SUNY ONEONTA

Finance and Administration Annual Report 2016-17

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Division of Finance and Administration
2016-17 Annual Report

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Part One: Executive Summary

Section I. Summary of Divisional Accomplishments

The success of any organization is determined by its people. At SUNY Oneonta we have been blessed with competent, dedicated, and caring administrators.

In March we learned that Hannah Morgan, the College's first Sustainability Coordinator, would be leaving the College after six years to pursue another opportunity. Hannah created a successful program and elevated the College's reputation in this area. She was an inspiration and will be missed greatly.

In June, Tom Rathbone, Associate Vice President of Facilities and Safety, announced his intention to retire effective October 2017. Tom served the College for nearly 30 years and is arguably the most iconic figure on our campus short of the President. Tom's devotion to our campus and commitment to excellence is unparalleled. Tom's vision and dedication to detail has made our campus one of the most beautiful and functional in all of SUNY. It is often said that anyone can be replaced but this one will be tough.

Thank you Tom and Hannah!

The financial position of the College is slightly improved from the previous year but still classified as fair as measured by our annual operating surplus. However, despite a very modest gain, we are still shy of our strategic plan target by a million dollars. We must increase revenue and or strategically reduce expenditures.

The primary sources of revenue for the College are tuition, fees, and State support. For the second consecutive year 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 small at 1.5% however from a dollar perspective, it was a big number $.6 million. The shortfall was absorbed from campus reserve. The enrollment projection for the fall seems to be on target.

In terms of the State support, this year's Enacted Budget provides both opportunities and challenges for the months and years to come. The most significant policy introduced this year was the Excelsior Scholarship Program, a last dollar tuition scholarship (up to $5,500) for resident undergraduate students who are income eligible and complete 30 credits per year applicable to their program of study. This program is accompanied by the SUNY Excelsior Tuition Credit (covering the difference between $5,500 and $6,470), for which the State will reimburse SUNY for the full cost.

A Maintenance of Effort (MOE) and tuition authority plan were both reinstated in the 2017-18 Enacted Budget, with a sunset date of June 30, 2021. Under the MOE, the State has agreed to keep General Fund support for SUNY at least flat for the time being when considering both direct and indirect support; under the new tuition authority plan, resident undergraduate tuition may be increased by up to $200 annually, with incremental revenue generated by tuition increases going to support specific activities. In addition, while the SUNY Tuition Credit was extended and its benefit to students preserved, its base costs continue to impair the campuses ability to invest in programs and activities that would directly benefit the students themselves.

University-wide Program funding remained largely unchanged from 2016-17 funding levels

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. Undergraduate tuition for 2017-18 will increase by $200. The College's 2017-18 comprehensive fees will increase by $34 or 2.3% after broad consultation with students. The overall billed cost to attend SUNY Oneonta will rise anywhere from .6% to 4.2% depending on a student's status.

(4.2% for New, Non-Qualifying Excelsior students; 2.2% for New, Excelsior Qualifying students; 2.5% for returning, Non-qualifying Excelsior students; 0.6% for returning, Excelsior qualifying students.)

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 2016-17 comprehensive fee ranked seventh in that same cohort. Despite increases in the fees for 2017-18, it is anticipated that our ranking will be unchanged.

To help off-set some of our students' cost of attendance we make substantial commitments to institutional scholarships and aid. The projected 2016-17 cost of institutional scholarships was $2.7m, an increase of 1.3% over the previous year. Our ability to increase this pool further is depleted. We also expend $2.1m 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, $.5m (22%) 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 $10.3 million (see **Figure 4**), to the College for program accounts ($487,315), scholarships ($470,000) (see **Figure 5**) space, utilities and refuse ($709,234), leasehold improvements ($8,519,029), and SUNY Support Services ($112,909). OAS's ability to sustain this level of support is to a large degree tied to residence hall occupancy and residential dining. This source of revenue increased by .85%. We attribute the increase in Resident Dining to the increase in the cost of the base plan, not the number of students on the plan. Retail dining dollars decreased in relation to the number of students that have retail dining dollars via the Higgins Plan, Commuter Plans, and the Resident Dining Plan. 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 we are considering including suggested default amounts on the students' bills.
The biggest decrease in dining sales was in Catering, and is attributed to the change in Summer Orientation. In years past, Orientation was held in late June-July, and all meals were provided by Catering. Orientation in 2016 occurred in August, and was part of the Resident Dining Plan. While we lost these sales, several areas of the College, and our students, benefitted financially by not having to pay for catered meals. This includes FYE, Residential Life and Housing, Athletics, and the Center for Multicultural Experiences. The Red Dragon Outfitters sales of $1.299 million was the highest total since exiting the textbook business in 2012. Online sales is a small portion of that revenue but continues to steadily increase. Actual sales increased from $28,532 in 15-16, to $45,914 in 16-17, an increase of 61%. We expect growth in retail sales as we relocate to a new building, enhance marketing, and expand inventory. Overall OAS realized a net profit of $289k in retail sales operations.

In addition to $1,951,858 in scholarships and awards, the College has become increasingly reliant on the Foundation to support important academic and other student initiatives. The Foundation contributed $1,107,805 to support faculty development, campus beautification, library acquisitions, and other programming. The total investment return for the fiscal year ending 06/30/2017 was 10%. This in conjunction with gifts totaling $3,445,044 resulted in our endowment growing from $48.8 million to $53.2 million over the fiscal year 16-17 (16-17 figures are pre-audit and subject to change).

The operating revenue generated from our residence halls ($26.8m projected for 2017-18) represents 15.3% of our total campus operating revenue. We rely on this revenue to support student programs 147 staff, $537k in scholarships, and a robust capital plan. Our 10-year residence hall capital plan allocates on average $2 million in projects every other year and major dorm rehabilitation projects in the alternate years. Plans are nearly final to renovate MacDuff Hall beginning in the summer of 2018 at a cost of $19.1 million. The newly renovated building will feature more single rooms, kitchenettes and laundry rooms on each floor, additional quiet study space, more efficient utilities, and new bathrooms. Occupancy is obviously key to the revenue. Based on current projections we expect to be at a very comfortable 97.5% utilization of adjusted net capacity which translates into 91 empty beds.

The total number of beds was increased by 87 with the addition of a new housing option in Denison Hall. Returning students were given an opportunity to choose a more independent housing arrangement in Denison. Denison will not have a live-in Residence Hall Director (RD) or Resident Advisors (RA's). Instead there will be student managers on each floor to help address any issues or concerns much in the same way that a landlord would provide off campus. In addition students that are 21 and older will be allowed to have reasonable amount of alcohol in their rooms consistent with the rules established during a pilot at Higgins Hall last year. The available rooms sold out quickly. This model needs to be assessed after the first year but may prove to be attractive to our upper classmen that traditionally move off campus.

Total grant expenditures of $5.6 million during 2016-17 represented a decrease of 1% relative to the previous year and indirect cost recovery of $507k represent a 6% decrease from the previous year. Investments to promote sponsored activity are taking longer than planned to see a return as funded faculty research is just now beginning to show signs of growth. We project a sizeable jump in direct revenue as the result of several faculty receiving grants that begin in 2017-18. This will provide a 16% projected increase to indirect cost revenue for 2017-18. Hopefully this is indicative of a successful pilot research incentive program as well as a greater focus in the research area as part of the 2015 campus strategic plan goal to strengthen and grow student and faculty research and creative activity.

The Research Foundation is increasing the portion of our cost recovery that they keep to cover their expenses. The RF assessment for 2016-17 was $237k and it's increasing to $260k for 2017-18. This depletes half of our cost recovery. It will get worse when they implement a new cost distribution or assessment model that was approved by the Research Foundation Board. Fortunately it has been deferred for a second year because the new model will increase the assessment to $361k.

Capital funding may be the one bright spot in terms of State funding. The State budget did not allocate new money for strategic initiatives (i.e., new or major renovations) however it did increase the monies for critical maintenance (i.e., maintenance of existing facilities). The 2017/18 allocation for SUNY Oneonta is $6.45 million which is $645k million higher than the previous year excluding grants but still falls short of the 2012 level which was $13.9 million. Despite fluctuations in the available funding, our deferred maintenance or Needs Index as it is referred to by APPA is 23%. The national average is 21%. Our Facilities Condition Index (FCI) is 5.79% as calculated by the SUNY Construction Fund. Anything below 7% is considered quite good.

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, 2017 was $9.5 million. This represents 13.4% of $70.9 million in disbursements from July 1, 2016 – June 30, 2017. At June 30, 2016, our cash balance was $8.3 million, representing 11.5% of $68.0 million in total disbursements.

Our campus practice is to maintain a distinct Campus Reserve (see **Figure 7**) and this is a better indicator of our financial health than a cash reserve. The Campus Reserve represents how much money we have that is not committed to any single purpose, nor to any operating or departmental account. This is the pool of money that Cabinet has to allocate for strategic and or operational needs. At the outset of FY2017-18, our projected uncommitted Campus Reserves are approximately $5.7 million, held in a variety of funds including State, General IFR, SUTRA, DIFR, and Research Foundation. Of this $5.7 million, about $1 million are recurring resources and $4.7 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 $5.7 million reserve is equal to about 43.7% of our $13.0 million 2017-18 State Tax Support. Recurring resources make up 7.4% and one-time cash about 36.3%. We are entering 2017-18 with healthy one-time reserves and despite modest growth recurring reserves are not at the level defined by our strategic plan.

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 a strong indication of our institutional priorities. (Figure 8)

An all funds summary of the College's projected 2017-18 budget can be found in **Figure 6**.

Internal Control continues to be a discreet yet important part of our work. Internal Control employee training was vastly improved with the implementation of a module within the ***We Comply*** online training system. Aside from the annual OSC Advisory, 28 certification requirement and a successful review of Student Association financial practices, there was little SUNY or outside audit activity during the year. As a result of an internal review, notable improvements were implemented in fuel management at the Cooperstown campus.

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

- Wi-Fi upgrades were completed in four residence halls, Ford, Sherman, Matteson and MacDuff, with the addition of 239 new access points, increasing the total number installed by 200%.
- Through the Strategic Allocation of Resources (StAR) process, 15 proposals were received and 12 awards were made, totaling over $332k.
- Continuation of a comprehensive, scalable, financial literacy program with the goal of strengthening student personal financial knowledge and reducing debt at graduation
- Processing 114,197 calls through the Call Center which decreases wait time and enhances the experience of prospective, current, and former students.

For the fourth 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. Our efforts have also played a role in securing NYSERDA rebates approaching $65k this year alone. Other financial benefits include reductions in waste removal cost of $95k annually over the last four years ($380k total).

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. Major renovations to the Physical Science Building and the Health Center were completed as was the construction of a new retail store dubbed the Red Dragon Outfitters. We broke ground on the Welcome Center. Campus beautification was enhanced with a major upgrade to the quad, building signage, 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 remained flat relative to the previous year. Maintenance staff clocked 7152 hours which is actually quite impressive when you consider the change to the commencement format and the record snowfall in March. 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 79 gender-neutral bathrooms across campus, 32 in resident halls and 49 in administrative/academic buildings. This represents an increase of 15 over the previous year. Only one academic

building, Science I, does not have gender neutral bathrooms at this point. All residence halls have gender neutral bathrooms.

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. A chef from Chile, Nicholas Martinez, visited 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 Global Chef Program offers great support to our commitment to cuisine diversity. Sodexo celebrity chef Barton Seaver also visited campus and shared his thoughts and practices on healthy and sustainable food and menus.

Considerable effort was expended to increase our expenditures with minority and woman business enterprises (MWBE). The percentage of our expenditures with MWBEs reached 50% which far exceeds the NYS procurement goal of 30% from MWBE-certified vendors. This did not happen without extraordinary effort of our procurement officers and campus wide cooperation.

Information Technology Services (ITS) has supported the College strategic plan in a variety of ways. New technology was deployed to improve college operations. In addition to these campus-wide services, ITS has deployed services in support of individual divisions, areas and departments of the College. ITS has been aggressive with upgrades to our data network. We advanced our program of network improvements by upgrading Wi-Fi in eight buildings, completing our capital project to install new inter-building fiber pathways and began the upgrade of our network core hardware to accommodate faster speeds and greater internet bandwidth. Major Wi-Fi upgrades were completed in four residence halls, Ford, Sherman, Matteson and MacDuff, with the addition of 239 new access points, increasing the total number installed by 200% and providing better coverage and signal strength throughout the buildings. We also upgraded 66 existing access points in Alumni Field House, Fine Arts, Schumacher, and IRC.

Under the leadership of a new director, Dr. Michele Rogers-Estable, the Teaching Learning Technology Center (TLTC) developed a new TLTC Mission, Vision, Goals, and Business Plan was developed with broad consultation with faculty. New educational technology projects, eLearning expansion, communication plans, and support approaches were developed as a part of this new plan.

The following divisional goals were addressed as follows:

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.

Outcome - Notable outcomes include certification of eight staff members in Personal Financial Management, a credential to support individual student coaching; delivery of multiple LEAD credit-bearing programs and events offering up to 14 (LEAD) credits; development of an achievement program in financial wellness; implementation of a loan and repayment summary screen by the SICAS Center; and continued delivery of debt and refund communications to students to keep them apprised of their borrowing and repayment information. Data collected shows a continued decrease in financial stress as measured by self-reporting of students visiting the Counseling Center, and a notable decrease in parent PLUS loan and private loan borrowing (comparing the same student borrowers from 15-16 to 16-17).

Program goals for next year include increasing participation in all aspects of Making Cents programming, offering an INTD course in personal financial management, partnering with Community Bank to incentivize the achievement program, developing new programming focused on the needs of first generation students, and expanding debt analysis in the context of EFC.

    b. Create a Residence Hall Master Plan.

Outcome – A firm was engaged to facilitate the creation of a plan and the process is well underway.

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.)

Outcome – Student engagement has been broad and robust.

2. Promote inquiry, service, and scholarship.
   a. Continue to utilize the Space Planning Committee to reallocate space

   Outcome – This committee met monthly and satisfied a number of requests.

   b. Expand research and laboratory space.

   Outcome – The opening of the Science II building greatly expanded this type of space.

   c. Create internships across all areas.

   Outcome - We hosted nearly a dozen interns across our offices.

3. Broaden access to SUNY Oneonta's exceptional and affordable educational programs
   a. Oversee the construction of the Welcome Center and Milne Library renovation.

   Outcome – Both projects are on schedule in within budget.

   b. The design of the Applied Learning Network to be housed in the Hunt Student Union.

   Outcome - An architect has been hired and the design process has begun.

   c. Expand number of gender neutral bathrooms.

   Outcome - Fifteen bathrooms were added. Only one academic building remains without one.

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.

   Outcome - The APP process forms and workflow were built and ready for end user testing.

   b. Complete a detailed analysis of the fiscal condition of each academic program

   Outcome – All the graduate programs have been analyzed and a report provided to the Provost.

   c. Lead the "re-thinking Banner" initiative aimed at reducing our dependence on costly and difficult to maintain customized applications.

   Outcome - Substantial process has been made. Staff have been reorganized to support the transition, additional financial resources have set aside to hire temporary help, and several locally developed applications are being replaced with commercial products.

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. Finalize 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. Implement the TLTC's Business Plan.
    b. Continue to utilize the Space Planning Committee to reallocate space.
    c. Create internships across all areas.
3. Broaden access to SUNY Oneonta's exceptional and affordable educational programs.
    a. Complete 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. Extend wireless network coverage and speed.
4. Strengthen the college's financial stability
    a. Implement 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 undergraduate academic program.
    c. Finish 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. As we enter the third and final year of our College-wide Strategic Plan, SP2015: Scholarship, Service, Strength, we are faced with the impending retirement of President Nancy Kleniewski in July 2018. We'll work with the Strategic Planning Council to assess our progress on the current plan and develop a transitional plan that will keep us focused until such time as the next President is ready to engage in a comprehensive planning process.

Our financial position is gradually improving. Our annual operating surplus (aka recurring reserve) remains about $1 million shy of where we'd like it to be however having any surplus is a positive indicator. 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 should be on hold. We must work harder to increase revenue, reduce expenses, or both.

Enrollment and retention needs to be an institutional priority. Students are graduating at a faster rate than we had experienced in the past. This is good for our students but it changes the financial model of our institution. We are forced to enroll a greater number of new students. This influx of freshman, many of which are first generation, will require changes in how we deploy our staff and faculty. For the fall of 2017 we are projecting freshman enrollment to be at 1340 which is higher than any point in recent memory.

Of course the increased freshman class has a positive impact on our residence hall occupancy. We anticipate our utilization will be almost 98%. The revenue generated from our residence halls represents 15.3% of our total campus revenue and we rely on this revenue to support student programs, scholarships, and staff.

While the new NYS Excelsior Scholarship Program creates opportunity and provides valuable financial assistance to eligible New York State resident students, the program is not without budgetary impact for the campus. Tuition rates for Excelsior recipients will be frozen at $6,470, the 2016-17 rate, for the next five years. Campuses will forego additional revenue from planned tuition increases for students in the program. It is still unknown just how many students this might affect. Embedded in the Program, there are two components: the Excelsior Scholarship, which covers up to $5,500, and the Excelsior Tuition Credit, which covers the remaining difference between $5,500 and $6,470. The State will pay for students' Excelsior Scholarship costs up to $5,500. This Excelsior Tuition Credit is to be covered by SUNY campuses at the outset, with a reimbursement by the State to follow. However, the State has limited funds available to cover reimbursement for the credit portion of the Program. Expenses over that limit are not expected to be reimbursed, and campuses will need to cover any resulting shortfall. As with the foregone revenue impact, it is difficult to determine at this time what the real impact to campuses may be.

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.

Area Summaries

Controller

Section I: Summary of Departmental Accomplishments & Outcomes

The Controller's area (Accounting, Business Services, Call Center, Internal Control, and Student Accounts) contributed to the College Strategic Plan by providing financial services, policy and compliance guidance, and operational assistance to support many new and continuing campus initiatives during the 16-17 year.

Business Services provided notably excellent customer service across all campus divisions by facilitating a record number of RFPs associated with new and ongoing strategic initiatives, many with potential for impactful outcomes for the College. MWBE outcomes were remarkable, at over 50%, well above the 30% SUNY target. In addition, the Mail, Receiving & Supply area demonstrated agility and savings by assuming responsibility for student mail, in-house bulk mail services and retail mail services formerly managed by a vendor.

Changing service models and priorities in the Information Technology Services area and preparation for the transition to Banner 9 continued to be a challenge for Accounting and Student Accounts. Vendor options to replace the current student bill were researched, with no viable options identified. Other alternatives are being examined, such as identifying a vendor to develop a custom solution or engaging the SICAS Center if there is sufficient interest by other SUNY campuses. The issue of ITS resource availability for reporting and programming began to be addressed with three staff members from Accounting and Student Accounts designated as Report Writers, receiving training from ITS to eventually develop reports independently for their department.

In the Student Accounts area, the announcement of the Excelsior Scholarship and its aggressive schedule for implementation resulted in a renewed opportunity for Student Accounts, Financial Aid and other offices to work collaboratively on the project. Three open positions were filled in Student Accounts by the end of the fiscal year, allowing the office to operate at close to full capacity. For the first time in many years, there was an uptick in the tuition receivable which is still remarkably low at .28%. This is due to the vacant positions in the department over much of the year. The Making Cents financial wellness program made excellent strides in establishing a full menu of program offerings and made gains in designing relevant outcomes reporting.

Internal Control employee training was vastly improved with the implementation of a module within the We Comply online training system. Aside from the annual OSC Advisory 28 certification requirement and a successful review of Student Association financial practices, there was little SUNY or outside audit activity during the year. As a result of an internal review, notable improvements were implemented in fuel management at the Cooperstown campus.

In Accounting, replacements for Banner Chart 3 were researched and Microsoft Access was identified as the most cost effective alternative for the time being. Excellent progress was made on reconciling URAS undistributed accounts, and the College Accountant assisted in training the SICAS AR/Finance Solution Specialist in Banner functionality in these areas.

Finally, the Call Center provided strong customer service assistance to eight departments in addition to providing directory services. It was a rebuilding year, focused on training four new agents hired to replace graduating seniors along with training in new Financial Aid processes and adjusting to many staff changes in several departments.

Other 16/17 Accomplishments

- Successful training session for Department Secretaries and others in general travel reporting and documentation requirements, with emphasis on expense reimbursement for faculty recruitment
- Revision of campus vehicle policy for state-owned, leased, and rental vehicles, strengthening safety, liability, and other compliance requirements
- Continued improvement to managed print services with additional service agreements transitioned to "per click" model
- Updated to Event Management System with improved room information
- Call center managed volume of 114,197 calls with average 83% of calls answered in Center, up slightly from 113,833
- SFS access improvements implemented
- Excelsior Scholarship URAS amendments completed
- Ended student third party payment plan contract and expanded internal plan from two to three payments per semester; installment fee revenue up.
- 98.9% of student bills cleared by start of fall 16 semester
- Stafford Student Loan reduction of .9%; Parent PLUS loan reduction of 4.96%. Debt and refund letters appear to be impacting parent borrowing more than student borrowing at this point, which represents sound decision-making for most families.
- Internal review of adherence to Child Protection Policy demonstrated strong compliance with policy

Section II: Summary of Planned Initiatives for 17-18

- Open and operate Dragon Express retail mail services in Hunt Union and increase bulk mail processing; realizing up to $50K in savings
- Utilize off-campus housing as temporary option for new faculty/staff
- Operate Denison Hall as an independent housing option for upper division students
- Develop and implement credit-bearing mini-course in personal financial management
- Completion of certification requirements for eight staff across campus in personal financial management
- In collaboration with Financial Aid, implement Excelsior Scholarship program
- Engage the Student Loan Service Center for collection of past due balances not eligible for AG collection
- Identify new student billing platform for 17-18
- Conduct review of compliance with new fuel program in Cooperstown
- Conduct review of Agency Accounts and Intercollegiate Athletics fundraising

Section III: Summary and Conclusion

Looking ahead to the coming year, departments in the Controller's area will continue to focus on identifying efficiencies, costs savings, and compliance improvements, while offering positive, creative solutions to advance the strategic initiatives of the campus community. We will also welcome opportunities to collaborate with other areas to accomplish improvements, and will embrace the coming changes on the horizon as we experience shifts in leadership.

Budget Office

Section I: Summary of Departmental Accomplishments & Outcomes

The 16-17 year was a busy and productive year for the Budget Office. In addition to Budget Office activities, the Office continues to play an active role in both the Budget Advisory Committee and the annual Strategic Allocation of Resources (StAR) process. Budget Office staff are represented on a number of committees across campus and within SUNY, including search committees, Reclassification Committee, President's Executive Council, Residence Hall Master Plan Steering Committee, and SUNY's Accounting-Budget-Bursar and A-B-B-Technology committees. Staff were also involved in volunteering for Orientation, Financial Literacy programs, and the Red Closet Thrift Shop. The Budget Advisory Committee (BAC) was active and eager for information under the guidance of a new Chair and having a number of other new members. The group looked at enrollment (both current year results and next year's plan), campus reserves, residence hall budget and occupancy, and tuition revenue. We also heard overview and update information on operating budgets for auxiliary areas of the campus, including Oneonta Auxiliary Services (OAS), the Research Foundation, and the College Foundation.

2016-17 was the fifth year of the StAR process. In this cycle, 15 proposals were received and 12 awards were made, totaling over $330,000. In the last five years, 57 awards have been made and over $2.6 million has been allocated to strategic priorities through these projects.

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 also participated in a number of other projects and activities. The following is a list of some of our 16-17 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. Alignment with SP 2015 and/or the associated Strategic Action Plan [SAP] is noted where appropriate in the following list.

Outcomes for planned 16-17 initiatives:

1. Review at a more detailed level (e.g. program, cohort) scholarship costs and allocations, with analysis of the use of on-going v. temporary resources
    - An analysis of on-going v. temporary institutional resources is complete; 16-17 ratio 95%/5%; 17-18 ratio 98%/2%
    - Draft report of 17-18 planned spending at program & cohort level is complete
    - Review and analysis of historical spending by program not pursued due to significant changes in 17-18 Institutional Scholarship program; results would not have been meaningful in projecting future activity
    - No on-going resource adjustments were made as a result of this review
    - *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
    - Completed an analysis of CADE non-instructional salary spending; permanently transferred resources from Provost's account to fund this program
    - Completed an analysis of current roster of "unfunded" lecturer lines; transferred resources from Provost's account to fund 11.20 FTE and $550k in salaries on a permanent basis; 6.00 FTE remain unfunded
    - Resources and spending for these areas are now aligned in our financial plan and will provide for better account-level spending control

- *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
   - Analysis through 2014-15 completed for all programs; through 2016-17 completed for Museum Studies
   - Results shared with Academic Affairs Administration and VPFA; will allow for informed decision making relative to budget and enrollment in these programs
   - *Aligns with SP 2015 Goal 4-A and B*
4. Implement 16-17 Cabinet Budget Reduction plans to restore $500,000 to campus reserves
   - All plans implemented; most were included in 16-17 financial plan, a few were mid-year budget adjustments, and one implemented in 17-18 financial plan
   - Academic Department reductions were included as "across-the-board" adjustments in frozen OTPS budget model in 16-17; reductions will be re-distributed based on the model's operating factors when re-instated for 17-18 resource distribution
   - Recurring savings returned to campus reserves
   - *Directly supports SP 2015 Goal 4-C*
5. Work with SUNY Accounting-Budget-Bursar [ABB] sub-committee on TS Encumbering Project
   - SUNY ABB project suspended by System Administration with future possibility for rolling the project into a larger technology conversion project
   - Our own TS encumbering system operated through Banner will need replacement with the upgrade to Banner XE; work on this will take place in 17-18

Other 16-17 initiatives and activities:

6. Review of large number campus's state appropriated accounts for development of restricted F&A rate for USDE programs for the Research Foundation
   - Intensive review of nearly 400 state appropriated accounts and 15-16 disbursements from those accounts
   - Intended to justify a restricted F&A rate higher than the 8% proposed by USDE
   - Research Foundation will review information provided; a rate determination is still outstanding at this time
   - Project allowed for staff professional development in general knowledge about operating accounts, use of technology, and general knowledge about campus recharge processes
   - *Contributes to the long-term financial sustainability of the Research Foundation at Oneonta and the College as a whole*
7. DIFR Capital Plan – mid-year update, out-year financial planning, and 074 Fund monitoring and reconciliation
   - In-depth mid-year review and revision of 10-year Residence Hall Capital Plan
   - Various scenarios for financing options were analyzed for affordability and ability to sustain capital plan priorities
   - Planning resulted in projected 4% annual room rate increases for new students
   - Ongoing monitoring and reconciliation of 074 Fund project financing will be required; templates developed to regularize this process; intent is to share this work with Facilities Office as staff there become more familiar with the process
   - *Aligns with SP 2015 Goal 3-D, 4-A and 4-B*
8. Continued work with Academic Affairs' Instructional Temp Service budgets
   - Collaboration with Provost's Office and Deans' Offices in regard to budget monitoring and execution
   - This is a heavy lift within the Budget Office, intent is to decentralization some of the work from the Budget Office to Academic Affairs now that the process has become more regularized and newer staff are more familiar with these activities
9. Several collaborative work projects with Academic Affairs, including:

- New program financial projections *[aligns with SP 2015 Goal 4-B]*
  - MVCC (joint undergrad program), Education Leadership (graduate program), Springbrook Program (continuing ed program)
- Academic equipment replacement planning, also involving Facilities Office *[aligns with SP 2015 Goal 4-A]*
- Undergraduate program financial analysis
- Course fee proposals *[aligns with SP 2015 Goal 4-B]*
  - Finalized lab fees for Natural & Mathematical Sciences
  - Assisted with Photography proposal
- 17-18 Faculty Staffing Plan
  - About $113,000 savings generated [aligns with SP 2015 Goal 4-C]

Section II: Summary of Planned Initiatives for 16-17

The following are some of the major initiatives that the Budget Office is planning for 17-18. The first three listed are also addressed in the 17-18 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. Improve current means and methods of reporting and presenting campus-wide budget information to the campus community
   - Review/research best-practices and peer institutions' reporting mechanisms
   - Identify and develop reporting templates to be used at regular intervals
2. Develop Business Intelligence-Finance Analysis reporting for our campus
   - Review/research peer institutions' shared analyses
   - Increase use of BI-Finance within Budget Office to maximize efficiency in data gathering, reporting and analysis
3. Develop replacement for Banner Temporary Service Encumbering System
   - Necessary due to upgrade to Banner XE and de-supporting of local modifications
   - Intent is to use existing software applications and tools
4. Continue collaborative work with Academic Affairs on Undergraduate Program Financial Analysis
   - Focus will be on expenditure data; 15-16 revenue piece is already complete
   - Will update to include 16-17
5. Prepare budget information for incoming President
6. Prepare for staffing transition in the Office's Agency Program Aide position

Section III: Summary & Conclusion

Looking ahead to 17-18, 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 almost $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. Restoring reserves to the 15% level will continue to be a challenging endeavor given that any new tuition revenue may be offset by new costs resulting from potential unfunded salary inflation. Additionally, the financial impact on the campus of the new New York State Excelsior Scholarship Program is still an unknown. Details regarding how SUNY campuses will be affected by the Excelsior Tuition Credit portion of this program are still undetermined as are specific numbers of eligible and recipient students at Oneonta. In the short-term, we will closely monitor our tuition revenue projections for 17-18 and modify budgets as needed to address any shortfalls that may occur due to enrollment-driven or other variances. Looking beyond 17-18, 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 fixed end-dates. It is projected that we will begin the 17-18 year with one-time reserves of around 40% of our $12.9 million state tax support. The minimum target is 20%. 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. We will have a staffing transition in 17-18 which 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 17-18 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 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 16-17 produced an Unqualified Opinion.

A successful search for new auditors was completed in June 2017. The firm, EFPR Group, CPAs was selected by the Foundation Audit Committee after a Request for Proposal process was finalized. EFPR's contract begins July 1, 2017.

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. Each year we strive for, and achieve, new efficiencies in distributing Foundation funds.

The Foundation supported the College with over $1,951,858 in scholarships and awards during the 16-17 and an additional $1,107,805 in other program service support for the same period. These figures represent hundreds of individual transactions processed by the Foundation Finance Office.

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. 16-17 included the development of new financial reports that replicate an auditors' report. After more than two years, issues resulting from an improperly mapped data import, the Blackbaud Financial Edge accounting system is working properly and beginning to add efficiencies. Stephanie Christian, Foundation accountant, worked diligently to create a new second Blackbaud database to resolve prior year issues. Once these prior year issues were resolved, an error by the audit firm from prior years was flushed out and resulted in the need for a prior period adjustment. In order to ensure that such errors do not occur, our focus became the accuracy of financial reports and presenting them in the same manner as an audit report would for consistency. Frances Althiser joined the Foundation Finance Office staff in November 2016. Fran has a strong accounting and finance background and brings much value to the team. Currently, she is a half-time employee. Her title is Senior Financial Analyst. Her responsibilities are primarily related to audit processes and procedures and implementing changes that result in improvements to internal controls, reporting, and cross training.

Additionally, the Division of College Advancement acquired Blackbaud Raiser's Edge which automates daily gift processing by feeding data from the Raiser's Edge product to the Financial Edge product.

Foundation Finance 101 booklet and the accompanying PowerPoint presentation were both updated through April 30th for use at the June Board meeting. These are becoming more valuable tools for educating Board members about the intricacies of the accounting and investment functions of the Foundation. It is presented in a manner in which the board members can easily tie together a year's worth of reports and data and see the full picture. Todd Foreman presented the updated version of Foundation Finance 101 at the June 23rd Board meeting and it was very well received.

The Investment Subcommittee meets once a month for 8 months of the year. During 16-17, the Investment

Subcommittee worked on incorporating alternative investments into the Foundation Investment Pool and also increased risk analysis of its investments to assist in selecting and holding high quality investments with low risk and higher return potential. The acquisition of Morningstar Direct has expanded in-house research capabilities.

The Investment Subcommittee's February meeting is known as the annual "Deep Dive" where the long term performance history of existing holdings is compared to appropriate market indices and to other mutual funds; specifically ones that outperformed existing holdings. When the Deep Dive review was initiated several years ago, it focused on the equity mutual fund holdings and it provided the Investment Subcommittee with clearer guidelines in terms of improving the overall quality and investment potential of the Foundation holdings. The Deep Dive has been expanded to include both the Fixed Income and Alternative components of the Foundation Investment Pools. Also, Diane Loveland and Dominic Taylor, student intern, created a report from Morningstar Direct which pulls significant data points of each investment holding and weights those data points based upon their importance. For example, 10 year performance history is more indicative of a fund's track record than 3 year performance history so the 10 year is more heavily weighted. The report, called the Performance Scorecard, then ranks each mutual fund holding and assists in identifying the mutual fund holdings most aligned with the Foundation's Investment Policy.

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. Equities have increased strongly during 16-17, resulting in a substantial increase in the Foundation's Net Assets.

The Investment Pool closed the year 16-17 up 10% (pre-audit figure) increasing net assets by over $4.4 million.

The following table illustrates investment returns for the participants of the NACUBO Commonfund Study of Endowments ("NCSE") for the year ending 06/30/2016:

	Year Ending	**3 year**	**5 year**	**10 year**
Foundation Investment Pool	**6/30/2016**	**Annual Return**	**Annual Return**	**Annual Return**
Total	-0.40%	5.73%	5.86%	5.18%
vs. Composite Index	*-0.54%*	*5.05%*	*5.52%*	*3.66%*
Equity	-1.86%	7.00%	7.29%	6.64%
vs. Equity Composite Index	*-2.87%*	*5.59%*	*5.23%*	*2.50%*
Bond	3.33%	2.49%	2.71%	4.53%
vs. Barclay's C&G Bond Index	*2.63%*	*1.93%*	*2.74%*	*4.54%*
NCSE All participants*	-1.90%	5.20%	5.40%	5.00%
NCSE $25-50 mm	-1.60%	5.20%	5.30%	4.70%
NCSE $51-100 mm	-1.80%	5.10%	5.00%	4.70%

*NCSE - NACUBO Commonfund Study of Endowments for year ending 06/30/2016, total participants 805

Section II: Summary of Planned Initiatives for 17-18

The Foundation Finance Office will be working on refining its use of the Blackbaud Financial Edge endowment management software to enhance reports and improve efficiencies in monthly accounting processes. At the same time, the integration of Blackbaud Raiser's Edge into Financial Edge will change past procedures. The Foundation Finance staff's emphasis will be on ensuring that proper procedures, and checks and balances are in place as well as further developing timely and accurate financial and investment reports.

From the investment side of the Foundation, we plan to expand our use of Morningstar Direct to build and automate performance calculations for each category of investment as well as the overall calculation of performance compared to relevant market indices. When performance data is in place, it will provide the opportunity to expand the investment reports used by our cohorts. A second opportunity is that it will allow us to automate the investment reporting and investment research process by importing month end values from the custodial bank.

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.

16-17 was a year of challenges that were overcome and the Foundation is well positioned for future growth. There is always the potential of investment related challenges; a market decline, an increase in interest rates, and/or a return to an inflationary economy all of which could impact the Foundation's funding of scholarships and programs by reducing the amounts to be spent. While these are things we cannot control, we can control the quality of investments owned and achieve solid long term returns.

IT Services

Section I: Summary of Departmental Accomplishments & Outcomes

This past year has been one of growth and transition for ITS as we marked some significant organizational milestones. Dr. Michelle Rogers-Estable joined us in January as the Director of the TLTC, following the retirement of Jim Greenberg, the department's first director and a local legend. Michelle brings a wealth of experience and enthusiasm to ITS and we look forward to the exciting things she has planned for the TLTC. We've also hired Marvin Rodriguez as a programmer in EAS, John Schwartz to fill the Net & Tel OA1 vacancy, and Andrew Osborne as a tech in Net & Tel. Teri Weigl retired after more than 40 years at Oneonta and Steve Maniscalco was recognized for his 20 years of service. Todd Evans was promoted within EAS and Rob Brown received the 2016 SICAS Partner award. We are proud and privileged to count them among our team.

We're doing exciting and innovative things every day and were pleased to share some of them with our colleagues around SUNY and in higher ed. ITS staff presented at a number of conferences including the SUNY Technology Conference, SUNY Wizard Conference, SICAS Summit, SUNY Physical Plant Administrators Association, and EDUCAUSE Connect. We also hosted a COA Regional Forum, SUNY Collaborative Reporting (SCR) Forum and the SUNY Conference on Instructional Technology (CIT). CIT required months of planning and the support of nearly half the IT staff. We welcomed 360 attendees to SUNY Oneonta for the 4 days of workshops, presentations, and networking with peers.

Of course, while we were innovating, transitioning and sharing our success, we were resolving incidents (6,108), fulfilling requests (11,047) and completing projects. Below are some highlights of those accomplishments.

New Services

In support of the college's and departments' strategic goals, ITS participated in the selection and provisioning of several new services that promise to transform student, faculty and staff experiences and contribute to Oneonta's continued success. The transition to Office 365 was completed, providing online storage, Team SharePoint sites and a host of Microsoft apps to enhance collaboration and access from anywhere.

Working with departments in Academic Affairs and ITS, EAS configured College Scheduler and integrated it with Banner. The software streamlines course registration and allows students to build a schedule around work and extra-curricular commitments. Testing buy a small cohort of students began this spring. EAS also began the installation of Personalized Financial Aid and online orientation software, two other systems that will enhance the student experience.

As part of the renovation of the Physical Science building, we created the first Technology Enhanced Active Learning (TEAL) lab to support technology-enhanced, interactive group learning, with wireless BYOD capability. We're excited to see how the lab will enhance teaching and learning and what new practices faculty and students adopt to use the technology.

IT Security evaluated and rolled out online security awareness training for all employees. The interactive, self-paced modules help everyone understand the threats to our data and how to protect against them.

Service Improvements

In addition to provisioning new services to the campus, we continue to improve services already in our portfolio. We advanced our program of network improvements by upgrading Wi-Fi in eight buildings, completing our capital project to install new inter-building fiber pathways and began the upgrade of our network core hardware to accommodate faster speeds and greater internet bandwidth.

TLTC has expanded their schedule of training opportunities, workshops and presentations. They are working closely with the new Faculty Success Center to enhance teaching and learning at Oneonta.

EAS continued their work on "Rethinking Banner", in preparation of the upgrade to Banner XE, and led a SUNY-wide initiative for SUNY Collaborative Reporting. EAS and SDCM began a wide-ranging project to improve our identity and access management services. This will be a multi-year initiative impacting everything from password management and access provisioning to directory listings.

The Labs team collaborated with faculty and students in our governance groups to adopt a plan to bring the ongoing maintenance costs of computer labs within budget.

Service Management

We made great strides toward implementing our IT Service Management plan and introducing a measure of transparency to our operations. Primary to that goal, we've expanded IT Governance to include Administrative and Student committees in addition to the long-standing Educational Technology Senate Technology, and Data Governance committees. These groups now participate in ITS project prioritization and budgetary decisions, and provide feedback on services. We also launched a new IT service portal that offers a streamlined and better-all-around experience for our customers. Included in the portal are a page that displays project status, priority and rankings as determined by our governance groups, and a statistics page with service delivery graphs so customers can see how we're doing.

Enterprise Applications and Services developed an Operational Work Queue giving departments visibility into the team's workload and facilitating negotiations among departments to prioritize tasks. They also reorganized their team, assigning staff to operational or project work. The efficiency gained resulted in a two-thirds reduction in their operational backlog.

Seven ITS staff members from three IT departments achieved ITIL (Information Technology Infrastructure Library) Foundations Certification. ITIL provides a standardized framework of best practices for IT service management.

Finally, Customer Support configured the Performance Analytics module in ServiceNow, our IT Service Management platform. We've started collecting service delivery metrics that we'll use to evaluate our performance and identify areas for improvement. We expect our instilling ITSM into our procedures will pay huge dividends for the campus and our organization in the coming years.

The process of moving to baseline Banner continued during the year. The EAS staff was instrumental in continued development of the SUNY common reporting framework, which will result in the removal of most of our remaining SQR scripts. The replacement product selection and deployment process continues to progress, with both Residence Life and University Police in the final product selection stages, and other departments continuing to analyze needs.

The VoIP project also continues to show good progress. This year we transitioned all remaining voice mail (609 extensions) to the new architecture and significantly reduced maintenance costs of the existing system. All occupants of Science 1, Physical Science and an additional 9 departments moved this year – 206 extensions in total.

Section II: Summary of Planned Initiatives for 17-18

This spring, we adopted a new ITS strategic plan designed to promote integration with departments and responsiveness to their strategic needs.
We'll continue to manage and provision new services while providing the highest possible level of customer support but will focus our own strategic goals on growth as an organization to make us more resilient, agile and better positioned to support Oneonta's mission.

Build Capacity
In the rapidly evolving technology landscape, the ability for our IT organization to keep up with the needed infrastructure and software deployments becomes increasingly difficult. The goal of building capacity is intended to reclaim our most valuable resource, staff time. We need to be able to spend less time fixing and maintaining our current services and spend more time bringing new IT services to the campus community. This work must be completed without negatively impacting our mission and continuing to deliver excellent customer service to the campus community.

1. Improve internal efficiency to automate repetitive tasks and streamline IT operations
2. Engage in IT research and professional development to identify opportunities for service transition
3. Leverage student employees and IT disintermediation opportunities

Develop Partnerships
ITS takes pride in our deep connectedness to other areas of the campus. These partnerships have served both IT and the wider community well, and we seek to strengthen and broaden these connections. As a campus within SUNY, we would like to build similarly strong partnerships with other campus IT departments to build common solutions and approaches when possible.

1. Continue to improve and develop internal partnerships to support departmental strategic initiatives
2. Identify and engage with external partnerships within and beyond SUNY

Enhance Communication
Our service to the campus depends on having all members of ITS as well as the campus community be aware of new IT developments, the status of any issues or problems, and priorities. ITS will seek to build on a strong foundation of communicating both internally and externally so that every member of our community can readily obtain information about IT on campus.

1. Engage in more in-person communication
2. Establish a regular program of IT publications for the campus
3. Enhance IT capability and use of non-traditional technology-mediated communication

Section III: Summary and Conclusion

In reflecting on the year past for this report, we're pleased to realize how much we've accomplished as a team and note the individual successes of our staff. It's easy to recall crises and failures as they loom so large in in our collective conscious but we've done great work and made much progress despite the usual challenges (staffing, funding, changing technology, increased expectations…). We've provided a full complement of services to the College while reducing our expenses to support the College's efforts to replenish the reserves. We've worked with students and departments across the institution to provision new services and keep us all moving forward together.

One really fine moment for the organization came when developing the objectives and action items for our new goals. Imagine a room full of IT professionals presented with 3 high level, intangible goals, asked to provide their input on how to achieve them. Instead of the folded arms and rolling eyes you might expect, we had an engaged and excited group working together as a team and willing to share their opinions. It's a much different response that we've had in the past to these "administrative exercises." ITS looks forward to reporting next year on our progress and the ways in which we've grown to support each other and the mission of the College.

Sponsored Programs

Section I: Summary of Departmental Accomplishments & Outcomes

The Sponsored Programs Office (SP) met its 16-17 Planned Initiatives and Assessment Plan goas in completing these action items:

1. We have been working on a major review of our web page throughout the year to improve communication with both grant/contract seekers and current project directors. This is a multi-step and ongoing process. Items addressed this year include:
    - Update rates listed
    - Check all links for currency and point repeated links back to a single source
    - Conversion of forms to PDF format
    - Form re-design to be visually appealing, add logos and made fillable with auto-calculations
    - Content revisions to IRB and Consultant information
    - Addition of FAQ page

    Our intention was to incorporate changes suggested by Project Directors. Unfortunately, a survey sent to all PDs in April yielded only two responses, which were addressed in the changes made.

2. We were prepared to implement the Pilot Research Incentive Program, which would award a new PI 50% of their earned indirect funds, but there were no eligible awards made during the year. Our first two eligible awards start this summer, and the PIs awarded will have access to the incentive funds starting next summer.
3. We had intended to establish a web page to accept patent payments for pharmaceutical manufacturing companies interested in our first viable patent, but the PI changed the path we were taking with her patent, and now we find ourselves in the middle of a start-up LLC company, Verdimine, made up of students who are seeking to market the idea to certain types of companies and simultaneously find an industrial firm to produce the green imine products involved. The central RF Office is spearheading this project, and we moved to the periphery. Development of this project will take us into unknown territory and will provide a real learning experience.
4. We logged and investigated procurement problems over two different weeks during the year (in October, 2016 and March, 2017) to get a baseline as to what were pervasive or ongoing problems, and whether they were particular to certain projects or all projects in general. Numerous recurring errors on the part of projects submitting expenditures were recorded, falling into 5 main categories. We are currently in the process of analyzing which items are a general hazard of high volume business and which problems to be addressed, and of those, the most effective way to gain desired results. Over the next few months we will make decisions regarding presentation of information and assistance offered to program offices to hopefully reduce these errors in the future.
5. We worked with the campus Facilities Office throughout the year to develop a local RF inventory procedure. We have yet to be trained on the State property control system to record the items that the Facilities Office will no longer track, so this is an ongoing and lengthy process. We have maintained a spreadsheet listing of new inventory but new items have not been tagged and we are still unsure whether tagging is appropriate or whether maintaining the serial number and inventory listing is sufficient. This goal is fairly complex and will take time to think through and implement.
6. We introduced E-time reporting on July 1, 2016 for all but 2 non-student employees (1 on leave and 1 without the technology) and the majority of student employees, thus exceeding our goal of 75% participation. Implementation required considerable time working with employees regarding timesheet questions and problems. We were the first small campus to adopt this new process, and we did have some difficulties to work out with the RF. All were resolved with two exceptions – allowance for two supervisory signatures on a

single time sheet and the ability for us to return sheets back to employees for correction prior to payroll run. We were an early adopter campus for this new roll-out. Our Human Resources Manager trained our own employees and also assisted the central office by conducting trainings for other campuses around the state in the use of the system via participation in webinars and conference calls and being available for their questions as other campuses migrated to this system.

7. A major project throughout the 16-17 year for RF administrators state-wide was testing and implementation of the Pre-Award Compliance System – PACS, a comprehensive system of multiple modules, which was purchased by the Research Foundation and is being implemented in phases. Oneonta was in the initial group of testing and implementation for the Agreements module, and in the second group for implementation of the IRB module. We are scheduled to be in the next group for the IACUC module, in early fall, followed by the Conflict of Interest module later in the fall, and the full pre-award module is planned for next spring.
    - The first module for contract agreements involved several hours of testing and conference calls for training and set-up but was a fairly easy implementation.
    - The IRB module has been much more involved. We are the second comprehensive college to implement and are encountering challenges as we go. To date, we have completed two "real" IRB projects in the PACS system and intend to process all applications this way from now on. This will involve continued work with the RF to make process fully functional, training of office staff and IRB board members who perform the reviews, and time working on the phone to walk applicants through the sign-on and application processes.
    - The sign-on process requires human intervention to assign approval for entry to the system and email notification of username and password. We are still working on getting this process to run efficiently.

8. The Fair Labor Standards Act did not go into effect as originally announced. We had been ready to implement new regulations and did make some changes prior to the non-passage of legislation that benefitted the employees involved. The minimum wage in New York was increased so changes were required that affected a number of employees, changing them from exempt to non-exempt employees. Despite the higher wages, the change in status to something that is viewed as a non-professional status was not well received by those affected.

Other Items of Note:

- A very significant factor in our operation was losing half-time of our procurement clerk, Fran Althiser, who is now shared with the College Foundation Office. Though Fran maintains most of her original responsibilities, all staff feel the difference in their workload of this staffing reduction. We have had to let some things slide, including some follow-up detail that we previously performed for PIs and being able to progress further with accommodating Sponsor requirements under the State's higher inventory thresholds.
- Reduction in our indirect cost rate by the State of Florida motivated us to talk to the Research Foundation Central Office Finance staff about what we could do in response to this reduction in revenue. They agreed to approach the US Dept. of Education and start a dialogue with USDE if our figures show a cost rate that is higher than the 8% being offered by several states. We submitted our 2015-16 costs are hopeful that this will result in a negotiated increase to 10 - 12%.
- The Florida Dept. of Education required a program monitoring review, requiring review of both programmatic and financial data. The review involved significant time and effort on the part of SP and ESCORT staff. In addition, we had an audit of federal programs, which is a fairly standard external audit that we usually participate in at least every 3 years. We do not expect any significant findings from either audit, though we do anticipate some funding reimbursement request from Florida. In terms of assessment, the findings of this type of review clearly point out when a fiscal office is operating appropriately, and we continue to do very well in meeting fiscal and compliance expectations.

- We supported our colleague office, Grants Development, by participating in grants Information Sessions on Sept. 21 and 22, and the Why Grants workshop for faculty held during Spring break, March 6 and 7, and speaking jointly for Dr. McPherson's graduate biology research methods class.
- Four of our six staff attended a two day state-wide workshop/Symposium
- We consistently support the human subjects side of research via daily monitoring of the IRB mailbox, the constant work involved in the facilitation of over 100 applications per year, and facilitation of and attendance at IRB meetings.
- We support the animal subjects side of research via facilitation of campus IACUC protocol applications and committee meetings. A formal IACUC policy, several years in the making, received final approval by the committee. We had two USDA reviews of our IACUC process and passed with no findings both times.
- Our staff served the Research Foundation community via active participation on the committees of Accounts Payable/Purchasing Focus Group, Human Resource Officers and University Colleges Research Council, and our HR Manager as a mentor in the Research Foundation Mentoring Program and Investigator training certification to conduct internal compliance and employee investigations.
- Our staff served the campus community via participation in Move-in Day, the Making Cents Workshop, search committees, the SEFA campaign, the EAP committee, and a presentation to the Budget Advisory Committee
- Our workforce is currently 113 Research Foundation employees, 35% being from underrepresented groups. There were 55 new hires during the year.

FINANCIAL STATISTICS

Revenue comparison actual figures through May 31:

	Direct	Indirect	Total revenue	Change
16-17	$4,665,151	$448,667	$5,113,818	-3%
15-16	$4,799,066	$488,590	$5,287,656	+5.7%
14-15	$4,526,753	$477,617	$5,004,370	

Comparing this year to past years using an estimate for our June 30, 2017 closing revenue:

16-17	$5,179,000	$498,000	$5,677,000	-1.3%
15-16	$5,212,521	$539,393	$5,751,914	+5.2%
14-15	$4,937,253	$527,424	$5,464,677	

Section II: Summary of Planned Initiatives for 17-18

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

SP Goal 2.E. Strengthen and grow student and faculty research and creative activity

1. The Grants Development Office will have a satellite office in the new Applied Learning Center. We will support their efforts and presence by conducting a fiscal orientation for student grant recipients, which will include information regarding the required responsible conduct in research training. We will also use this as a drop off for student grant expenditure forms.
2. We will be present at a table at the new faculty information sessions and at the faculty workshops that are planned in the new Faculty Center for CV writing, External Grant Writing and Enhancing Grant Seeking.

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

3. Complete web page content update.
4. Complete documentation of local SP policies that differ from or are in addition to central office policies and add them to our web page.
5. Work with Grants Development to implement the Grants module in PACS. This will be a major time consumer throughout the year and should eventually provide serious efficiencies in grant writing, submission, acceptance and award establishment.
6. Implement the IACUC and Conflict of Interest modules in PACS.

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.

- **Physical Science:** Completed multi-million dollar rehab/new construction project.
- **Health Center:** Completed rehab of building.
- **Red Dragon Outfitters:** Completed new building.
- **Infrastructure (partial listing of highlights):**
    - Wilsbach HVAC Upgrade
    - Netzer Admin HVAC Upgrade
    - IT Outside Plant Upgrade
    - Res Hall WiFi Upgrade
    - Res Hall Fitness Rooms
    - ADA Restroom Upgrade in various buildings
    - Quad Rehab
    - Blodgett Hall interiors upgrade
    - MOC Boiler Replacement
    - Morris HVAC Upgrade
- **Operations and Administration**:
    - Implemented eighteen campus buildings on TMA “planned maintenance” system.
    - Increased monitoring of automated building system to identify/correct discrepancies and save energy and water.
    - Consolidated utility invoicing, saving more than $19K annually.
    - Successfully completed many in-house projects while maintaining high customer service standards.
    - Completed a yearlong project to convert management of the Card Access System to a new control software application.
    - Implemented capabilities to use Uncrewed Aerial Systems (UAS’s, colloquially known as drones) to collect imagery and mapping data.
    - Piloted the delegation of management responsibilities for card access to five building coordinators.
    - Updated the Building Access Policy, affecting student access to Administrative Buildings.
    - Developed a policy regarding the employment of UAS’s on campus.
    - Updated the Physical Space Inventory database component of the State AssetWorks system.
    - Changed the terms of the campus inventory control system to radically reduce the total quantity of inventoried items and the workload to manage that list.
    - Improved coordination and logistics of office moves.
    - Integrated the office of Sustainability into design processes for rebate implementation.
    - Upgraded CAD files of selected residence halls.
    - Started Residence Hall Facilities Master Plan.
    - Continued development of “Campus Standards” document for use by consulting designers.

Section II: Summary of Planned Initiatives for 17-18

- **Welcome Center:** Anticipated completion fall 2017.
- **Milne Library Rehab:** Anticipated start Summer 2017.
- **MacDuff Hall Rehab :** Anticipated start Summer 2018.

- **Infrastructure (In construction or in design for the following projects)**
    - Huntington Hall Roof Replacement
    - South campus landscaping and runoff
    - Bugbee HVAC
    - Wilber Hall WiFi Upgrade
    - Hays Hall Corridor Renovation
    - Matteson Hall Elevator Upgrade
    - Huntington Hall Water Line Replacement
    - Campus-Wide Water Line Replacement
    - Hunt/Admin/Fine Arts Masonry
    - Morris HVAC PH II
    - Various sidewalks
    - Wilsbach generator
    - Res Hall Fire Alarm upgrades
    - Res Hall IT upgrades
    - Sci I AC
    - West Dorm Drive Rehab
    - Bacon ADA
    - OAS Restrooms
    - Field House Atrium Floor
    - Elevator Control upgrades
    - Field House roof replacement
    - Netzer Roof roof replacement
    - Morris roof replacement
    - Morris window replacement
    - Netzer window replacement
    - Hunt Union parking lot
    - PE Weight Room and Exercise Physiology Facilities
    - PE/Hunt partitions
    - Baseball/Softball Fields
    - East Dorm Drive Water line replacement
    - Hays Hall landscaping
    - Milne Humidification
    - Elevator upgrades for dining halls and Milne
    - Retrocommissioning several buildings
- **Operations and Administration.**
    - Upgrade central heating plant tech controls system.
    - Upgrade imagery in fire alarm system.
    - Develop formal shop training for MOC staff.
    - Review and update all Environmental Health and Safety protocols.
    - Review and update Environmental Health and Safety training.
    - Complete delegation and training of card access management to Building Coordinators and departments.
    - Update the digital archives for Facilities to bring it into currency.

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.
-Unable to keep up with demand for continued 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 depts. and facilities staff, mainly between Facilities & 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 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, requiring special contracting skill sets.
-Hiring Trades staff is more difficult due to various factors inc. market availability & obstacles of our state system.
-Purchasing goods and services is increasingly complicated and a slow process 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 & Energy Conservation, new buildings are being air-conditioned, markedly increasing our demand for electricity, water, and labor to maintain these new systems.
-There are 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 making it more difficult for us to work with them 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. 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, 42 faculty have participated in this program. In addition, the College has a Sustainability Course Designation Program as well as a new Environmental Sustainability major. Beginning this past fall the college offered a Sustainability Living and Learning Community, which integrated 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 office devoted a significant amount of effort to execute the Green Infrastructure Grant Program project. Through broad support and collaboration, the SUNY Oneonta campus has made significant progress in the following areas:

Accomplishments (16-17):

Energy and Buildings

- *NYSERDA & NYSEG Energy Rebates*: Coordinated funding opportunities with NYSERDA's Existing Facilities Program and New Construction Program to receive incentives for the following projects: Science II $114,000, Red Dragon Outfitters $28,000 and the Health Center $10,000. With support from the Energy Manager, we received $35,400 in NYSEG energy rebates.
- *Building Design & LEED:* Coordinated the Leadership in Energy and Environmental Design (LEED) process for all new and existing construction projects as follows: MacDuff and Science II. 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 to improve the energy efficiency of six buildings.
    - 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 10 **LED projects** across campus.
    - Funded $22,000 to utilize LED lighting in the Red Dragon Outfitters Building.

- 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. faculty members participated in the May 2017 workshop which focused on integrating sustainability across the curriculum through course revision or new course development. In total, **33 plus 2017 cohort faculty** have been trained through this program.
- *Sustainability Course Designation Program:* Coordinated the sustainability course designation process in which we received and approved two additional courses for a total of 25.
- *Sustainability Living and Learning Community:* Developed the programs and coursework for the Sustainability Living and Learning Community.
- *Partnered with other SUNY campuses in development of a SUNY Performance Improvement Fund Proposal* titled *Green Building LEED Certification by Student Experiential Learning Projects.*

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, and Earth Week. 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.
- *Presentations:* Coordinated **dozens of 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.

Waste and Recycling

- *Recycling Contract & Savings:* Coordinated the campus-wide single stream recycling program. Measured and monitored the waste stream and recycling rates. From 2016 to 2017, the recycling rate was 24% compared to the previous year which was **21%**. Achieved an annual **savings of $87,776** specific to the 2013

waste removal contract. Received recycling rebate checks worth a total of **$4,627** from the cardboard compactor and metal recycling dumpster.

- *E-Waste:* Coordinated the student electronic waste recycling program. This year, we recycled approximately **700 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. The Red Closet works in conjunction with the move-out program, the Recycling Coordinators in each dorm and the general campus community to collect gently used items and sell them to fund a sustainability scholarship. This year's recipient was Jonelle Reyes, who will receive approximately $3,000.

Storm water

- *Construction began to implement the Green Infrastructure Grant Program Project.*
- *Completed the Quad renovation project which included underground water tanks to slow water runoff.*
- *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

- *Made progress towards our goal to convert 10% of our lawn space to No Mow Zones. Long term we plan to convert 20% to No Mow Zones.*
- *Initiated $130,000 site lighting project to convert 700 outdoor lights to LED.*

Food

- *Food Waste Scale & Display System: Continued to promote* 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.).
- *OAS sent over 20 tons of pre-consumer food waste to a local pig farm this year.*

Section II: Summary of Planned Initiatives for 17-18

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 campus operations 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:

- To execute the President's Advisory Council on Sustainability's "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.
- To complete 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 16-17 accomplishments included in Section 1 are ongoing projects which the Office of Sustainability will continually address in the 17-18 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 through energy rebates, through the waste removal contract and by seeking external funding sources. Much of these savings have been reinvested in additional initiatives. 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. Next year, the office will focus on assessing the effectiveness of the programs.

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.

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 16-17, OAS provided the following monetary support to the financial sustainability of SUNY Oneonta.

Space and Utilities:	$709,234	
Scholarships:	$470,000	
SUNY Support Services:	$112,909	
Capital Improvements:	$8,519,029	(This inc. $8.2 million for the Red Dragon Outfitters Building)
Program Accounts:	$487,315	(This inc. $33,449 that was reallocated to space and utilities)
Refuse:	$80,284	
TOTAL	$10,378,771	

- Online sales through the *Red Dragon Outfitters* website continue to steadily increase. We attribute this to effective marketing, an expanded online inventory, and a redesigned website that integrates all of our services and easily directs alumni and newly accepted students to our online store. Actual sales increased from $28,532 in 15-16, to $45,914 in 16-17, an increase of 61%. The number of total orders increased from 545 in 15-16, to 899 in 16-17, a 65% increase.

- A Dining Sales Comparison of 15-16 to 16-17 is as follows:

	15-16	16-17	difference	% increase/decrease
Resident Dining	$10,787,531.39	$10,879,730.27	$92,198.88	0.85%
Retail Dining Dollars	$2,340,714.23	$2,212,121.05	($128,593.18)	-5.49%
Dragon Dollars	$289,736.30	$276,827.77	($12,908.53)	-4.46%
Cash Sales	$1,082,050.96	$1,089,345.00	$7,294.04	0.67%
Catering	$1,141,684.58	$896,588.60	($245,095.98)	-21.47%
TOTALS	***$15,641,717.46***	***$15,354,612.69***	***($287,104.77)***	***-1.84%***

We attribute the increase in Resident Dining to the increase in the cost of the base plan, not the number of students on the plan. Retail dining dollars decreased in relation to the number of students that have retail dining dollars via the Higgins Plan, Commuter Plans, and the Resident Dining Plan. 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 we are attempting to include suggested default amounts on the students' bills.
The biggest decrease in dining sales was in Catering, and is attributed to the change in Summer Orientation. In years past, Orientation was held in late June-July, and all meals were provided by Catering. Orientation in 2016 occurred in August, and was part of the Resident Dining Plan. While we lost these sales, several areas of the College, and our students, benefitted financially by not having to pay for catered meals. This includes FYE, Residential Life and Housing, Athletics, and the Center for Multicultural Experiences.

- Throughout 16-17, 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
    - The Zeta Beta Tau Bone Marrow Registry Drive
    - Food for Fuel Project
    - Saturday's Bread
    - Catskill Symphony Orchestra
    - Migrant Children Christmas Program
    - Urban Assembly campus visit
    - Campus Climate Survey
    - New Critics Undergraduate Conference
    - RSO Annual Barbecue
    - Women's Soccer Fundraising Event
    - Dining for Champions

- A chef from Chile, Nicholas Martinez, visited 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 Global Chef Program offers great support to our commitment to cuisine diversity. Sodexo celebrity chef Barton Seaver also visited campus and shared his thoughts and practices on healthy and sustainable food and menus.
- The Red Dragon Outfitters building was constructed throughout 16-17. In early April, the OAS and Sodexo management teams moved from the Hunt Union to the new building. Damascene Book Cellar and the actual Red Dragon Outfitters store will move in during June and we anticipate a grand opening at the beginning of the new academic year. This move enables 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. The building has many sustainable features, and although it is not LEED certified, it was built to LEED gold standards. A unique feature of this building is a green roof.
- We successfully launched the Sodexo Global Internships. Two students worked in the Sodexo corporate office in Paris in June 2016; two students worked at the corporate office in Singapore. These students had incredible internship experiences and served as ambassadors of this program in 16-17. In July 2017, two students will be interning at the Sodexo office in Swinton, England. We are most definitely increasing students' engagement through these job experiences.

- 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. Through a program called Red's Catch, Sodexo offers a fresh

catch of the day once a week to campus for resident dining. Red's Catch is a sustainable farming initiative, and is extremely popular with our students.

- The OAS website was reviewed, revised and redesigned to the platform currently used by the College. This resulted in more accurate information and a user-friendly format for updating information in a timely manner. We now have a cohesive web presence that mirrors the campus standard. Our web site was used very effectively to receive selfie photos from new students for their ID/Dining Cards. For Fall '16, 1,161, or 68% percent of our 1,716 new students, chose this method. In Spring '17, 110, or 59% of our 186 new students, chose this method. This resulted in express lines for students to get their ID cards at orientation, and greater satisfaction because students are selecting the photo they would like to use for their cards. The clarity and ease of navigation of the website also contributed to the exponential increase in sales at the Red Dragon Outfitters.

- Throughout 16-17, we worked with the planning committee for the renovation of the Milne Library for a new retail dining venue for the Milne Library.
  We will begin construction on an Argo Tea Café in mid-September and anticipate opening for the Spring 18 semester.

- An energy audit of our dish machines demonstrated the copious amount of water they use. As a result, in 16-17 OAS replaced two dish machines. The new machine in Wilsbach Hall uses 525,456 gallons less water per year; the new machine in Morris Hall reduced water use by 274,400 gallons per year. This resulted 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 supports our commitment to environmental and financial sustainability. This was funded through our Capital Projects Plan.

Section II: Summary of Planned Initiatives for 17-18

- **Construct and Open the Argo Tea Café in the Milne Library**
  The current renovation of the Milne Library will carve out some of our Jazzman's Café for a larger entrance, and consequently 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. We will begin construction in Mid-September and expect to open for the Spring '18 semester.

- **Wilsbach Generator Project**
  We currently have no backup power to operate any of our dining facilities in the event of a power outage. We are currently working on a generator project for Wilsbach Hall that will provide the necessary power to effectively and efficiently feed our resident students and essential services employees when we lose power. A second generator included in this project will provide life/safety power to several residence halls.

- **Open and Market the Red Dragon Outfitters Store**
  In August '17 we will have a grand opening for the Red Dragon Outfitters building. Of primary concern is maintaining and/or increases sales in our store. We anticipate that the campus community will be interested in shopping at the new store, and the layout and design are very welcoming. We have been strategic in offering product mix that will be popular with our most important customer base -- our students, while still having items that appeal to faculty, staff, alumni and other campus visitors. We are working with Admissions to offer incentive gifts for potential students if they visit the store, and when the Admissions Office moves to the nearby Welcome Center, all Admissions tours will end in front of the Red Dragon Outfitters Building. Admissions holds many large sessions throughout the year at the Hunt Union, and the proximity to our building will also boost our customer base. We will be closely analyzing our foot traffic, sales, and customer satisfaction.

- **Manage and Meet New SUNY MWBE Goals**
  The new five-year contract between OAS and SUNY goes into effect on July 1, 2017, and includes substantial MWBE procurement goals.
  We will work to try to reach these goals, while continuing to offer quality goods and services at reasonable prices. Most auxiliary services corporations across SUNY, including OAS, will engage the services of AXI, a company that will analyze our spending, see if there are MWBE companies that we can purchase from, and assist us with the RFP and procurement process. AXI is also working with SUNY to exempt some areas of our operations from these requirements. AXI will also report our MWBE utilization to SUNY via technology they have developed in collaboration with SUNY.

- **Roll out the Red Chef Program**
  In response to student feedback that they would like to cook some of their own meals, we will be rolling out a new dining option within resident dining, called "Red Chef." Similar to the popular cooking programs like Blue Apron, Red Chef will prepare and offer fresh ingredients and recipes for students to cook their own meals. This will be the first of its kind nationally for Sodexo. Red Chef will be introduced in Fall '17 in My Kitchen of Mills Hall and will be an ongoing option if it is well received and utilized. We anticipate this will increase resident dining students' satisfaction. This will also clarify the extent to which our on campus students wish to cook their own meals. We will engage the interests of our students, teach them how to cook healthy meals, and strengthen the financial sustainability of our dining services.

Section III: Summary and Conclusion

The 16-17 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 is 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:

- Reaching full occupancy in the residence halls
- Meeting new MWBE goals
- Offering appealing, quality and affordable resident and retail dining options, despite the fluctuation and escalating costs of fuel, food, and labor
- Studying the demographics and keeping up with the trends of our current and future students
- Communicating effectively 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
- Maintaining our substantial financial support to the College for scholarships, program accounts, space and utilities, and capital improvements.

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 are expanding our portfolio of services by adding Remote Programming Support (RPS) and remote support for workflow/Banner Event Publishing (BEP). The search is currently underway for two senior programmers to fill the positions on the RPS team, six campuses committed to this service for the first two years.

A very exciting development this year was the SUNY Collaborative Reporting (SCR) initiative that Nate Trost was a member of. This group was spawned from the need to find a replacement for the Oracle Programming tool SQR. This group has developed a framework for reporting that will help onboard new technical staff, speed development for campuses and SICAS, create reusable code and help put Argos in the hands of functional users and free up the time of the IT staff. The framework consists of a number of views written at the Banner database level which helps guard against the end of life for the Argos tool because a different tool and read the views just as easily as Argos can.

In order to provide better service to our constituents, we implemented Service Now, a service desk tool. We are part of the SUNY consortium in Service Now, the current members of the consortium are SICAS, ITEC, System Administration (OIT), Brockport, and Plattsburgh. Our first year went well as a result of the preparation and training of Aimee Swan. Aimee has emerged as one of the experts for Service Now and has been a tremendous asset not only to SICAS but to the entire consortium. We made a major change in our support process this year by hiring two staff members to serve as the front line support for all Incidents that are entered in Service Now. In the eight months since we moved to this model, the higher level members of the support team have seen a drop in the number of incidents that they handle which has freed them to provide more training and better documentation. These staff members are now going to focus their training on trouble shooting and problem solving to make it easier for campus users to resolve their own issues which should result in a lower number of incidents that are entered.

Two staff members left SICAS in 16-17: Jeri Anne Jerminario retired and Maureen Cashman took a position at another institution. Five people joined the staff: Justin Morgan, Will Holmes, Julio Quijada (rejoined), Seth Blake and Matt Tamburello. In addition to the five mentioned above, the SICAS staff members are: Bill Grau, Chelsie Dalton, Aimee Swan, Shirley Clark, Deirdre Dibble, Donni Hildebrandt, James Struble, Beverly Baker, Cameron Oliver, Amy Pondolfino, Stephen Staley, David Stanley, Nate Trost, Min Zhang, Stephanie Kot, Carol Arnold, Ramon Biazon, John Flack, Kurt Keller, Fion MacCrea, Pat Potochniak, Terry Tozer, Korisa Wright, Will Weir, Pete Andrusyszyn, Dawn Bookhout, Danielle Beach, Brian Crandall, Mary Davis and Kris Spranger. Our staffing compliment will be thirty five on June 5th when Seth and Matt join the staff, this is the highest number of employees SICAS has ever had. There is currently a search underway for two senior programmers who will serve on the RPS team, if we are successful in filling these positions, we will have 37 employees.

There have been discussions with multiple campuses who have been considering moving to Banner. Empire State College has begun their implementation. 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. Columbia Green continues to explore different ways to secure the funding necessary to pay for their implementation. The College of New Rochelle joined as an Associate Member in September but Dowling College closed in June which means the number of open/associate members remained at 18.

A major challenge continues to be responding to mandates that often have very short timelines for completion. The Excelsior Scholarship is this years example of such a project. As part of the verification process, campuses must verify the number of credits that returning and transferring students have earned and SICAS must write a process to verify enrollment and credits earned. The application opens on June 7th and HESC is expecting that our process will be in place when the application opens. SICAS will not meet this deadline because the final rules will not be approved by HESC until May 25 which does not leave enough time to create the process, have campuses test it with HESC and then release it to all campuses. We will strive to complete the process as close to June 7th as possible.

Section II: Summary of Planned Initiatives for 17-18

The planned activities for 17-18 are:

- Continue to convert SQR's to Java.
- Add SICAS applications to Banner 9 as extensions instead of modifications when possible.
- Convert SICAS applications to Java pages.
- Focus SICAS training on trouble shooting and using applications rather than setup.
- Continue to expand the training offered by SICAS staff, Evisions staff and Ellucian staff.

Section III: Summary & Conclusion

We at the SICAS Center continue to strive to improve our services and to offer new services when campuses need them. Our use of Service Now is maturing and we are working with ITEC on enhancements that will allow campuses as well as SICAS and ITEC to see each other's incidents. For SICAS and ITEC, this will allow us to work together more seamlessly. This change will fulfill a request that campuses have made since we moved to Service Now and will make it easier for campuses to utilize the tool. In addition to changing the visibility, we are also improving our knowledge base articles that are presented to a user as a possible solution when he/she enters an incident. Having better knowledge articles will reduce the time to resolution for campuses.

The creation of the Remote Programming Service (RPS) is a major shift in thinking for the SICAS Center. Prior to this service, SICAS did not perform programming work for individual campuses. RPS, which is optional for campuses, will provide basic programming support with the goal of freeing up the more experienced campus programmers so they can work on larger, more involved projects. Six campuses, Brockport, Farmingdale, Alfred University, Downstate, FIT and Adirondack, have committed to the first two years of this service. I believe that once we begin to show the value of the support that can be provided, most campuses will join.

2017-2018 will see the end of life for SQR and Banner 8 which has placed a tremendous amount of stress on the SICAS programming staff. The conversion of these applications will consume the majority of the development teams time for at least the next 8 months, only leaving time to develop applications for SUNY/State mandates. The Excelsior Scholarship is one of the applications that will be worked on during this period.

SICAS continues to provide excellent service to our campuses at a reasonable cost. We are always working to find news efficiencies and new ways to serve the campuses better and we will always strive to meet the needs of our members.

Part Three: Charts, Graphs and Other Data

Figure 1

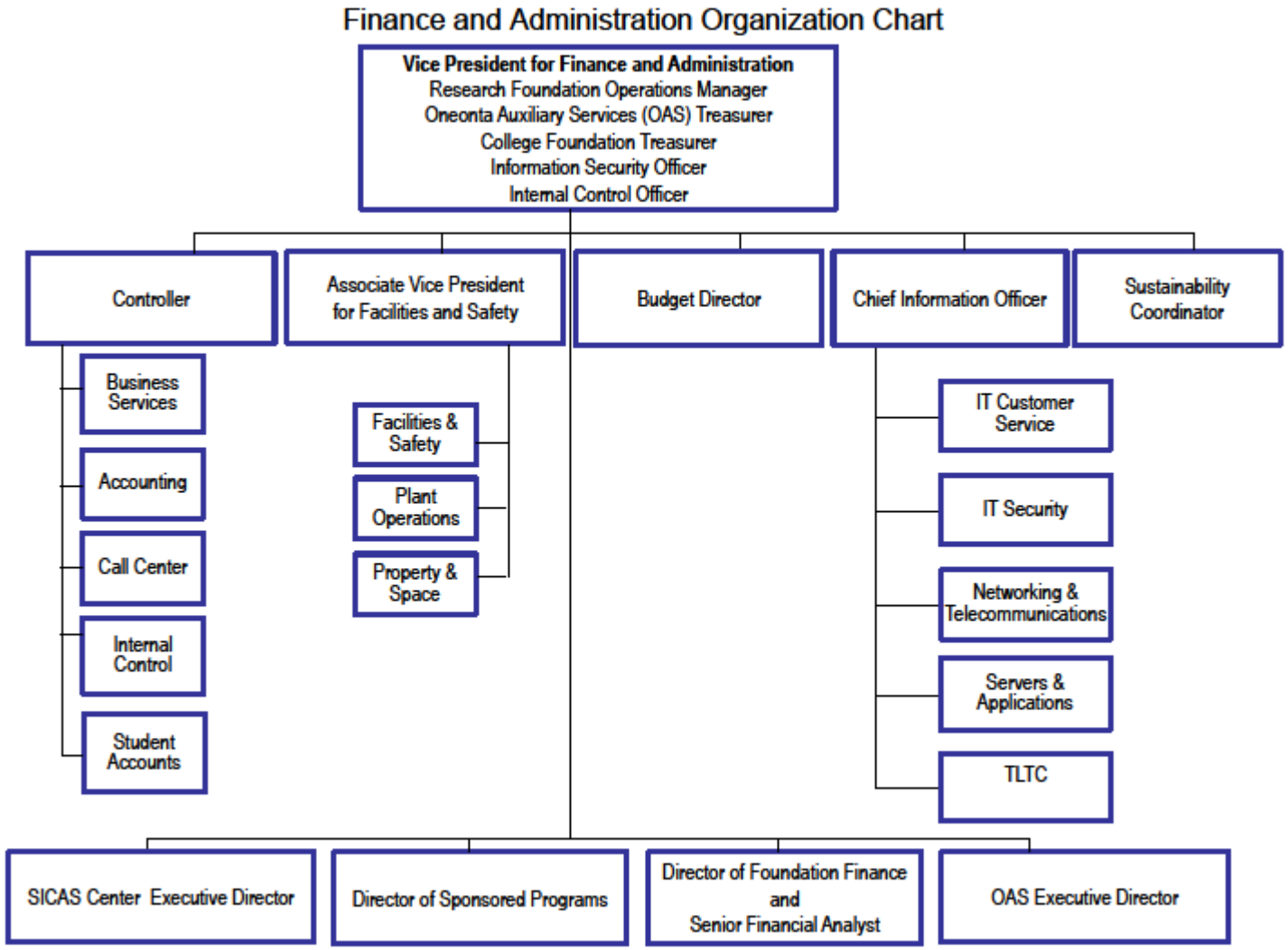


Figure 2

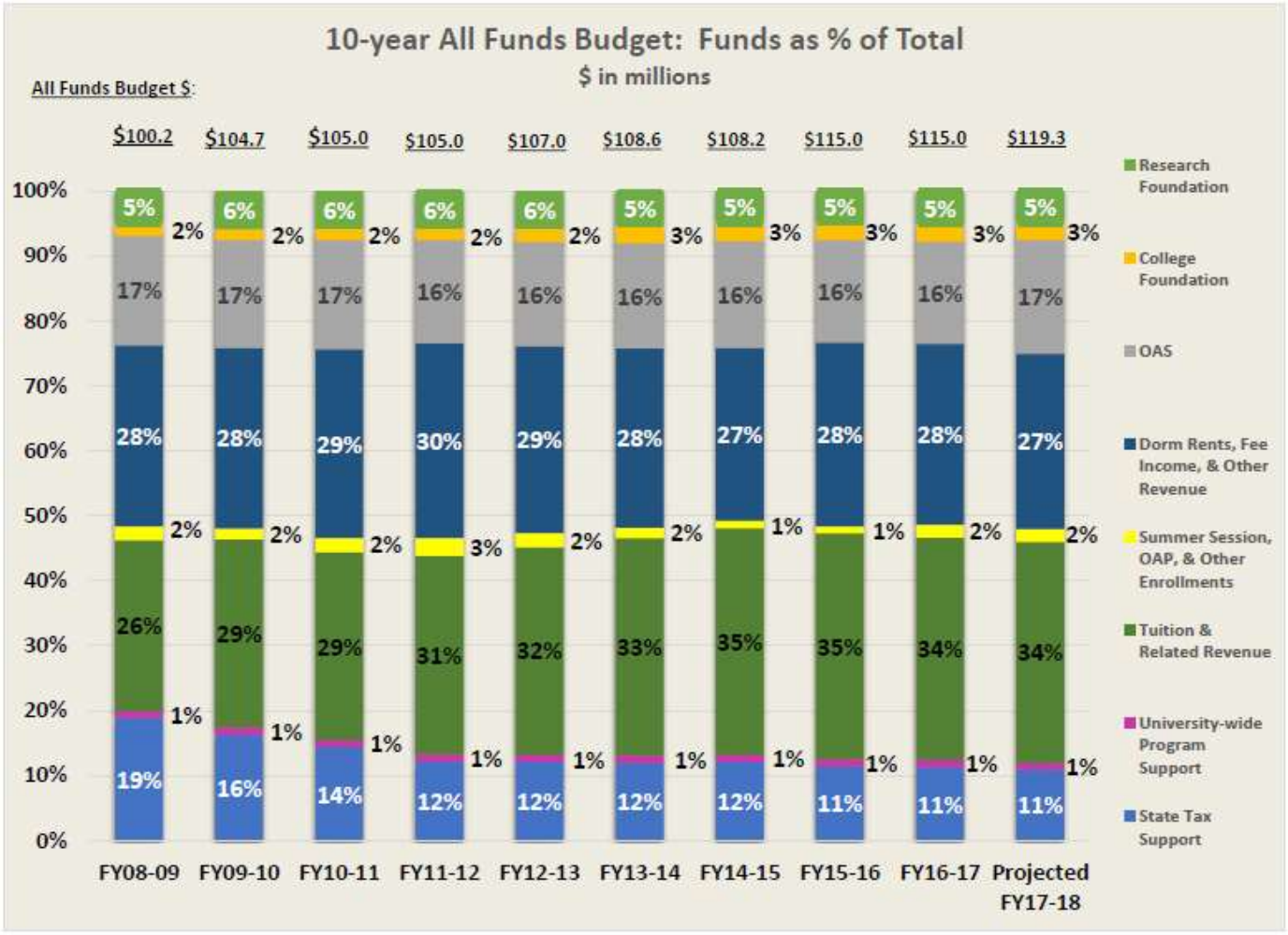

10-year All Funds Budget: Funds as % of Total
$ in millions
All Funds Budget $:
$100.2
$104.7
$105.0
$105.0
$107.0
$108.6
$108.2
$115.0
$115.0
$119.3
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
5% 2% 17% 28% 2% 26% 1% 19%
6% 2% 17% 28% 2% 29% 1% 16%
6% 2% 17% 29% 2% 29% 1% 14%
6% 2% 16% 30% 3% 31% 1% 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% 28% 2% 34% 1% 11%
5% 3% 17% 27% 2% 34% 1% 11%
FY08-09
FY09-10
FY10-11
FY11-12
FY12-13
FY13-14
FY14-15
FY15-16
FY16-17
Projected FY17-18
Research Foundation
College Foundation
OAS
Dorm Rents, Fee Income, & Other Revenue
Summer Session, OAP, & Other Enrollments
Tuition & Related Revenue
University-wide Program Support
State Tax Support

Figure 3

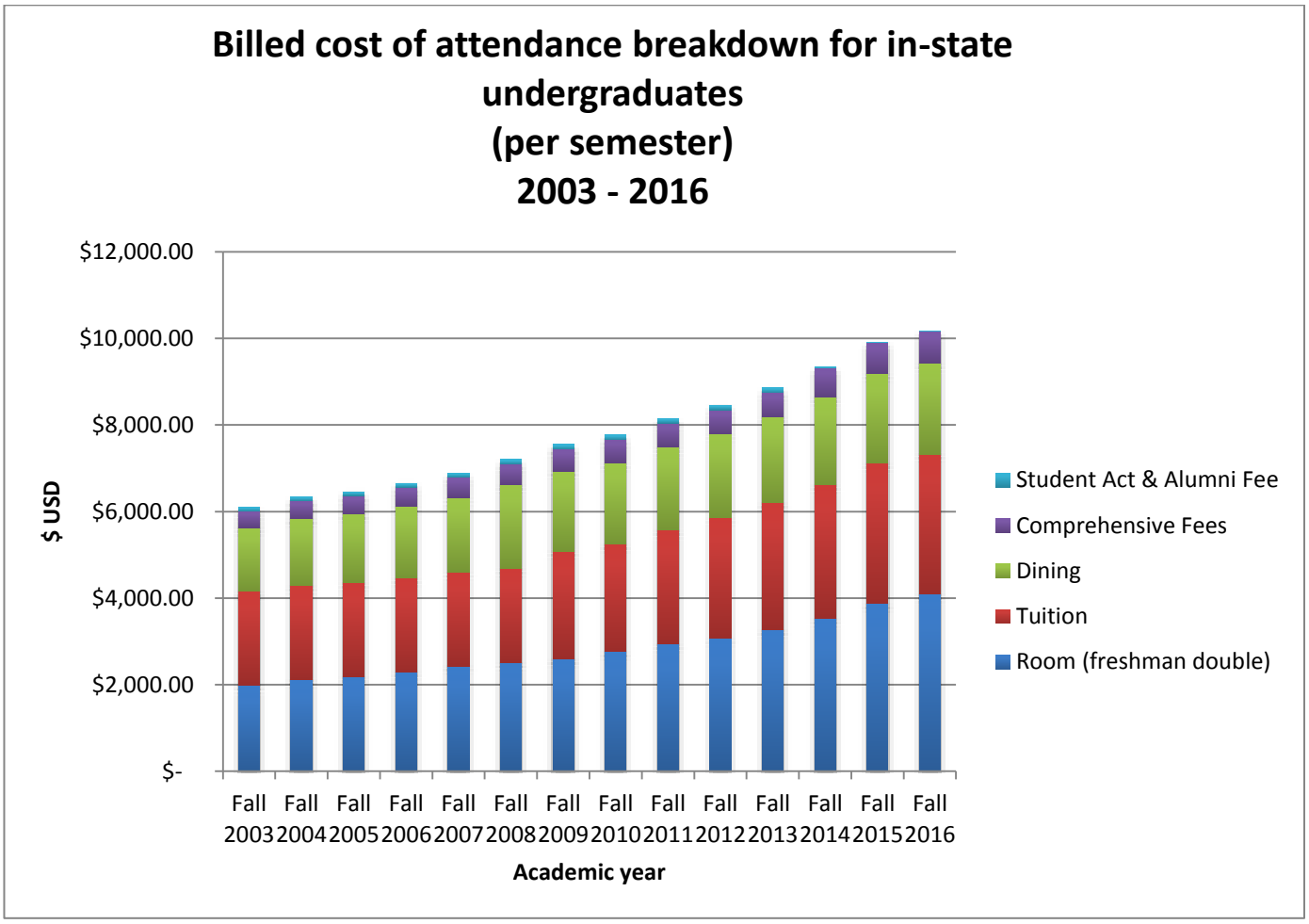

Billed cost of attendance breakdown for in-state undergraduates
(per semester)
2003 - 2016
$12,000.00
$10,000.00
$8,000.00
$6,000.00
$4,000.00
$2,000.00
$-
$ USD
Fall 2003
Fall 2004
Fall 2005
Fall 2006
Fall 2007
Fall 2008
Fall 2009
Fall 2010
Fall 2011
Fall 2012
Fall 2013
Fall 2014
Fall 2015
Fall 2016
Academic year
Student Act & Alumni Fee
Comprehensive Fees
Dining
Tuition
Room (freshman double)

Figure 4

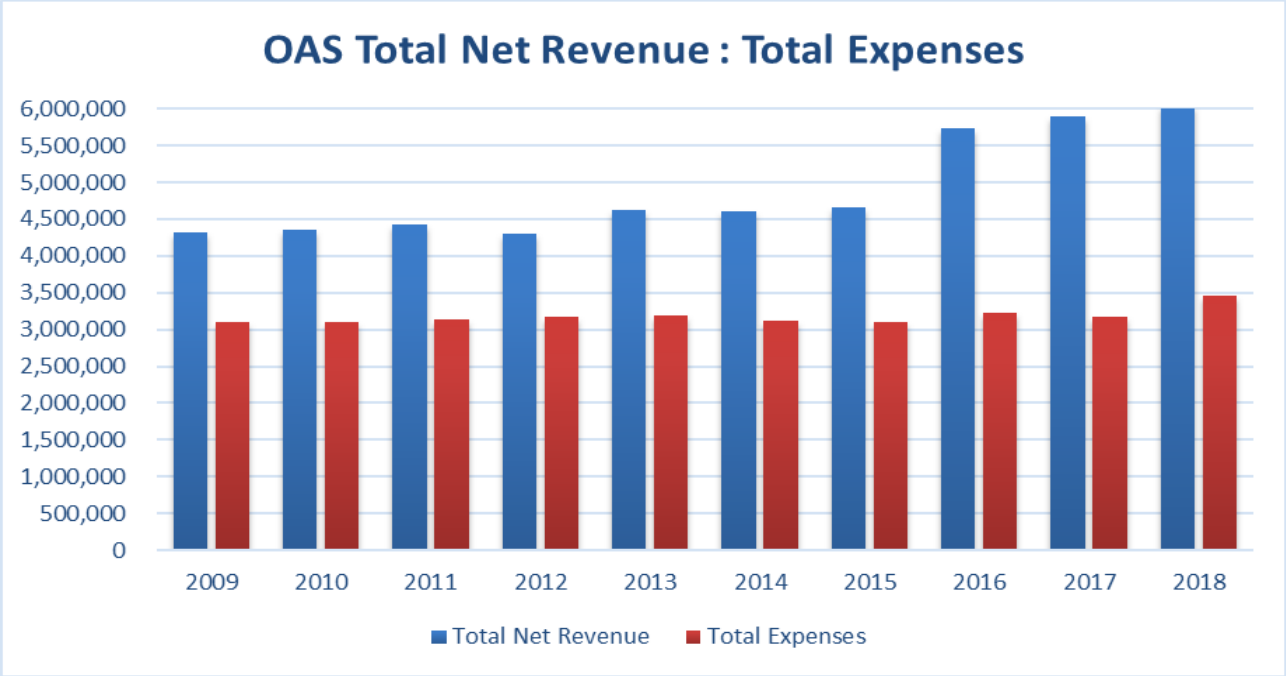


Figure 5

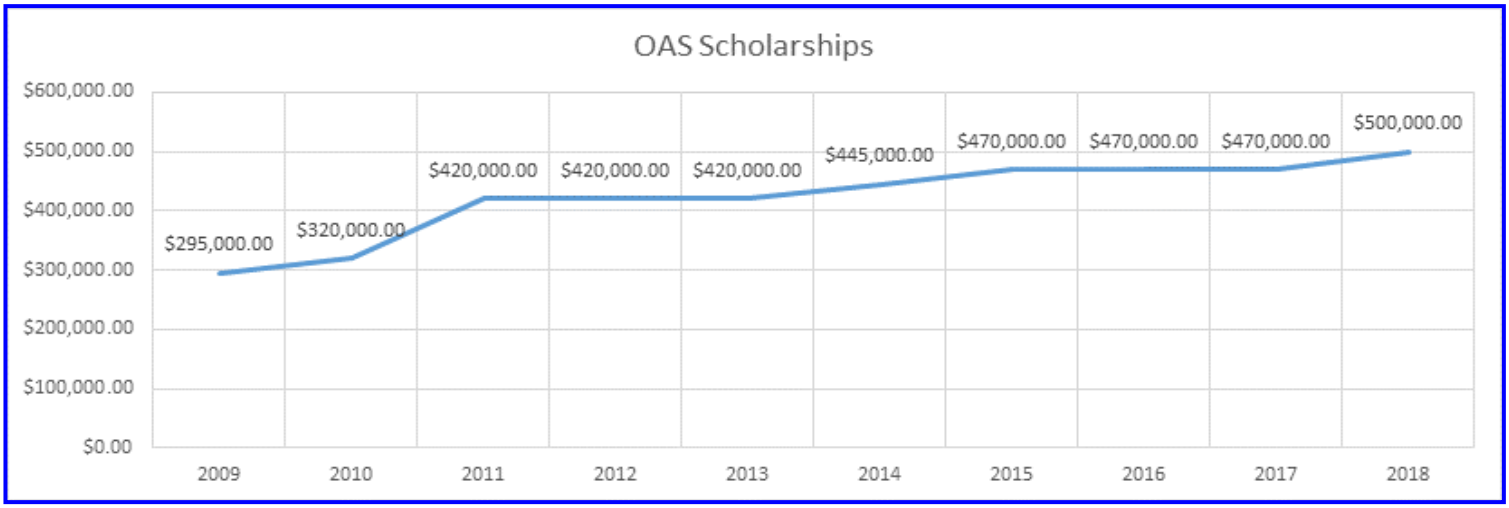


Figure 6

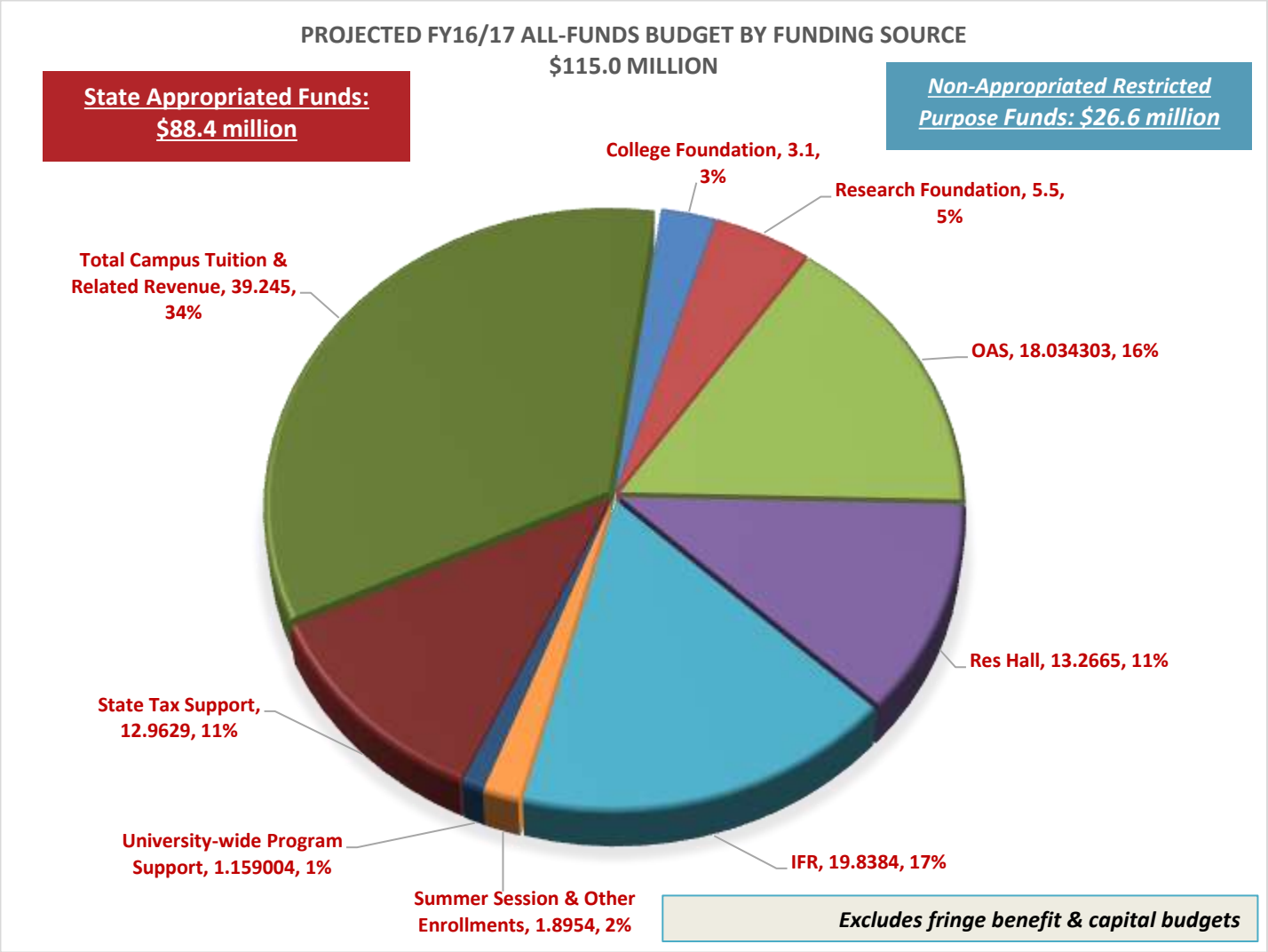

PROJECTED FY16/17 ALL-FUNDS BUDGET BY FUNDING SOURCE
$115.0 MILLION
State Appropriated Funds: $88.4 million
Non-Appropriated Restricted Purpose Funds: $26.6 million
College Foundation, 3.1, 3%
Research Foundation, 5.5, 5%
Total Campus Tuition & Related Revenue, 39.245, 34%
OAS, 18.034303, 16%
Res Hall, 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 5/19/2017		
	Recurring	**1-time**
FY16-17 Beginning Reserves (7/1/2016)	**$810.2**	**$6,485.2**
…as % of $13.0m FY16-17 State Tax Support	*6.3%*	*50.0%*
Projected 2016-17, 2017-18 Activity & Plans		
Commitments/Costs: Contractual, salary & other operational needs; New/increased program investments; Reorganization/restructuring costs; Renovations	($1,915.6)	($2,908.3)
Savings: Contractual; Reorganization/restructuring savings; Reserve Restoration Efforts	$1,065.5	$1,474.7
Revenue Plans/Adjustments: Tuition and Other Revenue Gains or Losses	$1,231.2	$460.5
Released for 2016-17 StAR	$0.0	($229.7)
Projected Uncommitted Reserve Balance, 7/1/2018	**$1,191.4**	**$5,282.5**
…as % of $13.0m FY16-17 State Tax Support	*9.2%*	*40.8%*
Campus Target %:	*15.0%*	*20.0%*
Campus Target $:	*$1,944.4*	*$2,592.6*
Difference $:	*($753.1)*	*$2,689.9*
*assumes 2% ATB + 1% discretionary salary increases after 7/1/2017 (annualized cost ~$1.2m)		
**includes Resident UG tuition increase @ $200 (except Excelsior students)		

Figure 8

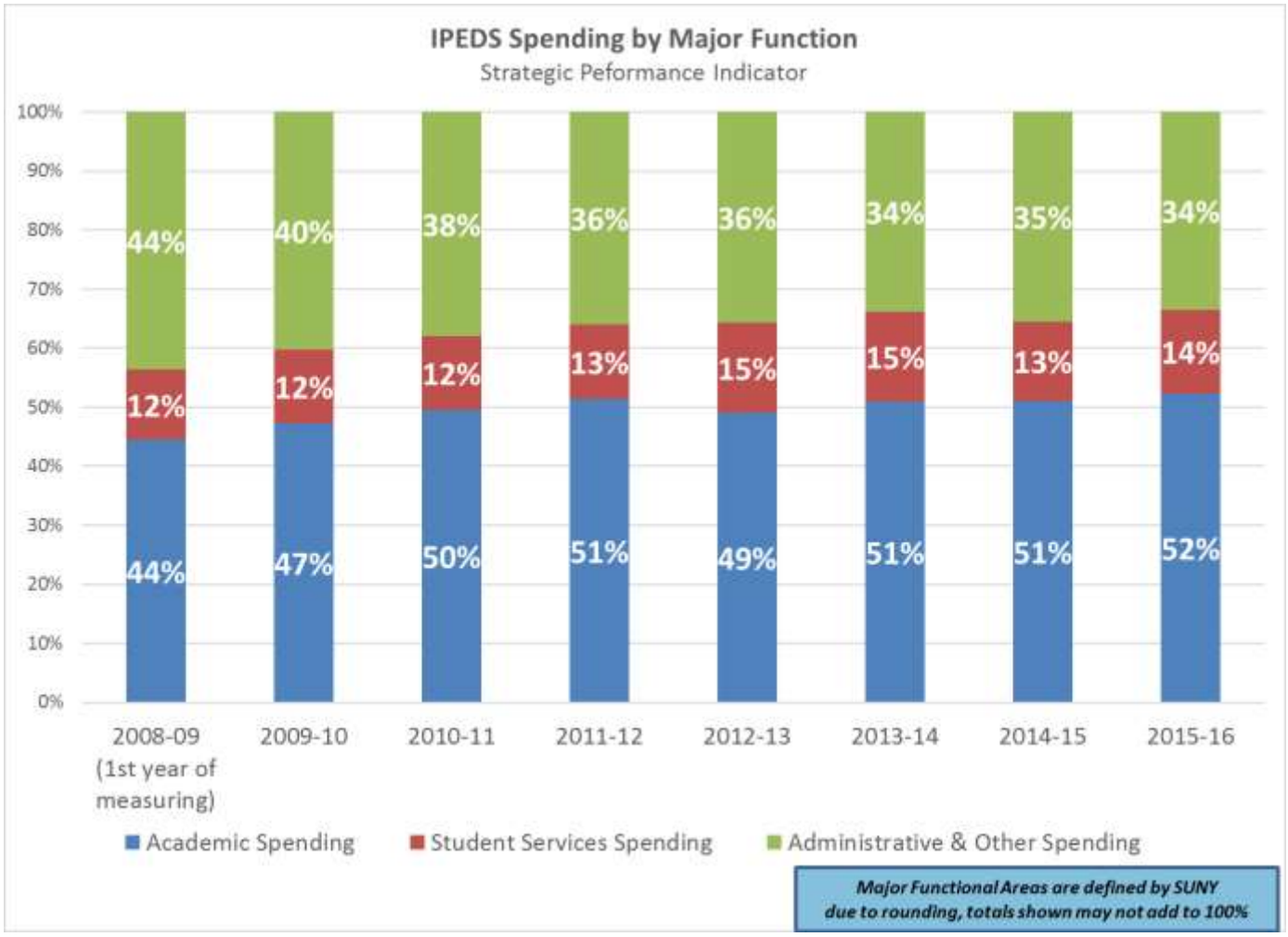

IPEDS Spending by Major Function
Strategic Peformance Indicator
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
44%
12%
44%
40%
12%
47%
38%
12%
50%
36%
13%
51%
36%
15%
49%
34%
15%
51%
35%
13%
51%
34%
14%
52%
2008-09 (1st year of measuring)
2009-10
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
Academic Spending
Student Services Spending
Administrative & Other Spending
Major Functional Areas are defined by SUNY
due to rounding, totals shown may not add to 100%

Figure 9

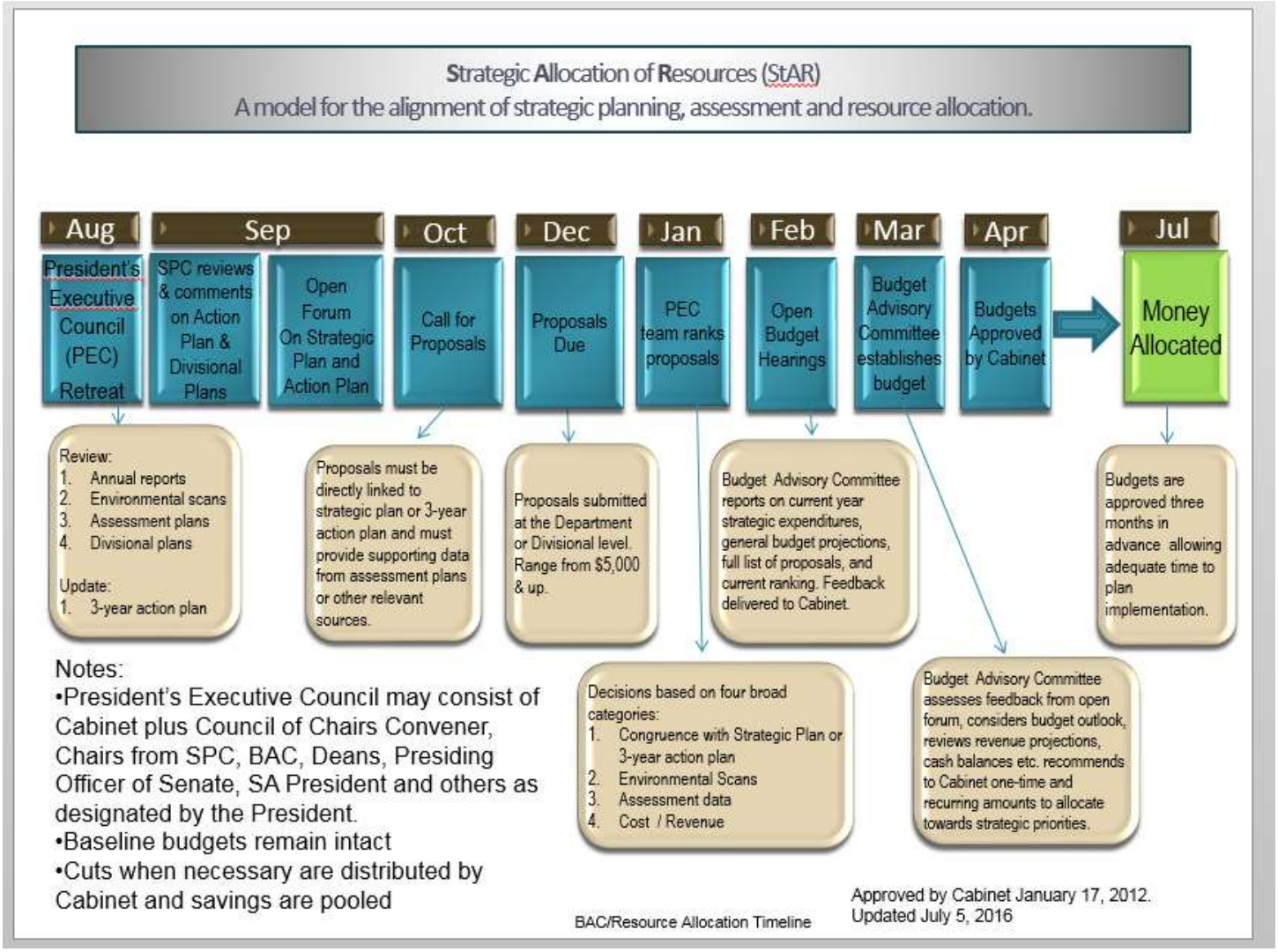

Strategic Allocation of Resources (StAR)
A model for the alignment of strategic planning, assessment and resource allocation.
Aug
Sep
Oct
Dec
Jan
Feb
Mar
Apr
Jul
President's Executive Council (PEC) Retreat
SPC reviews & comments on Action Plan & Divisional Plans
Open Forum On Strategic Plan and Action 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

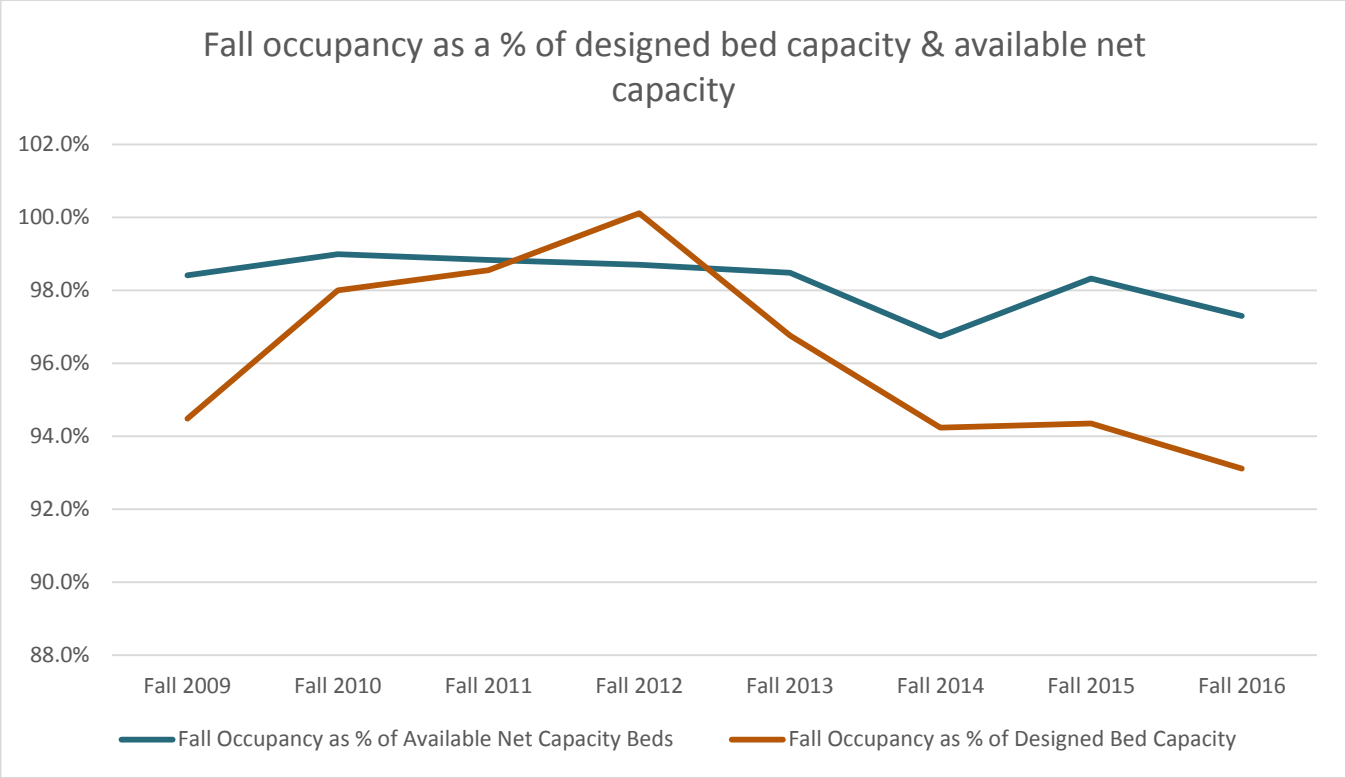

Fall occupancy as a % of designed bed capacity & available net capacity
102.0%
100.0%
98.0%
96.0%
94.0%
92.0%
90.0%
88.0%
Fall 2009
Fall 2010
Fall 2011
Fall 2012
Fall 2013
Fall 2014
Fall 2015
Fall 2016
Fall Occupancy as % of Available Net Capacity Beds
Fall Occupancy as % of Designed Bed Capacity

Figure 11

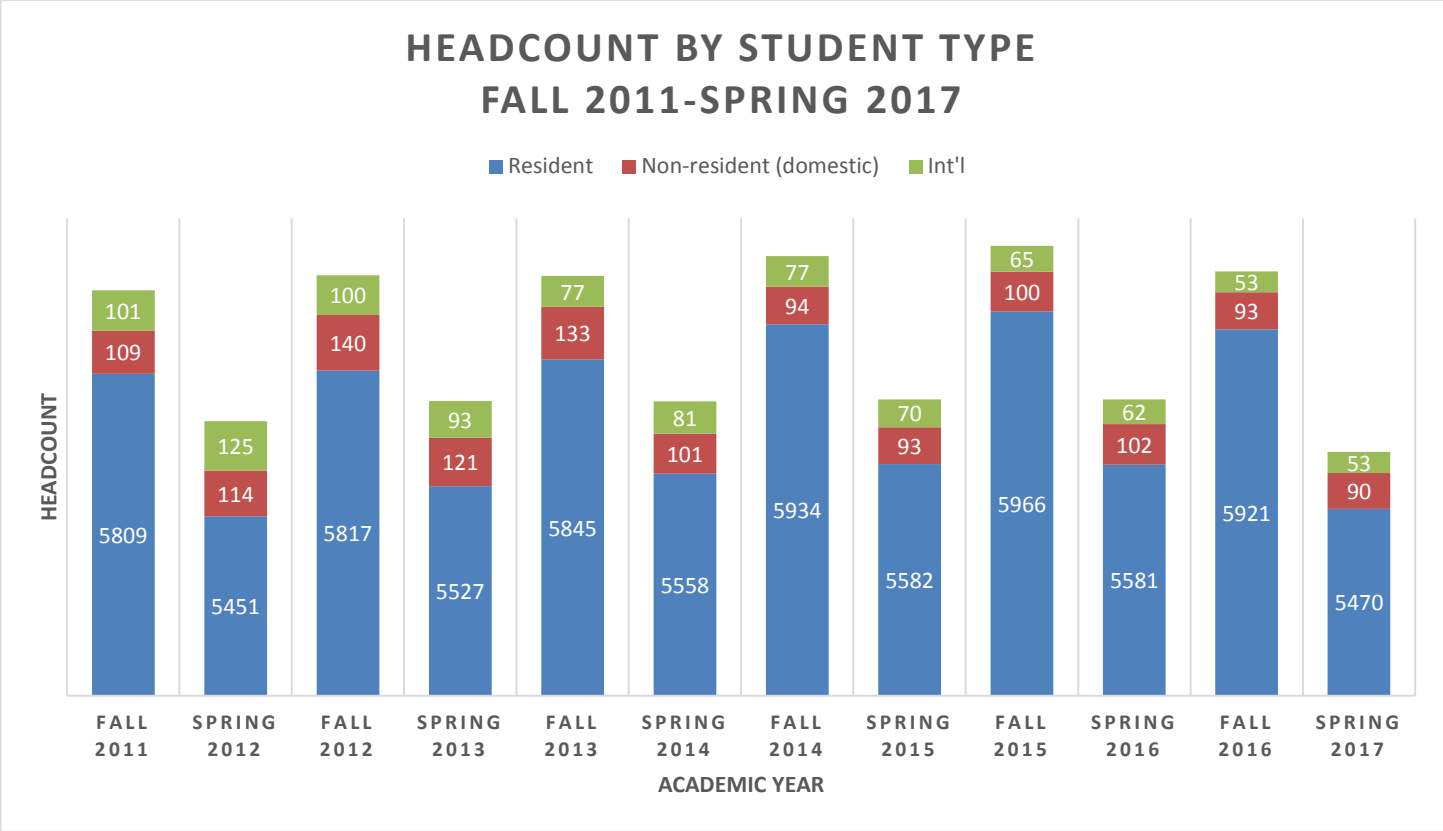
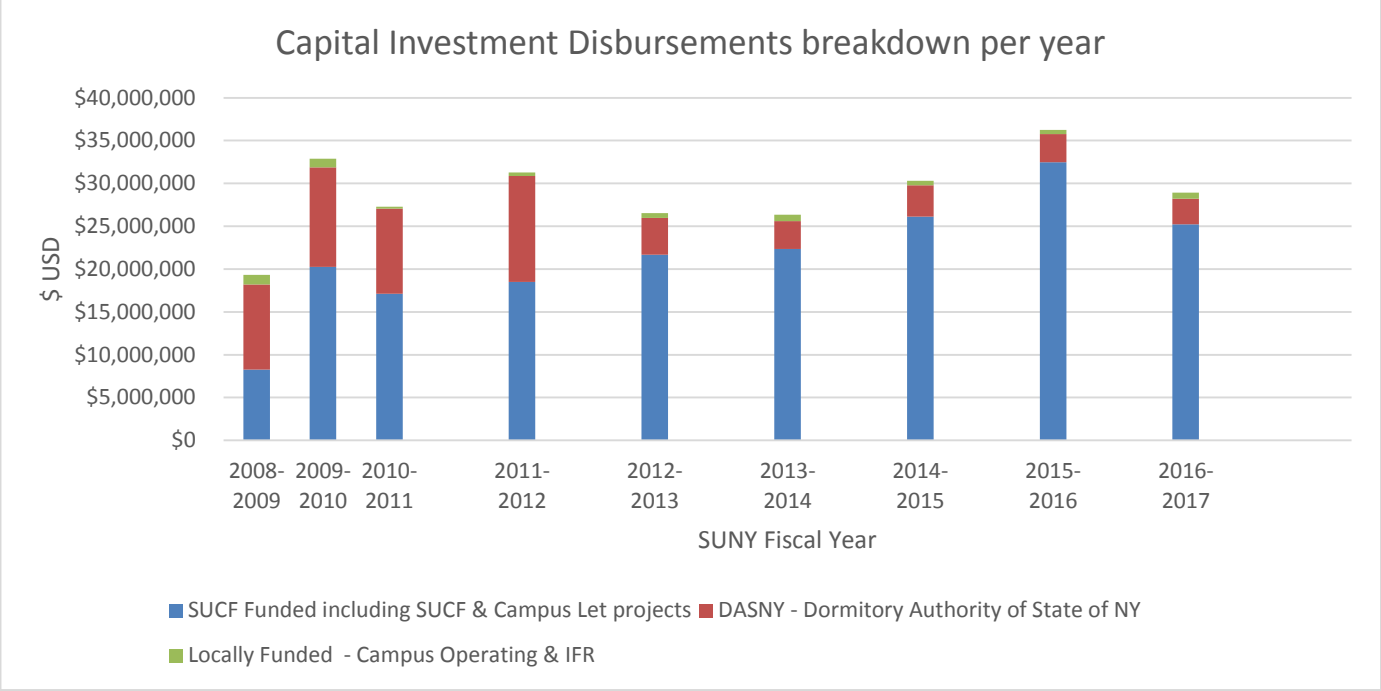

HEADCOUNT BY STUDENT TYPE
FALL 2011-SPRING 2017
Resident
Non-resident (domestic)
Int'l
HEADCOUNT
5809
109
101
5451
114
125
5817
140
100
5527
121
93
5845
133
77
5558
101
81
5934
94
77
5582
93
70
5966
100
65
5581
102
62
5921
93
53
5470
90
53
FALL 2011
SPRING 2012
FALL 2012
SPRING 2013
FALL 2013
SPRING 2014
FALL 2014
SPRING 2015
FALL 2015
SPRING 2016
FALL 2016
SPRING 2017
ACADEMIC YEAR

Figure 12


Capital Investment Disbursements breakdown per year
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
$ USD
2008-2009
2009-2010
2010-2011
2011-2012
2012-2013
2013-2014
2014-2015
2015-2016
2016-2017
SUNY Fiscal Year
SUCF Funded including SUCF & Campus Let projects
DASNY - Dormitory Authority of State of NY
Locally Funded - Campus Operating & IFR