SUNY ONEONTA

# Finance and Administration Annual Report 2015-16

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# Division of Finance and Administration
# 2015-16 Annual Report

Part One: Executive Summary

Part Two: Area Summaries

- Controller
  - Accounting & Financial Systems
  - Business Services
  - Business Services Operations
  - Call Center
  - Internal Control
  - Student Accounts
- Budget
- Foundation Finance
- Information Technology Services
- Sponsored Programs
- Facilities & Safety
  - Facilities Planning & Safety
  - Facilities Operations
- Sustainability
- Oneonta Auxiliary Services (OAS)
- SICAS

Part Three: Charts, Graphs and Other Data

Figure 1 Finance and Administration Organization Chart
Figure 2 Preliminary 10-year All Funds Budget
Figure 3 Cost of Attendance
Figure 4 OAS Operating Net Revenue and Operating Expenses
Figure 5 OAS Total Scholarship Grants to College Foundation
Figure 6 All Funds Budget by Funding Source
Figure 7 Campus Reserves
Figure 8 Spending Shift Chart
Figure 9 StAR (Strategic Allocation of Resources) Program
Figure 10 Fall Occupancy 2009-2015
Figure 11 Undergraduate and Graduate Headcount
Figure 12 Capital Investment Disbursement 2008-09 – 2014-15

# Part One: Executive Summary

## Section I. Summary of Divisional Accomplishments

The financial position of the College is slightly worse from the previous year but still classified as fair as measured by our annual operating surplus. We are simply operating too close to the margin. We must increase revenue and or reduce expenditures or be faced with a grim financial reality, resulting in very difficult decisions and the inability to invest in strategic initiatives to keep us moving forward.

The primary sources of revenue for the College are tuition, fees, and State support. For the first time in more than a decade the College missed its revenue target. Tuition and fees are obviously enrollment driven and not only did we miss our spring enrollment target the mix of students changed slightly (i.e., resident vs. non-resident and full-time vs. part-time). As a percentage, the revenue shortfall was statistically insignificant at 0.9% however from a dollar perspective, it was a big number $368,008. The shortfall was absorbed from campus reserves however the enrollment projection for the fall seems to be lagging relative to targets and will present a greater challenge.

As a preemptive step, a decision was made to reduce OTPS, TS and recharge budgets across campus by $500k.

State support from the 2016-17 Enacted Budget was flat in terms of operating support. Important and essential provisions of the 2011 NY-SUNY 2020 legislation, particularly the Maintenance of Effort (MOE) and Predictable Tuition components, were not continued past their original ending date of June 30, 2016, leaving SUNY again open to possible reductions in Direct State Tax Support on an annual basis.

The percentage of State support to operate the College has remained flat at 11% (see **Figure 2**) thus forcing us to increase other revenue sources to cover inflationary costs. In 2015/16 the fifth installment of the five-year rational tuition plan was implemented with a $300 increase (5%). The College's comprehensive fees were also increased by $13 or 1.8% after broad consultation with students. The overall billed cost to attend SUNY Oneonta rose by 2.6%.

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 the 13 four-year comprehensive colleges. Our 2015-16 comprehensive fee ranked 6th in that same cohort. Despite increases in the fees for 2016-17, it is anticipated that our ranking will be unchanged.

To help off-set some of our student's cost of attendance we make substantial commitments to institutional scholarships and aid. The projected 2015-16 cost of institutional scholarships was $2,661,453, an increase of 16.5% over the previous year. Our ability to increase this pool further is depleted. We also expend $2,194,780 to cover the gap between what NYS will contribute to the Tuition Assistance Program (TAP) and what a student is actually eligible for. Of this total, $533,500 (24%) supports students at other SUNY campuses. This program is well intended however the State should pay its full share (100%) of TAP.

State support, tuition and fees are not the only sources of support for the College. This year, the Oneonta Auxiliary Services (OAS) returned $1.924 million (see **Figure 4**), to the College for program accounts ($482), scholarships ($470) (see **Figure 5**) space, utilities and refuse ($776), leasehold improvements ($85), and SUNY Support Services ($111). OAS's ability to sustain this level of support is to a large degree tied to residence hall occupancy but through targeted sales, effective marketing, enhanced mobile ability, and featuring new products, the Red Dragon Outfitters increased their sales from 14-15 by 4.8% revenues derived from dining sales rose (1.7%) over the same period.

In addition to $1,864,005 in scholarships and awards, the College has increasingly become reliant on the Foundation to support important academic and other student initiatives. The Foundation contributed $1,186,895 to support faculty development, campus beautification, library acquisitions, and other programming. The total investment return for the fiscal year ending 06/30/2016 was -0.4% vs. the Composite Index Return of -0.54%. This

in conjunction with gifts totaling $3,353,121 resulted in our endowment remaining relatively flat ($49.607 million to $49. 615 million) over the fiscal year.

The operating revenue generated from our residence halls ($12.5m projected for 2015-16) represents 11% of our total campus operating revenue. We rely on this revenue to support student programs and 155 staff. Occupancy is obviously key to the revenue and we have made some modest gains in reversing a downward occupancy trend among upper classmen. Based on the spring 2016 room selection for fall 2016, there is an increase of 19.9% of sophomores going into their junior year and an increase of 69% of juniors going into their senior year who chose to remain on campus. This is a direct result of increased marketing, adoption of a "one rate" plan, and addition of new amenities. Also noteworthy is that we revised our 10-year residence hall capital plan to allow for $3 million in projects every other year and major dorm rehabilitation projects in the alternate years. This plan slightly increases funding for capital, maintains affordability and accessibility, and meets health, safety and amenities requirements.

Total grant expenditures of $5,751,914 during 2015-16 represented an increase of 5% over the previous year and indirect expenses of $539,393 represent a 2% increase from the previous year. This year's gain offsets last year's loss but the five-year trend is downward. Several large awards (i.e., NIH, NSF, DEC, etc.) ended during 2015/16, and have not been replaced with anything for the forthcoming year, so a serious decrease is anticipated for 2016-17. Compounding this issue is a new model that was approved by the Research Foundation Board to change the allocation of its expenses (assessment) from a revenue based model to an expense based model. The result is a projected $144k increase to our assessment beginning in 2017/18. Unless revenues increase, difficult cost savings measures or reallocation of resources from other areas will need to take place in order to sustain services at current levels.

Capital funding may be the one bright spot in terms of state funding. While there is no money allocated for strategic initiatives (i.e., new or major renovations) we did see an increase in our critical maintenance budget. The 2016/17 allocation is $5.9 million which is $1.4 million higher than the previous year but still falls short of the 2014/15 level which $10.3 million was. However, our deferred maintenance or Needs Index as it is referred to by APPA is 23%. The national average is 17%.

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, 2016 was $8.3 million. This represents 11.5% of $72.5 million in disbursements from July 1, 2015 – June 30, 2016. This is less than prior year balances, but not alarming. At June 30, 2015, our cash balance was $8.7 million, representing 12.7% of $68.0 million in total disbursements. The downward trend in cash balance is primarily the result of a $3.0m transfer to the Construction Fund to cover the cost of the new OAS building. These funds will be recouped from OAS at a future date.

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 FY2016-17, our projected uncommitted Campus Reserves are approximately $7.2 million, held in a variety of funds including State, General IFR, SUTRA, DIFR, and Research Foundation. Of this $7.2 million, about $0.8 million are recurring resources and $6.4 million is one-time cash. The Campus's desired minimum reserve is 35% of State Tax Support; 15% in recurring resources and 20% in one-time cash. Our projected $7.2 million reserve is equal to about 56% of our $13.0 million 2015-16 State Tax Support. Recurring resources make up 6% and one-time cash about 50%. We are entering 2016-17 2015-16 with healthy one-time reserves but recurring reserves are dangerously low if we hope to make continued, meaningful commitments to strategic priorities given the current State budget environment.

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.

An all funds summary of the College's projected 2016-17 budget can be found in **Figure 6**.

Internal Control continues to be a discreet yet important part of our work. An audit of campus compliance with PCI-DSS standards conducted by OSC resulted in minor findings. After many years of diligent work by many campus departments, this was a note-worthy accomplishment. Another area of particular importance is financial aid compliance. We documented implementation of SUNY audit recommendations for our TAP program, including enhanced training for faculty advisors, broader communication of eligibility requirements, and strengthening of SIS access controls. Related, we conducted internal reviews of Financial Aid Eligibility and an initial campus review of disclosure requirements for Federal Title IV aid eligibility. Audit recommendations have been substantially implemented with ongoing work relative to IT system improvements currently in progress.

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

- Through the Strategic Allocation of Resources (StAR) process, 19 proposals were received and 11 awards were made, totaling over $850,000.
- Development of a comprehensive, scalable, financial literacy program with the goal of strengthening student personal financial knowledge and reducing debt at graduation
- An updated, improved student bill offering streamlined functionality and a visually improved experience for students, was successfully launched. The number of bills not cleared within 10 days of the spring due date decreased by 46%.
- Online payment availability for students was expanded from 8am to 8pm to 24/7. 26.9% of payment activity took place during the expanded hours.
- Addition of Career Development and Registrar to Call Center clients for first-response phone services.
- Processing 113,833 calls through the Call Center which decreases wait time and enhances the experience of prospective, current, a former students.
- Managed multi-campus renewal and execution of student health insurance program, including dental insurance

For the 3rd year in a row, 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: Susquehanna Workshops, Move-Out Donation and Reuse Program for the 15 residence halls. The President's Advisory Council on Sustainability (PACS) completed the Sustainability Master Plan which will be used to strategically and purposefully direct the projects of the Office of Sustainability in order to move SUNY Oneonta to the forefront of sustainability. Our efforts have also played a role in securing a $75,000 grant through the New York Power Authority to execute retro-commissioning projects and NYSERDA rebates approaching $60k this year alone. Other financial benefits include reductions in waste removal cost of $85k annually over the last three years ($255k total).

Sodexo Dining Services at SUNY Oneonta has been named an "environmental champion" by the U.S. Environmental Protection Agency for its work to reduce food waste and other sustainability projects.

Our grounds and buildings continue to provide a sense of pride and are recognized as an element of distinction among our peers. This is evidenced by our #1 or #2 ranking in most facilities related categories of the SUNY-wide Student Opinion Survey. Currently we have $55 million in constructions projects underway. Major renovations to

the Physical Science Building and the Health Center are almost complete. The construction of a new retail store dubbed the Red Dragon Outfitters broke ground. Campus beautification was enhanced with Athletic field replacements, the Fine Arts Entry and new sidewalks, roads and plantings.

This was a very busy year for the Maintenance Operations Center. Our professional and dedicated staff completed work requests plus the daily custodial and preventive maintenance tasks required by a 2.5M SF University Campus. Overtime was 5.8% lower than the previous year but is still a hefty expenditure at $144k for the year. The change is largely attributed to a mild winter. 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. The proliferation of gender neutral bathrooms continues to be a priority. There are 64 gender-neutral bathrooms across campus, 24 in resident halls and 40 in administrative/academic buildings. This represents an increase over the previous year. Only one academic building, Science I, and four out of 15 residence halls do not have gender neutral bathrooms at this point but we will address those and add more as time and money permits.

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 Naveen Achanta, visited us from India, prepared meals for many students, and taught Sodexo chefs how to prepare Indian cuisine.

Considerable effort was expended to increase our expenditures with minority and woman business enterprises (MWBE). The percentage of our expenditures with MWBE's Exceeded NYS procurement goal of 30% from MWBE-certified vendors by reaching 36.56%.

Information Technology Services (ITS) has supported the College strategic plan in a variety of ways. New technology was deployed to improve college operations. Two of the more impactful of these over the past year were the transition to Office 365 and the deployment of eduroam. Office 365 increased the amount of storage space for our users to more than 1TB each and offers data encryption, along with universal access to the full complement of office tools. The eduroam service allows our users to connect through secure wireless while off-campus, and allows users from other educational institutions to authenticate when they visit SUNY Oneonta. In addition to these campus-wide services, ITS has deployed a large number of services in support of individual divisions, areas and departments of the College. A few examples of these include initial deployment of Ad Astra, the development of tuition revenue reporting, and the initial phases of deployment of Raiser's Edge. ITS has made tremendous strides toward improved WiFi service in our residence halls and other areas of campus, deploying over 300 access points. In addition, a two-year multi-million dollar project to upgrade our underground infrastructure has been completed greatly enhancing accessibility and capacity.

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 303 (34% of campus total) staff that represent the Division of Finance and Administration.

**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 2015 Strategic Plan.

1. Increase students' engagement throughout their collegiate experience.

   a. Continue development of the Making Cents Financial Literacy Program, including LEAD components, marketing and communications strategies, metrics design, and expanded programming and events.
   b. Create a Residence Hall Master Plan.
   c. Increase the amount of sustainability student engagement opportunities on campus (e.g. Living and Learning Community, Green Lecture Series, Residence Hall Sustainability Rep Program, Sustainability Map and Tour, Sustainability Lunch and Learns, etc.)
2. Promote inquiry, service, and scholarship
   a. Continue to utilize the Space Planning Committee to reallocate space
   b. Expand research and laboratory space.
   c. Create internships across all areas.
3. Broaden access to SUNY Oneonta's exceptional and affordable educational programs
   a. Oversee the construction of the Welcome Center and Milne Library renovation.
   b. Finalize the design of the Applied Learning Network to be housed in the Hunt Student Union.
   c. Expand number of gender neutral bathrooms.
4. Strengthen the college's financial stability
   a. Develop electronic workflows for time consuming high volume paper based processes like the APP form, travel reimbursement, etc.
   b. Complete a detailed analysis of the fiscal condition of each academic program
   c. Lead the "re-thinking Banner" initiative aimed at reducing our dependence on costly and difficult to maintain customized applications.

**Section III. Summary**

The upcoming year presents many opportunities to strengthen our institution. The realization of our College-wide Strategic Plan, SP2015: Scholarship, Service, Strength, generates much excitement for the future of our College. The plan captures the most pressing challenges for our institution and presents opportunities to address them.

There are, however, certain financial realities that we must face as we move forward. Our annual operating surplus (aka recurring reserve) remains about $1 million shy of where we'd like it to be. We will continue 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. Until that time, investments in new faculty lines, increased compensation for faculty, increased recruitment scholarships, and other strategic commitments will be on hold. We must work harder to increase revenue, reduce expenses, or both.

The revenue generated from our residence represents 11% of our total campus revenue and we rely on this revenue to support student programs, scholarships, and 155 staff. Despite modest gains in occupancy we must redouble our efforts to reach full designed capacity.

Another cause for concern is in the area of sponsored programs. Contract and grant expenditures are declining at an alarming rate and under the new assessment model our expenses are going up.

As the campus deliberates on how to address our short term financial challenges, we must not lose sight of the four foundational stones 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

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

The Controller's area (Accounting, Business Services, Call Center, Internal Control, and Student Accounts) continued to focus on providing strong financial services support and guidance to all areas of the campus community during 2015-16. Staff in each area worked diligently to improve operational and strategic outcomes, often far exceeding expectations in their commitment to serve the College. Our compliance landscape continued to strengthen as we exceeded expanded MWBE requirements, successfully implemented the Child Protection Policy, applied audit recommendations for the TAP program, and received a positive outcome from an audit of our PCI program. In spite of staff vacancies in Student Accounts, the tuition receivable decreased yet again, to a remarkable .18% (99.82% collection rate), likely because of a strong collaborative effort that includes Financial Aid, Accounting, Enrollment Services, and the improved online student bill developed jointly with ITS.

A particularly notable accomplishment during the year was the receipt of a SUNY Expanded Investment and Performance Fund grant in the amount of $350K for the development of a comprehensive, scalable, financial literacy program with the goal of strengthening student personal financial knowledge and reducing debt at graduation along with other outcomes in support of SUNY Excels and our own Strategic Plan.

It became increasingly clear during the year that the campus reliance on customized IT tools and applications will no longer be sustainable as ITS resources shift to support strategic rather than operational goals. Student Accounts and Accounting are most affected by this change. Initial efforts to explore the potential outcomes and appropriate department level responses have begun.

**Collaborative Accomplishments:**

- Exceeded NYS procurement goal of 30% from MWBE-certified vendors by reaching 36.56% or, 21.9% over goal. Extraordinary efforts on the part of the Director of Business Services, Manager of Procurement and Travel, and general campus support contributed to this accomplishment.
- Managed six formal bid procurements during the year in support of several campus divisions.
- Worked with numerous campus departments to transition all eligible multi-functional print devices to per-click service contracts, realizing savings as prior department contracts based on pre-paid volume allowances were not being fulling utilized.
- Implemented all contract components of the Bilingual Education Certification program, partially funded by NYSED, including agreements with NYSED, participating school districts and participating students. This was an unexpectedly time consuming effort in support of the new online program.
- Transitioned responsibility of student mail services from an outside vendor (The Shipping Room) to the campus mailroom.
- Managed campus roll-out of the SUNY Business Intelligence Finance system, providing campus-wide training to account managers and secretaries. The transition from the old SMRT system to the more robust BI system was smooth and successful.
- Assisted the Division of College Advancement in the development of a Fundraising and Solicitation Policy that clarifies requirements for solicitation of charitable contributions apart from the College's Cash Handling and Payment Collection Policy.
- A multi-campus audit of campus compliance with PCI-DSS standards conducted by OSC resulted in minor findings for SUNY Oneonta. College Advancement and OAS scope-reduction efforts were the main outstanding requirements. After many years of diligent work by many campus departments, this was a note-worthy accomplishment.

- An updated, improved student bill offering streamlined functionality and a visually improved experience for students, was successfully launched. The number of bills not cleared within 10 days of the spring due date decreased by 46%.
- Online payment availability for students was expanded from 8am to 8pm to 24/7. 26.9% of payment activity took place during the expanded hours.
- Addition of Career Development and Registrar to Call Center clients for first-response phone services.
- Expansion of campus representation on the Internal Control Steering Committee to include all Divisions and major functional areas of the College.
- Utilization of revenue reporting tool to confirm enrollment data and assist with accurate revenue projections.
- Student Accounts and ITS embarked on a major effort to design and implement a role-based model for staff Banner access. The model was implemented for Student Accounts and immediately demonstrated significant efficiencies in managing access requests as well as improved security standards. The model will be expanded across departments during the next year.

**Highlights of departmental accomplishments:**

**Accounting**

- Began process template for reconciliation of undistributed URAS account to enhance cash management of student financial aid disbursements by program.
- Managed testing and campus implementation of EEQ upgrade to SFS with regard to security and appropriate role-based access.
- Seven user roles were developed in the security application for the SUNY Portal. These user roles have enabled security administrators to grant access to security permissions faster and more efficiently. More roles are planned for 2016-2017.
- Revised and simplified two of the longest unit procedures: revenue distribution and daily finance check.
- Enhanced documentation for building detail codes and determining posting behind a rule code as part of office cross-training efforts.
- Began analysis of options for new chart of accounts management tool.

**Business Services**

- Managed multi-campus renewal and execution of student health insurance program, including dental insurance, with three campuses participating and one additional campus taking advantage of a “piggyback” option on the contract.
- Transitioned some formal procurement duties to the Manager of Procurement and Travel.
- Administered managed print services in Fitzelle Hall.
- Assisted with the SUNY Investment and Performance Fund grants and the procurement requirements associated with these grants.
- Received satisfactory results from the Advisory 28 Internal Control review.
- Successfully implemented the Child Protection Policy.
- Increased utilization of NYS contracts for trades and supplies with associated savings.
- Successfully transitioned through the EE1 upgrade for the New York State Financial System.
- Managed relocation of departments to Morris Complex while major building renovations are completed.
- Implemented new vending tool to dispense commonly needed parts and tools to trades staff.
- Fully implemented new office supply procurement model.
- Assistant Director of Business Services assumed leadership role for ongoing Building Administrator training.
- Implemented mail and receiving services for the Cooperstown Graduate Program.

**Call Center**

- Transitioned from Nortel phone system to ShoreTel phones, requiring changes to reporting systems and access for incoming calls.
- Managed processing and placement of internal campus advertising within the OPT bus line system.
- Assumed full responsibility for issuance of parking passes in Netzer.

**Internal Control**

- Documented implementation of SUNY audit recommendations for TAP program, including enhanced training for faculty advisors, broader communication of eligibility requirements, and strengthening of SIS access controls.
- Conducted internal reviews of Financial Aid Eligibility and an initial campus review of disclosure requirements for Federal Title IV aid eligibility.
- Conducted reviews of peripheral payment locations, specific International Education protocols, and UPD custody review.
- Monitored and reviewed small claims activity and conducted analysis to ensure that identified risks were mitigated and not repeated.
- Managed litigation hold requests and ensured secure storage and transmittal of related documentation.

**Student Accounts**

- Improved documentation of campus procedures for TAP and Veteran's program award management.
- Implemented billing aspects of course fee additions.
- Revised retention practices of cardholder information to strengthen security of data and PCI compliance.
- Developed and utilized ARGOs reports for Financial Literacy data analysis and to assist in HESC Consolidated Scholarship Roster certification.
- Implemented SICAS TAP reconciliation tool to efficiently identify disbursement inconsistencies by individual Remittance Advice report.
- Worked with ITS to enhance report for identification of students with NYS residency and TAP award inconsistencies.
- Worked with ITS to expand in-house payment plan from two installments per term to three installments.
- Endured many staff changes and challenges during the year, but solidly maintained student services and compliance requirements. A new Director, J Lentner, was appointed at the end of the year.

## Section II: Summary of Planned Initiatives for 16-17

**Accounting**

- Banner XE – the Accounting Office will work closely with IT Services to determine the impact of Banner XE on finance. Solutions will be developed and procedures will be changed where necessary.
- Different ERP solutions will be tested and one will be chosen for implementation to replace the current Banner Chart 3 which acts as a partial ERP but is heavily relied upon. This will be a huge project.
- Cross training efforts will continue. We will be incorporating the documenting of procedures and processes into out cross training. The trainee will write the procedures as they are being trained so they are written for someone who is not overly familiar with the task.
- The Accounting Office will continue rolling out SUNY BI Finance and training account managers. BI (as well as, and in conjunction with, the ARGOS reporting) has the potential to provide data to academic and administrative departments that will aid in making informed decisions and will, in some way, support all four goals of the College's Strategic Plan.
- Additional user roles will continue to be set up in our various financial security systems.
- Finishing the development of reconciliation procedures for our undistributed URAS accounts will serve as a final control that all direct lending funds have been distributed to students and/or returned to the government.

**Business Services**

- Evaluate electronic procurement packages for campus implementation, including SciQuest, the system about to be implemented by several SUNY campuses in the Western Region campuses.
- Development of electronic workflow for Travel Reimbursement Application.
- Transition to requirement for calculation of project specific goals for construction contracts.
- Continued promotion for use of MWBE and SDVOB vendors to meet State mandates.
- Update of Procurement and Travel website.
- Assist in the development of Moving Expense Relocation (campus) Policy.
- Safety training for Receiving and Mail Services employees.
- Analysis of Grainger "vending" machine utilization and outcomes.
- Facilitate History Department transition to Bacon Hall, August 2016.
- Develop plan to upgrade Morris suites.
- Market availability of Denison lodging rooms to the campus community.
- Finalize summer camp manual.
- Continue to grow Events Council and Building Coordinator meetings to meet campus needs.

**Call Center**

- Update outdated technology resources within the Call Center.
- Participate in professional development activities to enhance management skills.
- Work collaboratively with the President's office to initiate a commencement information line to better assist students and parents.
- Increase interdepartmental knowledge and customer service performance by providing more consistent training, surveys and information review.
- Seek out additional avenues to increase Call Center sustainability.

**Internal Control**

- Develop and publicize Accident Reporting Policy (carried over from previous year).
- Conduct review of all fuel distribution areas to ensure that adequate controls are in place to protect against fraud.
- Assist with transition of emergency response management to the V.P. for Student Developments to ensure that Internal Control requirements are adequately developed and implemented.
- Transition to use of SUNY review templates by dept. managers as initial data collection tool for reviews.
- Solicit "ad hoc" review needs from expanded Internal Control Steering Committee members at regular meetings.
- Utilize SharePoint document management tools to improve efficiency of tracking audit recommendations.

**Student Accounts**

- Continue development of the Making Cents Financial Literacy Program, including LEAD components, marketing and communications strategies, metrics design, and expanded programming and events.
- Implement three-payment installment plan as in-house option for previous Tuition Management System plan participants.
- Transition of student refunding services from Higher One to BankMobile, to include communications and implementation of updated services and ATM services with new vendor.
- Reduce number of students who do not select a refund preference with BankMobile.
- Implement online summer communication plan with new students under new orientation model that does not include in-person summer sessions.
- Full staff participation in updated move-in/orientation period for new students.
- Expand professional development opportunities and increase participation in equity and inclusion events/programs by staff.
- Improve collaboration with other student service offices through expanded staff meetings.

## Section III: Summary and Conclusion

The campus faces many challenges that were clearly framed during the 15/16 year. These challenges are addressed in our Strategic Plan 2015, the campus Performance Improvement Plan, and as part of other strategic planning efforts. The role of the Controller's area will be to support new initiatives resulting from these plans in the context of efficient financial services, operational guidance, and compliance oversight. Because the coming year will also require a campus-wide effort to realize operational savings, a fresh commitment to customer service will be important to help departments develop efficiencies and navigate savings strategies.

An important initiative with potential to transform procurement transactional efficiencies and realize substantial campus savings is the probable implementation of the SciQuest product, an electronic procurement package that serves as a user-friendly "store-front" for departmental purchases, designed to advance State procurement protocols, including utilization of certified MWBE and SVDOB vendors. Participation in the strategic initiative should assist in meeting efficiency and savings goals and ultimately allow staff to focus on other procurement initiatives.

Finally, changes in the availability of IT resources will require a new emphasis on departmental self-reliance and likely third-party tools and services. In a landscape with ever-increasing data requirements, staff will need to re-tool and future positions may need to be more technology-based. Navigating this cultural and operational shift in a way that is seamless to customers may be a daunting challenge, but should have positive long-term results.

# Budget Office

## Section I: Summary of Departmental Accomplishments & Outcomes

The 15-16 year was a busy and productive year for the Budget Office. The Budget Advisory Committee (BAC) was active and eager for information under the guidance of a seasoned Chair and having a number of new members. Also, this was the fourth year of the Strategic Allocation of Resources (StAR) process. In this cycle, 19 proposals were received and 11 awards were made, totaling over $850,000. The Budget Office continues to play an active role in both of these activities.

A couple of staffing changes:

- Kimberly Devlin was hired as a Financial Analyst in August 2015. Kimberly is working primarily with income fund budgets – aka IFR and DIFR. All told, these budgets amount to around $37.5 million, including capital and fringe benefit costs.
- Deb Sullivan increased her working commitment from part-time to full-time in August 2015. Deb is our point-person for the campus's largest area of expenditure – salaries. These expenditures account for about $50 million (56%) of our $88.3 million 15-16 state appropriated operating budget.

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 activities. The following list summarizes some of our 15-16 endeavors. All of these are generally aligned with the Sustainability Pillar of the College's overarching Strategic Plan, as well as with Goal 4 of the College's Strategic Plan 2015: Scholarship, Service, Strength [SP 2015]. Goal 4 of SP 2015 focuses on strengthening the College's financial sustainability, and insofar as the Budget Office operates to support the overall financial plan of the College, our activities almost always serve this goal in some way. Direct alignment with SP 2015 and/or the associated Strategic Action Plan [SAP] is noted where appropriate in the following list.

**Outcomes for planned 15-16 initiatives:**

1. Develop a budget for Academic Affairs non-instructional temporary service and temporary full-time instructional ("unfunded lecturers") costs
    - Historical costs, trends, current available resources identified
    - Development of a budget model was not accomplished in 15-16; this will need to be moved forward as a priority in partnership with the Provost's Office
    - A budget model in this area of spending will allow for more effective cost projection and controls over an area with an annual spend of about $1.8 million
    - Contributes to the long-term financial sustainability of the division and College as a whole and aligns generally with SP 2015 Goal 4
2. Continued review at a more detailed level (e.g. program, cohort) of scholarship costs and allocations, with analysis of the use of recurring v. 1-time resources
    - This objective has been moved to 16-17 and will be accomplished collaboratively with Enrollment Management
3. Analyze the fiscal condition of each of our graduate programs
    - Partially completed; expenditure data for some programs is still to be identified
    - This will be a priority for completion in 16-17
    - Will allow for informed decision making relative to budget and enrollment in these programs
    - Supports SP 2015 Goal 4, Objective 1 and SAP Goal 4b

4. Review/update current broad-based fee budget development processes and timelines in an effort to better meet SUNY's deadline for requests, as well as provide timely information for internal financial aid packaging processes
    - Successfully completed earlier broad-based fee budgets for 16-17
    - Greater variances in budgeted allocations v. actual spending will certainly occur; e.g. actual fringe benefit rates were not known until after budgets were approved, which will result in greater-than-projected fringe benefit costs in 16-17
    - Earlier timelines mean that we may be making "projections on projections" which will result in greater budget variances for revenue, expenses, and out-year fee increases; this will require monitoring and may eventually result in maintaining slightly higher cash balances in order to mitigate any negative effects

**Other 15-16 initiatives and activities:**

5. Collaborated with Academic Affairs to implement a newly formalized instructional temp service [TS] budget for adjunct and extra service costs
    - This was the first full budget year for this process
    - Historical costs and allocations will continue to be reviewed and analyzed
    - The savings incentive was modified so that costs could be captured through year end, and the actual savings incentive could be provided in the new fiscal year
    - With input from the Provost's Office Financial Analyst, improvements in process for next year have been identified and are expected to be implemented prior to the start of the fall semester; these should provide gains in efficiency of the overall process; improvements include –
        - Batch processing by school each semester
        - Cut-off dates set by Provost's Office
        - Moved incentive savings to end-of-year/new year timeframe
        - Shared documents instead of each office maintaining separate files (implement 16-17)
    - Contributes directly to strengthening the financial sustainability of the College (SP 2015 Goal 4) in that a formal budget for this $2.2 million annual cost now exists and controls have been implemented to avoid deficits to the extent possible
6. Continued efforts to train and better inform temp service managers in regard to tracking their TS budgets, using the encumbrance information available in BI-Finance
    - With the implementation of a formalized budget for Academic Affairs instructional TS, special focus was given to and individual meetings continue to be held with secretaries from the five schools as well as with the Finance Analyst in the Provost's Office
    - The TS encumbering system failed at a couple of points in the fiscal year causing some confusion for those using the BI and/or SMRT systems to monitor account status; Budget staff worked diligently with programmers and System Admin to resolve issues to the extent possible
7. Implemented two rounds of student wage increases
    - A mid-year increase in the state's minimum wage to $9.00/hour was applied to our student hourly rates, and included a corresponding increase in wages above the minimum; this required funding distributions for a number of accounts; increases were incorporated into 16-17 budgets
    - An increase to $9.75/hour was required by SUNY and was implemented in late January; only students below the new minimum were increased and no funding was provided to cover potential additional costs; departments were asked to reduce hours in order to absorb added costs or to submit justifications for additional funding if needed; 2 departments suggested they may request additional funding, but no requests have been received to date
8. 2016-17 Faculty Staffing Plan
    - Collaborated with Academic Affairs to determine cost/savings impacts of 2016-17 faculty hiring plan; a number of positions were reallocated, with a net addition of 4 funded FTE and projected savings of over $50,000

9. Deficit Reduction Plan Repayments
    - Repayments began in 15-16 and will continue through the next two fiscal years; repayments projected to total $1.1m
    - Estimates of impact by fund and, in IFR, by account, were determined
    - Costs in Revenue Offset Fund were covered by cash savings captured from withholdings in prior years
    - Projected costs by fiscal year in DIFR, IFR, and SUTRA were included in budget planning for those funds
10. Developed templates for use in projecting financials for new graduate and undergraduate programs
    - In collaboration with Academic Affairs administration, new templates were developed to allow departments to estimate revenue and expenditures related to new academic programs
    - Templates were shared with/reviewed by Deans Council and are currently in use by the Office of Academic Programs
    - Corrections/revisions/improvements will continue to be made as templates are used
    - This initiative directly supports Strategic Action Plan Goal 4a-3
11. Revised 10-year Res Hall Capital Plan
    - Revised to allow for $3 million in annual projects every other year; alternate years to include major dorm rehabilitation projects
    - Re-projected dorm capital and operating costs over the ten year period to ensure affordability of this slightly more aggressive capital plan
    - Goal was to maintain affordable rates for students and support access while meeting health, safety and amenities needs in the plan
    - Re-visited how cash balances in both DIFR Operations fund and Tax & Finance fund are used in projecting year-end cash balance metrics
    - Work to continue in 16-17 regarding comparative metrics for DIFR and DIFR Capital
12. Course fee proposals prepared and sent to System Administration
    - Printmaking/Serigraphy fee – inflationary increase requested
    - New laboratory fees requested for Biology, Chemistry and Biochemistry, Physics and Astronomy, and Earth and Atmospheric Sciences for a total of 86 courses and $170k in new revenue to replace funds previously provided from 1-time campus reserves
13. Orientation Program Changes
    - Resulted in revised budget plan across 4 funds (State, DIFR, IFR, OAS) and 2 units (New Student Services, Academic Advisement)
    - Reduced orientation fees to $186 (3%) for incoming Freshmen
14. Area/Unit Budget Reviews and/or Revisions
    - A number of budget reviews, some with major revisions, were accomplished; these involved various Budget Office staff
        - MOC & Trades Warehouse
        - OIAE
        - Enrollment Management
        - Communications
        - CADE (salary conversions)
        - Student Accounts
        - Equity & Inclusion
        - Office of Continuing Education & Summer Session
15. Campus Committee Service
    - Search Committees – AVP & Chief Enrollment Management Officer; Facilities Financial Analyst; AVP for Student Development
    - College Enhancement Committee; Red Closet Thrift Store Committee; Reclassification Committee; Data Governance Steering Committee

## Section II: Summary of Planned Initiatives for 16-17

The following are some of the major initiatives that the Budget Office is planning for 16-17. The first listed is more fully addressed in the 16-17 Budget Office Comprehensive Assessment Plan, as are some other objectives not listed here. All of these activities align generally with the Sustainability pillar of the College's overarching Strategic Plan, as well as Goal 4 of SP 2015 – strengthening the College's financial sustainability. The Budget Office's mission, in short, is to support the College's financial priorities. In carrying out this mission, the Office is committed to sustainable stewardship of the College's fiscal resources. Each of these planned initiatives serve to support our unit mission and primary functions.

1. Review at a more detailed level (e.g. program, cohort) scholarship costs and allocations, with analysis of the use of recurring v. 1-time resources
    - Will identify opportunities for resource realignment within the program &/or to capture savings for campus reserves
    - Aligns with SAP Goals 3-d and 4-c
2. Continue work toward developing a formal budget for Academic Affairs non-instructional temporary service and temporary full-time instructional ("unfunded lecturers") costs
    - Will allow for more effective cost projection and controls over an area with an annual spend of about $1.8 million
    - Contributes to the long-term financial sustainability of the division and College as a whole
3. Finalize and update analysis of the fiscal condition of each of our graduate programs
    - Will allow for informed decision making relative to budget and enrollment in these programs
    - Directly supports SP 2015 Goal 4, Objectives 1 and 2
4. Implement Cabinet Budget Reduction plans to restore $500,000 to campus reserves
    - Review plans as they are submitted for any potential issues; provide feedback to Cabinet members regarding any concerns
    - Implement final plans either in initial Form 1 budget allocations or after Form 1 as permanent mid-year budget adjustments
    - Report on 15-16 sweeps at unit level to inform any decisions regarding the potential for additional opportunities or to identify any unintended negative outcomes
5. Work with SUNY Accounting-Budget-Bursar [ABB] sub-committee on TS Encumbering Project
    - ABB has identified a need/want to encumber TS costs in the SUNY accounting system
    - Our own TS encumbering system operated through Banner will need replacement with the upgrade to Banner XE
    - Budget Director and staff will work with the sub-committee as needed to assist in this SUNY-wide endeavor

## Section III: Summary & Conclusion

Looking ahead to 16-17, 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 recurring reserve level that remains about $1 million shy of where we'd like it to be. The Budget Office will work with the VPFA and President's Cabinet to continue 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. Continuing to build on this will be a challenging endeavor given that any new tuition revenue must come from enrollment growth as no tuition increase was approved in the 16-17 New

York State budget. In the short-term, we will closely monitor our tuition revenue projections for 16-17 and modify budgets as needed to address any shortfalls that may occur due to enrollment-driven variances. Looking beyond 16-17, there is no guarantee of any tuition increase, 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 16-17 year with one-time reserves of over 25% of our state tax support. The minimum target is 15%. Despite temporary pressures that may require use of one-time reserves (e.g. tuition revenue shortfalls; occupancy revenue shortfalls), our one-time reserves are quite healthy and will provide the College with the opportunity to invest in strategic and operational initiatives, including current and future investments made through the StAR process and other initiatives.

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. Having a relatively new staff member on board will require some additional time and focus on what were previously routine tasks and processes, however, a fresh perspective in looking at these can also serve as an opportunity for improvement, so we look forward to this opportunity. Our more seasoned staff members will continue to provide sound guidance and rational advice as we move forward, as well.

In summary, we expect the 16-17 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

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 14-15 produced an Unqualified Opinion.

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 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. The Foundation Finance Office recommended that the spending allocation process be moved up by one quarter, thereby providing spending allocations and scholarship awards three months earlier than in the past. This resulted in expediting the scholarship awarding process, reducing un-awarded monies and aligning the scholarship awarding process with Admissions and Recruitment needs.

The Foundation supported the College with over $1,864,005 in scholarships and awards during the 15-16 and an additional $1,186,895 in other program service support for the same period. Several procedural changes were made to have funds available more efficiently to end users.

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

The Investment Subcommittee finalized its recommendations for changes to the Investment Policy Statement. These changes culminated from two years of assessment of investment services, providers, and investments. The Other Assets category has been expanded to include various types of alternative investments which have been used successfully to offset the impact of stock market volatility. Also, it was determined that the Foundation's cash flow is sufficient, due to its growth over the years, to fund the Foundation's expenditures. This led to cash becoming obsolete as an investment vehicle in the Investment Pool and the cash allocation target was reduced from 5% to 0%. The Investment Policy Statement changes were approved by the Finance Committee and then the Board. Lastly, the risk analysis work that was accomplished through the last several years is being successfully implemented into the investment research function.

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 06/30/2015:

| | Year Ending | 3 year | 5 year | 10 year |
|---|---|---|---|---|
| **Foundation Investment Pool** | **6/30/2015** | **Annual Return** | **Annual Return** | **Annual Return** |
| Total | 2.01% | 10.84% | 10.20% | 6.14% |
| *vs. Composite Index* | *1.18%* | *9.86%* | *8.85%* | *4.29%* |
| | | | | |
| Equity | 2.97% | 14.68% | 13.73% | 6.64% |
| *vs. Equity Composite Index* | *1.05%* | *11.38%* | *10.64%* | *3.65%* |
| | | | | |
| Bond | 1.23% | 1.99% | 2.93% | 4.23% |
| *vs. Barclay's C&G Bond Index* | *1.31%* | *0.84%* | *2.95%* | *4.10%* |
| | | | | |
| **NCSE All participants*** | 2.40% | 9.90% | 9.80% | 6.30% |
| NCSE $25-50 mm | 1.90% | 9.90% | 9.80% | 5.60% |
| NCSE $51-100 mm | 2.00% | 9.40% | 9.40% | 5.90% |

*NCSE - NACUBO Commonfund Study of Endowments for year ending 06/30/2015

## Section II: Summary of Planned Initiatives for 16-17

The Foundation Finance Office will be working on the continued implementation of Blackbaud Financial Edge endowment management software to enhance reports and improve efficiencies in monthly accounting processes. Using both (relatively) new systems, the Blackbaud Financial Edge and Morningstar Direct, our emphasis will be on the Board's request for reviewing and revising accounting and investment reports. The reports will be primarily for the Board of Directors and related committees and the Foundation Auditors. Additionally, Foundation Finance Office began working with College Advancement as they implement Blackbaud Raiser's Edge which will feed to Blackbaud's Financial Edge, thereby creating a number of efficiencies in the accounting for gifts for both offices.

## Section III: Summary and Conclusion

As the Foundation assets grow, the Foundation will become a more significant partner with the College to identify the priorities of the College and to direct Foundation assets to where they can best support those priorities. The Foundation Finance Office will continue to work to serve the mission of the Foundation and of the College. More emphasis from the Board on planning for the long term and setting goals, both long term ($100 million in net assets) and short term (focusing on reports that Board member friendly) assists the Foundation Finance Office in successfully serving its cohorts.

# IT Services

## Section I: Summary of Departmental Accomplishments & Outcomes

This year, unsurprisingly, was full of challenges and changes for ITS. We welcomed three new programmer/analysts to Enterprise Application Services and said goodbye to a tech and an Office Assistant in Networking & Telecom and an Office Assistant in Customer Support. Jim Greenberg, Director of the Teaching, Learning and Technology Center will retire in June, after thirty-seven years at the college. We've filled 2 of the positions after protracted vacancies. We will search for a new tech in the fall, and will begin the search for Jim's replacement this summer. Even with these staffing challenges, ITS accomplished a tremendous amount this year and grew into a more coherent and collaborative team.

ITS has made significant progress towards our long-term goal of becoming a more proactive service organization for our users. We have engaged in substantive efforts in classifying and organizing our services, tracking metrics and KPI's, planning projects and aligning our efforts with the College Strategic Plan. We continue to improve our external and internal communications strategies, and have made several significant proactive improvements to the IT infrastructure of the College.
IT incidents will continue to occur, as not every technology failure can be predicted and avoided. Most significant for IT this year was the generator failure during the annual power outage. This event, while unfortunate, yet again demonstrated the responsiveness and commitment of the IT staff to the College. Working with the staff of Facilities, the area pulled together to have all services restored within 36 hours, minimizing the negative impact of this event.

**New Services**
ITS continues to provision new services to improve college operations. Two of the more impactful of these over the past year were the transition to Office 365 and the deployment of eduroam. Office 365 increased the amount of storage space for our users to more than 1TB each and offers data encryption at rest, along with universal access to the full complement of office tools. The eduroam service allows our users to connect through secure wireless while off-campus, and allows users from other educational institutions to authenticate when they visit SUNY Oneonta.
In addition to these campus-wide services, ITS has deployed a large number of services in support of individual divisions, areas and departments of the College. A few examples of these include initial deployment of Ad Astra, the development of tuition revenue reporting, and the initial phases of deployment of Raiser's Edge.

**Service Improvements**
Part of the mission of IT is to "keep the lights on", and we have worked diligently to improve services, significantly growing availability and reliability in a number of key areas. IT Security has done an outstanding job (as evidenced in the recent audit) of achieving PCI compliance, our server team has deployed new data transport mechanisms between our data centers along with a vastly improved backup system. Networking and Telecommunications has made tremendous strides toward improved WiFi service in our residence halls and other areas of campus, deploying over 300 access points. Customer support continues to improve response times for new hardware and software deployments, along with innovative deployments of classroom A/V systems. Last but certainly not least, we continue to improve campus reporting and analytics solutions while disintermediating between our users and their data in Enterprise Application Services.
We have made significant progress in adopting a cloud-first strategy. Most of our new services are being deployed into this environment, and while the environment requires careful analysis, the potential long-term cost savings and reliability improvements are substantial. Among our largest projects in this area was the transition of our Black Board environment into a cloud-hosted solution.

**Service Management**
We continue to make significant progress towards improving our communications and embracing IT Service Management. Among communications improvements were the inclusion of communications plans into projects

(most notably O365), the development of individualized communications regarding classroom A/V, and initial development of the Service Now customer portal.

IT Service Management continues to develop. We now have the ability to track and report response times for all incidents and have begun analyzing response times for requests and engaging in process improvement activities to improve turnaround times. We have tracking and planning in place for all projects, and are building a system to evaluate and prioritize projects and project portfolios.

**Section II: Summary of Planned Initiatives for 16-17**

We are creating a new strategic plan to carry us through the next three years. The new plan will have four goals in each of four broad categories: services, planning, communication, and metrics.

**Develop technology services in support of SUNY Oneonta's strategic plan.**

This is where ITS is most comfortable. We excel at providing systems and services to support every aspect of the College's mission. Our goal is to continue to run and grow our current services while becoming more involved in the decisions and directions that inform technology transformation – the implementation of new services to fundamentally change the way the college operates and reaches strategic goals. Some highlights of our plans for the next year include:

1. *Run* - Replace existing Identity Access and Management processes. As security needs have increased, single-sign-on technologies have changed, and federated identity management has evolved, so must our identity management systems and technologies. This will be a major undertaking as we evaluate dual-source (internal and external) authentication, InCommon federation and a shift away from a highly customized Banner to support identity processes.
2. *Run* - Banner. Several major initiatives, such as SQR and Oracle forms deprecation, review of Banner baseline functionality, and database server virtualization are planned to bring our student information system up to date while maintaining the current functionality. We'll be working intensively with functional users to identify process improvements and evaluate the future of SIS at Oneonta.
3. *Grow* - Enhance Wi-Fi Service – New installations and replacement of old access points in four residence halls, academic and administrative buildings and outdoors to improve this increasingly important service as instruction moves out of the classroom and students employees seek greater mobility for online work.
4. *Transform* - Support College initiatives. ITS expects to work on the technology requirements of several college initiatives included in the SUNY Oneonta Action Plan. Among them, we will continue work on Ad Astra, Raiser's Edge and many other IT projects identified in the college Strategic Plan.

**Plan a coherent, comprehensive and unified digital engagement strategy for faculty, staff, and students.**

Planning is essential to ensure that we are working on the right projects at the right time in the most efficient and cost-effective manner. Both ITS and the College will benefit from a more coordinated and thorough approach to technology planning. In order to align our resources and objectives with the College, we will develop both strategic and operational plans to guide our decision making.

1. Evaluate current IT services to guide resource investment – As we add new services to our portfolio, we must evaluate the services we currently support to identify duplication, potential cost savings, and which services we should invest in, maintain, or retire.
2. Continue to refine and develop our project and portfolio management processes. During 2016, we developed a new project prioritization scheme. Over the next year, we will refine this process to provide more timely evaluation of projects as well as provide access to the resulting project priorities for the staff and faculty of the college.
3. Coordinate ITS teaching and learning activities with the new Faculty Center and the Distance Education Coordinator to ensure that the College has a unified approach for engaging faculty and students.

4. Create operational plans to for day-to-day maintenance and upgrades of critical systems, including replacement of core network hardware, disaster and business continuity planning and data governance.

**Enhance communication for all ITS initiatives to all constituent groups.**
IT Services is committed to improving communication between our own staff and with the campus community. Communication is critical and complicated in any organization but the challenge is even greater when translating technical details to a variety non-technical audiences, each with their own sphere of interest.

1. Increase staff connectedness through informal meetings and more frequent communication of activities. We discovered that our staff feels disconnected from other IT departments and inadequately informed of projects, strategic objectives and day-today activities in the department as a whole.
2. Improve end users' experience when interacting with ITS – We will introduce a new ITS portal and develop message templates and standards to make interacting with students and employees more convenient, effective and, ideally, enjoyable.
3. Marketing – Our community, students especially, are not aware of the range of services IT offers or how to take advantage of them. We will develop a marketing plan to keep the College informed of changes to IT Services and encourage engagement with setting IT projects and priorities.

**Establish meaningful and repeatable KPIs for IT Services.**
Key performance indicators and metrics are essential to understanding how well we are operating as an organization and to inform service plans and projects. We have begun the process of capturing metrics and taking action based on these values, but we intend to make a significant push toward gathering and reporting more complete data in the upcoming year.

1. Identify and report KPIs – Through reviewing the tools we have available and the industry standards for critical services, we will identify and collect KPIs for a selection of critical services and our service delivery performance metrics. We will also develop a plan to report KPIs and metrics to the campus community through our ITS portal and other tools.
2. Evaluate the College's level of satisfaction with IT Services – We will repeat the same survey we conducted in 2015 to guage both satisfaction with IT service levels as well as measure improvements over the past two years.
3. Employ KPI and metrics in planning – During Spring 2017, we will be conducting a comprehensive review of our KPI's and service satisfaction results to inform the 2017-2018 planning cycle.

## Section III: Summary and Conclusion

Despite a series of funding, prioritization and staffing challenges, IT has had another outstanding year. The staff continues to work as a team across departmental boundaries, we have accomplished a series of significant new service deployments and several important service enhancements. We continue to excel at maintaining existing services, and our communication to the college community has improved.

For the next year, ITS has again set an ambitious agenda. We will continue to operate services at an exemplary level while deploying new services in support of the strategic plan. We are doubling down on our efforts to become more proactive and data-driven, with a long series of objectives for each goal. Finally, at the core of all of our activities will be a renewed emphasis and continued focus on communication.

# Sponsored Programs

## Section I: Summary of Departmental Accomplishments & Outcomes

The Sponsored Programs Office (SP) met its 15-16 Planned Initiatives and Assessment Plan goals in completing these action items:

*Supporting the College's Strategic Plan Goal to "Strengthen and grow student and faculty research and creative activity" via:*

1. A Faculty Workshop "Navigating the Internal and External Funding World at SUNY Oneonta" (sponsored jointly with the Grants Development Office) was held in Sept., 2015 with 30 faculty/staff in attendance. Agenda included information on Grants Development & Sponsored Program services, introduction to the Research Foundation (RF), and grant writing and identifying funding services.
2. 100% of SP staff participated in at least one campus or RF activity during the year. A separate list of these activities is attached to this report.
   *Supporting the College's Vision Statement encouragement of "ethical thinking" via these completed action items:*
3. Faculty were contacted via their Deans regarding our offer to speak to Research Methods classes regarding the College's Responsible Conduct of Research policy and CITI RCR training. Two faculty members have requested such a presentation for the forthcoming year.
   *Improving our service levels:*
4. A fillable, self-calculating Purchase Requisition form and Statement of Automobile Travel form were developed and placed on the web.
5. A reference chart for external funding was developed to guide recipients & clarify processing protocols for recipients of various types of funding.

Goals we had planned to work on but were delayed by events outside the campus include implementation of the RF PACS project in 16-17 rather than 15-16, and a one-year extension by the Federal government of the requirement to require proof of purchasing at the $3,000 threshold.

Items of note:

- State Migrant Programs (we currently contract with 20 States, of which 4 are now paying Indirect costs at 8%) have started passing on to us an 8% Indirect Cost Rate. This is flowing down from the Federal U.S. Department of Education. We previously charged 15 – 20%, depending on contract cost caps. Our current year revenue will be slightly less than estimated due to Florida (one of our largest awards) adopting this position in mid-year. We know this trend will continue among states, and will yield us a significant drop in revenue over time as our ESCORT program, contracting with the States, currently yields 56% of our total indirect revenue. Though somewhat helpless to stop this eroding of our revenue, we have requested the Research Foundation to seek a negotiated rate directly with USDE that will hopefully yield a rate above the 8% offering.
- The New York State Education Department announced to us its decision to close our Migrant Resource Center, Director Robin Robbins. This will eliminate two employees and a $500,000 annual budget.
- The RF conducted an internal control audit of all of our post-award functions in November. It was an in-depth audit and we spent a great deal of time providing requested items for their review. Results of the Final Audit Report included four low risk observations and three moderate observations – all of which we either immediately took action on or initiated plans to become in compliance.
- Reviews and questions during the audit initiated our giving more attention to travel payment details and requiring stricter compliance with existing policies. This yielded considerable concern on the part of Migrant Program Directors, whose employees incur a great deal of travel and for whom the minutiae of regulation pose a burden. The SP Director will be meeting quarterly with Migrant Program Directors to try to gain proactive and clear communication.

- We welcomed Fran Althiser as our Purchasing/Accounts Payable Clerk in February. She is a terrific addition to our staff.
- The IRB facilitation process (Human Subjects Research protocol applications) continues to take huge amounts of staff time.
- The College implemented an Indirect Cost Incentive Plan for faculty to encourage more interest in grant applications. So far, the plan has not yielded any increase in applications.
- The College's new Strategic Plan promotes student engagement, which has led to increased grant funding for faculty and student international travel. This has prompted the need for new procedures, including state department warnings, international exchange rates, student travel advances and cooperation with the College's International Programs Office for insurance and multiple-stream funding issues.
- Our revenue is up slightly this year but that trend is not expected to continue this year as few new grant applications have been submitted and the migrant program revenue is expected to continually decrease over time.
- Our Human Resources Manager, Melissa Nicosia, received certification as a Professional in Human Resources (PHR) through the Human Resource Certification Institute
- There were 74 new hires during the year (this includes student employees); 7 formal searches were conducted
- Our workforce is currently 116 Research Foundation employees, 38% being from underrepresented groups (including the disabled, veterans and minorities)

FINANCIAL STATISTICS

*Revenue comparison actual figures through May 31:*

| | Direct | Indirect | Total revenue | Change |
|---|---|---|---|---|
| 15-16 | $4,799,066 | $488,590 | $5,287,656 | +5.7% |
| 14-15 | $4,526,753 | $477,617 | $5,004,370 | -6% |
| 13-14 | $4,809,610 | $514,891 | $5,324,501 | |

Comparing this year to past years using an estimate for our June 30, 1016 closing revenue:

| | | | | |
|---|---|---|---|---|
| 15-16 | $5,249,066 | $534,425 | $5,783,491 | +5.8% |
| 14-15 | $4,937,253 | $527,424 | $5,464,677 | -5.6% |
| 13-14 | $5,238,448 | $552,000 | $5,790,448 | -10.5% |
| 12-13 | $5,878,975 | $592,609 | $6,471,584 | -8% |

Migrant Programs (MP) - Faculty Programs/Grants (FP) Revenue Comparison (data through May 31, 2016 – 11 months):

| | Direct | Indirect | Total | % of Total Revenue |
|---|---|---|---|---|
| MP | $3,689,849 | $393,976 | $4,083,825 | 77% |
| FP | $1,109,217 | $ 94,614 | $1,203,831 | 23% |

## Section II: Summary of Planned Initiatives for 16-17

We will support the College's Strategic Plan Goals via these planned actions:

*SP Goal 1.B. Formalize a Center for Teaching Excellence*

1. Work with the Grants Development Office to have a presence in the new Faculty Center
   *SP Goal 2.E. Strengthen and grow student and faculty research and creative activity*
2. Pursue better ways to communicate information to grant and contract seekers by performing a major review and revision of Sponsored Program web page. To gauge improved utility of the revised information, a follow-up survey will be sent to PIs for their feed-back.
3. Implement the Pilot Research Incentive Program, which commences on 9/1/16
   *SP Goal 4 Strengthen the College's Financial Sustainability*
4. Pursue set up of a web page to handle patent payments for a new patent for faculty member, Jacqueline Bennett. This is a new venture for us and involves collaboration with the RF Central Office and the College's business office, which is providing us with the payment portal.

We will build upon our basic mission and improve our service levels via these planned actions:

5. Create a log of procurement problem contacts made over two different periods of time; analyze for patterns; offer involved PIs and staff additional guidance; conduct follow-up log to ensure count of routine contacts has decreased
6. Develop an RF local inventory procedure to accommodate sponsor requirements that differ from the College's revised inventory policy. Purchase appropriate scanner/tags; learn SUNY Property Control System; implement developed procedure for tracking equipment $1,000 and under.
7. Introduce and implement E-time reporting for the majority of Research Foundation employees (goal in the first year: all student and exempt employees, and 75% of non-exempt employees). This will involve training of the employees in the use of the new system which will replace timesheets.
8. Complete last year's goal to clarify protocols for processing of funds by finalizing external funds chart and working with involved offices to implement a college policy regarding processing of external funding
9. Participate as an early adopter in the Research Foundation Pre-award Compliance system. We anticipate adopting the Contract module and the IRB module in the forthcoming year.

To meet Federal Compliance requirements, we will:

10. Implement Labor Department's 2016 changes to the Fair Labor Standards Act

## Section III: Summary and Conclusion

Oneonta Sponsored Program revenue for the 15-16 year shows a slight increase that balances out the revenue loss in the previous year, but the outlook for grant and contract growth is not positive. We are struggling with the external factors of reduced funding offered by government agencies and private foundations, our Migrant Program awards moving to a lower indirect cost rate, and internally, fewer faculty applying for research grants. An Indirect Cost Incentive Pilot Program was announced last Fall in the hope that faculty would be encouraged to submit more grant applications, but to date, only two faculty members had an external grant awarded during the year, but both awards have no indirect cost so the incentive will not apply.

Despite the decrease in faculty grants, there is no shortage of work and planning in the Sponsored Programs Office. Migrant Programs constitute 77 % of our revenue, and a substantial majority of our workload. Although their total award dollars are decreasing gradually over time, they are still very strong programs with regular payroll year-

round, a great deal of travel, and situations regarding all aspects of their work that need addressed. These programs are highly regulated by the laws of the States they are awarded by, and require individual compliance and purchasing tasks, as opposed to Federal grants, which all have the same procurement and compliance requirements. An example is the State of Florida, which required a full day of webinar "Green Book" training (Florida contract and procurement regulations), and Pennsylvania, which has its own travel regulations that differ from the standard federal GSA.

We rely on the central Research Foundation Office for our business systems, contract approvals, legal support and general assistance. We have just volunteered to join as early adopters in the Contract Module of the new Pre-Award Compliance System in the hopes of being in touch with all of the modules in the new PACS system as they are made available. The Research Foundation is a great partner in our work – but definitely comes at a cost. Half of our revenue, and with a new assessment system about to take effect, possibly more, goes to the RF Central Office.

Despite our many operational responsibilities such as audit and federal compliance, standard business office workload, and performing at acceptable service levels for the campus community, maintaining a steady revenue stream is our major concern and one that we have very little control over. We talk to faculty and encourage their grant writing. We support the Grants Development Office whenever the opportunity arises. We try to stay in touch with current technology and trends in our field. We are in the company of many other comprehensive colleges when it comes to a decrease in funded research. The UCRC administrators group, in conjunction with the Research Foundation, is planning a program to provide collaborative faculty development opportunities and targeted seed funding to encourage faculty engagement, which we will participate in the development of and will encourage our campus community to participate in. We will be an active partner in pursuing SUNY Oneonta's Strategic Plan goal to strengthen and grow student and faculty research and creative activity.

# Facilities Department

## Section I: Summary of Departmental Accomplishments & Outcomes

The Facilities Department aligns its project with the Facilities Master Plan, which, in turn, is aligned with the college strategic plan.

- **Fitzelle Hall:** Completed with multi-million dollar rehab/new construction project.
- **Lee Hall:** Completed rehab of building.
- **Infrastructure (partial listing of highlights):**
    - Science I lecture hall
    - Wrestling room renovations
    - Grant restrooms
    - Curtis Corridors
    - Curtis Masonry
    - Athletic field replacements
    - Fine Arts Entry
    - Water Line Replacement
    - PHI of IT infrastructure project
    - MOC Dust collection system
    - Netzer HVAC PHI
    - Res Hall WiFi PHI
- **Operations and Administration**:
    - As a part of GIS mapping, published a set of laminated utility maps for distribution for trades shops to use in the field for markouts and emergencies.
    - Upgraded TMA work request system and associated software.
    - Successfully completed many in-house projects while maintaining high customer service standards.
    - Successfully modified cleaner pool hiring process.
    - Developed Campus Standards document to share with design professionals.
    - Completed cataloguing Facilities archive collection and established the Physical archive room as a resource to complement digital resources.
    - Implemented APPA Facilities Performance Indicator metrics survey.

## Section II: Summary of Planned Initiatives for 16-17

- **Physical Science:** Complete construction of a rehab of the Physical Science building, including new space.
- **Welcome Center:** Anticipated start SEP 16.
- **Milne Library Rehab:** Anticipated start Summer 2017.
- **Health Center:** Anticipated completion date AUG 16.
- **OAS Building:** Anticipated completion Fall 2017.
- **Infrastructure (In construction or in design for the following projects)**
    - ADA restroom rehabs
    - Hunt Union HVAC
    - IT/Telecomm underground infrastructure PH II
    - ADA restroom upgrades in various buildings.
    - Amenities project for res halls.
    - Huntington Hall Roof
    - Ford Hall restroom upgrade
    - Quad landscaping

  - South campus landscaping
  - MacDuff Hall design
  - Interior finishes for Grant/Hays/Blodgett/Curtis

- **Operations and Administration.**
  - Implement Planned Maintenance module for MOC trades shops into TMA work order system.
  - Upgrade card access system (both administrative and technology)
  - Upgrade central heating plant tech controls system.
  - Carry out high-resolution 3D mapping of campus.
  - Improve logistics coordination with regard to office and space moves.
  - Begin mapping Cooperstown facilities.
  - Upgrade imagery in fire alarm system.
  - Develop formal shop training for MOC staff.
  - Develop and implement energy conservation projects.
  - Improve integration of sustainability office into design process to obtain more NYSERDA rebates.
  - Review, redefine and upgrade Energy Master Plan.
  - Start Residence hall Facilities Master Plan.
  - Initiate upgrade of CAD files for residence halls.
  - Review and update all Environmental Health and Safety protocols.
  - Review and update Environmental Health and Safety training.

## Section III: Summary & Conclusion

- **Strengths**
  - **Dedicated staff**
  - Generally ranked #1 or #2 in most categories on the SUNY Student Opinion Survey.
  - 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”.
  - Unable to keep up with demand for continued additional card access services, which requires funding identification.
  - Unable to guarantee quality response to exigencies on weekends and late nights.
  - Suffer “gaps” in communications between client departments and facilities staff, mainly 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. The “one work order/one worker/one trip” model is made moot by the one worker spending considerable time to satisfy procurement guidelines for even fairly small purchases.
  - 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.

**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.

Resources for comprehensive rehabilitation of residence halls is limited.

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 "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 a fundamental value of SUNY Oneonta. The College integrates sustainability throughout the operations, curriculum, administrative units and engagement opportunities on campus. Sustainability efforts are supported at every level of the College and are driven by the students, faculty, staff and President's Office. This year, the President's Advisory Council on Sustainability completed the Sustainability Master Plan which will be used to strategically and purposefully direct the projects of the Office of Sustainability in order to move SUNY Oneonta to the forefront of sustainability. The Office of Sustainability's ultimate goal is to create a generation of environmental stewards and leaders who understand how their decisions impact society, business and the environment. Through experiential learning, student engagement and community service opportunities, the office educates all students on the importance of reducing their ecological footprint (Strategic Plan 2015, G1 & G2). Every student who graduates from SUNY Oneonta should have a strong understanding of sustainability and the environmental complexities facing the current and future generations. If this is accomplished, SUNY Oneonta graduates will become part of the solution in achieving a sustainable future.

This year, the office devoted a significant amount of effort to develop initiatives which support the advancement of energy efficiency, sustainable materials management, sustainability programs and sustainability education on campus. The College has made a great deal of progress in the sustainability sector specific to academics and operations. The College coordinates the Sustainable Susquehanna Faculty Development Workshop each year, which integrates sustainability across the curriculum through course revision or new course development. The faculty members who participate in this workshop receive an honorarium of $1,000 upon completion of a new or revised syllabus, with the intent to teach the course within one year after the workshop. In total, 33 faculty have participated in this program. In addition, the College has a Sustainability Course Designation Program as well as a new Environmental Sustainability major. This fall, the college is coordinating a Sustainability Living and Learning Community, which integrates sustainability coursework and experiential learning into a freshman residential community. SUNY Oneonta has exceled in integrating sustainability into the operations through energy efficient building design and the installation of multiple LED lighting fixtures across campus. The most notable operational accomplishments included receiving a $75,000 grant through the New York Power Authority to execute retro-commissioning projects across ten building on campus. The office devoted a significant amount of effort to develop a MW solar project (2) and to execute the Green Infrastructure Grant Program project. These two projects did not come to fruition due to financial and legal issues. Through broad support and collaboration, the SUNY Oneonta campus has made significant progress in the following areas:

**Accomplishments (15-16):**

**Energy and Buildings**

- *Solar Energy*: Developed the Request for Proposal (RFP) and coordinated the competitive bid process for the 1.8 MW and 2.0 MW solar projects.
- *NYSERDA & NYSEG Energy Rebates*: Coordinated funding opportunities with NYSERDA's Existing Facilities Program and New Construction Program (Bugbee Hall, Health Center, OAS Building, Welcome Center, Milne Library Phase II and Physical Science). With support from the Energy Manager, we received **$51,800** in energy rebates.
- *Building Design & LEED:* Coordinated the Leadership in Energy and Environmental Design (LEED) process for all new and existing construction projects (OAS Building and Physical Science). Participated in all building design meetings to communicate the importance of installing "energy rebate" applicable technologies.
- *Energy Conservation & Energy Efficiency:*

- New York Power Authority Operations & Maintenance Grant: Coordinated the grant application process for a **$75,000** retro-commissioning project.
- Reforming the Energy Vision Campus Challenge Grant Application: Applied for a $1,000,000 grant to install real-time energy management technologies in buildings across campus. This was a joint SUNY application. We were not awarded the grant.
- LED Fixtures: Supported the Energy Manager to install **7 LED projects** across campus.
- Executive Order 88: Co-coordinated the EO88 initiative in which we realized a **5.31% energy use intensity** reduction in four years.
- Intersession Energy Conservation Initiative: Co-coordinated the summer 2016 energy conservation program, which focuses on conserving energy in unoccupied spaces specific to temperature, ventilation and lighting.

**Curriculum**

- *Sustainable Susquehanna Faculty Development Workshop:* Coordinated the Sustainable Susquehanna Faculty Development Workshop. Eight faculty members participated in the May 2016 workshop which focused on integrating sustainability across the curriculum through course revision or new course development. In total, **33 faculty** have been trained through this program.
- *Sustainability Course Designation Program:* Coordinated the sustainability course designation process in which we received and approved **23 course designation applications** for fall 2016 courses.
- *Sustainability Living and Learning Community:* Developed the programs and coursework for the Sustainability Living and Learning Community.
- *ENVS 105 Class:* Lectured **21 students** in the Careers in the Environmental Sector course (ENVS 105, Environmental Science Lab).
- *Environmental Sustainability Major:* Actively participated in the discussions to develop the new Environmental Sustainability major.

**Administration**

- *Sustainability Master Plan:* Actively participated in the development of the Sustainability Master Plan.
- *Committees:* Actively participated on the Degree of Distinction Committee, Mentoring Committee, Institutional Assessment Committee, President's Advisory Council on Sustainability and Chancellors Award Committee (Strategic Plan 2015, Goal 1).

**Student Engagement**

- *Residence Hall Sustainability Coordinators:* Trained and educated **15 students** who were selected to be the Sustainability Coordinators in the 15 residence halls. These students were responsible for being sustainability educators in their residence hall.
- *Fall and Spring Events:* Created a culture of sustainability on campus and engaged the student body in sustainability programs by coordinating the following student engagement programs and events- Environmental Documentary Series, Food Day, Campus Crunch, Sustainability Day, America Recycles Day, RecycleMania, Do it in the Dark, Earth Week & the Move Out Donation Program. During Recyclemania, the students produced **2 tons** more of recyclable material. During Do it in the Dark, the wining residence hall reduced energy consumption by **3%** during the competition period. During Green Dragon week, approximately **200 students** participated in the educational events across campus. During the Move Out Donation Program, the students donated **120 cubic yards** of material to approximately **250 members** of the community.
- *Presentations:* Coordinated **28 presentations and outreach events** to the campus community which included the Residence Halls, the Residence Advisors, the Sodexo Managers, the Hunt Union managers, the Financial Literacy Program, the Student Association, the F&A Divisional Managers, the Leadership Conference and the Academic Exploration Day.
- *Environmental Club:* Provided leadership for the student environmental groups by attending the Environmental Activism Club and Student Sustainability Committee biweekly meetings.

- *Communication & Sustainability Map*: Broadcasted sustainability initiatives using Facebook, Twitter, The Portal, The Bulletin, Campus Connect, The State Times, The Daily Star and Hometown Oneonta. Mentored a student who created a sustainability map for campus.
- *Orientation & Sustainability:* Integrated sustainability into the August 2016 orientation by purchasing Nalgene reusable water bottles for all freshman students.

**Waste and Recycling**

- *Recycling Contract & Savings:* Coordinated the campus-wide single stream recycling program. Measured and monitored the waste stream and recycling rates. From 2015 to 2016, the recycling rate remained at **21%**. Achieved an annual **savings of $85,000** specific to the 2013 waste removal contract. Received recycling rebate checks worth a total of **$3,000** from the cardboard compactor and metal recycling dumpster.
- *E-Waste:* Coordinated the student electronic waste recycling program. This year, we recycled approximately **1,067 lbs** of electronic waste.
- *Compost (small and large):* Managed the O2 compost system near Wilsbach Hall. This year, we composted approximately **1 ton** of food waste. Coordinated the Regional Large Scale Composting Facility committee which received a **$10,000 grant** to start a pilot composting facility.
- *Thrift Store:* Actively participated on the Red Closet Thrift Shop committee.

**Stormwater**

- *Green Infrastructure Grant Program Project:* Administered the GIGP project which focused on the project design, grant agreement and project schedule.
- *Netzer Rain Garden:* Coordinated the installation of the Netzer Rain Garden and installed over **40 native plants** in the space.
- *Golding Hall Bioswale Planting Project:* Co-coordinated the installation of over **100 native plants** in the Golding Hall bioswale. Approximately **15 students** participated in the planting event.
- *Tree Planting:* Co-coordinated the installation of over **1,000 trees** in Cooperstown, NY which supported the Upper Susquehanna Coalitions Riparian Buffer Zone Protection Program.

**Grounds**

- *No Mow Zone Map:* Created a map which identified over 40 no-mow or reduced-mow projects (**10 % of lawn space**) to address over the next five years.
- *Tree Campus USA:* Mentored a student who is in the process of writing the "Tree Campus USA" plan.

**Food**

- *Food Waste Scale & Display System:* Installed the food waste scale and display system which measures and displays the post-consumer food waste in real time.
- *Sodexo Sustainability Interns & Events:* Supported the Sodexo interns in coordinating "sustainability & food" related programs (e.g. food waste audits, Pride of NY marketing, sustainability trivia, etc.).

## Section II: Summary of Planned Initiatives for 16-17

The Office of Sustainability will utilize the Sustainability Master Plan to direct the office initiatives. The two overarching priorities for the office are to integrate sustainable systems into the campus infrastructure and to ensure that every student graduates from SUNY Oneonta with a deep understanding of sustainability. Through experiential learning, student engagement and community service opportunities, the office will educate all students on the importance of reducing their ecological footprint (Strategic Plan 2015, G1 & G2). Through the reduction of waste produced and energy consumed on campus, the office will strengthen the college's financial sustainability (Strategic Plan 2015, G4).

The Office of Sustainability will address the following strategic initiatives in 16-17:

*16-17 Assessment and Performance Plan Objectives:*

- To execute the Sustainability Tracking, Assessment and Rating System report and to achieve a silver rating (Bronze, January 2013).
- To divert all of the food waste on campus from the waste stream through the creation and support of the large scale regional compost facility.
- To increase the amount of sustainability student engagement opportunities on campus (e.g. Green Lecture Series, Residence Hall Sustainability Rep Program, Sustainability Map and Tour, Sustainability Lunch and Learns, etc.) and to assess the effectiveness of these programs through the use of surveys.
- To increase the amount of recyclables produced on campus.
- To increase renewable energy generation on campus utilizing solar or wind technologies.
- To reduce the amount of fossil fuel energy consumed on campus.
- To decrease the amount of stormwater runoff the campus produces.
- To reduce the amount of lawns that must be mowed by introducing low maintenance landscaped features.

The majority of 15-16 accomplishments included in Section 1 are ongoing projects which the Office of Sustainability will continually address in the 16-17 academic year (e.g. Move Out Program, Green Dragon Week, Composting Program, Sustainable Susquehanna Workshop, Electronic Waste Collection Program and Recycling Program).

## Section III: Summary and Conclusion

The Office of Sustainability has exceled in conserving the campuses fiscal resources by saving approximately $51,800 through energy rebates, $85,000 through the waste removal contract and by seeking external funding sources ($75,000 New York Power Authority Operations & Maintenance Grant). The Office of Sustainability has excelled in integrating sustainability across the curriculum through the creation and support of the Sustainability Course Designation Program, the Environmental Sustainability Major, the Sustainability Living and Learning Community and the Sustainable Susquehanna Faculty Development Workshop. This year, the attendance and participation in the student engagement events exceeded the offices expectations (e.g. Documentary Series, Green Dragon Week and the Move Out Donation Program). Next year, the office will focus on assessing the effectiveness of the programs.

This year, the Office of Sustainability allocated a considerable amount of effort towards the development of a MW solar project. Unfortunately, after the development and coordination of two competitive bids, the project did not come to fruition due to the financial projections in the proposals. Moving forward, the college will install a demonstration renewable energy system on campus to support academic engagement and to advance hands-on teaching, learning and research opportunities on campus. In addition, the Office of Sustainability allocated a significant amount of effort towards the administration of the Green Infrastructure Grant Program stormwater reduction project. Due to legal issues specific to the grant agreement, the project construction schedule was delayed until May 2017.

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. Next year, the Office of Sustainability will work towards assessing and increasing the effectiveness of each initiative, so that the College is in the forefront of sustainability.

# Oneonta Auxiliary Services

## Section I: Summary of Departmental Accomplishments & 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 (The Shipping Room), Vending (Coca-Cola and American Food and Vending), Dragon Dollars, Summer Storage (Not My Parents' Garage), Laundry (CSC Service Works), 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:

- 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 15-16, OAS provided the following monetary support to the financial sustainability of SUNY Oneonta.

| | |
|---|---|
| Space and Utilities: | $ 697,379 |
| Scholarships: | $ 470,000 |
| SUNY Support Services: | $ 110,695 |
| Capital Improvements: | $ 85,000* |
| Program Accounts: | $ 482,227 |
| Refuse: | $ 78,710 |
| TOTAL | $ 1,924,011 |

(Over $4.7 million was prepaid for the Red Dragon Outfitters Building, but has not been expensed yet.)

- Through targeted sales, effective marketing, enhanced mobile ability, and featuring new products, the *Red Dragon Outfitters* increased their sales from 14-15 by 4.8%.
- Our concerted efforts to manage and track our inventory at the *Red Dragon Outfitters* were somewhat diverted by a flood in our storage room. In the chaos to remove the backup inventory from the storage room, we approximate that about $8,000 of our clothing inventory was inadvertently thrown away before being taken out of inventory. As a result, our final inventory figures were higher than previous years, but still close to industry standards.
- Online sales through the *Red Dragon Outfitters* website continue to steadily increase. Actual sales increased from $19,933 in 14-15, to $28,531 in 15-16, an increase of $8,598, or 43%. The number of total

orders increased from 479 in 14-15, to 545 in 15-16, or 14%. The average order increased by approximately $11.

- A Dining Sales Comparison of 14-15 to 15-16 is as follows:

| | 14-15 | 15-16 | difference | % increase/decrease |
|---|---|---|---|---|
| Resident Dining | $10,486,680.42 | $10,785,922.15 | $299,241.73 | 2.85% |
| Retail Dining Dollars | $2,445,785.98 | $2,340,714.23 | ($105,071.75) | -4.30% |
| Dragon Dollars | $303,370.54 | $289,736.30 | ($13,634.24) | -4.49% |
| Cash Sales | $1,028,078.77 | $1,082,050.96 | $53,972.19 | 5.25% |
| Catering | $1,109,597.33 | $1,141,684.58 | $32,087.25 | 2.89% |
| **TOTALS** | **$15,373,513.04** | **$15,640,108.22** | **$266,595.18** | **1.73%** |

Although we did not meet our budget target for Resident Dining Plans, we did increase from the previous year. Cash sales and catering also increased. This speaks to the quality and variety of our dining program. Commuter Dining Plans decreased from the 14-15 as follows: Fall Semester -209, and Spring Semester -167. This represents an overall decrease of ($153,484), or -19.02% in revenue from 14-15 to 15-16. This in turn impacts our Retail Dining Dollars sales, as that is what Commuter Plans comprise. We have also seen a gradual decline in Dragon Dollar sales, as students are not purchasing Dragon Dollars at the rates they were in the past. We are concerned about the decline in Dragon Dollars and Commuter Plans, and will be taking initiatives to turn this around.

- Our OAS capital plan was updated and reorganized to meet the needs of our operations. This document is an evolving work in progress and will be an effective guide for facility renovations and new concepts over the next decade.

- Throughout 15-16, OAS engaged with and supported the following organizations through various methods including space donation, volunteer leadership, work opportunities, marketing and printing assistance as well as donations and donation collection activities :
    - Collaborative Online International Learning (COIL) project with the University of Monterrey, Mexico
    - Providing Opportunities for Work Experience and Employability Readiness (POWER), a partnership with Milford Central School and Sodexo
    - The Zeta Beta Tau Bone Marrow Registry Drive
    - Food for Fuel Project
    - Saturday's Bread
    - Catskill Symphony Orchestra
    - Habitat for Humanity of Otsego County
    - Migrant Christmas Program

- A chef from India was brought to campus through Sodexo's Global Chef program. The chef worked with our Sodexo chefs to share his cuisine, and his meals were featured in all of the resident dining halls. The chef also instructed SUNY Oneonta Food Service students. The Global Chef Program offers great support to our commitment to cuisine diversity.

- The Red Dragon Outfitters building was successfully rebid. We are currently five months into construction, and progressing well. The contractor, subcontractors, site rep, architects, OAS and College staff are all working well together. It is anticipated that the building will be completed in the late spring of 2017, and we expect to be moved into our offices and open for business at the Red Dragon Outfitters and Damascene Book Cellar in August 2017. Once OAS and Sodexo move out of the space they occupy in the Hunt Union, it will allow several pieces of the SUNY Oneonta Facilities Master Plan to fall into place. OAS is supporting the College's financial sustainability by funding the construction of this building.

- In 15-16 we successfully launched the Sodexo Global Internships. The program was effectively marketed and the response to this opportunity was robust. We received 21 applications, a very satisfactory number for the first year. Eight applications rose to the top. These students have GPAs of 3.5 or higher, and are from varied majors and have different reasons for applying. Interviews were conducted with the top eight, and four finalists were selected. Two students will be working in the Sodexo corporate office in Paris in June 2016; two students will be at the corporate office in Singapore in July 2016. These students will make global connections that will no doubt enhance their resumes. They will also be ambassadors of this program in the coming academic year. We are most definitely increasing students' engagement through these job experiences.

- In the fall semester of 2015, OAS and Sodexo launched a new customer feedback program in order to assess and analyze customer satisfaction. "Food for Thought" was conducted in each resident and retail dining facility by management and marketing staff. We selected our busiest times of operations and asked our customers to complete a brief survey that assessed their satisfaction with the menu, healthy options, customer service, speed of service, and management. In addition to the feedback being very positive, our participation rate was quite impressive, ranging from a low of 34% to a high of 93%. The customer participation rates in 2015 far exceeded those of our previously administered online surveys, and enabled management staff to speak with our customers in real time about their satisfaction. We immediately analyzed the results of each unit survey, and made immediate changes and improvements accordingly. Some of these improvements included:

    - Vegetable and fruit smoothies were added to the Br@in Café.
    - Fresh fruit was added as seasonably available in all dining units.
    - Breakfast was extended from 10:30 to 11:00 am in Wilsbach Hall.
    - Additional promotions were developed about healthy choices.
    - Starbucks added more fruit, gluten free, and vegetarian options to their menu.
    - Seasons purchased new pump pots for the coffee.
    - Mills Marketplace will be pricing all items.

- Our Farm to Table Initiatives to increase the amount of local food served on campus to 20% by 2020 continue to progress. Seasons in Fitzelle Hall is our main Farm to Table venue, but we continue to increase our local offerings in all of our dining facilities. OAS and Sodexo were recently honored by the Environmental Protection Agency with the Environmental Champion Award. This award recognizes all of our efforts to serve local food, converse our resources, reduce food waste, and support area pig farmers with our pre-consumer food waste.

## Section II: Summary of Planned Initiatives for 16-17

- Plan for a new retail dining venue for the Milne Library. We are currently working with the planning committee for the renovation of the Milne Library. This project will carve out some of our Jazzman's Café for a larger entrance, and minimize our footprint. Although Jazzman's has been a very popular venue, we are planning on introducing a new concept – Argo Tea. Market research shows this is a very popular concept within our customer profile, and Argo Tea offers a variety of tea, coffee, breakfast items, salads and sandwiches. Their menu is healthier than Jazzman's, and our students are very interested in healthy trends.

- A recent energy audit of our dish machines demonstrated the copious amount of water they use. As a result, in 16-17 OAS will replace two dish machines. The new machine in Wilsbach Hall will use 525,456 gallons less water per year; the new machine in Morris Hall will reduce water use by 274,400 gallons per year. This results in water savings of nearly 800,000 gallons per year. This is quite significant given the cost per gallon of water to SUNY Oneonta. This project will certainly support our commitment to environmental and financial sustainability. This is funded through our Capital Projects Plan.

- Complete the construction of the Red Dragon Outfitters building and strategically plan for our move to the new facilities. As we watch the construction of the new building, we are also planning for the big move from our current locations. We are working with the architect and key vendors to design a layout and inventory for the Red Dragon Outfitters that will be appealing and increase sales. We will work with Damascene Book Cellar to ensure that they have a smooth move at an optimal time in their business cycle. We also intend to showcase the many sustainable building features in a lobby display.

- The OAS website will be reviewed, revised and redesigned to the platform currently used by the College. We anticipate having more accurate information and a user-friendly format for updating information in a timely manner. We will also have a cohesive web presence that mirrors the campus standard.

## Section III: Summary and Conclusion

The 15-16 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, our contracted partners, and the OAS Board of Directors.

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. We remain focused on the following concerns and challenges:

- Maintaining full occupancy in the residence halls
- The decline of Commuter Plans and Dragon Dollars
- Offering appealing, quality and affordable resident and retail dining options, despite the fluctuation and escalating costs of fuel and food
- Studying the demographics and keeping up with the trends of our current and future students
- Effectively communicating with our customers about who we are, what are services are, and how to provide us with constructive feedback
- Using our resources in a sustainable manner, and encouraging our students to do the same
- Safeguarding our customers' information by maintaining secure online transactions

# SICAS Center

## Section I: Summary of Departmental Accomplishments & Outcomes

The SICAS Center continues to provide value to its members in many ways. This year we enhanced our training opportunities offering more training than we have offered in a single year. We have expanded our portfolio of applications that we support by adding the reporting tool Argos and with more campuses moving toward production in Degree Works we have expanded the number of campuses that we support.

In order to provide better service to our constituents, we have joined a consortium of SUNY institutions that are implementing Service Now, a help desk tool. The current members of the consortium are SICAS, ITEC, System Administration (OIT), and Brockport. Oswego, Old Westbury and Plattsburgh are considering joining the group. Having a common tool will make it easier for campuses to submit issues, being in a consortium will allow each group to pass issues to another member without needing to reenter information that a client has already entered. This will be particularly useful for the Degree Works support team. It will also be very useful for the campuses that join the consortium because they too will be able to simply pass an issue on rather than needing to reenter it in another system.

Two staff members left SICAS in 15-16: Katie Catalano and Julio Quijada. Four people joined the staff: Donnie Hildebrandt, Fion MacCrea, Danielle Beach and Chelsie Dalton. In addition to the four mentioned above, the SICAS staff members are: Bill Grau, Deirdre Dibble, Bev Baker, John Flack, Cameron Oliver, Pat Potochniak, David Stanley, Stephen Staley, Jim Struble, Aimee Swan, Shirley Clark, Maureen Cashman, Amy Pondolfino, Nate Trost, Min Zhang, Stephanie Kot, Carol Arnold, Ramon Biazon, Jeri Anne Jerminario, Kurt Keller, Terry Tozer, Korisa Wright, Will Weir, Pete Andrusyszyn, Dawn Bookhout, Brian Crandall, Mary Davis and Kris Spranger. There are currently two searches underway for a Support Specialist on the functional team and a Technical Support Specialist on the technical team.

The following staff members received promotions or applied for a new position within SICAS last year. Dawn Bookhout is now the Degree Works Program Manager, Brian Crandall is now the Degree Works Technical Solution Specialist, Deirdre Dibble is now the Student Product Owner, Jame Struble is now a Solutions Specialist, Min Zhang is now a lead programmer analyst and Stephen Staley is now a Senior Programmer. I am proud that these staff members were able to achieve a higher level position within the organization. They are dedicated professionals who work hard every day to provide the best service to our campuses.

There have been discussions with multiple campuses who have been considering moving to Banner. It appears that Empire State College will begin their implementation in 16-17. ESF is still working out the terms of their separation from Syracuse University, and when those details are defined, they too will move to Banner. Erie Community College is still exploring their options and Columbia Green cannot secure the funding necessary to pay for their implementation. The College of New Rochelle will join as an Associate Member in September. Touro College decided not to join last year because of the license fee Oracle was charging for SQR. During that conversation we discovered that SQR was not going to be supported after April 2018. We have under taken an initiative to migrate away from SQR with those delivered to Associate Members going first. Given this, Touro is again considering becoming an Associate Member.

## Section II: Summary of Planned Initiatives for 16-17

The planned activities for 16-17 are:

- Convert SQR's to Java.
- Add SICAS applications to Banner 9 as extensions instead of modifications.
- Continue to improve our process so that our software is developed faster and tested better upon release.

- Continue to collaborate with Ellucian on the tools necessary to add SICAS applications to Banner XE and Mobile registration.
- Continue to expand the training offered by SICAS staff, Evisions staff and Ellucian staff.

## Section III: Summary & Conclusion

We continue to improve our service, but we do struggle because the campuses users are becoming too reliant on us. We continually find that people do not read our documentation or take the time to do even a modest amount of research before submitting a problem report to us. Very often the solution to a problem is something that the campus can resolve without any assistance. In the case of Degree Works, many problems would be resolved if someone had run two simple programs to start and stop the service. These programs take less than five minutes to complete, submitting a ticket to us can take hours. Every area of the program suffers from this and we are continuing to find ways to help resolve this and lower the burden on our staff. The goal is that Service Now will assist because it suggests solutions automatically when a user enters information into the system. We may see a reduction in the number of issues we see because of this new product.

I am very proud of the SICAS staff for how hard they work and how dedicated to the program they are. They are committed to providing the best possible service and helping campuses do the most with Banner that they can. In addition to service to the SICAS community, many members of the staff volunteer their time in their own communities. In December, the staff supports at least one family (usually more) on the campus "giving tree.' Staff members also volunteer at Boy Scout camps, ride for missing children, relay for life, school board (2 employees), coaching youth sports, school booster clubs, and various other organizations.

We continually look for ways to improve service and keep our costs low. SICAS is an excellent example of a shared service and we want to remain that way. Campus users continue to ask more and more of us which could lead to the need for more staff. This is in contradiction with leaderships request for us to hold our costs down, which is why we need campus users to help resolve their own issues without coming to us. It is an ongoing struggle which is not unique to us, we will continue to find ways to do better.

# Part Three: Charts, Graphs and Other Data

**Figure 1**

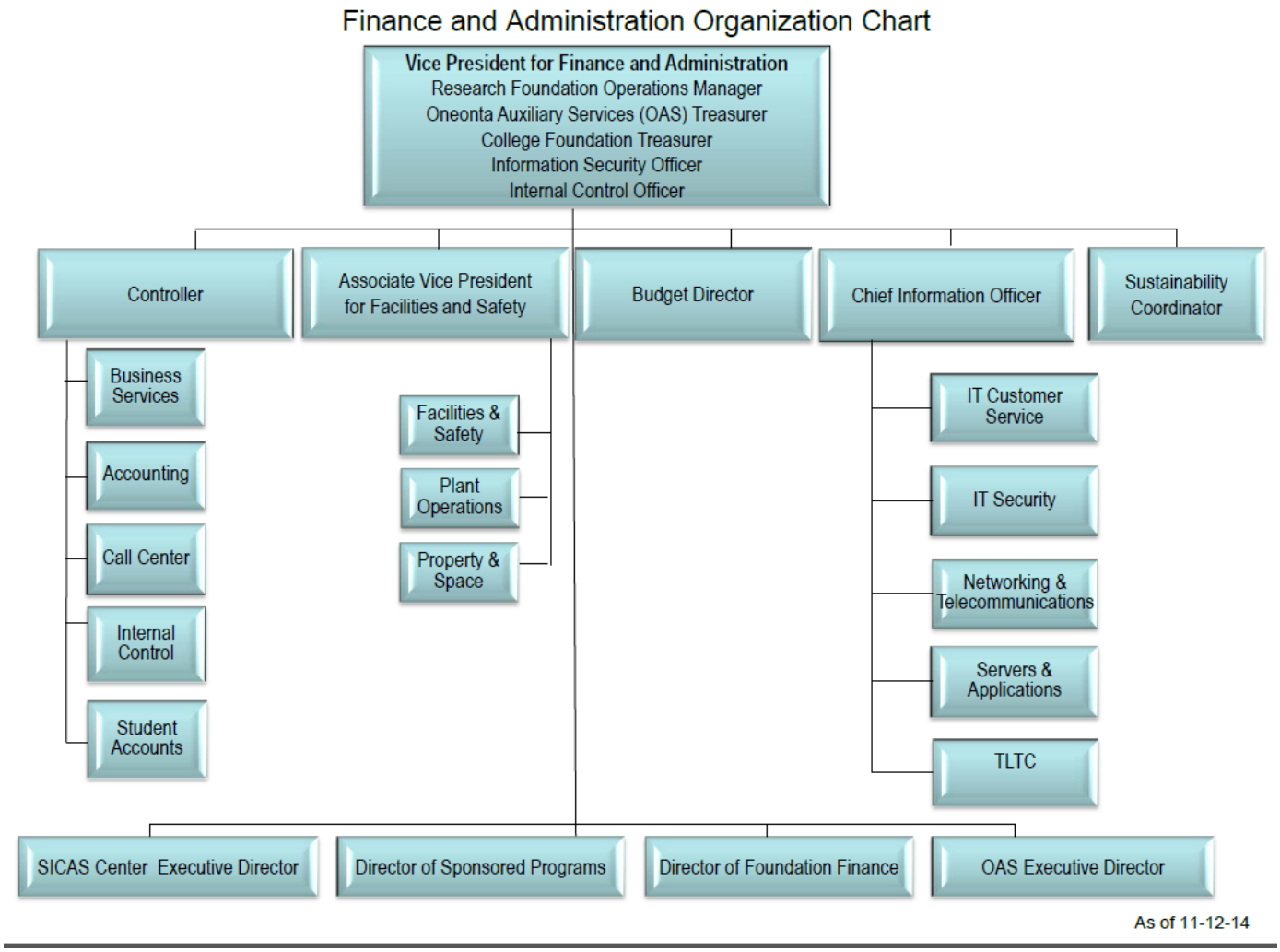


**Figure 2**

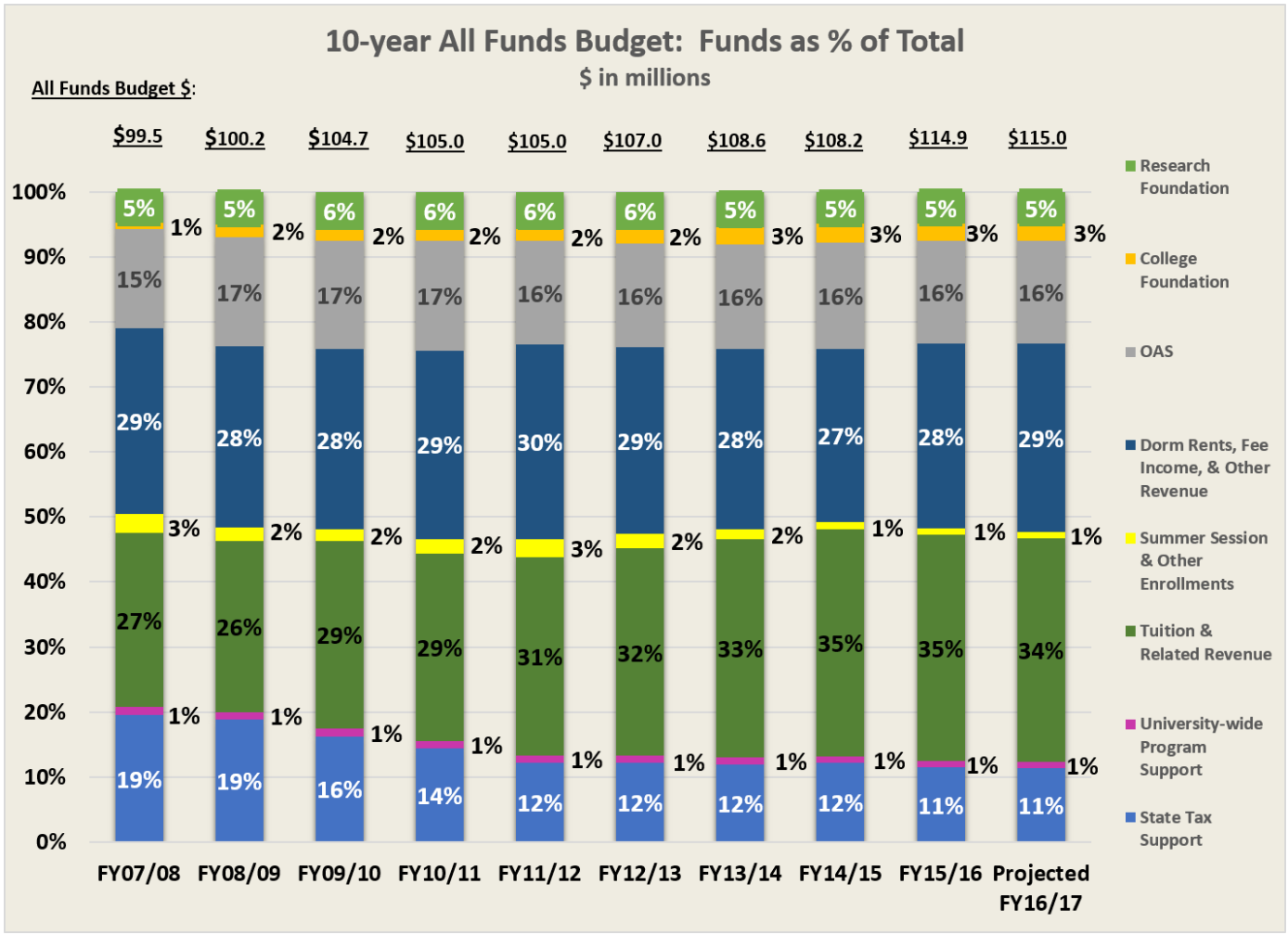

10-year All Funds Budget: Funds as % of Total
$ in millions
All Funds Budget $:
$99.5
$100.2
$104.7
$105.0
$105.0
$107.0
$108.6
$108.2
$114.9
$115.0
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
5% 1% 15% 29% 3% 27% 1% 19%
5% 2% 17% 28% 2% 26% 1% 19%
6% 2% 17% 28% 2% 29% 1% 16%
6% 2% 17% 29% 2% 29% 1% 14%
6% 2% 16% 30% 3% 31% 1% 12%
6% 2% 16% 29% 2% 32% 1% 12%
5% 3% 16% 28% 2% 33% 1% 12%
5% 3% 16% 27% 1% 35% 1% 12%
5% 3% 16% 28% 1% 35% 1% 11%
5% 3% 16% 29% 1% 34% 1% 11%
FY07/08
FY08/09
FY09/10
FY10/11
FY11/12
FY12/13
FY13/14
FY14/15
FY15/16
Projected FY16/17
Research Foundation
College Foundation
OAS
Dorm Rents, Fee Income, & Other Revenue
Summer Session & Other Enrollments
Tuition & Related Revenue
University-wide Program Support
State Tax Support

**Figure 3**

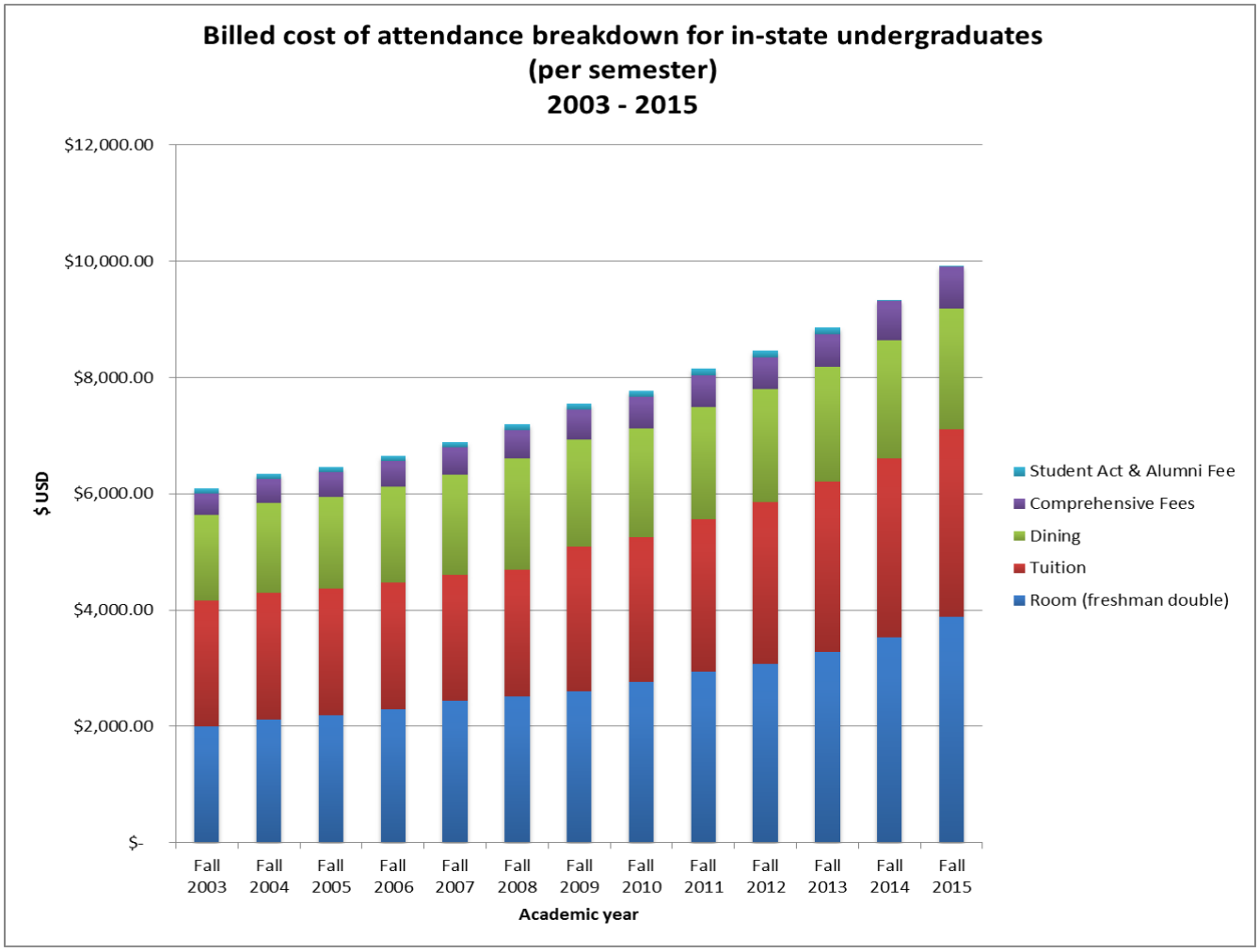

Billed cost of attendance breakdown for in-state undergraduates
(per semester)
2003 - 2015
$12,000.00
$10,000.00
$8,000.00
$6,000.00
$4,000.00
$2,000.00
$-
$ USD
Fall 2003
Fall 2004
Fall 2005
Fall 2006
Fall 2007
Fall 2008
Fall 2009
Fall 2010
Fall 2011
Fall 2012
Fall 2013
Fall 2014
Fall 2015
Academic year
Student Act & Alumni Fee
Comprehensive Fees
Dining
Tuition
Room (freshman double)

**Figure 4**

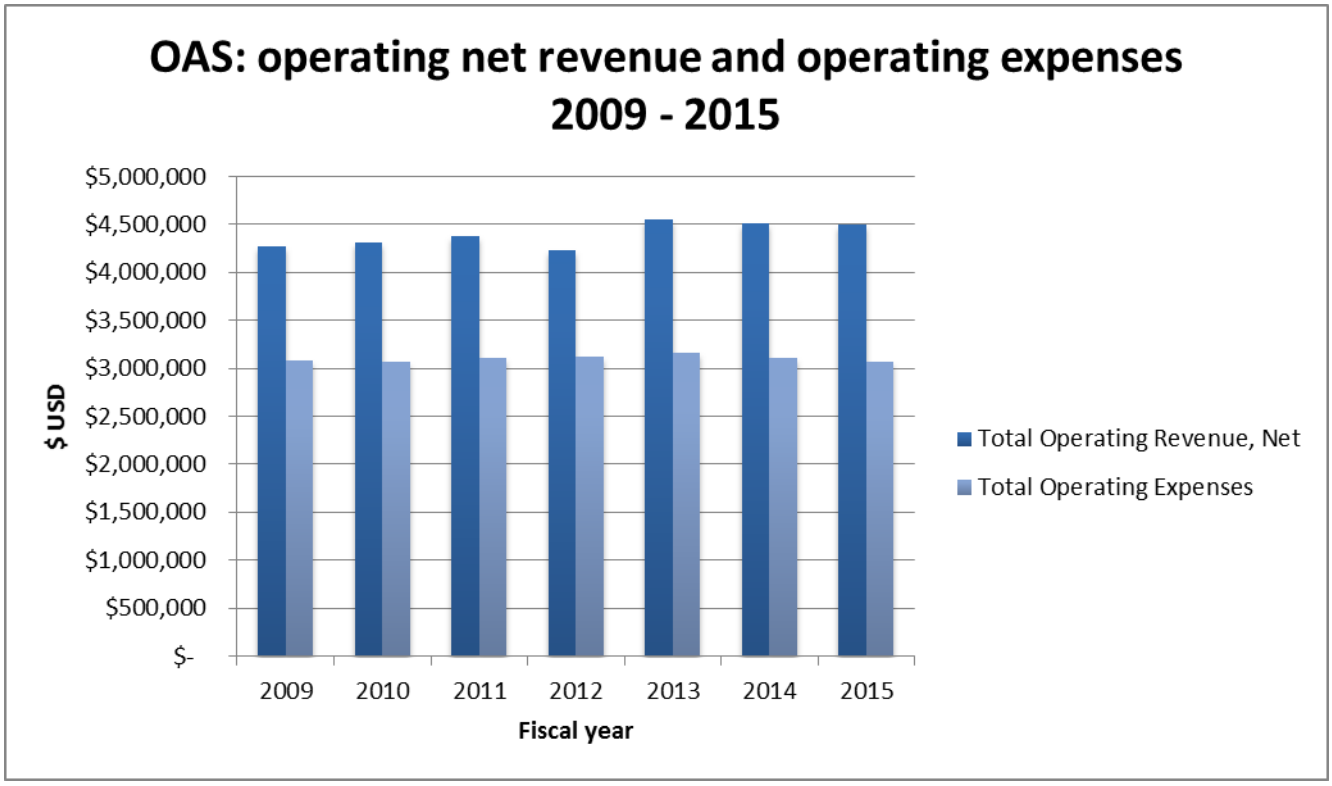



**Figure 5**

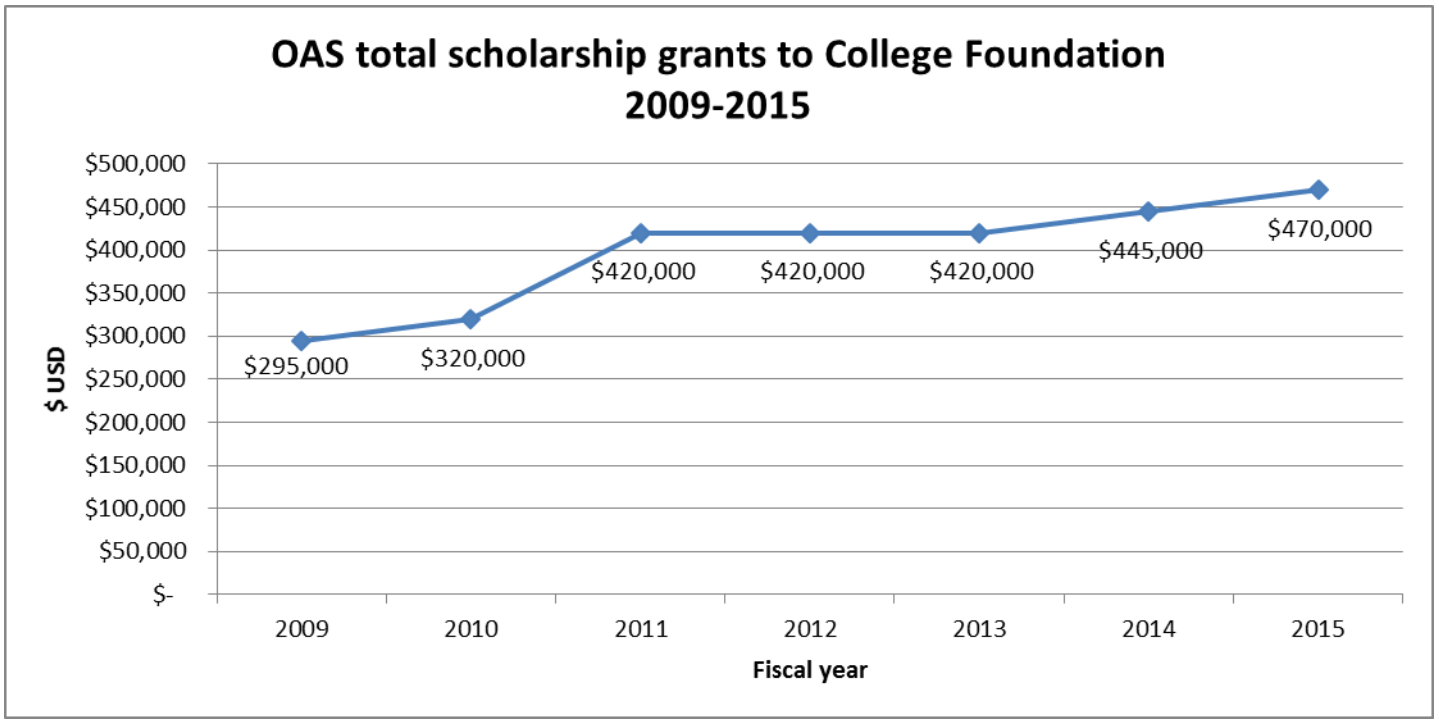


**Figure 6**

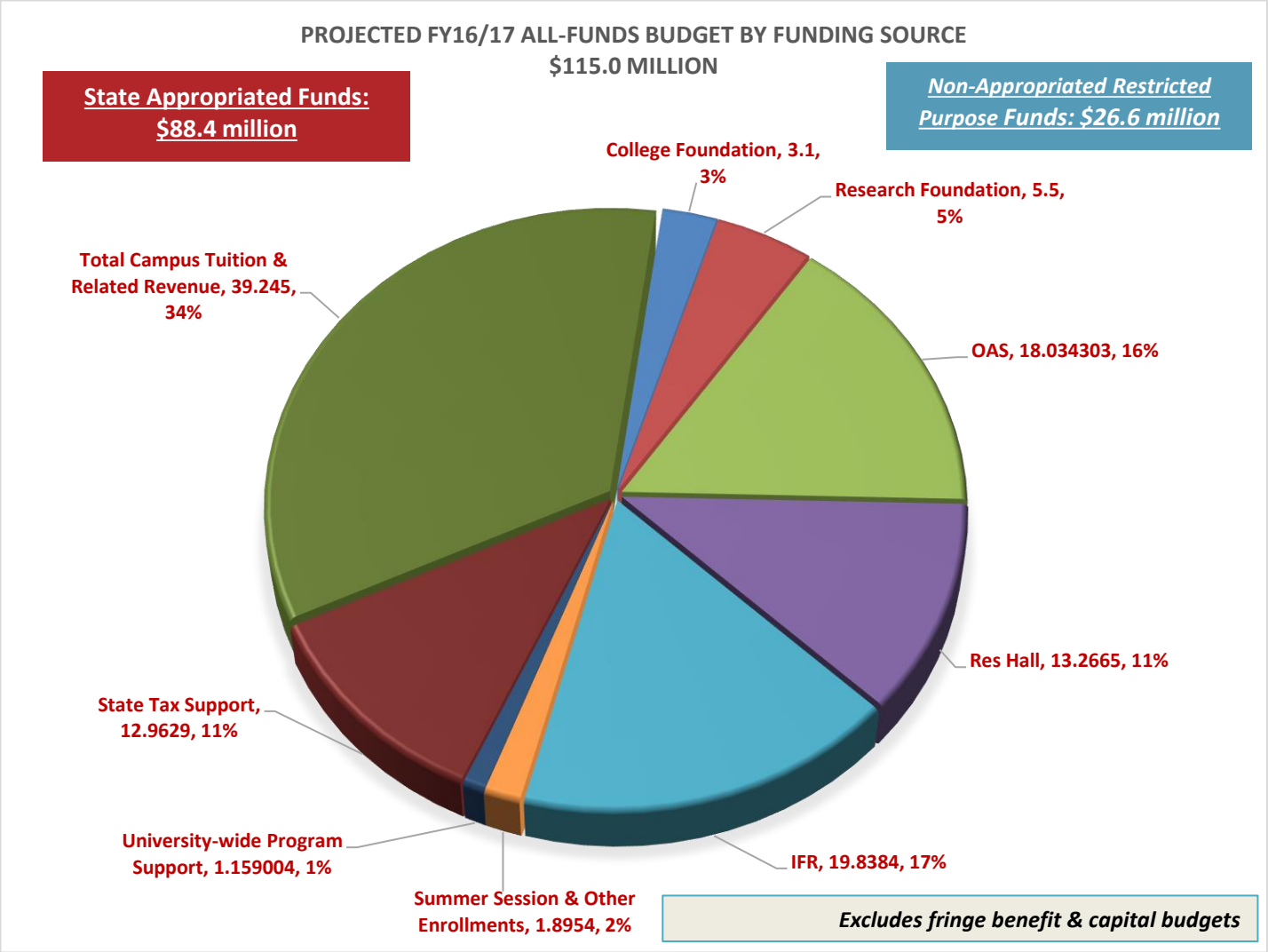

PROJECTED FY16/17 ALL-FUNDS BUDGET BY FUNDING SOURCE
$115.0 MILLION
State Appropriated Funds: $88.4 million
Non-Appropriated Restricted Purpose Funds: $26.6 million
College Foundation, 3.1, 3%
Research Foundation, 5.5, 5%
Total Campus Tuition & Related Revenue, 39.245, 34%
OAS, 18.034303, 16%
Res Hall, 13.2665, 11%
State Tax Support, 12.9629, 11%
University-wide Program Support, 1.159004, 1%
Summer Session & Other Enrollments, 1.8954, 2%
IFR, 19.8384, 17%
Excludes fringe benefit & capital budgets

**Figure 7**

| Campus Reserves Summary | | |
|---|---|---|
| *All-funds; $ in $1,000s* | | |
| | | |
| *as of 8/4/16* | | |
| | **Recurring** | **1-time** |
| **FY16-17 Projected Beginning Reserves** | **$789.1** | **$6,439.1** |
| *…as % of $13.0m FY16-17 Base State Tax Support* | *6.1%* | *49.7%* |
| | | |
| | | |
| Currently Known Commitments*:<br>Contractual, salary & other operational needs; New/increased program investments; Reorganization/restructuring costs; Renovations; Revenue Adjustments | ($223.1) | ($2,424.3) |
| Currently Known Savings, New Revenue*:<br>Contractual; Reorganization/restructuring savings; Revenue Adjustments; Reserve Restoration Efforts | $326.6 | $239.6 |
| * *includes some plans that carry into FY16-17, FY17-18* | | |
| **Projected Uncommitted Reserve Balance** | **$892.6** | **$4,254.4** |
| *…as % of projected $13.0m FY16-17 State Tax Support* | *6.9%* | *32.8%* |
| *Campus Target %:* | *15.0%* | *20.0%* |
| *Campus Target $:* | *$1,944.4* | *$2,592.6* |
| *Difference $:* | *($1,051.8)* | *$1,661.8* |

**Figure 8**

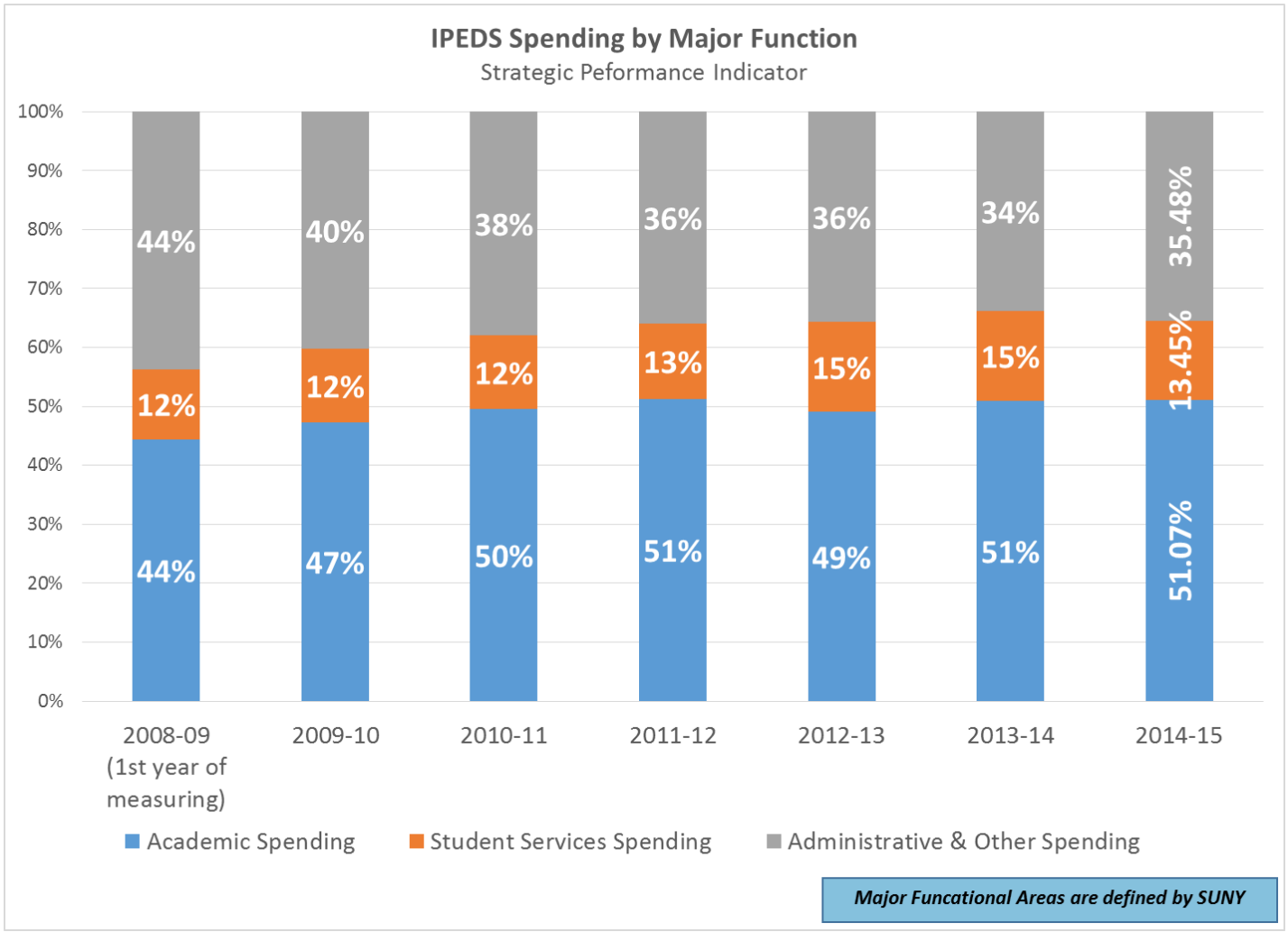

IPEDS Spending by Major Function
Strategic Peformance Indicator
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
44%
12%
44%
40%
12%
47%
38%
12%
50%
36%
13%
51%
36%
15%
49%
34%
15%
51%
35.48%
13.45%
51.07%
2008-09 (1st year of measuring)
2009-10
2010-11
2011-12
2012-13
2013-14
2014-15
Academic Spending
Student Services Spending
Administrative & Other Spending
Major Funcational Areas are defined by SUNY

**Figure 9**

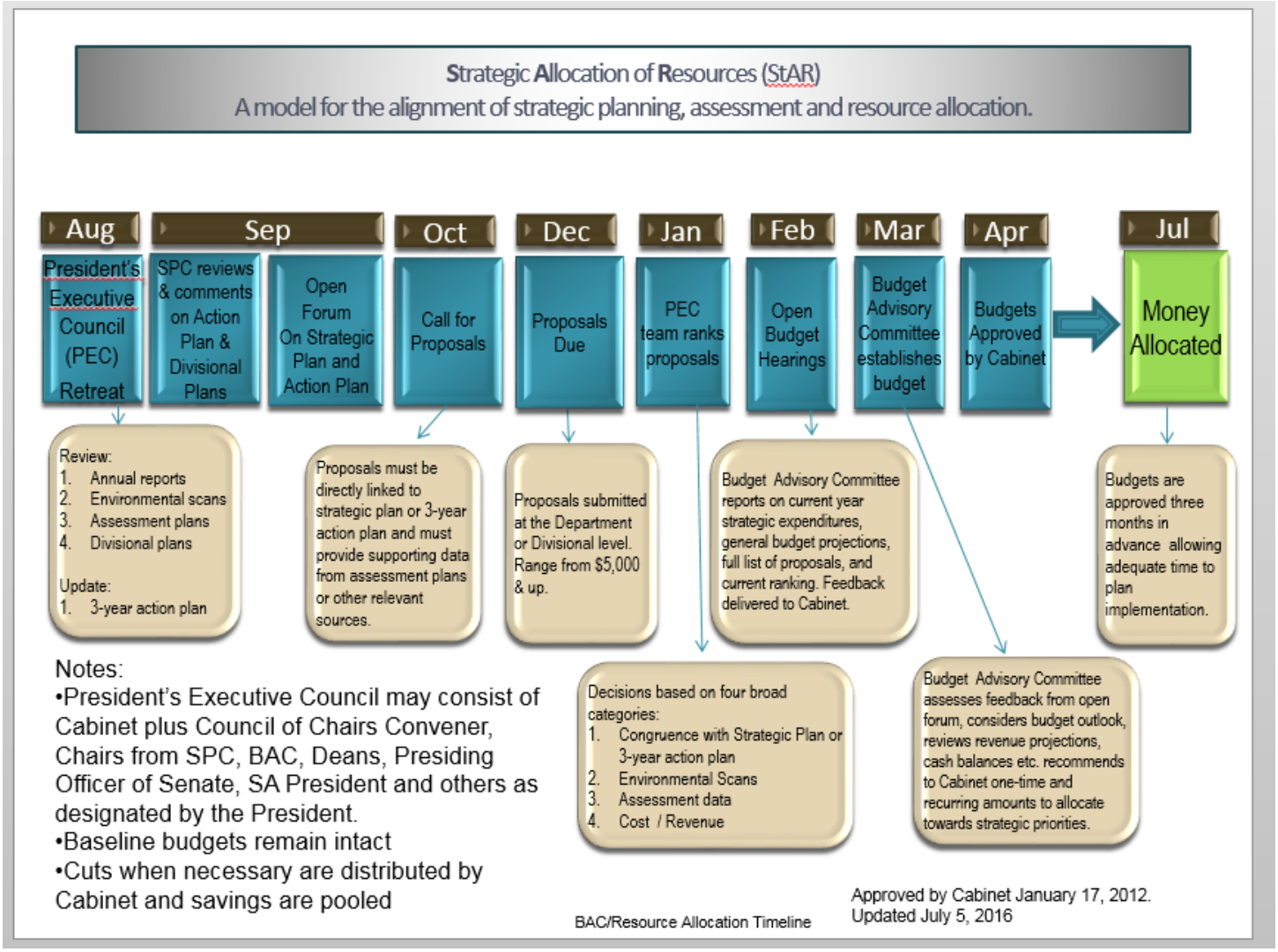

Strategic Allocation of Resources (StAR)
A model for the alignment of strategic planning, assessment and resource allocation.
Aug
Sep
Oct
Dec
Jan
Feb
Mar
Apr
Jul
President's Executive Council (PEC) Retreat
SPC reviews & comments on Action Plan & Divisional Plans
Open Forum On Strategic Plan and Action Plan
Call for Proposals
Proposals Due
PEC team ranks proposals
Open Budget Hearings
Budget Advisory Committee establishes budget
Budgets Approved by Cabinet
Money Allocated
Review:
1. Annual reports
2. Environmental scans
3. Assessment plans
4. Divisional plans
Update:
1. 3-year action plan
Proposals must be directly linked to strategic plan or 3-year action plan and must provide supporting data from assessment plans or other relevant sources.
Proposals submitted at the Department or Divisional level. Range from $5,000 & up.
Budget Advisory Committee reports on current year strategic expenditures, general budget projections, full list of proposals, and current ranking. Feedback delivered to Cabinet.
Budgets are approved three months in advance allowing adequate time to plan implementation.
Notes:
•President's Executive Council may consist of Cabinet plus Council of Chairs Convener, Chairs from SPC, BAC, Deans, Presiding Officer of Senate, SA President and others as designated by the President.
•Baseline budgets remain intact
•Cuts when necessary are distributed by Cabinet and savings are pooled
Decisions based on four broad categories:
1. Congruence with Strategic Plan or 3-year action plan
2. Environmental Scans
3. Assessment data
4. Cost / Revenue
Budget Advisory Committee assesses feedback from open forum, considers budget outlook, reviews revenue projections, cash balances etc. recommends to Cabinet one-time and recurring amounts to allocate towards strategic priorities.
BAC/Resource Allocation Timeline
Approved by Cabinet January 17, 2012.
Updated July 5, 2016

**Figure 10**

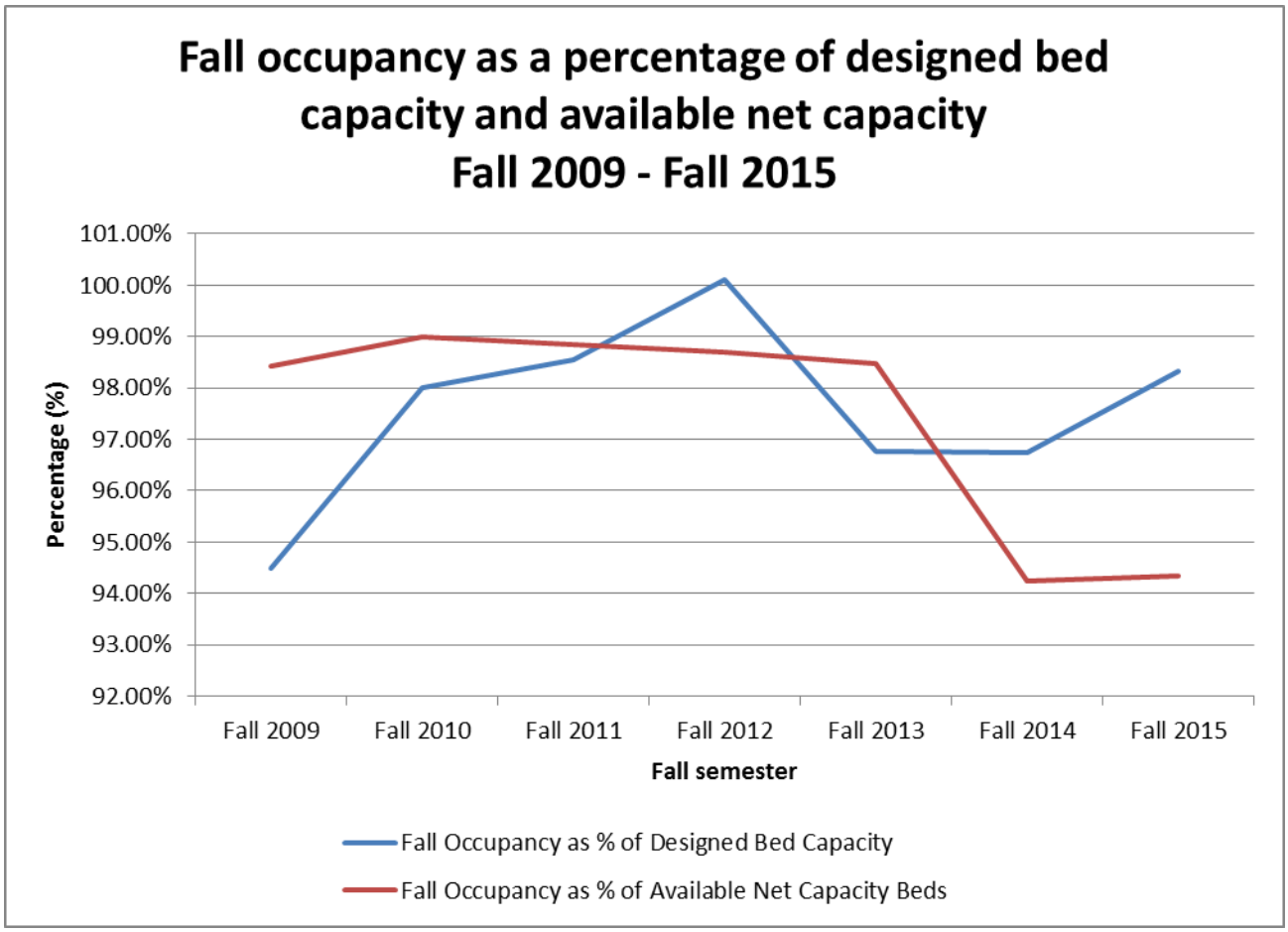

Fall occupancy as a percentage of designed bed capacity and available net capacity
Fall 2009 - Fall 2015
101.00%
100.00%
99.00%
98.00%
97.00%
96.00%
95.00%
94.00%
93.00%
92.00%
Percentage (%)
Fall 2009
Fall 2010
Fall 2011
Fall 2012
Fall 2013
Fall 2014
Fall 2015
Fall semester
Fall Occupancy as % of Designed Bed Capacity
Fall Occupancy as % of Available Net Capacity Beds

**Figure 11**

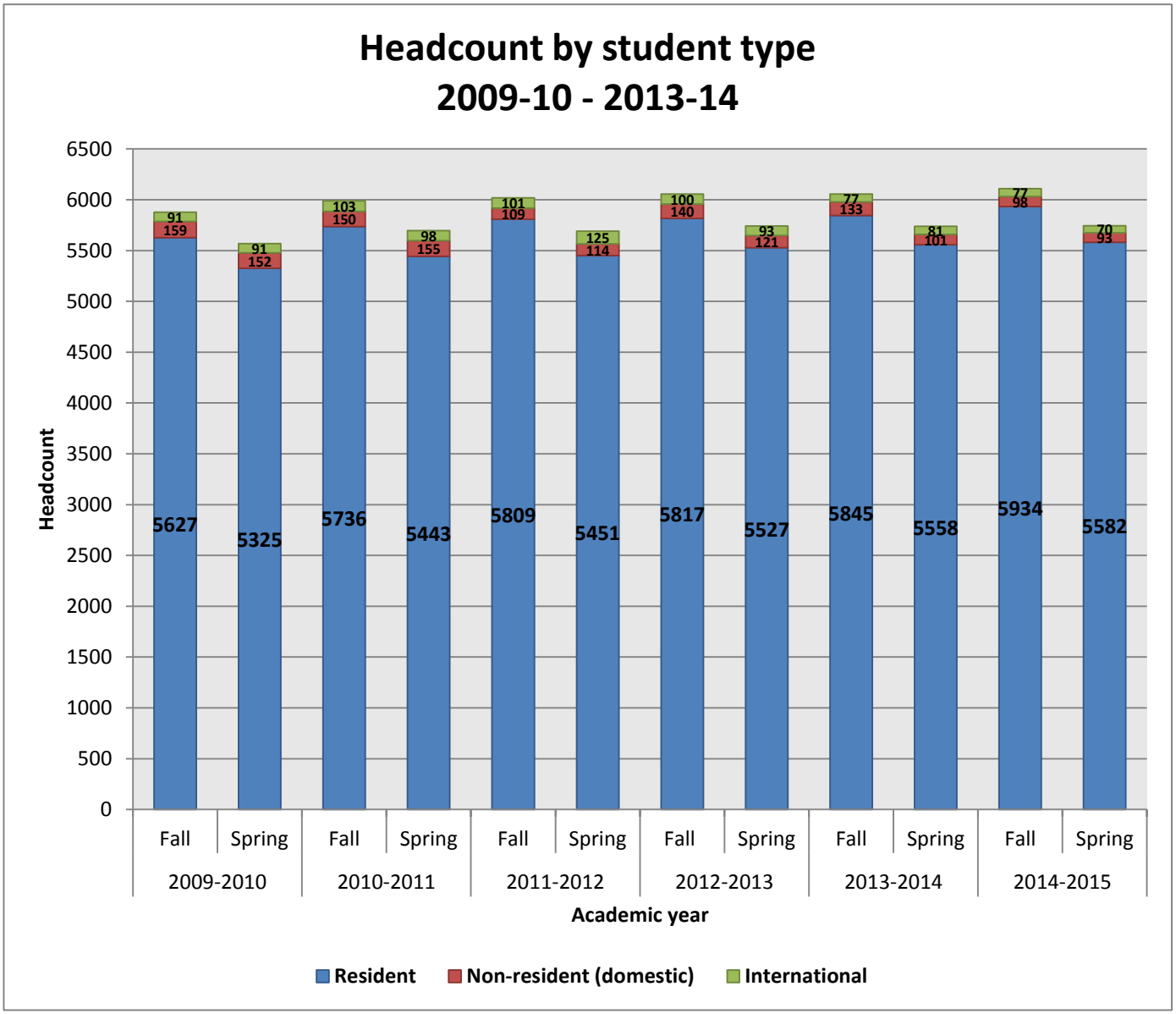
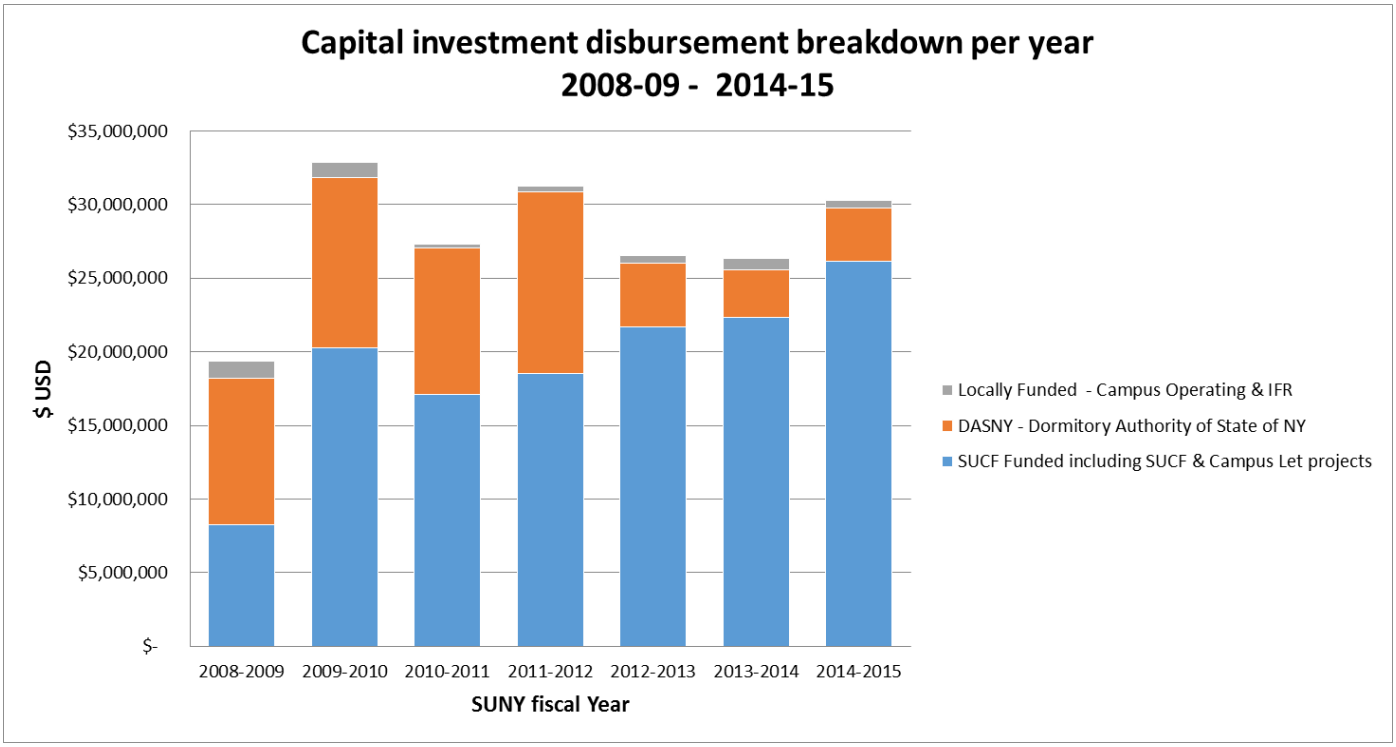

Headcount by student type
2009-10 - 2013-14
Headcount
6500
6000
5500
5000
4500
4000
3500
3000
2500
2000
1500
1000
500
0
91
159
5627
91
152
5325
103
150
5736
98
155
5443
101
109
5809
125
114
5451
100
140
5817
93
121
5527
77
133
5845
81
101
5558
77
98
5934
70
93
5582
Fall
Spring
2009-2010
2010-2011
2011-2012
2012-2013
2013-2014
2014-2015
Academic year
Resident
Non-resident (domestic)
International

**Figure 12**


Capital investment disbursement breakdown per year
2008-09 - 2014-15
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$-
$ USD
2008-2009
2009-2010
2010-2011
2011-2012
2012-2013
2013-2014
2014-2015
SUNY fiscal Year
Locally Funded - Campus Operating & IFR
DASNY - Dormitory Authority of State of NY
SUCF Funded including SUCF & Campus Let projects