

# SUNY ONEONTA

## Finance and Administration

### Annual Report 2013-14

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## Division of Finance and Administration 2013-14 Annual Report

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## Part One: Executive Summary

### Section I. Summary of Divisional Accomplishments

The financial position of the College is fair. There is no immediate crisis but there is cause for concern.

The percentage of state support to operate the College has remained flat at 13% (see [Figure 2](#)) thus forcing us to increase other revenue sources to cover inflationary costs. The fourth installment of the five-year rational tuition plan was implemented with a \$300 increase (6%). The College's comprehensive fees were also increased by 2.8% after broad consultation with students. The cost to attend SUNY Oneonta rose by 4.2%, slightly below the 2013 mid-Atlantic region HEPI of 4.5% (see [Figure 3](#)).

Cost of attendance continues to be an area of concern both locally and nationally. Even with modest increases to tuition, fees, room rates, and dining plans, SUNY Oneonta remains one of the State University's best values. Our dining rates, for example, are the lowest among all the four-year comprehensive colleges, and our room rates are well below the SUNY average. Our comprehensive fee ranks 7<sup>th</sup> out of the 13 schools in our sector.

State support, tuition and fees are not the only sources of support for the College. This year, OAS returned almost \$1.9 million (see [Figure 4](#)), to the College for program accounts (\$408k), scholarships (\$445k)(see [Figure 5](#)) space & utilities (\$650k), leasehold improvements (\$169k), and SUNY Support Services (\$106k). The College Foundation Finance Office, working with the College Foundation Investment Subcommittee, provided excellent stewardship of our endowment. The total investment return for the fiscal year ending 06/30/2014 was 15.9% vs. the Composite Index Return of 15.1%. This in conjunction with gifts totaling \$2,729,389 resulted in our endowment growing from \$42 million to \$48.7 million over the fiscal year. In addition to \$1,464,217 in scholarships, the College has increasingly become reliant on the Foundation to support important academic and other student initiatives. The Foundation contributed \$1,026,240 to support faculty development, campus beautification, library acquisitions, and other programming. An all funds summary of the College's 2014-15 budget can be found in [Figure 6](#).

In collaboration with the Grants Development Office total grant expenditures of \$5,790,448 during 2013-14 represented a decrease of 10.5% over the previous year and indirect expenses of \$552,000 represent a 6.9% decrease from the previous year. Although these decreases were anticipated due to the loss of several long-standing and multiple-year awards, the loss of revenue is a serious institutional concern. Another significant decrease is anticipated to occur in the next fiscal year with the end of the U.S. Dept. of Education Migrant Education Resource Center grant, which has averaged \$500,000 in direct expenditures per year over the past 4 years. Migrant program revenue has historically produced around 82% of our indirect revenue.

SUNY's Cash Reserve policy requires campuses to maintain cash balances between 10% - 25% of their core operational and IFR spending. Dorm funds are excluded from this policy. Under this policy, campuses are allowed to restrict or reserve certain cash balances that are intended for specific purposes and are not to be used for general operating support (e.g. student fees, reserves for future payments due, etc.). Our unrestricted, unreserved cash balance as of June 30, 2014 was \$12.1 million. This represents 18.6% of \$65.2 million in disbursements from July 1, 2013 – June 30, 2014. This is consistent with prior year balances. At June 30, 2013 our cash balance was \$10.4 million, representing 16.7% of \$62.2.0 million in total disbursements.

Our campus practice is to maintain a distinct Campus Reserve (see [Figure 7](#)) and this is a better indicator of our financial health than a cash reserve. The Campus Reserve represents how much money we have that is not committed to any single purpose, nor to any operating or departmental account. This is the pool of money that Cabinet has to allocate for strategic and or operational needs. At the outset of FY2014-15, our projected uncommitted Campus Reserves are approximately \$7.4 million, held in a variety of funds including State, General IFR, SUTRA, DIFR, and Research Foundation. Of this \$7.4 million, about \$0.6 million are recurring resources and \$6.7 million is one-time cash. The Campus's desired minimum reserve is 25% of State Tax Support; 10% in recurring

resources and 15% in one-time cash. Our projected \$7.4 million reserve is equal to about 56.8% of our \$13.0 million 2014-15 State Tax Support. Recurring resources make up 4.8% and one-time cash about 52%. We are entering 2014-15 with healthy one-time resources but recurring resources are uncomfortably low.

Overall there has been a steady shift of funding from administrative functions to academic and direct student support functions. Since 2008 the percentage of total College spending on academic and direct student support has increased from 56% to 64%. We believe this is strong indication of our institutional priorities.

The college committed \$250,000 this fiscal year and another \$250,000 during 2014-2015 to adjust faculty salaries. The initial step addressed salary inversion. The college has established minimum salaries for each rank (assistant through full professor). To further counter inversion, the college has increased promotional increments, for those promoted from assistant to associate professor and those promoted from associate to full professor to \$3,500 and \$4,200, respectively. The salaries of 48 assistant professors and 27 associate professors increased as a result. Our next step will concern salary compression, the situation in which many faculty members receive similar salaries despite widely varying years of service.

The revenue generated from our residence halls (\$11.7m) represents 12% of our total campus revenue. We rely on this revenue to support student programs, scholarships, and 154 staff. Working in collaboration with Student Development, a new room rate structure was developed that flattened the rate differential for different room types and maintains our revenue target. The new structure increases the cost of a standard double and keeps the suite and quad rate relatively flat. The Higgins rate was lowered to offer a more competitive price relative to the rates of similar commercial units. Overall the new rates are more equitable for returning students.

We demonstrated financial stewardship by improving operational efficiencies. A multi-year analysis of printer and copier usage led to the implementation of a new Managed Print Services Model in Fitzelle Hall, with anticipated savings of 11k annually. Another more financially significant step was the decision to resume the delivery of student mail. The reorganization of the mail room, supply, and receiving into one unit freed up enough human resources to allow us to terminate an outsourcing agreement thus saving \$40k per year.

Internal Control continues to be a discreet yet important part of our work. SUNY completed an audit of our P-Card/Travel Card and the a Cash Handling and Payment Collection Policy was implemented, emphasizing the importance of prior approval for collection of payments of any kind for College purposes and based on the previous "Peripheral Cash Location Payment Guidelines." The policy and procedures focus on strong internal controls and compliance requirements.

A revised Internal Control Brochure was distributed, highlighting the significant personal responsibility each employee carries in making the College Internal Control Program a success

A fraud reporting webpage and several reporting options were implemented, including an anonymous reporting alternative

A campus-wide risk assessment was administered by survey to identify areas of potential liability to the College with regard to a wide spectrum of risk areas. Reporting on outcomes of the survey will be finalized during the summer of 2014.

Our commitment to protecting the confidentiality, integrity, and accessibility of our sensitive data continued this year. Through much effort we improved our PCI compliance stance. Training sessions addressing PCI, Red Flag Rules and the Technology Acceptable Use Policy were presented to appropriate audiences. Our compliance efforts regarding SUNY Records Retention Policy were enhanced by the addition of Records Retention Archival Room in the Netzer Building basement. Our Records Management Officer has met with various departments to explain the SUNY records retention policy and to help them complete an appropriate records purge utilizing the archival room,

scanning, and shredding of records according to the policy. Currently, there are nine departments utilizing the archival records room. Other departments will be added in time.

A number of new projects and ongoing efforts undertaken this year directly enhanced our students' experience. Examples include:

- *Deployment of a mobile web interface for students*
- *Expanded access to virtual desktops for students*
- *Addition of a second internet connection*
- *Coordination of Green Dragon Week*
- *Administration of the Student Sustainability Fund*
- *Procurement of expanded student health insurance coverage for less money*
- *Addition of HBO in the residence halls*
- *Handled 118,485 calls through the Call Center*

The Princeton Review, in partnership with the U.S. Green Building Council (USGBC), has selected SUNY Oneonta for inclusion in "The Princeton Review's Guide to 322 Green Colleges." The guide recognizes institutions of higher education that demonstrate a strong commitment to sustainability in campus infrastructure, activities, and initiatives. Led by the Office of Sustainability, and with strong campus wide support, initiatives were underway that support sustainable materials management and create a culture of sustainability on campus. Some notable accomplishments include: planning for the installation of a 200 kW solar project on IRC that will provide 1% of campus electricity and will save approximately \$6,000 each year; development and coordination of the student electronic waste recycling program that produced 545.6 lbs. of electronic waste over a fourth month period; and development and coordination of the Move Out Donation and Reuse Program for the 15 residence halls, resulting in student donations of 75 cubic yards of reusable items.

OAS continues to take a leadership role in the area of sustainability completing a number of planned initiatives. The take-out program in Mills and Hulbert transitioned to reusable containers and the result has been 59,612 fewer brown paper bags, 298,060 fewer plastic containers and less consumption of plastic wrap. All energy utilized at College Camp is now 100% renewable. Heating is obtained through the waste cooking oil program; all purchased energy is from renewable resources. The Lean Path program used by Sodexo has cut food waste by half. Waste costs have gone from 4.4 cents a plate to 2.2 cents a plate. The remaining pre-consumer food waste is given to two local pig farmers, saving up to two tons of waste monthly.

Our grounds and buildings continue to provide a sense of pride and are recognized as an element of distinction among our peers. Major accomplishments that stand out are the opening of Fitzelle Hall, the closing of Physical Science in preparation of a two-year renovation, infrastructure improvements such as steam lines between Alumni Hall and Human Ecology, HVAC system in Alumni Hall, windows in Wilsbach Hall, hot water system in PE Building, and of course paving and sidewalks throughout campus.

The Geographical Information System (GIS) Campus Mapping Project launched two years ago has been extremely productive. With the assistance of student interns we consolidated all existing resources for campus geography and utility services. Next steps on this project involve developing data on depths-below-grade for all utility infrastructure on campus, mathematical flow modeling for storm, sanitary and water systems, and enabling maintenance and facilities staff to access mapping data directly in support of their work.

Our trades staff had the opportunity to showcase their skills as we built several suites of offices to accommodate additional faculty and deans.

Campus beautification was enhanced with the addition of 100 new large caliper trees that were carefully placed across campus. The walkway approaching Alumni Hall (Admissions) was made more attractive with new sidewalks, curbing, plantings and benches.

We continue to purposely direct attention to environmental, health and safety. We successfully passed several inspections from regulating agencies including NYS Fire, OSHA, Dept. of Health, and DEC. We also led annual tabletop exercises that challenged the campuses emergency preparedness.

2013 was a very busy year for the Maintenance Operations Center. Our professional and dedicated staff completed more than 10,263 work requests in addition to the daily custodial and preventative maintenance tasks required by a 2.5M SF University Campus. Overtime was 14% higher than 2012 but in line with the 10 year average. The increased OT is largely attributed to labor shortages in the heating plant and a harsh winter season. The MOC strives for superior customer service and takes tremendous pride in the appearance of our facilities as well as the efficient operation of all associated systems.

We are committed to supporting the diversity pillar of the strategic plan and have made progress on a number of objectives outlined in the plan. All staff within our division were encouraged to participate in Department, Division and Campus efforts to enhance diversity and inclusion. A significant percentage of the staff from within the division participated in Anti-Defamation League training. There are 20 gender-neutral bathrooms across campus, 11 in resident halls and 10 in administrative/academic buildings a net increase of one. OAS provided support and funding for the Food and Nutrition Club's International Food Fair, with 500+ attending. Sodexo also collaborated with a local Rabbi to prepare kosher meals for several special events. In support of cuisine diversity, Sodexo Global Chef Bozidar Marin visited us from Slovenia, prepared meals for many hundreds of students, and taught Sodexo chefs how to prepare Slovenia cuisine.

Considerable effort was expended to increase our expenditures with minority and woman business enterprises (MWBE). The percentage of our expenditures with MWBE's increased from 19.96% the previous year to 26.48%, an increase of 33% over last year, and exceeding SUNY-established utilization goal of 20%.

IT Service Management (ITSM) has been an overarching theme for Information Technology Services (ITS) over the past year. With little prospect of increasing staff, the process of managing workload requires a proactive approach that ensures a continued focus on those strategic activities of greatest benefit to the College. The ITSM model is a comprehensive approach that emphasizes project prioritization.

ITS has supported the central pillar of the College strategic plan in a variety of ways, including *Increased support for data analytics and reporting*. *The highest priority has been* to deploy Argos, a data reporting tool which has the potential to both improve operational efficiencies for many departments on campus while supporting managerial and strategic decision-making processes for all areas of the College. To complement Argos we have deployed a secondary reporting solution (ODS) to address the issues of reporting from a transactional data source and provide a stable, simplified view of our data. Under the oversight of an academic data needs working group, we have developed a departmental profile and are working to develop student, class and faculty data cubes.

Another major milestone for ITS was the activation of a second fully diverse internet connection to campus. Establishing multiple routes to campus has substantially improved our network resilience and improved our support for third-party software-as-service providers. It also provides opportunities for expanded services such as a direct connection to the main campus from CGP, and will allow us to obtain more competitive internet service pricing this summer.

In conclusion, the accomplishments highlighted in this report as well as others that aren't reported, are the direct result of the dedication and talents of the 300 staff that represent the Division of Finance and Administration. Two fine examples are Betty Tirado and Joe Weaver. Betty, Director of Business Services, earned the Chancellor's Award

for Excellence in Professional Service. Joe, Paint Shop Supervisor, earned the Chancellor's Award for Excellence in Classified Service. These awards recognize the outstanding accomplishments and dedication of these two individuals but equally important they exemplify the excellence and importance of the work done by all of the staff across the Division.

## **Section II. Ongoing and new major initiatives**

Specific goals and objectives for each department, including time frames and evaluation measures, are included later in this report. This section provides a list of goals that align with those of the College's 2010 Strategic Plan.

### **Teaching, Learning and Scholarship**

- Renovation of Physical Science.
- Finalize Design for Milne Renovation.
- Formalize Academic Temp Service Budget.
- Expand faculty/student research support and work with Academic Affairs to implement a financial incentive program.

### **Student Engagement**

- Continue to seek student input via a Student Advisory Group.
- Increase number of student interns.

### **Global Connectedness**

- Continue to collaborate with International Ed to increase enrollment of full-time degree seeking students.
- Continue to participate in Sodexo's Global Chef program.

### **Diversity**

- Complete Renovation of Lee Hall.
- Continue to increase staff participation in efforts to enhance diversity and inclusion.
- Increase College's business with certified Minority and Woman owned businesses.
- Continue to expand number of ADA & Gender Neutral Bathrooms.

### **Community Partnership**

- Communicate and solicit input from community regarding campus initiatives.
- Promote Seasons, the new dining venue in Fitzelle Hall that will feature locally grown products.
- Continue to support community events financially and through in-kind services.
- Support the Peer-led Cancer Support Group by providing meeting space, presenters and media exposure.

### **Sustainability**

- Monitor the College Foundation endowment, insure compliance with investment policy, and exceed composite index for performance.
- Fill the new Energy Manager position

- Implement third year of StAR (Strategic Allocation of Resources) program (see [Figure 9](#))
- Deploy virtualization technology for faculty and staff
- Develop a Financial Fact Book



### Section III. Summary

The upcoming year presents many opportunities to strengthen our institution. With the restructuring of Academic Affairs now complete with five Deans and two associate Provosts we expect a reinvigorated academic experience for our students and faculty. Anticipation of a completed Academic Master Plan coupled with the pending creation of a new College-wide Strategic Plan generates much excitement for the future of our College.

There are, however, certain financial realities that we must face as we move forward. We have nearly exhausted our recurring campus reserve. Investments in new faculty lines, increased compensation for faculty, additional academic leadership, increased departmental budgets, increased recruitment scholarships, and other strategic commitments have helped to strengthen the College. Nevertheless, we cannot continue to invest at the current rate unless we can increase revenue through increased enrollment, reduced expenses, or both. Maintaining a healthy campus reserve is also crucial to help us absorb future financial challenges. We can anticipate flat levels of state funding, modest tuition increases if any, and the long term impact of negotiated salary increases.

The revenue generated from our residence halls (\$11.7m) represents 12% of our total campus revenue. We rely on this revenue to support student programs, scholarships, and 154 staff. We are seeing a decline in the utilization of our residence halls over the last two years. Current projections indicate that we will have nearly 100 empty beds at the start of 2014. Some of this decline is attributable to a new private housing complex in town. New emphasis must be placed on marketing our halls and making them as attractive to our students as reasonably possible (see [Figures 10 and 11](#)).

Another cause for concern is in the area of sponsored programs. Contract and grant expenditures are declining at an alarming rate. We anticipate as much as \$460,000 less in direct expenditures and \$50,000-70,000 less in indirect revenue for the upcoming year. This downward trend will have a direct impact on our ability to provide support of faculty development and research on an annual basis. Under the leadership of our new Deans, we must see an increase in research activity and more diversification in our sponsored program revenue.

Perhaps the greatest surprise this past year was with regard to capital funding. Despite the dire forecasts last year the actual funding turned out to be quite reasonable. We received nearly \$10m for critical maintenance and \$13 million for two building projects that were priorities of our facilities master plan (see [Figure 12](#)).

Our one-time cash position is solid. Our total IFR & SUTRA cash balance (committed and uncommitted) grew by \$4.3 million over the last year. Nearly one-third of our total one-time cash (\$6.0m) is committed for such purposes as scholarships, improvement, utility emergencies, etc. and barring any surprises we can continue to reinvest a portion of this one-time money to accomplish strategic initiatives. As the campus deliberates on how to invest we must not lose sight of the four major pillars of our institution: students, faculty, facilities, and service. We must fund these areas if we wish to sustain our excellence.

Our campus is beautiful, our infrastructure is well maintained, our people are dedicated and our short term financial resources are sound. This has been an extremely productive year and we had many laudable accomplishments. We look forward to continuing to serve the students, faculty, staff and alumni of the College.

## Part Two: Area Summaries

### Controller's Area

#### Section I: Summary of Departmental Accomplishments & Outcomes

During the 2013-14 year the six units in the Controller's area (Accounting, Business Services, Call Center, Internal Control, IT Security, and Student Accounts) continued to focus on promoting financial stewardship, improving operational efficiencies, meeting compliance requirements, and supporting the business needs of the campus community, all while participating in SUNY and State initiatives. The guidance, support, and transactional functionality provided by each unit are the foundational financial services necessary for all areas of the campus community to successfully meet their goals and advance the mission of the College.

Identifying efficiencies and savings, while continually strengthening internal controls and customer service, continue to characterize the goals of the units within the Controller's area. Notable examples during the year include an organizational change to transition the Morris Complex/Events area to Business Services Operations, an all-time high tuition collection rate, Chart of Accounts changes to support the reorganization of Academic Affairs, implementation of a shared print model in Fitzelle Hall, and shared services procurement partnerships with regional campuses. The Controller's area was also presented with and navigated through challenges including changes in IT support and resources, staff vacancies in Student Accounts, and SUNY/State initiatives that reduced flexibility and efficiency in managing dorm revenue and procurement transactional processing.

Finally, a highlight for this area and the Division of Finance and Administration as a whole, was the granting of the Chancellor's Award for Excellence in Professional Service to Elizabeth Tirado, Director of Business Services. This award recognizes the outstanding accomplishments and dedication to excellence demonstrated by Ms. Tirado during her career at SUNY Oneonta and celebrates the importance of the good work done "behind the scenes" by administrative staff in the Division.

#### Collaborative Accomplishments:

- Tuition collection rate of 99.802% (receivable of .198%) thanks to the joint efforts of Student Accounts and Financial Aid, scholarship availability, and factors related to our student profile
- Audits and Reviews – Successful P-Card/Travel Card audit by SUNY; Advisory 28 Review
- Changes to Chart of Accounts structure in support of re-organization of Academic Affairs into five schools
- Enhanced collaboration between Accounting and Student Accounts resulting from College Accountant serving as Interim Director of Student Accounts
- Transition to new residence hall accounting model to comply with State requirements, including new revenue distribution workflow and banking/reconciliation processes
- Shared services accomplishments through leadership and participation in multi-campus procurements in student health insurance and cable services
- Reorganization of Morris Complex/Events Coordinator's area to Business Services Operations, with the Event's Coordinator position upgraded to Assistant Director of Business Services
- Managed Print Services Model implemented in Fitzelle Hall, with anticipated savings and sustainability outcomes
- MWBE utilization at 26.48%, an increase of 33% over last year, and exceeding SUNY-established utilization goal of 20%, and
- Portal Team review of Blackboard as possible replacement for the current myOneonta platform

## Highlights of departmental accomplishments:

### Accounting

- The accounting method for the College's first study abroad program (Milan/KEI) was implemented. This accomplishment fully supports the Global Connectedness pillar of the College's Strategic Plan as well as the mission of the Accounting Office by providing the financial stewardship necessary for this program to launch and be successful.
- The Accounting Office and the IT Servers & Aps team worked to improve efficiencies in the fiscal year end close process. Processes that were done individually by a programmer have been included as part of a job submission chain and can be run with one submission by the Accounting Office.
- The Director of Accounting served very successfully as the interim Director of Student Accounts, while continuing to lead the Accounting Office. This was a demanding task in light of the changes and requirements in both offices, but the results were very positive and will have long-lasting effects on the collaborative interactions between the departments.

### Business Services

- Operational efficiencies in Procurement and Travel have been realized as a result of the staffing and processing reorganization of the department in the previous year
- Monitoring of department copier service contracts resulted in substantial savings
- Development of template contracts for International Education Department programs and International Internships
- New model established for airfare purchases and reimbursement resulting from the elimination of the centrally billed travel card. Citibank rebate may be less because of this change.
- Implementation of Net card, primarily affecting Intercollegiate Athletics
- Maintained efficient Procurement & Travel services despite slower transactional processing time resulting from SUNY Financial Management System upgrade
- Implementation of newly negotiated waste and recycling contract resulted in savings of 45K from the previous year
- Manager of Mail, Receiving and Supply hired
- Inventory control system for Supply area established and vendor with MWBE partner selected to provide services
- Successful logistical transition to commencement with three ceremonies

### Call Center

- Implementation of Contact Center call-handling software
- Responsibility for staffing the Netzer Information Desk
- Tools developed to better measure agent customer service and content training outcomes
- Overall decline in call volume, reflecting access to web-based services and a more technically oriented student/parent audience. This change will enable the Call Center to support additional departments in the future.

### Internal Control

- Cash Handling and Payment Collection Policy was implemented, emphasizing the importance of prior approval for collection of payments of any kind for College purposes and based on the previous "Peripheral Cash Location Payment Guidelines". The policy and procedures focus on strong internal controls and compliance requirements.
- A revised Internal Control Brochure was distributed, highlighting the significant personal responsibility each employee carries in making the College Internal Control Program a success
- A fraud reporting webpage and several reporting options were implemented, including an anonymous reporting alternative

- A campus-wide risk assessment was administered by survey to identify areas of potential liability to the College with regard to a wide spectrum of risk areas. Reporting on outcomes of the survey will be finalized during summer 2014.
- An internship was developed to provide audit/review experience for students in the Professional Accounting program and to assist in accomplishing reviews required in our annual Internal Control Certification. The internship is expected to be an ongoing position.

#### IT Security

- All SUNY Oneonta business offices are PCI compliant and have completed their attestations. Third Parties to the college have made significant progress in the areas of PCI due to new hardware being used to process credit cards in dining locations. IT and Service Provider compliance continues to make good progress in this area as well.
- PCI Steering Committee established to enhance campus-wide collaboration on implementation
- Firewall review for the campus was conducted resulting in a tightening of access and network security.
- A proof of concept for hard drive encryption was completed successfully in cooperation with SICAS and IT.
- Training was completed for Red Flags, PCI, and the student success series. Additionally, Grey Castle Security conducted security awareness training for the campus.

#### Student Accounts

- Transition to new service model with ITS
- Billing changes and interface with Mediat health records system are in place for new student health insurance plan which mandates a proof of coverage requirement for waivers
- Regics-Commerce Manager online registration/payment model implemented for 17 non-credit courses and events, with 445 registrants participating during the 13/14 year. This model meets customer preferences for online registration and payment while creating efficiencies in management, reporting, and account reconciliation.
- Implementation of Higher One refund delivery product for student financial aid refunds. Refunds processed in-house decreased 77%, from 11,646 to 2,640. Check voids decreased 57%.
- Director of Student Accounts position filled effective 6/25/14
- Complied with requirements for student data submission relative to residency lawsuit against SUNY
- Complied with IRS requirement to request student SSN/TIN for purpose of 1098T reporting from those who did not provide such data to College
- Indicators in outstanding account receivables, students with unpaid balances, and use of web-based payment methods, continue to outperform NACUBO benchmarks for the four-year public sector.

## Section II: Summary of Planned Initiatives for 14-15

The Controller's area supports the mission of the Division of Finance and Administration by providing services to advance the overall College mission and to contribute to the efficient management of College resources. To that end, the following strategic initiatives that emphasize efficiencies, savings, and compliance are planned for the 14-15 year:

#### Accounting

- College Accountant will Chair the SUNY Accounting & Budget Committee (ABB) and help shape SUNY-wide priorities
- Develop access and expertise to utilize the ARGOS reporting tool to identify data and trends to improve local decision-making
- Develop security permission rules for SUNY Portal access
- Test and develop training plan for SUNY Business Intelligence tool

### Business Services

- Promote compliance and efficiency by providing enhanced training opportunities in the Procurement and Travel area for Deans, Department Secretaries, new employees, and other staff members. A thorough understanding of allowable expenditures, contract protocol, documentation requirements, and process flow, especially by campus leaders, will decrease the staff time and frustrations associated with errors and misunderstandings.
- Identify cost-savings opportunities through critical review of procurement requests and trends
- Identify strategies to address procurement issues resulting from discontinuation of Walmart card
- Identify strategies to grow use of travel and procurement cards, reducing inefficient transactional processes
- Continue to implement shared services model with regional campuses in the procurement area when savings and efficiencies can be realized
- Work to encourage SUNY to address the financial implications of out-of-state, on-line student enrollment agreements
- Expand shared print services model to additional departments and buildings to reduce campus printing costs and transfer savings to benefit academic goals
- Expand service model of Mail, Receiving, and Supply area to include student mail, saving third-party contract costs for these services
- Implement trade supply inventory system to create efficiencies for trades staff and leverage state contract pricing

### Call Center

- Implement online content training modules to enhance agent knowledge and customer service skills
- Utilize Call Center capacity and maximize departmental staffing resources by recruiting new departments to participate in Call Center services
- Enhance customer service by increasing Parlane (directory assistance) first time connection rate

### Internal Control

- Monitor campus activities to identify inefficiencies, waste, and compliance risks and address appropriately
- Complete reviews mandated on OSC certification schedule
- Develop Accident Reporting Policy to improve compliance and communication when accidents occur
- Develop E-Discovery Policy to ensure preparedness and compliance to legal holds
- Follow-up on campus risk assessment findings to address identified risks and improve compliance
- Revisit implementation of Business Continuity Planning
- Implement use of a tool to manage granting and removing of employee access to campus facilities, services, applications, and data

### IT Security

- The IT Security Administrator responsibilities will transition to Information Technology Services at the start of the 14-15 fiscal year

### Student Accounts

- Expand online payment gateway hours beyond the current 8pm cut-off time,
- Eliminate inefficiencies and shortcomings of the current Banner access/security management model by moving to a role-based model
- Increase past-due collections by implementing the SUNY Student Loan Service Center as collection agent for past-due balances that do not qualify for collection by the AG
- Improve financial services for veterans

- Increase Regics-Commerce Manager online registration/payment model for additional events to improve security and efficiency
- Improve Higher One student refund delivery registration rate at start of term, enabling faster access to refunds and enhancing customer service outcomes
- Identify proven strategies to promote financial literacy to students and families

### **Section III: Controller's Area Assessment Plans**

[Accounting 2014-17 Full Assessment Plan](#)

[Business Services 2014-17 Full Assessment Plan](#)

[Business Services Operations 2014-17 Full Assessment Plan](#)

[Call Center 2014-17 Full Assessment Plan](#)

[Internal Control 2014-17 Full Assessment Plan](#)

[Procurement & Travel 2014-17 Full Assessment Plan](#)

[Student Accounts 2014-17 Full Assessment Plan](#)

### **Section IV: Summary and Conclusion**

The managers and staff within the Controller's area continue to demonstrate a strong work ethic and commitment to continuous improvement in their areas of responsibility. Further, each area is transitioning to a mindset in keeping with the campus focus on strategic planning and outcomes. A primary emphasis in the next year will be to implement operational efficiencies (often collaboratively) that maximize staff productivity and resources, create savings opportunities, and minimize risk. For example:

- Role-based management of employee access to Banner, the SUNY Portal, and various individual security points, will replace current practices that are sometimes inefficient, labor-intensive, and precarious.
- Managed printing services, a managed supply inventory for the trades, implementation of the SLSC as a collection agent, and in-house provision of student mail services will maximize operational efficiencies and result in savings.
- Enhanced communication and training on institutional and SUNY/State policies and procedures as well as the development of new policies will strengthen the compliance culture and reduce risk across campus.

Paramount to a shift to strategic planning and outcomes is the need for accurate and relevant data. As the campus moves forward in this effort, it is expected that departmental training in and use of reporting tools such as ARGOS and BI will provide the data and trending information necessary for strategic management at the department level.

In the coming year, the Controller's area will strive to be in a strong position to support the new academic structure, as well as new and ongoing initiatives brought forward by campus, SUNY, and NYS leaders.

## Budget Office

### Section I: Summary of Departmental Accomplishments & Outcomes

The 13-14 year was a busy and productive year for the Budget Office. The Budget Advisory Committee (BAC) was active in its fourth year, and the campus went through its second year of the Strategic Allocation of Resources process. The Budget Office continues to play an active role in both of these activities.

Aside from the day-to-day operational functions of the Budget Office, and in addition to our ongoing work with the BAC and the StAR process, our staff has also participated in a number of other projects and endeavors. The following list summarizes some of our 13-14 endeavors. All of these are in support of the Sustainability pillar of the College's Strategic Plan, specifically as they relate to steering campus planning and resource management to promote the effective use of the College's resources.

1. Revised Timeline for PSR Roster Development Process
  - Planned initiative for 13-14
  - Developed preliminary DIFR and IFR rosters earlier in the budget development cycle to allow for more efficiency, consistency, and clarity in the DIFR, IFR and overall salary budgeting process
  - Work in this area will continue in 14-15 in order to meet ever-earlier timelines of the our budgeting processes
  - Due to lack of new state support for contractual salary increases for personnel, state-supported personnel budget is implicitly tied to the condition of our recurring campus reserves; timely projection of our PSR costs using the PSR roster is essential to planning and budgeting for the each new fiscal year
2. Revised Residence Hall Room Rate Structure
  - Planned initiative for 13-14
  - Developed a series of various scenarios; discussed with Residence Life, Facilities, VP for Student Development, and VP for Finance and Administration
  - The new structure meets our targeted revenue, offers a flatter overall rate differential, and offers more competitive pricing relative to the rates at Hillside Commons for those units most comparable to Hillside's units
  - For the 6 room types in which over 90% of our resident students live, the overall rate differential was reduced by nearly \$400/semester
  - The new structure has been implemented for 14-15
3. Developed detailed tracking report for adjunct salary costs
  - Not a planned initiative, but will help inform our ongoing work with Academic Affairs to develop a more regularized budget for temporary services
  - Report tracks base adjunct salary costs prior to bargaining unit salary increases and Deficit Reduction Program (DRP) deductions by academic department
  - Will allow for baseline comparisons of TS spending at the department level from 12-13 to 13-14, without counting bargaining unit salary increases and DRP savings
4. Assisted with faculty salary analysis and development of the first phase of a faculty salary increase plan
  - Under guidance of the VPFA, collaborated with Employee Services, the Office of Institutional Assessment & Effectiveness, and the Provost to analyze current faculty salaries by rank, providing external comparisons, and trend analysis by years of service
  - Based on analysis, a salary minimum was established for each faculty rank
  - Developed a plan to address salary inversion, increasing faculty salaries that were below the newly established minimum salary by rank
  - Implemented inversion corrections mid-year, requiring numerous budget transfers and permanent salary adjustments in PSR Roster development for both vacant and filled faculty lines
5. Received and reviewed several fee increase/new fee requests (not including broad-based fees)

- SCUBA fee was reviewed and increased, with approval of System Administration, for Spring 2014
  - Orientation fee was reviewed and increased for Summer 2014
  - Lab fee requests from Physics and Astronomy, Earth and Atmospheric Sciences, Biology, and Chemistry and Biochemistry were reviewed; in lieu of a student course fee, 1-time campus reserve funds will be provided to these departments in 14-15
  - New costs for course-required software for the Art Department were discussed and a course fee request was avoided by providing 1-time campus reserve funds to absorb the new cost
6. Participated in the ongoing development of SUNY's Business Intelligence system for Finance
- Collaborated with the SUNY-ABB BI work group in testing and design of new tools intended to eventually replace the current SMRT system
  - Participated in twice-weekly conference calls with the BI work group to review issues, discuss needs, and keep project moving forward
  - All Budget Office staff participated in a BI Analysis training hosted by Oneonta for our own Finance staff, Delhi Finance staff and one guest from Stony Brook
7. Adapted DIFR Cash Flow model to the new Residence Hall Capital Financing Program
- Worked closely with the Accounting Office and SUNY's Office of Capital Facilities to successfully navigate our first year of the new dorm revenue cash flow process that resulted from the new Res Hall Capital Financing Program
  - Required in-depth analysis of DIFR revenue and the impact of the new cash flow process, including greater understanding of the impact of revenue flows in other funds on this process (e.g. timing of TAP payments to campus in the fall can impact when the SUNY-wide dorm revenue receipts at Tax & Finance are sufficient to meet debt service requirements)
  - Worked diligently to share insight and awareness of the various lessons learned with our colleagues at System Admin and across SUNY (see TAP example above)
  - Revised DIFR cash flow monitoring and projection techniques to account for changes under the new process
8. Consolidation of various accounts where possible:
- Began process of consolidating various accounts and revenue streams where possible to provide efficiencies and improve accountability
  - Several areas have/will have fewer accounts to manage, including ITS, Registrar, Student Health Services, Facilities Operations, SICAS

At the transactional level, 13-14 year was a busy year for the Budget Office, with 3,800 operational transactions processed. This figure represents an 8% increase in total transactions processed compared to 12-13. This increase is an overall result of changes in two different workload factors:

1. Overall, we saw an increase of 18% in the number of APP forms processed 13-14 indicating increased personnel transactions.
2. The number of payroll expenditure transfers decreased by about 5%. A good indication that fewer adjustments to personnel expenditures are having to be made "after the fact".



## Section II: Summary of Planned Initiatives for 14-15

The following are some of the major initiatives that the Budget Office is planning for 14-15. These are more fully addressed in the 14-15 Budget Office Comprehensive Assessment Plan in Section III of this report. All of these activities align with the Sustainability pillar of the College's Strategic Plan, specifically as they relate to steering campus planning and resource management to promote the effective use of the College's resources.

1. Continued efforts to develop preliminary PSR rosters earlier in the budget development cycle
  - Will allow for efficiencies, consistency and clarity in the DIFR and IFR budget development process, which themselves are facing ever-earlier timelines
  - Will better inform State Purpose budget development, specifically as it relates to campus reserves
2. Standardize use of IFR sub-accounts to capture minimum required IFR program reserves for major IFR funded programs
  - Program managers should find it easier to ascertain whether their IFR has any surplus cash that could be available for unanticipated/unbudgeted needs
  - With the new BI system, this will allow us to easily capture by sub-account those cash balances that are program-specific reserves
3. Review current scholarship allocations in appropriated funds relative to spending needs
  - Determine whether current allocation levels are in excess of spending needs based on prior year spending patterns and anticipated needs for final year of scholarship program increase
4. Develop a more standardized reporting method and regular schedule of updates to convey campus reserve status and projections to VPFA
  - Will allow for more informed decision making with up-to-date reserve information
5. Provide faculty salary funding data and related analysis as required for the next phase of the faculty salary increase plan
6. Support the campus roll-out of SUNY's Finance Business Intelligence (BI) system
  - Participate in SUNY-wide system development as a replacement for SMRT and certain Legacy functions
  - Develop BI analysis queries and standard reports to use in ongoing Budget Office operations (development, projection, monitoring, etc.)
  - Participate in dashboard development training in order to develop local dashboards
  - Work with the Accounting Office to develop a roll-out plan for the basic BI system as a replacement for SMRT
  - As system allows, and in conjunction with other available information from Legacy system, develop a process for reconciling 000Y00-00 expenditure control accounts

## Section III: [Budget Office Full Assessment Plan](#)

## Section IV: Summary and Conclusion

Looking ahead to 14-15, the Budget Office will continue to provide financial information as needed to President Kleniewski, her Cabinet, and the Budget Advisory Committee as they review the College's financial status and direct the College's future path. Under the direction of the VP for Finance and Administration, we will continue to work within and across divisions to familiarize the campus community with the College's financial condition, management processes and procedures.

The College faces certain budgetary challenges over the next year that we will strive to address with our colleagues across campus. One of these is a projected \$1 million shortfall in dorm rent revenue due to reduced occupancy. The Budget Office will work with Residence Life and Facilities to monitor and address this situation. Given the new competition from Hillside Commons, we may be facing a long-term issue in this area for which we will need to make some strategic decisions to help resolve. For the 14-15 year, temporary stop-gap measures have been

identified to address the projected shortfall, including using \$0.5 million in 1-time campus reserves to cover scholarship expenses that would have been funded by dorm revenue.

Additionally, the College's recurring Campus Reserve has been drawn down to less-than-comfortable levels after a period of resource investments. It is projected that we will begin the 14-15 year with a recurring reserve of just over 3% of our \$13 million state tax support; our minimum target is 10%. The Budget Office will work with the VPFA and President's Cabinet to develop and implement strategies to address this condition and build our recurring reserves up to about 15% of our state tax support over the next couple of years. This will be a challenging endeavor given that any new tuition revenue from tuition rate increases is largely offset by SUNY Tuition Credit and negotiated salary increase costs. Looking beyond 15-16, there is no guarantee of continued tuition increases, and no guarantee of salary increase funding, so we must position ourselves to not only be able to absorb future inflationary costs, but also to be able to continue to invest in strategic initiatives that will advance the mission of the College.

Fortunately, the College's one-time reserves are sufficiently funded to allow for ongoing investment in projects that are shorter-term and have finite end-dates. It is projected that we will begin the 14-15 year with one-time reserves of just over 47% of our state tax support. The minimum target is 15%. Despite the external threat posed by SUNY's exodus from Long Island College Hospital (LICH), and the potential draw against our cash balance that could be required, our one-time reserves are quite healthy and will provide the College with the opportunity to invest in strategic and operational initiatives, including future investments made through the StAR process.

The Budget Office is committed to sustainable stewardship of the College's fiscal resources, and will strive to provide appropriate budgetary guidance, anticipate needs and opportunities, and recognize impacts and consequences of planned or potential actions, while maintaining a professional and courteous attitude. We look forward to working with our colleagues across campus and across SUNY on collaborative projects and in fulfilling their operational budget needs. Our work on and involvement with various committees and activities both across campus and across SUNY will continue to provide Budget staff with insight as to "what's going on" in both worlds so that we can better serve our constituents and achieve our goals and objectives.

In summary, we expect the 14-15 year to, as always, be a busy and productive year. We will strive to accomplish the goals listed above while maintaining effective and efficient office operations in carrying out our regular operational functions. The work ethic and commitment to excellent service exhibited by Budget Office staff will once again get us through what will likely be another demanding year.

## Foundation Finance Office

### Section I: Summary of Departmental Accomplishments & Outcomes

The Foundation Finance Office met many challenges successfully during 2013-14.

Each year begins with the Foundation's annual audit which is one significant measure of our successful management and accounting of Foundation assets. The audit is also needed for several internal and external reporting requirements and, therefore, needs to be accomplished by the end of August. An Audit Timeline is created prior to the beginning of the audit. The Audit is performed by The Bonadio Group, an outside accounting firm and the final Audit report is one that we strive to achieve an Unqualified Opinion. An Unqualified Opinion means that no major issues were identified in terms of our accounting processes, reporting, compliance with the many Foundation policies, internal controls, and our system of checks and balances. The College at Oneonta Foundation audit of the financial statements for 2012-13 produced an Unqualified Opinion and no management comments.

Once the Audit was completed, it and the IRS Form 990 have to go through Foundation Board review, revisions when needed and approval, a process entailing meetings of the Audit Committee, the Bonadio Group and the full Board. We were successfully able to meet the many deadlines involved and submitted all documents in a timely manner.

The Foundation Board asked the auditors to also perform more in-depth reviews of four different Foundation functions over a four year period of time. The purpose of these reviews is to examine these areas more thoroughly than is accomplished via the audit. Internal controls are important to have properly in place and the in-depth reviews were one way of having our processes and procedures examined for any internal control weakness. The third function to undergo review was the Compliance and Regulatory Function. The Bonadio Group performed the review in November and December of 2013. The auditors presented their findings to the Audit Committee January 2014, detailing the scope of records and procedures that were examined. The auditors found no significant issues in their review of the Foundation's Compliance and Regulatory Function.

After the conclusion of a 5-year contract with an auditing firm, SUNY regulations required that a Foundation go through a formal procurement to choose an auditor for the next 5-year period, though we are not required to change auditors. The completion of the aforementioned AUP ended the five year contract between the Foundation and the Bonadio Group. The Audit Committee selected the Bonadio Group for the next five years, after comparing the strengths and weaknesses of six other firms, and inviting two in for final presentations.

The Foundation Finance Office plays an integral role in the Scholarship awarding process. The scholarship amounts are determined by the annual spending allocation which is approved by the Foundation Board annually. Once that spending allocation is determined, many offices and departments work together, via the Scholarship Committee, to ensure scholarships are awarded per donor wishes. During the past year, Foundation funds were identified for use by Admissions in recruitment efforts. This has been a successful cooperative effort to align Foundation scholarships with specific College needs, such as attracting high quality students to the College.

The Foundation supported the College with over \$1,464,217 in scholarships and awards over the fiscal year and an additional \$1,026,240 in other program service support for the same period.

The Foundation Finance Office supports the Foundation Board, the Finance Committee and the Audit Committee, by providing timely and accurate investment and accounting reports. Additionally, the Foundation Finance Director attends meetings, presents relevant financial reports, and answers any questions that arise from Board members.

In March and April, the Foundation Finance office staff worked closely with the Foundation Treasurer and his staff to create an orientation program on Foundation Finance for Board members. In addition to a 2-hour presentation,

the Foundation Finance 101 orientation booklet was developed. Feedback from Board members following the presentation indicated a very successful orientation.

The Investment Subcommittee undertook the Investment Management Assessment Project (“IMAP”) at the request of Board President Paul Perlman. The goals of the IMAP are to learn more about outsourcing investment management and what services are available as well as specifically understanding the benefits and risks of Alternative Investments. As the Foundation’s investment performance history has been strong, it also must be determined whether outsourcing investment management and/or alternatives provided any valued added to the Foundation. The Project is expected to conclude by the October 2014 Board meeting.

The Foundation’s Investment Pools are overseen by the Foundation Board, the Finance Committee and the Investment Subcommittee. We are fortunate to have volunteer Board members with investment and/or business expertise and commitment to the Investment Pools’ goals and objectives. The stock and fixed income markets have become increasingly volatile, and the vision and direction provided by Board members is invaluable.

The following table illustrates investment returns for the participants of the NACUBO Commonfund Study of Endowments (“NCSE”) for the year ending 06/30/2013:

COLLEGE AT ONEONTA ENDOWMENT FUNDS

Investment Pool Performance Returns vs. Indices

	Year Ending	3 year	5 year	10 year
Foundation Investment Pool	6/30/2013	Annual Return	Annual Return	Annual Return
Total	15.17%	11.40%	5.24%	6.63%
<i>vs. Composite Index</i>	<i>13.87%</i>	<i>9.51%</i>	<i>2.79%</i>	<i>3.29%</i>
Equity	20.80%	15.12%	5.38%	6.17%
<i>vs. Equity Composite Index</i>	<i>13.99%</i>	<i>11.04%</i>	<i>0.75%</i>	<i>5.26%</i>
Bond	1.82%	3.53%	5.15%	3.50%
<i>vs. Barclay's C&amp;G Bond Index</i>	<i>-0.61%</i>	<i>3.91%</i>	<i>5.31%</i>	<i>3.56%</i>
<b>NCSE All participants*</b>	11.70%	10.20%	4.00%	7.10%
NCSE \$25-50 mm	11.40%	10.10%	4.30%	6.40%
NCSE \$50-100 mm	11.60%	10.20%	4.00%	6.70%

\*NCSE - NACUBO Commonfund Study of Endowments for year ending 06/30/2013 was comprised of 835 institutions.

**Section II: Summary of Planned Initiatives for 14-15**

- To utilize Blackbaud’s Financial Edge report component to begin to build as many Foundation Finance reports as possible
- To analyze the impact of Blackbaud’s Financial Edge implementation on our processes and procedures and to document any procedures which may need to be revised.
- To review the Scholarship awarding process in depth to determine ways to improve its efficiency and accuracy and to better align Foundation scholarships with overall College efforts to best serve our students.
- To incorporate higher level investment risk and reward analysis reports for the Investment Subcommittee, Finance Committee and Board meetings.

- Implement any changes to our investment management process as determined by the Investment Management Assessment Project outcomes.

### **Section III: [Foundation Finance Full Assessment Plan](#)**

### **Section IV: Summary and Conclusion**

As we move forward, we are looking forward to reaping the benefits of the newly implemented Blackbaud Financial Edge accounting system. After the initial learning curve is completed, we will be able to dedicate our efforts to improving our report processing and design. This should allow us to reduce the amount of excel spreadsheets upon which we are currently dependent. Reducing the amount of spreadsheets should lead to increased accuracy of report information and reduce the amount of time staff is currently spending on reports. Lastly, we will learn in the summer of 2014, Blackbaud's impact on our audit process which is expected to be a positive impact.

Our second emphasis in the coming year will be to commit more time and effort to the investment management process. The Investment Management Assessment Project's outcomes will impact which directions may need to be taken. Those outcomes are expected by October 2014.

## IT Services

### Section I: Summary of Departmental Accomplishments & Outcomes

IT Service management has been an overarching theme for the area during the past year. The process of managing our services to the campus within the current financial and staffing constraints requires that we proactively manage workloads to ensure a continued focus on those strategic activities of greatest benefit to the College. For us, this involves fundamentally re-thinking the resource equation of IT from financial, software and staffing perspectives all focused on a data-informed approach. Activities over the past year have included:

- *Development of project management* – several departments within ITS have been involved in the development of project management methodologies. Apps and Servers has developed a process of project selection and progress communication that is right-sized for our organization. Networking and Telecom has worked through the process of creating a single, unified project plan for VoIP deployment that integrates the technical, budgetary and staffing aspects of the project.
- *Use of a zero-base budget process* – IT services is now in the second year of an annual zero-base budget process that will allow us to better track expenses, categorize them more accurately, and rebalance expenditures on an annual basis to best meet the needs of the College.
- *Staff time allocation measurement* – in order to most effectively deploy staff resources, there needs to be a deep understanding of how staff time is deployed between projects, tasks, issue resolution, etc... The apps team has taken a leading role in this area, leveraging the task manager software developed several years ago to record time spent on the variety of tasks this group performs. In addition, we conducted a deep-dive examination of the activities of the TLTC.
- *Staff training* – we have engaged in multiple activities this year to help the staff understand the principles, process and mechanics of ITSM, including a week-long service management development workshop attended by representatives of every service team in IT, the Wizards conference in the fall focused on ITSM, a half-day workshop on service management attended by all staff this spring, and attendance at the Knowledge conference by two staff.
- *Software selection* – all of the ITSM activities can be supported through an integrated software package. The selection process was well underway when ITEC announced a system-wide procurement and deployment strategy for ITSM software. This process delayed the purchase, but we continue to engage with our sister institutions and SUNY offices with the expectation that leveraging system-wide efficiencies will speed implementation and reduce costs.
- *Ticket analysis* – our current trouble ticket system is geared towards reporting and responding to incidents (with no support for problem, change, task or project management). We have leveraged the data in the system to conduct a ticket analysis and categorization to inform future development of a priority scheme for incident management.
- *Governance enhancements* – this year, the governance model for IT was expanded through the formation of two new groups: the administrative technology committee (as a parallel for the educational technology committee) and the data governance steering committee to formulate process and procedure around our data resources.
- *Service inventory* – we have developed the first outline of service categories provided by IT. A refined version of these will form the foundation for the definition of process workflows, service-level agreements and metrics for each service.
- *Metrics and KPIs* – we have developed an initial list of over 90 measures of significance for IT and categorized these by scale, efficiency and effectiveness metrics. We have completed the Gartner scorecard for Infrastructure and Operations as a baseline measure of the organization, and conducted our usual customer satisfaction surveys for several products.

In addition to our push towards service management, IT services continues to develop and deploy services to meet our strategic plan objectives of providing a stable and reliable infrastructure to the campus while supporting the work of others. Highlights from the past year include:

- *Increased support for data analytics and reporting*- we have deployed a secondary reporting solution (ODS) to address the issues of reporting from a transactional data source and provide a stable, simplified view of our data. As a result of our participation in the academic data needs working group, we have developed a departmental profile and are working to develop student, class and faculty data cubes for the group.
- *Deployment of a mobile interface for students* – as students continue to move to mobile platforms, we have responded by developing a mobile app which allows them to access a variety of campus information directly from their phones. Current services include grades, schedules, laundry view, bus routes and campus information sources.
- *Virtual desktops for students* – the rollout of VDI on campus has been enormously successful, with very positive student feedback. We had over 1,200 students use the system over the spring semester, and are deploying low-cost, low-power, zero-maintenance thin clients to the dorms and public spaces of the library to take advantage of this environment this summer.
- *Desktop computing improvements* – we have made several important improvements to desktop computing over the past year. We are in the first year of the stable lab computer replacement program which is going very well. We have also begun deployment of centralized, unified desktop management through SCCM, allowing us to ensure that all desktop computers are fully up to date, registered and have proper software.
- *Establishment of a data analysis environment for teaching and learning*- this project has established access to high performance computing environments for the faculty and students of the College. The environment is being utilized to teach large-scale text analysis techniques to students, and is a collaborative effort between Oneonta and U. Buffalo. It has generated a lot of positive press for both the College and SUNY. In addition, after almost a year of testing, Modeler, IBM's powerful data analytics and predictive modeling tool was deployed to the academic community. Modeler has an extensive range of advanced algorithms and capabilities such as text analytics, entity analytics, social network analysis, along with automated modeling and preparation techniques. Modeler is available in all student computing labs, on the College's Virtual Desktop environment, and for installation on any faculty member's College owned computer.
- *Development of multiple network routes to campus* – establishing multiple routes to campus has substantially improved our network resilience and improved our support for third-party software-as-service providers. It also provides opportunities for expanded services such as a direct connection to main campus from CGP, and will allow us to obtain more competitive internet service pricing this summer.

The pace of new technology adoption continues to accelerate, and part of the core mission of IT is to keep pace with these changes. Major initiatives in this area over the past year have included:

- *Angel to Blackboard migration* – the pilot program during spring was a resounding success and all courses will be on the new platform in the fall. In addition, the migration may enable the college to use Blackboard as our portal solution, saving significant financial resources.
- *Transition to Banner XE* – a new version of our core ERP system is being incrementally released by Ellucian. We are transitioning our databases to support the new model.
- *Classroom AV upgrades* – new projection systems were deployed to IRC and Human Ecology over the past year, significantly enhancing our ability to both manage the projectors through remote control systems as well as deploy new features to the instructors in those buildings.
- *Managed printing* – ITS streamlined our approach to print management and supported the new managed print services project for Fitzelle. This process will yield significant financial efficiencies through reduced printing costs for the College.
- *Windows OS transition* – Windows XP reached end-of-life status this year, and Windows 8.1 was released. In response, we've replaced all non-specialized XP machines and have rolled out Windows 8 as our new standard desktop in the teaching and learning spaces.

## Section II: Summary of Planned Initiatives for 14-15

**Service Management** will continue to be of primary importance for ITS. By next year, we plan to:

- Have a new software package (Service Now) deployed to help us better manage our operation.
- Rewrite our strategic plan, with an emphasis on community input. Our initial post-merger plan was inward-facing and represents the staff perspective of IT. With the end of our 3-year cycle approaching, we need to assess our progress on the current plan and create a new outward-facing plan that represents our engagement with and service to the campus community.
- Complete the service inventory, establish SLA, record baseline metrics and develop service processes and flows for each inventory item.
- Expand activity and time tracking mechanisms to the entire IT organization to continue to seek opportunities for changing the way we do our work, reducing the time spent on operational tasks and providing greater opportunity for innovation.

**New technology** is difficult to predict and the rollout of new systems and expanded service depends heavily on the level of engagement and interest from other campus offices and constituencies. Given that we cannot predict all of the potential developments, there are nevertheless several new systems we plan to implement in the coming year:

- Academic data needs development will continue during the next year, and we hope to complete the full list of data needs with Argos data blocks in place and widely available.
- Depending on divisional needs, we hope to enhance our support for high-level KPIs and dashboards for all areas of the College. We hope that the development of metrics within IT as part of our ITSM efforts will prototype what can be achieved in this space.
- The virtual desktop environment will be rolled out to faculty and staff. This holds immense promise for enhancing the mobility of our employees while holding the line on costs, but will require substantial effort to implement.
- Pilot VoIP telephony for main campus with full deployment to the occupants of Fitzelle, all staff in ITS and division of F&A in Netzer.
- Continue and complete new technology evaluations in emerging technology areas of media serving, cloud storage, data visualization, and the digital humanities.

**Operational support** must be maintained to ensure the continued smooth operation of campus technology. During the coming year, we plan to:

- Complete PCI certification. This has been a multi-year process and we are very close to completing the tasks and being able to certify as compliant.
- Continue to support building projects. We are in the midst of setting up the IT in Fitzelle and moving all of the staff back into the building. We will again be working closely with Facilities on building projects including Lee Hall, Science II, Milne and many other smaller renovations as they occur.
- Launch the outside fiber plant project. The aging in-ground infrastructure used to transport data between buildings needs to be replaced, and we hope to receive approval and funding to initiate the project before we reach a point where data transport becomes capacity limited and error-prone.

## Section III: [IT Services Full Assessment Plan](#)

## Section IV: Summary and Conclusion

IT Services continues to be a strong contributor to the College. Over the past year, we have made significant strides in IT Service Management by beginning to analyze our operations and building defined processes and roles. This has taken place against a backdrop of maintaining safe, secure and reliable IT services for the campus community. Over the coming year, we will continue to re-examine and refine our operational processes to gain further efficiencies and allow our staff to allocate more time to innovative and strategically important projects for the campus.

## Sponsored Programs



## Section I: Summary of Departmental Accomplishments & Outcomes

We support the Six Pillars of the College Strategic Plan through:

- Scholarship – supporting the research pursuits of faculty in our daily activities
- Diversity – 27% of our Research Foundation workforce consists of underrepresented groups. Due to the nature of our many Migrant Education programs, we support programs that work with under-represented populations on a daily basis.
- Community Partnership – working with local and community agencies in support of research, including: STEM Research Council, Village of Cooperstown, Catskill Center for Conservation, Chamber of Commerce, Tioga & Madison Counties, SUNY Cobleskill, Otsego Land Trust, and the New York City Environmental Protection Department

The Sponsored Programs Office is aligned with two agencies: SUNY Oneonta and the Research Foundation for SUNY. We are a member of the SUNY Oneonta campus community and support its strategic goals in our daily activity, but we do so with the fiscal, legal and administrative support of the Research Foundation.

### STRATEGIC ACCOMPLISHMENTS

#### In our CAMPUS role:

- Strived for involvement with faculty:
  - Office participation in faculty research show Life of the Mind (including development & display of Sponsored Program poster), Student Research Day, new faculty orientation, combined Grants Development presentation to Deans and to Sociology Dept.
  - Presented informational letter & brochure to all faculty regarding our services
  - Strong office involvement in IRB committee activity
  - Worked with faculty receiving new STAR award for overseas travel
- New hire, Kimala Clark, preceded by seven months with current staff fulfilling vacant position duties; opportunity to investigate improved efficiencies
- Assisted Migrant Program offices with restructure of NYS Ed awards, including loss of entire MEOP program and blending of 4 major programs into two revised programs. This involved a loss of 15 employees.
- Developed manual for Search (new hire) Procedures
- Improvements to web page (3603 hits to our page during year; 1,489 from new users)

#### In our RF role:

- Conducted full Implementation of new eCert on-line Effort Reporting system, involving significant staff intervention to work with faculty, often one-on-one, to work out implementation problems
- Achieved 100% Effort Certification in new eCert system for all 3 semesters (Spring 13, Summer 13, Fall 14).
- Achieved 100% compliance for code of conduct certification for all RF employees
- Implemented the new Oracle Version R12, which required one week of system shut-down, and change to RF Report Center, which replaces previous reporting system available to PIs for grant information
- Audits: RF Internal audit, NSF Responsible Conduct of Research, Federal A-133, Federal OFCCP
- The OFCCP, requiring a two-year Conciliation Agreement, concluded successfully in Spring, 2014 with all requirements for reporting satisfied.

**FINANCIAL STATISTICS**

*Revenue comparisons through May 31:*

	Direct	Indirect	Total	Change
13-14	4,809,610	514,891	5,324,501	-10.5%
12-13	5,421,753	530,879	5,952,632	-2%
11-12	5,541,616	530,051	6,071,667	

Comparing this year to the past five years using an estimate for our June 30, 2013 revenue:

Expenditure History				% change over prior yr.
Direct	Indirect	Total		
13-14	5,238,448	552,000	5,790,448	-10.5%
12-13	5,878,975	592,609	6,471,584	- 8%
11-12	6,406,569	615,782	7,022,350	19%
10-11	5,335,217	553,326	5,888,543	-11%
09-10	5,931,811	657,497	6,589,308	26%
08-09	4,724,727	490,000	5,214,728	4%
07-08	4,541,175	488,750	5,029,925	

Overall revenue went down by over 10%, a serious decrease which was anticipated due to the loss of several long-standing and multiple-year awards \*\*. Another significant decrease is anticipated to occur in the next fiscal year with the end of the U.S. Dept. of Education Migrant Education Resource Center grant, which has averaged \$500,000 per year over the past 4 years.

\*\*loss of awards ending in 12/13:

MEOP	\$657,792	
Migrant Youth	\$156,119	
NSF Moe Pond	\$149,272	
Parent Involvement	\$ 79,391	
IMLS	\$ 55,679	Total: \$1,098,254

**Section II: Summary of Planned Initiatives for 14-15**

Planned initiatives mirror the assessment plan:

1. Develop an Oneonta PI Handbook, based on the standard version offered by the Research Foundation, and place on the web by June 1, 2015.
2. Offer training to award personnel (PI’s and award administrators) on the new RF Report Center and begin to develop a refresher course for PIs on award maintenance and Federal compliance
3. Offer training on and encouragement to RF employees to use the new Employee Self-Service Center.
4. Train a test group of PIs on Manager Self-Service and develop a recommendation as to whether to roll out to all PIs or not, based on test results
5. Pursue membership on at least one campus committee/formal group for each staff member
6. Present office services to at least one Academic Affairs group.
7. An additional initiative planned that is not in the Assessment Plan but is important in light of the need for increased faculty research is to work with Academic Affairs toward finalization and implementation of an Indirect Cost Incentive for faculty. A draft plan was developed in 2013, but with the many changes in Academic Affairs staff, the draft policy has not yet been put forward for consideration.
8. A further initiative that is a federal mandate is to implement the new Federal OMB Uniform Guidance, to be effective December 26, 2014. This new Guidance replaces the previous OMB circulars (which dictate grant fiscal and operational activity).

### Section III: [Sponsored Programs Full Assessment Plan](#)

### Section IV: Summary & Conclusion

The current trends in research funding include:

- Decreasing federal grant funding
- less funding for Migrant programs (at the federal and state levels)
- emphasis on Collaboration grants among campuses and more community partnerships

The large majority of Sponsored Program funding at SUNY Oneonta has historically come from Migrant Programs. Over the last few years, we have made significant efforts to obtain federal research dollars. Considering the current trends, it is critical to reduce our dependence on Migrant Program funding and move to collaborative programs, both within and outside of SUNY, to seek funding opportunities. As Migrant award funding gradually decreases, our hope is to increase research at the College and receive increased Federal and private funding for scholarly pursuits as well as develop community and SUNY partnerships. To do that, we need to provide incentives for faculty to participate in funding applications – monetary when possible, but certainly provide incentives that include strong campus support and recognition.

Informal feedback from some faculty regarding their willingness to conduct work beyond the required classroom duties is not currently positive. While we at the campus cannot change certain factors, like the Federal policy on extra service payments, we can influence perceptions of the importance to the campus of scholarly contributions. We can speak with and listen to the faculty who are entering into a new Academic Master Plan; we can let the deans in the new academic administrative structure know that we want to hear and consider the ideas they bring with them from other institutions; we can promote the use of available technology (new Report Center, Employee Self-Service module, Manager Self-Service module.)

In our daily activities we seek to:

- Provide outreach to faculty to gain their trust and encourage their grant-writing
- Support Faculty efforts to apply for grants with cost research prior to application and with pro-active, customer-service oriented award administration after award
- Be fiscally responsible with the funds of our sponsors, our contractors, and the campus

Our assessment plan, our annual initiatives and our daily tasks center around these goals. We do not serve students directly (aside from payroll and administrative support for minor student grant funding) but we do serve SUNY Oneonta's faculty in our united mission to create a student-centered learning community.

## Facilities Department

### Section I: Summary of Departmental Accomplishments & Outcomes

The Facilities Department aligns its projects with the Facilities Master Plan, which, in turn, is aligned with the College's strategic plan.

- **Fitzelle Hall:** Nearly completed with multi-million dollar rehab/new construction project.
- **Infrastructure:**
  - o Replaced steam/steam condensate return lines between Alumni Hall and Human Ecology
  - o Replaced aged HVAC system in Alumni Hall
  - o Replaced windows in Wilsbach Hall
  - o Replaced Domestic Hot Water System in PE Building
  - o Replacement of paving and sidewalks throughout campus
  - o Built several suites of offices in Science I and Alumni Hall
  - o Built two new parking lots.
- **Operations:** Centralized receiving operations, consolidated mail and package deliveries.
- **Administration:** Two separate projects documented utility locations and archived drawings and project documents, almost eliminating the need for paper storage. This information is backed up daily.

### Section II: Summary of Planned Initiatives for 14-15

- **Physical Science:** Start the construction of a rehab of the Physical Science building, including new space.
- **Milne Library:** Start the construction of a rehab of the 3<sup>rd</sup> floor and associated masonry. Planning for future utilization of Milne as an Academic Success Center.
- **Welcome Center:** Start design.
- **Milne Library Rehab:** Start design.
- **Lee Hall:** Start construction of Lee Hall Multicultural Center ADA rehab.
- **OAS Building:** Start design of new building to house OAS retail and office operations.
- **Infrastructure (In design for the following projects)**
  - o ADA restroom rehabs
  - o Hunt Union HVAC
  - o IT/Telecomm underground infrastructure
  - o Water main and meters infrastructure
  - o Netzer HVAC
  - o Health Center Rehab
- **Residence Halls**
  - o Upgrade Telecommunications suite for Hulbert Hall
  - o Commence long-range planned rehabilitation of "quad" style building restrooms (starting with Grant Hall in 2014).
  - o Commence long-range planned upgrade of interior finishes.
- **Operations**
  - o Implement task items into TMA planned maintenance program from Fitzelle Hall and other projects.
  - o Participate in APPA (industry standard) FCI (Facilities Condition Index)

### Section III: [Facilities Full Assessment Plan](#)

## Section IV: Summary & Conclusion

### - Strengths

- **Dedicated staff**
- Generally good condition of buildings and grounds
- Data-driven models for staffing and energy management based on industry standards
- Recognized planning model within SUNY
- Very solid workmanlike and useable Facilities Master Plan

### - Weaknesses

- Unable to sustain backlog of maintenance and planned maintenance in certain shops, particularly HVAC.
- Unable to keep up with consistent request for small renovation projects, many of which are high-visibility and have high-profile “champions”. Facilities is frequently “tasked” not only to build the space, but also to identify funding and space.
- Unable to keep up with demand for continued additional card access services.
- Studies based on APPA standards indicate serious under-manning in Custodial and trades.
- Unable to guarantee quality response to exigencies on weekends and late nights.
- Suffer “gaps” in communications between client departments and facilities staff, particularly between Facilities and Academics
- Poor utilization of space, particularly academic space as documented by the Facilities Master Plan. Space assignment is highly politicized and negotiated at the highest levels of the college.
- Purchasing protocols are difficult to staff out. Facilities is required to do this multiple times on a daily basis at all levels. Providing goods and services under this model affects our ability to provide quality facilities.
- Unable to keep up with increasing demand for environmental health and safety programs without a full-time Environmental Health and Safety Officer. In particular, the college does not have a designated Chemical Hygiene Officer as required by OSHA. No one currently in Facilities is qualified for this position. The recent fines generated by the DEC inspection would probably not have occurred if we had a Chemical Hygiene Officer.

### Trends

- Growing demand for new and improved spaces achieved generally via in-house rehabilitation projects
- Growing demand for services of trades, particularly in the HVAC shop
- Increasingly complex building systems requiring more maintenance, many of the skill sets require specialty contracting.
- Hiring trades staff is more and more difficult due to various factors, including, but not limited to market availability and complications of our state system.
- Purchasing goods and services is increasingly complicated and a slow process and subject to much review for even minor purchases.
- Capital resources for “critical maintenance” of infrastructure is likely to diminish after 2015.
- Capital planning on the “state side” is more ad hoc and year-to-year based on state budget exigencies.
- Despite a commitment to Sustainability and Energy Conservation, new buildings are all being air conditioned, markedly increasing our demand for electricity, water, and labor to maintain these new systems.
- There seem to be two “cultures” on campus, administrative and academic. Given there are always difficulties on projects and day-to-day maintenance, Facilities, Administrative Units, Student Development, UPD, OAS, and Res Life all enjoy good interactive and collegial relationships. There is

extensive leadership “turnover” on the academic side and it is more difficult for us to work with academic departments on projects, lacking a single point of contact unlike other areas. Hopefully, the new deans will fill this vacuum.

### **Conclusion**

It appears as if we are on a disconcerting “curve” of increasing building square footage to clean and maintain, increasing demand for small renovations, and more complex systems without commensurate staffing level increases within MOC and Custodial, let alone professional staff. While we all are committed to “doing more with less”, this is a challenge facing Facilities on a daily basis in very real terms. “Thinking outside the box” to create efficiencies and “doing outside the box” are entirely different matters. Civil Service and Procurement protocols frequently work against us on both counts.

However, despite growing responsibilities and depleting financial and personnel resources, we will all work hard to meet these challenges.

The college administration has always supported Facilities and resource limitations are certainly recognized and sympathized with. SUNY Oneonta is a great place to work.

## Office of Sustainability

### Section I: Summary of Departmental Accomplishments & Outcomes

Sustainability is one of the six pillars of the College's Strategic Plan. The Office of Sustainability was created in October 2012 and coordinates energy and waste reduction initiatives on campus and engages the campus community in sustainability programs. The Office of Sustainability integrates sustainability into the curriculum through faculty development workshops and classroom presentations. In addition, the Office of Sustainability facilitates external funding opportunities and energy incentive programs through the New York State Energy Research and Development Authority. The Association for the Advancement of Sustainability in Higher Education (AASHE) sets the national guidelines to advance sustainability in campus operations including buildings, climate, dining services, energy, grounds, purchasing, transportation, waste and water. The accomplishments described below are uniform to the AASHE guidelines as well as the priorities of the campus, SUNY Office of Sustainability and colleges and universities across the nation. The Office of Sustainability works with all departments on campus and projects are focused on facilities (e.g. solar installation, LED lighting upgrades, recycling program), engagement (e.g. Sustainability Fund, Green Dragon Week, sustainability trainings), academics (class presentations and faculty development workshops) or administrative duties (Executive Order 4 and Executive Order 88).

This year, the office devoted a significant amount of effort to develop initiatives which support sustainable materials management and to create a culture of sustainability on campus. The most notable operational accomplishments included developing and enhancing the campus recycling infrastructure, coordinating the Move-Out Donation and Reuse Program and facilitating the student electronic waste collection program. The most notable student engagement accomplishments included organizing Green Dragon Week, managing the student Sustainability Fund and executing over 16 presentations for the Resident Advisors, the Resident Student Organization and various classes and organizations. Overall, the Office of Sustainability had a productive year because sustainability efforts were supported at every level of the College and were driven by the students, facilities and Oneonta Auxiliary Services (OAS). Through broad support and collaboration, the SUNY Oneonta campus has taken steps to achieve a more sustainable future.

#### Accomplishments (13-14):

- Created a culture of sustainability on campus and engaged the student body in sustainability programs.
  - Executed 16 Sustainability Presentations.
    - Courses: Composition, Environmental Sustainability, Freshman Seminar on Sustainability, Introduction to Environmental and Sustainable Studies and Environmental Issues
    - Student Groups: Student Association (SA), Resident Student Organization (RSO), Orientation Leader's (OL's), Littell Hall and Golding Hall
    - Staff: Sodexo, SUNY System Sustainability Conference and College Council
    - Community: Rotary Club, Hartwick College, City of Oneonta Sustainability Summit
  - Provided leadership for the student environmental groups by attending the Environmental Activism Club and Student Sustainability Committee biweekly meetings.
  - Organized Green Dragon Week (April 2014).
  - Effectively broadcasted sustainability initiatives using Facebook, Twitter, The Portal, The Bulletin, Campus Connect, The State Times, The Daily Star and Hometown Oneonta.
- Developed a campus-wide single stream recycling program.
  - Distributed 1,200 recycling bins to offices, classrooms and public spaces.
  - Measured and monitoring the waste stream and recycling rate (18%).

- Organized and supported an 8 week recycling competition between the residence halls (RecycleMania).
- Achieved an annual savings of \$60,000 specific to the 2013 waste removal contract. Continually improved service schedule to achieve economic savings (e.g. reducing service schedule during breaks).
- Received recycling rebate checks worth a total of \$4,000 from the cardboard compactor and metal recycling dumpster.
- Coordinated a recycling poster and recycling video competition.
- Hired two recycling interns who organized educational recycling events in all 15 residence halls.
- Developed and coordinated the student electronic waste recycling program.
  - In four months, the students recycled 545.6 lbs. of electronic waste which included computers, phones, batteries, speakers, i-pods, microwaves, cords, cameras, ink jets and printers.
- Developed and coordinated the Move Out Donation and Reuse Program for the 15 residence halls.
  - In two weeks, the students donated 75 cubic yards of donation items including clothing, shoes, bags and purses, linens, office supplies, furniture, toiletries, cleaning supplies, laundry supplies, sporting goods, storage containers, appliances, electronics, food items, books, toys and kitchen appliances. These items were distributed to the community and 10 local charities including Catholic Charities of Delaware and Otsego Counties, Opportunities for Otsego, Catskill Area Hospice, RSS Inc., Spirit and Truth Christian Assembly, Northeast Parent and Child Society, St. Mary's Church, Elm Park Church, Literacy Volunteers of Otsego & Delaware Counties, and the College Assistance Migrant Program.
- Integrated sustainability into campus infrastructure and promoted energy conservation initiatives.
  - Coordinating the installation of two LED lighting projects (Fine Arts and Alumni Field House).
  - Coordinating the Leadership in Energy and Environmental Design (LEED) certification for the Physical Science rehab.
  - Coordinating the New York State Energy Research and Development Authority (NYSERDA) New Construction Incentive Program for campus construction projects. This semester, the Fitzelle Hall rehab received a \$22,665 award due to the energy efficient systems of the building.
  - Created a No Idling policy for campus vehicles.
  - Created a Temperature Policy for campus buildings.
- Managed the Student Sustainability Fund. Seven projects were selected to be funded. This initiative empowered the student body and gave them the flexibility to be creative in addressing environmental issues.
- Assessed which types of renewable energy systems would be economically and operationally feasible to install at SUNY Oneonta.
  - Actively pursuing the installation of a 200 kW solar project on IRC. This system will provide 1% of campus electricity and will save approximately \$6,000 each year.
  - Performed a preliminary review of a cogeneration and MW solar installation on campus.
- Co-managed the Storm Water Initiative Project (SIP).



- This is an interdisciplinary initiative and experiential learning opportunity to promote the campus as a living laboratory through the management of storm water runoff. As the project moves forward, it will support students and faculty with real-time instrumentation for the collection of flow data, it will create a rain garden and bioretention structure with an appropriate aesthetic for our campus, and it will assemble faculty from across the campus to develop a strategic plan to integrate storm water management into the campus culture.
- Co-managed the Farm to SUNY initiative.
  - The goal of the Farm to SUNY initiative is to increase the procurement of fresh and minimally-processed New York-grown produce (e.g., potatoes, lettuce, leafy greens, tomatoes, squash, cabbage, and green beans) by SUNY campuses at a competitive price that provides a sustainable profit margin for farmers. It also includes an educational campaign to increase awareness among campus faculty, staff, and students on the benefits of purchasing locally grown meat, fruits, and vegetables. Farm to SUNY is funded by a \$100,000 two-year grant through the American Farm Trust's Farm To Institution NYS Initiative ([FINYS](#)), a statewide partnership of agricultural, public health, and economic development partners who have come together to strengthen the state's farm and food economy while improving the health of its citizens.
- Coordinated the implementation of an “environmentally gentle” winter salt product (Fire Rock).
- Supported regional sustainability efforts.
  - Co-coordinated the City of Oneonta Sustainability Summit.
  - Active member of the City of Oneonta Sustainability Task Force.
- Coordinated and managed the O2 compost system (Wilsbach Hall).
- Organized and coordinated a sustainability faculty development workshop (Sustainable Susquehanna Curriculum Workshop).
  - Eight faculty members participated in a workshop which focused on integrating sustainability across the curriculum through course revision or new course development. The faculty members received an honorarium of \$1,000 upon completion of a new or revised syllabus, with the intent to teach the course by the Spring semester 2016 or sooner. The participants had diverse teaching backgrounds including fashion, psychology, math, economics, sociology, philosophy and physics.
- Sought Out External and Internal Funding Opportunities.
  - SUNY Oneonta StAR: Storm Water Initiative Project (SIP)- An Interdisciplinary Initiative and Experiential Learning Opportunity to Promote the Campus as a Living Laboratory
    - Awarded: Yes
    - Partnership: None
    - Amount: \$ 20,000
  - SUNY Oneonta StAR: Sustainable Susquehanna Faculty Workshop
    - Awarded: No
    - Partnership: None
    - Amount: \$10,000
  - Farm to Institution: Increasing Locally Grown Vegetables
    - Awarded: Yes
    - Partnership: [American Farmland Trust](#)
    - Amount: \$99,000 (campus allocation: \$4,000)

- Environmental Facilities Corp Green Infrastructure Grant Program
  - Awarded: TBD, October 2014
  - Partnership: Oneonta Job Corps
  - Amount: \$ 910,441
  
- NYSERDA New Construction Program: Fizzle Hall
  - Awarded: Yes
  - Partnership: None
  - Amount: \$22,665
  
- Applied for Sustainability Awards
  - Princeton Review's Greenest Colleges: SUNY Oneonta was considered one of the 322 Green Colleges in 2014.

## Section II: Summary of Planned Initiatives for 14-15

The Office of Sustainability has carefully aligned and directed sustainability initiatives to reflect the priorities included in the campus strategic plan. The environment is inextricably interconnected with social and economic practices, which should exist in harmony with the natural environment, enhancing rather than depleting the productive capacity of the Earth. The Office of Sustainability focuses on both environmental and fiscal sustainability to ensure that we meet the needs of future generations. The Office of Sustainability will address the following strategic initiatives in 14-15:

### 14-15 Assessment Plan Objectives:

- To increase the amount of recyclables produced on campus.
- To divert usable items from the waste stream.
- To coordinate the Student Sustainability Fund and to increase the number of student participants in the funding opportunity.
- To integrate sustainability into the curriculum by facilitating the Sustainable Susquehanna Faculty Development Workshop.
- To increase renewable energy generation on campus utilizing solar and wind technologies.
- To reduce the amount of lawns that must be mowed by introducing low maintenance landscaped features.
- To create new campus sustainability policies which will enhance campus facilities and operations (e.g.: Reduced Mow Zones and Green Cleaning Policy).

The majority of 13-14 accomplishments included in Section 1 are ongoing projects which the Office of Sustainability will continually address in the 14-15 academic year (e.g. composting program, storm water initiative program, electronic waste collection program, recycling program, Farm to SUNY, etc.).

## Section III: [Office of Sustainability Full Assessment Plan](#)

## Section IV: Summary and Conclusion

The Office of Sustainability has excelled in engaging the students and faculty in sustainability programs, coordinating sustainable materials management initiatives, organizing a comprehensive recycling program and actively pursuing renewable energy systems for campus. The Office of Sustainability has excelled in conserving the

fiscal resources of campus by saving approximately \$85,000 through the waste removal contract, recycling rebates and NYSERDA incentive awards. The office is actively applying for grants and seeks internal and external funding sources (StAR, storm water grant, NYSERDA). Next year, the Office of Sustainability will work towards broadcasting and exposing initiatives and will address the following strategic goals:

- Complete administrative duties (Energy Master Plan, 2013 Greenhouse Gas Inventory and Sustainability Master Plan).
- Create a Strategic Plan for the Office of Sustainability (e.g.: prioritize students or operations).
- Actively participate in the Facilities Planning process in regards to building design and energy performance.
- Organize energy reduction initiatives for the College in collaboration with the new Energy Manager.

The College is committed to sustainability specific to campus culture, operations, the built environment, academics and our common future. The Office of Sustainability will work towards advancing the College's sustainability efforts through creating a culture of sustainability on campus, deploying renewable energy systems, reducing the College's ecological footprint and achieving economic savings.

## Oneonta Auxiliary Services

### I. Section I. Summary of OAS Accomplishments and Outcomes

Oneonta Auxiliary Services (OAS) is a not-for-profit corporation that has been providing the comforts of home to SUNY Oneonta students, faculty, and staff since 1951. We operate within the confines of a contract with SUNY. OAS, in partnership with several contractors, provides Dining and Catering (Sodexo), Red Dragon Outfitters, Textbooks (Damascene Book Cellar), College Camp, ID/Dining Card services, Student Package Handling and Resident Mail Services (The Shipping Room), Vending (Coca-Cola and Next Generation), Car Sharing (Hertz), Dragon Dollars, Laundry (Mac-Gray), as well as Check Cashing and ATMs (Sidney Federal Credit Union, Community Bank, and NBT). OAS is governed by a dedicated Board of Directors comprised of students, faculty, and staff.

OAS experienced a very ambitious and successful year that included the following accomplishments and outcomes:

#### Financial Strength

OAS had a successful financial year. While the final budget figures will not be available until after our audit in July, we expect that we will meet or exceed our target revenues. OAS still boasts the lowest unlimited resident dining plan in all of SUNY, while offering extensive choices and hours of operation. Having the vast majority of our resident students on the unlimited dining plan enables us to predict our customer counts, contain our food costs, and operate with several economies of scale. While dining is our largest operation and our greatest source of revenue, vending, laundry, textbooks, and the Red Dragon Outfitters contribute additional revenue to our bottom line.

In 2013 – 2014, OAS provided the following monetary support to SUNY Oneonta.

Space and Utilities:	\$ 650,510
Scholarships:	\$ 445,000
SUNY Support Services:	\$ 105,774
Capital Improvements:	\$ 169,632
Program Accounts:	\$ 408,319
<u>Refuse:</u>	<u>\$ 77,091</u>
TOTAL	\$ 1,856,326

#### Measurements of Success

- During our first full year of IP vending, we experienced less than 2% downtime, a significant improvement from the previous system.
- Sodexo Dining Units are now fully PCI compliant with the installation of the Micros POS system with Transaction Shield and Point to Point Encryption (P2PE) terminals.
- With strategic marketing, 120 more Commuter Dining Plans were sold during the fall of 2013 over the fall of 2012.
- Utilization of My Kitchen in Mills Dining Hall by resident dining students increased from 22% in 2011 to 50% in 2013.
- Converting the take-out program in Mills and Hulbert to reusable containers has saved 59,612 brown paper bags and 298,060 plastic containers and plastic wrap.
- Changing the Freshens concept to F'Real in Mills Marketplace has doubled sales. In Spring 2013 6,000 smoothies were sold, in Spring 2014, 12,000 F'Real products were sold.
- All energy utilized at College Camp is now 100% renewable. Heating is obtained through the waste cooking oil program; all purchased energy is from renewable resources.
- The Lean Path program used by Sodexo has cut food waste by half. Waste costs have gone from 4.4 cents a plate to 2.2 cents a plate.
- The remaining pre-consumer food waste is given to two local pig farmers, saving up to two tons of waste

monthly.

- By extending hours and adding new styles and product lines to the Red Dragon Outfitters, sales have increased by 9.2%.
- 89 faculty and staff members attended a “Taste of Seasons” in April. This event was held to introduce the faculty and staff whose offices will be in Fitzelle to the new venue.

### **Analyzing Customer Satisfaction**

A customer satisfaction survey of all students on the resident dining plan was conducted in January 2014. A total of 3,302 students were surveyed, with 1114, or 34% responding. Students responded to a series of questions related to the condition and cleanliness of the resident dining halls, hours of operation, quality of food, and customer service. They were also given the opportunity to suggest enhancements and new menu items. The response was overwhelmingly positive, and several key areas of satisfaction increased over previous year results. OAS and Sodexo have reviewed every anecdotal response offered, and have taken action on those that were within reason.

In addition to the survey, OAS and Sodexo, via the Food Service Advisory Committee, meet with numerous student groups and organization to engage their interest and gauge their satisfaction. Notes of these meetings are reviewed with the Board of Directors.

### **Community Engagement**

Throughout 2013-14, OAS engaged with the community through the following collaborations:

- OAS supported activities of Saturday’s Bread, the Catskill Symphony, Habitat for Humanity of Otsego County, the Food for Fuel Project, the Golden Alumni, and the Migrant Christmas program, through various methods including space donation, volunteer leadership, marketing and printing assistance as well as donations and donation collection.
- 92% of employees donate to the United Way.
- The Red Dragon Outfitters partnered with a local florist – Wyckoff’s – to sell commencement flowers.
- The Red Dragon Outfitters continues their successful partnership with Brooks BBQ, selling a private label barbecue sauce.
- A Slovenian chef was brought to campus through Sodexo’s Global Chef program. The chef hosted a number of dinners and worked with SUNY Oneonta Food Service students.
- Sodexo donates pre-consumer food waste to two pig farms, allowing the farmers to save on feed and saving up to two tons of waste going into the landfill per month.

## **Section II: Summary of Planned Initiatives for 14-15**

OAS is looking forward to new initiatives and collaborations during 2014-2015.

- Partner with Residence Life to market on-campus housing, ensuring that as many of the 3,555 beds are filled as possible, leading to a successful resident dining program. The core strength of our budget relies on residence hall occupancy.
- A timely opening and effective marketing plan for Seasons. This new venue will serve local, organic, and food that changes with the seasons. It will provide a unique menu to the college community, and showcase our farm to table initiatives. The venue is expected to generate \$275,000 in additional revenue during 2014-2015.
- Collaborate with Alumni and Admissions on targeted marketing to increase online sales through the Red Dragon Outfitters website by 10%. Potential students and alumni are important customers; they are interested in collegiate clothing and gifts, and they offer great revenue potential.
- Work on the design of the new OAS building which will jumpstart SUNY Oneonta’s master plan. With a cohesive design, OAS will be better able to cross-train employees allowing for better customer service. Further, the new building may incorporate green features such as SUNY Oneonta’s first green roof. The

location and orientation of the Red Dragon Outfitters within the building will have substantial curb appeal for our college community and visitors.

- Continue to focus on reducing food waste in our resident dining halls through the following strategies:
  - Lean Path Program
  - Waste to Pigs
  - Nutritional education initiatives
  - Food waste demonstrations

**Section III:**     [OAS Full Assessment Plan](#)

**Section IV.     Summary and Conclusion**

The 2013-2014 academic year has been a productive and profitable year for OAS. Through strategic planning, data-driven decisions and sound fiscal practices, we continue to offer exceptional services and substantial support to the SUNY Oneonta community. Our success could not be accomplished without the dedicated teamwork of our employees and the commitment and support of the OAS Board of Directors. OAS is fortunate to have a partner like Sodexo who is in the forefront of studying the trends of college age students through a variety of quantitative and qualitative methods, including surveys, focus groups, zip code analysis, etc. Sodexo responds to these trends by offering new products within resident dining operations, as well as and new venues such as *Seasons*.

OAS remains dedicated to providing the comforts of home to our SUNY Oneonta family, and looks forward to maintaining our high level of customer satisfaction in the coming year.

## SICAS Center

### Section I: Summary of Departmental Accomplishments & Outcomes

The SICAS Center continued to provide excellent cost effective service to the SUNY Community in 13-14. Our focus this year was on improving communication and reducing the number of defect patches that are needed for our software. Improvements have been made but there is still room for improvement. During the coming year we will look for ways to test our applications better and discover more defects before they are discovered by campuses. We also continue to strongly encourage our campuses to test releases in a non-production environment before applying the software in production so that if an issue is found, it does not impact the business of the institution.

Our major accomplishment this year came in the area of Degree Works. Sue Smith retired last year and Dawn Bookhout stepped in to serve as the point person for the SICAS program in the Degree Works implementation project. SICAS is responsible for being the primary contact for all SUNY campuses in this project and not just those using Banner. This has presented a unique set of challenges. Dawn has done an excellent job coordinating training, documentation, installation of patches and releases and communicating with the campuses, Ellucian, ITEC and System Administrations Office of Information Technology (OIT). Given the number of moving parts in this project, it has gone considerably well. All campuses currently have a production and a development environment except Onondaga CC and ESF who joined the project this year. We have published an upgrade schedule for the next release and campuses are able to meet this schedule.

In December we took part in a staff development day using “Strengths Quest.” This helped the staff understand how to relate to one another based on their strengths rather than their weaknesses. In June we are holding a second session to go more in depth with our results.

Three staff members left SICAS in 13-14: Francine Raffa, Bill Edison, Bill Cavin . Five people joined the staff: Pat Potochniak, Aimee Swan, Stephen Staley, Jim Struble and John Flack bringing our head count to thirty.

The leadership of the SICAS Center was reorganized in 13-14. Will Weir’s title changed from Technology Manager to Chief Technology Officer, his payroll title is now Assistant Director of Computer Services. Stephanie Kot’s title change from Manager of the Remote Team to Assistant Director for Development, her payroll title is now Assistant Director of Computer Services. Beverly Baker will continue to supervise the development team and will be the Assistant Director for Development; her payroll title will remain Assistant Director of Computer Services. A new position was created, Assistant Director for Application Services (Assistant Director of Computer Services) which will supervise the functional support arm of the organization. This position was filled in March by Aimee Swan.

SICAS added two campuses to the list of campuses that subscribe to the Remote Database Application service and have SICAS install their Banner upgrades. Cortland and Farmingdale subscribed to the service during the year and are now taking advantage of the remote installations. Potsdam is considering subscribing to this service also. The advantages to the campuses are multiple personnel backup, common setup to database and underlying oracle structure that makes it easy for different members of the SICAS remote team to provide prompt and efficient service. This common setup also shows to be more efficient and suffers less downtime than most campus configurations.

The SICAS program continues to make forward progress in its service to campuses. We continue to collaborate with campuses on new services that we can provide and how they can be funded. We also continue to work closely with the AST organizations (ITEC, CPD, SLN and System Admin) to coordinate our efforts in a way that is supportive of the other organizations’ missions and to communicate changes and challenges that may have a u-wide impact.

We continue to improve and we continue to look for ways to improve.

## **Section II: Summary of Planned Initiatives for 14-15**

The planned activities for 14-15 are:

- Evaluate our staffing needs so that we can provide the best possible service to our clients and improve our testing, documentation and training
- Continue to improve our communications internally and externally through staff development and investing in a new help desk tool
- Transition our support for Degree Works from implementation to production
- Collaborate with Ellucian on the tools necessary to add the SICAS applications to Banner XE
- Engage our clients frequently to ensure we are meeting their needs and determine their future needs
- Establish a regular and consistent training schedule for SICAS applications

## **Section III: Assessment Plan (N/A)**

## **Section IV: Summary & Conclusion**

The SICAS Center staff is continually striving to improve our support of the campuses. According to the results of our 2013 customer satisfaction survey, 100% of the respondents see value in the services we provide and think SICAS is a helpful partner in their work. Looking deeper at those numbers 50% see value all the time and 65% see SICAS as a helpful partner all the time. The others answered “sometimes” to those questions. There is a lot of room for improvement in these areas which will be a focus for SICAS in 14-15.

The reorganization of SICAS was finally completed in 13-14 with the changes in titles for the managers and the addition of the Assistant Director for Application Services. This new structure will allow each area to focus on its specific charge and allow for enhanced collaboration between the teams. As we move forward, we will look for enhancements to our services. We need to develop a plan for consistent training. We need to personally engage our clients more. We need to be the Banner experts that many campuses want us to be.

We will be conducting another Customer Satisfaction survey in June and I am anxious to see where we have improved. I am equally as anxious to see where else we can improve. We continually hear from people that we are doing great in one area but there is room for improvement in another, or they wish we did X. As an organization we need to collect those other areas and build on them. Sometimes those other areas are actually simply areas that require clarification or training, and we need to do a better job of communicating that.

Like any organization, SICAS has room for improvement and everyone on the staff recognizes that. As an organization, we are committed to making those improvements. Our degree of difficulty increases as the staff and membership grow. I believe the new managerial structure will help us to manage this growth and enable us to coordinate the efforts of each group so that we can provide better testing, documentation and training for our applications.

The SICAS program made great strides this year with our support of Degree Works. Our efforts with this project were instrumental in its success. As we move from implementation to support, we are working with the other AST organizations to build documentation on the responsibilities for each organization (SICAS, ITEC, System Admin and Campus) to help us when problems are reported and to help campuses to trouble shoot those problems on their own. As SUNY matures with this product it will be a great benefit to all students.

The pace of change is not always as swift as desired, but we are making changes. We make progress each day and as long as we are moving forward and as long as we continue to strive to move forward, SICAS will be ok.



## Part Three: Charts, Graphs and Other Data

Figure 1

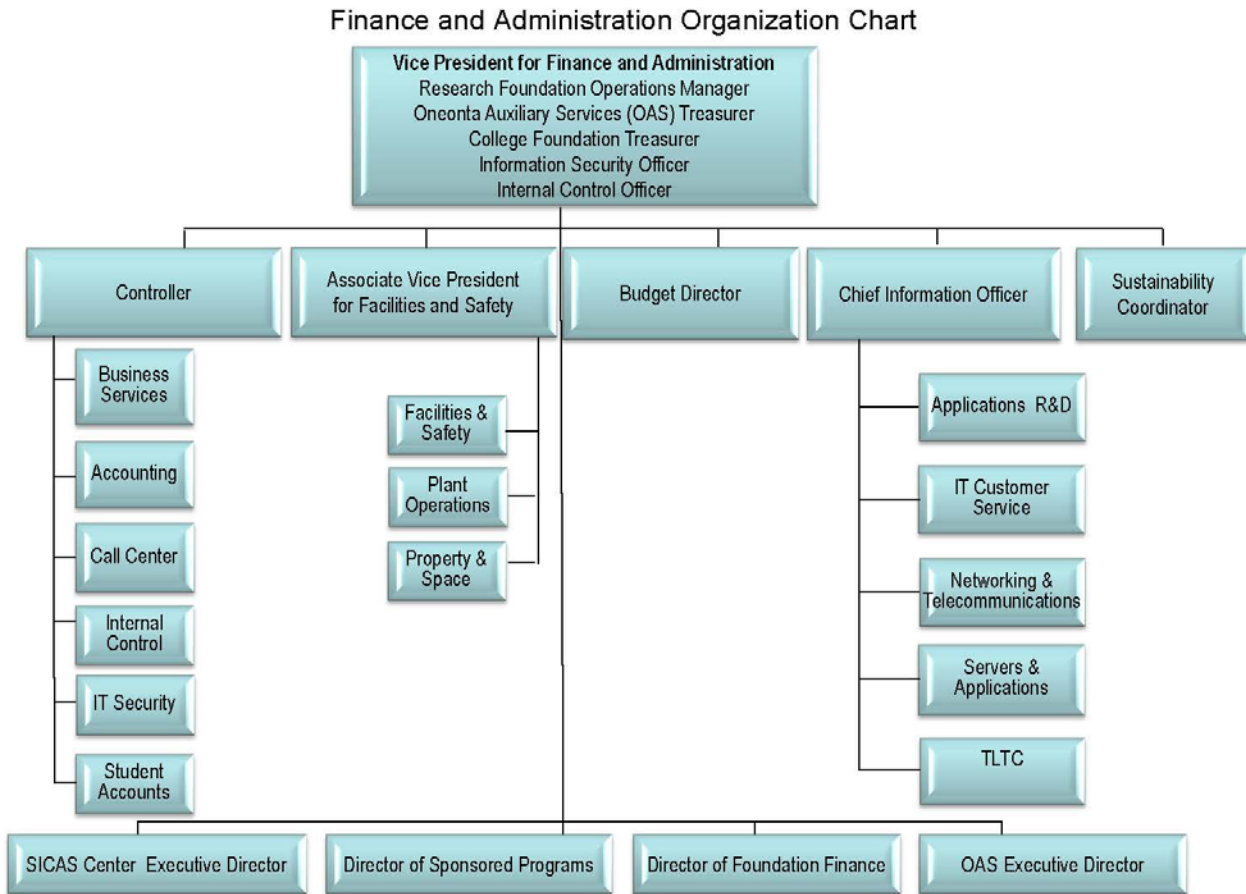


Figure 2

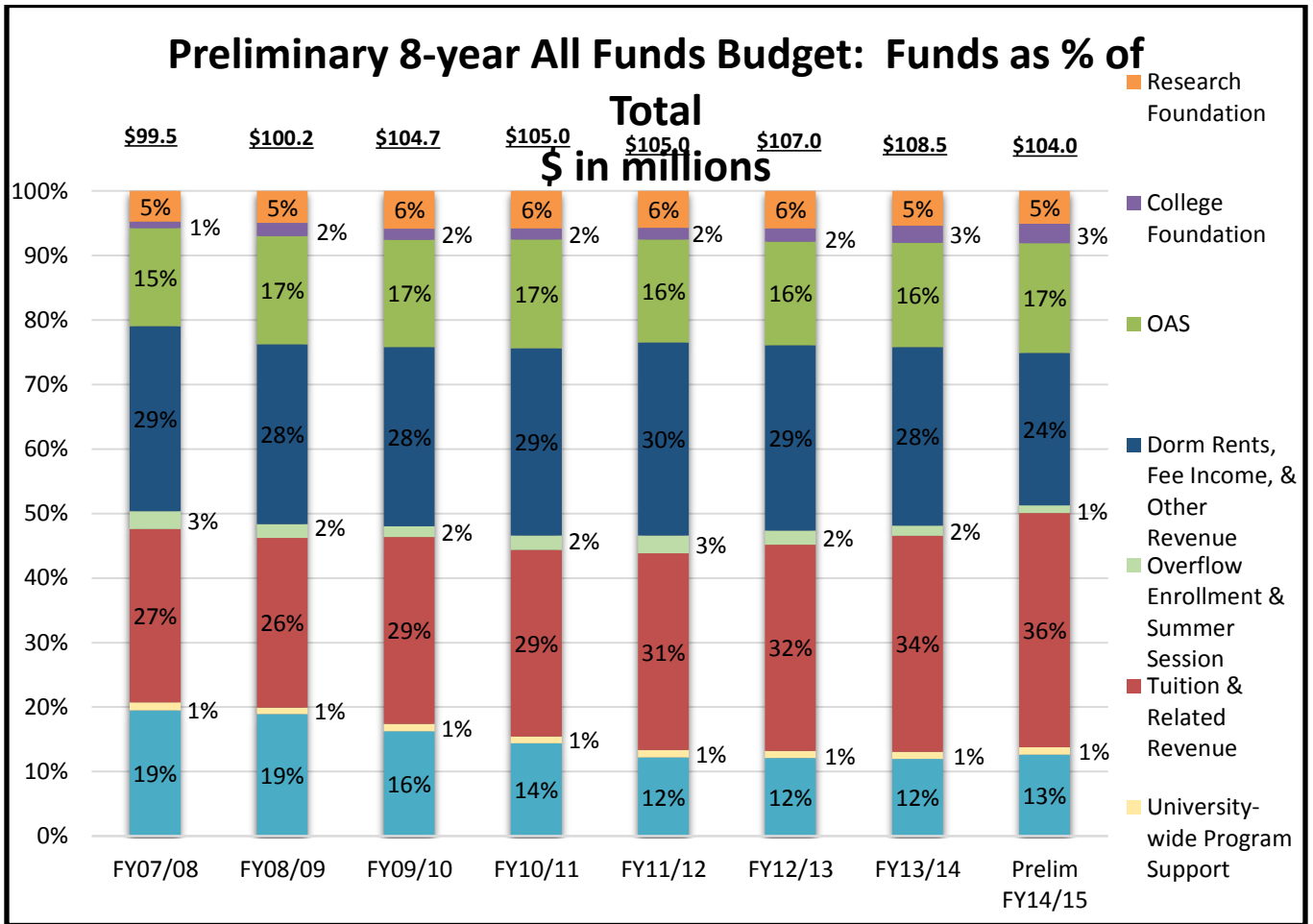


Figure 3

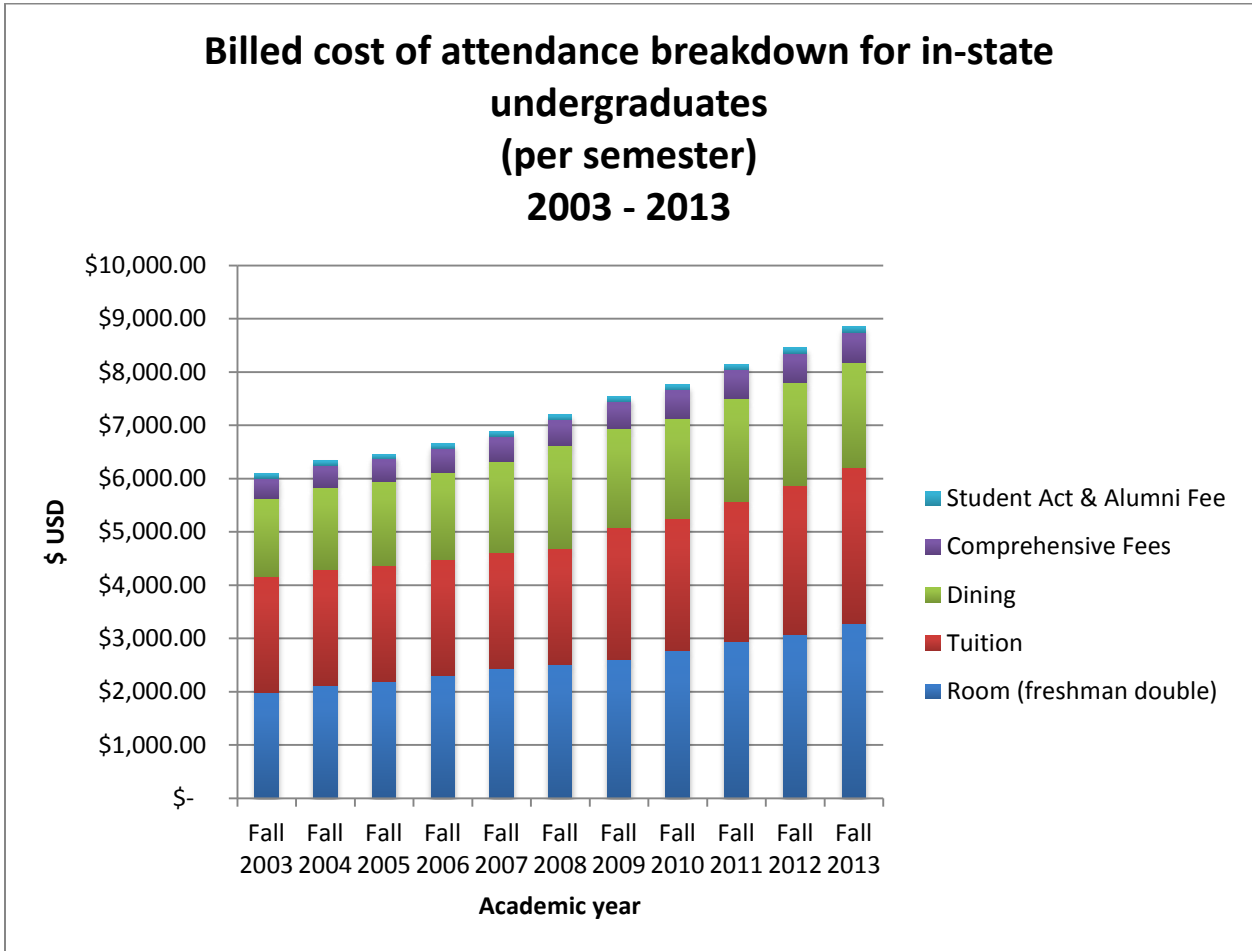


Figure 4

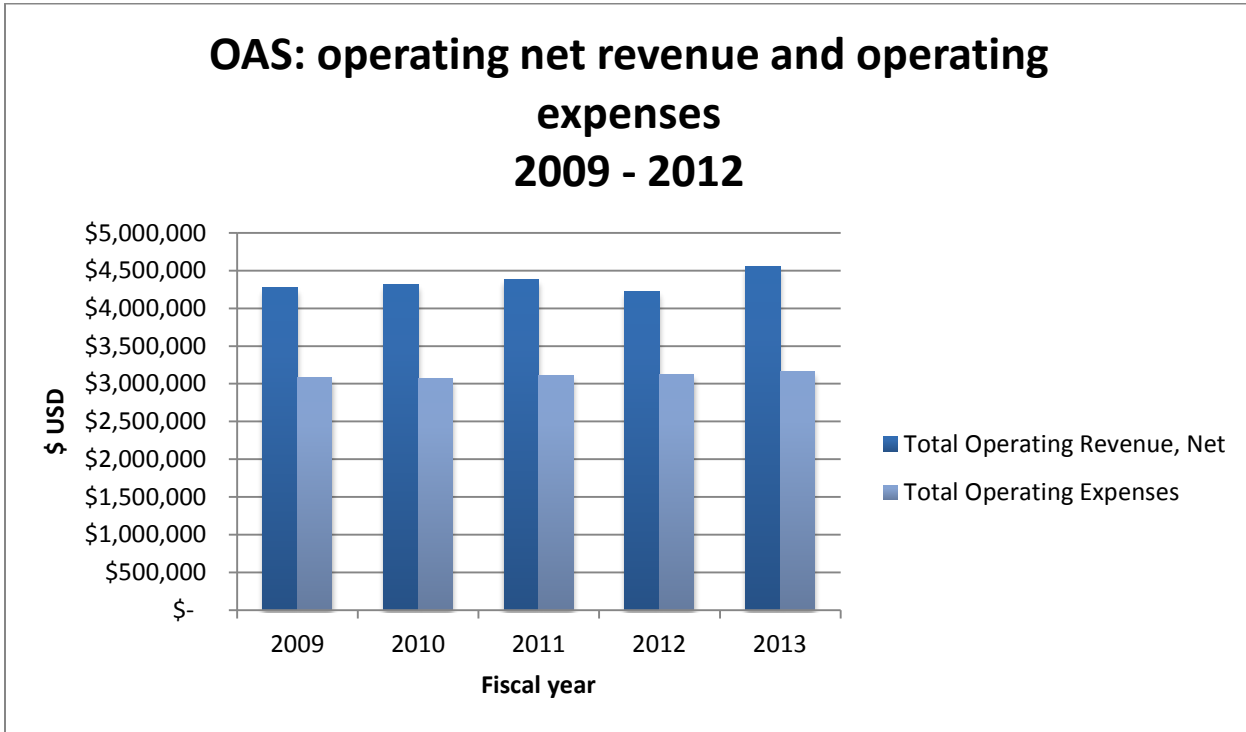


Figure 5

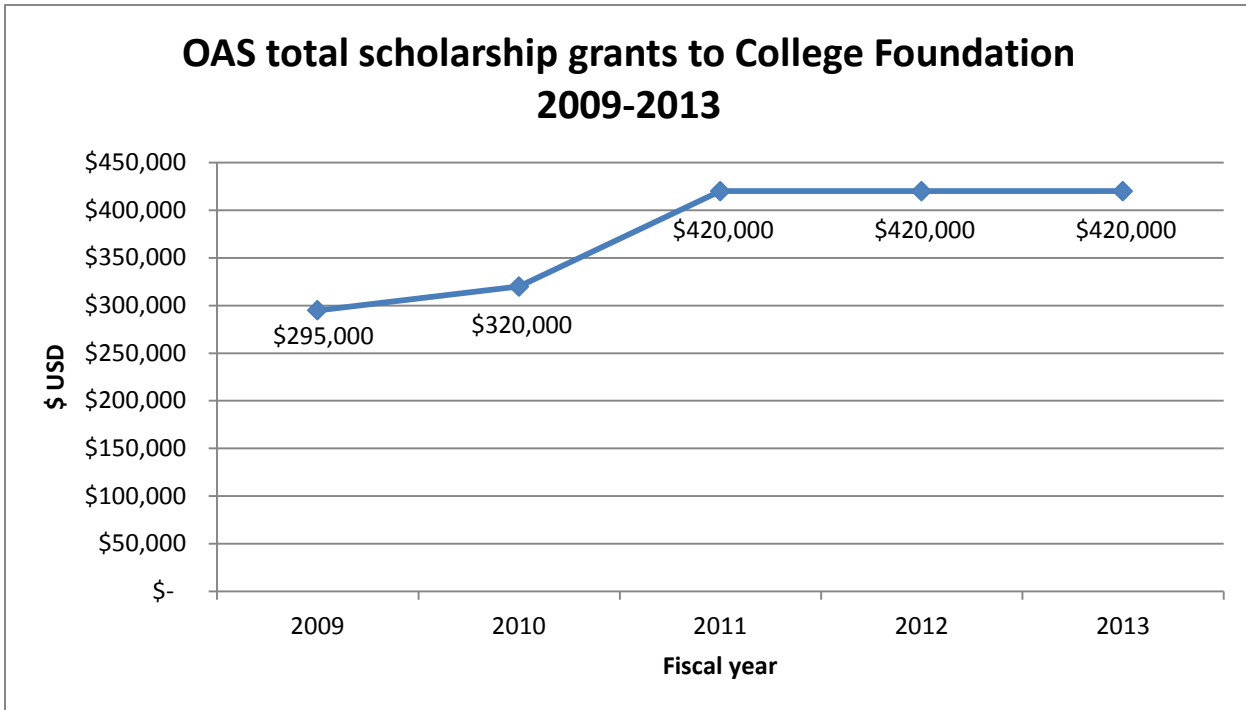


Figure 6

**FY14/15 Preliminary All funds budget by funding source**  
**\$104.0 million**

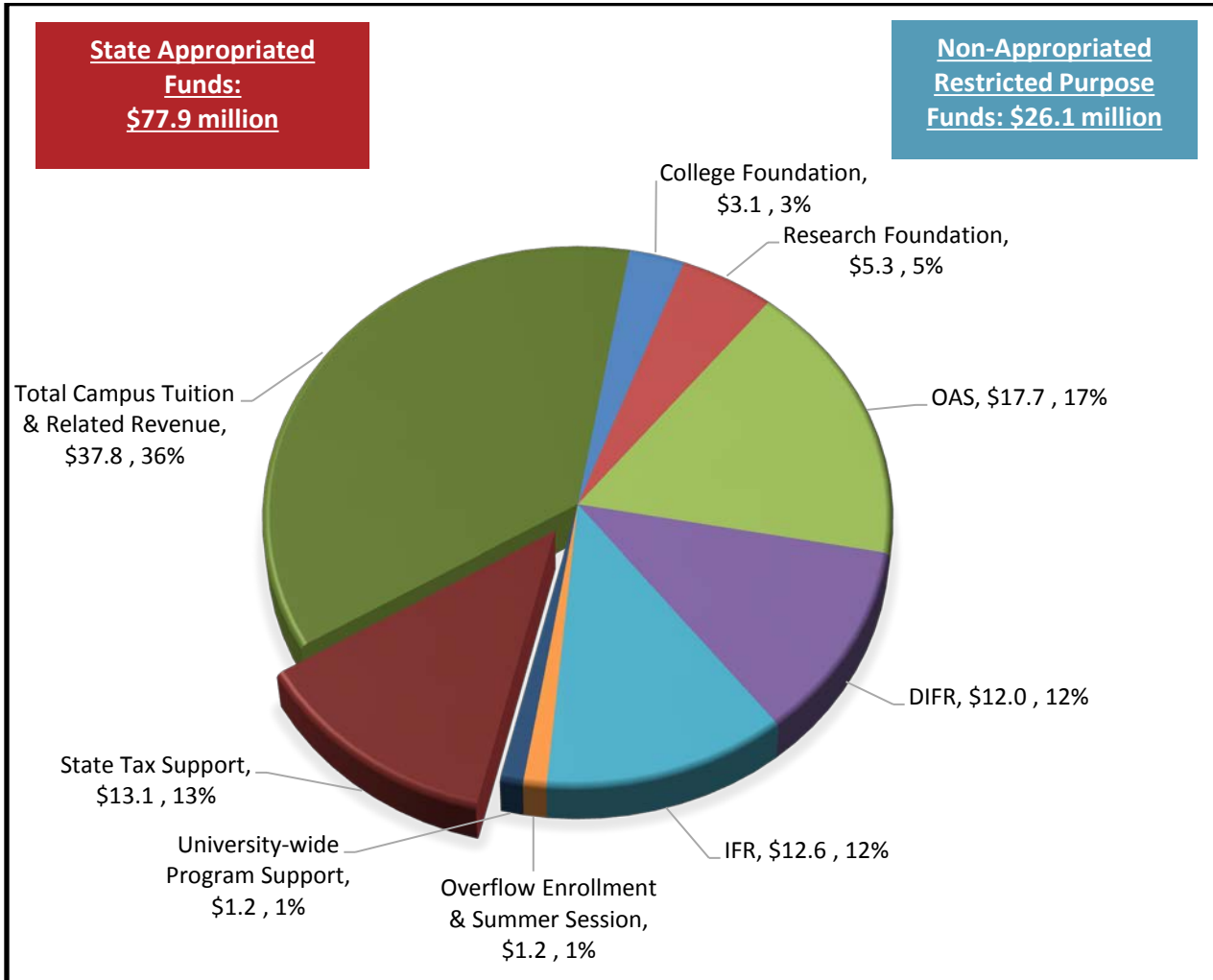


Figure 7

<b>2014-15 Campus Reserves Summary</b>			
<i>All-funds; \$ in \$1,000s</i>			
			<i>as of 7/2/2014</i>
	<b>Recurring</b>	<b>1-time</b>	<b>Total</b>
<b>FY14/15 Projected Beginning Reserves, before StAR releases</b>	<b>\$687.2</b>	<b>\$7,071.9</b>	<b>\$7,759.1</b>
<i>...as % of projected \$13.0m FY14/15 State Tax Support</i>	5.3%	54.6%	59.9%
<b>2013-14 StAR Awards</b>	<b>(\$62.0)</b>	<b>(\$334.0)</b>	<b>(\$396.0)</b>
<b>FY14/15 Projected Beginning Reserves, after StAR commitments</b>	<b>\$625.2</b>	<b>\$6,737.9</b>	<b>\$7,363.1</b>
<i>...as % of projected \$13.0m FY14/15 State Tax Support</i>	4.8%	52.0%	56.8%
Other Current Year Commitments & Savings: Contractual, salary & other operational needs; New/increased program investments; Reorganization/restructuring savings; Renovations; Revenue Adjustments	(\$21.8)	(\$613.3)	(\$635.1)
<b>Projected Uncommitted Reserve Balance</b>	<b>\$603.4</b>	<b>\$6,124.6</b>	<b>\$6,728.0</b>
<i>...as % of projected \$13.0m FY14/15 State Tax Support</i>	4.7%	47.2%	51.9%
<i>recommended minimum %:</i>	10.0%	15.0%	25.0%
<i>recommended minimum \$:</i>	\$1,296.3	\$1,944.4	\$3,240.7

Figure 8

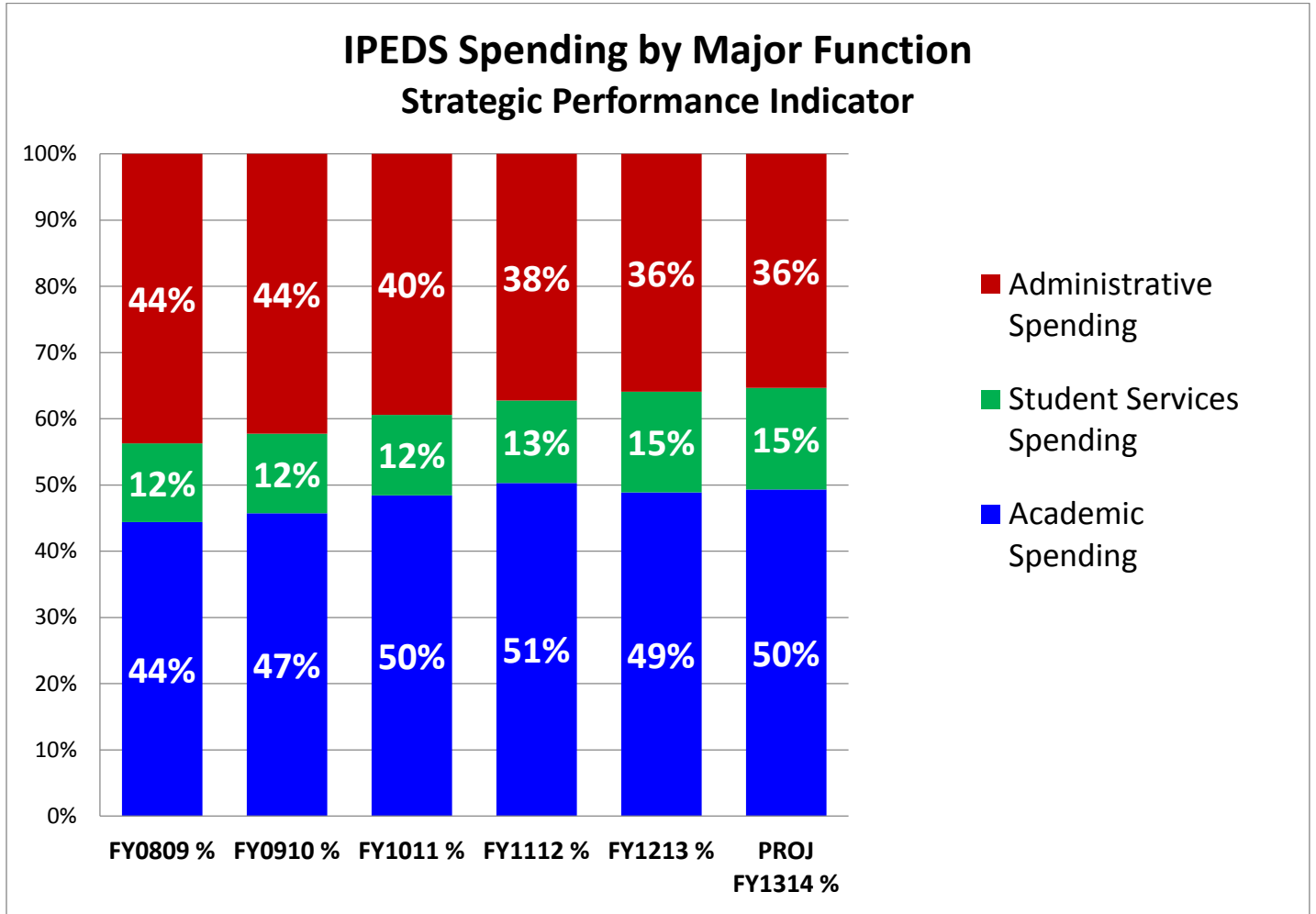


Figure 9

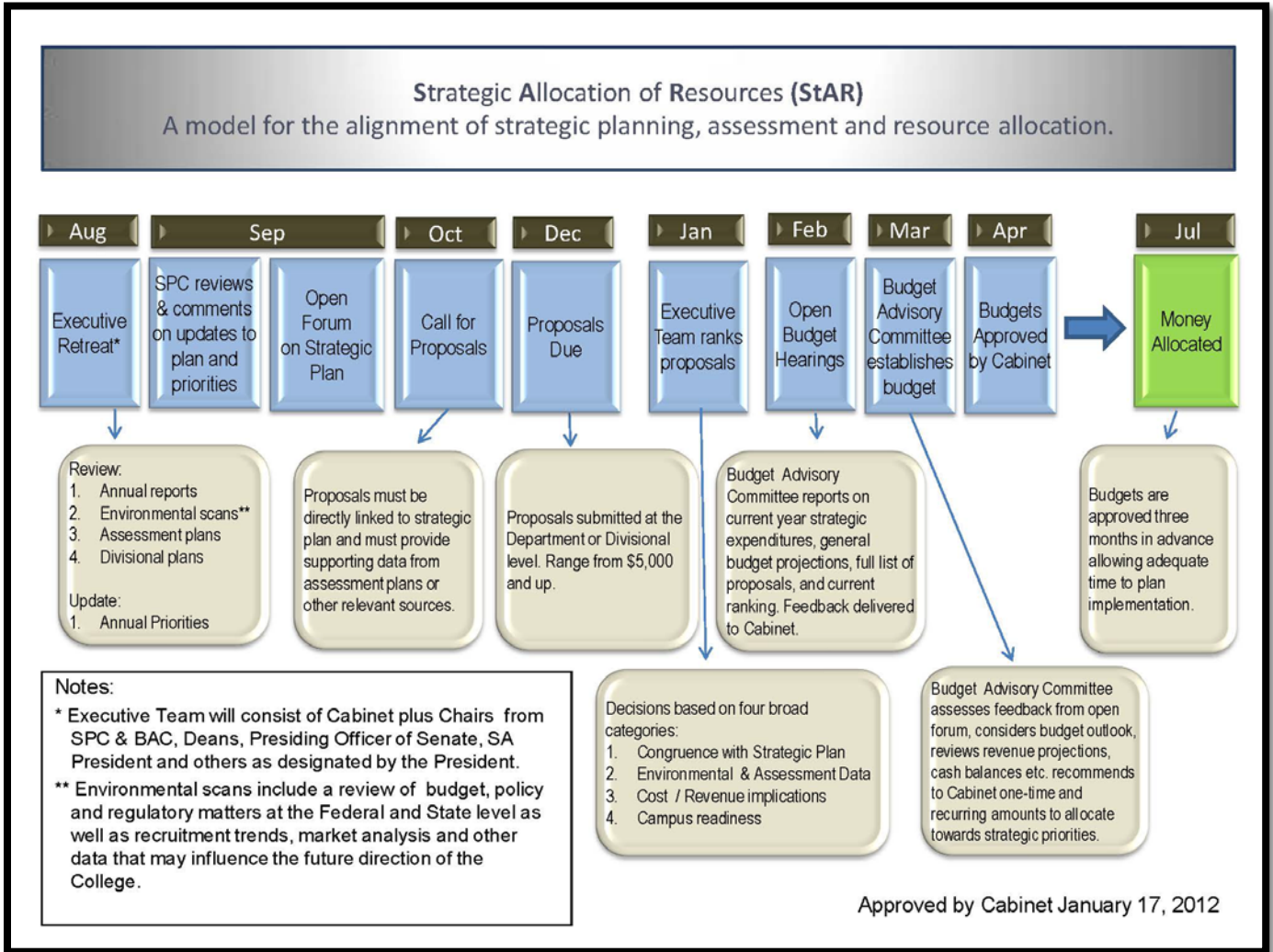




Figure 10

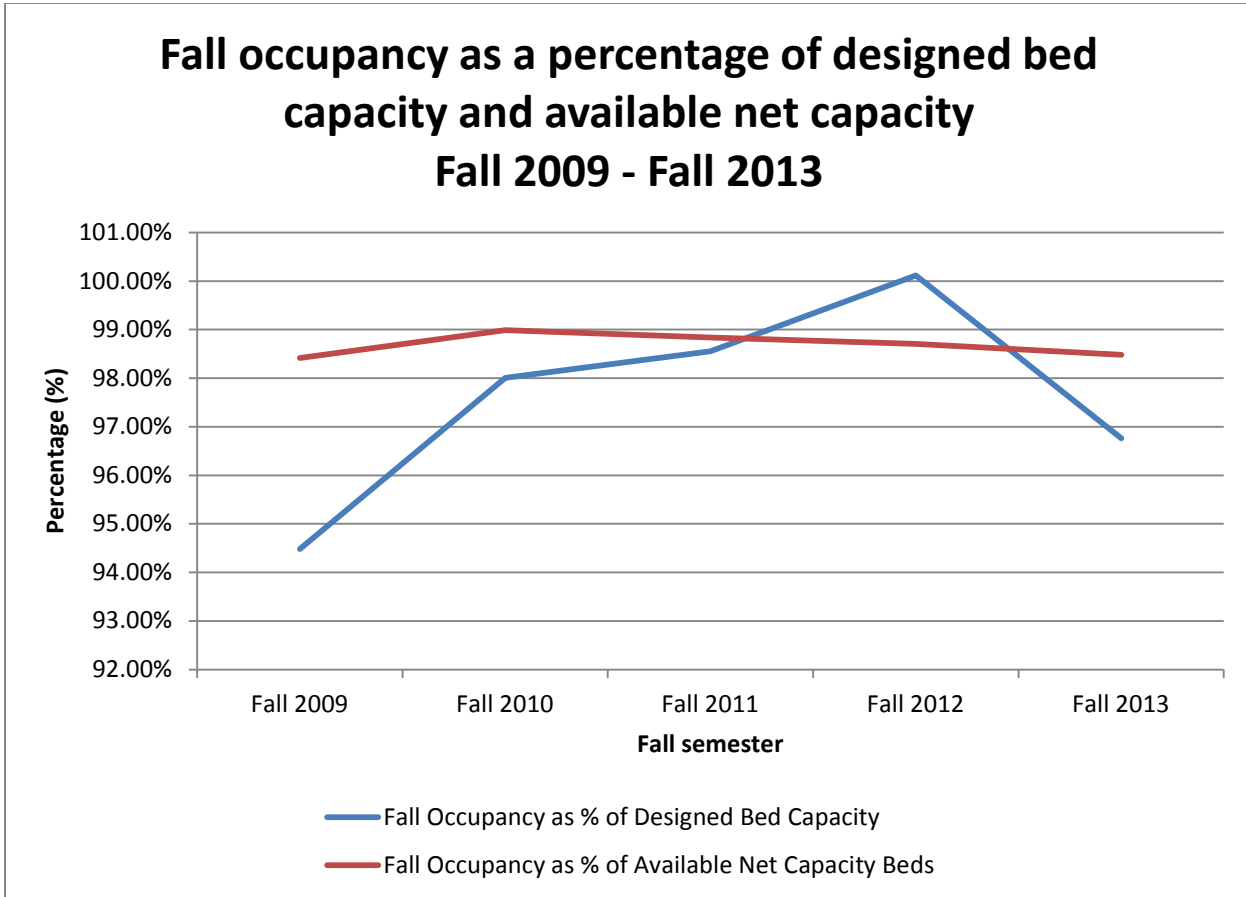


Figure 11

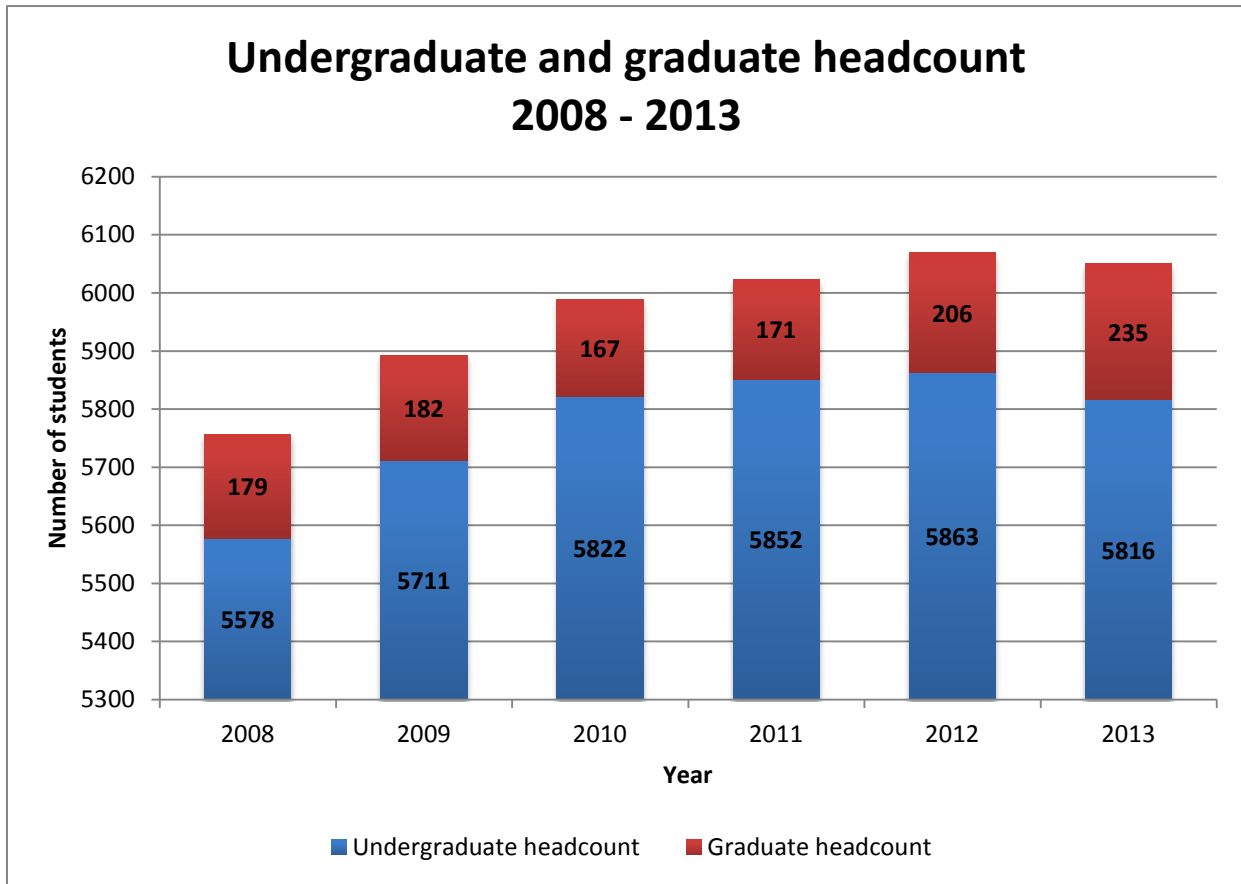


Figure 12

## Capital investment disbursement breakdown per year 2008-09 - 2013-14

