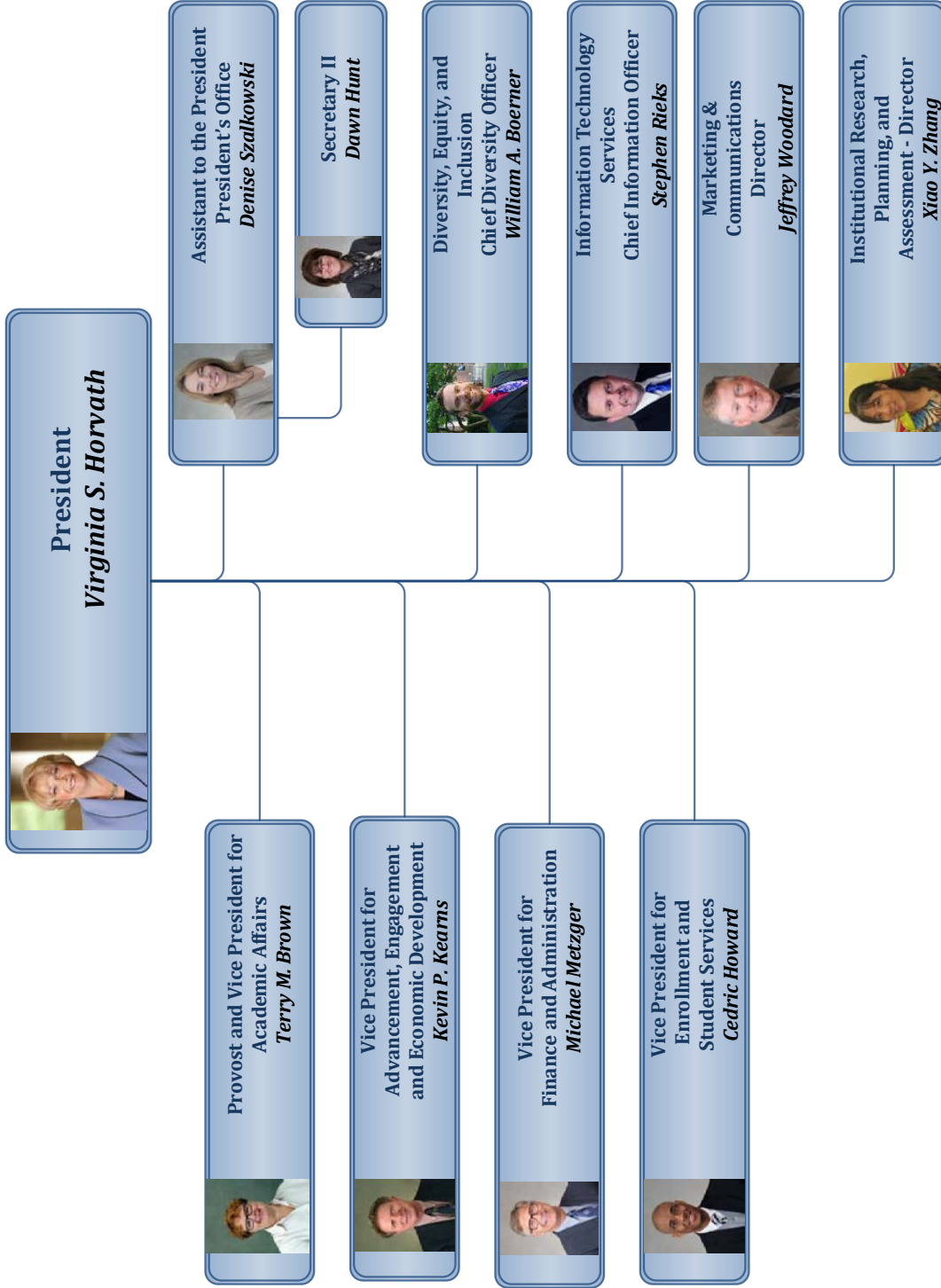


FREDONIA
History of Student Services and Program Charge
2005-2006 through 2018-2019 Academic Years

Summary Of Components In Student Services and Program Charge	2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		2011-2012	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$78.25	\$6.50	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85	\$81.85	\$6.85
Bus Services	10.25	0.85	10.25	0.85	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	113.00	9.40	118.00	9.85	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50	145.00	12.05
Health Center Fee	113.00	9.40	118.00	9.85	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05	165.00	13.75
Technology Fee	135.00	11.25	140.00	11.65	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60	185.00	15.40
Parking Services	41.00	3.45	45.00	3.75	48.00	4.00	50.00	4.20	52.00	4.35	55.00	4.60	57.50	4.80
College Lodge Services	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20	2.50	0.20
Blue Devil Fitness	4.00	0.35	4.50	0.40	5.50	0.50	6.00	0.50	7.00	0.60	7.00	0.60	4.00	0.35
Intramural Support	4.50	0.40	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40	9.00	0.75
Natorium	4.50	0.40	4.50	0.40	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50	5.00	0.40
Alumni Services	14.50	1.20	15.00	1.25	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35
Orientation Support	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	4.00	0.35	4.00	0.35
Box Office	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$533.00	\$44.40	\$553.50	\$46.15	\$583.25	\$48.60	\$606.50	\$50.55	\$632.00	\$52.70	\$669.00	\$55.75	\$696.50	\$58.00
Summary Of Components In Student Services and Program Charge														
	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$81.85	\$6.85	\$83.85	\$7.00	\$86.00	\$7.15	\$88.64	\$7.40	\$95.79	\$8.00	\$98.18	\$8.20	\$99.18	\$8.25
Bus Services	11.15	0.90	11.15	0.90	12.25	1.00	13.36	1.10	13.71	1.15	14.32	1.20	14.32	1.20
Athletic Fee	145.00	12.05	155.00	12.90	155.00	12.90	159.00	13.25	174.00	14.50	174.00	14.50	174.00	14.50
Health Center Fee	165.00	13.75	165.00	13.75	175.00	14.60	178.50	14.90	178.50	14.90	178.50	14.90	178.50	14.90
Technology Fee	195.00	16.25	203.00	16.90	210.00	17.50	217.00	18.10	211.50	17.65	211.50	17.65	211.50	17.65
Parking Services	57.50	4.80	57.50	4.80	57.50	4.80	57.50	4.80	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	2.40	29.00	2.40	29.00	2.40	29.00	2.45	24.00	2.00	24.00	2.00	24.00	2.00
Intramural Support	9.00	0.75	9.00	0.75	9.00	0.75	9.00	0.75	8.50	0.70	7.50	0.60	7.50	0.60
Natorium	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	4.50	0.35	4.50	0.35	4.50	0.35
Alumni Services	16.00	1.35	17.00	1.50	17.00	1.50	18.00	1.50	17.50	1.45	17.50	1.45	17.50	1.45
Orientation Support	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	3.50	0.30	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	5.00	0.40	5.00	0.40	5.00	0.40	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25
Career Development	1.50	0.10	1.50	0.10	1.50	0.10	1.00	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
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$731.50	\$60.90	\$752.50	\$62.70	\$772.75	\$64.40	\$789.50	\$65.85	\$797.00	\$66.45	\$795.50	\$66.30	\$796.50	\$66.35

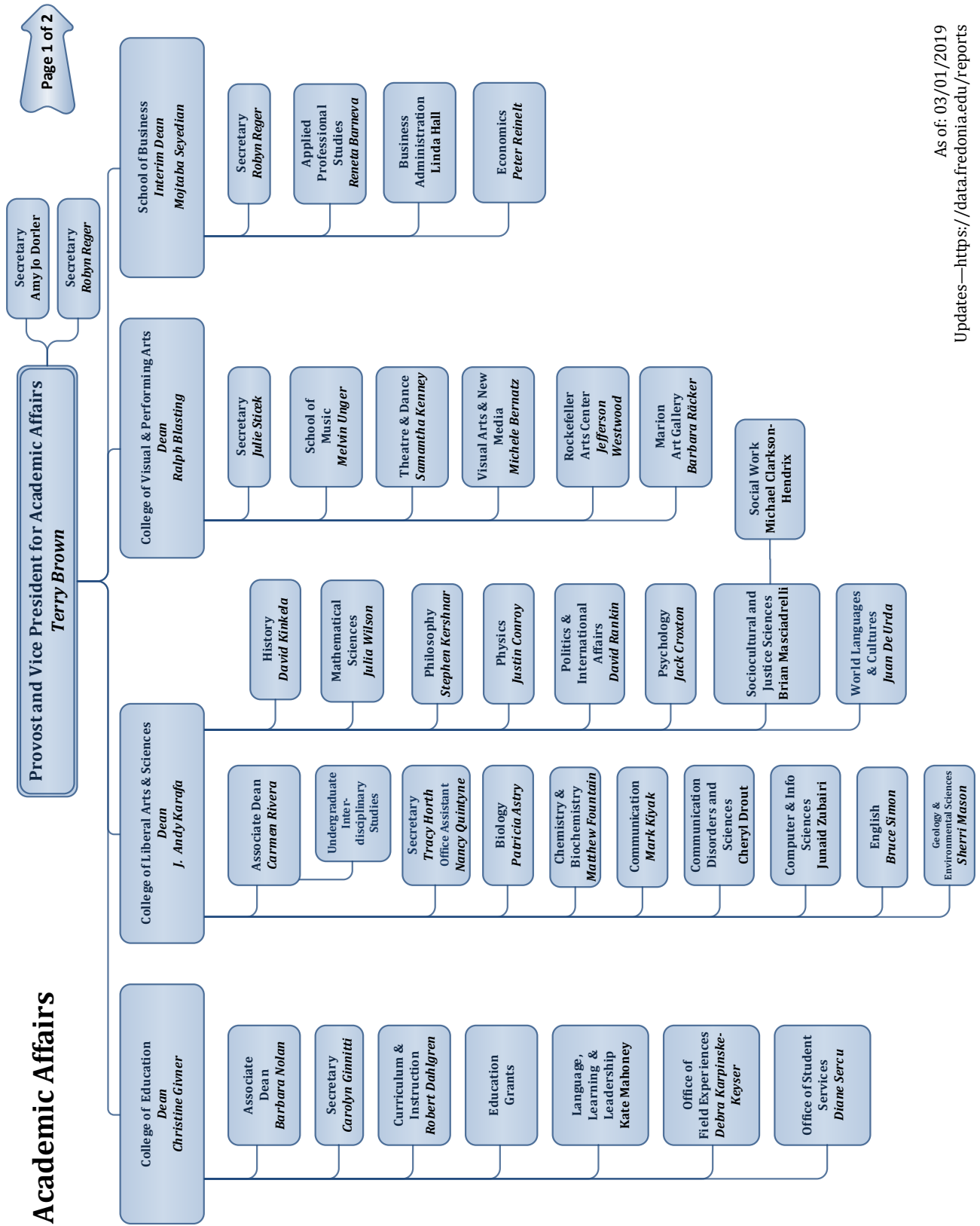


Fredonia President Cabinet and Direct Reports





Academic Affairs

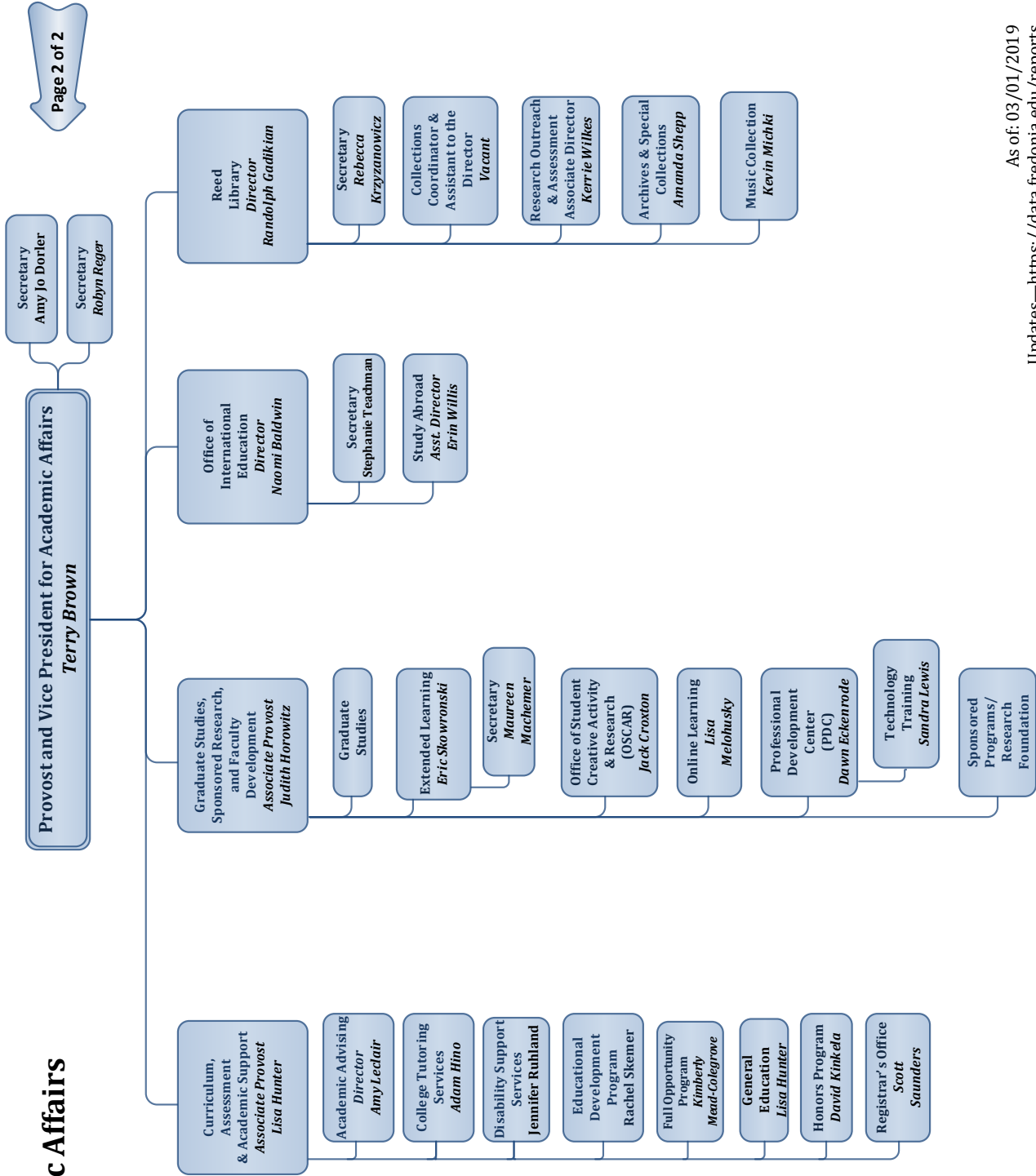




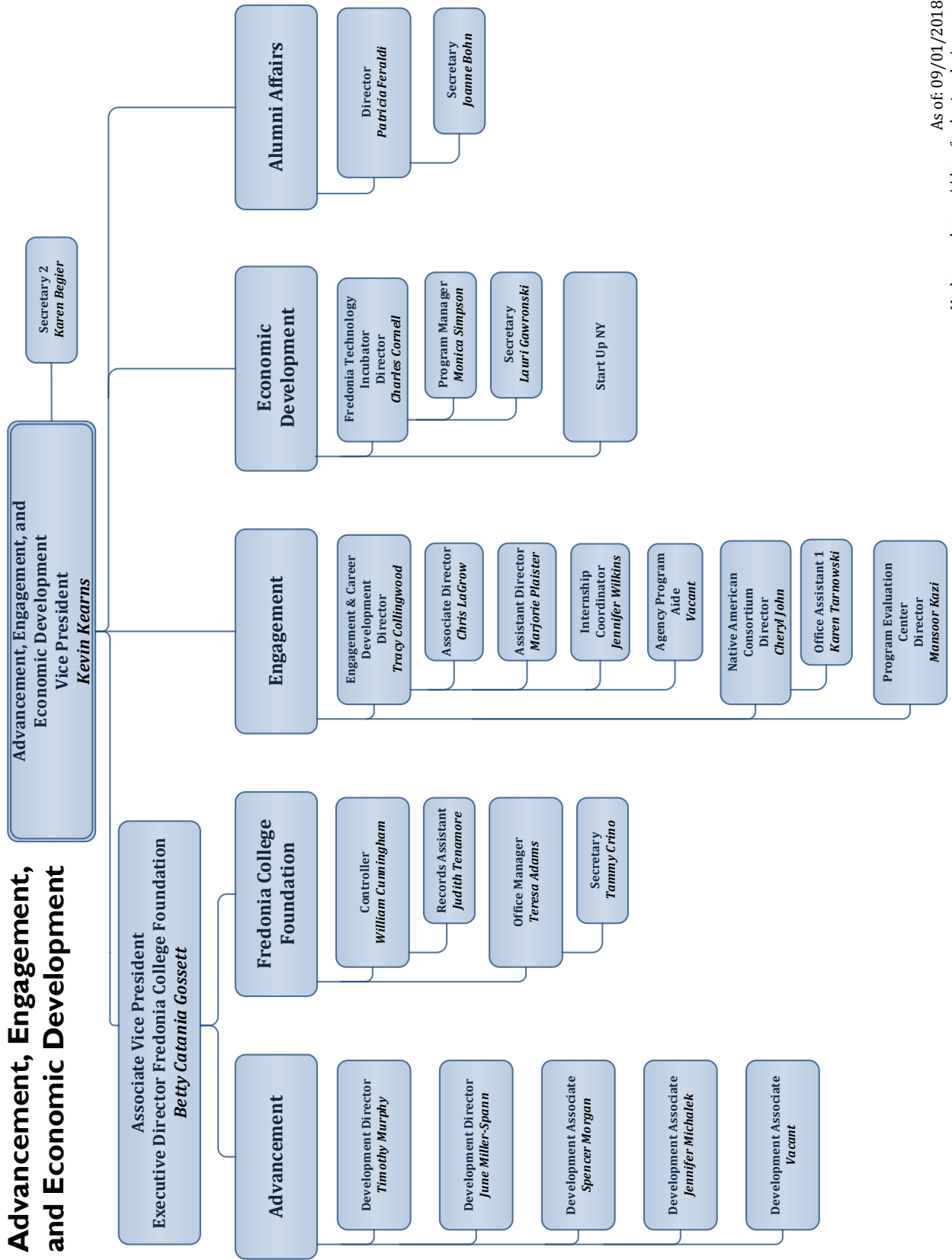
Organizational Charts - APPENDIX 5

Academic Affairs

Page 2 of 2



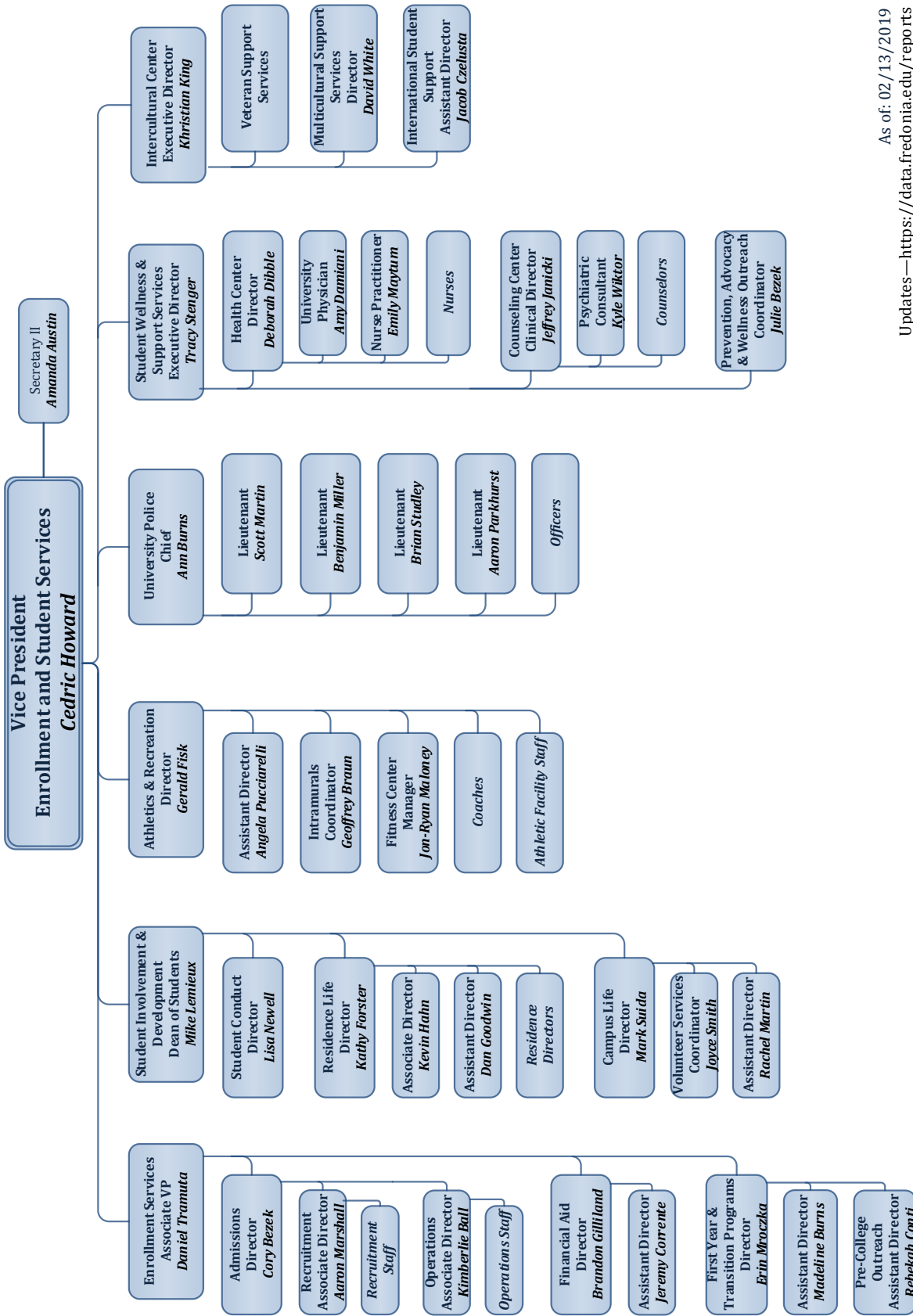
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Updates—<https://data.fredonia.edu/reports>





Organizational Charts - APPENDIX 5

Enrollment and Student Services

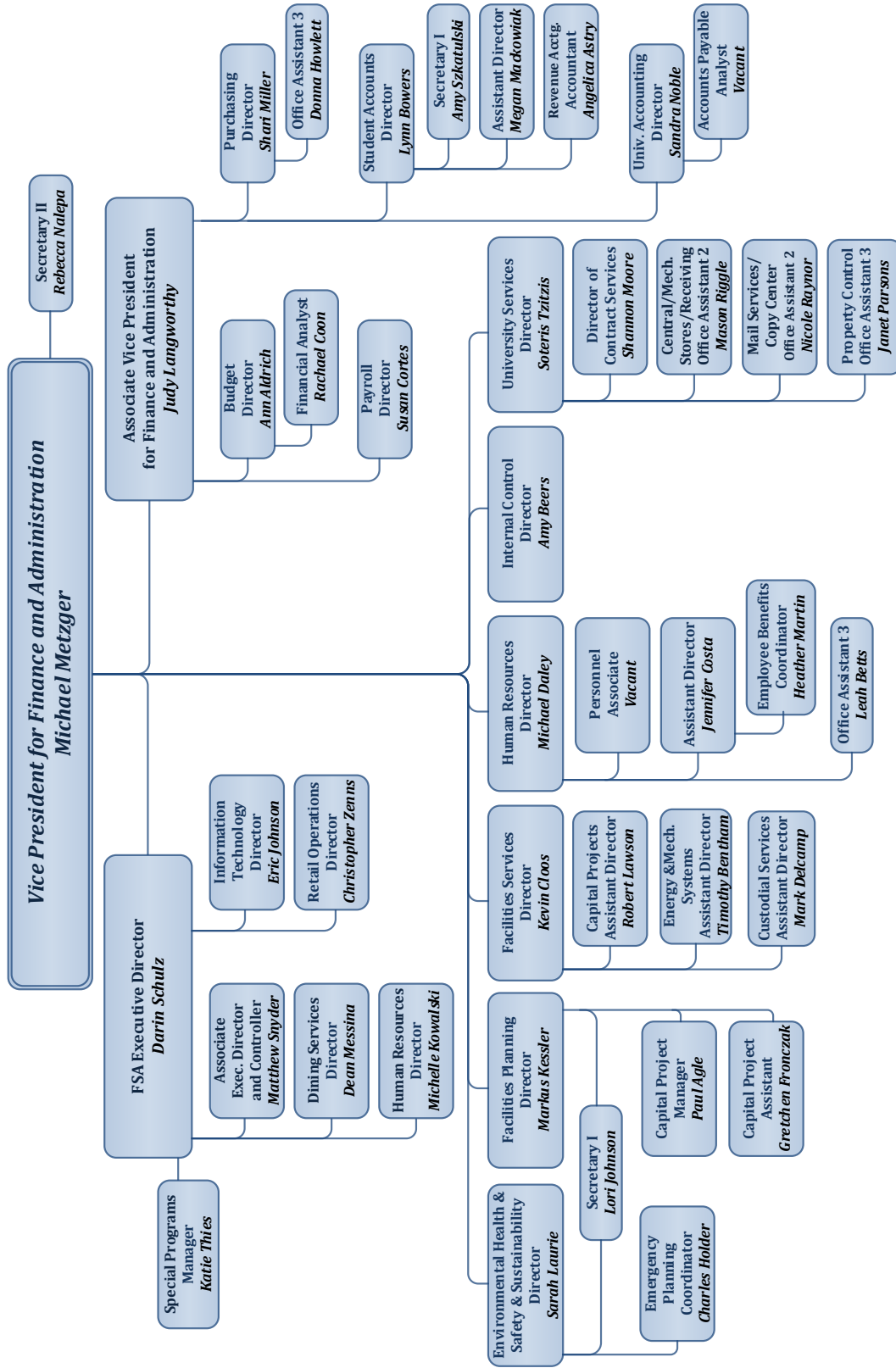


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Organizational Charts - APPENDIX 5

Finance and Administration



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Updates—<https://data.fredonia.edu/reports>

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