

STATE UNIVERSITY OF NEW YORK AT FREDONIA



Consolidated Operating Budget 2017-2018

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PRESIDENT'S MESSAGE

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INSTITUTIONAL PRIORITIES

SUSTAINABILITY

CONSTRUCTION

**CONSOLIDATED
OPERATING BUDGET**

OVERVIEW

PLANNING ASSUMPTIONS

HIGHLIGHTS

OPERATING BUDGET

CONSOLIDATED OPERATING BUDGET





Message from the President



President Virginia Schaefer Horvath

Dear Colleagues:

This is the 20th 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, final implementation of the goals of the Power of Fredonia plan, supporting the work of faculty and staff, and aggressively addressing the carry-forward shortfall in state funding through reducing costs and exploring new revenue sources. The state operating budget includes direct institutional expenditures reductions of \$893,600, as well as reductions to state expenditures because of utilizing Income Fund Reimbursable (IFR) accounts as a permanent source of funding where appropriate.

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 in April, may provide more opportunities for students, but because of its complexities, the actual impact on enrollment and budget remains unclear. The *Right Serving, Right Sizing* process undertaken in 2016-2017 has led to many suggestions across campus for improved services and programs, with some cost benefits.

Fredonia was approved by SUNY for Performance Improvement Funding in three initia-

tives, but the amounts to be awarded from the state-wide funds have not yet been determined.

Planning in the budget is based upon the following assumptions:

- The budget is based on state funding of 4,400 Full-Time Equivalent (FTE) students, a reduction from the 4,600 budgeted in 2016-2017. The increase in the number of new students for Fall 2017 suggests, however, that this academic year will be a turning point for enrollment.
- 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.
- Tuition beyond budgeted enrollment reserves, and IFR reserves will be used to address the shortfall.
- The university will use \$40,000 of combined Summer Session and J-Term revenues in support of the budget.
- The total Student Services and Program Charge fee will decrease by \$1.50 per semester due to the elimination of the \$2.50 College Lodge Fee and a decrease of \$1.00 each for the Intramural and Orientation fees, netted against the \$3.00 increase in the Student Activity Fee.
- The 12-month delay in filling staff vacancies will remain in effect. Any exceptions – based on threats to health/safety or significant negative impact on a program – will still require Cabinet approval.

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

Sincerely,
Virginia A. Horvath
Virginia Schaefer Horvath, President



Fredonia Mission Statement

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

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

Institutional Priorities

The 2017-2018 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:

- Developing a New Strategic Plan
- The Strategic Enrollment Plan (SEM)
- Right Serving, Right Sizing* (RSRS)

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



Developing a New Strategic Plan

The university is in the final implementation of the Power of Fredonia Goals. The Power of Fredonia, which was developed in 2011-2012 through a highly collaborative process, offered exciting direction for Fredonia from 2012-2017. In the spring of 2017, 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 direction and focus for the next five years.

Responsibilities charged to the 2018-2023 Strategic Planning Steering Committee were as follows:

1. Review current planning initiatives underway at the State University of New York at Fredonia to discover what operational planning is being done (Strategic Enrollment Management Plan; Diversity, Equity, and Inclusion Plan; International Plan, Facilities Master Plan, Academic Plan, Applied Learning Plan)
2. Develop and implement a process to engage the campus in identifying strategic directions for Fredonia in 2018-2023. The process in the past has invited various groups to use a toolkit to engage in critical questions and to submit their responses. There have also been open forums and focus groups to gather information and ideas in a variety of ways, including online submission of ideas and face-to-face meetings.
3. Develop a website for the planning process, and update it regularly to keep the campus community engaged in and informed throughout the process.
4. Analyze submissions to identify three to five strategic directions for the campus in the next five years. The directions should be broad enough to include some of the work that is being done in the operational plans.
5. Prepare a strategic plan draft that can be presented for discussion and revision by the University Senate, Cabinet, and leadership groups in each division. The plan should include some narrative about each initiative, along with specific goals, tasks and measures.
6. Working with the President and Cabinet, incorporate revisions into the final draft of the plan, and present the plan to the University Senate for approval.



Prior to the printing of this publication, the Strategic Planning Committee identified six common themes: Student Experience, Scholarship, Equity and Inclusion; Growth; Culture and Climate; and Sustainability. The six common themes will serve as “Strategic Directives” for the 2018-2023 Strategic Plan.

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. The SEM planning process began in part, as a response to Fredonia’s enrollment situation. Over 200 faculty and staff participated in the development of the goals, strategies, and tactics designed to grow enrollment back to a level necessary to ensure that the institution successfully fulfilled its mission. Key enrollment indicators were also identified in order to measure the success of the SEM Plan in the coming years. The Strategic Enrollment Management Steering Committee is currently co-chaired by Provost and Vice President for Academic Affairs Terry Brown and Vice President for Enrollment and Student Services Cedric Howard. The committee worked throughout the year ensuring implementation of the main goals and sub-strategies of the Strategic Enrollment Plan as well as monitoring key indicators.

The main goals of the Strategic Enrollment Plan:

- **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

Right Serving, Right Sizing (RSRS)

At the beginning of the 2016-2017 academic year, President Horvath initiated *Right Serving, Right Sizing*. It was a process of evaluating programs and services to determine how well needs were met, and how each division could increase efficiency, decrease costs and explore new revenue streams (including enrollment gains). Each division of the university engaged systematically in examining its array of services and programs and then submitted a report outlining plans for new ideas.

The process engaged units, divisions, and governance in advising about the best ways to deliver Fredonia’s mission by addressing two essential areas:

Right Serving: What was this unit/division intention to do in support of the campus mission? Was it serving the right number of people effectively? What changes would allow it to serve students and the campus better, currently, and into the future?

Right Sizing: Was this unit the right size for delivering its mission? What adjustments in staff size and structure could get the unit to the right size?

The intended outcomes of the RSRS process was to strengthen areas and deliver high quality programs and services by shifting budget allocations and refocusing areas as necessary. In June 2017, reports were submitted by each of the five divisions of the university, as well as from the President’s Office and the offices that report directly to the President. The RSRS Final Reports are available for review and feedback as of July 2017 and can be found on the President’s website through the following link <http://fredonia.edu/rsrs>

The expectation is that the university can begin implementing RSRS ideas during the 2017-18 budget year.



Earth Week.

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

During the 2016-2017 academic year the Sustainability Committee met on a regular basis. The committee worked diligently throughout the year to identify areas of improvement for the campus, as well as to institutionalize sustainable operations practices. In addition, the committee focused attention on completing the 2017 Sustainability Tracking And Rating System (STARS) Report. 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:

- Completed the 2017 STARS Report, increasing Fredonia’s overall score by over 3 percentage points from the 2014 report.
- Produced a monthly newsletter.

- Provided a representative on the Strategic Planning Steering Committee which is currently in the process of developing the 2018-2023 Campus Strategic Plan.
- Developed a No-Idling Program for campus-owned vehicles.

Goals of the Sustainability Committee for the 2017-2018 fiscal year include:

- Provide a definitive presence in the development of the Campus Strategic Plan.
- Work with leaders of all divisions to further implement programs scored by the 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 2017-2018 New York State Executive Budget provided \$550 million in funding for critical maintenance. Of the \$550 million, \$296.6 million is provided in a lump sum, managed by the State University Construction Fund (SUCF) for high priority critical maintenance projects in existing buildings, \$153 million is allocated to specific campuses for critical maintenance on existing buildings and \$100 million of unrestricted funds allocated to campuses for critical maintenance or new construction. Fredonia's share is \$3.655 million restricted to critical maintenance use in existing buildings and \$2.383 million is not restricted and can be used for either critical maintenance or new construction. In addition, Fredonia expects to receive a portion of the \$296.6 million funding for priority critical maintenance projects managed by SUCF.

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

- Rockefeller Arts Center Classroom Addition (\$36 million) – The project will allow for the redistribution and consolidation of academic departments and increase the utilization of the existing building.
- Renovation Surge for Exercise Science (\$700,000) – Associated with the Renovation of Houghton Hall Project – Construction of two classrooms and Exercise Science teaching lab in the lower level of the new Science Center.
- Rockefeller Arts Center third Floor heating, ventilation, and air conditioner (HVAC) and Sprinkler (\$2,460,000) – Provide updated HVAC system and the installation of new fire sprinkler system.
- Demolition Academic Spine Bridge - Phase I (\$428,663) Demolition of a 460-foot long by 20-foot wide cast-in-place concrete pedestrian bridge.
- McEwen Hall Exterior Rehab - Phase I (\$1,751,000) – Repair all of the cracked and spalled exterior, board formed concrete to

match the finish and color of the existing surrounding concrete.

- Hemingway Hall Window Replacement (\$1,238,735) – The project consisted of replacing all student room, lounge and lobby windows.
- Hendrix Hall Window Replacement (\$1,251,748) – The project consisted of replacing all student room, lounge and lobby windows.
- Kirkland Complex Roof Replacement (\$1,336,000) – The project consisted of removal of the existing 70,000-square-foot roofing system and installation of a new EPDM roofing system.
- Gregory Hall University Police Office Renovations (\$75,000)
- Jewett Hall Replace Air Conditioner (\$40,000)
- Mason Hall Roof Replacement (\$45,000)
- Mason Hall Chilled Water Improvements (\$35,000)
- Residence Hall Interior Painting (\$75,000)
- Rockefeller Arts Center Exterior Lighting Improvements (\$40,000)
- Roadway and Parking Lot Improvements (\$180,000)
- Steele Hall Exterior Masonry Restoration (\$50,000)
- Steele Hall Ice Rink Compressor Replacement (\$30,000)
- Roadway and Parking Lot Improvements (\$200,000)

Projects currently under construction or beginning during Summer 2017 include:

- Demolition Academic Spine Bridge - Phase II (\$907,000) – Construction of a new pedestrian walkway, adjacent landscaping and new entry canopy at McEwen Hall.
- McEwen Hall Exterior Rehab - Phase II (\$1,751,000) – Remove the existing windows and replace with new, energy efficient units. Abate all hazardous material associated with the existing windows.



2017-2018 Construction

- Dods Hall Exterior Rehab (\$858,842) – The proposed project is to remove the existing windows and entry doors and install new energy window systems, doors and frames.
- Dods Hall Air Conditioning Upgrade (\$200,000) – Upgrade air conditioning in offices and classrooms.
- Replace Air Handling Units (AHU) and Controls in Various Buildings Phase II and III (\$939,700) – Replaced AHU and Controls in Reed Library North Wing.
- Andrews Complex Sump Pump Replacement (\$75,000)
- Disney Hall Boiler Replacement (\$60,000)
- Disney Hall Kitchen Suite Flooring Improvements (\$15,000)
- Gregory Hall Marketing and Communications Office Suite (\$200,000)
- Hemingway and Schulz Halls Lobby Refresh (\$50,000)
- Residence Director Apartment Rehab (\$20,000)
- Roadway and Parking Lot Improvements (\$40,000)
- University Commons Boiler Replacement (\$80,000)
- Parking Lot 11 Asphalt Milling and Paving (\$100,000)
- Campus Carbon Monoxide Detection System Project (\$720,000) – Provide carbon monoxide detection systems in all required locations within all academic and service buildings.
- Reconstruct Varsity Drive (\$500,000) - Reconstruct the roadway servicing the Rockefeller Arts Center. The work will provide the campus with a safe and proper accessibility route for commuters and most importantly, emergency vehicles.
- Houghton Hall Rehab (\$33 million) – The renovations will provide spaces for Physics, Geology and Environmental Sciences, and Computer and Information Sciences. The rehab will also provide common flexible spaces for all sciences, smart classrooms, and a conference room, as well as the opportunity to create collaborative, open work areas that will help maximize effectiveness, experiences, and creativity for students, faculty and the community.
- Admissions Center (\$7.8 million) – The new building will house undergraduate and graduate Admissions offices, classrooms, meeting rooms, a calling center, campus reception area and several additional program activities.
- Commissary HVAC Improvements (\$30,000)

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

- Replace Air Handling Units (AHU) and Controls in Various Buildings Phase IV (\$2,850,000) – Replaced AHU and Controls in McEwen Hall.
- Marvel Theater and Mason Hall Roof Replacement (\$500,000) – The project consists of removal of failing roofing systems and the installation of a new roofing systems.
- Campus Energy Metering and Conservation Project (\$2,250,000) – Provide sub-meters for gas and electrical service at all required buildings per Executive Order 88.
- Gregory Hall Center Lobby Restroom Rehab (\$75,000)
- Rockefeller Arts Center – Art Gallery Entrance Door Replacement (\$60,000)
- Maintenance Building Service Road Reconstruction (\$140,000)
- Mason Hall Room 1001 HVAC Improvements (\$30,000)
- Mass Notification System Improvements (\$150,000)
- Services Complex Lighting Rehab (\$40,000)
- Symphony Circle Site Lighting Replacement
- Various Sidewalk Replacements (\$140,000)



FREDONIA Proposed 2017-2018 Consolidated Operating Budget

Overview

The Fredonia 2017-2018 Consolidated Operating budget totals \$94,536,400, which represents a decrease of \$12,141,880 (11.38 percent) from the 2016-2017 Consolidated Operating budget of \$106,678,220. The University Operating budget reflects a decrease of \$533,500 over the 2016-2017 budget. The University Operating budget begins the 2017-2018 fiscal year with a \$6.93 million deficit.

Planning Assumptions

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

- Campus revenue based on a student headcount of 4,532 or 4,400 Full Time Equivalent (FTE).
- 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.
- \$40,000 of Summer Session and J-Term revenue will be utilized to offset the shortfall deficit, \$20,000 of which was rolled over from 2016-2017.
- The university implemented expenditure reductions campus wide of \$893,600.
- The 12-month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.



Reed Library.

- Tuition beyond the budgeted enrollment from prior years, and IFR reserves will be used to address the \$6,933,100 shortfall.
- There will be no layoffs in permanent/continuing lines.
- The total Student Services and Program Charge fee will decrease by \$1.50 per semester due to the elimination of the \$2.50 College Lodge Fee and a decrease of \$1.00 each for the Intramural and Orientation fees, netted against the \$3.00 increase in the Student Activity Fee.

Major sources of income for the 2017-2018 Consolidated University budget include:

- 39.32 percent from university revenues including budget shortfall (35.35 percent in 2016-2017).
- 16.10 percent from the Faculty Student Association (15.72 percent in 2016-2017).
- 17.44 percent from Residence Hall operations (18.99 percent in 2016-2017).
- 13.95 percent from New York State support (12.36 percent in 2016-2017).



2017-2018 Fredonia Consolidated Operating Budget

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

- Fredonia Operating budget (53.27 percent).
- Residence Hall (DIFR) operating budget (17.44 percent).
- Faculty Student Association (FSA) budget (16.10 percent).
- Income Fund Reimbursable (IFR) budget (11.26 percent).
- State University Tuition Reimbursable (SUTRA) budget (1.29 percent).
- Fredonia College Foundation budget (0.64 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 2017-2018 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 decrease by \$103 annually. As a result, the direct cost for an on-campus undergraduate student will increase from \$20,539 to \$20,636 – an increase of .47 percent or \$97. A summary of all direct college costs for the 2017-2018 academic year is presented as follows:

Projected Annual Costs	2017-2018	2016-2017	Change	Percent
Tuition (N.Y. State Undergraduate)	\$6,670.00	\$6,470.00	\$200.00	3.09%
College Fee	25.00	25.00	0.00	0.00%
Residence Hall (Double Room)	7,500.00	7,600.00	-100.00	-1.32%
Meal Plan	4,850.00	4,850.00	0.00	0.00%
Student Services and Program Charge	1,591.00	1,594.00	-3.00	-0.19%
Annual Cost	\$20,636.00	\$20,539.00	\$97.00	0.47%

Highlights/Planning Assumptions

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

2017-2018 Fredonia Operating Budget (\$50.36 million)

Budget Section B

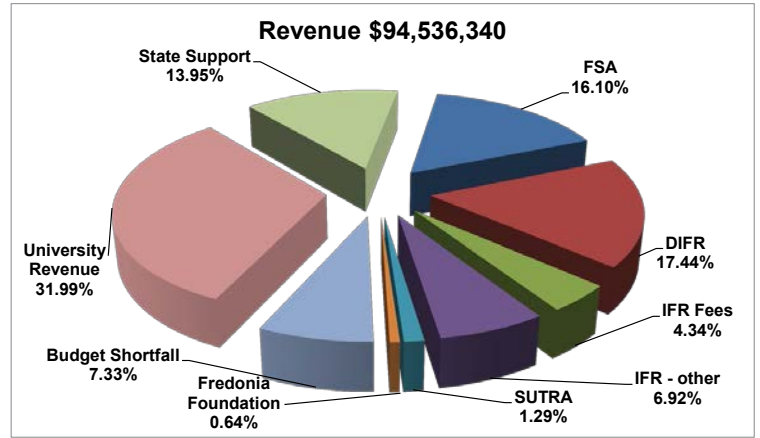
- Campus revenue based on a student headcount of 4,532 or 4,400 Full Time Equivalent (FTE).
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excellor scholarship recipients.
- Includes \$683,400 for increased scholarship commitments, \$1,203,500 for unfunded bargaining unit salary increases, and \$100,000 in promotional and rank salary increases.
- Incorporated \$893,600 of institutional expenditure reductions and \$1,700,000 of frictional salary savings.
- Over enrollment reserves and IFR reserves will be used to address the \$6,933,100 shortfall.



2017-2018 Residence Hall Budget/ Dormitory Income Fund Reimbursable (DIFR) (\$16.49 million)

Budget Section C

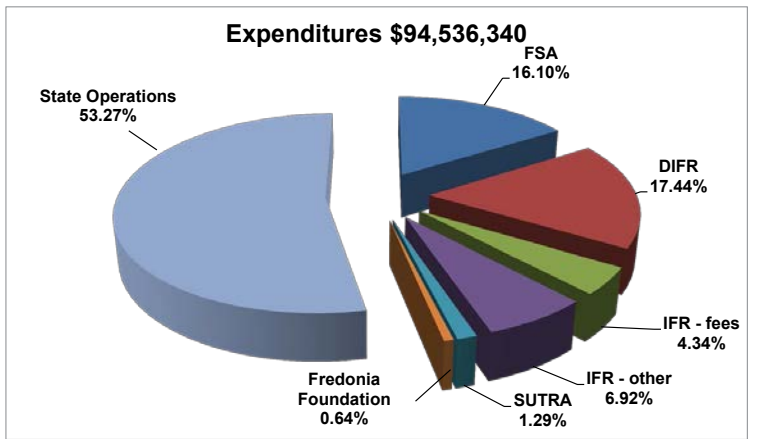
- Includes room rental decrease of \$100 annually for a standard double room.
- Provides funding for the following residence hall projects during the 2017-2018 fiscal year:
 - ◊ Hendrix Hall - window replacement.
 - ◊ Various residence halls – network & interior upgrades.



2017-2018 Faculty Student Association (FSA) (\$15.22 million)

Budget Section D

- Provides over \$450,000 in support to the university for space and utility charges.
- Contributes \$30,000 in support to the Fredonia College Foundation for the Faculty Student Association Fredonia Scholarship Award.
- Provides \$450,000 in restricted program funds and \$144,515 in unrestricted funds.
- There are no changes to the residential meal plan structure and meal plan prices remain the same as 2016-2017.
- Provides capital budget purchases of \$162,100.



2017-2018 Income Fund Reimbursable (IFR) (\$10.65 million)

Budget Section E

- Includes a total annual decrease in student fees of \$3.00. This decrease nets out as follows:
 - ◊ No increases in the Student Health Services, Student Technology, Transportation or Intercollegiate Athletic Fees.

◊ Enhanced College Fees will decrease by \$9.00 consisting of :

- * Elimination of the \$5.00 College Lodge Fee.
- * Decrease of \$2.00 for the Orientation Fee Support.
- * Decrease of \$2.00 for the Intramural Fee.
- * \$6.00 annual increase for the Student Activity Fee.

- Provides funding for 36.35 Full Time Equivalent (FTE) positions.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 61.48 percent from 58.71 percent.



2017-2018 Fredonia Consolidated Operating Budget



2017-2018 Fredonia College Foundation (\$601,000)

Budget Section G

- Provides \$170,000 for unrestricted grants, awards, and scholarships.
- Foundation receipts are expected to increase in 2017.
- Spending rate will remain at 4.5 percent.

2017-2018 State University Tuition Reimbursable Account (SUTRA) (\$1.22 million)

Budget Section F

- The SUTRA budget will fund four Full-Time Equivalent (FTE) positions.
- Recruitment efforts through the Strategic Enrollment Management (SEM) Plan will continue to attract international students.



2017-2018 Fredonia Consolidated Operating Budget



FREDONIA				
2017-2018 Consolidated Operating Budget				
Budget Summary				
	2017-2018 Proposed Allocation	2016-2017 Allocation	Change	Percent Change
University Operating Budget	\$ 50,359,200	\$ 50,892,700	\$ (533,500)	-1.05%
DIFR Budget	16,489,650	20,257,150	(3,767,500)	-18.60%
FSA Budget	15,221,590	16,773,295	(1,551,705)	-9.25%
IFR Budget	10,646,400	13,250,000	(2,603,600)	-19.65%
SUTRA Budget	1,218,500	4,925,425	(3,706,925)	-75.26%
College Foundation	601,000	579,650	21,350	3.68%
TOTAL	\$ 94,536,340	\$ 106,678,220	\$ (12,141,880)	-11.38%

FREDONIA									
Proposed 2017-2018 Consolidated Operating Budget									
Campus Total PSR Funded FTE									
	2017-2018			2016-2017			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	238.50	325.52	564.02	238.50	325.92	564.42	0.00	(0.40)	(0.40)
DIFR Budget	0.00	91.97	91.97	0.00	91.97	91.97	0.00	0.00	0.00
FSA Budget	0.00	163.00	163.00	0.00	172.00	172.00	0.00	(9.00)	(9.00)
IFR Budget	0.00	36.35	36.35	0.00	35.56	35.56	0.00	0.79	0.79
SUTRA Budget	0.00	4.00	4.00	0.00	3.00	3.00	0.00	1.00	1.00
College Foundation	0.00	4.00	4.00	0.00	4.00	4.00	0.00	0.00	0.00
TOTAL	238.50	624.84	863.34	238.50	632.45	870.95	0.00	(7.61)	(7.61)

Note: All staffing is reported by personal service full time funded FTE's with the exception of the FSA. The FSA employment number includes 94 part-time employees and 69 full-time employees. Instructional FTE's do not include full or part time contingent faculty.



FREDONIA
UNIVERSITY OF KANSAS

OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

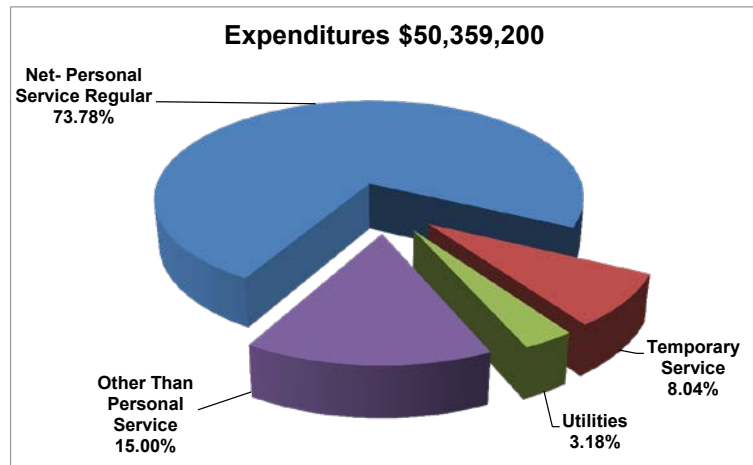
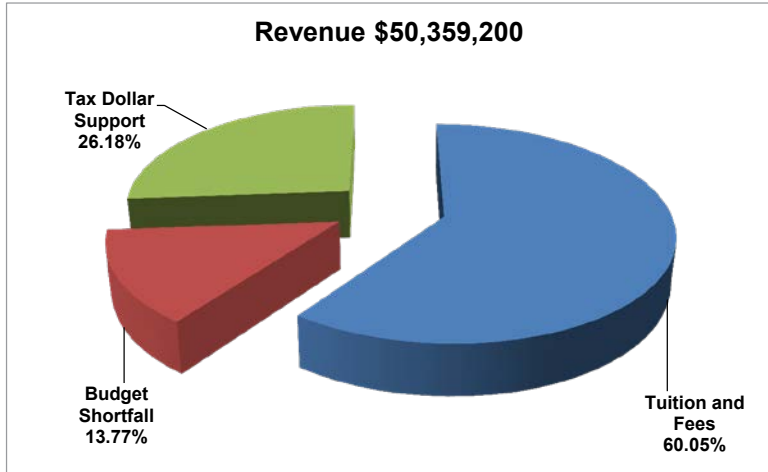
OPERATING BUDGET

**OPERATING
BUDGET**





2017-2018 Fredonia Operating Budget



FREDONIA 2017-2018 University Operating Budget

Overview

The proposed 2017-2018 University Operating Budget totals 50,359,200 a decrease of \$533,500 from last year’s budget book. This amount includes \$1,203,500 for unfunded bargaining unit salary increases, \$683,400 for scholarship commitments (including \$122,700 for increased NYS Tuition Assistance Credit Scholarships), \$100,000 in promotional and rank salary increases, \$47,600 for a new secretary 2 position in the President’s Office and \$25,600 for various

SUNY recharges. Along with the above stated increases, the university incorporated \$893,600 of institutional expenditure reductions as well as \$1,700,000 of salary savings.

The budget includes a net decrease in of tuition revenue of \$279,700 and no increase in New York State support. A complete description of New York State support and College Revenues used in developing the proposed 2017-2018 budget is presented in the chart, “2017-2018 Budget Projection,” which is presented on page B4 of this budget section. The proposed 2017-2018 University Operating Budget includes \$13,185,900 (25.3 percent) in New York State support and \$37,173,300 (74.7 percent) in College Revenue. The budget includes a shortfall of \$6,933,100 after incorporating \$1,700,000 in frictional salary savings for the year. A chart showing the campus plan for funding the shortfall is 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. The *Right Serving, Right Sizing (RSRS)* and Strategic Enrollment Management (SEM) process undertaken in 2016-2017 has led to many suggestions across campus for improved services and programs, with some cost benefits and well as the departmental re-organizations for the upcoming 2017-2018 year.

Planning Assumptions

The Planning Assumptions used in developing the 2017-2018 University Operating budget include the following:

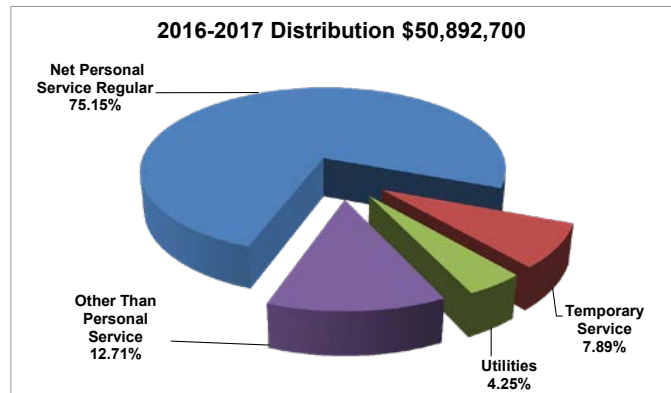
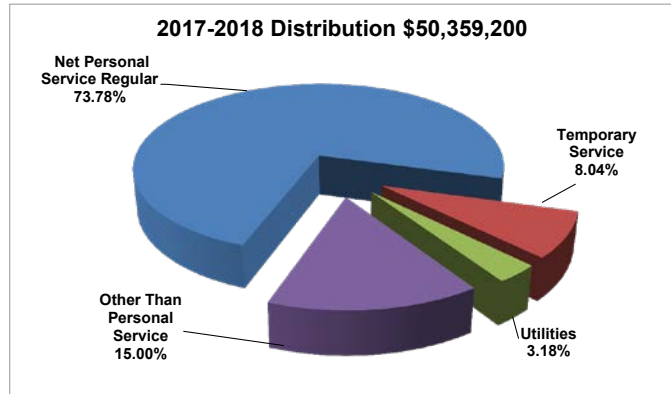
- Campus revenue based on a student headcount of 4,532 or 4,400 Full Time Equivalent (FTE).
- Incorporates a \$200/per year undergraduate tuition increase approved by the SUNY Board of Trustees for non-excelsior scholarship recipients.



- Estimated 1,100 excelsior recipients at 2016-17 tuition rate of \$6,470.
- The university will receive no funding for mandatory salary increases negotiated through collective bargaining.
- \$40,000 of Summer Session and J-Term revenue will be utilized to offset the shortfall deficit, \$20,000 of which was rolled over from 2016-2017.
- The university implemented expenditure reductions campus wide of \$893,600.
- The 12-month delay in filling staff vacancies will continue; any exceptions will require Cabinet approval.
- Tuition beyond the budgeted enrollment from prior years, and IFR reserves will be used to address the \$6,933,100 shortfall.
- There will be no layoffs in permanent/continuing lines.

A summary of the 2017-2018 University Operating budget follows:

FREDONIA PROPOSED 2017-2018 OPERATING BUDGET Dollar Distribution by Expenditure Type



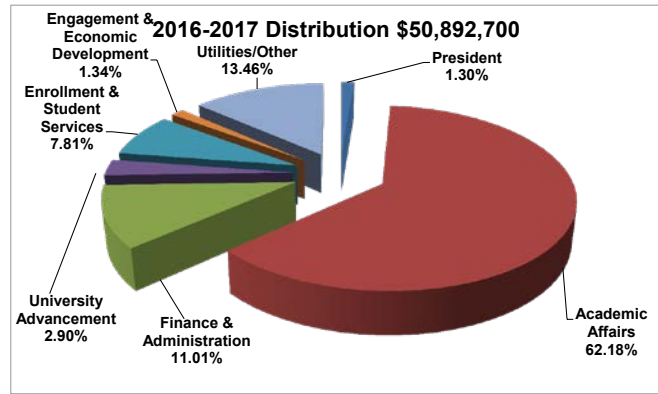
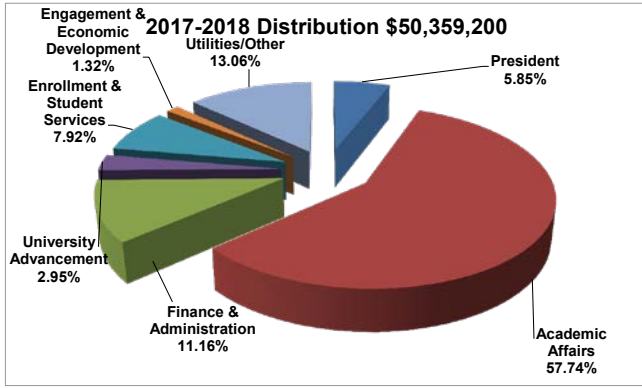
FREDONIA Proposed 2017-2018 Operating Budget Campus Total Distribution by Expenditure Type

	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 38,851,130	\$ 38,246,030	\$ 605,100
Frictional Salary Savings	\$ (1,700,000)	\$ -	\$ (1,700,000)
Temporary Service	4,050,755	4,013,905	36,850
Utilities	1,601,285	2,162,385	(561,100)
Other Than Personal Service	7,556,030	6,470,380	1,085,650
TOTAL	\$ 50,359,200	\$ 50,892,700	\$ (533,500)



2017-2018 Fredonia Operating Budget

FREDONIA PROPOSED 2017-2018 OPERATING BUDGET Dollar Distribution by Area



FREDONIA Proposed 2017-2018 Operating Budget Campus Total Distribution by Area

	2017-2018 Proposed Allocation	2016-2017 Allocation	Change	Percent of Total
President	\$ 2,944,100	\$ 661,400	\$ 2,282,700	5.85%
Academic Affairs	29,077,190	31,642,990	(2,565,800)	57.74%
Finance & Administration	5,620,230	5,602,130	18,100	11.16%
University Advancement	1,485,400	1,476,900	8,500	2.95%
Enrollment & Student Services	3,988,800	3,972,800	16,000	7.92%
Engagement & Economic Development	666,215	684,015	(17,800)	1.32%
Utilities/Other	6,577,265	6,852,465	(275,200)	13.06%
TOTAL	\$ 50,359,200	\$ 50,892,700	\$ (533,500)	100.00%



FREDONIA University Operating Budget 2017-2018 Budget Projection

2016-2017 Budget Book Allocation	\$50,892,700
I. <u>Projected 2017-2018 Inflationary & State Mandated Increases</u>	
2017-2018 Negotiated Salary Increases & Retro Salary Adjustments	1,561,700
Reversal of 2016-2017 Discretionary Service Lump Sum Awards (DSA's)	(358,200)
Funding of Tuition Credit Scholarship	122,700
System Administration & SICA Center Recharges	25,600
Total 2017-2018 Inflationary Increases	\$1,351,800
II. <u>Permanent Budget Changes</u>	
Divisional Expenditure Reductions	(482,500)
Utility & Fuel Oil Reductions	(411,100)
New Secretary 2 Position - President's Office	47,600
Promotional Rank Salary Increases	100,000
Reduction in 16-17 Scholarship Commitments	(510,200)
New 17-18 Scholarship Commitments	1,070,900
Total 2017-2018 Permanent Budget Changes	(\$185,300)
Total Changes in 2017-2018 Budget Need	\$1,166,500
Projected 2017-2018 Base Budget Operating Need	\$52,059,200
<u>Provisional Expenditure Changes</u>	
Salary Savings from Budgeted Positions Left Vacant	(1,200,000)
Salary Savings from Delayed Hires & Leaves	(500,000)
Total 2017-2018 Provisional Expenditure Changes	(1,700,000)
Projected 2017-2018 Budget Operating Need after Provisional Changes	\$50,359,200
2016-2017 New York State Support - No Changes for 2017-2018	\$13,185,900
2016-2017 College Tuition Revenue (4,600 FTE) (Last Years Budget Book)	\$30,809,800
<u>2016-2017 Funding Increases/Decreases</u>	
Tuition Reimbursement Adjustment	(130,300)
Missed Revenue Target	(149,400)
Total 2016-2017 Adjustments in College Revenue	(\$279,700)
<u>2017-2018 Funding Increases/Decreases</u>	
Tuition Increase - \$200	570,000
Decreased FTE Revenue Adjustment (4,400 FTE)	(859,900)
Total 2017-2018 Adjustments in College Revenue	(\$289,900)
Total Changes in College Tuition Revenue	(\$569,600)
Total 2017-2018 College Tuition Revenue	\$30,240,200
Total Revenue from New York State Support & College Tuition	\$43,426,100
Projected Budget Shortfall	(\$6,933,100)
<u>Campus Support for Projected Budget Shortfall</u>	
Over-Enrollment Tuition Revenue Reserves	1,154,500
Strategic Investment Reserves	4,738,600
Scholarship Reserves	1,000,000
Prior Year Summer Session Revenue (\$5k) & J-Term Revenue (\$15k)	20,000
Current Year Summer Session Revenue (\$5k) & J-Term Revenue (\$15k)	20,000
Total Campus Support	\$ 6,933,100
Uncovered Shortfall	\$0



2017-2018 Fredonia Operating Budget

FREDONIA Proposed 2017-2018 Operating Budget Campus Total FTE Distribution by Area

	2017-2018		2016-2017*		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	35.60	0.00	5.00	0.00	30.60
Academic Affairs	238.50	112.11	238.50	142.61	0.00	(30.50)
Finance & Administration	0.00	95.88	0.00	96.88	0.00	(1.00)
University Advancement	0.00	17.00	0.00	17.00	0.00	0.00
Enrollment and Student Services	0.00	58.43	0.00	57.43	0.00	1.00
Engagement & Economic Dev.	0.00	6.50	0.00	7.00	0.00	(0.50)
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	238.50	325.52	238.50	325.92	0.00	(0.40)

President

Transition Information Technology Department to President's Office	29.60	
Secretary 2 Position	1.00	
Total President FTE Changes	<u>1.00</u>	30.60

Academic Affairs

Adjunct Conversion Line School of Music	1.00	
Combination of two lines to fund one higher cost line in School of Business- Accounting	(1.00)	
Library reorganization	(1.90)	
Transitioned Information Technology Department to President's Office	(29.60)	
Academic Advising - New Line	1.00	
Total Academic Affairs FTE Changes	<u>1.00</u>	(30.50)

* Conversion of Temporary Service Line to PSR in School of Music- Operations Manager was omitted in 2016-17 Budget Book Details.

Finance & Administration

Combine Central Duplicating & Mailroom Positions into one	(1.00)	
Total Finance and Administration FTE Changes	<u>(1.00)</u>	(1.00)

Enrollment and Student Services

Convert Temporary Service Allocation to Personal Service Regular (PSR) - Student Affairs Re-org	1.00	
Total Student Affairs FTE Changes	<u>1.00</u>	1.00

Engagement and Economic Development

Eliminate .50FTE Office Assistant 2 in Career Development	(0.50)	
Total Engagement & Economic Development FTE Changes	<u>(0.50)</u>	(0.50)

Total FTE changes	<u><u>(0.40)</u></u>
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President’s Office

Overview

Dr. Virginia S. Horvath, appointed the 13th University President in July 2012, serves as Fredonia’s primary spokesperson to regional, state, national, and international constituencies and is responsible for the overall operation of the university. The President’s Office and Lanford House (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 five divisions, including academics, facilities, alumni relations, advancement, marketing, communication, student affairs, administration, human relations, engagement, and economic development; approval of campus policies; authorization of budget allocations; and hiring, reappointment, continuing/permanent appointment, and promotion of all faculty and staff. On a weekly basis, she convenes the Cabinet, which consists of the Provost and Vice President for Academic Affairs, the Vice President for Finance and Administration, the Vice President for Enrollment and Student Services, the Vice President for Engagement and Economic Development, the Vice President for University Advancement, the Chief Diversity Officer, the Chief Information Officer, and the Director of the Office of Institutional Research, Planning, and Assessment. 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 and the Assistant to the President, Denise Szalkowski. The office will be hiring a Secretary 2 in Summer 2017. Student



workers and a temporary receptionist 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 three university-wide offices that report to the President: Information Technology Services, the Office of Institutional Research, Planning, and Assessment; and the Office of Diversity, Equity, and Inclusion. These offices, which are independent units with some support and operations funding from the President’s Office, reflect the institutional commitments to diversity and inclusion and the reliance on technology and data to inform decision-making processes across campus.



Highlights

The most notable accomplishment at Fredonia in the past year was the successful launch of the Strategic Enrollment Management (SEM) Plan, which has engaged the campus in new approaches to recruitment and retention and focused attention on student success. The university’s participation in the American Association of State Colleges and Universities (AASCU) Reimagining the First Year of College program has energized commitments to nurturing a growth mindset in students and informed the continuing work in reshaping the general education program.

Completing the Right Serving, Right Sizing process across all divisions has led to hundreds of suggestions for improvements in services and programs. With the arrival of the new Vice President for Finance and Administration in July 2017, the Cabinet will be working with these reports to determine cost savings possible as the university continues efforts to stabilize the budget through increased enrollment and decreased expenditures.

The renovations to the Michael C. Rockefeller Arts Center were completed on schedule, including those spaces that were completed in time classes in January 2017. The spine bridge was removed in the summer of 2016, and the new walkway will be completed in August 2017. The campus continues to work with the SUNY Construction Fund to renovate Houghton Hall and continues discussions for other planned critical maintenance.

Planning Assumptions

Planning assumptions used in the development of the President’s Office budget for 2017-2018:

- \$25,000 of funding will continue for the final implementation of the Power of Fredonia plan and the start of the next strategic plan.
- Hiring a Secretary 2 is essential for the functioning of the office. The President’s Office has tried to operate with no clerical support, other than student and part-time workers, but it cannot continue to without professional assistance.

Operating Budget

The 2017-2018 Operating Budget for the President’s Office and reporting units is \$2,944,100. The increase reflects the addition of Information Technology Services and the addition of a Secretary 2.





FREDONIA			
Proposed 2017-2018 Operating Budget			
President			
	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
President's Office Personnel	\$ 359,400	\$ 299,200	\$ 60,200
Institutional Studies	\$ 162,000	\$ 159,900	2,100
Affirmative Action	69,400	64,900	4,500
Information Technology*	2,103,200	-	2,103,200
Personal Service Regular	\$ 2,694,000	\$ 524,000	\$ 2,170,000
Temporary Service	128,000	25,500	102,500
Other Than Personal Service	122,100	111,900	10,200
TOTAL	<u>\$ 2,944,100</u>	<u>\$ 661,400</u>	<u>\$ 2,282,700</u>

* Informational Technology was transferred to the President's Office in 2017-2018

FREDONIA		
Proposed 2017-2018 Operating Budget		
SUMMARY		
President's Office		
2016-2017 Original Base Budget		\$ 661,400
2016-2017 Campus Adjustments		
2016-2017 Salary Adjustments	19,200	
Sub-Total Permanent Adjustments		<u>19,200</u>
2016-2017 Final Base Budget		\$ 680,600
2017-2018 Budget Adjustments		
Information Technology from Academic Affairs	2,215,900	
New Secretary 2 Position Added	47,600	
Sub-Total 2017-2018 Budget Adjustments		<u>2,263,500</u>
2017-2018 Base Budget		<u>\$ 2,944,100</u>



*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 virtual 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 480 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 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.

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 is ever expanding the wireless network by adding dozens of new access points and enhancing classroom and residence hall wireless networking services.
- 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 course-related data.
- Selected and in the process of implementing a new lecture capture system used by faculty to digitize many on-premise course lectures.
- Procured and deploying a DUO multi-factor authentication system to be used by all faculty and staff to protect access of sensitive university data.



- Procured a new 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.
- Continued to expand upon and enhance Fredonia’s virtual server environment used to provide academic, administrative, research and lab services to the campus community.
- Procured and installed various new smart classroom, computer lab, and printing upgrades, focusing primarily in academic buildings and residence halls.



Planning Assumptions

Planning assumptions for future technology initiatives for Information Technology Services’ 2017-2018 operating budget include:

- Upgrade Fredonia’s existing BANNER instance to BANNER 9. It will greatly enhance Fredonia’s current workflow processes and portal capabilities as well as maintain application compliance and support.
- Engineer and construct an extensive online lab environment used to deliver Windows applications found on many Fredonia lab computers directly to the end-user, wherever in the world the end-user is located, on virtually any type of device including smart phone, tablet, MAC, Chromebooks or a previous generation Windows computer.
- Further enhance Fredonia’s Disaster Recovery and Business Continuity capabilities for applications and environments used in delivering IT services to the campus community.
- Expand on the use of vendor’s technologies delivering “lifetime” product warranties as a method of reducing annual hardware maintenance and support costs.
- Migrate to classroom technologies that reduce periodic maintenance activities as a method of aligning staffing work assignments to value-added activities.
- 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.

Operating Budget

The 2017-2018 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.



Provost and Vice President for Academic Affairs Terry Brown.

Division of Academic Affairs

Overview

The Division of Academic Affairs comprises over 62 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.

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

by contractual increases in salaries. As a result, the operating budget has remained steady for three years: 2014-2015, \$31,651,400; 2015-2016, \$31,575,600; 2016-2017, \$31,642,990.

Highlights

- Through the process of *Right Serving, Right Sizing*, the Division of Academic Affairs completed a yearlong, comprehensive analysis of its services and programs. The [forty-nine reports](#) submitted by academic departments and academic support units identify over 370 action items, some of which have already been completed. Taken as a whole, the reports generated by each unit in the division form a strong foundation for an academic plan that will guide the institution in the coming years as Fredonia continues to work toward a sustainable financial future.
- Working in close collaboration with the Division of Enrollment and Student Services, the Division of Academic Affairs implemented recruitment and retention strategies and tactics in the Strategic Enrollment Management plan. As a result of the efforts of numerous committees and teams across the campus, there was increased recruitment of new students and increased retention of continuing students.
- The Division of Academic Affairs has implemented Ad Astra Platinum Analytics in order to provide predictive data about what courses enrolled students need to complete their degrees on time. As a result, Fredonia has built a course schedule that reflects the needs of students, reducing instructional costs and increasing the average number of credit hours taken by students each semester.

Planning Assumptions

Planning assumptions in the Division of Academic Affairs for 2017-2018 were informed by recommendations that emerged from the process of *Right Serving, Right Sizing*. The Division will continue to improve administrative efficiency and reduce the cost of instruction through a number of strategies:



- The Division of Academic Affairs will no longer invest faculty and staff, reassigned time and stipends, in academic programs that have insufficient enrollment or academic support units that are unable to demonstrate program effectiveness and impact on the student learning experience.
- The division will continue to work on establishing a robust system of metrics and tools to inform academic decisions. The Provost will appoint a group of faculty and staff to consider alternatives to the Department Data Notebooks, including Education Advisory Board (EAB)'s Academic Performance Solutions, which Fredonia is testing through a special arrangement with EAB.
- The Provost will be reallocating funds in the Office of Provost in order to invest in support of assessment of student learning. As Fredonia continues to build a strong culture of assessment, institutional effectiveness, and data-informed decision-making, assessment management software is essential to facilitate growth.
- Working with the Division of Enrollment and Student Services, and with partners in EC English, the Division of Academic Affairs will be leading the effort to create an International Pathway Program to increase the recruitment and retention of international students.



FREDONIA			
Proposed 2017-2018 Operating Budget			
Academic Affairs			
	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 24,172,350	\$ 26,630,950	(2,458,600)
Temporary Service	3,433,090	3,529,040	(95,950)
Other Than Personal Service	1,471,750	1,483,000	(11,250)
TOTAL	\$ 29,077,190	\$ 31,642,990	\$ (2,565,800)



2017-2018 Fredonia Operating Budget



- Fredonia must begin to address issues related to faculty salaries, which impact the recruitment and retention of highly qualified faculty who are key to the academic success of students. The Provost plans to implement certain recommendations of the task force on stipends in order to increase the salary adjustment at promotion, pending approval by the President’s Cabinet.

Operating Budget

The 2017-2018 Academic Affairs budget totals \$29,077,190 a decrease of \$2,565,800 from the 2016-2017 budget. This decrease is due to the Information Technology Department moving to the President’s Office. The Academic Affairs budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above.

FREDONIA		
Proposed 2017-2018 Operating Budget		
SUMMARY		
Academic Affairs		
2016-2017 Original Base Budget		\$ 31,642,990
2016-2017 Campus Adjustments		
2016-2017 Salary Adjustments/Position Changes	50,500	
Sub-Total Permanent Adjustments		<u>50,500</u>
2016-2017 Final Base Budget		\$ 31,693,490
2017-2018 Budget Adjustments		
Divisional Expenditure Reductions	(400,400)	
Information Technology Moved to President's Office	(2,215,900)	
Sub-Total 2017-2018 Budget Adjustments		<u>(2,616,300)</u>
2017-2018 Base Budget		<u>\$ 29,077,190</u>



Proposed 2017-2018 Operating Budget
Academic Affairs

	2017-2018 Allocation	2016-2017 Allocation	Change
Dean, College of Arts & Sciences	241,500	237,500	4,000
Computer and Information Sciences	664,300	573,400	90,900
Education	109,000	109,000	-
Education C & I	651,200	681,000	(29,800)
Education LLL	841,400	880,900	(39,500)
Office of Field Experiences	131,700	131,700	-
Communication Disorders & Sciences	697,300	689,900	7,400
Learning Center	260,900	259,700	1,200
Speech & Hearing Clinic	75,300	75,300	-
Interdisciplinary Studies	18,000	18,000	-
Theatre & Dance	1,004,400	1,043,300	(38,900)
Gallery	56,600	56,600	-
Fine Arts Activities	399,700	399,700	-
Assoc. VP Graduate Studies & Research	47,500	43,500	4,000
Dean, Visual & Performing Arts	207,300	204,400	2,900
Visual Arts & New Media	1,004,900	1,003,000	1,900
Biology	970,200	1,060,900	(90,700)
Business	1,511,800	1,403,100	108,700
School of Business	210,800	209,400	1,400
Chemistry	519,000	630,100	(111,100)
Economics	485,600	478,400	7,200
Applied Professional Studies	327,300	322,700	4,600
English	1,354,500	1,377,100	(22,600)
Modern Languages	424,300	513,700	(89,400)
Geology	440,800	457,300	(16,500)
History	948,500	948,500	-
Mathematical Sciences	831,400	825,600	5,800
Philosophy	394,400	391,900	2,500
Physics	385,900	385,900	-
Political Science	400,700	455,500	(54,800)
Psychology	902,600	923,100	(20,500)
Sociology	342,350	370,750	(28,400)
Criminal Justice (Separated from Soc in 2016)	180,400	179,900	500
Social Work (Separated from Soc in 2016)	239,050	236,050	3,000
Communications	880,800	895,400	(14,600)
Music	3,019,200	2,999,100	20,100
Dean, College of Education	207,100	202,800	4,300
Academic Computing	0	202,500	(202,500)
Academic Advising	188,200	47,400	140,800
Adjuncts	191,500	191,500	-
Assoc. VPAA	169,100	166,700	2,400
Online Learning (New in 2016)	66,300	66,300	-
International Education	160,500	156,800	3,700
Creative Support Services*	0	666,200	(666,200)
Library - Personal Service	813,000	973,800	(160,800)
EOP (Moved from SA in 2016)	123,400	123,400	-
Registrar	353,400	387,100	(33,700)
VP Academic Affairs	228,800	255,300	(26,500)
Academic Support	36,650	36,650	-
Fredonia Plan	158,900	158,900	-
Research Administration	223,000	220,600	2,400
Contract & Grant Administration	66,900	66,900	-
Computer Services*	0	1,055,000	(1,055,000)
Data Communications*	0	176,800	(176,800)
Honors Program	5,000	5,000	-
Personal Service Regular (PSR) & PSR Stipends	\$ 24,172,350	\$ 26,630,950	\$ (2,458,600)

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



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

College of Liberal Arts and Sciences

Overview

The College of Liberal Arts and Sciences (CLAS) is comprised of 15 departments and offers over 30 undergraduate programs, more than 50 minors and over 10 graduate degrees. In addition to offering specific programs across the humanities, STEM (Science, Technology, Engineering, and Mathematics), and social/behavioral sciences (e.g., Public Relations, Molecular Genetics, and Communication Disorders and Sciences, respectively), it 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.

As part of the *Right Serving, Right Sizing* (RSRS) initiative, the college reviewed and modified its curricula, reconsidered course offerings (e.g., course section frequency), and considered means of increasing student success (e.g., evaluation of D, F, W rates for gateway courses). As indicated by the CLAS RSRS report, overall enrollments within the college have declined by approximately 24 percent between 2011 and 2016. Although this trend is worrisome, a careful examination provides much hope. When education-related programming is removed from the analysis, the enrollment loss is only 13 percent. In fact, outside of programming shared with Education, approximately 63 percent of CLAS majors have shown enrollment increases and/or stability. About 37 percent of CLAS majors have exhibited enrollment loss during this period. It is also important to note that between 2014 and 2016, CLAS provided 56 percent of the revenue associated with all academic departments at Fredonia.

Highlights

- The college conducted seven successful searches for tenure-track faculty. The following new faculty members began in 2016:
 - ◊ Dr. Michael Aiello, Sociocultural and Justice Sciences
 - ◊ Dr. Michael Clarkson-Hendrix, Sociocultural and Justice Sciences
 - ◊ Dr. Gentian Buzi, Computer and Information Sciences
 - ◊ Dr. Gang Hu, Computer and Information Sciences
 - ◊ Dr. Angela McGowan, Communication
 - ◊ Ms. Amanda Lohiser, Communication
 - ◊ Dr. Michael Dunham, Physics
- The college appointed Dr. Carmen S. Rivera as Associate Dean.
- Department of Biology faculty member Dr. Scott Ferguson was recognized with the President’s Award for Excellence.
- Department of Psychology faculty member Dr. Cheryl Drout and Department of History faculty member Dr. Steve Fabian were recognized with the SUNY Chancellor’s Award for Excellence in Teaching.
- Three students from the College of Liberal Arts and Sciences were recognized with the SUNY Chancellor’s Award for Student Excellence.
- Dr. Ivani Vassoler-Froelich of Politics and International Affairs, and Dr. Ann Deakin of Geology and Environmental Sciences, were selected for the China Studies Institute,
- Physics major Sarah Rose Chamberlain received the Lanford Presidential Prize at Commencement.
- 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 open houses, outreach to prospective students awarded scholarships, etc.

Planning Assumptions

Planning assumptions used in the development of the 2017-18 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. It may require adding sections based on category demands.
- Both SUTRA and travel funding will be more efficiently and maximally utilized across the college by better planning and local decision making, respectively.



Operating Budget

The 2017-18 operating budget of the College of Liberal Arts and Sciences should remain stable. As highlighted by the RSRS process, 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.



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

College of Visual and Performing Arts

Overview

The College of Visual and Performing Arts (CVPA) ended its fourth consecutive year (Fiscal Year 2017) 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 together serve over 1,000 majors and include 83 full-time faculty and staff. The college’s mission is to be a premiere institution in the training and education of students in the arts, and a cultural center for Western New York.

The budget overview continues to be one of optimism and challenge — perhaps more of the latter. As of this writing, the Department of Visual Arts and New Media (VANM) and the School of Music are both anticipating their largest first-year classes of the past five years, with VANM leading the campus in its increase compared to last fall. Theatre and Dance has appropriately leveled off from the rapid growth of the past five years. All departments are fully moved into the newly expanded Rockefeller Arts Center/Mason Hall complex. 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. Dance accreditation is being considered as an undertaking within the next two years.

Highlights

- Grand Opening ceremonies of the new Rockefeller Arts Center studio complex and renovated spaces took place on Oct. 21, 2016, celebrating over \$500,000 in named spaces.
- The Convocation keynote speaker was Rita Moreno, winner of Tony, Oscar, GRAMMY, and Emmy awards. The mayor of Dunkirk, Wilfred Rosas, presented her with a key to the city before a packed audience in King Concert Hall.
- Enrollment and Retention
 - ◊ Total enrollments has been steady over the past five years (2012-2016), from 1,055 to 1,049 arts majors.
 - ◊ Student retention rates in CVPA programs range from 82.2 percent to 92.1 percent, exceeding the university average of 79.2 percent.
- Hiring: The CVPA successfully filled a new tenure-track position in Jazz Studies, to begin in Fall 2017. A critical staffing need in Lighting and Sound for Theatre remains unfilled due to budget constraints. This is affecting the college’s ability to fully use the expanded Rockefeller Arts Center performance spaces.
- The School of Music
 - ◊ Welcomed four new tenure-track faculty members in theory, education, bass and piano.
 - ◊ Hosted a number of exciting guest artists and master classes.
 - ◊ Presented Brahms “Ein Deutes Requiem” in collaboration with the Buffalo Philharmonic Chorus.
 - ◊ Accomplished a sharp upturn in first-year students for the second year in a row, with 157 deposits in hand as of this writing (up from 130 in Fall 2016 and 105 in Fall 2015).
- The Department of Theatre and Dance
 - ◊ Welcomed two new tenure-track faculty, one each in dance and theatre.



- ◇ Noted the retirement of long-serving Distinguished Teaching Professor and Chair Thomas Loughlin and welcomed new chair, Sam Kenney.
- ◇ Moved into new dance, acting, design, and scenic construction spaces.
- The Department of Visual Arts and New Media
 - ◇ Accomplished the largest year-to-year increase in first-year students in the University, achieving a near-record high.
 - ◇ Moved into new spaces for sculpture, ceramics, film/video, animation/illustration, and drawing, consolidating the department.
 - ◇ Welcomed new chair, Michele Bernatz.
- Marion Art Gallery
 - ◇ Hosted seven exhibitions, including international artists Kahn and Selesnick and New Mexico artist Sharbani Das Gupta.
 - ◇ Hosted tours for eight local schools and community groups.
 - ◇ Curated several exhibits and supported artist talks at the Fredonia Technology Incubator
- Rockefeller Arts Center
 - ◇ Produced the Commencement Eve concert combining the professional New York Voices, the Fredonia Voices, and the Fredonia Jazz Ensemble.
 - ◇ Was instrumental in securing Ms. Moreno as the Convocation speaker
 - ◇ Welcomed over 40,000 patrons



- 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 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.

Planning Assumptions

In developing the 2017-18 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.



The addition to the Rockefeller Arts Center will enhance the university's reputation as one of the finest arts facilities in the country. The College of Visual and Performing Arts offers the most comprehensive array of degree programs of any institution in the SUNY system. It takes its responsibility to the university seriously, and is committed to practices of directing energies and resources to the success of its students.

Operating Budget

The 2017-18 operating budget of the College of Visual and Performing Arts remains stable. As the college contributes to university-wide efforts to increase revenue and decrease expenditures, it will continue to find innovative ways to maintain top-quality teaching, performances and facilities. The university's ongoing fiscal condition can make this challenging.





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). 2016-2017 Academic Year Enrollment in the College of Education includes 354 undergraduate students and 109 graduate students, for a total of 463 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 404 Adolescence Education and Music Education undergraduate majors, and 80 graduate students. The COE-PEU is comprised of 30 programs leading to initial and advanced certifications for teachers and other school professionals. As of April 2017, there were 947 distinct candidates enrolled in COE-PEU programs for the 2016-2017 Academic Year, accounting for approximately 17 percent of all undergraduates and 82 percent of all graduate students enrolled at the university. 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 1,000 individual student contacts, not including group advisement or admissions orientations, for the academic year. The COE-PEU had 157 students complete the initial certification program and 92 students complete the advanced program, for a total of 249 students completing programs in the 2016-2017 academic year.

Highlights

- Successful curriculum revision of each of the four undergraduate, initial certification programs to reduce required credits to graduation to 126 in order to improve “time to graduation.”
- Continued improvement of the results of all of the recently adopted new state required teacher certification assessments including the Teacher Performance Assessment (edTPA), the Academic Literacy Skills Test (ALST), the Educating All Students (EAS) and the new Content Specialty Test (CST) for all initial certification candidates.
- Development and submission of the COE *Right Serving, Right Sizing* Report to the Provost. As well, continued implementation of the COE Strategic Enrollment Management Plan to ensure that the college is being proactive, intentional, and persistent in efforts to recruit potential students in high need areas and provide a supportive environment to ensure student retention to graduation.
- Initiation 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 2017, over 20 teacher candidates and two faculty from Fredonia participated in a service-learning project in Belize. The Fredonia students and faculty worked with four schools in Belize for two weeks, providing classroom materials, learning activities and professional development to teachers.
 - ◊ One Teaching English to Speakers of Other Languages (TESOL) student teacher completed a four-week student teaching practicum in Oaxaca, Mexico, in partnership with University of Puebla (UPAEPE) in Summer 2016.



*Dean of the College of Education
Christine Givner.*



- ◇ 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 2017.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 operating budget for the College of Education include the following:

- Use of data from Ad Astra and the local departmental data books to inform instructional scheduling decisions.
- Initial implementation of the LiveText assessment management system to automate the COE quality assurance system.
- Funding for needed faculty positions.
- Continued support for the planning phase of one new program initiative: Sino-Fredonia Early Childhood Partnership.
- Continued support for an adequate adjunct budget to ensure coverage for the appropriate number of sections of core education courses and newly implemented courses in the College of Education.
- Maintenance of the current college enrollment targets for Fall 2017.

Operating Budget

The 2017-2018 operating budget will facilitate the accomplishment of the strategic goals of the College of Education. The College of Education anticipates stable numbers of undergraduates enrolled in the Early Childhood-Childhood Education dual certification program and the Childhood Inclusive Education program, as well as an additional number of graduate students expected to apply to the 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 expand online course offerings during the next academic year with more offerings to practicing educational professionals across the state. The College of Education also plans to intentionally grow its international student population.



School of Business

Overview

The School of Business (SOB) includes three academic departments: Applied Professional Studies, Business Administration and Economics. The school serves about 900 students with 23 full-time faculty, 14 part-time faculty, and three staff members, while offering seven majors (Accounting, Finance, Management, Marketing, Music Industry, Sport Management and Economics), and four minors (Accounting, Business Administration, Coaching and Economics), all at the undergraduate level.

Highlights

- The School of Business continues to operate successfully as an autonomous unit.
- The School of Business received a deferral visit from an Association to Advance Collegiate School of Business (AACSB) Peer Review in January 2017 for its AACSB accreditation application by the Initial Accreditation Committee of the AACSB. The university awaits the official decision of the AACSB Initial Accreditation Committee and the AACSB Board of Directors. The decision is expected to be announced in August 2017.
- The School of Business continued to work with the Career Development Office to provide more internship opportunities for all students. The new SOB internship requirement prepares business students for their first career jobs, and also gives them experience in using their classroom knowledge in real business settings. During the past year, 354 School of Business students had internships with various local companies, including Fredonia's Technology Incubator, the Chautauqua County Visitors Bureau, City of Dunkirk Finance Office, Dunkirk Economic Development, Chautauqua County Chamber of Commerce, Cott Beverages and Nestle Purina. Various students also had internships with out-of-state companies such as Disney Cruise Lines in Lake Buena Vista, Fla., and Calpine Corp. in Houston, Texas.

- In 2017, the School of Business ENACTUS team, under the direction of Dr. Susan McNamara, won honors at the regional competition held in Atlanta and advanced to the final rounds at the end of May 2017 in St. Louis, Mo.
- The 13 full-time faculty of the Department of Business Administration made 22 scholarly contributions to academic and professional venues. The contributions included serving as reviewers or referees for academic journals, conference proceedings, presentations, book reviews and book chapters. The five full-time faculty of the Department of Economics made nine scholarly contributions to academic and professional venues. The four full-time faculty members of the Applied Professional Studies department made 25 scholarly contributions including six co-authored with students.
- The Music Industry program continues to flourish under the leadership of Armand Petri. The student record label recently raised over \$30,000 for autism research with the re-release of a Goo Goo Dolls hit "Not So Different" performed by John Rzeznik, and Fredonia alumni Mary Ramsey and Cassandra King.

Alumni and Student Highlights include:

- In 2016, the School of Business Chartered Financial Analyst (CFA) Challenge Team, under the guidance of Dr. Tai Yi, competed against 12 other universities from Upstate and Western New York. The team finished third and won a Bronze Medal for the excellence of its presentation. The Fredonia team was the only undergraduate team to finish in the top 10 at the competition.
- Seventeen students served as volunteers for the Volunteer Income Tax Assistant Program (VITA) of the Internal Revenue Service, assisting clients to receive over \$375,000 in tax refunds.



*Interim Dean of the School of Business
Mojtaba Seyedian.*



Planning Assumptions

Planning assumptions used in the development of the 2017-2018 budget for the School of Business include the following:

- Search for tenure track position in accounting.
- The current Dean for the School of Business will join the faculty ranks in the Department of Business Administration in Spring 2018.
- Reallocate the existing adjunct budget funding to accommodate funding one part-time yoga on the state budget. The instructor was previously paid with Income Fund Reimbursable (IFR) funds.

Operating Budget

The 2017-2018 budget will allow the School of Business to continue to make progress on strategic goals. Continued funding will allow for the multi-year process for accreditation by AACSB to move forward, as well as expansion of the Music Industry program and establishment of new courses in entrepreneurship. 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, has been implemented and assisted in optimization of the course schedule.
- The Educational Development Program has been recognized for outstanding performance by the Office of Opportunity Programs (OOP) and has been approved to increase the size of the program with additional funding from OOP.
- All Academic Support units completed a rigorous review of their operations under the campus Right Serving, Right Sizing initiative
- SUNY and N.Y.S.E.D approved a multi-award (Mus.B./M.M.) in Music Education, M.M. in Music Education Studies, and a significant revision of the B.A. in Music, which will now include six tracks in community music, entrepreneurship, music history, jazz studies, applied music and music technology.
- Purchase and onboarding of Fredonia's early alert program, Starfish, is complete. Full implementation will begin in Fall 2017. Starfish will be the primary retention tool for the campus.
- Fredonia Foundations implementation progress included a curricular workflow and timeline, an approved foreign language category proposal, guidelines for current students and transfer students, and development of marketing materials.
- The Fredonia Foundations Assessment Working Group attended the AAC&U General Education Assessment Institute to develop the assessment plan for Fredonia Foundations.



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



Planning Assumptions

Planning assumptions used in the development of the 2017-2018 budget for the Office of the Associate Provost for Curriculum, Assessment and Academic Support include the following:

- No increases in budget allocations.
- Approval of Academic Advising staffing plan with needs related to additional increase in staff.
- Continued implementation of a new general education program (Fredonia Foundations).
- Potential restructure of the Learning Center in alignment with Building for Student Success Initiative and Strategic Enrollment Management (SEM) Plan.
- 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.
- Implementation of Banner IX upgrade.
- Recommendation to purchase and implement assessment management software.
- Provide appropriate support and organizational structure for the Full Opportunity Program.
- Full revision of the curriculum, budget, facilities, and staffing of the Honors Program to be completed in 2017-2018.

Operating Budget

The 2017-2018 budget will allow the Office of the APCAAS to continue to make progress toward various program goals within the academic support units. With the approval of the Academic Advising staffing plan, which is part of Fredonia's SEM plan, appropriate resources will need to be provided to increase the Office of Academic Advising from a staff of one person to four staff. Space and secretarial staff will also be important in order for Academic Advising to truly be supported.

The Registrar's Office will work closely with Information Technology Services to plan and implement the required upgrade to Banner IX. Software upgrades to the student information system are complex and time consuming with much collaboration required. Appropriate time and resources will need to be dedicated to allow appropriate system testing and faculty/staff training once the upgrade is complete. The Registrar's Office also has many other projects rated as high priority by the campus. Some projects may need to be re-prioritized so that the Banner IX upgrade can be completed. The Learning Center must comply with increases in minimum wage when hiring student tutors and must balance the increased need for tutors on campus. The Disability Support Services (DSS) office and the Full Opportunity Program continue to expand and experience an increase in the need for services. The Honors Program continues to draw significant interest from applicants, but the program remains limited in size due to the availability of scholarship funding in the current model. In addition, assessment results for 2016-2017 have indicated that the curricular model and infrastructure can be improved. As a result, the Honors Program Director and Associate Provost will work with the SEM Steering Committee, academic leadership, and campus stakeholders to revise the program in 2017-2018.

Fredonia Foundations will be implemented in Fall 2018. The implementation focus for 2017-2018 will be on assessments and the development of rubrics to be used in the assessment of each category/theme combination. Professional development and support for faculty remains a primary goal of the program as faculty/staff advisors will need to fully understand the new program in order to help students succeed and accomplish the goals of the program.



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 this dialog can occur.

The OSP coordinates the development, application and administration of all sponsored programs on campus. During the 2016-2017 year, the office managed 26 sponsored awards totaling approximately \$2.3 million in expenditures and submitted 16 grants totaling \$16,801,788 with Indirect Cost Recovery (IDC) at \$1,395,807. 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, animal care 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, University Advancement and the Faculty Student Association (FSA).

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



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



Highlights

The Professional Development Center (PDC)

- Awarded \$18,525 to support faculty and staff development through the Professional Development Award, the PDC Associates Program, Council on International Educational Exchange (CIEE) Faculty Development Seminar Award and the Japan Studies Institute program.
- Hosted Fredonia's eighth annual Teaching and Learning Conference, campus-wide Professional Development Days, and numerous learning opportunities for faculty and staff throughout the academic year.
- Welcomed a new PDC member. Dr. Sandra Lewis joined the PDC in April, bringing with her expertise as an instructional technology trainer.

Office of Sponsored Programs (OSP)

- The office has 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. Benchmark results are expected to be incorporated onto the OSP website in dashboard form as early as Fall 2017.
- Process mapping was another initiative implemented during the year and helped to 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 Research Foundation's new initiative, the Pre-Award Compliance System (PACS). The system is designed to streamline the submission and routing processes and will provide additional staff time for outreach.
- OSP staff attended and/or presented at major federal agency conferences and regional research conferences during the year in order to remain updated on current funding trends and regulation changes as well as to further a support network.

- The office has revised the Human Subjects review application process and has provided a FAQ resource for faculty and students in order to reduce review time.

Graduate Studies

- The Graduate Studies office is working with Information Technology Services (ITS) to create a graduate application platform using Banner. It will allow Fredonia to end the subscription with DataTransfer (\$12,500/year, paid by Enrollment and Student Services) and the part of the Hobsons contract that covers the online application, recommendation and enrollment modules (\$15,000/year, paid from the Graduate Studies office account).
- A dual award degree program in Music Education was approved and several other accelerated master's degree education programs are in the works. The programs will provide a clear pathway for students in these fields.
- A post-baccalaureate certificate in Information Security has been approved at the campus level and was sent for SUNY approval in Summer 2017.
- In addition to the expanded Music Therapy graduate degree program that was approved in 2015-2016, the graduate coordinator has proposed an additional master's degree program that will address the student population interested in attaining the music therapist certification, but not the New York State Creative Arts Therapy license (which is not required for music therapy practice in all states except New York). The program will launch in Fall 2018.
- As part of Strategic Enrollment Management (SEM) planning, graduate assistant lines were reallocated to maximize recruitment. Allocations were based on enrollment performance and adherence to guiding principles (which include alignment with graduate learning outcomes). Two graduate assistant positions were designated "floater lines" for which all programs could apply.
- The office coordinated with the International Education Center and



Undergraduate Admissions to conduct undergraduate and graduate recruitment in Turkey. A return trip is planned.

- The Graduate Studies office awarded 10 Graduate Diversity Fellowships in 2015-2016, allowing the university to recruit diverse graduate students. Fellowships were awarded to those who have overcome challenges in attaining a graduate education. Minorities that have been historically underrepresented in higher education, first generation college students, those raised in a single-parent household and heads of single-parent families are eligible to apply. Fredonia disbursed \$27,500 in fellowships in 2016-2017.

Extended Learning

- Lifelong Learning and Special Programs was renamed Extended Learning to better align with its mission to serve Fredonia and the surrounding community
- 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 2016 semester credit hours increased by 3 percent and headcount increased by 3.7 percent over Summer 2015. J-Term 2017 semester credit hours increased by 30.7 percent and headcount increased by 25 percent over J-Term 2016.
- To further grow intersession enrollments, Extended Learning continued to add to its online course offerings. Summer 2017 featured 50 online course sections (up from 36 for Summer 2016). J-Term 2017 featured 17 online course sections (up from 13 for J-Term 2016).
- 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.
- As part of Fredonia's Strategic Enrollment Management (SEM) initiative, the college 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. FREDcamps Summer Youth Programs 2017 were rolled out and were designed to combine extant as well as brand new open-enrollment summer youth programs under one umbrella. Campers were able to choose one or more camps depending upon interest.

- 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. The office worked closely with a Fredonia faculty member to conduct a pilot with a local school district during the 2015-2016 academic year, and has slated another program for 2017-2018. Currently, four Fredonia subject areas are targeted for subsequent academic years.
- The office continues to serve community members with a mix of non-credit courses, workshops and course auditing options.



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 13 faculty members during two sessions. It prepares faculty to teach online by completing an eight-week, fully-online course, dedicated to online pedagogy.
- BYOC has undergone a revision and will be offered as four stand-alone modules and a four-week online course. The change will allow more faculty to complete BYOC in preparation for teaching online.
- 83 online courses were offered from Summer 2016 through Spring 2017.
- Six new online courses were developed and offered for the first time from Summer 2016 through Spring 2017.
- From June 2015 to November 2015 the campus engaged in the Open SUNY Institutional Readiness process. At the conclusion of the process the campus completed the OLC Quality Scorecard, evaluating 75 indicators in nine distinct areas. In February 2016, the Online Learning Steering Committee began creating action plans to address each of the 75 indicators. The final draft was submitted to Open SUNY in June 2017 for feedback. Once returned from SUNY, the report will be shared with the campus in the Fall 2017 for additional feedback.
- The Graduate Studies office will continue funding for online graduate software for recruitment and communication services.
- The Graduate Studies office will continue maintenance of current graduate academic programs and certificates and exploration of opportunities for growth in interdisciplinary collaborations leading to new certificates and partnerships.
- Online Learning will receive approval to hire a permanent Instructional Designer as well as the necessary resources to begin the action items from the Institutional Readiness Plan.
- 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.

Planning Assumptions

- Funding for Professional Development Center programs and activities will continue at current levels.
- The Office of Sponsored Programs (OSP) will continue funding for all existing positions in the office.
- 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.



Division of Finance and Administration

Overview

The Finance and Administration division consists of nine departments with almost 350 employees. The organization chart may be viewed in Appendix 5.3. Major offices within the division include:

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

- On May 31, 2017, President Virginia Horvath announced to the university community that Michael Metzger was selected to be the new Vice President for Finance and Administration.
- Chuck Notaro served as Interim Associate Vice President to assist in managing the workload until a permanent Associate Vice President was hired. His role also included increasing the revenue portion of Fredonia’s budget through various business initiatives.
- Phase 2 of the Academic Spine Bridge project was slated for completion in the summer of 2017. The phase will complete the construction of a pedestrian walkway, adjacent landscaping and a new canopy over the entrance to McEwen Hall. Work continued with the State University Construction Fund (SUCF) to revise the scope for the Houghton Hall Rehabilitation project. Work on Phase 1 of the project is expected to begin in late 2017.
- Continued to track budgetary savings and assist the Cabinet in budget planning for Fiscal Year (FY) 2017-18. Several budgetary updates and presentations of budget forecasts, projections and actual results were made.
- Continued testing the SUNY online Time and Attendance System (TAS) for all classified employees (Civil Service Employees Association (CSEA), Public Employees Federation (PEF) and New York State Police Benevolent Association (NYSPBA).
- Began work with the western campus consortium to implement SciQuest, (renamed Jaggaer), an electronic procurement application.
- Continue to expand use of SUNY’s Business Intelligence (BI) Financial Reporting system. Expanded reporting capabilities are anticipated in the future.



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



2017-2018 Fredonia Operating Budget

- Continued support of campus-wide sustainability initiatives included hosting the annual Community Electronics Recycling Day in April 2017.
- Completed three Operations and Maintenance Acceleration Program (OMAP) grants totaling over \$350,000 for energy efficiency projects.
- Finance and Administration continues to maintain a fully functioning Internal Control Program through the leadership of Internal Control Officer.
- The Faculty Student Association (FSA) provided over \$1.1 million in support to the university.
- In concert with Academic Affairs and UUP local leadership, Human Resources is beginning to review aspects of the Handbook on Appointments, Re-appointments and Promotions (HARP).

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 revenues (including enrollment gains). Finance and Administration is fully engaged in implementing recommendations from the RSRS process through the 2017-18 fiscal year and implementing changes as recommended.

- Whenever possible replacements for open positions will be subject to a 12-month delay before a search can commence.
- There are no planned layoffs of any Finance and Administration employees.
- FSA is making changes to its operations in order to reduce costs in its budget.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 Finance and Administration budget include:

- At the beginning of the 2016-2017 academic year, President Virginia Horvath initiated *Right Serving, Right Sizing* (RSRS) – a

Operating Budget

The division's 2017-2018 budget totals \$5,602,130 – an increase of \$8,300 from the 2016-2017 fiscal year. The Finance and Administration budget represents 11.16 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.

FREDONIA		
Proposed 2017-2018 Operating Budget		
SUMMARY		
Finance & Administration		
2016-2017 Original Base Budget		\$ 5,602,130
2016-2017 Campus Adjustments		
2016-2017 Salary Adjustments	53,800	
Sub-Total Permanent Adjustments		<u>53,800</u>
2016-2017 Final Base Budget		\$ 5,655,930
2017-2018 Budget Adjustments		
Divisional Expenditure Reductions	(35,700)	
Sub-Total 2017-2018 Budget Adjustments		<u>(35,700)</u>
2017-2018 Base Budget		<u>\$ 5,620,230</u>



FREDONIA
Proposed 2017-2018 Operating Budget
Finance & Administration

	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Employee Assistance Program	\$ 21,400	\$ 21,400	\$ -
M&O Admin & Management	35,700	35,700	-
Facilities Planning	45,400	45,400	-
Custodial	1,562,600	1,540,700	21,900
Technology Incubator	14,400	15,500	(1,100)
Bldgs - Structural Maintenance	132,700	131,800	900
Bldgs - Systems - Electrical	92,700	90,100	2,600
Bldgs - Systems - Plumbing	148,500	145,900	2,600
Grounds	266,400	263,700	2,700
Motorized Equip	102,800	101,500	1,300
HVAC/Refrig	252,000	250,200	1,800
Health & Safety	36,300	36,300	-
College Services	209,700	207,600	2,100
Budgeting	122,700	122,700	-
Accounting	64,300	63,800	500
Purchasing	154,700	153,800	900
Accounts Payable	17,000	23,300	(6,300)
Payroll	160,700	163,000	(2,300)
Personnel	247,600	237,100	10,500
Property Control	48,900	47,600	1,300
Internal Audit	63,600	63,600	-
Student Billing	301,400	295,900	5,500
Central Duplicating	17,400	30,800	(13,400)
Mail & Messenger	17,400	31,800	(14,400)
Central Stores	30,800	29,800	1,000
Overtime	127,400	127,400	-
Holiday Pay	8,700	8,700	-
Inconvenience	7,000	7,000	-
Personal Service Regular	\$ 4,310,200	\$ 4,292,100	\$ 18,100
Temporary Service	137,265	126,215	11,050
Other Than Personal Service	1,172,765	1,193,615	(20,850)
TOTAL	\$ 5,620,230	\$ 5,611,930	\$ 8,300



*Interim Vice President for University Advancement
Betty C. Gossett.*

Division of University Advancement

Overview

The University Advancement division supports, encourages, and promotes the State University of New York at Fredonia’s academic mission and vision by securing ongoing financial resources, engagement, support of alumni, and leadership for strategic communication and marketing.

Betty Catania Gossett serves as Interim Vice President for University Advancement. Oversight includes Development (fundraising), Alumni Affairs, and Marketing and Communications. The Interim Vice President also serves as the Executive Director of the Fredonia College Foundation, 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 468 endowed funds with a market value of over \$30 million. Total spending to support students and academic program activities was \$2,171,742 in 2016.

Highlights

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

- Total 2016 giving was \$2,336,585, including gifts-in-kind of \$32,821, transferred to the university.
- Annual Fund giving in 2016 was \$657,586.
- There are 468 endowments in the Fredonia College Foundation compared to 445 in 2015.
- Fredonia launched FREDlanthropy Day, its first day of giving. Total raised was \$55,975 from 217 donors. The level of engagement in social media exceeded all expectations.

- A review of online giving options and changes in procedures led to significantly increased receipts of online gifts.
- The Scholars Breakfast was a highlight of Family Weekend with over 1,000 scholarship recipients, benefactors, family members, faculty, staff and foundation board members in attendance.
- Homecoming weekend, the annual signature event coordinated by the Department of Alumni Affairs, continues to grow exponentially in attendance due to increased departmental offerings, athletic contests, cultural events and highlighting of class reunions. A mini maker faire was an added attraction to the 2016 Homecoming events calendar.
- The alumni Writers at Work Series, created to provide enriched student learning, welcomed Gina Browning, ’88 (PR Director for Erie County SPCA) and Phil Zimmer, ’69 (Jackson Center). The program is funded by the Carnahan Jackson Humanities Fund and coordinated by the offices of Alumni Affairs, Marketing and Communications, and the Department of English.
- The Alumni Association promoted a new initiative to benefit the Alumni Scholarship program. The Brick Walkway for scholarships sold over 150 bricks, raising almost \$25,000. The first group of bricks were installed near the Williams Center by Homecoming weekend 2016.
- Senior Challenge gifts have increased considerably with gifts enhancing the landscape of the campus with the construction of an outdoor stage in 2016 and efforts of the Class of 2017 to gift an outdoor musical park constructed on campus in the Dods Hall grove.
- The hiring of a new Marketing and Communications director has led to a review of the department’s focus and organizational structure.
- A virtual tour of campus was created for perspective students and others outside of the area and is available on the Fredonia website.



Planning Assumptions

Planning assumptions used in the development of the 2017-2018 operating budget for the Division of University Advancement includes the following:

- Interest income will grow modestly.
- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Board and staff will prepare for a comprehensive campaign.
- There will be increased attention to alumni engagement with the goal of increasing the alumni giving rate.
- Additional scholarship dollars will be needed to support the university's recruitment efforts.
- Additional unrestricted funds will be needed to support academic program activities and priority needs of the university.
- With reduced student fees supporting the Office of Alumni Affairs, new fundraising initiatives will need to be considered.
- Continued expansion of social media outreach.
- Review of cost savings opportunities will be necessary.
- Personnel changes will impact operations and provide opportunities.
- The Strategic Enrollment Management Plan will impact planning and focus.

Operating Budget

The Division of University Advancement's operating budget for 2017-2018 totals \$1,485,400. Budget priorities will continue to be travel-related expenditures to allow Development and Alumni Affairs staff to meet with and engage donors and prospects, and for marketing efforts with an emphasis on new student recruitment.

FREDONIA	
Proposed 2017-2018 Operating Budget	
SUMMARY	
University Advancement	
2016-2017 Original Base Budget	\$ 1,476,900
2016-2017 Campus Adjustments	
2016-2017 Salary Adjustments	8,500
Sub-Total Permanent Adjustments	8,500
2016-2017 Final Base Budget	\$ 1,485,400
2017-2018 Budget Adjustments	
Divisional Expenditure Reductions	-
Sub-Total 2017-2018 Budget Adjustments	0
2017-2018 Base Budget	\$ 1,485,400

FREDONIA			
Proposed 2017-2018 Operating Budget			
University Advancement			
	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
VP University Advancement	\$ 327,800	\$ 327,800	\$ -
Alumni Relations	80,300	80,300	-
Office of Creative Design	231,600	229,100	2,500
University Information Services	608,100	602,100	6,000
Personal Service Regular	\$ 1,247,800	\$ 1,239,300	\$ 8,500
Temporary Service	30,600	30,600	-
Other Than Personal Service	207,000	207,000	-
TOTAL	\$ 1,485,400	\$ 1,476,900	\$ 8,500



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

Division of Enrollment and Student Services

Overview

The Enrollment and Student Services division includes 12 departments: Office of the Vice President for Student Affairs, Office of Admissions, Office of Financial Aid, Office of Campus Life, Department of Athletics and Recreation, Center for Multicultural Affairs, Office of Residence Life, Office of First-Year and Transition Programs, University Police Department, Health Center, Judicial Affairs and the Counseling Center. Supervision in this area was provided by Vice President Cedric Howard along with Associate Vice President for Enrollment Services Daniel Tramuta and Associate Vice President for Enrollment and Student Services Monica White. The Enrollment and Student Services division employs more than 150 full-time and part-time staff, providing services and programs that promote a safe environment and an active and positive campus life for students, supporting their learning and developmental needs. The various departments provide a comprehensive array of services and programs to assist students in the development of skills that contribute to their personal and intellectual development, informed decision making, responsible citizenship, and academic and personal success.

Highlights

The Fredonia 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

2016-17 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. In 2016-17, the Financial Aid Office increased its outreach programs to high school students, parents, and counselors by over 40 percent.
- The Campus Life Office, located in the recently-renovated Williams Center, provides leadership development programs for nearly 200 students each year, including 62 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.
- 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 2016-17 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 office’s increased focus on New York City (NYC) with the hiring of a full-time 10-month NYC recruiter has shown some early success. There was a record number of deposits from NYC for Fredonia and is expected to be a growth opportunity area in the future. Yield stayed consistent at 16 percent for this population, but the university was able to expand the number of acceptance offers to qualified students.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 operating budget for the Enrollment and Student Services division include the following:

- Increase 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 compliance with the President Virginia Horvath's *Right Serving, Right Sizing* initiatives, 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



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

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.

Operating Budget

The proposed 2017-2018 Enrollment and Student Services budget totals \$3,988,800 and represents approximately 7.92 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.



2017-2018 Fredonia Operating Budget

FREDONIA		
Proposed 2017-2018 Operating Budget		
SUMMARY		
Enrollment and Student Services		
2016-2017 Original Base Budget		\$ 3,972,800
2016-2017 Campus Adjustments		
2016-2017 Salary Adjustments	41,500	
Sub-Total Permanent Adjustments		<u>41,500</u>
2016-2017 Final Base Budget		\$ 4,014,300
2017-2018 Budget Adjustments		
Divisional Expenditure Reductions	(25,500)	
Sub-Total 2017-2018 Budget Adjustments		(25,500)
2017-2018 Base Budget		<u>\$ 3,988,800</u>

FREDONIA			
Proposed 2017-2018 Operating Budget			
Enrollment and Student Services (ESS)			
	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Health & Physical Education	\$ 501,500	\$ 500,300	\$ 1,200
Office of Vice President - ESS	379,700	376,100	3,600
Enrollment Services	700,800	747,600	(46,800)
New Student & Transition Program	123,600	69,200	54,400
Financial Aid	317,300	302,800	14,500
Center for Multicultural Affairs	109,600	111,600	(2,000)
Student Engagement	390,000	334,600	55,400
University Police	660,900	674,300	(13,400)
Athletics	372,600	367,300	5,300
Personal Service Regular	\$ 3,556,000	\$ 3,483,800	\$ 72,200
Temporary Service	113,400	163,300	(49,900)
Other Than Personal Service	319,400	323,000	(3,600)
TOTAL	<u>\$ 3,988,800</u>	<u>\$ 3,970,100</u>	<u>\$ 18,700</u>



Division of Engagement and Economic Development

Overview

The Division of Engagement and Economic Development (EED) facilitates and supports university-community collaborations that enhance the intellectual, cultural, artistic, and economic vibrancy of the region through active community engagement and partnerships with local and regional agencies, governments, businesses and universities. Kevin P. Kearns serves as the Vice President for Engagement and Economic Development. EED partners with the community through the Fredonia Technology Incubator (FTI) in Dunkirk, N.Y.; the Office of Career Development (CDO) on campus, the Western New York Incubator Network, the StartUp NY program, university outreach initiatives and a variety of campus-community partnerships.

Highlights

- The Fredonia StartUp NY plan was revised and approved by New York State Empire State Development Corporation. Fredonia successfully sponsored a food processing company (Crunch Roll) into the StartUp NY program resulting in approximately 50 new jobs.
- The Fredonia Applied Learning Council (ALC), a university-wide committee, has gathered data and information in support of a draft Fredonia Applied Learning Plan. Career Development Office Director Tracy Collingwood serves as chair of the council. The Fredonia plan has been vetted by the campus community and it has been submitted to SUNY for review. The plan provides an inventory of Fredonia applied learning activities, campus data collection and reporting procedures, and a summary of faculty and student community engagement involvement.
- The Fredonia ALL IN Challenge was part of a nation-wide effort across college and

university campuses designed to promote civic engagement, educate students about the electoral process, provide information and access to voter registration, and encourage high voter turnout among students. The non-partisan effort sponsored debate watch events, supported guest lecturers and hosted an election results watch night. EED also provided transportation to the voting polls for students, faculty and staff. Nearly 1,000 students participated in the ALL IN Challenge events and approximately 150 students used the Fredonia voting bus for transportation to the polls.

- 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. The series featured distinguished visiting artists who discussed business aspects of their artistic endeavors. A series of educational presentations that focused on business development and entrepreneurship was also successfully launched. Forty student interns were hosted by FTI and its clients during the academic year.
- Implementation began for the FTI NYS Consolidated Funding Application (CFA) Incubator Grant which supports expanded programming and staffing at the incubator including expansion of FTI efforts to provide outreach for Hispanic individuals, Veterans, students, and young professionals/ entrepreneurs. The three-year grant provides \$375,000 of support and allowed the hiring of a new secretary at the incubator.
- Fredonia students completed 603 credit-bearing internships through the Career Development Office. It translates into 71,723 student work hours in applied learning settings.



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



Planning Assumptions

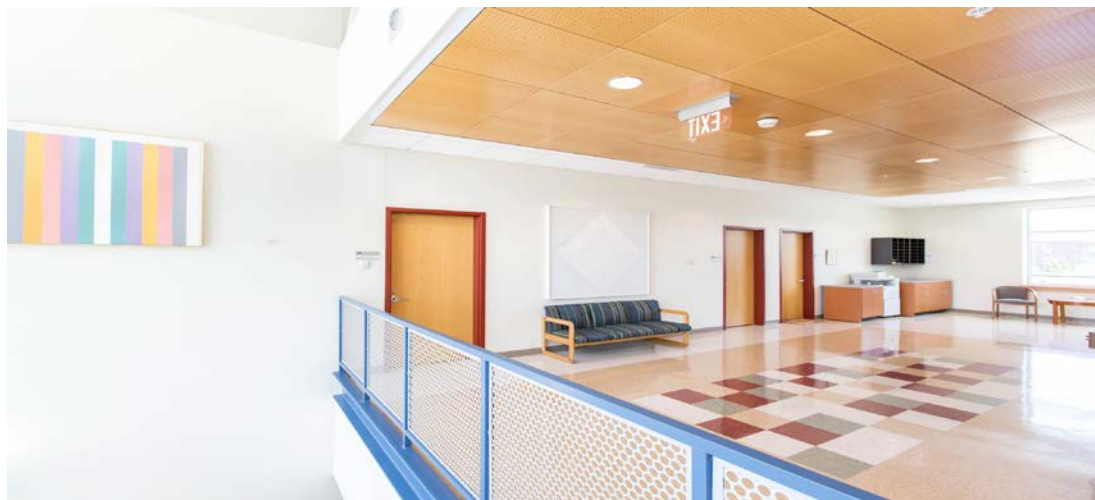
- EED will partner with the Chautauqua County Department of Mental Health and Chautauqua Tapestry to form the Fredonia Program Evaluation Center.
- EED will continue to partner with local communities, economic development agencies, county, and N.Y.S. officials to support local economic development and 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 CDO recruitment program will expand the Employer-in-Residence program, on-campus interviews, long-distance interviews, and other activities that connect students and alumni with employers.
- The division will invest in actions and campus and community initiatives that support and enhance community engagement.
- The division will revise and implement the Fredonia Applied Learning plan after fully vetting drafts of the plan with the community. It will utilize the Applied Learning Council to inform campus engagement priorities and activities including service learning, community engagement and economic development.

- EED will develop and enhance strong sustainable public-private partnerships that benefit both the university and the community.
- The division will seek extramural funding for EED initiatives and explore the development of future revenue streams through public-private partnerships.
- EED will partner with the Division of Academic Affairs, the Career Development Office, and others to foster the growth and development of service learning.

Operating Budget

The total 2017-2018 Engagement and Economic Development operating budget is \$666,215. The EED budget will, to the extent possible, be focused on the commitments identified in the Planning Assumptions above. Organizational and infrastructure improvements that support the assumptions will be a priority for the upcoming academic year.

Technology Incubator.





FREDONIA
Proposed 2017-2018 Operating Budget
SUMMARY

Engagement & Economic Development

2016-2017 Original Base Budget	\$	684,015
2016-2017 Campus Adjustments		
2016-2017 Salary Adjustments	3,100	
Sub-Total Permanent Adjustments		3,100
2016-2017 Final Base Budget	\$	687,115
2017-2018 Budget Adjustments		
Divisional Expenditure Reductions	(20,900)	
Sub-Total 2017-2018 Budget Adjustments		(20,900)
2017-2018 Base Budget	\$	<u>666,215</u>

FREDONIA
Proposed 2017-2018 Operating Budget
Engagement & Economic Development

	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Engagement & Economic Dev.	\$ 228,200	\$ 225,000	
Career Development	296,500	317,500	
Personal Service Regular	\$ 524,700	\$ 542,500	\$ (17,800)
Temporary Service	81,400	81,700	(300)
Other Than Personal Service	60,115	59,815	300
TOTAL	<u>\$ 666,215</u>	<u>\$ 684,015</u>	<u>\$ (17,800)</u>



Planning Assumptions

Planning assumptions used in the development of the 2017-2018 Institutional/Utilities budget include:

- Mandatory personal service incremental costs of \$1,561,700
- Permanent reduction of utility expenditures of \$411,100
- Promotional rank salary increases of \$100,000.
- Increased net scholarship funding of \$560,700

Operating Budget

The 2017-2018 Institutional/Utilities budget totals \$6,577,265 – a decrease of \$275,200 from the 2016-2017 fiscal year.

Institutional/Utilities Budget

Overview

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

Highlights

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

- Utility savings were realized during 2016-2017, which lead to permanent reductions in the 2017-2018 based budget.
- Monthly monitoring of various institutional recharge accounts allowed for accurate tracking of expenditures by the administrative department.





FREDONIA
Proposed 2017-2018 Operating Budget
SUMMARY
Utilities/Other

2016-2017 Original Base Budget		\$ 6,852,465
2016-2017 Campus Adjustments		
2016-2017 Salary Adjustments	(176,600)	
Sub-Total Permanent Adjustments		(176,600)
2016-2017 Final Base Budget		\$ 6,675,865
2017-2018 Budget Adjustments		
Net New Scholarship Offerings	560,700	
Reduction in Utilities & Fuel Oil	(411,100)	
Tuition Credit Scholarship-(Tap Credit)	122,700	
System Administration and SUNY Recharges	25,600	
Promotional Rank Salary Increases	100,000	
Reverse Prior Year DSA Lump Sum Awards	(358,200)	
2017-2018 Bargaining Unit Increases & Retro Pa	1,561,700	
Sub-Total 2017-2018 Budget Adjustments		1,601,400
2017-2018 Base Budget		\$ 8,277,265
Estimated Frictional Salary Savings		\$ (1,700,000)
2017-2018 Net Budget after Salary Savings		\$ 6,577,265

FREDONIA
Proposed 2017-2018 Operating Budget
Utilities/Other

	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 2,346,080	\$ 1,530,680	\$ 815,400
Frictional Salary Savings	\$ (1,700,000)	\$ -	\$ (1,700,000)
Temporary Service	127,000	52,000	75,000
Utilities	1,601,285	2,162,385	(561,100)
Other Than Personal Service	4,202,900	3,107,400	1,095,500
TOTAL	\$ 6,577,265	\$ 6,852,465	\$ (275,200)



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

OPERATING BUDGET

**RESIDENCE LIFE
OPERATING BUDGET**





2017-2018 Fredonia Residence Life Operating Budget



University Commons.

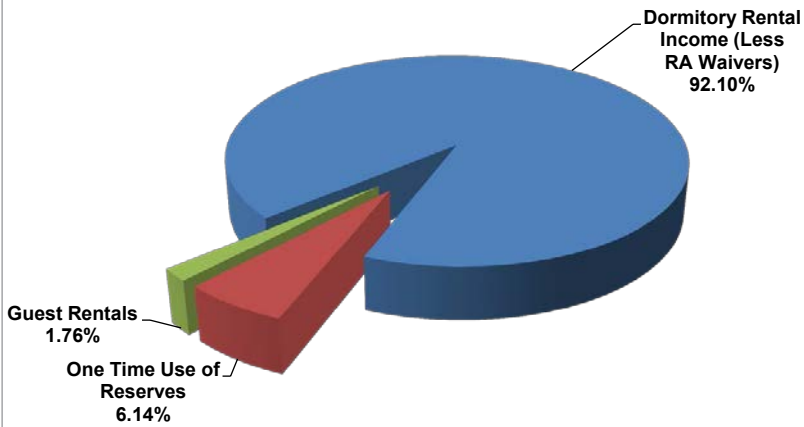
FREDONIA Residence Life 2017-2018 Dormitory Income Fund Reimbursable (DIFR) Budget

Overview

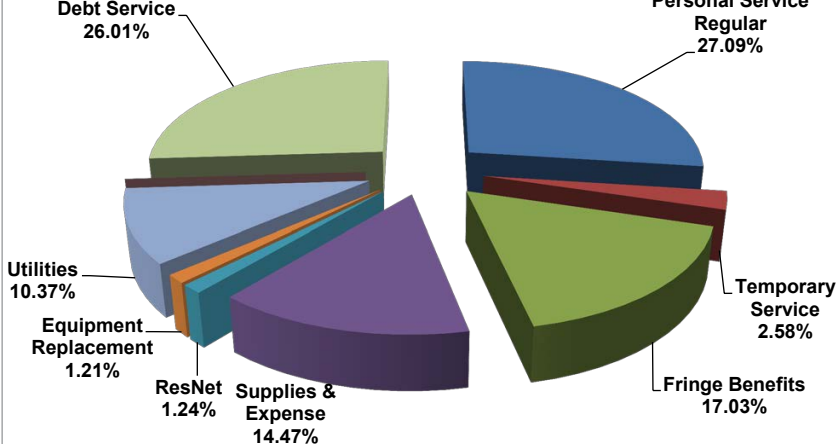
The Residence Life program on the Fredonia campus supervises the operation of 14 residence halls, and a townhouse complex that was completed in the fall of 2014. The total bed capacity for all complexes is 2,910. Director of Residence Life Kathy Forster, Associate Director Kevin Hahn and Assistant Director/Townhouse Coordinator Daniel Goodwin oversee the program, while Mark Mackey serves as Resnet Coordinator. Collectively, they supervise seven six full-time Residence Hall Directors, six Graduate Assistant Residence Hall Directors (RDs), 59 Resident Assistants (RAs), approximately seven ResNet Technicians and approximately 200 student employees (work-study and student assistants), who provide a quality experience for approximately 2,200 (Fall 2016) residence hall students.

The Residence Life program is operated in accordance with the SUNY Dormitory Income Fund Reimbursable (DIFR) program. The 2017-2018 Residence Life budget of approximately \$16.5 million funds 91.97 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 2017-2018 rates and capital projects was conducted on Dec. 2, 2016.

Revenue Sources \$16,489,650



Expenditures \$16,489,650



Highlights

The Office of Residence Life strives to provide a comprehensive residence life program as an integral part of the educational program

2017-2018 Fredonia Residence Life Operating Budget



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

Highlights for 2016-2017

- Continued to expand collaboration with other Enrollment and Student Services offices, especially with the First-Year Residential Experience initiatives.
- Implemented First-Year Living Learning Communities to include Leadership and Service House, Global Connections House and Substance Free House.



Raking leaves.

FREDONIA Proposed 2017-2018 Budget Dormitory Income Fund Reimbursable (DIFR)

Comparison of 2017-2018 Residence Life Budget to 2016-2017 Budget

	2017-2018	2016-2017	Change
Revenue Sources:			
Dormitory Rental Income	\$ 15,677,200	\$ 17,088,850	\$ (1,411,650)
One Time Use of Reserves	\$ 1,012,850	\$ 2,332,300	\$ (1,319,450)
Guest Rentals	290,000	280,000	10,000
Less: RA Rent Waiver*	(490,400)	556,000	(1,046,400)
Total	\$ 16,489,650	\$ 20,257,150	\$ (3,767,500)

*RA Income now included in Dorm Income then recorded as negative revenue instead of an expense.

Expenditures:

Personal Service Regular	\$ 4,465,300	\$ 4,535,100	\$ (69,800)
Temporary Service	425,750	425,750	-
Fringe Benefits	2,808,100	2,722,500	85,600
Supplies & Expense	2,386,500	2,539,000	(152,500)
ResNet	205,000	205,000	-
Equipment Replacement	200,000	150,000	50,000
Utilities	1,710,000	1,710,000	-
RA Rent Waivers	-	556,000	(556,000)
Debt Service	4,289,000	7,413,800	(3,124,800)
Total	\$ 16,489,650	\$ 20,257,150	\$ (3,767,500)



2017-2018 Fredonia Residence Life Operating Budget



Moving 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 Life Sciences (NUPALS) and Plymouth, England, groups.
- Enhanced the gender inclusive living area for returning students in Schulz Hall.
- Expanded RA training and development to include bi-weekly in-service trainings called RA Soirees for paraprofessional development.
- Completed kitchen floor installation in Eisenhower Hall kitchen apartments.
- Re-furnished Hemingway Hall suites and lobby.
- Completed Hemingway Hall and Hendrix Hall window projects.
- Participated in Strategic Enrollment Management (SEM) planning with focus on retention at Fredonia as well as in the residence halls.
- 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).

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)

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 with in the residence halls. With an operating budget of approximately \$242,000 per year, ResNet employs seven students every semester as information technology support technicians called ResNet Technicians.

Supported Services

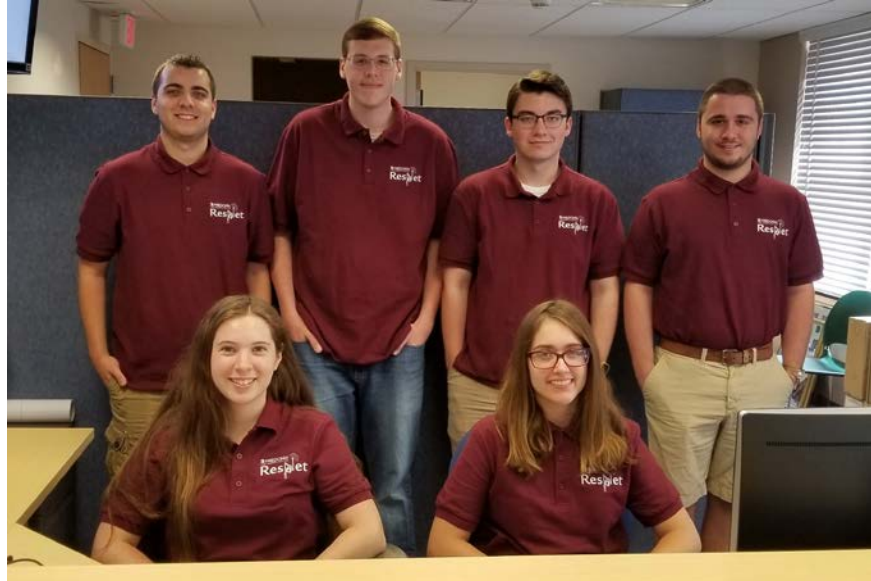
- Campus Access Control Services
- Internet Service Connectivity Support
- University Owned Printer Support
- University Owned Computing Software Support
- Personal Computing Device Repair
- Residence Life Multi-media Equipment Reservation and Checkout
- Residence Life Smart Classrooms
- Residence Life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

2017-2018 Fredonia Residence Life Operating Budget



The Residence Life information technology 2016-2017 Capital Budget was approximately \$75,000. 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:

- Performed upgrades to the campus security camera and access control systems in select locations throughout the residence halls to enhance building physical security.
- Augmented the campus wireless network system by installing new wireless access points to increase coverage and improve performance throughout the Andrews and Kirkland complexes (quads).
- Performed upgrades to core network infrastructure to improve overall performance and maintain pace with technology changes within the environment.



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

*2017-2018
ResNet Staff.*

FREDONIA Proposed 2017-2018 Budget Dormitory Income Fund Reimbursable (DIFR)

FTE Summary

	2017-2018 Non-Inst. FTE	2016-2017 Non-Inst. FTE	Change
M&O Adm. & Mgmt.	3.00	3.00	0.00
Custodial	39.50	39.50	0.00
Facilities Planning	0.50	0.50	0.00
Bldgs. - Struct Maint.	7.00	5.00	2.00
Bldgs. - Systems (Electrical)	3.00	3.00	0.00
Bldgs. - Systems (Plumbing)	3.00	4.00	-1.00
Motor Equip. Maint.	1.00	1.00	0.00
Administration/Director	13.00	13.00	0.00
ResNet	1.00	1.00	0.00
Utilities Plant	7.00	8.00	-1.00
RH Student Life	1.95	1.95	0.00
Administrative Overhead	5.62	5.62	0.00
Security & Safety	6.40	6.40	0.00
Total Residence Life	91.97	91.97	0.00



2017-2018 Fredonia Residence Life Operating Budget



*Residence Life Director
Kathy Forster.*

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 Residence Life budget include the following:

- Residence hall room rates for a standard double room will decrease \$100 annually from \$7,600 to \$7,500.
- Residence halls will contribute \$350,000 toward the University Operating budget for utility support.
- Residence hall occupancy will remain above 80 percent in the fall and remain above 75 percent in the spring semester.
- Hendrix Hall will tentatively remain closed resulting in a savings of approximately \$173,000.
- 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 2017-2018 Residence Life Operating Budget.

Operating Budget

The 2017-2018 Residence Life operating budget totals \$16.5 million and funds a total of 91.97 FTE positions. It includes the director’s office, administrative staff including the ResNet staff, cleaning staff of 39.5, maintenance staff of 24, six members of the University Police staff and one member of the Facilities Planning staff.

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

During Summer 2016 the window replacement for Hemmingway Hall was completed as well as the roof replacement for the Kirkland Complex (quad). Various interior upgrades were done throughout the residence halls as well as fiber optic and access control upgrades.

Some of the projects on tap for Summer 2017 included window replacement for Hendrix Hall, various interior improvements and network upgrades throughout the residence halls.

The 2017-2018 budget amounts for the proposed capital projects are as follows:

• Hendrix Hall – Window Replacement	\$1,300,000
• Various Interior Upgrades	95,000
• Network Upgrades	<u>75,000</u>
TOTAL	\$1,470,000

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

2017-2018 Fredonia Residence Life Operating Budget



FREDONIA Proposed 2017-2018 Budget Dormitory Income Fund Reimbursable (DIFR) DIFR Revenue Projection

RATE STRUCTURE:	2016-17 Proposed	2017-18 Proposed	Percentage Change	Annual Rate
Doubles	\$3,800	\$3,750	-1.32%	\$7,500
Singles	4,400	4,000	-9.09%	8,000
Kitchen Suites - Double	4,000	3,750	-6.25%	7,500
Kitchen Suites - Singles	4,400	4,250	-3.41%	8,500
Univ. Commons Singles	4,450	4,400	-1.12%	8,800
Univ. Commons Doubles	4,050	4,000	-1.23%	8,000
Senior/Grad Singles	4,000	3,750	-6.25%	7,500
Senior/Grad Doubles	3,800	3,500	-7.89%	7,000
Townhouse	4,500	4,500	0.00%	9,000

FALL SEMESTER ANALYSIS:

	Occupancy		Revenue		
	Budgeted Fall 2016	Projected Fall 2017	Budgeted Fall 2016	Projected Fall 2017	Revenue Change
Doubles	1,695	1,350	\$6,441,000	\$5,062,500	(\$1,378,500)
Singles	80	305	\$352,000	\$1,220,000	868,000
Kitchen Suites - Double	140	137	\$560,000	\$513,750	(46,250)
Kitchen Suites - Singles	0	2	\$0	\$8,500	8,500
Univ. Commons Singles	57	57	\$253,650	\$250,800	(2,850)
Univ. Commons Doubles	54	54	\$218,700	\$216,000	(2,700)
Senior/Grad Singles	15	45	\$60,000	\$168,750	108,750
Senior/Grad Doubles	0	20	\$0	\$70,000	70,000
Townhouse	165	130	\$742,500	\$585,000	(157,500)
Fall Totals	2,206	2,100	\$8,627,850	\$8,095,300	(\$532,550)
Percent Change		-4.81%			-6.17%

SPRING SEMESTER ANALYSIS:

	Occupancy		Revenue		
	Budgeted Spring 2017	Projected Spring 2018	Budgeted Spring 2017	Projected Spring 2018	Revenue Change
Doubles	1,680	1,250	\$6,384,000	\$4,687,500	(\$1,696,500)
Singles	75	300	330,000	1,200,000	870,000
Kitchen Suites - Double	132	130	528,000	487,500	(40,500)
Kitchen Suites - Singles	0	1	0	4,250	4,250
Univ. Commons Singles	54	56	240,300	246,400	6,100
Univ. Commons Doubles	54	50	218,700	200,000	(18,700)
Senior/Grad Singles	10	39	40,000	146,250	106,250
Senior/Grad Doubles	0	20	0	70,000	70,000
Townhouse	160	120	720,000	540,000	(180,000)
Spring Totals	2,165	1,966	\$8,461,000	\$7,581,900	(\$879,100)
Percent Change		-9.19%			-10.39%

COMPARISON OF DIFR REVENUE :

	2016-2017	2017-2018	Change
Projected Dorm Revenue	\$17,088,850	\$15,677,200	(\$1,411,650)
Projected Guest Rental	280,000	290,000	10,000
RA Waivers	556,000	(490,400)	(1,046,400)
Total Revenues	\$17,924,850	\$15,476,800	(\$2,448,050)
Reserve Need	2,332,300	1,012,850	(1,319,450)
Total Sources	\$20,257,150	16,489,650	(3,767,500)



OVERVIEW

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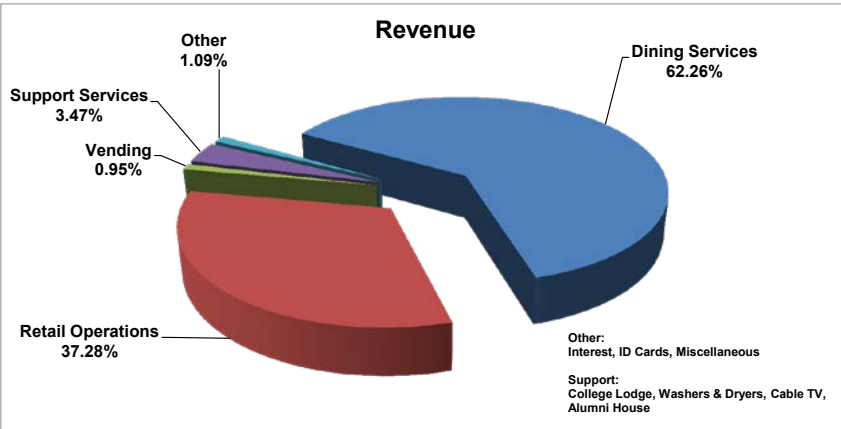
OPERATING BUDGET

FACULTY STUDENT ASSOCIATION OPERATING BUDGET

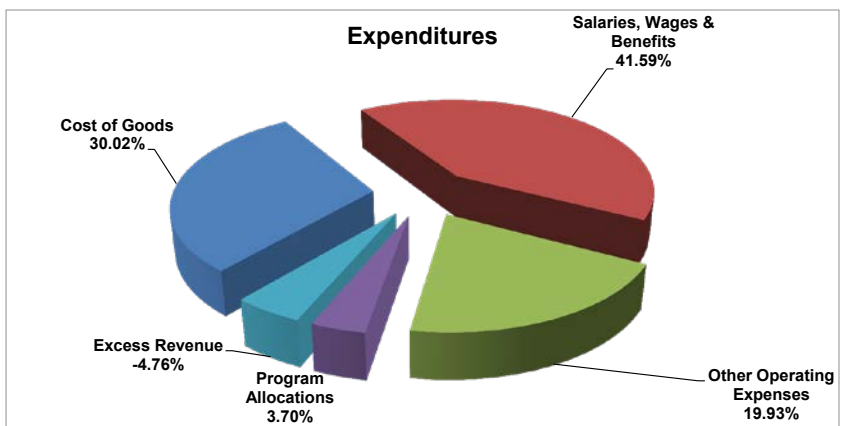




2017-2018 Faculty Student Association Operating Budget



The University Bookstore offers a wide variety of products and services.



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

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 total of (15) directors.

The mission of the Faculty Student Association is to identify and provide appropriate goods and services that may not be

SUNY Auxiliary Services Corporations individually hold Contract Agreements with their respective institutions as specified by Guidelines with the State University of New York. The Fredonia Faculty Student Association has a 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 69 full-time, 94 part-time and approximately 240 student employees.

Darin Schulz, FSA executive director, and Matthew Snyder, FSA associate executive director and controller, initially prepared the following 2017-2018 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: Kevin Seitz, Judy Langworthy, Mary Kay Taylor, Edujivez Sanchez and Joshua Ranney.

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 down 4.4 percent for Fall 2016 and was down 5.4 percent in Spring 2017, compared to the corresponding previous semesters. Meal plan enrollment for 2016-2017 was projected to be down 5.0 percent. Actual Fall 2016 meal plan counts were down 8.4 percent and Spring 2017 plan counts were down 8.8 percent.
- Textbook sales declined 20 percent from Fall 2015 to Fall 2016.
- Support and assessments to the campus in the 2016-2017 budget totaled \$1,076,515:
 - ◇ \$450,000 for restricted programs.
 - ◇ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◇ \$144,515 in restricted programs supporting 52 different campus-based programs for residence halls, campus, and academic and student service departments.
 - ◇ \$2,000 for groundskeeping.



Cranston Marché.

- ◇ \$450,000 for space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions is \$300,000.

Planning Assumptions

Planning assumptions used to develop the 2017-2018 budget include:

- Maintaining support and assessment level to the campus for total funding of \$1,054,971- a \$21,555 decrease from 2016-2017:
 - ◇ \$450,000 in restricted program expenditures.
 - ◇ \$30,000 annually to the Fredonia College Foundation for the FSA Fredonia Scholarship Award endowment fund.
 - ◇ \$142,971 in unrestricted program funds.
 - ◇ \$2,000 for groundskeeping.
 - ◇ \$430,000 in space and utility charge assessments. The annual additional support above the 2008-2009 baseline budget to assist the campus with SUNY budget reductions will be \$300,000.
- Meal plan enrollment is based on the assumption that the Fall 2017 incoming first-year class will remain the same as the Fall 2016 first-year class and the sophomore, junior and senior counts and plan



2017-2018 Faculty Student Association Operating Budget

utilization will follow the trends established over the past four 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 a decrease of 265 meal plans or a negative 4.9 percent for 2017-2018.

- There are no changes to the residential meal plan structure and meal plan prices remain the same as 2016-2017.
- Textbook sales are expected to decline 10 percent.
- Three management positions have been eliminated to down size with enrollment. Labor budgets are “zero-based” and built position by position. Each location has been thoroughly reviewed and modifications have been made to reduce costs.

Budget Summary

	2017-2018 Budget	2016-2017 Budget	Difference Increase (Decrease)
<u>Dining Services (Schedule A)</u>			
Total Revenues	\$ 9,465,615	\$ 10,173,720	\$ (708,105)
Cost of Goods Sold	2,258,548	2,731,707	(473,159)
Total Operating Expenses	5,275,583	5,628,841	(353,258)
Other Revenues	11,500	11,500	-
Allocation of Administrative Expenses	1,087,981	1,037,432	50,549
Excess of Revenues Over/(Under) Expenses	<u>855,003</u>	<u>787,241</u>	<u>67,763</u>
<u>Retail Operations (Schedule B)</u>			
Total Revenues	4,883,300	5,712,000	(828,700)
Cost of Goods Sold	2,686,000	3,316,320	(630,320)
Total Operating Expenses	1,871,646	1,855,591	16,055
Other Revenues	22,000	22,000	-
Allocation of Administrative Expenses	535,574	576,200	(40,626)
Excess of Revenues Over/(Under) Expenses	<u>(187,919)</u>	<u>(14,111)</u>	<u>(173,809)</u>
<u>Vending (Schedule C)</u>			
Total Revenues	145,000	149,400	(4,400)
Cost of Goods Sold	106,575	109,809	(3,234)
Total Operating Expenses	29,622	29,082	540
Other Revenues	-	-	-
Allocation of Administrative Expenses	8,395	9,084	(689)
Excess of Revenues Over/(Under) Expenses	<u>408</u>	<u>1,425</u>	<u>(1,017)</u>
<u>Support Services (Schedule D)</u>			
Total Revenues	526,875	544,125	(17,250)
Cost of Goods Sold	-	-	-
Total Operating Expenses	480,642	495,809	(15,167)
Other Revenues	800	800	-
Allocation of Administrative Expenses	79,268	76,127	3,141
Excess of Revenues Over/(Under) Expenses	<u>(32,235)</u>	<u>(27,011)</u>	<u>(5,224)</u>
Total Revenue from Operations	<u>15,055,090</u>	<u>16,613,545</u>	<u>(1,558,455)</u>
Total Cost of goods and Operating Expenses	<u>14,419,833</u>	<u>15,866,001</u>	<u>(1,446,168)</u>
Excess Revenues from Operations	<u>635,257</u>	<u>747,544</u>	<u>(112,287)</u>
Miscellaneous Revenues (Schedule F)	<u>166,500</u>	<u>159,750</u>	<u>6,750</u>
Unallocated Administrative Office Expenses (Schedule F-1)	<u>979,607</u>	<u>970,726</u>	<u>8,881</u>
Net Excess of Revenues Over/(Under) Expenses	<u>\$ (177,850)</u>	<u>\$ (63,432)</u>	<u>\$ (114,418)</u>



- The new N.Y.S. minimum wage has been utilized, Civil Service Employees Association (CSEA) contractual increases have been estimated for the new collective bargaining agreement effective June 1, 2017, and cost of living wage adjustments for management have been included.
- Total budgeted labor hours decreased 7.4 percent. Total budgeted wage and benefit dollars decreased by \$139,733 or 2.0 percent from the 2016-2017 budget. The budgeted benefit percentage was increased to keep pace with actual experience for the last two fiscal years as a result of higher health and workmen's compensation insurance.
- The College Lodge Student Services fee has been eliminated by the university and thus from the College Lodge budget.
- The \$162,100 capital budget includes basic replacement of items at the end of their useful lives.
- Catering prices will be adjusted slightly for inflation.

Operating Budget

The 2017-2018 FSA budget has \$15,221,590 in sources of revenue. It represents a \$1,551,705 or 9.3 percent decrease from the 2016-2017 budget of \$16,773,295. The uses of funds consist of \$5,051,122 in cost of goods sold, \$6,996,002 in wages and benefits, \$3,352,316 of operating expenses. The budget is projected to generate expenditures in excess of revenue of \$177,850 or a negative 1.2 percent.



TeaRex Café.

FREDONIA Faculty Student Association (FSA)

Dining Services Overview

The Faculty Student Association Dining Services division operates one all-you-can-eat dining center (Cranston Marché), two retail a la carte units (Centre Pointe Food Court and El Diablo Azul), Tim Hortons Café & Bakeshop, four FSA Café's (Fenton Hall, Mason Hall, McEwen Hall and TeaRex in the Science Center), two concession units (Breakaway at University Stadium and Timeout in Steele Hall) and catering. The bakery, catering kitchen, and central preparation units continue to provide valuable daily support to all operations, focusing on fresh products. Dining Services employs 40 full-time employees, 76 part-time and approximately 190 student employees.

Highlights

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



2017-2018 Faculty Student Association Operating Budget



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

- Centre Pointe continues to offer fast food staples.
- El Diablo Azul Mexican Grill offers fresh items with robust flavors.
- The Fenton, Mason, and McEwen Hall, and Science Center cafés 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 the FSA primary food vendor, Maplevale Farms, local food purchases exceed 15 percent.

Planning Assumptions

Planning assumptions used to develop the 2017-2018 budget include:

- The decline in enrollment over the past several years has placed significant pressure on revenue and operating results.
- An 8.8 percent decrease in meal plans from 5,649 to 5,150, based on assumption of the same size incoming freshmen class and historical trends as current classes progress.
- Curtailed operating hours of cafés, Centre Pointe and Tim Hortons.
- Labor hours reduced by 8.5 percent.
- The 2017-2018 food cost percentage assumption of 23.9 percent was based on Fall 2016 with the new meal plans. The food cost percentage budgeted in 2016-2017 was 26.9 percent; there is no allowance factor for significant changes in agricultural markets, weather conditions and inflation.
- Meal plan structure and prices have been kept the same as 2016-2017.

Operating Budget

The 2017-2018 Dining Services budget of \$9,465,615 consists of \$7,931,615 in contact meal plans plus special function and cash sale revenue. It represents a \$708,105 or a 7.0 percent decrease from the 2016-2017 budget of \$10,173,720. Total contract meal plan revenue is budgeted for \$9,956,615 (includes \$140,000 for additional points added) with \$2,025,000 reported in the Retail Operations budget. Total operating expenses of \$5,275,583 have decreased by \$353,258 or 6.7 percent from 2016-2017. The budget is projected to generate excess revenue over expenditures of \$855,003 or 9.0 percent.



Dining Services Budget - Schedule A

	2017-2018 <u>Budget</u>		2016-2017 <u>Budget</u>
Revenues			
Contract Meals	\$ 7,486,690	a	\$ 8,139,595
Meal Plan Administrative Fee	\$444,925	b	417,625
Special Functions	880,000		900,000
Cash & Other Sales	\$654,000		716,500
Total Revenue	9,465,615		10,173,720
Cost of Goods Sold			
Beginning Inventory	100,000		100,000
Purchases	\$2,258,548		2,731,707
Less: Ending Inventory	100,000		100,000
Cost of Goods Sold	2,258,548	c	2,731,707
Gross Profit on Sales	7,207,068		7,442,013
Operating Expenses			
Salaries, Wages and Employee Benefits	4,011,980	d	4,277,403
Supplies and Materials	286,897		310,000
Depreciation	101,107		146,386
Corporate owned	368,932		372,441
Leasehold Improvements	12,600	e	12,600
RA Support	494,066		510,011
Other Operating Expenses	5,275,583		5,628,841
Total Operating Expenses	5,275,583		5,628,841
Excess of Revenues over Expenses	1,931,484		1,813,173
Other Revenues	11,500		11,500
Allocation of Administrative Expenses	1,087,981		1,037,432
Excess of Revenues Over Expenses	\$ 855,003		\$ 787,241



*Faculty Student Association Associate Executive Director and Controller
Matthew Snyder.*

Notes:

- a Fall 2017 freshmen enrollment is expected to be the same as fall 2016. 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 \$2,025,000 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 23.9% for 2017-2018 and 26.9% for 2016-2017.
- d Reduction in management staff and increased budgeted benefit percentage to actual experience corporate wide.
- e RA support is based on 63 RA's and consists of \$200.00 per RA each year towards a meal plan.





2017-2018 Faculty Student Association Operating Budget

Dining Services Budget Schedule A - Addendum 1

	2017-2018 Budget		2016-2017 Budget
<u>Supplies and Materials</u>			
China/Glass/Silverware/Trays	\$ 5,000		\$ 5,000
Cleaning Supplies	25,000	a	40,000
Linen	3,500		2,000
Miscellaneous Food Service Supplies	42,997		48,000
Office Supplies	1,400		1,000
Paper Supplies & Sustainable wares	200,000		200,000
Printing and Marketing	-		-
Uniforms	9,000		14,000
Total Supplies and Materials	<u>286,897</u>		<u>310,000</u>
<u>Other Operating Expenses</u>			
Advertising	1,000		1,000
Bad Debts	30,000	b	20,000
Computer Services & Systems Maintenance	14,993		13,329
Dues and Subscriptions	1,000	c	1,000
Education and Training	700		2,000
Equipment Rental	3,000		3,000
Gas and Oil	4,750		5,000
Licenses and Permits	4,900	d	3,000
Professional Services	2,200		2,000
Refuse Removal	27,924		27,924
Repairs and Maintenance	44,000		42,000
Royalties	78,003		93,500
Telephone	12,000		12,000
Travel	2,750		5,000
Utilities and Space Assessment	266,846		279,258
Total Other Operating Expenses	<u>494,066</u>		<u>510,011</u>
<u>Other Revenues</u>			
Linen Revenue	8,500		8,500
Miscellaneous Revenue	3,000		3,000
Total Other Revenues	<u>\$ 11,500</u>		<u>\$ 11,500</u>

Notes

- a Updated actual usage.
- b Higher uncollectable meal plan accounts receivable experience.
- c Member of NACUFS (National Association of College and University Food Service).
- d Liquor license is a two year renewal in even year for catering and new RAC license. Franchise fee amortization.

2017-2018 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 FREExpress (Bookstore)
Starbucks Coffee (Bookstore)
Tim Hortons

Café and Concession Operations:

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

B. Contract Meal Plan Information

- (1) Is a Contract Meal Plan ___Optional___X___Mandatory
Campus residents except seniors, Disney and Eisenhower Hall kitchen suite residents.
- (2) If "Mandatory", is there a minimum plan required ___YES___.
- (3) If yes, which plan? First semester resident freshmen required to maintain plan 1 .
- (4) 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 FREExpress.
- (8) Meal Plans see below:

Plan #	Meal Plan	Current Cost Per Semester	Budgeted Cost Per Semester	\$ Increase	% Increase	Feed-a- Friend Meals
1	17 Meals + \$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

Plan #	Meal Plan	Budgeted Cost Per Semester	Estimated Fall 2017	Estimated Spring 2018	Revenue
1	17 Meals + \$225 points	\$2,565	908	549	\$ 3,737,205
2	14 Meals + \$225 points	\$2,425	80	125	\$ 497,125
3	10 Meals + \$225 points	\$2,280	46	81	\$ 289,560
4	7 Meals + \$500 points	\$2,250	155	178	\$ 749,250
5	Max Flex All Points	\$2,375	651	718	\$ 3,251,375
6	7 Meals + \$200 points	\$2,000	31	26	\$ 114,000
7	Commuter points	\$850	374	412	\$ 668,100
8	Commuter points	\$625	465	351	\$ 510,000
Total			2,710	2,440	\$9,816,615

Points, Debit Account and FREDFunds prices in Cranston Marche

Breakfast	\$7.50
Lunch	8.25
Dinner	9.75
Total	\$25.50

Increases of \$.25

Cash prices including tax in Cranston Marche

Breakfast	\$9.05
Lunch	11.25
Dinner	13.75
Total	\$34.05

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

\$7.00



Starbucks Coffee.

FREDONIA Faculty Student Association (FSA)

Retail Operations Overview

The Faculty Student Association operates several retail operations that include the University Bookstore, Convenience Store, FREDEXpress and Starbucks Coffee. The Bookstore offers academic supplies, apparel, computers, electronics, giftware, textbooks, trade books and various miscellaneous items. The Bookstore also offers a full service e-commerce site that includes all textbook titles as well as the most popular selections of imprinted giftware and clothing. The Convenience Store offers a full assortment of food and health and beauty items with several products from local suppliers. FREDEXpress is a full service snack shop that includes a Tim Hortons coffee kiosk. 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 50 student employees.



Highlights

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

- Textbook rentals have plateaued.
- The use of VERBA, competitive textbook pricing software, continues to aid in maintaining market share. The site can be found at www.fredoniabookstore.com.
- Adding the ability for students to use the Fredonia Debit Account as a tender on the e-commerce website aids in maintaining web order volume.
- Continually seeking out new product lines and suppliers for the Convenience Store, giftware and clothing.
- The 10-year renovation of Starbucks has created a fresh, new experience for student enjoyment.

Planning Assumptions

Planning assumptions used to develop the 2017-2018 budget include:

- The decline in enrollment over the past several years has placed significant pressure on revenue and operating results.
- Textbook sales continue to deteriorate significantly as enrollment decreases along with changes in how students and professors utilize books. Sales declined 20 percent in Fall 2016 and are projected to decrease another 10 percent in 2017-2018.
- FSA continues to utilize the Fredonia Debit Account, pre-packs, web orders, and VERBA for competitive textbook pricing when a customer shops at www.fredoniabookstore.com.
- Staffing adjustments have resulted in a 3.4 percent decrease in labor hours.

2017-2018 Faculty Student Association Operating Budget



Operating Budget

The 2017-2018 Retail Operations budget of \$4,883,300 represents an \$827,700 or a 14.5 percent decrease from the 2016-2017 budget of \$5,712,000. It includes \$2,025,000 of contract meals used in the Convenience

Store, FREDEExpress and Starbucks. Total operating expenses of \$1,871,646 increased by \$16,055 or virtual 0 percent from 2016-2017. The budget is projected to generate excess expenditures over revenue of \$187,919 or a negative 3.8 percent.

Retail Operations Budget - Schedule B		
(Bookstore, Convenience Store, FREDEExpress and Starbucks)		
	2017-2018 Budget	2016-2017 Budget
<u>Revenues</u>		
Books and other Sales	\$ 2,858,300	a \$ 3,502,000
Contract Meals	2,025,000	b 2,210,000
Total Revenue	4,883,300	5,712,000
<u>Cost of Goods Sold</u>		
Beginning Inventory	700,000	700,000
Purchases	2,686,000	3,316,320
Less: Ending Inventory	700,000	700,000
Cost of Goods Sold	2,686,000	c 3,316,320
Gross Profit on Sales	2,197,300	2,395,680
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	1,347,598	d 1,290,787
Depreciation Corporate owned	69,830	117,936
Leasehold Improvements	135,286	121,414
Other Operating Expenses	318,932	325,453
Total Operating Expenses	1,871,646	1,855,591
Excess of Revenues over Expenses	325,655	540,089
<u>Other Revenues</u>		
	22,000	22,000
<u>Allocation of Administrative Expenses</u>		
	535,574	576,200
Excess of Revenues Over Expenses	\$ (187,919)	\$ (14,111)
Notes:		
a	20% decline in 2016-2017 textbook sales and estimated 10% further decline in 2017-2018.	
b	Meal plan use in Convenience Store, FREDEExpress and Starbucks.	
c	Weighted average cost of goods percentage of 55.0% for 2017-2018 and 58.1% for 2016-2017.	
d	Increased budgeted benefit percentage to actual experience corporate wide.	



2017-2018 Faculty Student Association Operating Budget

Retail Operations Budget Schedule B-Addendum 1

	2017-2018 Budget		2016-2017 Budget
<u>Other Operating Expenses</u>			
Advertising	\$ 14,035		\$ 13,400
Bad Debts	10,000		10,000
Computer Services and Systems Maintenance	31,878		31,542
Dues and Subscriptions	1,800	a	2,700
Licenses & Permits	1,000		1,000
Office Supplies	1,500		1,900
Paper Supplies and Miscellaneous	50,850		55,000
Postage	3,800		2,900
Printing	-		-
Refuse Removal	3,744		3,744
Repairs and Maintenance	3,500	b	8,200
Royalties	102,930		97,400
Telephone	6,700		6,700
Travel	6,000		6,000
Utilities and Space Use Assessment	81,095		84,867
Uniforms & Laundry	100		100
Total Other Operating Expenses	<u>318,932</u>		<u>325,453</u>
<u>Other Revenues</u>			
Commissions and Miscellaneous	22,000	c	22,000
Total Other Revenues	<u>\$ 22,000</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 Decrease expected with new equipment in Starbucks.
- c Commissions and miscellaneous revenue consists of book buy commissions, check cashing, fax, miscellaneous, and stamps.



FREDONIA Faculty Student Association (FSA)

Vending and Other Support Services Overview

The Faculty Student Association 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 Other Support Services is provided by various positions within FSA.

Highlights

Some of the highlights from 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 College 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 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.



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.

Planning Assumptions

Planning assumptions used to develop the 2017-2018 budget include:

- Declining enrollment continues to pressure vending sales.
- The College Lodge Student Services fee has been eliminated by the university.
- Royalties from the gas wells will provide minor revenue, but valuable internal use of gas for the lodge.
- The lodge will be available for weddings and other large events.
- No changes are expected with cable TV.

Operating Budget

The 2017-2018 Vending and Other Support Services revenue of \$671,875 represents a \$21,650 or 3.1 percent decrease from the 2016-2017 budget of \$693,525. Total operating expenses of \$510,264 decreased \$14,626 or 2.8 percent from the 2016-2017 budget. The budgets are projected to generate expenditures in excess of revenue of \$31,828 which is a \$6,242 or negative 24.4 percent from the 2016-2017 budget.



2017-2018 Faculty Student Association Operating Budget

Vending Budget-Schedule C		
	2017-2018 Budget	2016-2017 Budget
<u>Revenues</u>		
Commissions	\$ 145,000	\$ 149,400
Total Revenue	145,000	149,400
<u>Cost of Goods Sold</u>		
Beginning Inventory	-	-
Purchases	106,575	109,809
Less: Ending Inventory	-	-
Cost of Goods Sold	106,575	109,809
Gross Profit on Sales	38,425 a	39,591
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	14,885	13,788
Computer Services & Systems Maintenance	2,704	2,701
Utilities and Space Use Assessment	12,033	12,593
Total Operating Expenses	29,622	29,082
Excess of Revenues Over Expenses	8,803	10,509
<u>Allocation of Administrative Expenses</u>		
	8,395	9,084
Excess of Revenues Over Expenses	\$ 408	\$ 1,425
<u>Supplemental Information:</u>		
Contractors Name: The Cuyahoga Group, Maple Heights, Ohio		
<u>Notes:</u>		
a	Net commission received. One year contract extension to May 31, 2018.	

Other Services Budget : Washers and Dryers-Schedule D-1		
	2017-2018 Budget	2016-2017 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	13,800	13,137
Contracted Service	66,172	72,937
Depreciation - Leasehold Improvements	3,567	5,607
Miscellaneous Supplies	1,000	1,000
Utilities and Space Use Assessment	41,303	43,224
Total Operating Expenses	125,841	135,905
Excess of Revenues Over Expenses	94,159	84,095
<u>Other Revenues</u>		
	800	800
<u>Allocation of Administrative Expenses</u>		
	25,165	22,693
Excess of Revenues Over Expenses	\$ 69,794	\$ 62,202
<u>Supplemental Information:</u>		
Contractor's Name: ASI/Mac-Gray Campus Laundry Solutions, Baltimore, MD		
<u>Notes:</u>		
a	New 10 year agreement effective July 1, 2014 with new machines. No increases until July 1, 2019. Error in prior year.	



Other Services Budget: College Lodge-Schedule D-2

<u>Revenues</u>	<u>2017-2018</u> <u>Budget</u>		<u>2016-2017</u> <u>Budget</u>
Lodge Rentals	\$ 27,000		\$ 27,000
Catering	\$ 8,000		8,000
College Lodge Services	-	a	23,000
Gas Lease	1,000		1,000
Experiential Training Program	7,000		7,000
Total Revenue	43,000		66,000
<u>Operating Expenses</u>			
Salaries, Wages and Employee Benefits	100,974	b	97,763
Contracted Services	1,000		1,000
Depreciation	16,477		15,291
Dues and Subscriptions	300		300
Electric	1,200		1,200
Gas & Oil	1,000		1,000
Licenses and Permits	300		300
Marketing	1,000		1,000
Miscellaneous Supplies	4,800	c	5,000
Office Supplies	100		100
Refuse Removal	780		780
Repairs & Maintenance	10,000	d	10,000
Telephone	1,500		1,500
Travel, Mileage and Education	500		500
Total Operating Expenses	139,932		135,734
Excess of Revenues Over Expenses	(96,932)		(69,734)
<u>Allocation of Administrative Expenses</u>	19,919		21,808
Excess of Revenues Over Expenses	\$ (116,851)		\$ (91,542)

Notes:

- a Student fee eliminated.
- b Increased budgeted benefit percentage to actual experience corporate wide.
- c Bedding & linen supplies.





2017-2018 Faculty Student Association Operating Budget

Other Services Budget: Alumni House-Schedule D-3

<u>Revenues</u>	2017-2018 Budget	2016-2017 Budget
Alumni Rental	\$ 24,875 a	\$ 24,625
Catering Commission	1,000	2,500
Other Rentals	13,000	11,000
Total Revenue	38,875	38,125
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	25,984	24,884
Depreciation	9,048 b	18,826
Electric	3,000	4,000
Maintenance and Repairs	4,000	4,000
Miscellaneous Supplies	1,100	1,000
Natural Gas	1,500	2,000
Refuse Removal	312	312
Reimburse State for Grounds work	2,000	2,000
Telephone and Alarms	500 c	1,200
Water & Sewer	600	1,000
Total Operating Expenses	48,044	59,222
Excess of Revenues Over Expenses	(9,169)	(21,097)
<u>Allocation of Administrative Expenses</u>	8,447	8,933
Excess of Revenues Over Expenses	\$ (17,616)	\$ (30,030)

Other Services Budget : Cable TV-Schedule D-4

<u>Revenues</u>	2017-2018 Budget	2016-2017 Budget
Cable TV Service	\$ 225,000	\$ 220,000
Total Revenue	225,000	220,000
<u>Operating Expenses</u>		
Salaries, Wages and Employee Benefits	16,438	15,716
Depreciation	9,048	9,048
Printing & Supplies	2,000	2,000
Programming and Signal	139,038 a	137,869
Travel	-	-
Utilities and Space Use Assessment	302	316
Total Operating Expenses	166,826	164,948
Excess of Revenues Over Expenses	58,174	55,052
<u>Allocation of Administrative Expenses</u>	25,737	22,693
Excess of Revenues Over Expenses	\$ 32,437	\$ 32,359

Notes:

a DirecTV signal from DFT Communications expires May 31, 2018. Contractual increase August 1.

2017-2018 Faculty Student Association Operating Budget



Campus Program Support-Schedule E			
Programs	Supporting schedule to Administrative Schedule F-1	2017-2018	2016-2017
Unrestricted		Budget	Budget
Admissions - Multicultural Weekend		\$ 3,500	\$ -
Campus Life - Commencement Activities		5,400	5,600
Campus Life - Leadership Development Program		1,500	1,500
Campus Life - New Student Orientation		500	750
Career Development - Internship Development Program		2,000	2,000
Career Development - Professional Development Seminar		2,300	2,400
Career Development - Spotlight Series		1,900	2,000
Citizen Science for the Childhood Classroom		-	290
College of Education - Professional Advancement Center for Education (PACE)		280	2,000
Convocation Committee - Support for Convocation Activities		2,000	2,000
Council for Women's Concerns Functions		550	600
Counseling Center - Student Health & Wellnes (formerly ADEPT)		2,500	2,750
Crowned Rubies		1,500	1,500
Cultural Enrichment for international Music Students		1,200	1,200
DeStress for Success		425	425
EDP Cultural Connections Project		5,000	5,000
English Department - The Well Lit Café		-	500
Financial Aid Office Emergency Grant Fund		35,000	35,000
First Year Residential Experience (FYRE)		750	750
First Year Success Programming		1,100	1,100
Fredonia Dance Ensemble - Guest Artist Residency		1,500	1,500
Graduate Studies - research, events, homecoming, and year-end recognition ceremony		-	500
History Department - Day of the Dead		467	-
International Buddy Program		1,000	1,000
International Education Center - Slush Rush		400	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 Childhood Education		599	-
Multicultural Enrichment/Programming		35,000	35,000
National Girls and Women in Sports Day		800	800
Office of Diversity, Equity and Inclusion - Campus Community Inclusive Initiatives		1,500	1,000
Professional Development Center - Annual Teaching and Learning Conference		800	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 Committee		1,500	1,500
School of Music - String Experience		-	500
Senior Class Picnic		4,250	4,000
Student Affairs - Emergency Assistance Fund		-	1,000
Student Association - SUNY Student Assembly Conferences		4,400	4,200
Student Parents in Education (SPIE)		2,500	2,500
Student Research & Creativity Exposition		4,000	4,000
SUNY Fredonia Honors Program		1,500	1,500
Theatre & Dance - Visiting Artists		2,000	2,000
Transfer Connections		1,500	1,500
Up 'Til Dawn - St. Jude		-	500
Veterans Day 5k		700	-
Veteran's Remembrance Ceremony		700	700
WHOA - Annual Casino Night		2,500	2,000
Writers at work: Alumni Writers in Residence Series		1,200	1,200
Sub-total		142,971	142,215
Restricted			
FSA Fredonia Scholarship Award Endowment Fund		30,000	30,000
President's Fund		20,000	20,000
Restricted Institutional Programming		375,000	375,000
Restricted Administrative Programming		55,000	55,000
Total Program Expenditures		\$ 622,971	\$ 622,215



2017-2018 Faculty Student Association Operating Budget

Administrative Office Expenses-Schedule F-1

	2017-2018 Budget		2016-2017 Budget
<u>Administrative Office Expenses</u>			
Salaries, Wages and Employee Benefits	\$ 1,464,343	a	\$ 1,402,256
Advertising	6,000		6,000
Armored car service	4,800		5,100
Auditing	18,200		17,200
Bad Debts	3,000		6,000
Campus Program Support	622,971	b	622,215
Computer Services & Systems Maintenance	62,600	c	53,746
Depreciation - Corporate owned	62,658		80,039
Depreciation - Leasehold	35,532		38,920
Dues & Subscriptions	3,600	d	3,600
Employee Education and Training	8,000		6,750
Employee Recognition	8,000		8,000
Insurance	130,000		137,000
Legal	20,000		20,000
Office and ID card Supplies	50,000	e	70,000
Postage	3,500		5,000
Printing	10,000		14,000
Professional Services	72,000		72,000
Repairs and Maintenance (Equipment)	12,200		5,500
Service Charges and Bank Fees	45,000		45,000
Tax Return Filing Fees	1,000		1,000
Telephone	11,000		12,500
Travel, Mileage	8,000		8,000
Utilities and Space Use Assessment	28,421		29,743
Total Administrative Office Expenses	2,690,825		2,669,569
<u>Administrative Expenses Allocated to:</u>			
Food Service	1,087,981		1,037,432
Campus Store	535,574		576,200
Vending	8,395		9,084
D-Summary-Support Services	79,268		76,127
Total Allocated Administrative Expenses	1,711,218	f	1,698,843
Unallocated Administrative Office Expense	\$ 979,607		\$ 970,726

Notes:

- a Increased budgeted benefit percentage to actual experience corporate wide.
- b Program Support details on Schedule E.
- c Increase for EMV encrypted credit card transactions for PCI standards.
- d 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.
- e Updated usage.
- f Administrative Allocation-Method Used: Allocated to cost centers based on a factored percentage method.



Miscellaneous Revenue-Schedule F

<u>Miscellaneous Revenues</u>	<u>2017-2018</u> <u>Budget</u>		<u>2016-2017</u> <u>Budget</u>
Net Interest Income	\$ 115,000	a	\$ 110,000
Miscellaneous Income	42,000	b	39,750
ID Card Income	9,500		10,000
Total Miscellaneous Revenues	<u>\$ 166,500</u>		<u>\$ 159,750</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





2017-2018 Faculty Student Association Operating Budget

Capital Purchases Budget-Schedule I

<u>Unit</u>	<u>Item</u>	<u>2017-2018 Budget</u>	<u>Useful Life</u>
<u>Cranston Marche</u>			
<u>Centre Pointe</u>			
	Roll in refrigerator	4,000	5
	Turbochef oven	9,000	5
	Oil filtration system	15,000	5
<u>Cafes</u>			
<u>Catering</u>			
	Popcorn machine	1,000	5
<u>Commissary</u>			
	Delivery truck	45,000	5
<u>Tim Hortons</u>			
	Panini grill	2,500	5
<u>Bookstore/C-Store</u>			
<u>Starbucks</u>			
<u>Cable TV</u>			
<u>College Lodge</u>			
	Queen beds (6)	6,600	5
	Greenhouse	1,500	5
	Remote monitoring system	4,500	5
<u>Alumni House</u>			
	Carriage house roof	10,000	15
<u>Administration</u>	IT		
	Computers	10,000	5
	Network equipment	3,000	5
	General		
	Contingency	50,000	5
	Total Capital Budget	<u>\$ 162,100</u>	



OVERVIEW

HIGHLIGHTS

PLANNING ASSUMPTIONS

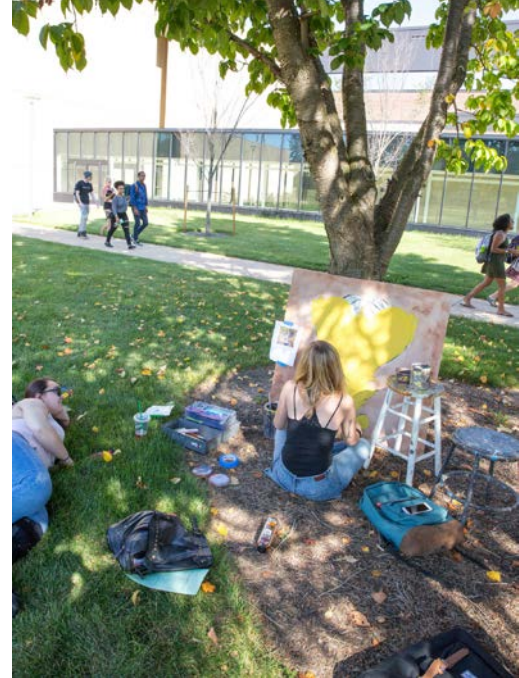
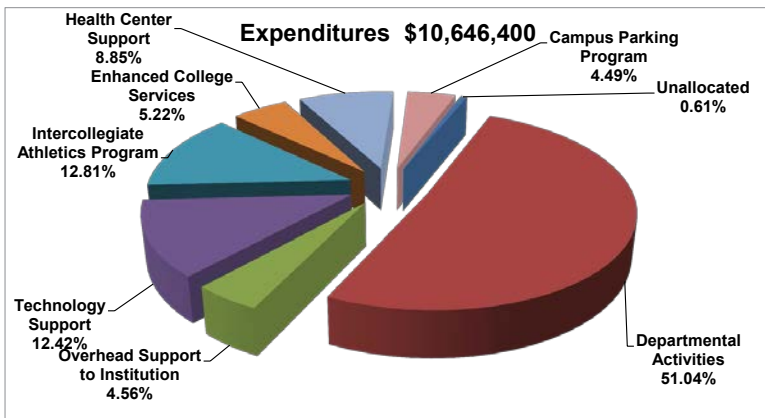
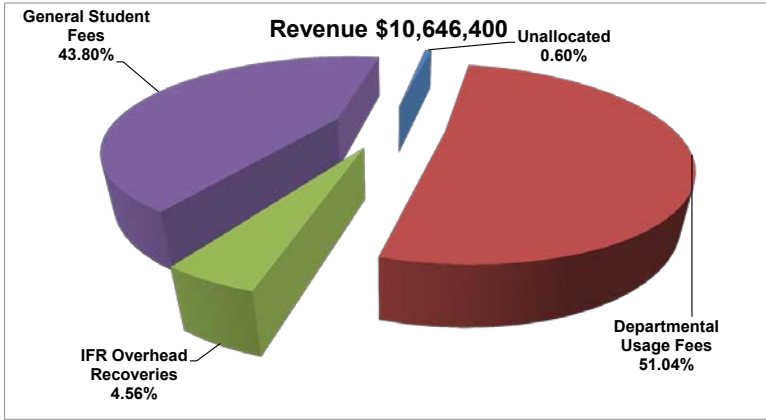
OPERATING BUDGET

**INCOME FUND
REIMBURSABLE**





2017-2018 Fredonia Income Fund Reimbursable (IFR)



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

FREDONIA 2017-2018 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 2107-2018 fiscal year. Personal service expenditures in IFR accounts are also assessed the New York State fringe benefit rate. The rate for 2017-2018 is anticipated to be 61.48 percent.



Highlights

The campus IFR accounts include the Student Services and Program Charge, which is a general fee assessed to all students. This fee includes the Student Activity Fee assessed by the Student Association, the Intercollegiate Athletic Fee, the Student Health Services Fee, the Student Technology Fee, and a fee for transportation services which includes campus parking, the Campus Community Bus, the Campus Park and Ride bus, and the campus parking lot Escort van service. This general fee also includes alumni services, college transcripts, the Blue Devil Fitness Center, the campus Intramural Program, natatorium lifeguard support, Ticket Office services, support for the summer Orientation program, and Career Development services.

Planning Assumptions

Planning assumptions used in developing the various IFR operating budgets for the 2017-2018 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 decrease by \$1.50 to \$795.50 per semester. This includes \$112.50 per semester for the Student Activity Fee.
- The NYS Tuition Assistance Scholarship of \$1,770,000 will continue to be funded by IFR funds instead of the State Operating Budget for 2017-2018.
- The fringe benefit rate assessed on IFR personal service expenses will increase to 61.48 percent from 58.71 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.



Summer Orientation.

Operating Budget

The 2017-2018 IFR operating budget will increase to \$10,646,400. Departments continue to rely on IFR funds when state allocation is not sufficient for their operating needs. The IFR budget provides funding for 36.35 FTE positions.

FREDONIA Proposed 2017-2018 Budget Income Fund Reimbursable (IFR) Campus Total by Expenditure Type			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 2,154,200	\$ 2,104,300	\$ 49,900
Temporary Service	827,000	860,427	(33,427)
Other than Personal Service	7,665,200	10,285,273	(2,620,073)
TOTAL	\$ 10,646,400	\$ 13,250,000	\$ (2,603,600)



2017-2018 Fredonia Income Fund Reimbursable (IFR)



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

The 2017-2018 IFR operating budget was prepared based on SUNY’s general guidelines and IFR principles. Allocations are based on prior activity, projected activity where changes are anticipated, and available cash balances. The final IFR allocation assigned to the campus will be determined by the New York State budget and SUNY allocations. All IFR allocations are contingent upon available cash balances. Expenditures can only be processed to the extent that cash is available to support the allocation. Allocations can be increased for accounts that have cash in excess of the allocation amounts.

FREDONIA
Proposed 2017-2018 Budget
Income Fund Reimbursable (IFR)

Campus Total FTE Distribution by Area

Division/Area	2017-2018		2016-2017		Change	
	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE	Inst. FTE	Non-Inst. FTE
President	0.00	0.00	0.00	0.00	0.00	0.00
Academic Affairs	0.00	1.29	0.00	1.00	0.00	0.29
Administration	0.00	16.50	0.00	16.00	0.00	0.50
University Advancement	0.00	0.00	0.00	0.00	0.00	0.00
Enrollment & Student Services	0.00	18.56	0.00	18.56	0.00	0.00
Utilities/Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	36.35	0.00	35.56	0.00	0.79



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 decrease from \$797.00 per semester to \$795.50 a decrease of \$1.50. The fee is comprised of the following six groups:

Student Activity Fee – The proposed 2017-2018 budget contains an increase of \$3.00 from \$109.50 to \$112.50. This increase was supported by the Student Association.

Intercollegiate Athletic Fee – The proposed 2017-2018 budget contains no increases and will remain at \$174. This was supported by the campus Intercollegiate Athletic Board.

Student Health Services Fee – The proposed 2017-2018 budget contains no increase from 2016-2017. The fee will remain at \$178.50. This fee was approved by the campus Student Health Advisory Committee.

Student Technology Fee – The proposed 2017-2018 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 2017-2018 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 2017-2018 budget will decrease to \$64.00 from the 2016-2017 rate of \$68.50. 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.

	2017-2018	2016-2017	
Student Services and Program Charge	Rates	Rates	Change
Student Activity Fee	\$112.50	\$109.50	\$3.00
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	68.50	-4.50
TOTAL	\$795.50	\$797.00	-\$1.50



2017-2018 Fredonia Income Fund Reimbursable (IFR)

The 2017-2018 Student Services and Program Charge of \$795.50 per semester will generate \$6,907,086 in revenue detailed in the chart below:

FREDONIA

PROJECTED 2017-18 STUDENT SERVICES AND PROGRAM CHARGE REVENUE

Based on 4400 FTE Enrollment Mix as of 07/25/2017

Projected Academic Year 2017-18

	Full-Time Rate	Part-time Rate	Fall 2017 Revenue	Spring 2018 Revenue	Total 2017-18 Revenue
Student Activity Fee	\$ 112.50	\$ 9.40	\$ 496,255.75	\$ 458,432.40	\$ 954,688.15
Health Center Fee	178.50	14.90	787,366.63	727,349.40	1,514,716.03
Athletic Fee	174.00	14.50	767,474.13	708,963.00	1,476,437.13
Technology Fee	211.50	17.65	932,922.06	861,807.90	1,794,729.96
Transportation Services	55.00	4.60	242,621.75	224,131.60	466,753.35
Enhanced College Services	64.00	5.25	282,142.56	260,597.50	542,740.06
Subtotal	<u>\$ 795.50</u>	<u>\$ 66.30</u>	<u>\$ 3,508,782.88</u>	<u>\$ 3,241,281.80</u>	<u>\$ 6,750,064.68</u>

Projected Summer Session 2017

	Full-Time Rate	Part-time Rate	Summer 2017 Revenue
Student Activity Fee	\$ 109.50	\$ 9.15	\$ 21,621.45
Health Center Fee	178.50	14.90	35,208.70
Athletic Fee	174.00	14.50	34,263.50
Technology Fee	211.50	17.65	41,706.95
Transportation Services	55.00	4.60	10,869.80
Enhanced College Services	68.50	5.65	13,350.95
Subtotal	<u>\$ 797.00</u>	<u>\$ 66.45</u>	<u>\$ 157,021.35</u>

2017-18 FISCAL YEAR (INCLUDING SUMMER SESSION 2017)

	Fall and Spring Revenue	Summer 2017 Revenue	Total 2017-18 Revenue	Total 2017-18 Revenue Disbursed @ 98.91%
Student Activity Fee	\$ 954,688.15	\$ 21,621.45	\$ 976,309.60	\$ 965,667.83
Health Center Fee	\$ 1,514,716.03	\$ 35,208.70	1,549,924.73	\$ 1,533,030.55
Athletic Fee	\$ 1,476,437.13	\$ 34,263.50	1,510,700.63	\$ 1,494,233.99
Technology Fee	\$ 1,794,729.96	\$ 41,706.95	1,836,436.91	\$ 1,816,419.75
Transportation Services	\$ 466,753.35	\$ 10,869.80	477,623.15	\$ 472,417.06
Enhanced College Services	\$ 542,740.06	\$ 13,350.95	556,091.01	\$ 550,029.62
Subtotal	<u>\$ 6,750,064.68</u>	<u>\$ 157,021.35</u>	<u>\$ 6,907,086.03</u>	<u>\$ 6,831,798.79</u>



**President’s Office
Budget Statement**

Overview

The President’s Office IFR accounts include the campus Income Fund Reimbursable Buyout account, the Institutional Equipment account and the President’s Award for Excellence accounts as well as the 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 2017 President’s Awards for Excellence recipients were:

- Ann Carden, Associate Professor, Communication (President’s Award for Excellence in Teaching and Learning)
- Robert Deemer, Associate Professor, School of Music (President’s Award for Excellence in University Service)
- Scott Ferguson, Associate Professor, Biology (President’s Award for Excellence in Teaching and Learning)
- Jill Reese, Assistant Professor, School of Music (College Council Award for Community Engagement)
- Mark Suida, Assistant Director, Campus Life and Coordinator, Leadership Studies



President Virginia Schaefer Horvath.

Minor & Program (President’s Award for Excellence in University Service)

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 2017-2018 operating budget allocation for the President’s IFR Buyout account will increase to \$1,545,200. This increase is due to the Information Technology Department reporting to the President’s Office starting in 2017-2018.

FREDONIA			
Proposed 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
President			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	132,900	-	132,900
Other than Personal Service	1,412,300	176,300	1,236,000
TOTAL	\$ 1,545,200	\$ 176,300	\$ 1,368,900



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 ITS and the President's Cabinet.

Funds from the Student Technology Fee support a wide range of campus technology services benefitting students in every program and including; software licenses, networking (wired and wireless) infrastructure, the student information system and web services, the Learning Management System, student employees, computer lab equipment upgrades and consumables, and the upgrade and development of smart classrooms.

Highlights

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

- Fredonia 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.

- Fredonia is ever expanding the wireless network by adding dozens of new access points and enhancing classroom and residence hall wireless networking services.
- 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 course related data.
- Selected and in the process of implementing a new lecture capture system used by faculty to digitize many on-premise course lectures.
- Procured and deploying a DUO multi-factor authentication system to be used by all faculty and staff to protect access of sensitive university data.
- Procured a new 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

FREDONIA			
Proposed 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
Technology Fee			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	132,900	95,300	37,600
Other than Personal Service	1,189,815	1,263,550	(73,735)
TOTAL	\$ 1,322,715	\$ 1,358,850	\$ (36,135)



technologies.

- Continued to expand upon and enhance Fredonia’s virtual server environment used to provide academic, administrative, research and lab services to the campus community.
- Procured and installed various new smart classroom, computer lab, and printing upgrades, focusing primarily in academic buildings and residence halls.

Planning Assumptions

Plans and Planning assumptions for future technology initiatives for Information Technology Services’ 2017-2018 operating budget include:

- Upgrade Fredonia’s existing BANNER system to BANNER 9. It will greatly enhance Fredonia’s current workflow processes and portal capabilities as well as maintain application compliance and support.
- Engineer and construct an extensive online lab environment used to deliver Windows applications found on many Fredonia lab computers directly to the end-user, wherever in the world the end-user is located, on virtually any type of device including smart phone, tablet, MAC, Chromebooks or a previous generation Windows computer.
- Further enhance Fredonia’s Disaster Recovery and Business Continuity capabilities for applications and environments used in delivering IT services to the campus community.
- Expand on the use of vendor’s technologies delivering “lifetime” product warranties as a method of reducing annual hardware maintenance and support costs.
- Migrate to classroom technologies that reduce periodic maintenance activities as a method of aligning staffing work assignments to value-added activities.
- 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.

Operating Budget

The 2017-2018 Student Technology Fee will generate \$1,816,420 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.



*Chief Information Officer
Stephen J. Rieks*

FREDONIA		
Proposed 2017-2018 Budget		
Income Fund Reimbursable (IFR)		
Technology Fee as of 07/25/2017		
Revenue:		
Gross Projected Revenue	\$	1,816,420
Rollover from Prior Year		
Less: Reserve for Shortfall	230,000	
Less: Admin. Overhead	90,821	
Less: Maint. Overhead	163,478	
Less: Fringe Benefits	9,406	
Net Revenue		<u>\$ 1,322,715</u>
Expenses:		
Personal Service	\$	-
Temporary Service Regular	\$	15,300
Temporary Service - Students	\$	117,600
Supplies & Expenses	1,189,815	
Total Expenses		<u>\$ 1,322,715</u>



2017-2018 Fredonia Income Fund Reimbursable (IFR)



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

Academic Affairs Budget Statement

Overview

Academic Affairs operates over 175 IFR accounts and subaccounts. The major fee included in 2016-2017 within Academic Affairs was the Student Technology Fee. In 2017-2018, The Information Technology Department moved under the supervision of the President's Office. Other major fee accounts include the School of Music, and accounts for non-credit courses, use of campus recreational facilities, performing arts and the Ticket Office.

Highlights

- These accounts support a broad range of academic operations.
- The Technology Fee will transfer to the President's Office for oversight.
- Several School of Music events, and Department of Theatre and Dance performances, are held each year with the Ticket Office collecting the ticket fees.

Planning Assumptions

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

- The School of Music comprehensive music fee will remain at \$250 for the 2017-2018 fiscal year.
- Fees will 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 175 IFR accounts and subaccounts with an allocation of \$1,853,200—a decrease of \$1,407,750 from 2016-2017. This decrease is a result of the Information Technology Department reporting to the President's Office in 2017-2018.

FREDONIA			
Proposed 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
Academic Affairs			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 61,200	\$ 82,700	\$ (21,500)
Temporary Service	225,900	293,300	(67,400)
Other than Personal Service	1,566,100	2,884,950	(1,318,850)
TOTAL	\$ 1,853,200	\$ 3,260,950	\$ (1,407,750)

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



**Finance and Administration
Budget Statement**

Overview

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

Highlights

The Campus Park and Ride bus annually provides service to over 91,000 riders. It is offered to students, faculty, staff, and guests of the university. The Campus Park and Ride bus expanded its services to include special events outside of normal operating hours. The Fredonia Installment Payment Plan (FIPP) allows families to pay their semester bill in two, three or four installments. The Campus Recharge accounts managed by Administration provide a mechanism to charge-back campus departments for various centralized services like postage and paper, office supplies, and use of the state fleet vehicles.

Planning Assumptions

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

- The Transportation Fee will remain at \$55.00 per semester for the 2017-2018 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 Campus Park and Ride bus provides fast, friendly shuttle service for faculty, staff and students.

Operating Budget

The Finance and Administrative IFR accounts and subaccounts will have a 2017-2018 allocation of \$4,512,400 a decrease of \$2,299,992 from 2016-2017. Contingent upon available cash balances, the extra allocation in the undistributed account may be moved to any area on campus during the year to cover unanticipated increases in IFR budget needs. Other major accounts within this area include Administrative Overhead, the Fredonia Installment Payment Plan (FIPP), and the Campus Recharge accounts.

FREDONIA Proposed 2017-2018 Budget Income Fund Reimbursable (IFR) Finance and Administration			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 1,065,800	\$ 1,015,600	\$ 50,200
Temporary Service	73,000	169,500	(96,500)
Other than Personal Service	3,373,600	5,627,292	(2,253,692)
TOTAL	\$ 4,512,400	\$ 6,812,392	\$ (2,299,992)



2017-2018 Fredonia Income Fund Reimbursable (IFR)



Highlights

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

Planning Assumptions

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

- There are no planned expenditures for University Advancement's IFR account for 2017-2018.

Operating Budget

For the 2017-2018 fiscal year, the total allocation in the IFR accounts for University Advancement will be zero.

University Advancement Budget Statement

Overview

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

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

Today is our annual day of giving!
Find out how you can make a difference. [Click here>>](#)

Now's the time to become a #FREDlanthropist!

FREDONIA Proposed 2017-2018 Budget Income Fund Reimbursable (IFR) University Advancement

Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	-	-	-
Other than Personal Service	-	3,000	(3,000)
Total	\$ -	\$ 3,000	\$ (3,000)



**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 2017-2018.
- 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 2017-2018 academic year.
- The Fitness Center Fee will remain at \$24 per semester.

Operating Budget

For the 2017-2018 fiscal year, the Enrollment and Student Services’ IFR accounts will receive an allocation of \$2,701,400 a decrease of \$243,458 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 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
Enrollment and Student Services			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 1,027,200	\$ 1,006,000	\$ 21,200
Temporary Service	379,200	382,127	(2,927)
Other than Personal Service	1,295,000	1,556,731	(261,731)
TOTAL	\$ 2,701,400	\$ 2,944,858	\$ (243,458)



2017-2018 Fredonia Income Fund Reimbursable (IFR)



Women's Soccer.

in women's basketball and lacrosse, swimming and diving, and volleyball. Fredonia has a storied history of successful competition on athletic fields, courts and rinks of New York State. Funding for the Fredonia athletics program is provided primarily from the Intercollegiate Athletic Fee that all students pay.

Highlights

The Fredonia Blue Devils have received a number of individual and team honors over the past year. The Devils' most important accomplishment, however, may be "Student-Athlete Graduation Rate 6 Years after Enrollment" which was 77 percent – 15 percentage points higher than the non-athlete cohort.

Some of the highlights include:

Team Honors:

- The men's soccer team was crowned champion at the Johns Hopkins tournament in Baltimore.
- The women's swimming and diving team was designated a "Scholar All-American Team" by the College Swimming Coaches Association of America (CSCAA) for its outstanding team academic performance

Intercollegiate Athletic Fee

Overview

The Fredonia Intercollegiate Athletics program competes in 19 intercollegiate athletic NCAA Division III sports within the State University of New York Athletic Conference (SUNYAC). It includes competition in eight men's sports and 11 women's sports. The athletics program is directed by long-time Director of Athletics Gregory Prechtl. Over the past several seasons, Fredonia teams have excelled

FREDONIA			
Proposed 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
Intercollegiate Athletics			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Reimbursement to University	\$ 389,800	\$ 389,800	\$ -
Personal Service	206,400	168,500	37,900
Other than Personal Service	768,000	902,100	(134,100)
TOTAL	\$ 1,364,200	\$ 1,460,400	\$ (96,200)



- Women’s tennis finished the season with a 10-3 record – the best record in over a decade.
- The men’s cross country team placed third at SUNYAC Championships.
- Twenty-four seniors were inducted into the New York Chapter of Chi Alpha Sigma Honor Society. Inductees must have maintained a 3.4 or better GPA throughout their junior and senior years.
- The men’s and women’s cross country teams placed 16th and 12th (out of 41 and 43 teams, respectively) at the Atlantic Regional meet.
- Fredonia student-athletes walked 1.45 million yards in a conference-wide “Ten Million Yards for Yeardley” event to raise awareness regarding relationship violence.
- For the third year in a row Fredonia won the “Battle of Lake Erie” series by out-pointing SUNY Buffalo State in an all-sports competition over the 2016-17 academic year.
- The women’s cross country team was cited as an NCAA Division III All-Academic team by the United States Track & Field/ Cross Country Coaches Association by earning an impressive 3.40 team GPA.
- The men’s swim team finished third at the 2017 SUNYAC swimming and diving championships at the Bert Flickinger Aquatic Center in Buffalo.

Individual Athlete Honors:

- Maria Gordon (women’s soccer) was named a SUNY Chancellor’s Award for Student Excellence winner.
- Swimmer Ben Chatley was recognized by the One Love Foundation with a “Campus Unsung Hero Award” in New York City.
- Meghan Bartlett and Arron Carlson earned First-Team All-America honors at the NCAA Division III Swimming and Diving Championships.
- Kristen Guarino (indoor track) and Leanna Hofstead (tennis) were named SUNYAC Elite 20 Award winners for exceptional academic and athletic achievement.



Pink the Rink.

- Alexis Cheatham and Khee Nance were named Arthur Ashe Jr. Sports-Scholar Award winners for outstanding academic and athletic achievement.
- Mr. Carlson and Ms. Bartlett were selected as the SUNYAC Male and Female “Diver of the Year,” respectively, for the 2016-17 season.
- Five athletes were named to All-Region teams. Brenna Donovan, Collin Mulcahy and Ethan Francis (cross country), James Ritchie (soccer) and Ms. Cheatham (women’s basketball) were named All-Region in their respective sports.
- The United States Track & Field and Cross Country Coaches Association named Mr. Mulcahy, Mr. Francis, Ms. Donovan, and Hannah Kurbs to its All-Academic Team.
- Mr. Ritchie was named to National Soccer Coaches of America All-Region team.
- Coach Ryan Fuller was named SUNYAC Men’s Diving Coach of the Year.
- Fredonia “Athlete of the Year” recipients were senior Ms. Bartlett and junior Mr. Carlson of the swimming and diving team.

Student-athletes also participated in the following community service programs: serving as sponsors of several Community Blood Bank and Red Cross blood drives, participating in the “Out of Darkness Walk,” holding a “Pink the Rink” and “Stroke Awareness” ice hockey



2017-2018 Fredonia Income Fund Reimbursable (IFR)



Long-time Director of Athletics, Gregory Prechtl.

fundraisers, collecting money for the purchase of toys at the holidays for the children of families in need, gathering aluminum can tabs for the Ronald McDonald House fund and participating in a number of events with Special Olympians.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 Intercollegiate Athletics operating budget include:

- The Intercollegiate Athletic Fee will remain at \$174 per semester.
- Fredonia will continue to compete in the same sports.
- The Intercollegiate Athletics budget will reimburse the university for \$389,800 in support of the wages of the coaching staff.
- The Intercollegiate Athletic Fee will contribute \$130,000 to the university to offset operating expenses.

Operating Budget

The proposed 2017-18 Intercollegiate Athletic Fee operating budget is \$1,494,200.

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

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

FREDONIA		
Proposed 2017-2018 Budget		
Income Fund Reimbursable (IFR)		
Intercollegiate Athletics as of 07/25/2017		
Revenue:		
Projected Revenue	\$ 1,494,200	
Prior Year Rollover	0	
Additional Revenue Need	0	
Less: Reserve for Shortfall	<u>130,000</u>	
Net Revenue		<u>\$ 1,364,200</u>
Expenses:		
Reimbursement to University	\$ 389,800	
Personal Service	206,400	
Supplies & Expenses	<u>768,000</u>	
Total Expenses		<u>\$ 1,364,200</u>



Student Health Services Fee

Overview

The Student Health and Wellness Services offices are composed of the Health services and the Counseling services, both located in LoGrasso Hall. Associate Vice President for Student Support and Success Monica White supervises these units while Deborah Dibble serves as Director of the Health Center; Dr. Tracy Stenger serves as Director of the Counseling Center; and Dr. Amy Damiani serves as University Physician as a vendor for the university.

The student Health and Counseling services are completely supported through the Student Health Services Fee. The operational costs of the Health Center and the Counseling Center include all costs for staff and fringe benefits, supplies, educational materials and medical equipment.

The Health Center employs two 10-month nurse practitioners, one serving as the administrative Director; one part-time physician, two full-time 10-month nurses and a full-time clerk. Several student work study/van drivers are employed to assist with clerical work in transporting students to local medical appointments using the Health Center van service during scheduled business hours. In addition, there is the local taxi cab service that assists with returning students from the local hospital after hours.

The Counseling Center operation includes one full-time 10-month director, who also serves as a counselor; three full-time 10 month counselors, an additional counselor who also services the Intercultural Center on a part-time basis, a Violence and Substance Abuse Prevention Coordinator, a part-time consulting psychiatrist provider and a full-time secretary. The Counseling Center operates during the academic year. The consulting



*Associate Vice President for Student Affairs
Monica White.*

FREDONIA			
Proposed 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
Student Health Fee as of 07/25/2017			
Revenue:			
Projected Revenue	\$	1,533,031	
Rollover from Prior Year		(297,124)	
Student Association Revenue			
Additional Revenue Need		513,355	
Less: Reserve for Operating		250,000	
Less: Admin. Overhead		76,652	
Less: Fringe Benefits		480,010	
Net Revenue		942,600	\$ 942,600
Expenses:			
Personal Service	\$	742,600	
Temporary Service		25,000	
Supplies & Expenses		175,000	
Total Expenses		942,600	\$ 942,600



2017-2018 Fredonia Income Fund Reimbursable (IFR)

psychiatrist 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

Student Health Advisory Committee (S.H.A.C.) met periodically this past year to discuss the Tobacco-free Policy, the increase of substance abuse and many other health related topics. Through the health and counseling education programs such as the Fred Wells, Health and Wellness Internship programs, Stress Management workshops, the “Health Matters” electronic newsletter, a self-care center, flu shot clinics, and Fredonia C.A.R.E.S. seminars students get a first-hand introduction to managing their own health care and mental health needs.

The Health Center organized a food pantry around the end of each semester for those students in need continued to help students. This was highly successful. Also, the Counseling Center’s “relaxation dogs” for students to pet and cuddle during exam week was very popular.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 Student Health Services Fee operating budget include:

- The Student Health Services Fee will remain the same for the 2017-2018 year.
- The Student Health Services Fee will hire an additional counselor.

Operating Budget

The 2017-2018 proposed operating budget for the Student Health Services operation will remain the same at \$178,000. 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.

FREDONIA			
Proposed 2017-2018 Budget			
Income Fund Reimbursable (IFR)			
Student Health Fee			
Area of Expense	Proposed 2017-2018 Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 742,600	\$ 726,900	\$ 15,700
Temporary Service	25,000	20,000	5,000
Other than Personal Service	175,000	186,500	(11,500)
TOTAL	\$ 942,600	\$ 933,400	\$ 9,200



Engagement and Economic Development Budget Statement

Overview

The Engagement and Economic Development Division manages three IFR accounts. The accounts in this division are the IFR Buyout the Incubator Operations account, and the Student Engagement Fee.

Highlights

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

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

Planning Assumptions

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

- The IFR allocation will be \$34,200 for the 2017-2018 year.
- All IFR accounts will be operated on a self-sustaining basis.

Operating Budget

For the 2017-2018 fiscal year, the total allocation in the IFR accounts for the Engagement and Economic Development Division will be \$34,200. This is a decrease of \$18,300 from 2016-2017.



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

FREDONIA Proposed 2017-2018 Budget Income Fund Reimbursable (IFR) Engagement & Economic Development			
Area of Expense	2017-2018 Proposed Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ -	\$ -	\$ -
Temporary Service	16,000	15,500	500
Other than Personal Service	18,200	37,000	(18,800)
TOTAL	\$ 34,200	\$ 52,500	\$ (18,300)



*Fredonia
Technology
Incubator.*



OVERVIEW

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PLANNING ASSUMPTIONS

OPERATING BUDGET

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





State University of New York at FREDONIA 2017-2018 State University Tuition Reimbursable Account (SUTRA)

Overview

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

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

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 2016 and J-Term 2017 as a result.
- Students' studying abroad on SUNY/Fredonia programs has remained strong with 196 participants over the 2016-2017 academic year.
- Over-Enrollment Reserves utilization was less than anticipated for 2016-2017. This enabled the campus to rollover the majority of these funds into the following fiscal year.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 SUTRA operating budget include the following:

- The SUTRA budget will fund 4.00 Full-Time Equivalent (FTE) positions.
- Continued funding of \$100,000 from the Fredonia College Foundation will be utilized for scholarships.

Operating Budget

The total 2017-2018 SUTRA budget is projected at approximately \$1.2 million a decrease of about \$3.7 million from the 2016-2017 fiscal year. The large decrease is due to budget shortfall funding being reported only as part of the state operating budget starting in 2017-2018. Honors Scholarship funding will remain at \$100,000.



Director of Extended Learning

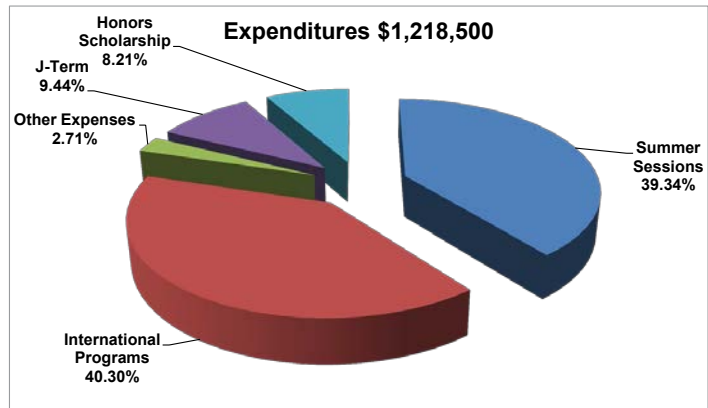
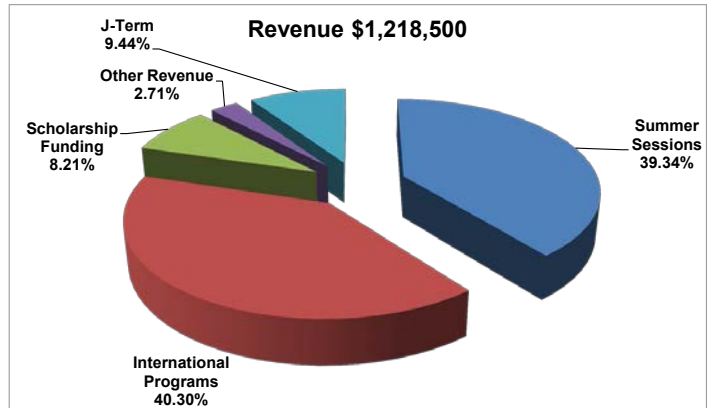
Overview

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 college's credit-bearing courses. In serving its diverse target audiences, it works closely in collaboration with various offices in Academic Affairs, Enrollment and Student Services, Finance and Administration, University Advancement and the Faculty Student Association (FSA).

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 2016-2017 include:

- Lifelong Learning and Special Programs was renamed Extended Learning to better align with its mission to serve Fredonia and the surrounding community.
- 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 2016 and J-Term 2017 as a result.



- The pay scale for faculty teaching in Summer Sessions and J-Term was revised, again with the intent on increasing the offerings during the intersessions.
- A business model was created for Fredonia's summer youth camps, and open-enrollment youth programs were brought 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 is slated again for 2017-18.
- The office served 243 community members with a mix of noncredit courses, workshops, and course auditing options.



2017 - 2018 Fredonia SUTRA Operating Budget



Director of
Extended Learning
Eric Skowronski.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 SUTRA operating budget include the following:

- Extended Learning will strive to develop more programs that align with the university's mission and support its Strategic Enrollment Management (SEM) initiative. This includes, but is not limited to, noncredit 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.
- The Summer Sessions budget will fund 4.00 full-time equivalent (FTE) positions.

Operating Budget

Funding in the 2017-2018 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 2017-2018 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Object	Proposed 2017-2018 Allocation	2016-2017 Allocation	Change
Personal Service Regular	\$ 234,700	\$ 179,700	\$ 55,000
Temporary Service	219,500	250,000	\$ (30,500)
Budget Shortfall Funding*	-	3,743,725	\$ (3,743,725)
Other than Personal Service	764,300	752,000	\$ 12,300
GRAND TOTAL	\$ 1,218,500	\$ 4,925,425	\$ (3,706,925)

* Budget Shortfall Funding reported only in State Operating Budget starting in 2017-2018.



FREDONIA	
Proposed 2017-2018 Budget	
State University Tuition Reimbursable Account (SUTRA)	
Revenue Sources and Expenditures	
Revenue Sources:	
Summer Sessions	\$ 479,500
International Programs	491,000
Scholarship Funding	100,000
Other Revenue	33,000
J-Term	115,000
Total	\$ 1,218,500
Expenditures:	
Summer Sessions	\$ 479,500
International Programs	\$ 491,000
Other Expenses	\$ 33,000
J-Term	\$ 115,000
Honors Scholarship	\$ 100,000
Total	\$ 1,218,500



Office of the International Education Center

Overview

Reporting to the Provost and Vice President for Academic Affairs, Dr. Naomi Baldwin serves as the Director of the Office of the International Education Center (OIE), located in LoGrasso Hall. The International Education Center is responsible for facilitating partnerships between Fredonia and institutions abroad, developing and coordinating international exchange and study abroad programs and assisting faculty in the development of short-term international courses. She and her staff also work collaboratively with others to ensure institutional compliance with Student and Exchange Visitor Information System (SEVIS) immigration regulations, maintain international student records, provide assistance to the Office of Admissions for international student recruitment and assist with 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 196 participants over the 2016-2017 academic year.
- New international partnerships include a visiting program from Kobe Gakuin University in Japan, an Erasmus + faculty and staff mobility program with Anadolu University in Turkey and a new study abroad program in Portugal through the Study in Portugal Network.
- Scholarships awarded to study abroad students totaled \$66,725.00 and were funded through Fredonia College Foundation scholarships, Santander Global Scholars, SUNY Diversity Abroad awards and Benjamin A. Gilman International Scholarships.

Planning Assumptions

Planning assumptions used in the development of the 2017-2018 SUTRA operating budget include the following:

- Fredonia’s partnership 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.
- Recruitment efforts through the Strategic Enrollment Management (SEM) Plan will continue to attract international students.



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

Operating Budget

Funding in the 2017-2018 SUTRA budget will assist the Office of International Education in developing new study abroad options for the regular fall and spring semesters as well as special offerings in Summer Sessions and J-Term.

FREDONIA			
Proposed 2017-2018 Budget			
State University Tuition Reimbursable Account (SUTRA)			
Campus Total FTE Distribution			
	2017-2018	2016-2017	Change
	Non-Inst. FTE	Non-Inst. FTE	Non-Inst. FTE
Academic Affairs	4.00	3.00	1.00
TOTAL	4.00	3.00	1.00



#FREDlanthropy



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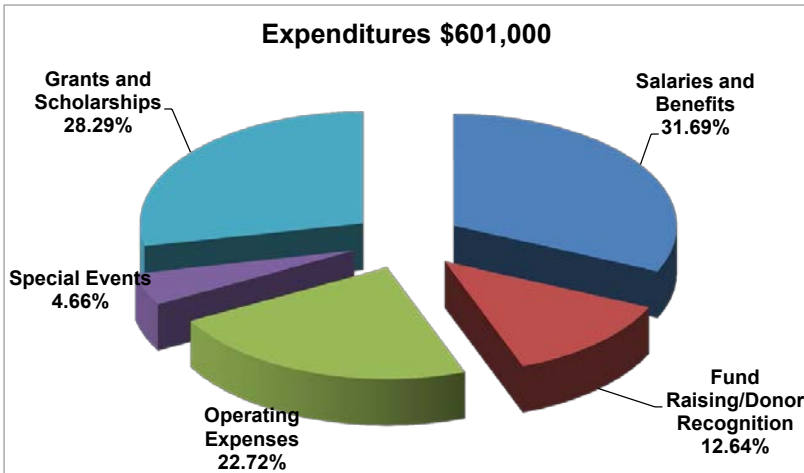
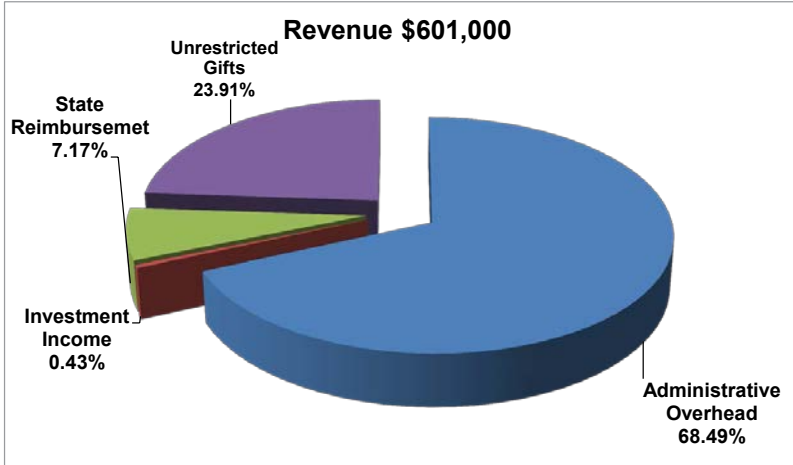
OPERATING BUDGET

**FREDONIA COLLEGE
FOUNDATION OPERATING BUDGET**





2017-2018 Fredonia College Foundation Operating Budget



FREDONIA 2017-2018 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 \$30 million. The Interim Executive Director of the foundation is Betty Catania Gossett, who also serves as Interim Vice President for University Advancement. The Development Office includes professional staff, including fundraisers, a controller and administrative staff.



FREDlanthropy Day of Giving.

The 2017 executive committee includes Dennis Costello, '72 (Chair); Dr. Michael A. Marletta, '73 (Vice Chair); Rachel Martinez-Finn, '82 (Secretary); Thomas H. Waring, Jr., '80 (Treasurer); and Richard Johnson (Immediate Past Chair). The board welcomed new board members Susan Uszacki-Rak, '81; James Foley, '79; Julia Butchko, Ph.D., '93, and Debra Horn Stachura, '75. 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.

Highlights

- During 2016, the foundation collected \$2,335,585 in donations to the university.
- Unrestricted receipts in 2016 totaled \$125,651.
- Market value as of January 2017 was \$30,621,784.
- Marketplace online receipts continue to show growth and were \$83,852 for 2016, with December 2016 receipts amounting to \$17,179.

2017-2018 Fredonia College Foundation Operating Budget



- The Foundation board approved 4.5 percent spending rate.
- Scholarships and grants from restricted and endowment funds were \$2,013,118. For 2017, the board of directors approved \$170,000 of unrestricted net assets for student financial aid and scholarship grants.
- Endowments increased in number, totaling 468, compared to 445 in 2015.
- Naming gifts provided momentum, with attractive spaces available for naming in the Michael C. Rockefeller Arts Center studio complex, bringing in gifts and pledges of almost \$500,000.
- FREDlanthropy Day, Fredonia’s first ever day of giving, raised \$55,975 from 217 donors. With social media a focused engagement tool, the thunderclap had 109 participants with a reach of 430,230. The level of engagement in social media continued as people shared the photos and videos generated live that day.
- The Phillips/Ulrich Trail was dedicated during Homecoming Weekend 2016. The project has raised over \$42,000 and alumni donors plan to bring the total to \$50,000 to provide long term maintenance of the trail that is located in the Ring Road woodlot.
- Bequests are at an all-time high in number and value.

Planning Assumptions

Planning assumptions used in the development of the 2017 Fredonia College Foundation operating budget include the following:

- Interest income will grow modestly.
- Opportunities appear great for significant private gifts from alumni, corporations and foundations.
- Administrative/management fees will provide a modest increase over 2016 levels.
- Foundation receipts are expected to increase in 2017.
- Spending rate will remain at 4.5 percent
- Board and staff will prepare for a comprehensive campaign.
- Travel will increase as fundraisers add territories and donor engagement activities.



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

- Additional scholarship dollars will be needed to support the university’s recruitment efforts.

Operating Budget

The 2017 Fredonia College Foundation operating budget totals \$601,000. The unrestricted gift income is expected to remain stable compared to 2016.

FREDONIA	
2017-2018 Budget	
Fredonia College Foundation Budget	
Revenue Sources and Expenditures	
Revenue Sources:	
Administrative Overhead	\$401,000
Investment Income	2,500
State Reimbursement	42,000
Unrestricted Gifts	140,000
Total	\$601,000
Expenditures:	
Salaries and Benefits	\$190,480
Fund Raising/Donor Recognition	76,000
Operating Expenses	136,520
Special Events	28,000
Grants and Scholarships	170,000
Total	\$601,000



2017-2018 Fredonia College Foundation Operating Budget



*Interim Vice
President
for University
Advancement and
Executive
Director of the
Fredonia College
Foundation,
Betty Gossett.*

FREDONIA			
2017-2018 Fredonia College Foundation Budget			
Revenues and Expenses			
	2017-2018 Budget	2016-2017 Budget	Change
Projected Revenue			
Administrative Overhead-Endowed Funds	\$382,500	\$376,000	\$6,500
Administrative Overhead-Restricted Funds	18,500	18,650	(150)
Investment Income	2,500	3,000	(500)
Distinguished Service Awards Banquet	15,500	0	15,500
Foundation House	42,000	42,000	0
Franklin Property- University Reimbursement	0	0	0
Unrestricted Gifts	140,000	140,000	0
TOTAL REVENUE	\$601,000	\$579,650	\$21,350
Projected Expenses			
Accounting Fees-Auditor	7,250	7,000	\$250
Alumni Campaign	1,000	7,500	(6,500)
Alumni Leadership Conference	0	0	0
Annual Report	18,000	18,000	0
Board of Directors Expense	5,000	3,400	1,600
Brokerage and Bank Fees	6,500	6,800	(300)
Capital Campaign	25,000	50,000	(25,000)
Contracted Professional Services	0	0	0
Corporate and Foundation Relations	5,000	5,000	0
Distinguished Service Awards Banquet	12,000	0	12,000
Donor Recognition and Cultivation	22,000	12,000	10,000
Executive Director - VP Expenses	7,000	7,000	0
Franklin Properties	65,000	75,000	(10,000)
Insurance	5,800	5,800	0
Legal Fees	500	500	0
Meetings, Conferences, and Seminars	8,500	8,500	0
Membership and Dues	7,000	7,000	0
Miscellaneous	1,500	1,500	0
Office Supplies	6,000	6,000	0
Payroll Processing	4,000	4,000	0
Phonathon	0	0	0
Planned Giving	28,000	24,000	4,000
Postage	2,000	2,000	0
President's Associates Events	0	4,300	(4,300)
Presidents Discretionary Fund	3,000	3,000	0
Printing	4,000	6,000	(2,000)
Publications	4,200	1,600	2,600
Salaries and Benefits	190,480	203,358	(12,878)
Scholarship Recipient Recognition	16,000	16,000	0
Software and Support	22,000	30,000	(8,000)
State Fees	1,000	875	125
Travel	25,000	50,000	(25,000)
Foundation House			
Depreciation	25,000	21,100	3,900
Utilities	7,500	7,500	0
Repairs and Maintenance	15,000	15,000	0
Custodial Services	7,000	7,000	0
Surplus (Deficit) for the year	(126,230)	(154,083)	27,853
TOTAL EXPENSES	\$431,000	\$462,650	(\$31,650)
Scholarships	60,000	52,000	8,000
Honors Scholarship	100,000	50,000	50,000
Grants and Awards	10,000	15,000	(5,000)
TOTAL EXPENSES AND GRANTS	\$601,000	\$579,650	\$21,350



FREDONIA COLLEGE FOUNDATION 2017 Board of Directors

Foundation Board

Officers

DENNIS COSTELLO, '72 (Chair)
Senior Partner, Braemar Energy Ventures
Mattapoisett, Mass.

MICHAEL A. MARLETTA, Ph.D., '73 (ViceChair)
CH and Annie Li Chair in the Molecular Biology of Diseases
Department of Chemistry and Department of Molecular and Cell Biology
University of California, Berkeley, Calif.

RACHEL MARTINEZ-FINN, '82 (Secretary)
Cleveland Heights, Ohio

THOMAS H. WARING JR. '80 (Treasurer)
President, Waring Financial Group
Hamburg, N.Y.

RICHARD JOHNSON, CPA (Immediate Past Chair)
Partner, Johnson, Mackowiak and Associates
Fredonia, N.Y.

Ex-Officio

VIRGINIA S. HORVATH, Ph.D.
President
State University of New York Fredonia
Fredonia, N.Y.

BETTY CATANIA GOSSETT, '76 (Interim Executive Director)
Interim Associate Vice President for University Advancement
State University of New York at Fredonia
Fredonia, N.Y.

GREG GIBBS, Ph.D., '71 (Alumni Association Representative)
Associate Professor of Education Leadership, St. Bonaventure University (Ret.)
Hamburg, N.Y.

Board

NATHANIEL W. CLARK (Student Representative)
State University of New York at Fredonia
Fredonia, N.Y.

PHILLIP BELENA, '92
Co-Founder, Highline Software
New York, N.Y.

DIANE BURKHOLDER, '76
Managing Director, JPMorgan Chase IMA Operations (Ret.)
Eden, N.Y.

JULIA BUTCHKO, Ph.D., '93
Vice President, Eli Lilly & Co.
Indianapolis, Ind.

DAVID H. CARNAHAN
Chairman, Carnahan Jackson Foundation Inc.
Jamestown, N.Y.

JOSEPH FALCONE, '74
Owner, Falcone Farms
Silver Creek, N.Y.

JEFFREY L. FANCHER, '82
First Vice President – Financial Advisor, RBC Wealth Management
Williamsville, N.Y.

JAMES FOLEY, '79
Falls Church, Va.

CARLA GIAMBRONE, '92
President, Giampro Corp.
Macedon, N.Y.

WALTER J. GOTOWKA, '81
President/Owner, Lawley Tradition LLC
Fredonia, N.Y.

KARL HOLZ, '73
President, Disney Cruise Line and New Vacation Operations
Windermere, Fla.



Alumni Golf Tournament at Shorewood Country Club.

LOUANN LAURITO-BAHGAT, '88
Vice President, Bahgat, Laurito-Bahgat, CPAs
Fredonia, N.Y.

CATHY MARION, '79
Director, Marion Foundation
Spring, Texas

KURT W. MAYTUM
President/CTO, DFT Communications
Fredonia, N.Y.

CHARLES NOTARO, '68
Interim Associate Vice President for
Finance and Administration
State University of New York at Fredonia
Fredonia, N.Y.

MICHAEL PATRICK., '82
Re/Max United Real Estate
Edgewater, Md.

JOHN QUATROCHE, Ph.D., '63
Consultant
Terre Haute, Ind.

DANIEL REININGA
COO, Lakeshore Savings
Dunkirk, N.Y.

SUSAN O. SCHALL, Ph.D., '81
President, SOS Consulting LLC
Front Royal, Va.

MICHAEL SCHIAVONE, '78
Senior Partner, Lipsitz, Green, Scime, Cambria, LLP
Buffalo, N.Y.

DEBRA HORN STACHURA, '75
Owner, Buffalo Advertising
West Seneca, N.Y.

ELIZABETH STAR
Naples, Fla.

JAMES J. STROUD, '82
Senior Portfolio Manager, UBS
Hudson, Ohio

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

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



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

APPENDICES





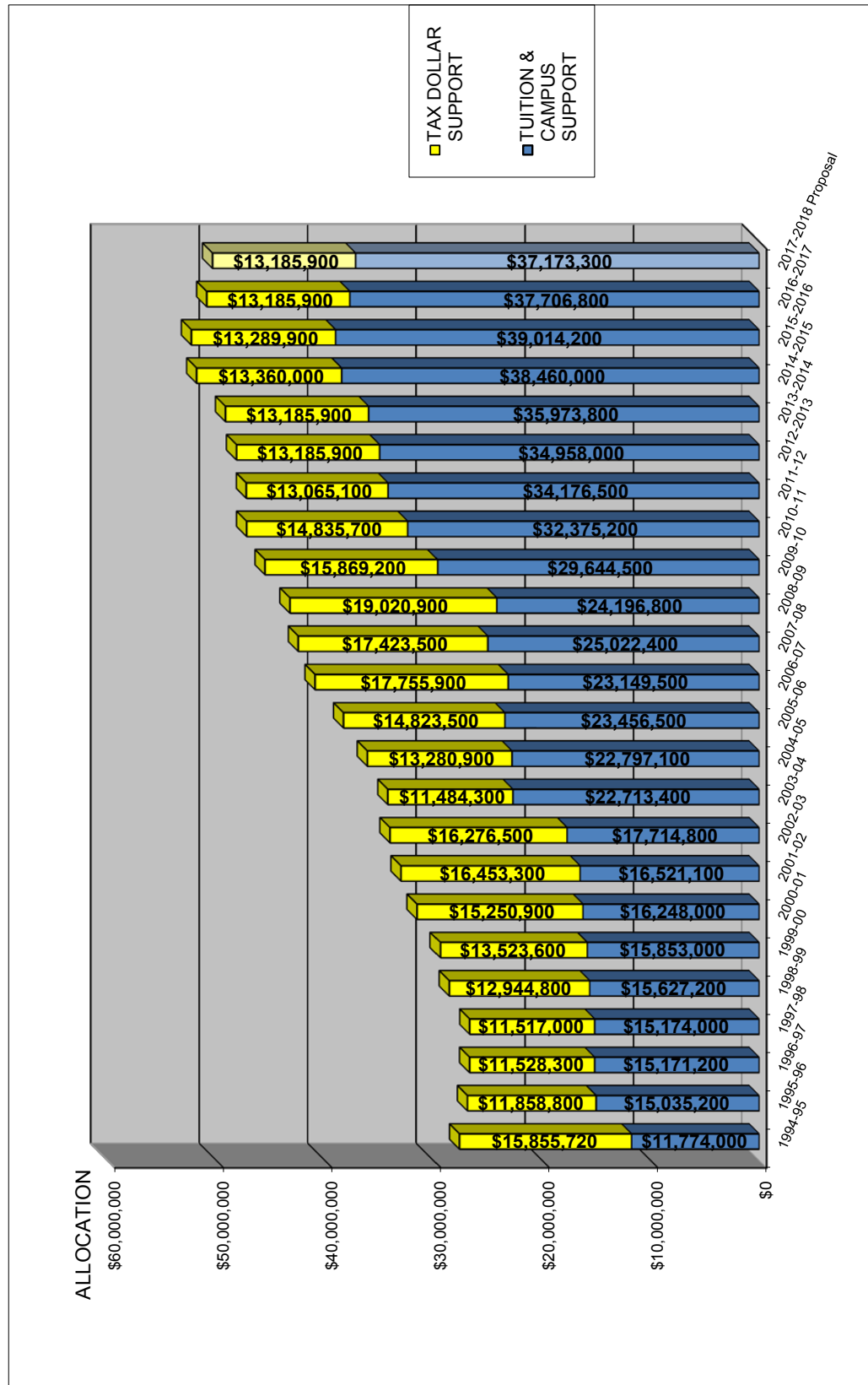
Analysis of Funding - APPENDIX 1

FREDONIA ANALYSIS OF STATE SUPPORT AND CAMPUS REVENUE UNIVERSITY OPERATING BUDGET

2003-04					
Preliminary - March 2003	\$12,315,600	35%	\$22,784,400	65%	35,100,000
Financial Plan	11,484,300	34%	21,813,400	66%	33,297,700
Actual Budget	11,484,300	34%	22,713,400	66%	34,197,700
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



**FREDONIA
SOURCES OF FUNDING
UNIVERSITY OPERATING BUDGET**





Derivation of Proposed Operating Budget - APPENDIX 1

FREDONIA Derivation of Proposed 2017-2018 Operating Budget from 2016-2017 Base

	President	Academic Affairs	Finance & Administration	University Advancement	Enrollment & Student Services	Engagement & Economic Dev	Utilities/Other Institutional	Total
Original 2016-2017 Proposed Base Budget	\$661,400	\$31,642,990	\$5,602,130	\$1,476,900	\$3,972,800	\$684,015	\$6,852,465	\$50,892,700
Sub-Total Budget Adjustments								
Redistribution of Allocation Planning & Budget Stipend								
Revised 2016-2017 Base Budget Need	661,400	31,642,990	5,602,130	1,476,900	3,972,800	684,015	6,852,465	50,892,700
<i>Over Enrollment Prior Years</i>							-3,723,725	(3,723,725)
<i>Strategic Investment Reserves</i>							-1,803,275	(1,803,275)
<i>Additional Support-Term & Summer Session</i>							-20,000	(20,000)
<i>2016-17 Salary Savings (Vacancies & Delayed Hires)</i>							-1,350,000	(1,350,000)
Adjusted 2016-2017 Allocation (Form 1)	661,400	31,642,990	5,602,130	1,476,900	3,972,800	684,015	-44,535	43,995,700
<i>SUTRA (Supplemental) Over Enrollment Prior Years</i>							0	0
2016-2017 Financial Plan Base	661,400	31,642,990	5,602,130	1,476,900	3,972,800	684,015	(44,535)	43,995,700
<i>Mid-year Budget Reductions</i>							0	0
2016-2017 Adjusted Financial Plan	661,400	31,642,990	5,602,130	1,476,900	3,972,800	684,015	(44,535)	43,995,700
<i>Mandatory Funding Adjustment</i>							(176,600)	
<i>2016-2017 Negotiated Salary Adjustments/ Position Changes</i>	19,200	50,500	53,800	8,500	41,500	3,100		
Final 2016-2017 Base Budget	680,600	31,693,490	5,655,930	1,485,400	4,014,300	687,115	6,675,865	50,892,700
2017-2018 Budget Adjustments								
I. Inflationary Increases								
<i>Information Technology Department Move</i>								
<i>Tuition Credit (TAP- Gap) Scholarship</i>	2,215,900	(2,215,900)						
<i>New Scholarship Offerings</i>							122,700	122,700
<i>New Position Secretary 2</i>	47,600						560,700	608,300
<i>Institutional Salary Increases</i>							47,600	47,600
<i>Divisional Expenditure Reductions</i>							100,000	100,000
<i>Reduction in Utility Expenditures</i>							(411,100)	(411,100)
<i>System Administration & SUNY Recharges</i>							25,600	25,600
<i>Reverse Prior Year DSA Lump Sum Awards</i>							(358,200)	(358,200)
<i>Bargaining Unit Cost/ Mandatory Increases</i>							1,561,700	1,561,700
Sub-Total Budget Adjustments	2,263,500	(2,616,300)	(35,700)	-	(25,500)	(20,900)	1,601,400	1,166,500
Proposed 2017-2018 Base Budget	\$2,944,100	\$29,077,190	\$5,620,230	\$1,485,400	\$3,988,800	\$666,215	\$8,277,265	\$52,059,200
<i>Frictional Salary Savings Estimate</i>								(1,700,000)
Proposed 2017-2018 Net Budget								\$50,359,200

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
1995-96								
DOLLAR	\$435,303 2%	\$17,231,484 64%	\$4,053,194 15%	\$728,780 3%	\$1,710,641 6%	\$2,669,398 10%	\$26,828,800 100%	(\$570,400) -2.1%
FTE	5.00 1%	329.54 67%	106.91 22%	13.80 3%	39.10 8%		494.35 100%	-28.89 -5.5%
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%

* 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
2006-07									
DOLLAR	\$451,900 1%	\$25,289,500 62%	\$5,475,200 13%	\$1,170,600 3%	\$3,152,600 8%		\$5,365,600 13%	\$40,905,400 100%	\$2,625,400 6.9%
FTE	3.50 1%	377.00 66%	113.00 20%	17.20 3%	56.98 10%			567.68 100%	23.89 4.4%
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%	(\$1,411,400) -2.7%
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%

* Percentages are rounded



FREDONIA
SUMMARY OF ALLOCATION OF CAMPUS GROWTH FUNDS
 Fiscal Years 1998-99 to 2016-17

	President	Academic Affairs	Administration	University Advancement	Enrollment & Student Services	Engagement & Economic Dev	Utilities/Other	Totals
1998-99 Base	\$ 346,700	\$ 17,391,600	\$ 3,807,100	\$ 692,500	\$ 1,696,700	\$ -	\$ 4,586,000	\$ 28,520,600
% of Base	1.22%	60.98%	13.35%	2.43%	5.95%	0.00%	16.08%	100%
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)	-
Adjustments	324,300	11,516,300	2,732,600	590,900	2,212,200	677,915	(10,295,915)	7,758,300
Growth, Inflationary Increases & Reductions								
1999-00		400,300	80,900	75,000	40,000		(44,000)	552,200
2000-01		224,400	42,000	16,000	67,400		470,900	820,700
2001-02		147,500	35,000		45,000		127,500	355,000
2002-03		95,000					163,000	258,000
2003-04		410,500	(67,600)	50,000	128,200		443,300	964,400
2004-05		25,000	40,000		25,000		192,300	282,300
2005-06	600	711,700	19,200	3,000	20,400		1,447,100	2,202,000
2006-07	1,900	579,900	147,900	102,800	71,000		1,721,900	2,625,400
2007-08	3,500	399,200	54,700	33,600	111,200		1,101,400	1,703,600
2008-09		382,600			22,400		(337,900)	67,100
2009-10		(360,000)	(150,000)	(50,000)	(110,000)		72,500	(597,500)
2010-11		(235,000)	(186,300)		(80,600)		1,918,500	1,518,500
2011-12		(531,700)					829,300	30,700
2012-13	65,000	201,700		35,000			550,200	902,300
2013-14	20,000	176,400	88,300		143,300		1,004,800	1,432,800
2014-15	(25,200)	1,693,200	(673,500)	(51,300)	(158,000)	(7,300)	1,713,400	2,491,300
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 ⁸	2,263,500	(2,616,300)	(35,700)		(25,500)	(20,900)	1,601,400	1,166,500
Growth, Inflationary Increases & Reductions	\$ 2,273,100	\$ 169,290	\$ (919,470)	\$ 202,000	\$ 79,900	\$ (11,700)	\$ 13,987,180	\$ 15,780,300
Total Adjustments	\$ 2,597,400	\$ 11,685,590	\$ 1,813,130	\$ 792,900	\$ 2,292,100	\$ 666,215	\$ 3,691,265	\$ 23,538,600
% of Adjustments	11.03%	49.64%	7.70%	3.37%	9.74%	2.83%	15.68%	100%
Current Base	\$ 2,944,100	\$ 29,077,190	\$ 5,620,230	\$ 1,485,400	\$ 3,988,800	\$ 666,215	\$ 8,277,265	\$ 52,069,200
Current % of Base	5.66%	55.85%	10.80%	2.85%	7.66%	1.28%	15.90%	100.00%

¹Transferred Athletics from Academic Affairs to Student Affairs
²No state funding for negotiated salary increases
³Budget Cuts & Retirement Savings
⁴Transferred Athletic P&R from IFR to State
⁵Printshop closed
⁶Transferred Institutional
⁷Transferred CDO from SA to EED & EDP from SA to AA
⁸Transferred IT from AA to President



Consolidated Operating Budgets - APPENDIX 3

Fredonia Consolidated Operating Budgets 1997-1998 to 2017-2018

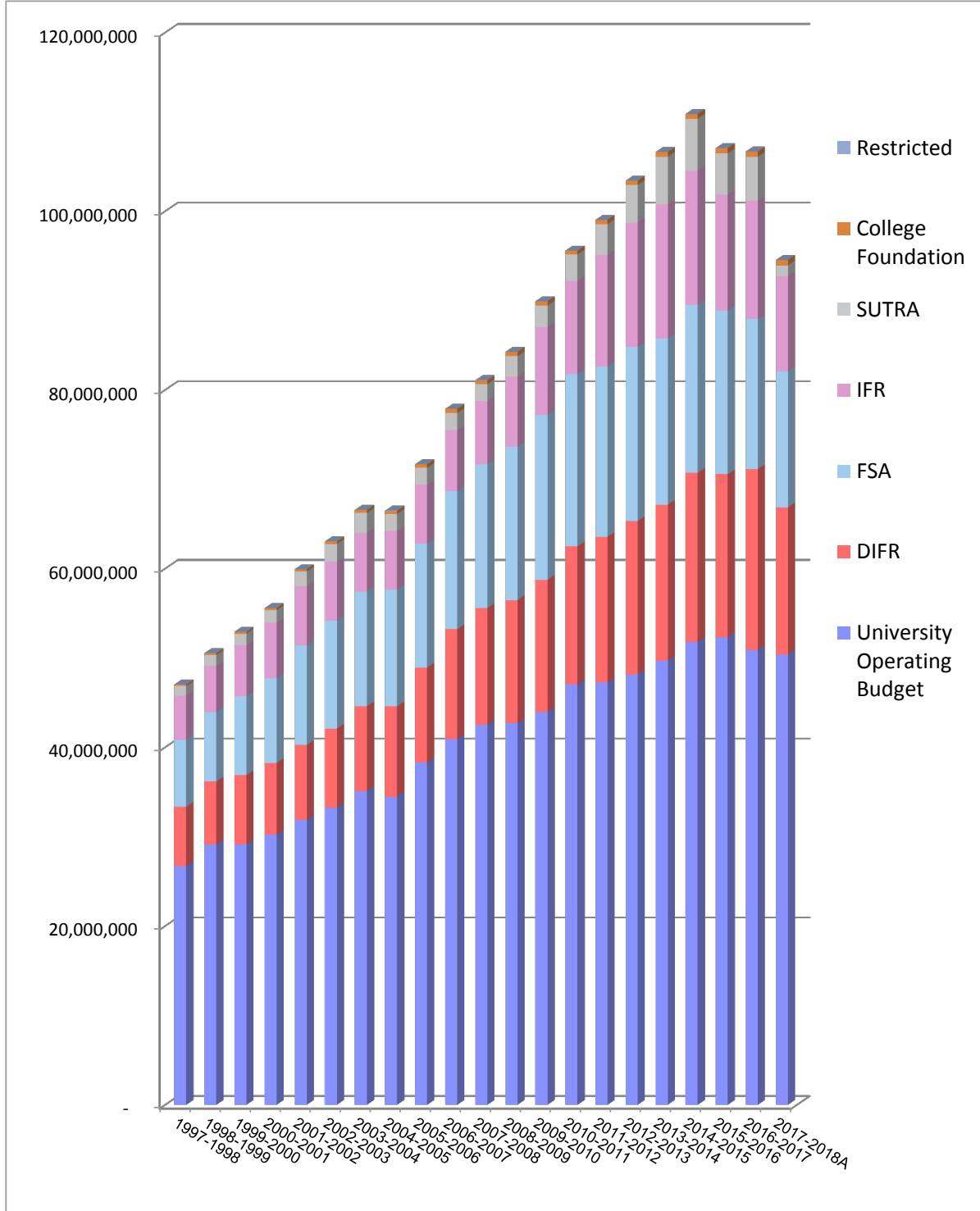
Year	University Operating Budget	DIFR	FSA	IFR	SUTRA	College Foundation	Restricted	Total	Percent Change
1997-1998	26,691,000	6,637,100	7,507,275	4,961,100	1,050,000	165,250	7,600	47,019,325	
1998-1999	29,091,000	7,071,400	7,762,200	5,184,000	1,200,000	211,650	6,600	50,526,850	7.46%
1999-2000	29,124,200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

* 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
1997-1998 to 2017-2018**





Tuition and Fees - APPENDIX 4

STATE UNIVERSITY OF NEW YORK AT FREDONIA HISTORY OF TUITION AND COLLEGE FEES 1978 - 2018 NYS RESIDENT UNDERGRADUATES																		
YEAR	TUITION		COLLEGE		STUDENT ACTIVITY		ATHLETIC		STUDENT SERVICES		HEALTH CENTER		TECH-NOLOGY		DORM RENTAL (1)	FOOD SERVICE (2)	SEMESTER TOTAL (3)	PERCENT INCREASED
	LOWER DIVISION	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE	FEE				
1978-1979	375.00	12.50	35.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	375.00	400.00	1,197.50	1.7%	
1979-1980	450.00	12.50	38.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	400.00	430.00	1,331.00	11.1%	
1980-1981	450.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	475.00	468.00	1,445.50	8.6%	
1981-1982	525.00	12.50	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	550.00	529.00	1,656.50	14.6%	
1982-1983	525.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	625.00	579.00	1,783.50	7.7%	
1983-1984	675.00	12.50	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	700.00	618.00	2,047.50	14.8%	
1984-1985	675.00	12.50	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,182.50	6.6%	
1985-1986	675.00	12.50	51.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	670.00	2,183.50	0.0%	
1986-1987	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	775.00	699.00	2,217.50	1.6%	
1987-1988	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	850.00	699.00	2,292.50	3.4%	
1988-1989	675.00	12.50	56.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	895.00	760.00	2,398.50	4.6%	
1989-1990	675.00	12.50	50.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	915.00	795.00	2,467.50	2.9%	
FALL 1990	675.00	12.50	52.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	965.00	815.00	2,544.50	3.1%	
SPRING 1991	825.00	12.50	52.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	965.00	815.00	2,694.50	5.9%	
1991-1992	1,075.00	12.50	54.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,050.00	885.00	3,136.50	16.4%	
1992-1993	1,325.00	12.50	56.00	27.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,095.00	895.00	3,453.00	10.1%	
1993-1994	1,325.00	12.50	62.00	30.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,175.00	925.00	3,579.50	3.7%	
1994-1995	1,325.00	12.50	62.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,250.00	960.00	3,714.50	3.8%	
1995-1996	1,700.00	12.50	72.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	50.00	1,375.00	4,294.50	15.6%		
1996-1997	1,700.00	12.50	0.00	0.00	294.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,450.00	1,025.00	4,481.50	4.4%	
1997-1998	1,700.00	12.50	0.00	0.00	325.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00	1,050.00	4,587.50	2.4%	
1998-1999	1,700.00	12.50	0.00	0.00	350.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,525.00	1,095.00	4,682.50	2.1%	
1999-2000	1,700.00	12.50	0.00	0.00	375.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,575.00	1,145.00	4,807.50	2.7%	
2000-2001	1,700.00	12.50	0.00	0.00	400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,635.00	1,165.00	4,912.50	2.2%	
2001-2002	1,700.00	12.50	0.00	0.00	425.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,700.00	1,225.00	5,062.50	3.1%	
2002-2003	1,700.00	12.50	0.00	0.00	474.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,800.00	1,280.00	5,266.50	4.0%	
2003-2004	2,175.00	12.50	0.00	0.00	493.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,900.00	1,355.00	5,936.00	12.7%	
2004-2005	2,175.00	12.50	0.00	0.00	508.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,025.00	1,415.00	6,135.50	3.4%	
2005-2006	2,175.00	12.50	0.00	0.00	533.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,175.00	1,490.00	6,385.50	4.1%	
2006-2007	2,175.00	12.50	0.00	0.00	553.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,375.00	1,565.00	6,681.00	4.6%	
2007-2008	2,175.00	12.50	0.00	0.00	583.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,525.00	1,665.00	6,960.75	4.2%	
FALL 2008	2,175.00	12.50	0.00	0.00	606.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,675.00	1,760.00	7,229.00	3.9%	
SPRING 2009	2,485.00	12.50	0.00	0.00	632.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,825.00	1,760.00	7,539.00	4.3%	
2009-2010	2,485.00	12.50	0.00	0.00	669.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,975.00	1,840.00	7,794.50	3.4%	
2010-2011	2,485.00	12.50	0.00	0.00	696.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,125.00	1,930.00	8,071.50	3.6%	
2011-2012	2,635.00	12.50	0.00	0.00	731.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,275.00	2,020.00	8,489.00	5.2%	
2012-2013	2,785.00	12.50	0.00	0.00	752.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,425.00	2,120.00	8,924.00	5.1%	
2013-2014	2,935.00	12.50	0.00	0.00	772.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,600.00	2,245.00	9,370.00	5.0%	
2014-2014	3,085.00	12.50	0.00	0.00	789.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,800.00	2,310.00	9,780.25	4.4%	
2015-2016	3,235.00	12.50	0.00	0.00	797.00	0.00	0.00	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00	0.00	0.00	3,750.00	2,425.00	10,318.00	4	0.5%

(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 2017-18 ARE SUBJECT TO CHANGE.



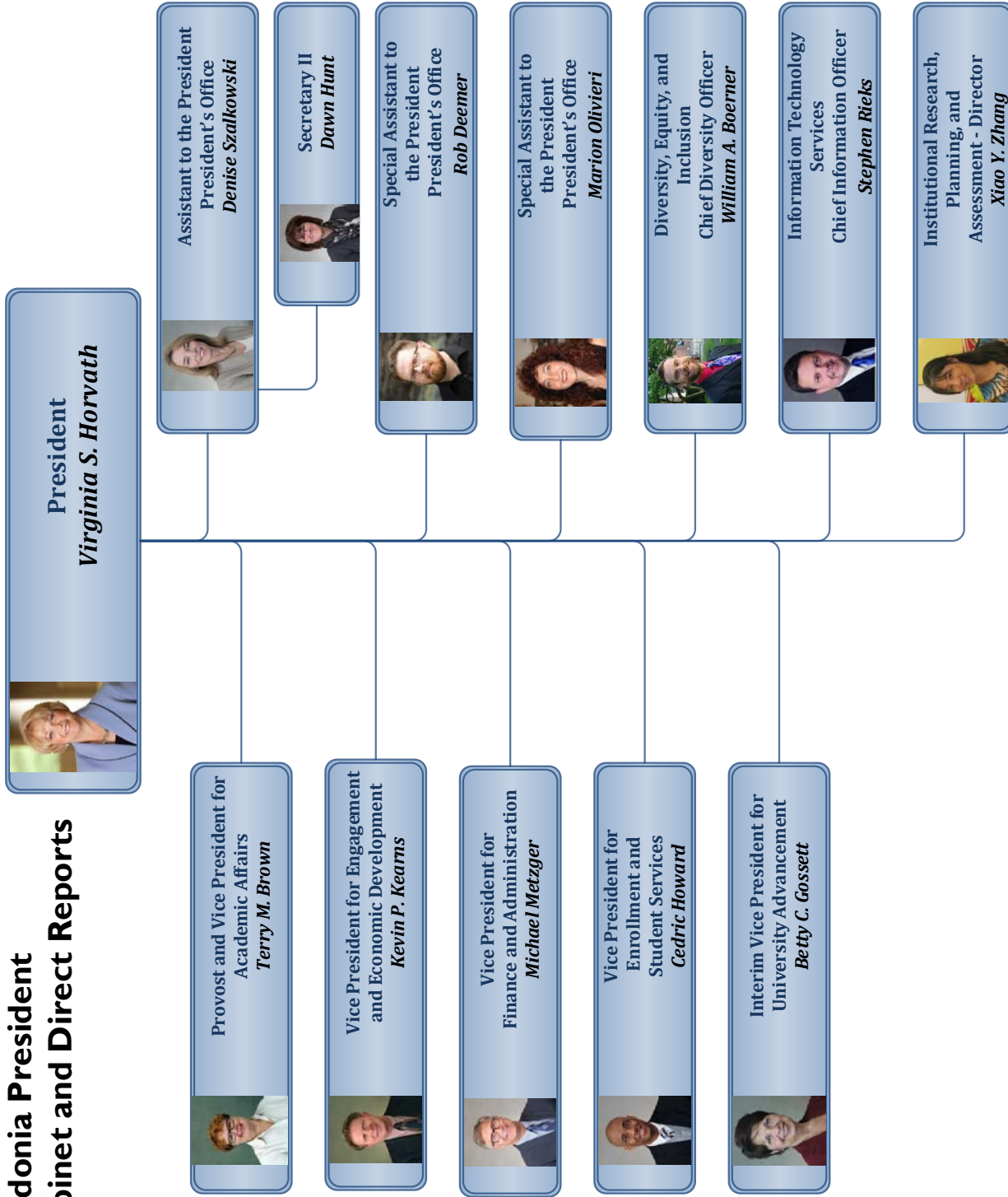
FREDONIA
History of Student Services and Program Charge
2004-2005 through 2017-2018 Academic Years

Summary Of Components In Student Services and Program Charge	2004-2005		2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011	
	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	\$77.75	\$6.50	\$78.25	\$6.50	\$79.25	\$6.60	\$80.25	\$6.70	\$81.35	\$6.80	\$81.85	\$6.85	\$81.85	\$6.85
Bus Services	10.25	0.85	10.25	0.85	10.25	0.85	10.50	0.85	11.15	0.90	11.15	0.90	11.15	0.90
Athletic Fee	103.00	8.60	113.00	9.40	118.00	9.85	128.00	10.65	133.00	11.10	140.00	11.70	150.00	12.50
Health Center Fee	108.00	9.00	113.00	9.40	118.00	9.85	123.00	10.25	130.00	10.85	138.00	11.50	145.00	12.05
Technology Fee	129.00	10.75	135.00	11.25	140.00	11.65	148.00	12.35	155.00	12.90	162.00	13.50	175.00	14.60
Parking Services	40.00	3.30	41.00	3.45	45.00	3.75	48.00	4.00	50.00	4.20	52.00	4.35	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	3.50	0.30	4.00	0.35	4.50	0.40	5.00	0.50	6.00	0.50	7.00	0.60	7.00	0.60
Intramural Support	4.00	0.40	4.50	0.40	4.00	0.35	4.00	0.35	4.00	0.35	4.00	0.35	5.00	0.40
Natorium	4.00	0.30	4.50	0.40	4.50	0.40	5.00	0.40	5.00	0.40	5.00	0.40	6.00	0.50
Alumni Services	14.00	1.15	14.50	1.20	15.00	1.25	16.00	1.35	16.00	1.35	16.00	1.35	16.00	1.35
Orientation Support	2.00	0.20	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	3.00	0.25	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	3.00	0.25	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	\$508.00	\$42.30	\$533.00	\$44.40	\$553.50	\$46.15	\$583.25	\$48.60	\$606.50	\$50.55	\$632.00	\$52.70	\$669.00	\$55.75

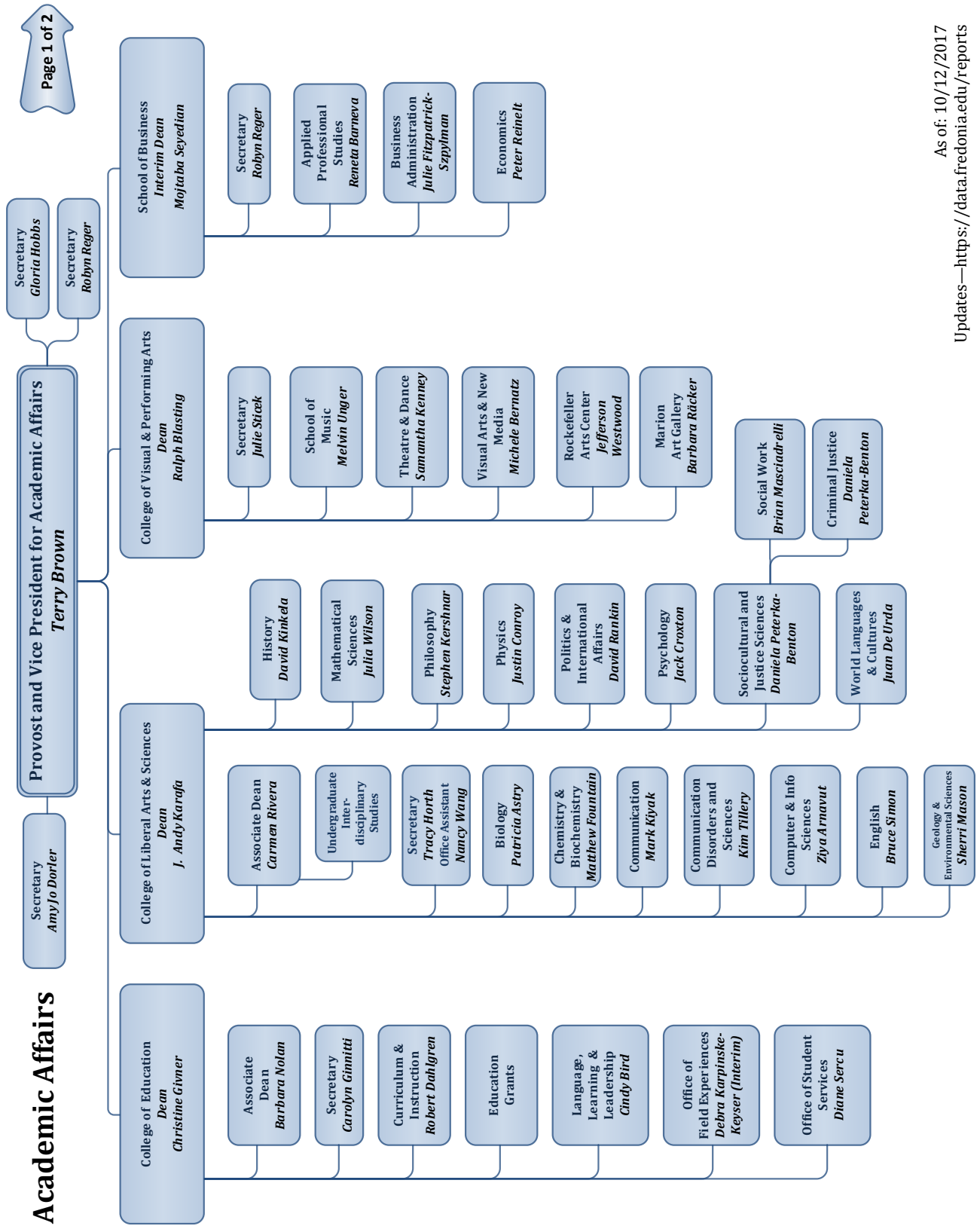
Summary Of Components In Student Services and Program Charge	2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018	
	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate	Full-Time Rate	Part-Time Rate
Student Activity Fee	\$81.85	\$6.85	\$81.85	\$6.85	\$83.85	\$7.00	\$86.00	\$7.15	\$88.64	\$7.40	\$95.79	\$8.00	\$98.18	\$8.20
Bus Services	11.15	0.90	11.15	0.90	11.15	0.90	12.25	1.00	13.36	1.10	13.71	1.15	14.32	1.20
Athletic Fee	145.00	12.05	145.00	12.05	155.00	12.90	155.00	12.90	159.00	13.25	174.00	14.50	174.00	14.50
Health Center Fee	165.00	13.75	165.00	13.75	165.00	13.75	175.00	14.60	178.50	14.90	178.50	14.90	178.50	14.90
Technology Fee	185.00	15.40	195.00	16.25	203.00	16.90	210.00	17.50	217.00	18.10	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	57.50	4.80	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	4.00	0.35	29.00	2.40	29.00	2.40	29.00	2.40	29.00	2.45	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	9.00	0.75	8.50	0.70	7.50	0.60
Natorium	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	5.00	0.40	4.50	0.35	4.50	0.35
Alumni Services	16.00	1.35	16.00	1.35	17.00	1.50	17.00	1.50	18.00	1.50	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	4.00	0.35	3.50	0.30	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	5.00	0.40	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	1.50	0.10	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
Uncollectable Allowance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Semester Total	\$696.50	\$58.00	\$731.50	\$60.90	\$752.50	\$62.70	\$772.75	\$64.40	\$789.50	\$65.85	\$797.00	\$66.45	\$795.50	\$66.30



Fredonia President Cabinet and Direct Reports



As of: 09/01/2017
Updates—<https://data.fredonia.edu/reports>

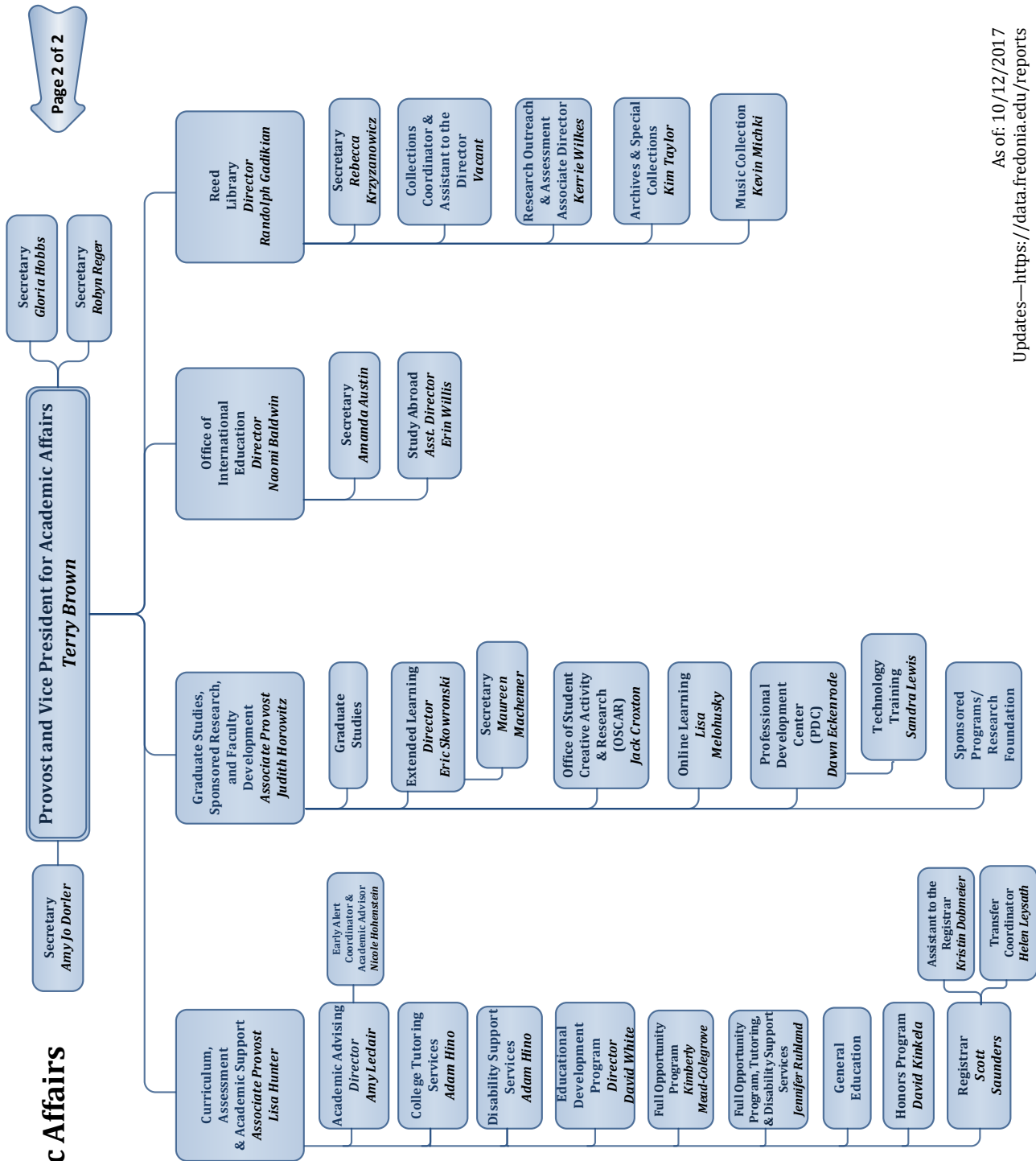




Organizational Charts - APPENDIX 5

Academic Affairs

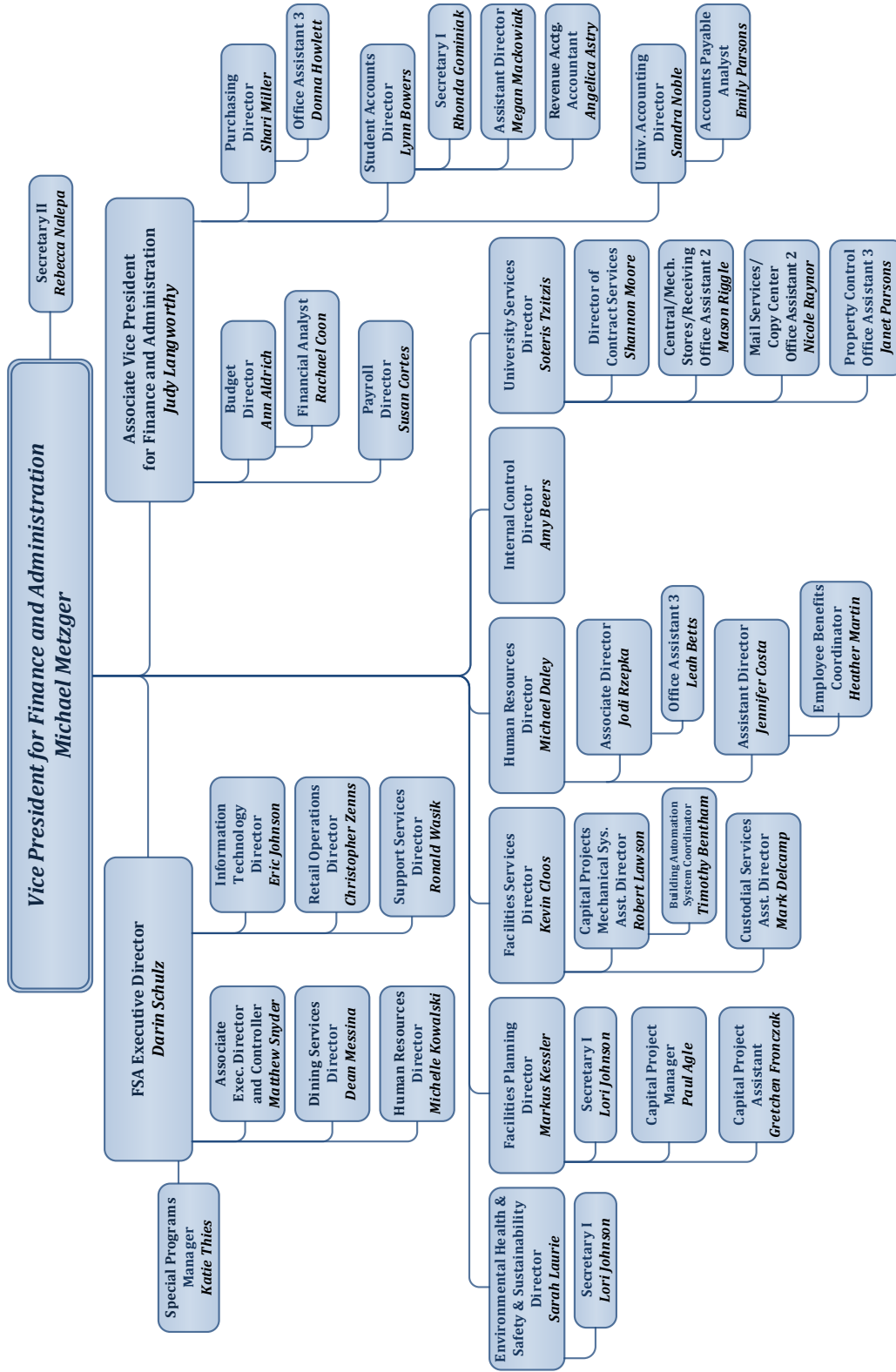
Page 2 of 2



As of: 10/12/2017
Updates—<https://data.fredonia.edu/reports>



Finance and Administration

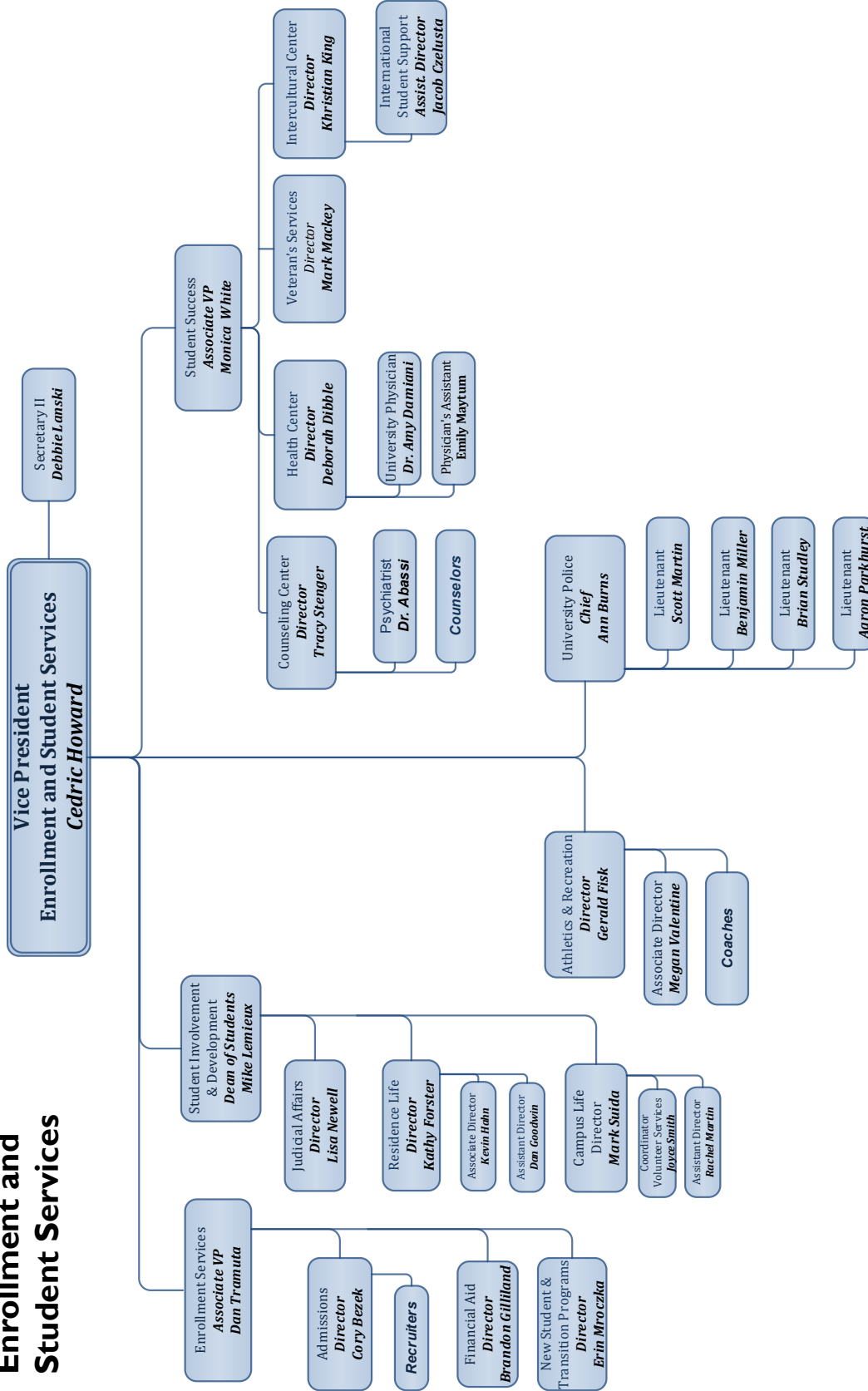


As of: 9/1/2017
Updates—<https://data.fredonia.edu/reports>



Organizational Charts - APPENDIX 5

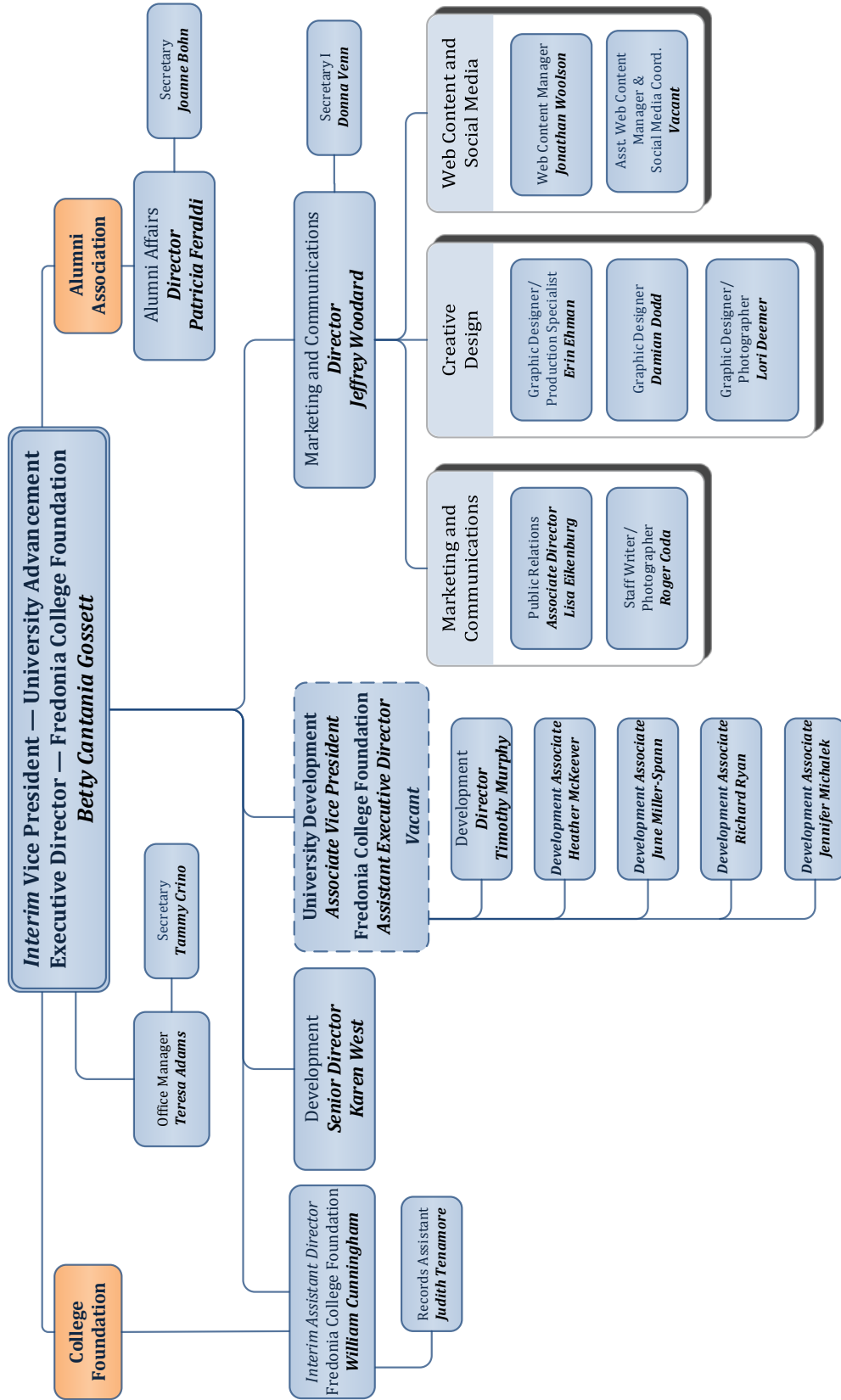
Enrollment and Student Services



As of: 12/15/2017
Updates—<https://data.fredonia.edu/reports>



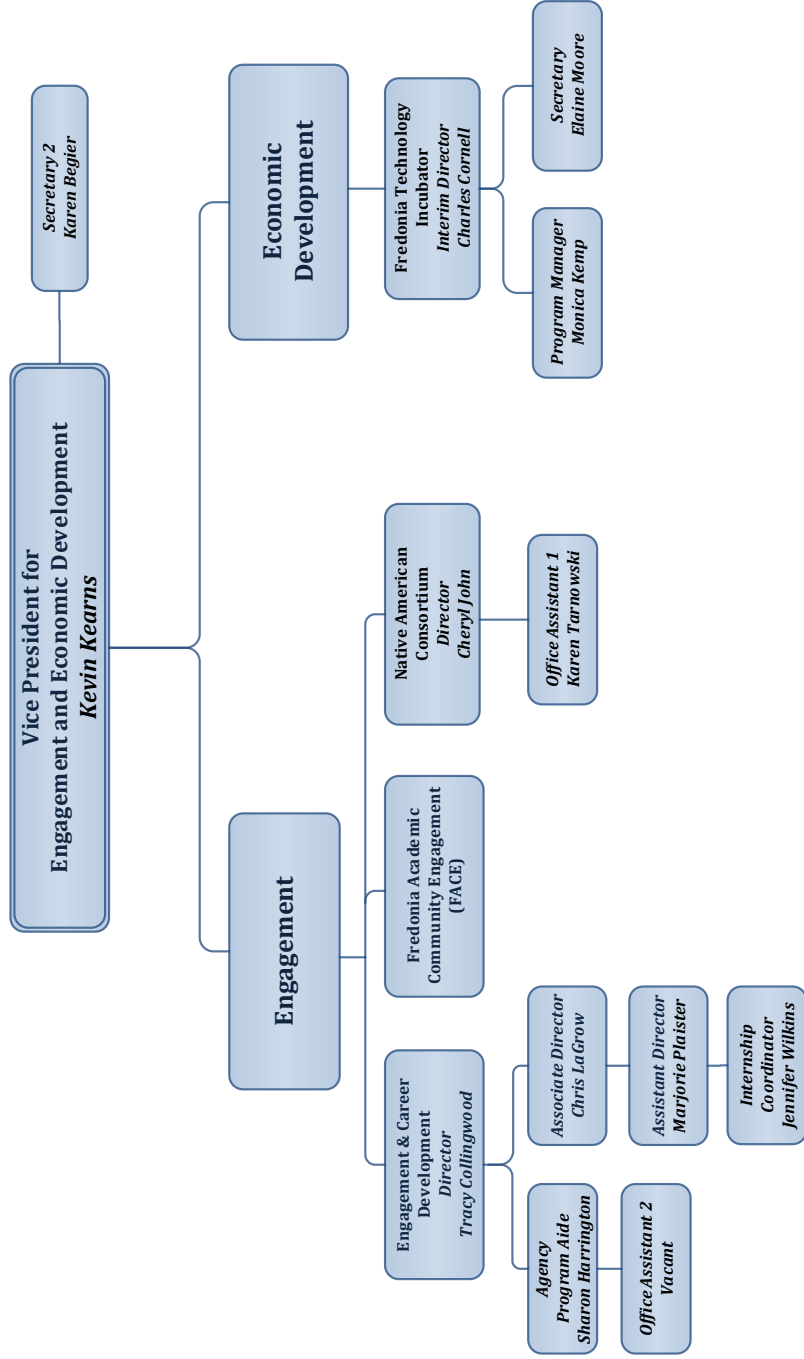
University Advancement/ Fredonia College Foundation



As of: 8/24/2016
Updates—<https://data.fredonia.edu/reports>



Engagement and Economic Development



ACKNOWLEDGEMENTS

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